

DEI Programme Leading Inclusive Change - Strategy Webinar-20251006_120037-Meeting Recording

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1h 43m 54s



Brilliant. Lovely. Welcome everyone. Thank you for joining us today. It's lovely to see you. I don't think you didn't meet me last time because I wasn't on the last webinar. But hi, I'm Caroline Lake, consultant here at Charlotte Sweeney Associates and looking forward to getting to know you all over the programme and having a great discussion today as well.

Oh, we've got one more coming in.

Brilliant, right. I'm going to share the slides for today. So today's session is all about aligning DEI work to organisational purpose and the the broader business strategy as well. So we're really going to focus in on that today and have some great discussions as well I hope and really importantly share.

With each other, some of our own experiences as well, what we what we think we might be doing well, what we find challenging. So we'll have plenty of time throughout the session today to to have good discussion with each other because I think that that peer learning and peer sharing is a really valuable part of this programme as well.

So just a really high level, just in terms of our time together today. So we'll just revisit our guiding principles, just have a little bit of time reflecting on the River of Life exercise as well now that hopefully you've all had a bit of a chance to let that sink in a bit more and maybe think about it a bit more as well. I'll just cover off our our learning.

Objectives for today in a bit more detail and we'll be looking at the power of purpose, why agility in strategies matter as well, particularly I think in the current climate where there's there's quite a lot of change in social change, where DEI and the business strategies actually come together and why that's important.

And how we can think about aligning those, those both those areas and we'll we'll have a breakout group there as well. And then at the end we've got an action plan to share with you and again I'll go through that in more detail, but that's something that can be a sort of living, breathing document as you go through this programme and beyond.

So I said that we would just cover off our guiding principles. So the first one is being present. So let's all be in the virtual room today, listening to each other, taking in different perspectives as well.

Even though we're virtual, obviously same same sort of rules applies if we were together, just confidentiality in this space as well, giving everybody the chance to to speak up and share their opinions and everybody is welcome to to share their thoughts here. So we, you know, we really want to hear from you, feel free to. Unmute your mics or share something in the chat if you'd rather do it that way. And yeah, keeping an open mind to to different experiences. Obviously we're all from different organisations and and different parts of the world as well. So it's been really valuable and interesting to hear those different perspectives.

Any questions on that before we we move on? Anything anyone would like to add or change to those principles?



Liz Pawson-Poon 3:45

It's going to flag as well, Caroline, that in the introduction webinar I don't think we had Yukiko or Carmen join. So it might be also a good opportunity to pause and hear from them so that the group can meet them and also Yukiko and Carmen, please feel free to.



Caroline Lake 3:45

Night.

Oh.

That'd be lovely, yes.



Liz Pawson-Poon 4:04

Add to these guiding principles to ensure that you know you're also happy with how we're going to be working together as a group going forward.

Would it be OK to hand over to Yukiko to begin with and then maybe we can hand over to Carmen after that?



Yukiko (SCB) 4:23

OK, can you hear me? OK, perfect. So I'm just using two different devices. Been having a bit of an issue with the Internet at home, so at least to ensure that I'm connected on one device.



Liz Pawson-Poon 4:26

Yes.



Yukiko (SCB) 4:39

I'm Samuel Kiko. I'm based in Singapore, as my name tells. I'm from Japan, so I think it's been a while since I got connected with Charlotte. I think it was back in July-ish, I remember. So I thank you. Thank you very much for taking the time to speak with me and it was a very valuable.

Conversations. I was very much looking forward to joining all of you. Unfortunately, I was on holiday when the first launch event was held in a Yeah, I think that was a few weeks ago. So yeah, I've been very much.

Looking forward to, you know, connecting with all of you. And I must admit that I haven't actually got a chance to be sort of on top of everything. I'm just trying to make sure that I'm not missing anything. But yeah, that's me. I'm also part of standard chatted group DNI team, so I can see some familiar faces.

As well. So that's me. Thank you.



Liz Pawson-Poon 5:38

Thank you, Yukiko. And just to let you know that the introduction webinar is now live on the learning portal, so you are able to access that recording in your own time. Any questions from anyone about accessing, please feel free to contact us.

Carmen, is it OK for us to pass on over to you?



Carmen Morales (CHL) 5:58

Absolutely. Hi everyone. I am Carmen Morales. I am HR Director. I apologize again. I was not also not able to attend our first session. I had an off-site to attend for one of my business groups that I support here in the US, so I wasn't able to make it so.

I look forward to this group. I spoke to Charlotte also about a month ago or so and the conversation was really valuable and the topic is obviously near and dear to I think a lot of us and that's why we're here and looking forward to really learning more, getting a bit more experience in the topic and.

Being able to share my learnings with my team and also with some of the leaders that I support so we can, you know, try to try to make this group bigger and try to,

you know, share, you know, some of the the good things that we've learned, some of the good practices so we can keep this going.



Caroline Lake 6:58

Great, lovely. Thank you for showing that. It's lovely to meet you and welcome to the group.



Carmen Morales (CHL) 7:02

Same here.



Caroline Lake 7:04

So I said that we were just going to have a little bit of time to to reflect on the river of life and I appreciate you. You did discuss this together a bit last time, but just be really interested to hear any reflections you've had, anything you've thought about that since your time together and and since looking at it, if you if you've had a chance to, is there anyone?

One that would like to volunteer to go first.

Just a just a brief minute or two. Otherwise I can I can go alphabetically around the room.



Arora, Manraj Singh 7:35

Yeah, I'm, I'm happy to go. So OK, obviously on the first call I had, I hadn't done it because of some issue of the materials. I've done it now and actually I found it quite profound in terms of understanding milestones in your life which have led to where where you potentially.

We are now, but what I found really interesting is that those milestones are somewhat that they're difficult phases in life, which is what I picked out, opposed to the more optimistic phases in life. So I'm just intrigued. I don't know, maybe my negative mind is stronger, but it's more like the setbacks.

Which allowed me to get to where I am. But I and I was just thinking about this, I didn't think of it from the positive aspect, so it was more from the the setbacks aspect. So yeah, that's just what I wanted to share.



Caroline Lake 8:24

Yeah, that's a really interesting one. And I think some sometimes that can be, I know

it's different for everybody, but because if you have a a challenging experience personally, they those are the sorts of experiences that can make you reflect and think differently about things, aren't they?

Because they are. Because they're harder and not easy. Yeah. Thank you for sharing that. Anyone else like to share any reflections?

Shall I pick somebody?

CM **Carmen Morales (CHL)** 8:57

I think for me, for me it was more on a on a personal level than a business level. You know, you know, I looked at this as you know what what pivotal moments or what brought me the most joy. And for me it was being a mom. I think that really changed, you know, me as a person, but also kind of.

 **Caroline Lake** 9:02

Yeah.

CM **Carmen Morales (CHL)** 9:15

Put put life into perspective, but also work into perspective, right? It gave me an opportunity to really, you know, understand beyond my own thoughts or needs, you know, understand what other people are thinking. And you know, especially when it came to this topic, it's, you know, now that I have two children.

And and my children are biracial. You know, it was one of those like, OK, this is, you know, this is more near and dear to to to what I want to do in life, right. It's it's provide a sense of purpose for myself that I can provide for my kids as well.

 **Caroline Lake** 9:49

Yeah, that's great. Yeah. Thanks for sharing. Yeah. And I I don't have children personally, but I certainly know from friends that that have as well that that's something that they they think about when they're wanting to drive a positive changes. It's how how might that impact my children or or the generation below.

Yeah, great. Thank you.

Great. Thank you. Any other reflections from the River of Life?

