



# 2021 DIAL GLOBAL ‘CHANGING LIVES’ MAY SUMMIT– KEY TAKEAWAYS AND LEARNINGS

**DIAL**GLOBAL™  
DIVERSE | INCLUSIVE | ASPIRATIONAL | LEADERS





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# INTRODUCTION- MOVING THE DIAL ON DIVERSITY



DIAL Global has held its second annual Diversity, Equity, Belonging and Inclusion Summit exploring the fundamental changes that have impacted us in the last year. Entitled “Changing Lives” - we are certain in our knowledge and research that positively influencing all aspects of holistic Diversity, Equity, Belonging and Inclusion not only changes cultures but can ultimately change lives.

At DIAL Global, one of our primary objectives is learning. This report outlines some of the key takeaways that emerged from our discussions, and some of the challenges and best practices that were highlighted during the Summit.

The virtual nature of this year’s Summit let us cast a wider net for attendance. DIAL Global Summits are always free for the public to attend and watch due to the generous support of our headline partners. We were delighted that there were over 1,000 registrants.

As we continue to explore some of the critical issues in British and global workplaces, we are grateful to the participants for their honesty and candor. We look forward to continuing this crucial dialogue as together we work towards achieving greater diversity, equity, belonging, and inclusion. We especially want to thank our headline partners who participated as panelists.

Commitment to equity and inclusion is at the very heart of our organisation’s core values and our Summit is just one of many ways that we manifest its importance. The event allows us all to learn from each other about how to best create change in our workplaces and in our lives. We hope you enjoy this report and look forward to seeing you at our next Summit.



# PANEL 1: 2020 Covid & Economic Crisis – How Does Crisis Impact The D&I Agenda?



## Moderator



**Ben Page**  
Chief Executive  
Ipsos MORI

## Panelists



**Simon Eaves**, Chief  
Executive Officer UK&I  
Accenture



**Andrew Denton**  
Chief Executive Officer  
Alfa Financial Software



**Jeroen Wels**  
Executive Vice President HR - Beauty  
& Personal Care, Digital and Talent  
Unilever

“If this changes in terms of the roles of business and society, then people like us are moving away from being leaders of business to leaders of society, and ultimately, leaders of humanity.”

ANDREW DENTON  
CHIEF EXECUTIVE OFFICER  
ALFA FINANCIAL SOFTWARE



# PANEL 1: 2020 Covid & Economic Crisis – How Does Crisis Impact The D&I Agenda?



When discussing the impact of Covid, Andrew Denton summed it up for everyone when he stated, **“It's changed nothing, and I guess it's changed many things”**.

Outlining some of the ways his organisation Alfa adapted to lockdown *“without leaving anyone behind”*, he said, for example, the company :-

- **Didn't say goodbye to people who clean the offices, even though staff were working from home**
- **Repurposed the baristas who work in the coffee shop as wellness experts.**

Simon Eaves expanded on the work of Accenture in the diversity space, adapting it for the Covid period, and explained their theme of “moving, inclusion, and [knowing that] everybody's got a story” which they invited them to share for the ID360 project. This allowed employees to talk about their stories of connecting, and their intersectionality with mental health during Covid”.

Jeroen Wels noted that the Covid crisis meant leaders and companies realized that there was still much to develop in terms of organisational thinking and policy., which they did by “shifting 9,000 people into new jobs that didn't exist before”.

**“The pandemic has opened our eyes to the limited knowledge that we have, and some humbleness in that we need to learn much more”**.

Jeroen commented on how working from home meant employers had to acknowledge that their teams are people with lives outside the office, and now those homes were suddenly opened to co-workers, leadership teams have a responsibility to ensure that it's a safe working area too.

**“Unilever asked all 250 top leaders to go through an awareness course about inclusivity and equitability and how you can improve that and relate to yourself. We will not go back and only move forward”**.

Andrew agreed wholeheartedly:

**“Anything but acknowledging that society is inside our business is slightly ludicrous and just tantamount to denial”**.

He also said it was crucial for organisations to have a strong line in the sand about equality, saying **“You don't have to please all the people all the time. If anybody is not pleased with that message, then I don't really want to work with them”**.

## Key Takeaways

*This is not just a **black** conversation. It is the **trans** conversation, it is the **neurodiversity** conversation, it's the **parenting**, the **wellness** conversations. I generally believe that we have an obligation to keep those conversations going and not allowing 2020 to amount to nothing more than a bunch of virtue signalling by some senior executives, and then normal horrendous service gets resumed. Andrew Denton*

**After such a challenging year, and one full of learnings, the panel examined how leadership will change in its shadow and the new dilemmas leaders will face.**

- **“The challenge for modern leaders to be commercially rigorous and ethically brilliant and responsible is a whole new level of concepts. Communication in the subtlety is a massive thing”**.
- **“The logic of inclusion, in the broader sense - everyone has a story, everyone has relevance”**.
- **Movement to equity versus pure equality.**
- **“To make sure that many of the dawns that are seem to be living through are not false ones. Walking the walk. This is going out there and doing something as opposed to doing nice sound bites on LinkedIn”**.



## PANEL 2: The Reality of Being a 'Trailblazer'



### Moderator



Sian Gabbidon  
Apprentice Winner,  
Presenter & Founder of  
sianmarie.com

### Panelists



Shirine Khoury-Haq  
Chief Financial Officer  
Co-Op



Tinisha Agramonte  
Chief Diversity Officer  
Motorola Solutions



Collette King  
HR Director  
Studio Retail

From career backgrounds to upbringing, from sexuality to race – hard work and determination was the common theme, as well, crucially, the importance of other people seeing your potential, and asking how we can discover and empower those who could so easily fall through the cracks.



From career backgrounds to upbringing, from sexuality to race – hard work and determination was the common theme, as well, crucially, the importance of other people seeing your potential, and asking how we can discover and empower those who could so easily fall through the cracks.

**Key Takeaway**

Self-doubt, imposter syndrome and unconventional pathways into business were all covered with inspirational delivery, once again demonstrating why diversity and inclusion is so crucial in every walk of life.

Shirine stressed the importance of being surrounded by people who believe in the potential of others.

“It's our responsibility now to look around and find those people. And find those young kids that have the potential, and to help them in every way we can, to help them with their university applications, to help them with their interviews and we have to pay all of that forward, because I don't think any of us would have gotten anywhere without that kind of support and help behind us”.

# PANEL 2: The Reality of Being a 'Trailblazer'



Examining the importance of support in early years, Shirine shared insights from her upbringing:

“My father especially would always say ‘reach for the moon. You can do whatever you want’. I never actually realised I was a girl, or that girls sometimes had glass ceilings or couldn't quite do things, or that people might think that girls can't do certain things. It never actually crossed my mind when I was growing up, because my father was so positive in that. I was also taught the value of education, the value of hard work”.

**Tinisha Agramonte:**

“Humble beginnings should not limit how far one's talents and drive will take them. But I do think there are some systemic things in our society that lead to what I call a class ceiling. When you are not raised at the knee of parents who are college educated, have already entered into the professional workforce, you do start off at a disadvantage to people who have that.”

The issue of gender was also raised, and the ever-present problem of Imposter Syndrome.

Collette noted “We’re not good at blowing our own trumpet, and we do have this imposter syndrome and thinking... ‘eek, somebody is going to find me out, I can't believe I got to this point in my career, and I feel like I'm winging it every day’. I think that those thoughts a lot of women have.”

After a session which was punctuated by delighted and empowered comments from the viewers, inspired by the brilliant conversation of the panelists – the final comments focused on words of advice for those watching. Believe in yourself, surround yourself with good people were the takeaway points, and the perfect summary from Tinisha.

“If not you, then who? That's what I always said. You know, people would tell me, are you sure you should be doing this? If not me, then who? I'm the best one for it. I believe that. And that will push you forward”.

