1 - Debbie Forster

Hello, my name is Debbie Forster. And thank you so much for joining us, at our inclusion in tech festival. It's great to have you online. If you were here this afternoon, thank you for joining us. If you stayed all the way through, a few of you apparently did, well done, thank you. It is time for our afternoon cuppa, I've got mine, I hope you're there, because we got a lot to talk through today. Now, if you are from this afternoon, you can ignore the next few seconds. If you're new to the screen, welcome. If we were in the real world, I'd be giving you the hygiene of where the fire exit is and where the loos are. What I'm going to tell you here is what's on our screen. Just below my picture, if you go, a ribbon should pop up. That's where you can turn this on to full definition, so you can count all the freckles and wrinkles on my forehead. You can also, if you'd like, turn on the Closed Captioning. So you can have that going on in the background, if that suits you. We want this to be interactive, I so desperately, real three world, with 3D interaction. But the best we can do, is to try and hear your questions. And we will do your questions. Even if it's not for today's session, if you have a question on inclusion, diversity in tech, please share it with us. If it fits in with one of our panels, we'll talk about it, if we can cover it off when we're going through, between sessions, we'll cover it off, and somehow we'll get back to you. Also to try and think about, further down the screen, are you joining for tomorrow? If you haven't, how can you not, it's going to be even better tomorrow than today. So scroll down, you can sign up for tomorrow's session, both the working lunch and the afternoon cuppa. We'll often refer to our annual report, if you've not had a chance to look at our report, this is a fantastic piece of analysis that looks at, what we have now, representing over 16% of the entire tech work population. This is where you can go to hear what works, what doesn't work, to compare and look at the stats and see how you measure up as an organisation. If you've not had a look, have a look there. I'd love for you to take part in social. Now of course, you're going to be 100% focused on what's going on the screen. But I would love, maybe not if during the session, during or after. Jump onto LinkedIn, jump onto Twitter, tell us what resonated with you. Is there something that really rang true? Do you still have a question? Did we say something that you really disagree with? You can reach out on social, and we'd love to carry on that conversation tonight and tomorrow and beyond. Okay, and logistics, I have to tell you. I don't know what's going on, but my broadband gets a little funny sometimes, so I might look a little blurry. My team would also say that, sometimes I'm just a little bit blurry, and I need a bit more caffeine. I'll keep sipping here, but if you lose me, we'll still keep talking. I might even go to avatar. But what's important is, you hear from our people today. All right now, what are we doing this evening. For this evening, we're not for profit, it's free to join. If you're not a signatory, you can go down and find our more about that, on the screen as well. We're not for profit, and we're determined to ensure, that what we do, goes out and is free, for any company that wants to work with us. Now to do that, we do need some funding. It is because of sponsors, like Beasley, who are our headline sponsor for today's event. It's for people like our principal partners, that would include the DCMS, that's HP, that's Nominet, that's global, that is looking at PWC, in terms of, these are the companies that bring it together. Today's session, this afternoon, we looked at experts looking at tech. This afternoon and tomorrow, we want to hear from all of you, as employers, what's working, what's not. We've really enjoyed working with Beasley, to plan the two days of this festival. I took some time to sit down

with Brad and with Chelsea, to get their view on what was happening with the report, what were their thoughts, what are they looking forward to in the rest of the festival. So let's have a look and hear from them.

2 Ð Debbie Forster
This is a chance for us to have a quick chat, before we go into the main event for the day. Would you like to introduce yourself to the audience, Brad?

3 Ð Brad OÕConnor
Sure. Brad O'Connor, I work at Beasley, and I'm the head of technology, and I'm driving the diversity and inclusion agenda.

4 Ð Chelsea Sprong
And my name is Chelsea, I'm Beasley's inclusion partner, so I drive our diversity and inclusion strategy, globally for Beasley. I work really closely with Brad and the rest of our tech team.

5 Ð Debbie Forster
Super. All right, we've got the formalities over. Thank you both for joining me here today. I don't think it comes as a surprise to anyone that, 2021 is, we're going to put it down at best, was a challenging year. How did that work out for Beasley, from an EDI perspective? Because with everything happening, everything changing, it's really easy for things like EDI, to fall by the wayside. How was 2021 for both of you, Brad?

6 Ð Brad OÕConnor
Yeah, so for us, last year was the first year we had a really deliberate strategy to tackle this. We created a augmented leadership team, and asked for volunteers. We had about seven to 10 people, helping drive these initiatives. That was the first year we had a deliberate strategy, and a team of people really driving towards that strategy. That worked out really well. And the focus is, really with data. We were looking at the data, to see what actionable insights, we could pick up from that. And then also, I think, partnerships are extremely important. Everyone's having the same sort of challenges. So partnering with Tech Talent Charter, partnering with Code First Girls, really important to help learn, from other people's experiences and expertise.

7 Ð Debbie Forster
That's super, it's great to hear that you, like a lot of our signatories, didn't forget this, in the midst of it, but really started doubling down. We've loved working within partnership and Code First Girls, has been one of our founding signatories, in terms of doing that. And if anyone in the audience would like to hear a little bit more about that, between our main sessions, are some intro sessions. You can hear from Beasley, talking about how working with Code First Girls, made a real difference within the organisation. Chelsea, taking a step further removed, how was 2021, from your perspective?

8 Ð Chelsea Sprong
I remember at the start of the pandemic, in 2020, thinking that we weren't really going to end up doing much, from a diversity perspective. Because everyone had bigger problems almost, and how do we work in this hybrid world. And I couldn't have been more wrong. What we've seen, since March, or June 2020, is a continual ramp up, about our focus on

inclusion and diversity. 2021 Really cemented that. I think we've seen more and more people get comfortable, with the topic and get comfortable moving to action, which has been really, really important. I think it's less of, and actually the hybrid working, and how the worry about women returning, would they return back to the office, what should companies do. It's been so much in the public eye and under constant, it's a constant topic of conversation really, isn't it. I feel like the work that we do has just become really, really in demand, but a real drive to see results, and not keep having some of the same conversations, that we've probably been having for a few years now.

9 Ð Debbie Forster
And that's great to hear. And it's very much the flow, of the way the next two days are gonna be and Beasley leaning in, and having those conversations, raising awareness, but moving to action, that echoes. Last year was our festival, focusing on having those difficult conversations, but then moving to action. And then this year, is very much about, we have the data, what are we doing with it. It is about moving into action and trying to drive things in that perspective. And we're going to have sessions, to try and look at things, like hybrid working etc. The report launched last week, is ground-breaking for us, in a lot of ways. You've had a sneak preview of what we put into the report. What leapt out for you Brad?

10 Ð Brad OÕConnor
Yeah, I think the first thing to note was, we've got 162 new signatories, which is amazing, amazing growth in the last year, especially considering all the challenges that 2021 provided. I think it now represents 15% of the UK tech workforce, which is great. Anyone who's listening to this, who hasn't signed up, what are you waiting for. It's free to sign up, you get so many benefits. All you need to do is provide a bit of data.

11 Ð Debbie Forster
Everyone listen to Brad, everyone listen to Brad and do what Brad says, yes.