RC **Rocío Cruz (RCZ)** 10:13

Yeah, I had a bit of similar experience and money. So I realized after we had the the

discussions in the group that I was really focusing on sort of the negative, like those moments.

I didn't feel I belong, like starting with secondary school, blah blah blah. It was all always when I felt discriminated somehow, you know? And I always thought, oh, that's why I'm so interested in this topic. But I like digging a bit more. It was also really nice to.

Reflect how like justice and fairness was always a big topic in my family. Like my parents were always fighting for labor rights, for example, and then we will go to just to protest in Mexico to fight for that since I was a kid.

You know, so for me it was very, I had to dig deeper, but it has always been there in the end, you know, and maybe I came back to it when I have felt, yeah, not belonging or discriminated, but in the end.

My wish and how important it is to fight for fairness has been in the dining table since I was a kid and my parents maybe not saying it as I'm saying it now, but just with their actions. So that was, yeah, a big reflection for me and I even talk about it with my parents, yes.



Caroline Lake 11:45

Yeah, that's that's fascinating. Really, really interesting as well that there's that, yeah, history in your family of fighting for fairness and that's followed through into how you are now thinking about your your work as well. Great. Thank you. Any other reflections on the river of life?



Rocío Cruz (RCZ) 11:57

Yeah.



Bernard Chuah 11:59

Mhm.

Hi. For me, I feel that, you know, Bernard here. So for me, right, I think it's a matter of positive and also the negative that comes out out of things. Meaning if it's those that is when you are down, right, in terms of in life, I feel that, you know, I can actually learn



Caroline Lake 12:05

Hi.

BC Bernard Chuah 12:22

Something from it and can be more resilient as of now and if it's also and sometimes I feel that if it's something that is great that happens to you in the river of life, I don't think so. We should actually take it in a way that is over celebrating it because out of the good.

Bad will also come out of the bad, out of the good and out of the bad will also come out of the good. So for me it's like pros and cons and also it will have its ups and downs and it will have its advantages and disadvantages. So for me I feel that it is just.

You know, take it as as it comes along, take it as it comes by and and just touch on and go going ahead with it. That's what I feel when I was doing this, this exercise, yeah.

 **Caroline Lake** 13:07

Great. Thank you. Yeah, that's really interesting, isn't it? That.

For you, it's not necessarily that everything has a great outcome, but it's, I suppose it's that it's that learning experience, that time to reflect on each of those things for you. Yeah, great. Thank you very much. Any other thoughts, any other reflections on the River of Life?

No, if not, if not, we can move on. I don't want to pressure anybody.

Great. OK. Thanks everyone.

 **Charlotte Sweeney** 13:44

Can I just add one? I'd like to just add one point. One of the aspects that I've really noticed through the years that I've worked in this area is keep coming back to the river of life because there'll be different elements that you forget, you've forgotten about or you haven't put in there for some reason. So many for.

 **Caroline Lake** 13:46

Oh.

 **Charlotte Sweeney** 14:04

Sample.

Talked about more of the challenging times. It may be when you want to go back to

this during the course of the program that other examples through flow through. So some of the more positive experiences that influenced us are areas that we've we've really sunk down into our psyche to try and forget about.

It's interesting how so many of those come to life and then also influence the work that we do over the coming months. So I'd encourage you to keep going back to it and say, is there anything else now I would add or is there anything that I would strengthen or highlight even more that's in your real life?



Caroline Lake 14:42

Thank you, Charlotte.

OK. So, so the river of life, when we looked at that, we were really looking at, you know, looking at our own purpose, I suppose. You know what, why are we, why are we doing this? What drives us today? We're going to look at it from an organisational lens. So linking that in, you know, linking our DEI work into organisational purpose organisational.

Strategy and and how aligning those can be really powerful in terms of getting results, engaging with people across the organization. So we'll just look at understanding how having that clear purpose really can drive and benefit the work that you're doing and the organization as a whole in its brand. So we'll think.

About it from the external point of view as well, discussing and identifying where DEI currently sits within your organization. So we'll look at an alignment framework and we'll have a think about you know for you, where does it currently sit across all of those areas and planning how your DEI strategy can flex in response to.

External factors as well. I touched on briefly earlier. Obviously, you know, the world is changing, society change, you know, social justice changes and so on, politics, all sorts of things. And we're right in the middle of that at the moment, aren't we? So we can.

Have a look at how we can be a bit more flexible and agile with our strategy and then exploring practical ways to align DEI to the strategy as well. And at the end we'll introduce this action plan for you so that you can take that away with you and use that.

Now and through the programme and in the future as well to help you when you're planning what you want to do, just thinking about how that's going to link in and benefit the organisation as a whole.

Any questions on that before we move on? Is that all clear?

Brilliant.

OK, so the power of purpose.

Some of you may be familiar with Simon Sinek, maybe, maybe not. So he is a author, speaker, very well known in the space of business leadership particularly. And he has talked about the way that he thinks about company purpose as well as being more than our our sort of company.

Missions.

Statement. It's really about, you know, why, why we exist, what it what it is we're there to do. So he really emphasises that you know money's like the fuel in an organisation. It's necessary, but it's not the ultimate goal and that companies should strive for a deeper purpose and and the why that resonates with their.

Employees and their customers alike, so that everybody's really clear about what it is you're there to do and achieve and and how you want to do that. And if there's an element of that, that's sort of giving back to society and and making the world a better place, if you like, through the work that you do. So it's not just about making profit for the sake of making profit.

Regardless of how that might impact your employees, your customers or or the broader world.

There's lots of research around purpose and how that can positively influence organisations and their people as well as as well as their communities. We've quoted here some research from Deloitte and PWC. So Deloitte found that purpose driven companies are three times more likely to retain their talent.

Well defined purpose there can organisations have got 30% increase in innovation rates. So it really drives that innovation because people are aligned in terms of what it is they're trying to achieve. They're very clear on on what they're trying to do.

79% of business leaders believe purpose is central to success and then companies with purpose driven culture have employees who are 1.4 times more engaged and productive. So the organisations are increasingly defined by purpose and impact as well, I think.

Often where there are shareholders, shareholders are looking for what companies are doing in this space as well. And it's driven by, you know, leadership, purpose driven leadership and it's that's becoming more and more an essential approach for businesses.

Who are really seeking to make meaningful contributions to both, you know, as I say, their own bottom line, but also society at large. So by aligning organisational actions

with a powerful purpose, leaders can really Dr. engagement, innovation, make sure that their teams are resilient when facing challenges as well.

So I said we would look at an alignment model. So this alignment framework takes into consideration different elements that organisations might have in place to really clarify who they are, what they're there for, you know, what they're doing, how they're doing it, why they're doing it. Now I recognise that.

You may have none, some or all of these in your own organisations and we'll we'll have a discussion about that in a minute. But these are the purpose is that piece that sits across the top. So you know what as Simon Sinek said, you know, why are we here? What? Why? Why do we exist?

And then there's the vision, which is where we're going, you know, where, where it is, where, where we want to go in the future. The mission is what we do and for whom we do it. So is that for our customers, our employees, members of our community, other groups in society at large?

At large values, you know, so that's the piece about how we behave, how we do that. So this is what we do, but this is how we go about doing it. And then we have our business strategy and our people strategy. So it's it's really important that alignment.

Runs across these because purpose, vision, mission and values cascade into both the business and the people strategies. And then below that in this framework we have our DEI strategy and that piece has to be woven throughout all of this. So it's not an add-on it as it says here it cuts across the business.

Business and the people strategies and it informs how we go about aligning our purpose, our values, our mission in how we do what we do. There are some key elements here that are critical to delivering these authentically. So one of those is consistency of language.