An informal but passionate and in-depth exploration of the speakers’ rise to the top, and the challenges along the way, viewers were left in awe of their journeys and words of wisdom.



# PANEL 3: How women in Technology are Changing Lives



## Moderator



**Liu Batchelor**  
Creative Producer  
& Presenter

## Panelists



**Kelly Nagel**  
President & GM  
Jabra NA



**Kimberlee Archibald**  
Director of Brand and  
Digital Communications  
Huawei



**Zeina Hatem**  
Managing Director  
Google Pay EMEA



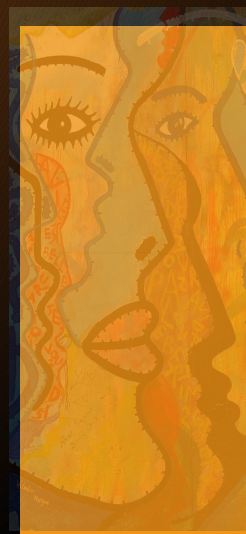
**Emma Browne**  
Senior Project Manager  
Alfa Financial Software

“Fake it ‘til you make it. Because opportunities might come your way, which you're 50% ready for. Fake it ‘til you make it, because you wouldn't be offered the opportunity if people didn't believe in you and wanted you to succeed”.

EMMA BROWNE  
SENIOR PROJECT MANAGER  
ALFA FINANCIAL SOFTWARE



# PANEL 3: How Women in Technology are Changing Lives



Kelly Nagel kicked the debate off by outlining how beneficial it is to have a workforce made up of as many people from varied backgrounds as possible.

- **A business of healthy men and women, those businesses perform 15% better than the competition.**
- **When you increase different ethnicities and backgrounds, that increases 35%.**

Expanding on this, she later pointed out: **“It’s not just about the numbers, and bottom line. It’s really a genuine positive change that new perspectives can bring. You really need to bring people from all different walks of life and background and experiences, if you want to change, and really become a growth company. Tech is an exciting field; I think it’s just a fast-paced industry. There’s great trajectory, and if you want to go for it, raise your hand”.**

Emma echoed this point, offering that she had been initially intimidated by pursuing a career in tech, as she had negative connotations as to what it would involve. **“If I’m really honest, I think I was frightened, a bit nervous to go into a purely tech career. I had kind of these impressions, maybe from the ‘IT Crowd’ or something, that I just sat somewhere in a cupboard or basement somewhere coding on my own, which, of course, is completely unfounded. But that was the perception I had at the time. So opening those doors to people and making people aware is useful.”**

One of the successful elements of Kelly’s drive to inclusivity is the Women’s Network formed in her organisation:

“

## **Key Takeaways**

***It is a safe place, that women can talk to one another and share. We have created networking groups, small networking groups, and we meet monthly, or a couple times a quarter, where they get a voice. They have a sponsor or someone they can talk to, because I think you can feel isolated, especially around the pandemic, and we want it to be inclusive. I think it’s really important especially in these times when we’re apart and can’t be in the same building with one another. Kelly Nagel***

Both Emma and Kimberlee stressed that working in STEM careers doesn’t mean you need to have a technical background – and to demonstrate, Kimberlee outlined her impressive rise to the top. **“I grew up in a very loving, wonderful household that my parents told me that I could do anything. However, society just still reminded me of my place. If you are being assertive, that means you’re aggressive, that means you’re bossy. If you are creative, maybe you’re just being too noisy. It wasn’t until I went to college and got into the working world that I felt more comfortable in taking responsibility, going first, speaking up. So when I had the opportunity to join Huawei, at first I asked ‘why would this company want me?’ I have no technical background. However, there are things that just matter to every industry”.**

Zeina also outlined her ethos of bringing on talent at Google. **“When recruiting, I make sure we have a diverse pool of candidates and then chose a diverse candidate. And also, not dismissing other candidates but thinking, what can I do to bring them to the same level? How can I help them? How can I coach them? It doesn’t always work, but I think the intent is there, and to me that is the most important thing, that we all take action”.**

**As the sessions drew to a close, chair Liu asked for some final words of wisdom.** Zeina urged viewers to be brave, saying “any opportunity where you’re passionate about what you will do, take it. Learning doesn’t need to be formal. It doesn’t need to be structured. You can learn in books, on YouTube, researching, Wikipedia and so on. Finding a mentor, that’s really important. This mentor could be somebody outside, somebody inside the company. It could be a friend, a shoulder to cry on or a friend who gives you a little bit of a kick so you bounce back”.

Emma added, **“Fake it ‘til you make it. Because opportunities might come your way, which you’re 50% ready for. Fake it ‘til you make it, because you wouldn’t be offered the opportunity if people didn’t believe in you and wanted you to succeed”.**



# PANEL 4: How Technology is Changing Lives for People with Disabilities



## Moderator



**Debra Ruh**  
Chief Executive Officer  
Ruh Global Impact

## Panelists



**Diane Lightfoot,**  
Chief Executive Officer  
Business Disability Forum



**Dr. Lamondre Pough**  
Chief Sustainability  
Officer, Ruh Global Impact  
& CEO Billion Strong



**Alessandro Ventura**  
CIO AND VP Analytics and  
Business Services, North America  
Unilever

“Accessibility and inclusion are very nuanced. The only way to truly do inclusion is to do it through nuance, because no one is exactly the same. And no one size fits all. In order to create an environment where people really belong, you must understand the nuance. No one is an expert of it all. No one has all of the answers.”

**DR. LAMONDRE POUGH**  
CHIEF SUSTAINABILITY OFFICER, RUH GLOBAL  
IMPACT & CEO BILLION STRONG



The mesmerising Debra Ruh kicked off the conversation with a crucial statement, telling us that **“society has to stop assuming that people with disabilities don't have a role to play. The reality is we are such a big community. Let's celebrate what we bring to the table instead of deciding that we can't bring value to the table”**. Looking back at the last 12 months, LaMondre emphasised the importance of technology for those with disabilities.

“**Key Takeaways**

Technology has always been the great equalizer for people with disabilities. From the very basic things such as curb cuts to wheelchairs to glasses to hearing aids. But now the way things are going, we are living in one of the most exciting times to be alive in terms of technology. Yes, we face significant challenges, particularly this past year with the global pandemic that sent everyone back to their homes, and I like to say kind of pushed pause on the world. But in that pausing state, a lot of things have emerged, and technology has certainly been one of the key leaders or elements in this reemergence in the world. *Dr. Lamondre Pough*

Referencing the emerging worlds of AI and augmented reality, LaMondre enthralled the audience with his explanation of how breakthroughs such as these can change lives. “The more information I have about how I am fitting in my environment, the more effective I can utilize my environment, the more effective I fit in to my environment. And I can do that independently of someone else necessarily having to be a part of that. I'm navigating the world by myself. So, my technology allows La Mondre Pough to show up in the world as an individual and own it, and be a part of it”.

PANEL 4: **How Technology is changing lives for people with Disabilities**



Alessandro drew on a recent example of an interaction he had with a colleague which had a profound impact on him.

**‘I'm not disabled. I'm able with disabilities.’**

“Super powerful and super empowering. One of the programs championed internally at Unilever is a business resource group called Diverse Ability. We have different pillars that we want to impact. And the first thing we did was about training, because many people, many line managers are caught totally unprepared, even to manage people with disabilities”.

Diane told the audience it was crucial that employers have a full and accurate understanding of what disability means. **‘For too many people, they put disability in the ‘too difficult’ box, ‘too sensitive’.**

- **Almost 1 in 5 adults, 20% globally have a disability.**
- **Rises to 44% in the over 65s.**

“People don't understand the breadth of disability, so they immediately think about wheelchairs .... but that's not the full extent of disability”.