12 Ð Brad OÕConnor
A call to arms, those 85%, whoever you are, please sign up, we need the data. I think looking at the, looking actually at the data, it says women in tech, is trending in the right direction, from 25 to 27%. Which is a great increase, albeit relatively small, and I think it underlines the real importance for supporting alternative routes, into technology. I think we discussed, in the festival last year, you can't hire your way out of this problem. And everyone, like myself, have set goals and targets to hire more women and more diverse people. But what we need to do, is get more people from diverse backgrounds into the tech sector. And those alternative routes into technology, is a great way of doing that.

13 Ð Debbie Forster
I couldn't agree with you more. We're going to have a session on that, where we hear from companies that are leaning into those, so that we can start sharing. But it's mainstream now, isn't it, and for us at the charter, we're using 2022, to work with our employers and with our providers, to start shifting that focus. So it's not an alternative route into tech anymore, but it becomes mainstream. It's just another way, that we make this happen. Chelsea, you looked at the report, and I think you felt even more ambitious. What leapt out for you?

14 Ð Chelsea Sprong
First of all, I love the report, I love the examples that you've given from different organisations, over the gender appointment ratio, from Unilever, I love that idea. I've been thinking about that now, since I read the report, about all the different ways we could include that. What I think frustrates me, is that it's only been a 2% increase. And when we looked at the report, it says building awareness, and raising awareness is still a main priority. I suppose I'm looking at this, thinking we should have moved past building awareness. Now, we are all incredibly aware. We're having this, because we're all aware of what the challenges are. I get hugely frustrated, in a lot of either panel discussions around diversity, we spent a lot of time, highlighting the problem, we spent a lot of time really saying, oh, this is the issue. We need to move into well, what are we going to do to solve it? What are we putting in place, what are we trying? If we keep saying now, or it's really hard, that will be the same thing that we say in five years time, and nothing will have moved, or we might move 1% at a time. I want to see the pace of change really quicken. I think there are some great examples of that happening in there. Brad might have heard me say this before, because one of my favourite phrases is, if we're going to get somewhere we've never been, we have to do things we've never done. And I think it's this, having to make conscious decisions to be bold, or to do things differently, that's going to drive us forward. If we keep hiring in a traditional image, under traditional ways, we're going to end up with a very similar workforce that we've had previously. We can't just have expected that workforce to have changed, because we want it to, and I think that that to me is right, what are we doing to really actively change.

15 Ð Debbie Forster
I couldn't agree more. I love the ambition there, and I think that's what we're going to hear. Brad, as well as, it's not just that we're 15%, what we're really excited about in the report is, yes, we're statistically significant. But by getting companies to tell us, this is what's working, we for the first time, are able to really lean into, sharing things from company specific things, and that we were able to work with you, than to curate these two days, of hearing from companies of this works, and this works, and this works. So that we can start moving faster, we can be more ambitious. I love that idea of when we're doing things differently. And I'm always saying, we've got to get comfortable with being uncomfortable. And we have to move this style, and it only comes if we start doing things very, very differently. If you've not been to one of our events before, get ready, fasten your seat belt, get a piece of paper, write this out, know that this is part of the whole thing that we do, across the year. We do hackathons, we have an open playbook of best practice, we have signatory spotlights, this is where you come to hear, absolutely what you say Chelsea, when we started the charter, it was because when somebody approached me about it, Sinead Bunting, who wrote the charter, my first comment was, if I have to go to one more roundtable event, on why there's no women in tech, my head is just going to explode. And if I have to hear one more company, reinvent the wheel and get really excited. I'm going to start telling the truth and get in trouble. With the charter, we are the opposite of that, this is us leaning into hearing from companies, like you, from others, to talk about what's happening. And so that is what these two days are going to be about. For the working lunch, for the evening cuppas, you will be hearing from two panellists. Chelsea you're joining one this evening, to hear, what are we doing,

that's having that impact. So thinking about the programme, because again, you've helped curate it, you've seen the sneak preview of that. What are you most looking forward to? What are the sessions that you think, are going to give you those tidbits, to really drive what you're doing in 22, Brad?

16 Ð Brad oÕConnor
First of all, the theme, this works, I think is a great theme. I'm really interestingly, looking forward to hearing people talk about what actually works for them. But in terms of the three sessions I highlighted, that I'm definitely going to tune into, one the report headlines, listening to that come to life. And I think last year, I tuned into that session. And two things that really resonated with me last year was, it was the start-ups, that seemed to have really good gender diversity, as well as this charitable sector. So really looking at, what can we learn from start-ups? What can we learn from the charitable sector? Is it that women want to work more in organisations, that have a greater purpose? Or have the start-ups, do they have a lot less red tape around their recruitment and bureaucracy? So what can we learn from the data, and the companies and industries, and size of the companies, that are doing good things? The other two sessions, measuring impact. We've done a lot of work at Beasley, as I said, we've created this augmented leadership team, a lot of the team have a lot of time and effort, but how are we really measuring the impact. And then the third one, which is really exciting as well, about that invisible lens of diversity, we often quite talk about gender or race. I think neurodiversity, is really exciting, really interesting, especially in the tech sector, and also the socio economic diversity as well, something that's close to my heart.

17 Ð Debbie Forster
Make sure that we're not just doing what we already know how to do. And it's not that we're done, with things like gender or ethnicity, but we need to be, as Chelsea says, we need to be more ambitious, we need to look at those things. We know from our surveys last year, and this year, social mobility, neurodiversity, are really hot topics. And so it will be great to hear tomorrow, from some of our panel, on what's happening in the space. Chelsea, what about you, what are the sessions..? Of course, your session, I'm hoping you're tuning in for, because I need you in that chair. What are some of the other sessions that you're looking forward to?

18 Ð Chelsea Sprong
If I wasn't speaking, I would be tuning into the data one. I think it's my own passion. I think myth busting, is such an important part of the work that we do here. There's so many assumptions, when it comes to EDI, as you've mentioned. The one that I think I'm looking forward to, the retention and development session. Recruitment is only one part of our diversity challenge. And sometimes I think, it's the easier part of the challenge to bring people in, it's very different then, for managers to have to manage teams, that are very different to the teams they might have managed before. Or to try and really understand the drivers of a diverse team. I think that's a real challenge. I don't think there's actually, it's not as much of a topic really, as it could be, when it comes to, how does a manager really flex, to get the most out of that team. How do we make sure that we're really offering opportunities, to those people, to grow professionally, to feel like they're part of the company. That's definitely the one that I'm excited about.

19 Ð Debbie Forster
I think it's vitally important, because I think we know, although there
is that slow growth for women, the reason it's not faster growth is,
we're not retaining enough women. And if we're not getting them
into leadership, we're really not changing the dynamic. And we know, from
the ethnicity report, that actually it is less of a problem, unless you
start looking across that leadership and management. So really, really
important in that case. Okay, I hope people on the session, even if you
haven't signed up, you can still sign up for those other sessions. We'd
love to have you join us for those. It's already March of 2022, god
help us, that's the end of Q1 for many of us. With starting to come back
to a normal, what are the big priorities? Where are you leaning into now,
for what's happening at Beasley, in terms of EDI?