So, so for example, your purpose says, you know, empower every person, but then your strategy only targets elite customers. There's a disconnect there between what you're saying your purpose is and then what actually emerges out of it in terms of what you're doing. Agility is another area. So all of these elements need to be able.

To adapt to external shocks. So things like the COVID pandemic, social justice movements, political changes, and then DEI in particular needs to be agile as well to adapt to those. And we'll talk about that in a little bit more detail later on.

Governance and accountability is another critical area. So it's important to have that clear ownership at the exec and the board level to make really make sure that these

aren't what you might call statements on a page. So they're words that you put out, but they're they're not actually areas that you live authentically through your actions and what you do.

And then with anything and you'll find this throughout the programme, measurement is so important. So all of these strands should have metrics as well. So for example, your business strategy, you know you might measure that by revenue, your share of the market, your people strategy, you might look at retention and engagement.

And DEI, you might look at representation, inclusion metrics, for example, values to the behaviours you might look at through your performance management processes. So again, to make sure that all of these things are working how you think they're working.

And to make sure that they're still relevant, it's important to think about metrics that you that you place across all of those.

So I mentioned at the beginning of this slide that you you may have none, some or all of these. I'm just really interested to understand from you, do you have, do you have all of these? Do you have some of these? Do you do you know that or perhaps you don't and that's fine and and which do you think you currently lead?

With as a as an organisation and and do you think that aligns with your your DEI efforts?

Any any reflections on that as to whether you think you have all or all or some or none of these and whether you can see at this stage whether your DEI work aligns to to any or all of them?

Would you is there any, do any of you think that currently you like, for example, you don't think you've got a clear purpose as an organization?

Should I pick on somebody?

CM Carmen Morales (CHL) 23:59

I I think for our group, I mean we don't, I don't know if we have one that is across the board for our parent company. However, our business units have a clear purpose and a vision and their own values that they align to and a business strategy. So it's.

But I I don't know if we have all of this very clear for our parent company. I I would say that I don't know if Rocio or Olivia or anybody else agrees to that statement.

RC Rocío Cruz (RCZ) 24:33

Yeah, I will have to agree. I mean, we do have purpose and values, vision and mission from the parent company, but I wouldn't say all the employees live and breathe it. Or if you ask them, they, yeah, this maybe sounds a bit bland, but it's just the part. Paragraph or a couple of slides, you know, but it's it's not really something that will resonate with most of the employees, I will say.

CM **Carmen Morales (CHL)** 25:03

But if you ask them about their their individual business unit and that purpose and that value and that strategy, they're probably more keen to know that one.

 **Caroline Lake** 25:03

Mm.

Yeah, yeah, yeah. And that impacts them more on a on a day-to-day, doesn't it as well, I would say. Yeah, yeah.

RC **Rocío Cruz (RCZ)** 25:17

Yeah.

CM **Carmen Morales (CHL)** 25:17

OK.

Yeah, yeah, a absolutely.

OT **Olivia Tong (CTT)** 25:23

Just thinking about the difficulty of implementing DEI or build a DEI strategy for different style of company. So our company also it's listed but never been influenced by all these mainstream like leadership concepts that that that's probably the reason nowadays we start we we are starting to.

But like Carmen Russell shared, we don't really allow why we need all these things.

And I I I believe that being a family company, our our our board members or the family member might not also see why we need all this. They have been running the business for the past seven years successfully and now other.

Out of sudden we are asking for that. We need to give them some good reason and that's the difficulty when we when we design the strategy, how this can resonate with everyone in the organization. And from my observation, I also feel that our employee they feel that, Oh yeah, why, why, why we are doing this?

They just do their work and they enjoy excellent work like that and what they need as the core value has already been presented to them and and and since other than that they they actually have a very practical or pragmatic kind of approach that gives HR professional or the.

Professionals a lot of difficulty, in fact.



Caroline Lake 26:42

Yeah, that's that's really interesting as well.



Carmen Morales (CHL) 26:44

That's a really good point, Olivia. I I think, I think Olivia, you you say something that's key to our group is we're a global organization and so we have obviously all cultures and all ethnicities and all genders across the world.

But if you dissect our locations, we're not very diverse at that location. But if you ask anybody, everybody's like, Oh yeah, we're we're definitely diverse, but but we're really not if you if you dissect our locations, right?



Charlotte Sweeney 27:18

And Carmen, I think that's a really interesting one because by default many organisations who are global will say to me, well, we're diverse because we're a global organisation and that seems to be the default response to that. But actually to exactly your point, you dissect.

It more and actually it's not so that the high level maybe, but actually going into further detail, it's really, really not. And that's an important bit around this strategic alignment to bring that awareness of you may be a global company that by default you should be diverse if you are.



Carmen Morales (CHL) 27:45

Right.



Charlotte Sweeney 27:56

Really a global organization. However, when we start to get into pockets, it won't be. It's not.



Carmen Morales (CHL) 28:04

Yeah, which to Olivia's point, it makes it very hard to sell it right to our higher ups because they see it as no, we are diverse, but but they're they're we're really not. And then, you know, then we forget the E and the I as part of the the, you know, the whole concept.

OT **Olivia Tong (CTT)** 28:04

Yeah, but the interesting.

 **Caroline Lake** 28:19

Mhm.

OT **Olivia Tong (CTT)** 28:22

I'm just about to say the interesting part is you also notice that we have new employees join from different style of organization. They have this assumption that they join a multinational, a real like diverse organization and this population reminds us that if we want to stay relevant in in the future.

We also need to have the confidence that the the train has long left the station.

There's no turning back and actually it's for us to remind everyone in this organization regardless that's our top leader or that's that's so normal and contributing one of the most remote office that we.

We want to embrace this and that's key to our success. Otherwise we're not really unlock the potential of the organization and we're pushing those most creative people with certain value requirement to leave the organization earlier.

And that's not good to the business. That's the thing we want to sell to our stakeholders.

 **Caroline Lake** 29:19

Mm.

Yeah, thank you. Manny, you had something to say as well. Thank you.

AS **Arora, Manraj Singh** 29:25

Yeah, yeah. Sorry, I'm, I'm really gutted because I have another call I have to join, but I'm hoping it won't last that long and I can come back. But just just a quick one, I think to Carmen's point. So I'm talking from my opinion and standard charted my opinion. Yeah, I think we've got really strong purpose, vision, mission, values

specifically.

When it comes to DDI, but just to to Carmen's point, we we can't have it's it's not in every market and that I feel there's a reason they're not solutionising this, but you don't have it's it's a merit based system so you want the best employees.



Caroline Lake 30:17

Mhm.



Arora, Manraj Singh 30:18

Male dominated. So it's a bit hard to get that balance. So if sometimes when you take a step back and you look at it, you're like, well, actually, no, it's not very diverse. But yeah, I think that's just something interesting. I'm keen to tease out on this course. Sorry, I have to jump. This is a recording, but hopefully I can join again. Sorry.



Caroline Lake 30:33

Thank you. Thanks, Manny. Hope to see you again shortly.

Any other reflections on on this?

Yes, and it.



Bernard Chuah 30:44

Hi. I think I just want to add on with what Manny has just mentioned, right. I mean from an organization itself, I think on paper, I think we all have all these, but in terms of implementation of it, I feel that it is.

Rather challenging with, you know, with different types of people or different stakeholders or even management team on how exactly they want it to be shaped or all those. So implementation for me is a little bit.

Is something that I'm looking forward to, to see how best we can dive into to to making this from a paper to a reality. Yeah, so this is, this is my point of view that I I'm, I'm struggling with from this perspective.