**Over 90% of disabilities are not immediately visible.**

Exclusion, albeit unintended, is also key to the conversation – as Diane explained. “In the tech space there can be unintended consequences. For example, in creating recruitment portals that has algorithms that screen out people without a traditional CV or without a certain qualification or with gaps in their career history, or AI that doesn't recognize people with facial differences”.



# PANEL 5: Exploring Mental Health with Verizon Media



## Moderator



**Lianna Brinded,**  
Director of Creative  
Content Development  
Verizon Media

## Panelists



**Guru Gowrappan**  
Chief Executive Officer  
Verizon Media



**Kelly Greenwood**  
Founder and Chief  
Executive Officer  
Mind Share Partners



**Aaron Harvey**  
Co-Founder, Advocate  
and Principle  
Made of Millions  
Foundation

The speakers highlighted the importance for compassion in the workplace and emphasised the importance of ensuring best practice lessons are learned, distilled and passed on to ensure a cohesive and mutually supportive working environment.



# PANEL 5: Exploring Mental Health with Verizon Media

Guru Gowrappan opened the discussion by sharing how the team at Verizon navigated the last 12 months and helped employees stay mentally healthy.

## Key Takeaways

It became even more urgent, during the pandemic and all the social and political unrest of last year. It also put a bigger demand on how much we need to think about mental health more broadly. If you look at the numbers, how this past year has impacted young adults, parents, women who have had to leave the workforce to care for children, and of course communities of colors....the lists goes on and on. As leaders I think it's important, we lead by example and we have a big responsibility for employees who are our most important asset to provide them support, resources and education on mental well being. And then you extend that to the broader society. *Guru Gowrappan*

Kelly spoke movingly of her own personal circumstances, not just in the workplace and as a parent, but how she faced the loss of her father at the beginning of 2020. **"It's really been trying to think about how to take care of my own mental health, how to take care of the mental health of my family, and also how to try to take care of the mental health of my team so we're practicing what we preach and not burning our folks out in what has been a tremendously busy year".**

## The pandemic has changed the world.

- One of the silver linings of the pandemic is it has normalized what it looks like to have a mental health challenge.
- Clients and others, managers and senior leaders, being more vulnerable. Talking about stress, talking about how they're having a hard time and bringing that level of authenticity, especially as the line between personal and professional have blurred with so many of us in our homes doing work.

**Stigmas around mental health still exist in some of the countries in which they operate. "First and foremost it's having the tools, having transparent discussion and knowing that you're setting the stage saying 'there's no stigma, we want to have open chat'. You tie that in with more technical tools, from apps to access to a therapist on a 24/7 basis for the employee and their families for whatever the needs are".**

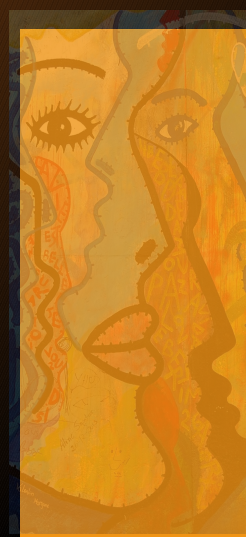
Aaron expanded on this thought, stressing that it's not always easy for companies to get this right. **"As a business big or small, you're assessing what are the things that we can do from a leadership advocacy perspective - to an education, to benefits, to tools. How can you actually look at what's going to make someone feel they truly have the permission to raise their hand?"**

- **"What do you need to assess from a workplace culture perspective, from a leadership perspective?"**
- **"And then what kind of language are you giving them that makes them feel they are going to be supported and they feel the confidence to ask?"**
- **"How can you also create committees or bring in mental health champions at different levels of leadership to help tackle that?"**

Kelly neatly summed this up. **"What we really emphasize is being proactive about mental health. We really want to avoid the crisis situations. There have been so many stressors this year, so we really emphasize sort of this preventive approach. Even if you are managing a mental health condition it can be buffered. There are lots of ways to prevent that from really affecting your working life or your personal life. So, we really want to get in front of that through these proactive preventive approaches rather than focusing on the leave of absence crisis situation because so much of this really can be managed with the right support".**

**As the thought-provoking conversation wrapped up, Chair Lianna asked about pivotal moments in 2020. Guru responded:** "When I think about a pivotal moment, I think it all builds up over time. There's no one piece. But I've been inspired by our employees and proud of the mental health work we've done over the past three years. And it's resonating".

"We saw 91% of our employees reporting to have a greater appreciation for the importance of discussing mental health at work. I think that's new. And how much it feeds back. It's amazing when you think some of these tools are simple as long as you understand them and start implementing and rolling it. A lot of this is really feeding into more inspiration about what else we can do and continue to build on that. I'm really excited about what's next".





# PANEL 6: CEO Panel: Collaboration not Competition: How the last 12 months have Changed Lives



## Moderator



**Leila McKenzie-Delis**  
CEO & Founder  
DIAL Global

## Panelists



**Steve Murrells**  
Chief Executive Officer  
The Co-op



**Marc Donovan**  
Chief Pharmacist  
Boots UK



**Nathan Coe**  
Chief Executive Officer  
Auto Trader UK



**Steve Rowe**  
Chief Executive Officer  
Marks and Spencer

“That's one of the rich things of belonging to the Marks & Spencer family. That's one of the strengths of the business. That's one of the *weaknesses* of the business. As we talk about the events of last year because we are so good at making people feel welcome I assumed we were doing that. And when I started to probe it last year, my biggest mistake, I didn't get to this agenda quick enough. I assumed we were doing it well. And what I learned through the reverse mentoring I did is however I felt welcomed, there were plenty of people in my organization who didn't feel welcomed and included and I missed it and I bitterly regret it”.

STEVE ROWE  
CHIEF EXECUTIVE OFFICER  
MARKS AND SPENCER



“

**Key Takeaways**

**Exploring how fundamental, systemic change needs to take place as we go forward.**

It's about companies, organisations, public or private, and even the education system starting to recognise that the system that we use, whether it's recruitment, training, pay, the way we review pay and development, all those systems need to change.

**The ones that we've got haven't fixed the problem in the past five years.**

When you look at these metrics across countries and across many businesses, we're not really seeing the progression that I think we all aspire for. I think that's because we do all have to do the dirty work of rewiring policies and approaches to make sure they are naturally more inclusive for everyone.

*Nathan Coe*

Nathan Coe explained, “In a crisis it becomes important to do one of two things. Make bold decisions and make sure those decisions balanced the needs of everyone who relies on your business, including the people, customers, communities and shareholders. The second thing is, the events of May and the acute impacts the pandemic had, has really shown a light on the real impacts that lack of equality does have on some groups of people and the proactive role that falls to us as leaders of organisations to be part of the solution, not be part of allowing that to persist”.

Steve Rowe noticed something particularly profound. “You look back before Covid, and I was becoming extremely aware of the vast differences, the gulfs between people’s views and opinions almost without any grey. Brexit, you're in Brexit or out of Brexit. It's all firm and hard. And there was a division, a fracturing of many aspects of society around politics and around economics as well as fundamental social issues. Covid was traumatic, for us, for our colleagues, for our customers. And what was very interesting to watch is how different groups put down their differential positions and came together”.

# PANEL 6: CEO Panel: Collaboration not Competition: How the last 12 months have Changed Lives



Marc Donovan considered the response of Boots to this period of upheaval. “I think we did a lot of things right. I know we did things wrong as well. Unprecedented is perhaps an overused word, but the change in the health care context that we were working in was significant. And that was constantly changing too, updates to guidelines and lockdowns and scenarios, etc. Our ability to be agile was absolutely key as a business. We certainly broke down silos of working to meet those challenges”.

Steve Murrells shared some of the learnings from the Co-op.

“We have to keep the momentum going, and we have to be an action tank as well as a think tank. I think in doing that we'll need to become less know-it-alls and more learn-it-alls. In this area you've got four white male CEOs. We can't imagine what it is for a young Black person to go through their working life facing what they have. But what we can do is listen. What we can do is actively listen and then go do something about it”.

