



ED&I learn and share webinars

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Peopleinsight

*Together,
we can make change happen*

*Organisations have the power to be a
catalyst for change*

Welcome!

The third in our **D&I learn and share event series** from People Insight, designed to help you and your organisation **be a catalyst for change.**



Please keep yourself on mute



This event is being recorded



Post your questions in the chat



Event sharing



Keeping in touch

Hello, we're People Insight!

We listen to the opinions of employees across hundreds of organisations each year, working with you to deliver the most actionable surveys you've ever done



Know your managers are empowered by our

Intuitive Tech



Feel confident in the robustness of our

Expertise



Be reassured throughout by our

Support

Catch-up!

If you missed our previous webinars on developing and D&I strategy or conducting D&I research, you can catch-up on demand at peopleinsight.co.uk

Webinar
Diversity and Inclusion

How to develop your Diversity and Inclusion strategy



 **Vijay Mistry**
Senior Consultant, People Insight

 **Cheryl Busby**
HR Director
Clarion Events

[WEBINAR: Employee feedback to progress D&I strategy - People Insight](#)

Webinar:
Diversity and Inclusion

How to use employee feedback to progress your D&I strategy



 **Vijay Mistry**
Senior Consultant
People Insight

 **Naomi Bray**
HR Project Manager
Enstar Global Insurance

[WEBINAR: Employee feedback to progress D&I strategy - People Insight](#)

Today's learn and share



Vijay Mistry
Programme Director
& Senior Consultant



Helen Kewell
People & Change
Consultant, Author and
Educator



Marcia Jones
Group Head of Human
Resources,
Crown Agents Bank



- 12:00 **Introduction: the latest D&I research trends, why and where we need to act.**
Vijay Mistry
- 12:15 **The aging workforce and why change is needed.**
Helen Kewell
- 12:30 **Crown Agents Bank: actions to promote and inclusivity and increase representation.**
Marcia Jones
- 12:45 **Where to start, what to prioritise, and emerging action trends.**
Vijay Mistry
- 12:50 **Q&A**
Vijay Mistry, Helen Kewell, Marcia Jones, Dr. Oliver Davidson, Costa Antoniou
- 12:59 **Close**

A reminder of why we are here today...

Labour MPs pushed for NHS to be labelled 'institutionally racist'

Dawn Butler and Sarah Owen urged other ministers involved in an official inquiry into the Covid-19 pandemic to make an accusation of racism

Amir Khan feels removal from American Airlines flight 'racially motivated'

Boxer feels he and colleague were picked on as 'two Asian boys' a week after the 20th anniversary of the 9/11 ...

The Guardian · 2h



Two WA companies penalised \$29,000 in age discrimination case

Court finds that labour-hire company and contractor refused to hire a 70-year-old qualified grader operator due to his age.

Australian Times · 3d



Third of BAME staff in NHS mental health services face racist abuse at work

NHS England leaders urged to tackle issue after survey finds one in three have experienced harassment, bullying and attacks

England's Black players face racial abuse after Euro 2020 defeat

by Reuters
Monday, 12 July 2021 22:48 GMT



Priti Patel and Boris Johnson gave the nod to racists during the Euros

Taking the knee should be a fixture at every football match, because we see clearly now how football can become a hub and a channel for racism

Sean O'Grady | Monday 12 July 2021 11:27 | comments

'Missing White Woman Syndrome': Are ethnic minority victims being ignored?

Injustice exists, and aspects of life are being stolen from some people...

We're starting to see progress and repercussions that demonstrate certain behaviours are not acceptable...



BBC makes history with first ever kids' presenter with Down's Syndrome

BBC bosses have made history by employing the first ever kids' TV presenter with Down's Syndrome, after George ...

Daily Mail · 3d

Queen Elizabeth supports Black Lives Matter movement, says senior representative

By Jack Guy, CNN

Updated 1126 GMT (1926 HKT) September 10, 2021



Priti Patel: Men jailed over racist Snapchat video that went viral

12 August

Estate agent sacked after 'racist tweet sent from his account' after Euro 2020 final

Andrew Bone, 37, was suspended by Savills when the company probed a post from his Twitter account that allegedly said 'N***** ...

Woman who was fired for leaving work early to collect child from school wins £13,000

The woman got a text telling her to pick up her unwell child urgently, but her bosses said leaving the workplace was gross ...