20 Ð Chelsea Sprong
We've always had quite a bespoke approach to inclusion and diversity, we
try and tackle one thing, and try and really get to the bottom of that
thing. We'd started off originally, with gender, and we've moved to focus
on race and ethnicity, those really continue to be our two major
challenges. And I feel like, with some of the work we've done on gender,
we can almost predict some of the challenges we'll see then in the
future, with race and ethnicity. We've been quite bold, stating public
company targets, for women in leadership, for employee population makeup,
when it comes to race and ethnicity. The first time our exec, the direct
reports of the CEO, have all been given specific objectives, which relate
to their end of year bonus about, how well they're going to do against
those diversity targets. My focus for this year, is really on supporting
them all, to reach those, there's a lot of passion and enthusiasm for
that. Everyone has got a slightly different challenge, so it's unpicking
that. I want to be able to say, this time next year, if we're in the same
session, things have changed. Our numbers have grown, the data shows us,
that we've actually got better, I don't want to be sitting here next year
and having some of those same conversations, we're having now. I want to
have moved that on, I think.

21 Ð Debbie Forster
But Chelsea, I think you've got the right approach there, because it's
data driven. It's then accountability, and we talked about this last
year, didn't we about, until we start using the data, to set those
targets, those KPIs, but then we're helping grow people to do it. That is
how we move things forward. So I love the action driven approach. Brad,
from your perspective, what's big for 2022?

22 Ð Brad OÕConnor
Yeah, I think it's doubling down on our strategy from last year, using
that data, to make some decisions and change our actions. And also on the
partnerships, obviously, we're sponsor for the festival, with the Tech
Talent Charter. We're continuing our partnership with Code First Girls,
we sponsored the Bright Network Tech, Women In Tech conference, as well.
So I think, people we've hired recently, some of them have joined
Beasley, because of all of our efforts in this space, and they want to
continue that driving campaign. We're finding more and more people
interested in the department, to really help us. It's just basically more
of the same and doubling down on our efforts. And I think Chelsea
mentioned it, I read somewhere, when I was reading about another
insurance company this week, they mentioned focus fuels success. And our
focus has been on gender, recently, and I've think we've seen our hiring
stats have gone from hiring, one in three roles as women, to as much as

two in three roles, as women. We've doubled the number of hires, we're not hiring that many people at the moment, because we've got a low attribution, so we're not really moving the dial, but the things we can control, we are making a positive impact. I think, we now might start looking towards the end of the year, at different dimensions. Chelsea mentioned, ethnicity and race. So that might become a bit of a focus for the team, towards the end of the year.

23 Ð Debbie Forster
We think about Beasley, as a very, very large organisation, but in terms of teams. What you're talking about, Brad, I think will resonate with people from smaller companies, that have fewer hires in a year. But it is about doing what you can, controlling what you can, moving in that way. And I like the way you combined, what you do that has the inward focus. But what you do that has that outward focus, because it is when we're working together to actually change the sector, and bringing companies together, not just looking at brand, that we see the real impact. I have loved chatting with you today, have loved working with you on the festival across the whole days. Chelsea, we'll hear from you later today. Brad, I know you'll be tuning in. Thank you everyone who's been in the session, we'll talk to you again soon. Take care.

24 Ð Chelsea Sprong
Thank you so much.

25 Ð Brad OÕConnor
Thank you, bye.

26 Ð Debbie Forster
And there you have it. Thinking now, let's start diving in deeper, let's find out what's going on. Remember, when we first started the Tech Talent Charter, it was data at its heart. But we're moving that on. I can measure the table sitting in front of me, every day. But unless I have put that into action, it's gonna stay the same size. So what we want to do, is to hear from a panel of companies, at different stages, different sizes, to find out how they are using the data to drive what they do. To host that, I've brought Edleen back, our director, she was first of all on one of our panels, I'm putting her back in the driver's seat. So over to you Edleen.

27 Ð Edleen John
Brilliant, thank you very much, Debbie. And a huge thank you to our panel today, towards the end of the day. Hopefully, we've still got a bit of energy to keep going, because we're going to talk about some really interesting and exciting topics. As Debbie said, I'm Edleen, and for those of you who saw me earlier, this will be boring, but I am one of the directors of Tech Talent Charter. And in my day job, I also work for the Football Association, as the international relations, corporate affairs and equality, diversity and inclusion director. But today, we are not here to listen to me. We are here to listen to our esteemed and wonderful panel. So I'm going to get kick started with some micro introductions. I want you in, 30 to 45 seconds, to just give a quick intro about who you are. And then I really want us to delve in and get some really strong examples, about how organisations, at different stages of their journey, are using the DEI data. I'll start with Ellie, Ellie if you could do a quick micro intro for us, please.

28 Ð Ellie Bradley
Hi. Ellie Bradley, I'm the MD of registry and public benefit at Nominet, Nominet runs the .uk registry, for internet domain names. And we are a medium sized business, about 300 people. So it creates some interesting challenges, in this area. So I'm keen to talk about that.

29 Ð Edleen John
Thank you so much, Ellie. We'll go to Lauren next.

30 Ð Lauren Wright
Hi, first and foremost, I wanted to confirm that I didn't dye my hair to match the background, although it's a very happy coincidence, that I kind of blend in. Thanks for having me, I am firmly in the choir, that's been referenced today, in previous sessions, passionate about driving a purpose driven agenda, in this space. I also happen to tick a few boxes, as a female member of the LGBT community, and I also have a long term health condition, also often referred to as a disability. In my day job, when I'm not blending into backgrounds on panels I am fortunate enough to lead a wonderfully diverse data advanced analytics engineering team, at Lloyds Banking Group.

31 Ð Edleen John
Fantastic. Thank you Lauren, and we'll go to Chelsea next.

32 Ð Chelsea Sprong
Thank you. My name is Chelsea Sprong, I look after inclusion and diversity, at Beasley. We're delighted to be sponsoring the Tech Talent Charter festival. Beasley is an international, insurance company, just over one and a half 1000 people, split across, predominantly the US and the UK, and then Europe and Asia.

33 Ð Edleen John
Fantastic. And last, but absolutely by no means least, Morgan.

34 Ð Morgan Vawter
Thank you so much, I'm so excited to be here. I'm Morgan, I'm the leader of the data COE, globally at Unilever. And I'm also incredibly passionate about diversity, and lead our women and data campaign.

35 Ð Edleen John
Fantastic, thank you. I want us to get straight into the discussion. I'm going to kick start with talking about the start of a cycle of the employment journey. And Ellie, I'm going to go to you first. How can organisations use data to change the attraction and the recruitment process? So right at that entry point, where you're trying to pull in talent from different backgrounds, different skills, different life experiences, how can you use data to support that?

36 Ð Ellie Bradley
So I think, it obviously starts even before the data, with the way that you're presenting yourself. And I know, there's lots of learnings around that, and making sure that you're presenting the image of the organisation, that you want to attract people into. But for us, we are, as I said, about 300 people. So about half of our employee base, are our tech roles. It's really about understanding what is out there, in the marketplace, and what we should be recruiting from, I guess, really. We use tools like horsefly, and other things like that, to really understand when we're going out for a tech engineering role. What is

actually out there? What are the options for us? And then making sure that we're challenging ourselves then, in terms of, the applications that we're getting in. Are we really seeing a good representation, across the full range of diversity? That's about really understanding, what we can do better, as an organisation. But it is really hard. We're not big, we're not recruiting lots and lots of roles. And sometimes when you're looking at that data, actually, it's really hard to find a more diverse audience to be presenting yourself to, and that's a problem, that starts much earlier, that I'm sure we can talk about. I think the challenge, though, for us is, have we done everything we can to make sure that, that funnel is as wide as it can possibly be? And are we then, actually understanding who is applying for the roles.