As the session wrapped, the speakers shared some of their final thoughts – all of which emphasized the importance of learning from others, whether through a reverse mentoring scheme as championed by Steve Rowe, or through a traditional mentor - as Nathan suggested. “Look for sponsors on your journey. Look for people that can get to know you and get to know your aspiration within the organization that you're in. Because I do think very often, they'll be able to see your talent that others might sometimes miss”.



# PANEL 7: Leadership in the New 'Normal'



## Moderator



**Leila McKenzie-Delis**  
CEO & Founder  
DIAL Global

## Panelists



**Tami Erwin**  
Executive VP & Chief  
Executive Officer  
Verizon Business



**Mark Lund OBE**  
President UK & Europe  
McCann Worldgroup

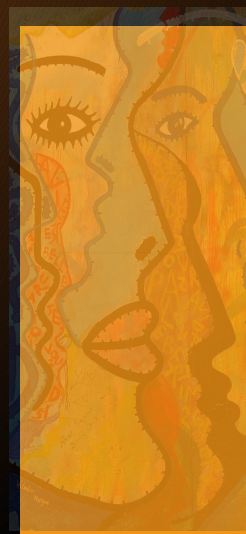


**Pierre Le Manh**  
Chief Executive Officer  
North America & Global  
Deputy CEO  
Ipsos

Humanity was the key theme in the seventh panel of the DIAL Global Summit on Changing Lives. In what felt like an intimate and deeply personal session, the team looked at Leadership in the New Normal.



## PANEL 7: Leadership in the New 'Normal'



Tami's opening remarks set the scene for a powerful session, as she shared some of her key learnings around creating environments where teams feel they belong.

### Key Takeaways

"I truly believe that's how you unleash the power of the organisation against the mission and the purpose that each organisation has. As we think about where success is going to be borne for organisations, I truly believe that the world will be fought on talent. And creating an environment and a culture where people feel like they can bring their true self to the work environment, where they can be recognized and honored and appreciated for who they are and how they contribute, rather than feeling like they need to put a mask on to belong. They feel as though they belong because of the strength of capability that they bring, the wisdom, the insights, the experience and their world view".

*Tami Erwin*

Mark reflected on what our 'new normal' looks like, after such a challenging year. "When we started this, I think everyone's question was 'when can we go back to normal?' And I think the question now is, 'how do we embrace and define what the next thing looks like?' And it won't be the same as what we had before. The interesting thing is the themes that we're seeing coming out are of more collaboration, more virtuality, and more emphasis on health – and they're all things where technology is going to play a huge role. It's going to be technology at the service of human beings, and using technology not to belittle human beings but to make them more powerful".

And Pierre noted that even though the panel was made up of representatives from companies with huge brand recognition, they weren't immune to the challenges 2020 had thrust upon them. "McCann, Verizon, IPSOS are all legacy brands. We've been in business for many years. We've reached a sudden position in the marketplace, we earned the trust of our clients, and it took a lot of work to get there from us, from people before us."

**After examining how such big brands navigated through the challenges of the lockdown, the panel addressed how the period went on to affect employees themselves.**

Tami expanded "The urgency to accelerate and amplify what we're doing on behalf of our clients and employees is the thing I think is most profound. It is that humanity that has really connected us with our employees. Whether you think about the cycles of grief and loss that people have been through, whether it's loss of a milestone moment or the trip that you planned or the loss of a life or the loss of the comfort that you previously had or the loss of sending your kids to school every day, the requirement for leaders to have a much greater degree of compassion and kindness and respect for humanity shows up in the need to have new policies and a framework for how you support your employees in a different way. I think about it as a partnership. How do we partner with our employees to enable what we need from a business standpoint and to enable what they need from a family standpoint? And I think going forward we'll see more of that".

Pierre voiced his concerns surrounding CEOs finding their path in such a period of change. "I'm feeling that right now we should not underestimate how our workforce could be quite divided on a number of topics. I feel a lot of tension right now on where society should go. What is really important. At the beginning of the crisis there was a very clear mandate given to take a stance on what they wanted to do, what was most important to them. Now I feel we're in this period where we feel 'what exactly is my role as the CEO in terms of shaping the agenda of the company when it comes to ideas, values beyond the scope of the company itself?' What kind of society do we want going forward? What is the CEO expected to say and do? That's I think the key question for us in the months to come - finding the boundaries or not of what we should do and what we should represent, what we should stand for as leaders".



# PANEL 8: Changing Boardrooms – Attracting Diverse Talent



## Moderator



Leila McKenzie-Delis  
CEO & Founder  
DIAL Global

## Panelists



Sam Allen  
Managing Partner  
Sam Allen Associates



Debbie Hewitt MBE,  
Non-Executive Chair,  
Visa Europe, BGL Group,  
The White Stuff, The  
Restaurant Group



Steve Ingham  
Chief Executive Officer  
Page Group



John McCalla – Leacy  
Technology M&A and  
Member of the Board  
KPMG

“Truly deeply understand your own bias. Because no matter how much we talk about what we believe in, every one of us has a bias, which is getting in the way of us being the best that we can be. And I think if you open your own mind up to what your own bias is, most of the rest flows”.

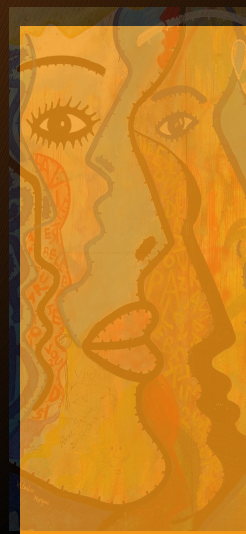
DEBBIE HEWITT MBE  
, REVIEW COMMITTEE MEMBER, PLURAL NON-EXECUTIVE  
CHAIRMAN AT VISA EUROPE, BGL GROUP, WHITE STUFF,  
RESTAURANT GROUP



# PANEL 8: Changing Boardrooms – Attracting Diverse Talent

The conversation started with an exploration of why it is so important to have diversity in the workplace, and crucially how policy should come from a place of genuine passion as opposed to “nice to have”.

John McCalla-Leacy explained to those listening how organisations which have D&I at the heart of their being out-perform their peers by 36%. **“They are 70% more likely to capture a new market and have 19% higher revenues due to innovation”.** He also outlined his journey to the KPMG board, inspired by a devastating news story.



“This was directly following the murder of George Floyd. I felt compelled to do all I could to drive change. And now I'm super proud to be on a diverse board with 50% female, 30% ethnic minorities, the most diverse in the Big Four. I passionately believe what I call the power of proximity. Being on a board allows me to directly engage with senior leaders in our firm, but also senior clients. My participation in board level conversations allow these issues to be taken out of the abstract into really lived experiences”.

Debbie Hewitt MBE explained the different mindsets of CEOs with whom she works. **“At the heart of human nature is an inclusion, but it's about an inclusion about something you know and feel familiar with. I think that's really truly at the heart of the diversity challenge in any organization. We do what we feel comfortable with”.**

“For most organizations, most of the senior leadership tends to be of an age – ‘we've gone through an organization to get to senior position’. For most of their formative years of their career, they never have had to think about this before in this way. We're asking a number of leaders who have been very successful, who feel very comfortable, to suddenly think and act in a different way. Many embrace that and love the fact that it frees them up to thinking in a different way. And others are fearful. And they're fearful of failure. They're fearful of not quite knowing what to do. And then finally there are organizations and there are leaders who are deaf, who don't want to hear this. They think it's the latest flavor of the month. ‘Let's tick the boxes, we've got our token diversity person on our board’ and then it's done. And actually, that's the worst kind. Because that is willful”.

Steve Ingham shared an incredibly powerful anecdote about his return to work after a serious accident left him in a wheelchair.