The Mirror · 19d



Hungary gets 1-match fan ban, \$217,000 FIFA fine for racism

Hungary was ordered by FIFA on Tuesday to play its next World Cup qualifier without spectators as punishment for the latest ...

Our Midland MI · 5d



Boris Johnson condemns racist abuse of England players after Hungary World Cup qualifier

Boris Johnson has condemned racist abuse aimed at England players during the team's World Cup qualifier in Hungary.

Blackpool Gazette · 25d



We predict organisations will have greater accountability in the future...



Ethnicity pay reporting is under consultation (since 2018) by the UK Govt. 130k UK citizens signed a petition in 2019 to make reporting mandatory.



German and French governments are considering data reforms to collect and report ethnicity data. Despite big interest in making progress, there is still opposition.



In June of this year, **the Whitehouse published an Executive Order** on Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce.



Solicitors Regulation Authority

UK Law firms are required to report the diversity of their workforce every two years.



Mandatory gender and voluntary ethnicity reporting, but they are consulting on:

- 40% Board directors are women, with at least one 'Senior' Board director a woman.
- Consultation underway for large employer mandatory ethnicity pay gap reporting in March/April 2023 (currently 13/FTSE 100 companies voluntarily report).

So the time to prepare is now!

“

Ethnicity pay gap reporting is one of the most **transformative steps to address race inequality at work.**

Companies want to see the introduction of mandatory ethnicity pay gap reporting, in the same way as they do for gender, because closing the gap is not just the right thing to do - the business case is watertight.

Matthew Fell

CBI chief UK policy director; HR Magazine

“

Data is and will continue to be **critical** for addressing racial inequality in the workplace.

Arun Batra

EY Partner and CEO of the National Equality Standard; HR magazine

Our data evidences inequalities exist in the workplace.

Peopleinsight

- B** Belonging
- E** Equality
- L** Leadership
- O** Opportunity
- N** Normative
- G** Governance



*The sense of **belonging** to an organisation has emerged as a **driver of engagement** for many organisations.

“ Belonging is when employees **truly** buy into the notion that they and others are all **welcome** to bring their **full perspectives** and **their true selves** to the table.

Alice H. Jones, Inclusion Consultant Network (ICN)

We observe optimism and see green shoots, but there is a need to dial up to make progress...

Leaders are demonstrating support and championing D&I, and organisations are talking openly about issues. **We are seeing:**

- ▶ Better articulation of why D&I is important to organisations.
- ▶ Leaders being more empathetic and understanding the issues faced by diverse groups, they're listening.

But, more action is needed:

- ▶ Cascading the importance amongst lower levels (shared importance).
- ▶ Greater representation at the top ('to see people like me at the top').

Over the years, the gap between men and women's experience at work has become smaller.

But we still see that women and/or witness' of women in Senior roles:

- ▶ Feel they have a quieter voice.
- ▶ Fewer feel they have development, progression, and career opportunities.

This isn't necessarily about conscious exclusionary behaviours, but a lack of inclusive behaviours, styles and preferences.

It's about being conscious, self-aware, and inclusive (personal micro-adjustments).

The lack of diverse representation has been acknowledged, and **employees recognise this isn't a quick fix.**

- ▶ Avoid the pitfall of thinking that geographical representation means the organisation is diverse.
- ▶ Remove the risk of *potential* bias in recruitment practices.
- ▶ Nurture a diverse future talent pipeline, including industry mobility, and help create your leaders for the future.
- ▶ Ensure that learning and development is equally supported.

Through our work, we find very few instances of overtly discriminatory behaviours, but...

We're finding there are nuanced and subtle personal experiences, or witness' to micro-aggressive behaviours.

Affected employees are lacking confidence in raising concerns about their negative experiences, and don't feel they will be treated fairly or taken seriously.

- ▶ **9% fewer UK Black and Asians feel able to challenge others** compared to their White peers, but even then, only 74% feel able to challenge.
- ▶ **Just 66% of UK Black and Asians feel they will be taken seriously.** They don't feel managers are equipped to deal with these situations and fear their situation will be dismissed.
- ▶ **77% of those from marginalised groups know what to do** if they experience or witness something, 8% lower than non marginalised (85%).

Psychological safety is a major barrier that prevents those affected from coming forward and speaking up. If we don't overcome this, as organisations, we can't address the exclusionary or discriminatory experiences that we don't know about.