Yukiko (SCB) 31:29

Alright.





Caroline Lake 31:29


Mhm.


Yeah. So really bringing it to life in terms of, you know, how what people do, how they do it and just embedding it into the into the culture day-to-day.

 **Yukiko (SCB)** 31:36
Um.


 **Caroline Lake** 31:48
Yukiko, you've got your hand up.

 **Yukiko (SCB)** 31:51
Yeah, um, sorry, I need to continue to check. Am I audible?

 **Caroline Lake** 31:56
Yes, we can hear you.

 **Yukiko (SCB)** 31:57
OK, perfect. So I think it was also perhaps mentioned earlier, but yes, I think from the standard charter point of view, although I'm in the DNI space only for the last 3-4 months, I'm still learning, but I feel that.
We do have everything that is listed here, but the question is how well it is, you know, cascaded, like how much information has been shared with all the employees because.
Certainly for myself, before coming over to the DNI space, yes, I know that those things do exist, but I think the question is how much information is readily accessible. And I think it's also perhaps ties in with the communication. It needs to be something easy to digest, otherwise people won't even be interested. And my second point is around something that Marie mentioned earlier. I think it's also.

 **Caroline Lake** 32:52
Yeah.

 **Yukiko (SCB)** 33:01
Perhaps very much related to what Carmen mentioned is the talent availability as well. So for instance, I do recall when I was in a different sort of part of HR, used to be doing a lot of talent acquisition activities and.

When when I went for a work trip in India and it just coincided with the CEO's visit, this was my previous organization, one of the previous organizations and on the floor it's very much mono ethnic.

Sort of environment. And then here I am, all of the sudden this Japanese woman walking around on the floor. And then the head of sales asked me, can you just come and sit with us so that we look a little bit more diverse? I was like, I wasn't thinking about it much, but I felt that.



Caroline Lake 33:48

Mhm.



Yukiko (SCB) 33:52

Afterwards, I felt like I'm not being used, but I mean obviously because I stood out very different to the rest of the floor, I got picked and by CEO and you know, I had to actually answer some questions which I had no idea about. It's all about the local economy in India.

So, you know, it was a little bit of an interesting experience, but what I'm trying to say is it's about the talent availability. I don't know whether my, you know, personal experience would sort of enhance their the importance of.

Like, you know, having the diversified talent pool, uh, the criticality of it.



Caroline Lake 34:37

Yeah, that's that's really interesting. So that that goes back to that authenticity piece, doesn't it, as well. It's, you know, you were pulled into a room for a particular reason and then struggled to answer the questions because it wasn't really your your role to know the answer to those questions. Yeah. And and this is the difference, isn't it, between?

Having it on paper and then how, how you know what you do in your DEI space actually true, truly aligns. Charlotte, yes.



Yukiko (SCB) 35:03

OK.



Charlotte Sweeney 35:06

Yeah, that because all of these points I find, I find really fascinating about how how

this comes to life in different parts of the world. So if I think about, for example, the work we've recently been doing with an organization in Japan that is responding to the 30% government target of senior workers.

Women within their organization, you know the challenge is that there isn't that that level of resource available for them to be able to achieve that target. So the actions that we take is yes, we aspire to it. However, the actions will be very different because.

A lot of organisations need to work together to help create that reservoir of talent and knowledge to then be able to tap into it to then bring people into their organisation. The comment that you've that's just been made.

It brings me back to purpose because for me, an organisation may not have an overarching purpose or you may not feel it day in, day out because the driver may be we need to be financially secure, et cetera, et cetera. It depends how it comes out in conversation.

But it's when you've got an example, Yukiko, like you mentioned that felt like to me this is about optics. So diversity equals optics. What do we look like whether whether we're getting the impact from it or not, what do we look like? And that that feels very surface, doesn't it?

But for me, it's going back to that purpose to say, what is the purpose of us doing the diversity, equity and inclusion work? Why are we doing it for your leader who said that? Was it purely because the leadership want to see the optics of it? They want to see.

That were diverse, maybe not get the benefit from that, but they just want to see it. Or is it something else? So I think all of these help us really think about So what actually is our purpose of why do we have, why do we have a diversity, equity, inclusion strategy?

What is it bringing that we would completely lose if we didn't have it? And I think that balance between what the purpose of the business versus what's the purpose of the DNI strategy, what's the vision mission, you may not have all of those and actually that's OK.

It's looking at what can you hang this work off and going to your point, Bernard is then then once you've got that, how do you bring that to life and how do you translate that into action? So I think going back to that purpose to say why we exist, yes, why we exist as a business, but actually.

Why does the work that we're all doing exist? What? What is going to be different in the organization because we're doing it rather than if we were?



Caroline Lake 37:50

Yeah, thanks. Any other reflections on on this?

Oh, great. OK, thanks. We just thought it'd be interesting to share a couple of examples of companies that have demonstrated that that sort of authenticity, that alignment of their actions with their their purpose and their their commitment to DEI and and also where they haven't.

How this can play out for their employees, their customers and reputationally as well so.

This is where we have a couple of organisations that took action that didn't really demonstrate authenticity in terms of what they've they've said to their customers and and their employees. So the first one of those is that the retail company target.

So they released pride themed merchandise in 2023 and there was a a conservative backlash against that, you know, threats as well, demands to to remove the products and under that pressure.

They removed certain L GB TQ merchandise from some of their stores, but this was particularly prevalent in the USA and there were accusations of selling out the L GB TQ plus community damage to to brand trust among certain.

Customers as well criticism from advocacy groups and political figures who were demanding Target to recommit to inclusion and then some confusion as well among customers and employees about really how strongly Target actually stood for DEI because.

The really what this demonstrated was what it appeared anyway was that DEI was a bolt on to a marketing campaign rather than tied into their brand purpose and internal consistency, you know, decisions made under pressure, so withdrawing their support.

Looks disingenuous and and erodes trust that it's an it's an authentic part of of who they are. The second example is Meta. So Meta who owns Mark Zuckerberg's company that owns Facebook, etcetera. So in in January this year they announced in a memo to their staff that they were going to.

To be scrapping DEI efforts due to what they called shifting legal and policy landscape. Again, there's been lots of press coverage of this, but you know, obviously the link to Donald Trump and what and you know, his relationship with the tech

companies, his his pressure on the tech companies, I think.

So it said it was still continue to look for diverse staff but stop using current procedures. So that was, you know, really deliberately trying to select candidates from a diverse pool and also said that it was going to end efforts to work with suppliers who were diverse as well, so focusing on the size of their suppliers. And focus on small and medium sizes rather than specifically looking at the diversity of their suppliers as well. So you know this, this was a retreat really that sent a signal that DEI was a negotiable part of their identity, you know something that that they could trim and lots of employees.

He's interpreted it as a shift in priorities. It really undermined trust as well as specifically for, you know, people who believed in matters inclusive culture. So the people that were working there, whilst I'm sure you know there are different political opinions and maybe not everyone felt the same.

There were certainly employees that, you know, saw this as a as a reactive response to something and not rooted in longer term strategic thinking. So you know, DEI, they saw DEI as not being tied into how that business.

Made their decisions and and made commitments and became, you know, becomes more vulnerable in terms of, you know, leadership priorities as well. So there was a strong narrative that, you know, alignment to, you know, to prevent walk back from from damaging employer brand wasn't there. Bernard, yes.

BC **Bernard Chuah** 42:07

Caroline, maybe I have a question over here. I mean, I mean, I'm, I'm sure that this is more towards the US companies because of the political environment landscape that has changed. But I mean if it's not because of the political environment landscape, right, they would not have embarked on this particular.