Lived experience is important. Did I totally understand disability before? No, of course not. But in the last two years, you can imagine the learning curve has been quite phenomenal, and now I'm starting to appreciate a lot more, the whole area of disability, which is 20% of the population in the UK, and the rest of the world. We're talking about a lot of people.

Steve told a colleague, after his accident, that he was planning to return to work. “He said, ‘you can't’. I said, ‘why not?’ He said, ‘you're in a wheelchair. They won't see you, they won't take you seriously’. I realised then there were people thinking that way, and that's ridiculous”.

Sam Allen expanded the conversation into the importance of inclusivity, asking us to consider how well organisations ensure team members from diverse backgrounds feel part of the workplace culture.

**“I've got a member of my own team who during Ramadan wanted to work from early in the morning till mid afternoon as they were fasting, and we absolutely accommodated that. People who are disabled, are you open to accommodating that? Do you exclude people who are maybe dyslexic or think in a different way because you as an organization have chosen one psychometric test to bring people in or not bring people in. I'm still surrounded by individuals who say ‘I like people who went to those universities, or they were in the same hall of residence as me, I'm sure they'll be great’. Or ‘I notice they like rugby and cricket, we'll be on the same page then’”.**

Debbie picked up on this point, saying “even if you don't believe it makes any difference because ‘what I really need is the best accountant in the world, and that isn't about diversity’, if you're in a business that serves customers, if your business does not reflect and think about the way that your customers do, you're on a slippery slope”.

Steve also reflected on how much business growth is being missed by leaders who see problems not opportunities when it comes to employees with disabilities. **“Clearly disability comes a huge range, from mental health all the way through blindness, deafness, MS, etc. A lot of people will think of all the negatives straightaway. ‘Wow, people are disabled, we're going to have to change our offices, we're going to have to change the environment, we're going to have to do this or do that, we'll have to be more flexible’. Ridiculous. All of the negatives instead of thinking about the positives”.**

John McCalla-Leacy summed up by reinforcing the concept of “Power in proximity”.



# PANEL 9: Does the UK Media have a Racism Problem?



## Moderator



**Pepi Sappal,**  
Founder & CEO  
Fairplay Talks

## Panelists



**Naomi Sesay,** Keynote  
Speaker and Trainer on  
Race Fluency, Inclusive  
Leadership and Quantum  
D&I



**Marcus Ryder MBE,**  
Head of External  
Consultancies, Sir Lenny  
Henry Centre for Media  
Diversity, Birmingham City  
University



**Taruka Srivastava**  
Founder & Editor-in-Chief  
Play Knox

“So why don't they belong? That piece about understanding about the subtleties of racism, understanding that it's actually baked into our language with microaggressions, that we now have to look at the impact of what we say, not the good intentions. Your intention doesn't matter at this point, because the impact is what is important, the person who got impacted by what you said is important”.

**NAOMI SESAY**

**KEYNOTE SPEAKER AND TRAINER ON RACE  
FLUENCY, INCLUSIVE LEADERSHIP AND QUANTUM  
D&I**



# PANEL 9: Does the UK Media have a Racism Problem?

**"It's not just the right thing to do, it's the only thing to do"**  
Naomi Sesay

Chaired By Pepi Sappal (Founder & Director Fairplay Talks) the powerful session included Naomi Sesay (Keynote Speaker & Trainer On Race Fluency, Inclusive Leadership & Quantum D&I), Marcus Ryder MBE (Head Of External Consultancies, Sir Lenny Henry Centre For Media Diversity) and Taruka Srivastava (Founder & Editor-In-Chief Playknox).

Marcus Ryder MBE framed the debate by summing up why it is such a crucial conversation to have.

## Key Takeaways

**You can't have freedom of speech and you can't have democracy if parts of society are not given equal access for their voices to be heard. It is a fundamental principle. When you realize the underrepresentation that women, people of colour, disabled people, other under-represented groups have in comparison to majority and more powerful groups, you realise we're not given equal access and you realise there's a fundamental power dynamic which is at play. You cannot have an equal society and democratic society if we're not given equal access. It's as fundamental as that.** *Marcus Ryder MBE*

Naomi was unequivocal in her beliefs around racism in the media. **"We know racism exists in the media because we see the data. And the data tells a very revealing story. Racism exists because it has transformed itself from the large obtuse physical racism to verbal racism, and now to more sophisticated forms of racism, which can be seen as microaggression or seen within our recruitment practices or affinity bias. Racism shows itself on on-screen stereotypes and negative associations. It also shows up at the exclusion of diverse colleagues at senior levels of our media industry. All of these everyday racisms can be subtle and sub textual, and even unintentional, but all have a very real impact, and that impact has very real cost to the British creative industries".**

According to the panel, it was clear **fundamental systemic change** is needed.

Taruka explained **"It has to be tackled from bottom to top - every aspect of it needs to be tackled, and we should not be having this conversation in the 21st century. But since we are having it, we need to really just get it over with as soon as possible, because everyone is similar as long as we're breathing oxygen. I don't see the point of categorizing people just for your own sake and your own economic gains".**

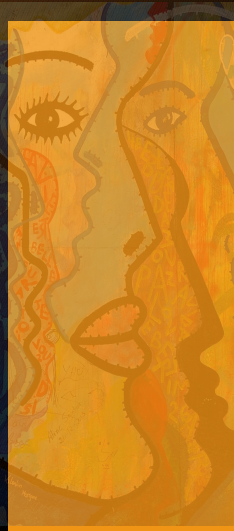
As part of the wide-ranging subject matter and breadth of topics covered, the panel also sought to dissect how media business models could change. It's an issue very close to Naomi's heart, as she discussed.

Because we're so used to doing something one-way, traditional news, it is important and imperative to start looking at financial models, business models, that will support these new news agencies and groups, podcasts and other types of news you find perhaps on social media. It's important to do that, because that is where the richness and the new nuances of lenses are. That's where, for example, the young **Gen Z** and generations coming up consume their news on their phones, on the go, and it's going to be snapping. Therefore, what we also need to do is look at the news and make sure that it's not problematic. We have to for sure look at financial and business models in order to support the new news, because that's where the rich news is, but we also need to be able to start to think of new ways of dashing out the racism that is seeping into new media and making it as open and as truthful as diversity could be.

**"I think leadership really needs to have a good look at itself to understand why is it that there is a very clear barrier in leadership when it comes to diversity, to start to unpick it and unravel and reset it so we can start to get to the place where all that good stuff of innovation happens".**

The importance of structural change was also echoed by Marcus:

**"If you are trying to get rid of sexism, there's no point of doing training to make sure you think women are equal. You need to look at women's roles in societies, and if women have a disproportionate amount of childcare issues, then you need to look at the structures in your organisation and put in childcare. When I talk about 'structural', it can be structural the way you do business. It can be physical structure, that's regional diversity, physical structure and business models when looking at gender diversity., all different types of diversity. It will not be enough just to try to be a nicer person. Because there are lots and lots of nice people who are implementing policy, which are disadvantaging people of color, disabled people, etc. So we actually need to look at our business structures and how we do business and even look at physical structures as well".**





# PANEL 10: A Crisis within a Crisis : How isolation due to Covid is worsening intimate partner violence



## Moderator



Pauline Miller  
Head of Culture  
Lloyd's of London

## Panelists



Margot Slattery  
Global Head of  
Diversity and  
Inclusion  
ISS



Kim  
-Morgan-Verlaque  
Chief Business  
Integrity Officer  
Unilever



Janaky Grant  
Chief Learning Officer  
Olam

“Force your business and be the unpopular person knocking on the door. That's what it takes to drive equity, diversity and inclusion program in your company. Don't wait for your HR colleagues to develop a policy. Take a personal responsibility to drive this through. And if you can get the engagement commitment from the people at the top then your job is almost done in that sense. Don't wait for somebody else to do it. Be the change yourself”.