We need to:

- ▶ Create **cultures when people can openly challenge each other** (peers), and managers about their conduct, regardless of how small, and without fear of repercussions.
- ▶ **Be receptive** and accept that as individuals, it's okay to be called out for inappropriate behaviour, language, humour, etc.
- ▶ **Become more comfortable speaking openly** about things that are uncomfortable or taboo.
- ▶ **Demonstrate empathy**, not sympathy.

We're seeing progress being made on ethnicity and gender, but...

Are we missing a trick by failing to leverage our **older workers** and not being inclusive towards **30% of our people**?

Evidence across surveys, more often than not, reveals satisfaction with the employee experience diminishes as people age.

When considering shifts in national labour force profile, staff shortages, etc... *shouldn't we start paying attention to what most of our survey data reveals?* **Why?**

- ▶ **In 2020, the UK recorded fewer births than deaths - we have an aging population.**
- ▶ **We have increasing pension age, meaning we'll have more older workers,** which could rise to 74 years old in the next 40 years (Office for Budget Responsibility)
- ▶ **Record job number of UK job vacancies today** compared to last 20 years (943k, ONS July 2021).

45 YR OLDS+
VS. 18-44
YEAR OLDS

Older employees don't feel listened to:

- Perspectives (*experience*) are included in the decision making **-18%**
- Organisation has environment for the free and open expression of ideas and opinions **-14%**
- I can voice a contrary opinion without fear of negative consequences **-7%**

Older employees feel less supported and integrated:

- I feel supported by my colleagues **-9%**
- I am supported by my manager **-7%**

Older employees feel they have less opportunity:

- Manager support to learn from mistakes **-13**
- Career progress is determined by your contribution and potential **-13**
- Support for professional development **-10**
- Everyone here has an equal opportunity to develop **-10**

The background features a complex geometric design. On the left, there's a pattern of overlapping hexagons and circles, some filled with intricate line work. A large, central circular diagram with radial lines and a grid of points is prominent. To the right, there's a vertical strip with a pattern of small, dark, irregular shapes.

Ageing Workforce:

Why and how change is needed

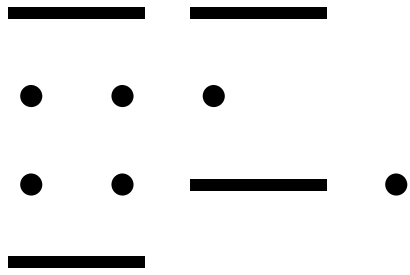
Helen Kewell

People & Change Consultant,
Author and Educator

Key takeaways:

- **Don't assume;** generalisations help guide policy but can *isolate* as well as *include*
- **Ageism** doesn't just impact older colleagues
- Make yours a **person-centred workplace;** make adaptations so everyone can succeed

Data points: why act?



Many of us living now will live well into our 100s, life expectancy now a decade more than our parents.

The UK the **retirement age will increase to 67** by 2028.

No. of **people working 70+ has doubled** in 10 years.

There will be **300,000 fewer workers under the age of 30**, and 1 million more workers 50+ within 20 years.

US research predicts **little effect of increased older workers on productivity.**

Since 2020 no. of **age discrimination tribunals rose by 74%.**

Change is coming: our older population will become essential to our society and economy.



What might we **all** experience as we age?

Emotional experiences

- **Reflection and purpose**
- **Sense of own mortality: crisis and change**
- **Losses:**
 - Children leave home
 - Elderly parents needing care and/or dying
 - Own ageing process
 - Divorce (65+ years highest rate)
 - Redundancy: older workers more likely to be at risk of losing their job and less likely to be reemployed
- **Planning for old age: wills, estate planning**
- **Social invisibility**

Mental health



Depression and anxiety affect 8 million people aged 55 yrs+



Older people less likely to complain: **feeling older and depressed is considered 'normal'**



In 2019 the highest suicide rates in the UK was in 49-65 yrs

Physical changes

- **Decreasing strength**
- **Changes in stature**
- **Problems with balance**
- **Degeneration of eyesight and hearing**
- **Lower energy**
- **Disturbed and restless sleep**
- **Increased risk of chronic ill health/disease**

**All this,
whilst trying
to focus on
our role and
career!**



...However

- Poor mental health and emotional distress are *not* a given as we age
- **Older people are statistically happier**...more so than any other life stage
- As employees, more **resilient, loyal** and **focused**
- Employers who retain older workers will **deepen the skills and experience held within the organisation**