 **Caroline Lake** 42:10

Sure.

BC **Bernard Chuah** 42:25

Round or journey, right? Or how should they actually supposedly need to react because of that political environment landscape that has changed? I mean, we can't say that they don't have a strategy without purpose, right? Because of it's the

environment that is causing them to react in that manner.

Or is that is or is that a way to look at it from a different perspective?



Caroline Lake 42:48

Yeah, I mean, it definitely is. I think what the the challenge was around this authenticity piece. So in in the one breath you're saying, you know, this is an important part of who we are, this is an important part of our strategy, you know, it drives how we do things.

And then under political pressure, you you pull back on that. So. So the question then becomes, you know, what was this ever authentically a part of of what you believe, who you are, how you do things or did you do it to tick a box because you think that's what people want to see and hear?

So there's definitely, there's definitely ways of flexing it. So we've seen organisations change some of the language they use around this for example. And obviously Meta is not the only company that that we've seen pull back from things. But there are, there are also organisations that have stood up and said no, this is, this is who we are.

This is what we're all about and it, you know, it's authentically who we are. It's part of our strategy. So they've linked it into why it's good for their business. So you're you're, you know, you're right to question it. We should question everything. I think the key point here is that authenticity piece around, you know, do you truly believe? That this advances your business or not because because under political pressure you're you're easily taking a step back from it. It was seemingly easily taking a step back from it. Don't know if anyone's got anything else they'd they'd add to to my response there.

Does that? Does that make sense?



Charlotte Sweeney 44:31

I as as people are reflecting, I'd add another point to this and going back to the previous point is why are you doing this? Because many organisations when I when I work with executive teams, the first question I always ask them is why are you working on?

Diversity, equity, inclusion, why is this important to you and what is it going to bring to your business? And I'm always surprised about the amount of leaders that cannot answer that question. So there's an important aspect of going right back to basics to

say what is this here to achieve and what is it, what's going to be different going back to that point around purpose.

I think that's a really important one. I think the second one as well and I think for for us, any of us that that work across US firms and Carmen, I'd love your reflections on this as well is that the words. So we use the same words, but we mean something different.

So when we use the term diversity in some parts of the world, that can mean a breadth of different aspects. When I've spoken to a number of of colleagues working in the US, and I've seen it on a number of articles that I've I've read as well.

There are a lot of people that when you use the term diversity, they automatically jump to the recruitment of black or minority ethnic people. So we're using the same words, but we're across purposes constantly about what we're actually talking about. So that element of coming right.

Back to basics of when we when we talk about diversity, what do we actually mean? Because if you really go further back than that and say, you know, I'm, I'm sure Meta is the same and and they alluded to this in some of their communication, hiring the best, keeping the best, creating a great workforce for everybody to do their best work.

I I would struggle to find a leader that didn't want all of that in their business. But then as soon as you put the language of diversity, equity and inclusion across it, suddenly there's a different, there's a different terminate, there's a different understanding around it, there's a different interpretation of it, and I think that has happened to some.

They haven't really explored. Either their leaders haven't seen the value, don't understand what they're doing, or they haven't really explored the what is this bringing to the business. And then we've got this disconnect of language that's being used.

Carmen, from AU point of view, is there anything you'd add to that?

CM Carmen Morales (CHL) 47:03

No, I I think you're really spot on. I I I think whenever, you know, obviously in the US as probably most of you are aware, it's it's it's turned into a political campaign, right, to have this, to either have DNI or to get rid of it, right. I mean we started in this journey, gosh, 1520 years ago and some of us.

are really early adopters and some of us you know started a few years ago and all of

a sudden it's like we are doing away with it. We're not doing this anymore and and it's very difficult. It's very difficult to to really digest

You know the the fact that some companies are like we don't need this anymore and and you're right, you know, I think a lot of companies seen this as a let's meet a quota, right, a hiring quota, which is truly not what this was about, right. This wasn't about a quota and and it doesn't matter if you're in a in a public.



Caroline Lake 47:57

Mhm.



Carmen Morales (CHL) 48:02

Business or if you're in a university, there was always this thing about you have to have so many of this, right? And this is not about that. This is about finding truly qualified individuals that bring value to your company.

Regardless of what they look like or what they believe in, you know, it it it that didn't never, that never mattered. But it really turned political here in the US and it's it's super unfortunate that major companies like this, you know, seen the value less. Then then then it would it should be.



Caroline Lake 48:38

Yeah, interesting. Thank you. Yeah, that's it. It goes back to that. I guess, you know, was it a tick box exercise in the 1st place or was it authentic? Yeah, thank you. We'll just just share a couple of examples where organisations have.

Really demonstrated that is embedded into who they are and and and pushed back as well in in in Apple's case. So the first example we've got here is the Co-op. Now for for anyone who's not familiar with the Co-op because it is a UK company, mostly retail, they they do other things as well, but it's basically a.

Sort of democratically owned organisations, so people become members. So it's not quite the same as shareholders, but you can become a member and they have a say in how the Co-op operates and they can, you know, decide on important business matters. They go to meetings and let leaders. So it could be customers, it could be employers.

It could be local residents, suppliers. So it's very much a sort of social, almost socially democratically owned organisation. So quite quite an interesting model actually. So for for the Co-op business, social purpose is really central.

Pulling back on inclusion would be a real kind of credibility risk. So so they have reaffirmed their commitment to DEI and said that you know they will they will not roll back back on it as well because they believe it's it's progressed. Their organisation and they they've really focused in on that this piece around why they truly believe it's just good for the business, you know, so that that's why they're doing it. It's not a tick box exercise that's been described as a as a catalyst for growth.

So as it says here, not just not, it's not just a sort of moral imperative. They they truly believe it builds resilience and innovation into their business and it's really clear through their websites, their ESG social impact positioning that.

That that's all tied in to DEI and and their, you know, who they are as an organisation. So they're they're really demonstrating that when it's embedded into their purpose and the strategy, it's not expendable, you know, it's part of their competitive edge and their purpose for operating.

And then we have Apple, so another well known tech company and they early again earlier this year they were under pressure to to roll back their DEI. So they they faced this. Some of you may remember a sort of shareholder proposal calling for them to. To just roll back on all of their DEI programmes and their board pushed back on that. They urged the shareholders to vote against that, saying that you know it would again linking it back to their business. They said it would restrict their ability to manage their business operations, people, teams and business strategies. So again. And specifically linking it back into being part of what progresses their business strategy and they says here 97% of the shareholders did vote against it. So this is that interesting piece around, you know, meta, meta rolled back quite easily.

Apple pushed back and said no, we're going to carry on because it it's part of what makes us successful as well. So that really illustrates that when it's embedded into your business operations, your talent strategy, shareholder value, it's it's reinforced as a strategic asset.

Any any reflections on on either of these examples or or anything similar in in terms that we know we've talked a bit about organisations rolling back and perhaps that not being authentic and it potentially not actually being embedded into their business strategy?

In the first place, do you the you may not all have heard of the co-op, but I don't know if you remember the Apple example. I don't know if you've got any other examples or how you how you feel about these companies reaffirming and pushing

back and how, how?
Easy or not, that might be to do.

CM **Carmen Morales (CHL)** 52:54

I think obviously in the US where we are at, where I'm at, it's this is really difficult, right? I mean we it's just we we joke about it here in the US, which is very sad, but we're literally living week by week.

Right. I mean, laws are changing, perspectives are changing. The way we're doing business is changing and and and sometimes it changes right back the next week. And so it's really hard to really keep up.

 **Caroline Lake** 53:24

Mhm.