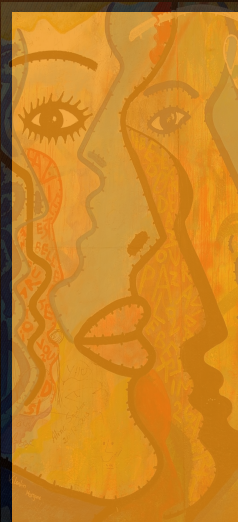
KIM -MORGAN-VERLAQUE  
CHIEF BUSINESS INTEGRITY OFFICER  
UNILEVER



# PANEL 10: A Crisis within a Crisis : How isolation due to Covid is worsening intimate partner violence

Inspired by the Unmute campaign on intimate partner violence from Unilever, an expert panel shared their insights into how diversity and inclusion in the workplace goes beyond skin colour, faith and physical differences.

Kim launched the conversation by explaining more about the Unilever initiative Unmute.



“We’ve created the domestic violence policy that is an actionable asset for finding support. The policy is available to all Unilever employees that provides practical financial and emotional support to employees suffering domestic abuse. It covers how employees can sit for counseling throughout programs, and also for their immediate families.

We've got special support for safety planning which provides everything from escort assistance when you want to leave your home to relocating a parking space at work. We introduced Safe Leave, an additional ten days paid leave per year, and you can take it an hour at a time or days at a time. And then some of the logistical challenges for people who are trying to leave a domestic violence relationship, such things as changing your pay cycle, can be dealt with through the policies. And we also pay for the first legal support you may need.

That of course isn’t to say that powerful action can also come from small gestures as well, as Janaky explained. “In an organisation situation, how do we build that awareness and sensitivity to notice what my colleague sitting next to me might actually be going through? It’s about noticing our colleague, looking to see what is going on behind their eyes, behind the mask that they wear. I don’t know how much of that can be done through policies or education. How do we provide psychological safety in our work environment? How do we allow those safe channels for people to speak up?”

Margot concurred and stated that change had to come from the top. “This is an opportunity for leadership to be very aware of creating an opportunity of trust, and psychological safety. If you can back it up with the right policies around how somebody can take leave, get help and support and perhaps being ready to exit the situation, it takes people, culture, our HR teams to go beyond and it's a step further”.

Kim also pointed out that policies around D&I also need to come from a place of authenticity. “We’ve all encountered so much change in the past 18 months. And this is such a great opportunity to leverage that change mindset that we all have had to develop. I think that if you treat diversity, inclusion and equity as another policy, you're missing the point a bit. You have to change the culture in your organisation. I think that's an obstacle that needs to be overcome”.

Janaky delved into her work at Olam, a food and agri-business which works with communities worldwide. “When we talk about thriving communities, that whole intersectionality of gender, and the farmer community comes in. The gender, or the ethnicity with the socioeconomic disadvantage. You can’t just look at diversity, or anybody, as just one aspect. We are very mindful within our business that we do work with a large farmer base, and in that space, we do a lot of initiatives around improving the voice of women farmers, giving the voice and confidence to stand up and speak for themselves, and creating those spaces for women to come together, and improve their livelihood.”

“Key takeaways

We do a lot about it in income generation through the women in the community, for instance, we make sure that the billable commodities go straight into the women's accounts, so it gives them the confidence and status, within their families and societies, and also bringing them together as groups, so that, as a group you have a lot more might rather than as individuals. With the Brazilian women, Zambian women, in Turkey, on the Ivory Coast - in socioeconomic disadvantaged communities, at the farmer level or worker level, we do a lot of work with the gender to give them the voice and the confidence to speak up.

Janaky Grant

Janaky stressed why it’s such a big step for an organisation. “I really, really admire what Unilever is doing, having that courage as an organisation to pick up topics which are taboo in society or taboo for individuals. It's sticking the neck out, picking up topics and trying to bring up change in areas where be it society, be it the individual is hesitant. Don't go with the flow. Pick up the things where you know you can stick your neck out and make that distinctive difference”.

Margot agreed that fearlessness is essential. “I think it's about not being afraid, being able to understand this is part of people's lives. It's unfortunately part of the human story. Organisations need to be open. Go beyond the norms. If you're having conversations, for instance, about gender, realise this is also part of the story, and don't be afraid to have that uncomfortable conversation and put this into the boardroom. What is the business case? Because if you have a lot of employees that this is happening to, it affects productivity, it affects everything that happens around engagement, so make it a real employee issue and bring it to the fore and don't be afraid to have the conversation”.



# PANEL 11: Moving beyond 'Optics' to Create Real and Measurable Change



## Moderator



**Leila McKenzie-Delis**  
CEO & Founder  
DIAL Global

## Panelists



**Munnawar Chishti**  
VP & Global Category  
Director Beauty  
Walgreens Boots Alliance



**Amanda McCalla-Leacy**  
Global Inclusion and  
Diversity Lead  
Accenture



**Melissa Whiting**  
Vice President Inclusion and  
Diversity  
Phillip Morris International

“We've been frustrated there isn't a global benchmark. There isn't a global standard. And we're trying and we hope after the year we'll have something to help us. My ultimate dream would be to help us begin to design workplaces that create inclusion by default. It's not about diversity, it's about humanity. It's about people”.

MELISSA WHITING  
VICE PRESIDENT INCLUSION & DIVERSITY  
PHILLIP MORRIS INTERNATIONAL



In the 21st century world of business we are no stranger opaque job titles, multi-hyphen roles and impenetrable buzz words. So in a world where we need to be seen to do the right thing, how can we ensure we actually do the right thing?

As the speakers outlined their experiences in the business world which brought them to diversity work, Amanda shared an important distinction that's made at Accenture.

"We talk about inclusion before we talk about diversity, because we fundamentally believe that without the right culture and without the right leadership behaviours first, you can just become a revolving door of diverse talent. We continue to be very, very focused on our culture. The work we have been doing in the last year is getting deep into the science of both inclusion and belonging, which have both been quite intangible concepts really".

"It means something different for each of us, but working with global and medicine, going quite deep to understand the very important link between our own emotional resilience and our ability to empathize with others to extend and to include. I think why that is important this year, the cortisone levels are up and we're in fight or flight. If we don't have these very rich conversations, proactive conversations about mental wellness, self-compassion, we won't be able to create the culture that we need to".

Chair Leila acknowledged the importance of having tangible ways to measure progress. "What gets measured gets managed. When we look past the last couple of years people always disliked that word "quotas". I think it's one that can be quite divisive but I'm personally a huge fan of actually putting positive goals against metrics, and I know that you [Walgreens Boots Alliance] have linked your executive pay to diversity targets. And I think that is the way to actually move the dial".

Melissa noted that public commitment is a key. "I think the positive in terms of public commitment is the source of accountability and inspiration, transparency. Obviously important for talent attraction. And we have similar commitments in terms of gender balancing the leadership of the organization and leaders are accountable for. They put me in place 2014 when 29% of women were in management, today there is 38% of women in management. So it's climbing. There's a need to balance the external narrative with the internal narrative. The external commitment, how you talk about it externally has to match what you're talking about inside the company".

# PANEL 11: Moving beyond 'Optics' to Create Real and Measurable Change



Urging conversations to continue "even if they are awkward and uncomfortable", Amanda shared her experiences on an Accenture initiative called Inclusion starts with I. "It started a different conversation around 'what is it about me that I want people to know?'. When have I felt excluded, how does that impact me and what is it that I want my team to know about me?"

Employee networks are still very important. But we definitely have got better at them coming together as well. Last year our LGBTQ network came together over Black Lives Matter. We had a virtual pride march and they marched for Black Lives Matter. We saw people stepping up as allies and advocates".