Four ways you can act now

01 **Assess** your built environment

02 Older workers as your **superpower**:
harness them for growth

03 **Review** how age stereotypes negative impact policy, inclusivity and employee experience

04 Consider how to **reach older employees** with mental wellbeing

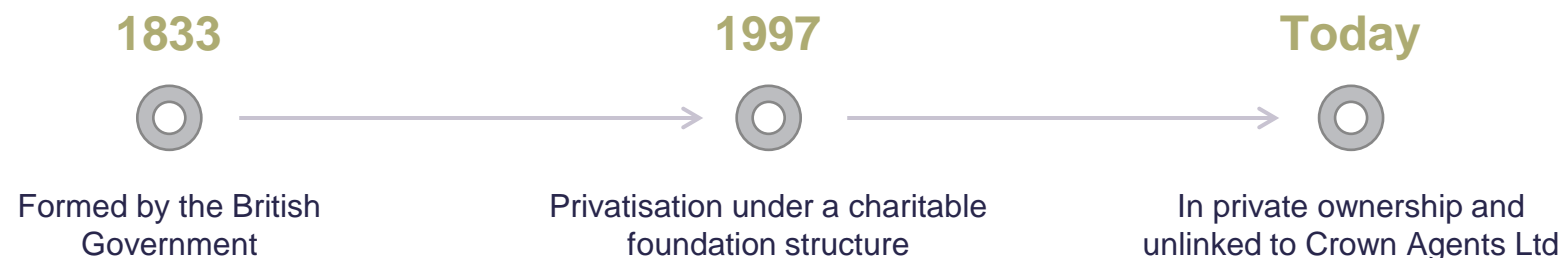
Crown Agents Bank

MOVING MONEY WHERE IT'S NEEDED

D&I approach at Crown Agents Bank
Marcia Jones, Group Head of Human Resources

Introduction to Crown Agents Bank

Crown Agents Bank (CAB) is a leading global transactional bank focused on emerging and frontier markets.



We work with over **50 governments** and an additional **25 Central Banks**



Our clients are **international development organisations, Central Banks, commercial banks, remittance service providers and tech companies**



We **acquired Segovia Technology**, a fintech that developed a payment gateway allowing clients to make mass payments into mobile money wallets and bank accounts

A selection of accolades



Best Foreign Exchange & Cross-Border Payments Services Provider 2020



HR Initiatives

Supporting our agenda

Mentoring Programme

In March, we launched a **9 month Mentoring Programme** with a robust application and matching process.

15 mentoring partnerships, for development of diverse employees, which included 1 individual who was mentoring as well as being a mentee.

Experienced Hire Recruitment

Reviewed our HR processes with a **Diversity & Inclusion lens** and implemented changes in recruitment:

- anonymised CV's
- recruitment agencies required to demonstrate their equality & diversity commitment to ensure diverse shortlists

Supporting employee's Mental Health and Wellbeing

Launched specialist workshops focussed on improving health and Wellbeing for both physical and mental health:

Physiotherapy, counselling, mental health, nutrition.

Introduced Mental Health First Aiders and Mental Health Training for Line Managers

Partnering with other organisations

In June 2021 became a signatory of Women in Finance:

- Our commitment to the Charter and **2024 target of 30% of women in senior roles** and 45% across the Bank.

Learning, Development and Education

Successful roll out of **Behaviours of Inclusion** facilitated by an external partner.

Utilising **E-Learning modules for education** of employees

Early Careers

Introducing an **Apprenticeship programme** to commence in October 2021 **to develop talent from more diverse environments**.

Choosing a training provider who are aligned with our D&I Agenda:

- **52% of candidates are Female**
- **56% of candidates ethnically diverse**
- **Use of contextual flags; candidates from disadvantaged backgrounds**

Executive buy-in and support for the hire of up to 8 Apprentices.

Our Framework

Diversity, Inclusivity, Culture and Equality (DICE)

Becoming more diverse and building an inclusive organisational culture requires an **intentional strategy** that defines success, measures progress and has accountability.