CM **Carmen Morales (CHL)** 53:24

Right. And so when I think about DNI, like, you know, we we as an organization, if we truly want to do this, we have to have the tough skin of, you know, being looked at because we're doing this now, right, when everybody else is not.

Right. And so and so I think that's when I when I think about this in the US it's you know we're late adapters you know in this in this area for for us and because the environment is changing it's very difficult for us to.

Truly embrace it. And if we are going to embrace it, we need to be aware of everybody else thinking, well, why are you doing it now when everybody else is not?

 **Caroline Lake** 54:11

Yeah, yeah.

Any other reflections on on these?

We're we're going to talk about agility and strategies in a moment. So we might just just come back to this in a minute in terms of whether you've got any examples of where you might have had to to pivot or how you think you potentially could pivot when when perhaps there's some social pressure or or other other reason that's driving a change.

I mentioned earlier around agility in strategy and obviously we've been talking about that a little bit through through those previous examples. Just to build on that, you know there are obviously different reasons why you might need to pivot in your

strategy, whether that's the DI strategy or the border business strategy as well. You know we've got shifting business involved.

So that might be the economic cycle. Technology is changing all the time. You know how we operate, but how maybe customers want to receive information from us and be communicated with. There's the social expectations, which again change as society changes as well, potentially regulation as well depending on the organization.

We're in. So lots of different reasons in terms of environmental elements that that might be drivers of strategic change, rigid strategies lock you in. So, so actually the benefit of building some flexibility and agility into your strategy is that you can adapt, you can flex it if you need to.

Without having to completely revisit what it is you're aiming for as well, you know. So if you're, you know, if you focus on one particular need for a customer, but then customer needs change, you've got to revisit your whole strategy. So it's thinking about it a bit more broad.

Broadly so that you don't you know waste time on it and also potentially you know there's reputational risk, regulatory risk again if that's something that your organization is subject to and importantly again I touched on it earlier.

Making sure that your DEI where your DEI strategy can be agile because there are there are lots of elements that might drive change there. I mentioned the COVID pandemic, the social justice movements, the political shifts and that just can really change what inclusion means for people. So whether it's.

Your own people, whether it's your customers, your clients, you need to be able to adapt with that. And really we don't. It's about not creating lots of new work for ourselves as well, having to completely revisit something. It's building that agility in so that you've got those touch points to look at these elements and think.

About whether you need to pivot, whether you need to shift and being able to do that within the broader strategy. We've highlighted here some some you know some things you can look at to adapt your strategy and to try and keep it relevant. So processes you can put in place potentially and just constant.

Activities you can have to look at that and make sure that it stays relevant. One of those is embedding feedback loops, so talking to your people that might also be your customers as well. So how do you get feedback from people? But also how do you talk to your people, share with your customers?

What you're doing differently while you're doing it so that it's it's natural part of that

two way feedback loop, regular reviews as well. Just you know rather than just creating your strategy, putting it out there and then starting to do some work, making sure that you revisit that strategy as well to ensure it's relevant.

That's where data and insights play a key part as well to really understand, you know, is this, is this achieving what you want it to achieve? Is it, is it still the right thing to do? So constantly revisiting and understanding what data and insights that you have, whether that's.

Numbers, whether that's feedback from people and then as I say, build building that flexibility into it. So keep keep having your broader strategic aims, but then what you do underneath that, what activities you do can change but to achieve the same goal. And then scenario planning. So looking at you know what might be the best case scenario, worst case, likely case, thinking about you know how you might respond to political change for example. So if this happened, how might we respond? I've certainly worked with some organisations that.

Have plans in place of you know how they might react to certain things. They they risk rate future potential scenarios so that if if something were to happen they they know what it is they would do to adapt and flex their strategy to respond to that.

I OK,

Just got an example here as well just to bring that to life and then we can we can have a chat about it. So Airbnb, so before COVID they were really heavily focused in their strategy on increasing diverse representation, particularly in the leadership roles and in their tech roles.

And they had targets, they had programmes and all of these things were designed to drive that key part of their strategy. But of course when COVID hit, there was no travel, people weren't going to Airbnbs. So they weren't. They they knew that actually focusing on that element of their strategy at that time.

Wasn't going to achieve the right thing because they also completely slowed down on hiring as well. So targets to recruit diverse candidates just weren't, just weren't going to work. They weren't going to hit those targets.

So rather than just completely leaving that, they just pivoted. So they moved from a talent focused EI commitment to focusing more on trust, safety and belonging in their community. So they they pivoted to what else they could do so that where they could still.

Drive progress and take action that would be good for the organisation, good for

people who either worked for or within, you know, part partners and they focused in on their community. So they they introduced these stronger anti-discrimination protections for hosts and guests.

They enhanced accessibility, so things like introducing wheelchair accessibility listings on on their on their site and then launching initiatives supporting hosts from underrepresented communities and they gave grants and and financial assistance to to help.

More people get on the Airbnb platform as hosts. So what happened there was they they pivoted so they didn't lose their credibility. They didn't just stop their DEI work. They knew that they couldn't carry on with their key focus of hiring. So they focused on something else instead, which was.

Their their community and trust in their platform and they they kept their longer term goals for hiring in place but they had to go back and revisit that later. So so that was just a way that that one organisation.

Kept that flexibility by focusing in on what what they talked about in terms of trust in the platform within a community.

They made that the priority rather than hiring at that at that point in time because of the change in in the world.

Just really interested in any thoughts or reflections for me when we when we think about agility in the strategy and perhaps pivoting it to respond to either internal changes, external changes, society, societal changes might be things.

Driven by customers, whether whether you've got any examples of where you've done that in your organisations and how did that work? Would you do anything differently? It might be something you're involved in yourself, it might be something you're aware of and if you don't have any examples.

Please, you know, feel free to share just your thoughts on whether you think you know where you are now, you could pivot, whether you think you have got that agility potentially should you need it and it and you know how you do that or or what's stopping you.

Any any reflections on on any of that would be great.

Has anyone has anyone got any experience whether it's direct or just through through observation in your own organisation of the perhaps where you have pivoted in your in your it could be your DEI strategy or maybe a people strategy.

OK, let me share. A few years ago I was leading a French organization, CNI and actually in Paris. And that's time I'm entirely conscious that I got the role. It's not because I'm I'm good in DEI and know nothing about DEI, it's just because I'm Asian. Right. And then they they they happen to be happy with my language skills. So they send me from from China to to Paris to do that. And a lot of people, they call me directly as Madam Diversity. So that that's my nickname in organization.

But it's completely fine because I'm passionate. I know that whatever I'm doing along with my personal value and I feel that if you ask me to choose again, I will still choose that because I believe whatever I'm doing is valuable to the organization and everyone eventually they are going to see it.

And personal level, it also gives me great exposure because they basically agree that DEI is a business thing. They put me into all these board meetings. I got to meet all these executives, all these board members. I got my seat as a very.

As a minority, as someone much younger, maybe 20 years younger than the rest of the men are at the table, I got to shelter them saying that stopped speaking in French and then let's talk in in English. And then they of course they say that give me a break Olivia. So. So my learning at that time I got a lot of very lovely colleagues. They started to teach me how to do the DEI and all the learnings in the entire chatting is we still need to set some quotation quotas, which means if we do not have the ambition to say that by year 2020 or 2030 we are going to have maybe 40% of women.

In the top leadership team in the organization or in overall people management roles in the organization, we are not really committed to this.



Caroline Lake 1:05:03

Mhm.



Olivia Tong (CTT) 1:05:04

So if you are talking, if you talk with all these field level leaders, especially a woman, very commonly you will feel that they actually feel that by including them to this female leadership program is an insult. They feel that I'm as good as my male colleagues. Why I need to leverage this kind of program.