Munnawar stressed to those watching, "It's not a destination. It's a journey. And we're all learning as we go. I think some of the work that we have done is great, but we also recognize that we have still got more to do, we've still got more to learn. Some of the things that I think we have done really well is adding inclusion as one of our core values. Inclusion empowers people to bring their full selves to work. You don't have to leave any part of yourself at home. And I think that's been pretty fundamental around saying to colleagues and employees 'you can be your true self and you can belong, and we want you to belong'."

One of the ironies addressed in the conversation is the fact D&I should never be a "box -ticking exercise" but in gathering data to measure the success of initiatives, employees quite literally need to "tick-boxes". As an example of how this can be potentially mitigated, Munnawar referred to the "inclusion index" added into their engagement survey which enables the organisation to evaluate how well they are valuing diverse perspectives, at the same time gauging if employees feel they are able to be themselves at work.

Melissa developed this point, adding "The challenge of intersectionality in this work is making space for complexity. We have to recognize and find a way of recognizing aspects of people's identity that have been historically a reason for discrimination systematically - race, sexuality, disability, gender, and recognize the compounding impact when you have multiple dimensions of identity. We are complex, multidimensional beautiful and messy human beings first and foremost. We don't fit in a box".



## PANEL 12: #StopAsianHate



### Moderator



**Leila McKenzie-Delis**  
CEO & Founder  
DIAL Global

### Panelists



**Amazin Le Thi**  
LGBTQ Advocate,  
Speaker, Athlete,  
Global Ambassador



**Kwoklyn Wan**  
Best-Selling Author  
and TV Chef



**Alice Choi**  
Chief Operating Officer  
McCann Health Medical  
Communications



**Alex Uy**  
Technology  
Strategist Director  
Microsoft

“Silence is violence, to some certain extent. I would love as many people as possible to lend their voices not only to the Asian community but the other under-represented communities in media, in business, and wider society. I just want to make a point on equity over equality here. I've had a lot of people ask me what difference is. We would all love to live in an equal society. But we must first recognize equity. And that is that each person has different circumstances and has a different experience to others. And so, lifting each other up and recognizing that people started from different places in life is absolutely key if we are able to enable true success for all and level the playing field.”

LEILA MCKENZIE-DELIS  
CEO & FOUNDER  
DIAL GLOBAL



## PANEL 12: #StopAsianHate

During the Covid crisis there's been a stark rise in racial attacks on Asian people, but as the speakers explained, this prejudice is not new.

Sharing intensely personal stories of their experiences of growing up with racism – no matter where they spent their early years – this was an incredibly powerful panel covering the importance of allies, education and highlighting the important contributions Asian communities have given the world.

There was no hiding from the horror of the prejudice though, as Amazin explained some of her experiences.

### “Key takeaways

**The hate towards our community has always been there. This is not a new thing. We can go back decades - how Asian people have been scapegoated in different ways, and the Asian hate that we have seen, because of the pandemic, is a global issue.** *Amazin Le Thi,*

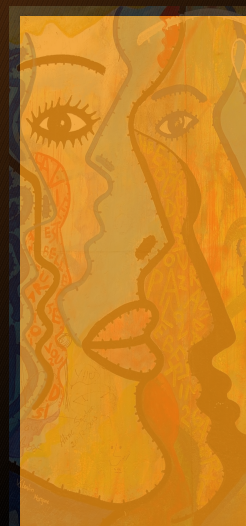
“In North America, Vancouver is one of the worst cities in North America for Asian hate since 2020 per capita. Australia has had one of the highest rates of Asian hate. It comes down to each country, the history of Asian people in those countries and how we have come into those countries as well. The violence that I have seen in the U.S. is violence that I have never seen before to our community. Yes, we have had violence across Europe and other countries, but the rhetoric of the last four years from the Trump administration had really allowed people's racism to be vocal and to be open. Us being set on fire, us being beaten with baseball bats, us being murdered in the streets, mass shootings. I encountered the first amounts of anti-Asian hate beginning of 2020 and that was actually in Atlanta before the Atlanta mass shooting. And then I knew it was going to be bad, because I had lived through it in Australia as a child. But I didn't realize how bad it was going to get and how it has escalated”.

Kwoklyn reflected on how social media and more cultural awareness in the 21st century means many people have a voice now that wasn't there when he was growing up. “The hate that I have experienced was 20 years ago and we didn't have the platforms that we've got now to vocalise that. Newspapers weren't interested, TV wasn't interested, and we didn't have anything such as social media to shout about it. So therefore you just got on with it. Who do you talk to? I didn't have the platform to say I've been bullied today, in case somebody out there could help me. Because that kind of help wasn't available”.

“I guess I just grew a thicker skin. This is something from the '70s and '80s that you had to do. You pulled your trousers on and you got on with it”.

Alice reflected on how allies can help, and what we can do as a community to end prejudice against Asian people. “It's not just a question of what allies can do, it's more a question of what we need to do collectively together. I think it's very much about providing education and really highlighting why the Asian community, and indeed actually any other multicultural community, why they make important contributions to society, and I think we really need to highlight the benefits of having that. There are so many benefits - cultural, societal, and actually harder economic benefits”.

“Also we need to jump straight away on any negative comments or misperceptions or slurs that are disguised as jokes. No matter how small, we absolutely need to come down on any offensive sections together as a community and with our allies”.



Tensions soon (jokingly) rose when the issue of role models in the Asian community was discussed, with Alice referring to Bruce Lee as an “outdated” role mode. Kwoklyn, however refused to accept this point – and demonstrated it perfectly by waving a model of Lee to the camera which he had happened to have on his desk! It was a much-needed moment of light relief after some challenging subject matter.

Alex encouraged us to break stereotypes, saying “Be bold. If you know what you want, you know what you want to try to go after, whether it's a typical role for who you are ethnically, go after it. You have really nothing to lose, right?”

“Find coaches, find allies, find mentors that you see, whether they're of your ethnicity or not. And if you feel like you don't fit that mould or that role that you're going after, like you're going to be an imposter. I even see that today from very talented people at Microsoft that have been here a while, they still feel they don't belong here. And it's scary. So stop all that what I call self-blocking, self, you know, disparaging talk, and know what you want, go after it. Be bold, right? Find allies and coaches, and just do it”.

A theme that has come up many times through the summit is the importance of representation, and on this panel it was no different. Amazin told us “Representation matters. A horrendous statistic just came out in the U.S. that at least 42% of Americans cannot name a famous Asian person, when the VP is Asian, not even Lucy Liu or Andrew Yang, the first Asian to run for President. And if you're in the UK, I say look at your terrestrial TV watching and newspaper viewing over the last week. You will never see someone that looks like us, because in the UK, when they think of diversity inclusion, the black and Asian community, it's south Asian people. The east Asian community is continually erased”.



# PANEL 13: How Diversity in Advertising is Changing Lives



## Moderator



**Leila McKenzie-Delis**  
CEO & Founder  
DIAL Global

## Panelists



**Rohit Shelatkar**  
Director  
Vitabiotics



**Pete Markey**  
Chief Marketing Officer  
Boots UK



**Michael Truluck**  
Chief Executive Officer  
La Redoute International



**Mita Mallick**  
Head of Inclusion,  
Equity and Impact  
Carta

“As a pharmacist and somebody with a scientific background, I always say that if we were to analyse human DNA, we are 99.99% the same, yet we concentrate on the 0.001% difference. There is so much work going on to make people realise that there's more similarity than diversity.”

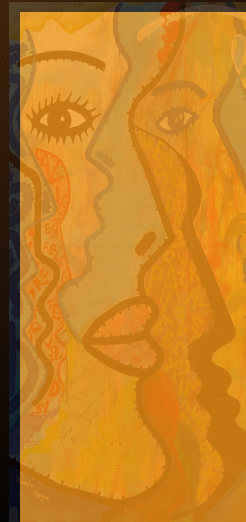
ROHIT SHELATKAR  
DIRECTOR  
VITABIOTICS



# PANEL 13: How Diversity in Advertising is Changing Lives

We've all been impacted by the power of advertising and marketing – but just how impressive is the industry when it comes to diversity, inclusion and belonging? And why does it matter so much?