37 Ð Edleen John
And to that point, Ellie, are there ever any challenges that you're facing, or indeed any other colleagues on the panel, around getting individuals to disclose that data, right at that start point, so before they know much about you, as an organisation, or know about your culture, or indeed know any of your people. How are you really helping to improve that individual DNI data disclosure, right from that beginning point, when they're not yet employees of Nominet?

38 Ð Ellie Bradley
I think we do okay, at that first point, what I would say, actually, is that, as well as at the first recruitment point, we're trying to build up a better insight, into our existing employee base. And actually, as you start to gather data, there's a huge trust exercise, that you're going through at that point. People really want to understand why you want the data, what you're going to use it for, how it's going to be held, all of those things. Our issue has been, less about at the point of recruitment, but it's definitely a challenge for us, amongst our existing employee base and one that we know we need to work harder at.

39 Ð Edleen John
Great and Lauren, as a larger employer, have you got any thoughts that you could share around this?

40 Ð Lauren Wright
Yeah, I find it really interesting anecdotally, thinking then about how you present out, Ellie and I picked up on it earlier on, on one of the discussions too. That I certainly didn't think I'd stay at Lloyds Banking Group, as long as I had, I had this image of, like the old Mary Poppins, with all the old men in suits. And clearly, looking at me, you can see that, that's not the case for everyone. But I'm sure that still a lot of people's perception in banking, that it's quite formal. I can still rock a suit, when I need to, I've got the brightly coloured hair, the piercings, refuse to grow up. I think we have a much better view, on some of our IND lenses, to Ellie's point, for our existing members of staff. Particularly, from a gender and race perspective, because of the pay gap reports that we've done. I think there's a gap with broader inclusion, diversity lenses, such as sexuality and disability. And we can probably come on to that, a little bit later, as to what the reasons might be behind that. I think we need to do more to understand the pipeline of people coming in, because as we all know, it can be hard to fix that, once you've got bums on seats, and people in roles and you see the effects that it has on your IND figures, it can be hard to pull that back.

41 Ð Edleen John
And sort of building on that, Chelsea, I'll go to you next, talking about
that segmentation, or that nuancing of data. Are there ways that
organisations should be thinking about becoming more nuanced in how they
use data, throughout their people processes, and looking at that
segmentation, and recognising that there are different pools of talent
and different people, be it in attraction, or indeed be it later, in the
employee pipeline.

42 Ð Chelsea Sprong
I don't know if I'll go off [inaudible], I think we can become over data,
over dated. I saw Karen Elliot talking about how many times we're gonna
say the word data, and I think we'll surpass that today, in this session.
I think there are so many different ways we can cut it. And my job is
really, in essence, I look after inclusion and diversity, it's not as
exciting or sexy, as I think people think it is. I churn a lot of data
and I'm trying to look at right, where are we seeing blocks, where are
you seeing issues, and trying to identify those systemic issues. We can
look at it, in so many different ways. And I think interestingly,
to contrast to what Ellie was saying, we don't have a great ability to
capture data, at Beasley, from the applicant stage. We do a great job
once people have joined, we've got a really high disclosure rate on what
we ask for, which is really good. We don't have a really good idea
about our actual talent pool, currently, we're going to try and invest in
that. I don't think you need to be able to do everything, datawise,
before you can start making a real difference. We don't do well at the
recruitment stage, we do much better at an onboarding stage. Ellie
saying, maybe you're doing better at the applicant stage, trying to
understand more about the current makeup. I think, when it comes to
looking at your solutions, I said this, in that last session, being
really bespoke with what you're doing and really trying to identify, what
the problem is that you think you're looking at. So if you're comparing
different data sets, if you're thinking okay, our population data says
this, but our engagement survey data, says this. Where are we seeing a
block? Okay, we can look at our promotional stats, or our talent mapping
stats, overlay that on our current employee base, look at what does that
then tell us, each of those will give you a particular focus, on what
that nuance is, that you're talking about. One of the things I worry
about, when I present data, is if almost every single time, a member of
the exec, or a member of the board, will ask me to cut that data
differently. They'll say, well, can we look at it through a different
lens? I think, we can look at it through at 80, 500,000, million lenses,
the problem is not going to change, in that we're an undiverse
organisation. Can we stop cutting the data, I think this, to your point,
almost stop building awareness, let's just start focusing on actually
solving the problem. I went off on a tangent there.

43 Ð Edleen John
No, no you didn't at all. And it's a fair point, because actually, some
of the key messages that we need to think about there, in terms of what
you're saying is, even if you haven't got everything solved, and you
haven't got your data resolved, at every point across the employee
lifecycle, starting somewhere is a good start. And recognising that,
actually, you can always cut, and always dissect the data,
in a lot more detail. But again, we already know what the problems are.
So let's not now spend resources, time, and too much money, on trying to
rehash the problem, or make it look slightly differently, to appease

whoever the next person is, in senior management, who wants to see it cut in a different way. Let's focus on the outcomes and the actions. I think that's a really valid point for people to hear, on this discussion today. Morgan, from your organisation, across Unilever, who I know, of course, are very big and all over the world, how are you using data, to change some of the people processes around retention and promotion, across the organisation, and in different parts of the world?

44 Ð Morgan Vawter
Yeah, thanks and a great discussion as well. I love the, just get on with it, tech message. I think we always talk about decision quality data. And I think there can be no wrong choice, if you're doing something to support DNI. It's not making a decision between a marketing campaign, that I can invest X amount of money in, or another marketing campaign, we're doing things to make the world a better place. I love that push and that motivation, specifically to your question, though, on promotion and retention. In 2018, we started a partnership with a professor at Harvard, her name's Iris Vinay. And with her guidance, we launched a metric called gender appointment ratio. It's not a fancy, complicated algorithm. It's really just a calculation on the number of women appointed, divided by the number of men appointed. And we use that metric though, to give line managers a really clear picture of their appointment decisions, over time, which really helps raise awareness, so they can make better more unbiased choices, the next time the opportunity arises. And specifically, within data analytics, one of the things that we've done as well, is to create a very objective, skills framework, for key roles, that really reduce some of the subjectivity, associated with promotions, that might lead to bias of, male behaviours, like confidence, and maybe interrupting, and certain leading skills, versus the technical skills, to get to the next level. And then when we map the readiness of all the individuals for promotion, we really ensure that we look at those time horizons, very objectively, and encourage people to apply when they are ready. And then if we have somebody that's not ready, to get them in a mentorship situation, so that they can develop those skills, to get to the next level. On retention as well, we look at data of course, movement and retention between different demographic groups. So understanding the nuances of men versus women, managers versus non managers, newcomers versus people that have been at the company for quite a while, which really helps us to identify where there might be trouble spots, and then go back and then take some interventions there.