DICE was set up in June 2020 with an Executive Sponsor and consists of a chair and representation of employees across the Bank, partnering with HR to develop and execute D&I initiatives. **The team:**

- CSR and Culture Champions were brought in under the umbrella of the DICE to ensure we are aligned with all D&I related activities and to support on the development of ideas and execution.
 - to ensure bottom-up approach is included in decision making and strategy formation.
- HR also play a key role in ensuring our policies and processes support our initiatives and provide the DEICC with data analytics and metrics.

Our Purpose: To realise CABIM's belief and commitment to promoting diversity, equality and fostering a truly inclusive workplace culture. This is achieved via our strategy:

- Executive Committee Buy-in
- Develop and adopt a Diversity Statement
- Design changes in key HR processes
- Build diversity, equity and inclusion & Culture education program
- Sponsor and organise diverse events and provide relevant resources
- Establish a CABIM mentoring programme
- Propose signing up to relevant charters
- Revisit our thinking every six months. Evaluate progress and performance



DEICC



Culture
Champions



CSR Team

DICE Strategy

Action Plan

CABIM progress

Strategy Council

- Executive Committee sign off for establishment of DICE
- EVP Sponsor
- Recruitment of DICE members on boarded
- Culture Champions and CSR on-board

Information collected

- Employee engagement data
- Employee diversity data
- Review of external data and charters
 - 30% Club
 - Race at Work Charter
 - Women in Finance Charter

Recommendations Formed

- Develop governance proposals
- Develop planning assumptions
- Develop mission statements
- Agree key milestones

Plan Sponsorship & Approval

- Activities defined
- Budget agreed

Operational Execution of plan

- Sign off attained for the 2021 plan
- Implementation begins
- Focus group meetings to attain buy-in from employees

In Partnership with HR

What has contributed to our success...

- Engagement annual and pulse survey: **Identifying and acting on areas for improvement.**
- **Listening** to our employees and **responding** with action.
- **Acknowledging it is a journey** and to take small steps and ensure you gain **buy-in from Senior Leadership.**
- Ensure you **do not apply a one size fits all approach**, be agile and be prepared to adapt your approach.

What we can do better:

- Effective Communication and celebrate our successes.
- Improve our data analytics capability to ensure we have the data to support our decision making.

D&I action trends 1

Develop a D&I strategy that:

- ▶ Has a clear purpose linked to organisational outcomes and values (alignment)
- ▶ Establishes clarity on expected behaviours, but without policing
- ▶ Is progressive, ambitious, timebound, but **realistic**
- ▶ **Has tangible actions** (specific)

Establish a baseline, surveys like **BELONG**:

- ▶ **Conduct research** to understand where we are today, and where possible, link to the strategy
- ▶ **Don't fear the feedback**, accept it and view as an opportunity to make progress
- ▶ **Compare results from diverse groups** to homogenous groups, not just the total

Communicate, articulate, and reinforce

- ▶ Executives should **integrate D&I in regular communications** - why it's important, and the ambition
- ▶ **Listen to employees**, especially those from diverse backgrounds (e.g., listening circles)
- ▶ Get the conversation going at a **local level**. Managers need to demonstrate their commitment

D&I action trends 2

Give ERG's a purpose and activate:

- ▶ Establish an employee resource group (ERG) with **clear objectives** (empower)
- ▶ Ensure ERG's are **representative**, not just diverse employees
- ▶ Have an **executive sponsor** that is actively involved with the ERG
- ▶ **Visible** outcomes

Raising awareness about own behaviour:

- ▶ *A debate about unconscious bias training*, but as a tool for raising awareness and getting people to reflect 'how they might think', it's not, not useful
- ▶ **Inclusive** behaviour training and/or **active listening**, especially amongst leaders.
- ▶ **360 feedback**

Think long-term and prepare for the future:

- ▶ Avoid the knee-jerk reaction of trying to actively recruit people from diverse backgrounds
- ▶ Think about strategies to develop future talent and **nurture diverse leaders from the inside** (e.g., mentoring)
- ▶ Explore **industry mobility**



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We don't just care about people, we care about the environment too.



Eden Reforestation Projects
PLANT TREES | SAVE LIVES

For every attendee that joined today's learn & share, we'll be planting 1 tree.

And as a result of your attendance to our D&I webinars alone, and thanks to our guest speakers, **we have been able to plant over 1200 trees.**

Thank you.

Special thanks:

Helen Kewell and **Marcia Jones**



**Thanks
for joining**

Peopleinsight

*Together,
we can make change happen*

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