This mindset is actually very common. Even last year when I was doing my International Women's Day talk in Manila, our very talented female employee told me that Olivia, I hope that next year we're not celebrating this because this makes

me feel that I'm weak. I need special support from the organization.

At this stage I'm I'm thinking that as long as you're working on this topic, you need to think what you want to achieve and you need to believe that different people in the organization, they also have different goals, they have different things they want to achieve. We are not going to put a plan to please everyone, but what we can do is continuously to communicate.



Caroline Lake 1:05:56

Yeah.

Yeah.



Olivia Tong (CTT) 1:06:02

About the the benefits to different people in the organization and about how we are going to be committed, committed being one organization and deliver something in the end of the year or in the end of maybe a three years project or five years project. And currently even I I discussed a lot with Russell on this. We think start we are having a lot of challenges as well. But if we believe that the EI is good to business, then let's sell innovation, let's sell business market potential. If we believe that collaboration, collaboration is one of our key values, let's.

Talk about collaboration. We're still doing exactly the same hard work without naming it to trigger a broader discussion. So far we choose to do it in a smart, smart fashion. But that that's the learnings I I had in my past maybe 10 years. I want to share with everyone.



Caroline Lake 1:06:54

Thank you. Thanks for sharing that. Any other, any other reflections or examples around agile strategies and and pivoting?

Do do so.



Charlotte Sweeney 1:07:08

I I I'd like to share an example, please. And and this was the pivot for me is usually in direct relation to what's happening within the organization, within the business. So there's one organization in.

They're in marketing and campaigns and they have. They've pivoted their diversity, equity and inclusion strategy to align directly with the business. So at one point the

business was about.

Creating the the best workplace for anybody in the creative industry. The creative industry is not where it wants to be from a from a finance point of view and from a because so many organisations are cutting their marketing spend, which is then having a direct impact on these organisations.

So the example I'd like to give is the organisation where they've had to pivot or they have pivoted their DENAI strategy directly to the business requirements and they've shifted from hiring or the aspiration of hiring really diverse candidates across the spectrum to bring that level of creativity.

Into their business and they shifted it to two different areas. The 1st is how to make decisions about who is going to be made redundant fairly so that DNI is factored into the decision making around redundancies and losing people in the business. And the second one is how they increase their market share. So how do they really bring to life that diverse thinking and those creative and diverse perspectives into the offering that they're giving their clients. So they've shifted from it being a purely internal.

Creating a great culture for everyone focus to to shifting to be looking at how do we make, how do we help people exit the organisation in a respectful and fair manner and how do we really bring the diversity, equity and inclusion element into our marketing?

And into our product development to support our clients. Now one interesting point linking to all of that and and one observation I had with their leadership team is when when you have to pivot, there can be a lot of emotion linked into that. It can be an emotional time.

Emotional state and thinking about what are what may be happening in the future and how might we want to pivot if that happened is always a great way of thinking about that in a non-emotional state. You know, like many organizations think about crisis management, what would we do if what would?

We do, if it's also helpful to think about that from a diversity, equity and inclusion standpoint. So we're making decisions and thinking about options when we're not in that emotional state, when we're in a really rational state. And that's one of my observations I've seen with organisations that really pivot well when they have to. They've thought about some of the different options in advance.



Caroline Lake 1:10:17

Great. Thanks, Charlotte. I think that links us really nicely on to the next slide where it's this. We really want to start focusing in on that alignment of DEI in a business strategy. So when you're thinking about you know what you're doing and why you're doing it, what, why is this?

Is important. There are these four different areas to think about. So the first one is, I think Charlotte mentioned this area, you know, what's the problem you're solving? What is it you're what's the outcome you want, what you're actually trying to achieve. So the DI strategy really needs to respond to a business critical issue. So it's not just a nice to have.

It's not, it's not just an add-on, you know, so it could be low retention of diverse talent and that might be affecting the leadership pipeline. For example, it might be customer or shareholder dissatisfaction due to lack of representation.

There might be some regulatory or reputational risk. So it's it's really about clarity on the problem, defining the value of DEI for your business. The second area is what's needed in the business to achieve the strategic aims. So DEI needs to enable the delivery of core business goals.

So you know that might be if there's some global expansion and you need cross-cultural leadership in place, local recruitment, inclusive product design, it might be digital transformation. So you need diverse innovation teams, you need accessibility built into tech solutions.

So this is about keeping DEI relevant to the strategy, not siloed. So you know, not something that's just done by HR or done by a DEI team. It's it's really built into what's going to help the business achieve its goals. It's also about looking at what assumptions you you've got in place, what assumptions are embedded into.

You're thinking about what you're prioritising so that you know, it's likely that you know strategies will contain some assumptions and surfacing them is really important to avoid those blind spots. So it could be these are just some examples, but it might be, well, if we hire more diverse people, they'll stay. So we're, you know, we're automatically.

Basically sort of solving the problem in terms of of diversity targets, for example, you know, and that ignores the inclusion culture within the organisation and and whether people actually stay the fact that training alone changes behaviour.

When when we know that that's not true, it's a habit, it needs to be embedded, it needs to be revisited. We need to measure whether it's it's driving that change and then that you know there's a sufficient external talent pool. So you know therefore

you you will be hiring from it and that goes back to the probably the the point that we were talking about earlier for global organisations.

You know, we globally we've got a diverse talent pool, but you're you're not looking at every market individually. And then the final one is, you know, what's going to be different if you succeed, you know, so what's the difference that will be made and it's about defining tangible outcomes to measure progress and success. So whether that's around you know the.

Leadership team better reflecting customers, stronger innovation, market share, employees experience, greater inclusion and that's coming through through retention, engagement, performance, your you've got a potentially improved. You know, reputation, ESG scores, however you benchmark yourself externally as well. So that clear articulation of what's different or what's going to be different and that can really also help to create buy in across all levels as as well as accountability as well.

What we want to do now is give you the chance to explore this in a bit more detail. We're going to ask you to go into some breakout groups. What we'll do is if anybody wants to just take a screenshot of this slide as well, we can also show it in the groups, I think probably as well.

Just so you've got that with you. What we'd really like you to do is in your groups and I think there'll be is it 2, two or three per group, Lizzie? Yeah.

So thinking about those four areas, you you may have a particular one of these questions that you want to focus on. You won't have time to look at all of them, but you could take a maybe a real life example from your own organisation or it could be something that you'd like to focus on that you don't already.

And think about how you could practically respond to these. And what we really want you to do is think about the data and insights that you can use to answer these questions. So again, it's about that alignment to the strategy, what's the business trying to achieve?

Why? Why are you doing what you're doing? And that's where the data and insights really come in to to prove prove your point or or maybe change your mind in terms of the direction you're going in. So when you go into your groups, think about the one of these that you'd really like to focus in on as a group and then also what data and.

Insights you have at your fingertips or that you'd like to get within your organization to help you really understand how you can practically respond to this to to make

sure your actions are aligning to strategy.

Is that is that clear? Has anyone got any questions before we we put you into your rooms?

Right. It says 15 minutes here. I just want to make sure we've got time to share when we get back. So, so we'll they're relatively small groups. So we'll make it 10 minutes if that's all right with everybody and then we'll come back and have a quick share before we finish up for this session.

Thanks.



Caroline Lake 1:25:09

Right. I think that's everybody back now, isn't it? Yes. Hi, welcome back. Sorry if we interrupted you. Hopefully it's a brief discussion, but hopefully you had a chance to share some insights with each other. Would anybody like to just give us a quick brief rundown of any key takeaways?