45 Ð Edleen John
That's really helpful. And a question now, that I probably would like to throw out to all of you, because it's something that's come in to us, via the audience questions is, when we're thinking about the various people processes, that we've talked about, so be it hiring, be it retention, be it promotion, how are companies thinking about making sure that they're increasing that diversity, without it seeming like they're just hiring somebody to tick a box, to use the words that you use Lauren. So to make sure that actually, the focus is on having the best person for the role, and it's not data being used to just make sure we can say, yeah, we've ticked that box, we've got enough women, or enough people from a certain historically underrepresented group, how is it that actually we can be framing those conversations and taking those actions, within organisations, to truly focus on the importance of diversity. Not sure who wants to go first, but I want to open it to you all, Lauren, go for it.

46 Ð Lauren Wright
I'm happy to pick up, just because you referenced the tick box. And just
to build on that. I did that purposefully, right, because I happen to
select a few tick boxes on a survey. But I don't want my success to
be defined by the boxes that I tick, I hope that my success is defined by
the impact I have. And that's why I was really delighted last week, and I
don't know how many of you will have read it. But we have a really, I
think inspiring, new, purpose driven mission, at LBG, where inclusion
and diversity is now embedded throughout everything we do, be that for
colleagues and customers. We have ambitions, and that's great, but that's
not what it is, we live and breathe it. And it has to be the
responsibility of everyone, be that for our colleagues, or our customers.
And those cultural shifts, and those changes where leaders really walk
the talk, but also everyone feels that responsibility hard, it absolutely
has to be the right thing to do. It's not about hitting certain
demographics and targets. It's about really doing the best thing for us,
as people, and colleagues, and customers.

47 Ð Edleen John
No, completely agree, Chelsea come in there.

48 Ð Chelsea Sprong
I don't think we should shy away from the conversation. If you put up a
big sign saying, women welcome here, or members of the LGBT community,
welcome here, that should be a great thing. And I think that's what we're
seeing, the more you put yourself out there to say, please come work for
us, we're a great place. It shouldn't then be about this quota filling,
if you're quite quiet about it, and be like, oh, gosh, we really need to
get more women, and we're not going to mention why, or anything. I think
it's about how you approach the discussion, and how you overall put it
out there. Very similar to what Lauren said, we've tried, we've really
embedded diversity in what the company stands for. And when we talk about
it on our job descriptions, and we talk about it on our, recruitment
website. We're continually emphasising this importance of diversity of
thought, and background, and all of this. And I think that's really
showing that you respect what people are bringing, and you want them
there because of that, not because they, like Lauren said, they happen to
tick a box, and you can then quietly enter that into your annual report,
and not ask about it again, I think there's a difference in saying,
you're welcome versus, we need you to tick a box.

49 Ð Edleen John
And a question to build on that, how do you, within your respective
organisations, challenge the naysayers who say, oh, well, she only got
the promotion because she's just come back from maternity leave, or he
only got the promotion because we haven't got any LGBTQ people in our
management team, etc, etc etc. So how do you guys challenge those
notions, using and leveraging data, that you have access to?

50 Ð Chelsea Sprong
I think this to me, goes to that myth busting, that I mentioned. I hear
that all the time, people like, oh they only got the job, I'm like, oh,
did you not think they were very good then? And I say that to them, and
they're like, oh no, she's fantastic, she's, she's so... I'm like, oh,
okay, then, so what's the problem? But actually, it's this, because
it's a woman, or it might be someone from an ethnic minority background,
they're different to our white man standard, and that's worthy of
comment, and I think it's that using data, to be like, oh, okay, well,

actually only 30% of our promotions so far, have been women, not 70%, that you seem to think, going continually back to what the data is telling us, to reference, that is my point.

51 Ð Edleen John
I think that's a really important point. And having that data, and having that data to support those challenging conversations sometimes, is really, really helpful. Because actually, there's a perception that forms, from individuals, and the reality and showcasing that through data, I think is a really powerful tool. One of the questions that we're getting again, come up quite a lot from our audience is, we're talking about the importance of data, and how that can really help frame and shape some of the interventions, or actions that are taken within organisations. They'd be really helpful to hear from all of you, how you've gone about getting people to disclose that data, within your respective organisations. Was it easy, was it difficult, what tactics and tools did you use, to get people to be willing and open to share that data? I don't know who to start with, Morgan, I'll start with you first, if you'd give a bit of insight.

52 Ð Morgan Vawter
Yeah, sure. One of the things that helps us, is just again, our overall accountability and focus on this, so our CEO views this as one of his, again, top three priorities. And so he communicates about it very frequently. And we recognise where we have data gaps, and where we need to step up. Obviously, the gender component is a bit easier for us to track and have visibility to, but when we get into the other identity groups like race and ethnicity, or disability, or LGBTQI, that's when we need to, again, encourage and get that data shared back. I think the thing, that's helped us as well is, in addition to the constant communication, is that we have a big focus on data ethics. So not just privacy, but doing the right thing with data, and being very transparent as well with employees, how we're using data in the same way that we are with our consumers. So I think that messaging is really, really powerful. Also we have a long way to go, just like a lot of organisations.

53 Ð Edleen John
That's really helpful, Lauren. Wondered if you could share, about how Lloyds have really helped to drum up the disclosure rates?

54 Ð Lauren Wright
Yeah, and sorry, I think there's a bit of feedback on my line. So I'm having to be muted and unmuted, apologies for the delay there. I want to come back to Chelsea's point as well, around, I don't think we do enough at Lloyds, to shout about how great we are. And one of the reasons I bring that in here is, we're using a lot of our networks that we have for inclusive, diverse spaces, around LGBT, and access for disability, as well as our more traditional reach for fame and also breakthrough for gender, to really understand, what are the blockers for people. We do a lot, to make sure people are supported, what other blockers are people disclosing? I think for gender, it's more straightforward, because of our HMRC requirements, as a bank, to disclose gender for employees, that brings its own nuances, because it's not inclusive, because you don't have non binary as an option, due to the way we have to report it. And also, the pay gap reports that we've done, on both gender and ethnicity, have helped us in that space. But again, picking up on some of the language that I think both Morgan and Chelsea have used, is it any surprise really, where people don't disclose things, that don't outwardly

present, where they may have been treated negatively for it in the past, or an assumption has been made about them. I think personally, about my disclosure journey, I didn't disclose my disability, or my sexuality, until recently. I say recently, two to three years. That wasn't because I was ashamed of who I was, I was very comfortable with it. But I'd been treated differently because of it in the past, and it made me uncomfortable. So we need to give people that safe space, to acknowledge that we're not like that as an organisation, we are going to treat you with the respect you deserve, no matter who you are, and we respect that, that journey is personal.

55 Ð Edleen John
Yeah, absolutely. And Ellie, any thoughts from Nominet?

56 Ð Ellie Bradley --> 0:44:50
Well, I think as I said earlier, this is definitely an area where we've got some way to go. We know that we are collecting that data at the point of applications, into the organisation, but we are not cracking that, in terms of our existing employee base. And it's not big, and there's really no excuse for that. And so I think, the process for us at the moment, is trying to really get underneath that and understand, why people aren't as prepared as we would hope they would be, to provide that that information. I think that, it's really interesting to hear what other people are saying, in terms of how important it is, the messaging from the very top of the organisation, how important it is that people see how that data is treated. And ultimately, for us, it's incredibly important because we want to use it to really understand people's experiences in the business, understand their engagement in the organisation, and all of the things that will make us a better place to work. But it's, we've got some way to go. So I'm not for a minute, suggesting that we've cracked that.

57 - Edleen John
No, absolutely. And I think for most organisations, there is still an element of the journey, in the diversity data space, that everybody can move further forward. I know that again, speaking from personal experience, one of the challenges that we faced, was individuals feeling as though actually, our senior leadership leading the way, as it relates to providing their diversity data, are their role models, right at the top of the organisation, who are able and willing to share, because if they're able and willing to share, then maybe there's more trust that's built in to the system, for those further down the organisational chain. And so I've worked with, and in, and for organisations, where actually there's been a big campaign, that's focused on role models, telling their personal story, and using that as the hook to then talk about. Actually, this is why it was important for me to disclose data, because this is how this helped me, within the organisation. We've talked a lot about diversity data specifically. But I suppose I want to shift and change the conversation, just slightly, to talk a bit about inclusion. So we often talk about diversity and inclusion. Often we're able to think about how we can measure
representation, be it through attraction, be it through promotion, be it through retention. But then what about
inclusion data? Lauren, I wanted to go to you first to understand, what are Lloyd's doing around inclusion data?
How are you measuring inclusion, if at all? And what about some of the other facets and lenses, that come into that? Wondered if you could share about your journey, or insights from Lloyds?

58 - Lauren Wright
Yeah, of course. I think we've picked up on some of the key themes. So I think that the word safe, is key to inclusion more and more. Different people will have different things they need, in order to feel truly safe, and talk about how included they feel. It's not something that's easily achieved for all, I think there was a
comment earlier about the secret sauce. And I think it's a very varied recipe, depending on who you are,
and what you feel comfortable disclosing. And that's compounded. I talked to all of you, right, before we came on this call saying, I'm naturally introverted, I get nervous talking about things like this, disclosing how you feel,
as an inclusion, is a personal thing. What we're trying to do at Lloyds, picking up actually, on some of the points you just raised, is get more people talking about it, at all levels. How have they been on that inclusion, diversity journey? How do they feel now? How do we capture that data, moving away from just point in
time surveys, that give us a once and done, point of view, at times per year? We're still on that journey.
But as I said earlier, putting it into our ethos as a company and having that lived every day, where people feel like they can just go actually, do you know what, this happened today. And I feel the need to talk about how that made me feel not included. Or on the opposite side, I went on an access course last week for my disability, and I've been speaking out ever since, how included I felt and seen, really well, for the first time in a long time, about my disability is a superpower. Giving people those safe spaces, to share that is really important. And that's a journey we're still on, but something we're really focusing on.
59 - Edleen John
That's really helpful. Chelsea, any thoughts around inclusion data specifically?
60 - Chelsea Sprong
We compare our, we've got engagement surveys, and we've got poll surveys, that were happening throughout the pandemic, just checking in on people. We try and look at those through a diversity lens. And I think that's our best measurement really, how engaged are people feeling in the company. I was just presenting these a couple of weeks ago, so we know that there's a slight difference in how people from underrepresented groups are feeling,
but actually not as big a difference as we might have expected. There are then differences in how they feel about their management, or how they feel about communication, within the company. One of the things you were talking about, that intersectionality of data, and one of the things that I saw is that people who identify as
bisexual, really actually, were not as engaged, as people from other sexuality groups. And so we were like, oh, there's a problem there we didn't know about. And so that's quite helpful. I think that engagement data is how we try and pinpoint that inclusion. But then we look at that, obviously with promotional data, with what our senior leadership looks like. And all of those other layers, because that's likely to, inclusion can feel intangible, but actually having some ways of measuring it, I think and showing progress against it, that we're using data, becomes really helpful.
61 - Edleen John
That's some helpful insight. And a question to follow up from me, one of the questions that's come in from the audience is, we're talking a lot about the importance of data, but it'd be really helpful to get, maybe a

brief insight, from all of you, around any specific tools that you're
using, to map out your data. How are you statistically analysing your
data, within your organisations? Is that done by a specific individual?
Is it done by a team? Is it a ready made tool, that you buy in, just to
give those on the call, a bit of insight, depending on whether they are a
small business or a large business, to really just understand, how it's
being handled within your respective organisations at the moment, if
you're able to share. Ellie, if I go to you first.
62 - Ellie Bradley
We have a person in our HR team, but we are 300 people. So that's the
simplest way for us to handle it.
63 - Edleen John
But that means you've got dedicated resource, who is focused and able to
look at the data, manipulate the data,
and analyse the data.
64 - Ellie Bradley
Absolutely.
65 - Edleen john
Yeah, and again, not a side of desk job, actually part of somebody's
role, which is critical. When we thing about DEI data, it becomes the add
on to somebody's other day job.

66 - Ellie Bradley
No, absolutely.
67 - Edleen John
Just wanted to highlight that point. Morgan, I don't know if you can give
some insight.

68 - Morgan Vawter
Unilever is quite large. But I think we obviously view it as very, very
important and invest behind it, and have a
again, a senior, people analytics team, that focuses on this, in addition
to other pillars.
Because we just again, view this as so critical to company performance,
it's key to our financial performance,
our market share, our innovation. We definitely have a team and great
tools to assess this.
69 - Edleen John
Great, and Lauren.
70 - Lauren Wright
Yeah, so a bit like Morgan, big, big organisation, we have a number of
dedicated teams who work on this together, as a team of teams, looking at
it as a group people insight, piece of information. We also have an
inclusion
diversity team. And teams like mine, who are really passionate about
getting it right and have some data skills where they can help out. I
think we've been on a journey, again, the last couple of years, where
we've wanted to
really think of wider diversity, as almost as a system and a model, and
try to understand how the different things interact, because that's the
other element at play here. It's easy to think of it, and we often
describe it like this actually. Diversity is bathtub, and you've got the
tap, that fills it up, and the plug at the bottom. But actually, the
complex relationships across different aspects of diversity, mean that
you can't look at it like that anymore. So we've actually spent a lot of
advanced analytics time, looking at how that system works together, in a
complex landscape.

71 - Ellie Bradley
Sorry, I was just going to ask Lauren a quick question. Does that mean you're looking at predictive analytics, as well as actually historic analytics? So you can really start to understand what might come, what you might see coming through, as opposed to just what's been?

72 - Lauren Wright
Yeah, so we've been looking at different levers, that we could potentially pull, to make job attractiveness, more of reality, what would that impact be on applicants, for instance, both internally and externally. It's really hard to look at all of the diversity lenses together, it's hard to even look at one, if we look at F plus female demographics. But we've been really trying to think about, how do those things interplay together. And how might that affect it. Because if you bring in a lot of females, that might right effect another demographic, that impacts you negatively. So yeah, we've been looking at that.

73 - Edleen John
Chelsea, anything to add from your side?