Your discussion.



Nelie de Haan (NDD) 1:25:42

Really, I'll just kick off really brief from our discussion that there is in principle a lot of data available that you could potentially use, but really depending on the the issue that you're facing in in the organization, if we talk about recruitment, you need to have data.



Olivia Tong (CTT) 1:25:44

Thanks.



Nelie de Haan (NDD) 1:26:02

What does the current workforce look like? But then you have the challenge. Can you have the same information for each region, for example? Cuz some information is more protected and sensitive in one region in comparison to another where you can register, for example.

Someone's religion, where in in Europe, for example, you don't, you don't really do that. So that brings extra challenges. And another thing that came out of our discussion is what we saw in in the box with what's needed in the business to achieve

strategic aims.

One of the bullets says inclusive product design. Now our products, we move bulk liquids from A to B really Simply put, but do we look at it also from an inclusive product design? It's a very interesting angle, I personally didn't think.



Caroline Lake 1:26:55

Mm.



Nelie de Haan (NDD) 1:26:59

Of yet, but it does make sense because for example, if we talk about moving liquids in tank containers, can these containers be managed by everyone? Also, if you are a little bit less strong, for example, how inclusive is it to work with it?

And and maybe this is not a problem at all. I didn't hear it yet, at least, but I like this this angle. It's an interesting one.



Caroline Lake 1:27:27

Wait.

Lovely. Thanks for sharing that, Natalie. And anyone else got anything they'd like to share from their discussion?

Oh, I have to click that. Did you? Did you find it easy or difficult to think about the data and insights you'd use to actually answer these questions?

Anyone have any any other examples of data or or insights that they might use to respond to these?



Carmen Morales (CHL) 1:28:19

I I think in our group we just we never got past question one. You know we we got stuck in question one and a lot of discussion and I think what we realized is you know there's.



Caroline Lake 1:28:24

Yeah.



Carmen Morales (CHL) 1:28:33

There's lots of problems to solve that, you know, it was hard to really, you know,

think of one, right? Whether that's data, whether that's how we, how the business sees things, whether that's, you know, the buy-in of the.



Caroline Lake 1:28:42

Mhm.



Carmen Morales (CHL) 1:28:48

Of the business or the leadership team or the ownership behind it. So it was it was hard to really stick with one thing.



Caroline Lake 1:28:59

Yeah, yeah, I understand. And I think, you know that we're we're having an introductory conversation about this today. And one of the things that we'll do after this session is we'll share the action plan with you. And on the action plan, there's prompts for you to think. And it's these questions and it's thinking about data and insights. What's driving it? Why are you doing it?

How does it align to the strategy so that when you're thinking about the DEI work you're doing, it's not about this is what I think we need to do. You can really apply some critical thinking to it to make sure that it does align with the strategy and that there are it's supported by some data and insights for that, that wider engagement piece as well.

And so that you can demonstrate what's changed, what's different, what, what goal it's achieved, what problem it's solved. So when we when we share that with you afterwards then hopefully that will you'll be able to go away and start thinking about it. And as I say it's it's a work in progress document so you can use it through the program and and beyond. So maybe when we have our.

Our peer sessions or when you're having your coaching, that's something that might help those discussions. Great. Thanks everyone. I'm conscious that that oh.



Charlotte Sweeney 1:30:05

I'd I'd like to. I'd like to add a a point here, a point of reflection, and I'm conscious of time.

I think sometimes as as a people driving this change in an organisation, sometimes it feels like we're expected to have all the answers to this and actually we'll try and find as much information or data as we possibly can. I think using questions such as this,

more of those coaching questions.

I think do two things for us. First of all, as professionals ourselves, it helps us to press that pause button for a little while and just test you know what seriously, what is the problem I'm trying to solve? And if if 10 are coming at me all at once, which is the one that the business will value most or is most important for us to tackle right now? I think is an important element. So think about these questions on how they help you press pause now and again. I think the second one that I've personally found so valuable through the work that I do in organisations and when I was a global head a number of years ago is.

Posing some of these questions with people in the business. So what is it you think we're trying to solve here? What are the challenges you think? You know, how do we ensure that we're not going down a rabbit hole or wasting effort here when there's something more important over there? What's going to be different? These are the sorts of questions that a lot of leaders and people in.

Organisations don't take the space when it's this agenda to think about them. So one thing I would encourage you to do as we as we step away from each other today is how can you use some of these coaching questions to build that engagement and curiosity about what this actually is?

In your organisation and what your actions and your strategic direction need to be.



Caroline Lake 1:31:54

Great. Thanks Charlotte. Again, conscious of time and the the chat will be accessible after this as well if you if you need to go away. But if you if you're able to stay for another minute or so, we'd love you to share in the chat something that you're going to to take away from today based on what you've heard.

And also you might need to go away and think about this, but who else can you work with to hold you accountable? So if you if you're able to stay for a minute and post that in the chat, that would be great. We'd love to love to see that because then we want to keep having that conversation with you as we go through the programme.

As Charlotte said earlier.

Keep it simple. Do pick one thing, one thing that you can take away and and do that's realistic from today.

Mm.

And see people typing.

Trust and communication is key when we are coming out with strategy. Yeah, absolutely. Thanks, Ben. Yeah, it's got to, it's got to be authentic and it's got to be demonstrated, doesn't it, in the actions?

Olivia's typing.

So Olivia, the last set of questions make me ask why no business person joined from this session. Yeah, from HR and DNI functions. We're more solution building in an intuitive way, but we need real business voice. Yeah. And that's that key piece, isn't it, around those questions, those coaching, you know, how you take those out into the business.

How you make sure that what you're doing is aligning with what the wider business is trying to achieve because then you should get that engagement from from the the operational business leaders and the leaders across the business because it's going to help them achieve what it is they they need to achieve in their own teams or departments.

If if you can't, I appreciate you might want some time to reflect on this and that's absolutely fine. So feel free to to pop something in the chat later on because the the chat will still be accessible. Bernard senior management need to lead by example and once it trickles down, working with stakeholders gets easier. Yeah, absolutely.

Thank you everybody. Just a quick reminder before we go as well that there is some self-led learning coming out to you in the portal. So we have telling your story in your brand this month and then on the 22nd of October we've got our next webinar leading through challenging times. So we hope that you can.

I'll make that and any final thoughts, questions, reflections before we go for the day. Just want to thank you all for your participation and engagement as well. It's been a great discussion.

Great. Well, Oh yeah, Lizzie, just a reminder about sharing your phone number for the WhatsApp group. Yeah, brilliant. Thank you. We look forward to seeing you on the 22nd of October. And again, you know where we are. If you've got any questions, just just let us know.

So, Charlotte, we gonna.



Charlotte Sweeney 1:35:29

Anna Yeah, I was going to say in a brief and and thank you, Caroline, for leading us through today. And Liz has done a brilliant reminder around the phone number so that we can make sure you're all on WhatsApp to share reflections and and carry it.

Keep doing that. There'll also be additional content on the platform over the course of this week.

Tools to help you with your assessment and some reflections on that that we talked about in in webinar one, so we can revisit that when we see each other later this month. And as always, if you've got any challenges around accessing that or any problems accessing the platform, do let us know.

And the team will really focus on and solving that.



Caroline Lake 1:36:11

Great. Thanks everyone. Lovely to see you. See you soon.



Elizabeth Pollitt 1:36:14

Good to see you.



Charlotte Sweeney 1:36:14

Great to see you all.



Yukiko (SCB) 1:36:17

Thank you.



Caroline Lake 1:36:17

Thanks, bye.



Elizabeth Pollitt 1:36:21

Thanks, Carmen.