74 - Chelsea Sprong
I was just saying, I'm always so jealous hearing about the capacity of large and larger organisations. So even though we're about one and a half 1000 people, our capacity for data isn't really, it's not that advanced. And it's something I do, I'm a dedicated DNI resource, and it's something that I do, I want to put people's mind, but I just do some, a lot of very basic work on Excel, my work is very manual. It's not been, we don't have fancy tools or fancy systems, be it to be able to produce a lot of this. My advice to people is to draw on other people in the company, as Lauren says, there are, you have your champions in other parts of the company that really care, and are likely to have better skills than you do. I've got actuaries, who are fantastic at data manipulation, who I call upon every time I need something done, from maybe a predictive, we were trying to work out what our hiring rate needs to be for the future. And they were fantastic at doing that, or people in our IT team, who were so good at being able to create workarounds for that data. So your HR team is likely to have some data, they might not have the capacity to analyse it, in a smaller company. But can you be the funnel of that? Can you make sure that that data is anonymized and protected, and work with other teams to help draw on that, you've got the capacity often, within your organization's, it's just about trying to find who's going to help you.

75 - Lauren Wright
That sense of social responsibility, is something people are looking for more and want more. I think to build on that Chelsea, don't, if you're sitting listening to this, thinking, I've got the skills, but I don't have the data,
reach out, that's what my team did. And we've been helping people, it's really important that people put their hands up, to volunteer to be the change they want to see.

76 - Edleen John
Absolutely. And I think building on that, it's not only the manipulation of data, it's also thinking about,
actually what questions can we be asking, to interrogate any data that we do have access to, or any information
that is available. And how do you then use that to inform your solution. So again, thinking within your
own organization's, are there are some questions that you're using, to then help you guide towards the potential
outcome or interventions.

77 - Chelsea Sprong

What I'll say, you saw from myself and Brad earlier, and I work with Brad who's the senior leader in our IT team, a lot on what our diversity interventions are going to be, on some of our issues. My advice to people is, make
sure that the solution that you are attempting to implement, matches a data identified problem, because we talk about things like blind CV's. People came up to me being like, we've heard that other companies are doing this thing called blind CV's, we really need to do that at Beasley. And I thought, if we want diversity, which we do, and we're actively saying that, I think we probably need to see people's names, we need to know if there are women coming through, because we should be looking to prioritise their applications and bringing them through. Let me go, so we crunched our data to be like, okay, what our agency is giving us, are we losing women. What we found, is that we were bringing women through, in terms of interviews, at exactly the same proportion they were applying in.
And we were hiring them in that same proportion. So actually implementing a blind CV review, didn't match a problem that we had in the company, so actually that would have been a wasted effort. We could have put our effort on making sure we were attracting even more women to apply to begin with. And I think that's my advice is make sure that, there's so many gimmicks in diversity and inclusion, over the last few years, everyone started a business selling something, in regards to diversity and inclusion. And there's so many great tools, just make sure that what you're actually wanting to implement, really identify something, and it's not just something you've seen another company do in a really cool way, that you think you should copy, because I think, as we've said, that secret sauce is so different to every single company, as well as the individuals within it.

78 - Edleen John

Absolutely. And I think it's also about remembering almost as you said Chelsea, not to reinvent the wheel, right. So lots of people have been working in diversity and inclusion space for a very, very long time. And there are a number of different solutions out there, multifaceted setup in slightly different ways. But exactly as you said, they're gonna look slightly different,in your respective organisations, because there'll be different areas of
under-representation, of different challenges, or different investment, be that resource, be that time, be that
senior leadership buy in. And so it's figuring out, what is going to work within your organisation and what is going to also work, in terms of being fit for purpose, from a cultural perspective. Because trying to fit a square
peg into a round hole, is going to be very, very difficult if you're pushing against the grain have no buy in, have no support, and end up being that one man band, champion on your own, without anybody else really helping to drive things forward, across the broader organisation. And I think that's really, really critical to remember. Talking specifically around the senior leadership point, because I think it's a blocker that we often hear people talking about, within organisations. How are you able to challenge, or push back on senior leaders, who are just asking for various different cuts of data, in an attempt to not move further forward along the action? The action scale, right, so they're using that, oh, I need to see this in a different way, or I need more information, as a barrier, to actually investing the time, the effort, the resources to tackling the challenge. How do you have those conversations in an organisation? Whether it's a small one, or a very, very large one. I'll go to Morgan first.

79 - Morgan Vawter
Yeah, sure. I think the most important thing with diversity inclusion, is to find the people with the will and the skill, and to make them your champions and advocates. And I think that that's been raised in other contexts, of the discussion around data. But one of the big things I think that is important right now, to explain to senior leaders is this difference between diversity and inclusion, I think diversity is very straightforward. And people understand that it's about numerical representation. But I think the inclusion bit is what needs more explanation,
and needs more understanding, needs more awareness, within most organisations, and within the industry, about what are the elements that make us able to bring our whole selves to work. And, again, we know from the data that inclusive leaders, drive a lot of the impacts. So the majority of our culture is based on how leaders behave. And one of the things that we did as an intervention was, to work with a third party company, to develop an inclusive, leadership, training approach. Where we implement this across all the VPs and above, in our organisation, and it includes a 360 coaching and plus, against some interventions, to open their eyes to different aspects of diversity and inclusion. And we found that this was really powerful to give them that self reflection and self assessment, of how inclusive they are as a leader, and where are they, maybe not an inclusion champion. Where could they be advocating in a better way, and what's the impact that, that's having on their team. And I think that, bringing it
back to them as a person is a really, really powerful motivator, and gets you out of these, comparing the data, and trying to make the data say what you want the data to say.
80 - Edleen John
That's really helpful. Ellie, any thoughts, insights?
81 - Ellie Bradley
Yeah, I was just gonna say, I think the last couple of years have been a really, clearly created a huge amount of
challenge, but they've also, from our perspective, if anything good has come out of it, created an opportunity for us to significantly increase the pool from which we're hiring talent. And that I think, brings the potential for clearly more diverse applicants coming through and that's fantastic. That it brings a challenge around that inclusion piece. We know we are having to think about new ways of working, we know we're having to do things differently. And then when you have an inclusion lens over that as well, it adds an additional complexity. So I don't think we're having to say much pushback. And certainly, we don't almost have enough data for it, for an easy excuse to be, to go away and slice this in a different way. But I think, what we are having to do, is challenge ourselves to think differently, as the organisation becomes the new normal, what is that going to look like. What does that mean, in terms of the diversity of applicants coming through the door, but equally, how are we going to
make sure that, from the senior leaders, through all of our managers, we have a real focus on an inclusive organisation, in that new way of working.
82 - Edleen John
And talking about the importance of that inclusive organisation, Lauren, I want to go to you, because you referenced employee networks, or employee resource groups, earlier in the conversation. And I just wanted to get a sense on whether you are using inclusion and diversity data, alongside some of the work that you're doing with the employee networks and employee resource groups, to understand how underrepresented groups,

in specific departments, or specific parts of the business, are feeling reacting, growing and developing within the organisation. And if so, how are you doing that?

83 - Lauren Wright

It's a step that we're looking to take and have started to take with some of our networks, some of our brave networks, that have decided to go on the journey. Namely Reach, which is our race, education network for Bain colleagues. Not saying that we've got anything perfect, because I don't think anyone can be perfect in this space,

because it's always evolving and changing. And I think the data ethics piece, and apologies, I don't know who brought it up earlier, is a really important one here. Because, yes, you want your data to be used to influence the company, workout to make it more inclusive, but you also want it to be used in a safe way. Because that's data that's personal to you. We are looking at ways that we can be more accurate in capturing that data, with the

permission of the people whose data it is, and then use that to drive conversations about how we can make those groups of people feel more included. But again, and I keep coming back to this, all of these journeys are personal.

I think that's what's so complex, and why I wanted to really make the point that no one's gonna get it right all the time. Because my journey, based on my own sexuality, someone else's journey, that's the same intersectionality as me, or someone different, is going to be completely different. And that's why I think it's about us all, showing up across all of those pillars, those verticals, and just being there and being part of the discussion, trying things, I think we can sometimes get, and I'm sure others around the call have probably done the same. You take the data, you do the same thing, you go back a month later and nothing's changed, and then people wonder why. Don't be afraid to try new things, as long as people feel comfortable enough. I think that's the part of the journey we're now starting to go on in Lloyds, where we're trying to be a bit braver and bolder, about the type of initiatives

that we run and ways that we can use the data differently, to see more progress.

84 - Edleen John

No, I think that's really critical. And I think it's using data as an information source before, during and after an intervention, that I think is really critical. If I think about, again, organisations that have worked, within and for, looking at inclusion and diversity data, around certain historically underrepresented groups, and overlaying that on engagement survey questions, and going, hang on, if we have a huge disparity between how one group, or one population might be feeling and another, why is that, if we are truly treating people in an equitable fashion. Is that because we're not communicating in a way that's landing. Is it that we're not showcasing

empathy, or that support, in a way that aligns with certain individuals. And you're able to pick through

that and go, hang on, where is it that we have challenges here. Is it something specific to one department, specific to one area, specific to one manager, in some instances. And if so, let's have those difficult conversations, and try and come up with solutions. Go ahead, Lauren.

85 - Lauren Wright

I think it's another important message, that I really want to land with people listening on this call that also, if you see something like that, and you observe it, don't walk past it, don't assume that it's been reported by someone else, or it's an idea that's been taken. We've all got that duty. I'm sure we've all had situations where someone said, I

didn't select something, because I didn't feel represented, or, someone said this to me, and that made me feel uncomfortable, and now I don't want to talk about this anymore. Don't walk past those scenarios, go and talk to the people that can change it.

86 - Edleen John

Absolutely. I'm really conscious of time, so I'm going to drill us down to just one final question. And it's a question for everybody. So if there was one solution that you could think of, or based on your experience within
your organisation, you'd really be recommending to an organisation of a similar size, what will it be? And I'm hoping we're going to get four different solutions, or four different ideas there, to leave people with today.

I won't choose who goes first, because I know it then becomes really difficult for whoever goes last. Whoever wants to go first, feel free to take yourself off mute and share your one solution, that you'd give to others, working in an organisation of a similar size.

87 - Ellie Bradley

It's not data specific, but I think the most important thing for us, has been telling the stories of more diverse people, within our organisation, in a way that is really public and relatable. That has been the most significant thing that we've done as a smaller business,

88 - Edleen John

Brilliant Ellie, so telling the stories to help really bring it to life and make it relevant to all colleagues.

Chelsea.

89 - Chelsea Sprong

Yeah, mine is to start somewhere. So don't worry that we've not got all the data for the whole international company, before we start. Start with just your team, if you've got a team that's willing to give their data, or a department that's willing to give their data, and you've got a leader of that department that's bought in, start using that to be the change. Because once you start to see that knock on effect, and being transparent with that data, you'll start to see other teams follow, so start somewhere. I think we wait, we've got to wait until we've
got all the data and everything's absolutely perfect. No, there's small ways we can start. Don't start with everything, don't worry that we've got to get everyone's social mobility data, just start with gender, start with that, if that's what we're struggling with, let's start small, and start seeing success, and really build upon that, for future change. That would be mine.

90 - Edleen John

That's really helpful, Chelsea, so recognising we don't have to have all of the solutions sewn up, before we do anything. And recognising that, that might be different across different jurisdictions, that might be different if you're a big global company, and there are certain legislative rules, that mean you can do one thing in one part of
the world, and not another. But the key element, as Chelsea said there, is to start somewhere. Who wants to go next, Lauren, I think you're off mute.

91 - Lauren Wright

Yeah, I think Chelsea, I heard in the break, I think, I can't remember the lady's name from HP, saying, think big, act now, act small. So if you've gone for the act small bit, I'm going to go, think big. Because I think that, we've got the problems that we live with now. We can really instigate real change, if we look further down the line, work more with talent, pipelines, schools, creating those safe spaces for people coming

up from a young age, so they don't face the same problems that we're
facing in the workplace today.
92 - Edleen John
Brilliant. Fantastic, and finally, Morgan.
93 - Morgan Vawter
Yeah, I think we've said a lot of great ideas. And, again, reinforced
some great thinking here, I think the biggest thing for us is just the
ownership and accountability, across the organisation. So again, explain
what's in it
for them, and make sure that you hold people accountable to it, in the
organisation. Put the investment and the
muscle behind it, and the senior leadership sponsorship. And then the
second thing I would say,is just think about
as well, how you can extend it to other parts of your business. I love
that Lauren said, thinking about the pipeline that's coming into the
industry, we need to think about the ripples and the positive impacts we
can have, outside of our own workplaces, for consumers, for the next
generation of leaders. So I think that's the other
really key thing, is just not making it all about us.
94 - Edleen John
No, absolutely. And I think in that vein, of not making it all about us,
my final thing, that I would say to individuals on the call, is
recognising that actually, everybody can play a part in this inclusion
and diversity journey. It's not just HR, or the data analytics team, or
those who have great statistical skills, actually, we can all be a part
of contributing, to moving organisations further along that journey. But
starting somewhere, thinking
big, getting everyone involved, getting the accountability, buy in and
making sure that we're moving further forward, in a way that resonates
with people, tells their stories, is what is critical if we really want
to drive the change. So with that, I'll just say a massive thank you to
our panellists today, really appreciate the conversation. And thank you
to everyone who was sharing questions. I know there will be a feedback
survey also coming out. A huge thank you to everyone for joining us on
the discussion today.
95 - Debbite Forster
So thank you so much Edleen, and the panel. I loved watching the
questions come in. I'm sorry, we haven't got to all of them, we'll get to
some of them in our session again. Because we want to carry on that
conversation, what Edleen was mentioning and what we had heard from the
group, is that, what are we doing with the data. And are we measuring
impact, are we willing to look, and think, how are we doing. Is this
working, is it not, is there a surprise, should we go back to first
purposes on this. Keep moving, but never just keep doing it because we
think it should work, we need to measure and think about impact. So to
dig deeper into hearing from some of our companies, who are on that
journey of, not just gathering data, not just using inclusion and
diversity data to
drive action, but who are actually, then trying to step back and think
about analysing the impact, to wonder, to really understand what is
working in your company. Because as we said, just because it works in one
company, doesn't work in another. We don't use a sledge hammer to saw a
board. We've got to find the right tool that works for our company. So
let me have my panel to join me. I've got a great panel to talk about
data and measuring impact.