The over-riding message of the conversation was ensuring that the lived experiences of the consumer was front and centre of product development of the brand. Mita summarised perfectly just how imperative inclusion at the early stages of creation is.



## Key Takeaways

Nothing for me without me. You cannot be selling to a community and not have that community represented around the table. We want to sell to the black African American community with authenticity and purpose, and yet you have nobody who has any sort of insight about the black African American community? That's when mistakes often happen and I think it's perfectly okay when you're sitting in an organisation to say, 'Hey, we're missing that voice, and I know you weren't assigned to this project, but I know you have insight on this and I want to approach you in this way so you don't think it's tokenistic, I know you can add a lot to this project so would you come join us?'

Mita Mallick

The impact Boots aims to have in the lives of its customers was explained by Pete, who emphasised the importance of knowing the people who walk through the door. **"It starts with having a very clear strategy and very clear direction and ambition for what we want to do because this is such an important space to get right. What are we collectively going to do to change the dial, and to make sure we have diversity, equity and inclusion front and centre in everything we do? We were lucky enough to have nearly 15 million advantage card holders in the UK, which gives us a huge amount of data to really understand our customer base, understand what matters to them, what's important and how we can better represent them in everything that we do".**

**"That's led us to some really interesting product innovation. We've introduced a new range of skin tone plasters for Boots in the UK.** We aren't all the same skin colour, so actually having a different range of plasters, is a small but a really big thing".

At La Redoute, as Michael explained, products are tailored to ensure the that customers can identify with their brand no matter where in the world they are. **"We have a number of different geographies that we're operating in, and customers want to have something that you can identify yourself in very easily. Most marketers will know, relevancy is absolutely key when you're selling a product, so it needs to be relevant to their target audience and that customer and they need to be able to identify themselves, wearing those products and going out in them".**

**"With that in mind when we look at our international footprint, we produce a lot of our content locally within each of the markets to ensure that it's relevant to that local audience, though we still stay true to our French DNA throughout all of that process to ensure that we don't create lots of sub brands across the globe".**

Rohit picked up an important point around multi-culturalism and authentic brand identity, stressing **"multiculturalism isn't just a buzzword that companies can pay lip service to. It must be truly adopted in the corporate fabric and marketing, and global brands must reflect this approach and appeal to a wider audience across the globe. You must engage with people outside your country of origin and appeal to people of different ethnic, socio-cultural and geographical backgrounds and multicultural marketing can actually open doors to untapped territories around the world".**

**"To be a brand of the world, and to be internationally renowned, companies have to absorb diversity into their core philosophy and into their DNA. Diversity today isn't just diversity of ethnicity or geography is diversity could mean diversity of economy background diversity of sexual orientation, diversity of religions, diversity of body types. So as marketers have a lot of ground to cover when it comes to diversity in today's day and age because the cultural climate demands we are wardens of a true celebration of difference and cultural cohesion".**

Pete shared with the panel a simple yet effective way Boots ensures it "shows up" for its customers and staff. **"We've produced a cultural calendar as it's important to recognise these great cultural moments, such as Eid, and to celebrate with our customers, our team members. Pride month is a really important period for the LGBT community - so it's about showing up, being relevant, doing activities that demonstrate what we're doing as groups. Our purpose is about helping people live healthier, happier lives – so how are we doing that through the lens of inclusion?"**

And as Mita went on to stress, savvy customers can sense when campaigns around diversity aren't coming from a genuine space. **"Inclusion is a driver of the business. If you're struggling with growth right now, ask yourself why? Who are you selling to and who are you not selling to? You can also think about the allyship. I might not identify with the LGBTQ plus community but I'm an ally".**



# PANEL 14: A Year on from George Floyd - What still needs to be done?



## Moderator



**Andrew Pearce**  
Managing Director  
Accenture

## Panelists



**Misty Gaither**  
Director & Global Head  
of Diversity, Inclusion,  
and Belonging  
Indeed.com



**Regina Curry**  
Chief Diversity Officer  
Franklin Templeton



**Ray Dempsey**  
Group Chief Diversity Officer  
Barclays

“I am determined to embed in the core processes these things that we are all describing and the interruptions we know we have to make. I want the work to not live and die when we go”.

RAY DEMPSEY  
GROUP CHIEF DIVERSITY OFFICER  
BARCLAYS



# PANEL 14: A Year on from George Floyd - What still needs to be done?

These speakers are at the forefront of driving change on a business and societal level, and are global leaders when it comes to diversity and inclusion. The session was a masterclass in thoughtful, long-term and inclusive thinking.

There was huge emphasis in the importance of “education, advocacy and investment” on what was described as “not a political issue but a human rights issue”.

Misty began by addressing what has changed since the murder of George Floyd. “The biggest change that I've experienced is the increase in acknowledgment around the lack of visible diversity of racial and ethnic minorities. I think vocalizing that, people have been bold in calling it out in a way that we haven't experienced before. Because we have all been at home we've seen this convergence of our backgrounds, we're in our homes and what that has helped with is the humanity that we get to see in our leaders and a kinder, more approachable, and vulnerable side that we don't typically see when we are hopping on airplanes or moving about our offices and in and out of meetings”.

“I think there's been this acknowledgment and a calling out of aggression and microaggressions and fragility that we've all experienced at some part in our career, but we've been gaslit into thinking that it didn't really happen, that we might be a little bit crazy or convincing ourselves that we might be overreacting. All of this has come to the surface”.

Regina shared how the Black Lives Matter movement has impacted her work at Franklin Templeton. “People really just came to the table differently had dug more beneath the surface. It began to feel different. Collectively we thought in this moment we know undoubtedly these conversations are driving people to come together in different ways we haven't had before. We have doubled down and said we're going to invest in diversity and inclusion. We've done this before but we definitely want to make sure we have resources in place”. It's important for us to come together in this time and have these conversations, but we also wanted to balance the short term and what's happening right now with that long term and making sure whatever we put in place, it has to be sustainable. We knew it was important to stand up in that moment. But it's really more important to increase our efforts along the longer term”.

One key point that was addressed was acknowledging the fact that many people entering the conversation around equality aren't intentionally biased, as Ray pointed out. “We have moved into a place where we're having conversations and those matter a lot. The vast majority of people are well meaning. They don't mean to consciously come to work and create biased systems and biased outcomes. Whether it's in the way we recruit or the way we promote or any other component across the cycle. But the conversations will help us to reveal where there are places where we've got to create interruptions in our core people processes and the way we think about where we go to recruit and how we attract talent. We need to be more careful about who leads and understanding and reasons why and creating the right interventions”.



“What can we do from a crisis response standpoint to actually whole-heartedly support all of our employees, whether it's our Black employee population, our parents and caregivers, our Asian-American, Pacific Islander communities? At the beginning of the pandemic we kept hearing that Covid 19 is a great equalizer but we quickly learned that was really false. So prior to George Floyd, we had some opportunities to say to our senior leaders, we have an issue and we need to understand that Black people are not okay. But we are forced to show up every day and pretend we can operate at the same capacity as everyone else. So let's start to have a conversation about that”.

Chair Andrew expanded on the importance of education. “Educating people about what the experience is, having those conversations, creating advocates because this is not, just for this community or the ERGs to resolve. You actually need it embedded throughout the organisation. Educate, advocate, and then invest. You could put those pillars around in terms of what companies need to continue to do. And be bold enough to make commitments, both internally and externally and stand by those so that you're making them yourselves and hold people accountable to that. Everybody needs to be involved in this. Role models are important but we can't do it on our own. Everybody needs to take an active part in it.”

Misty's closing advice was to “just say stay the course. Do not get discouraged. And leverage your peers around you because we're all working to solve the same issue”.

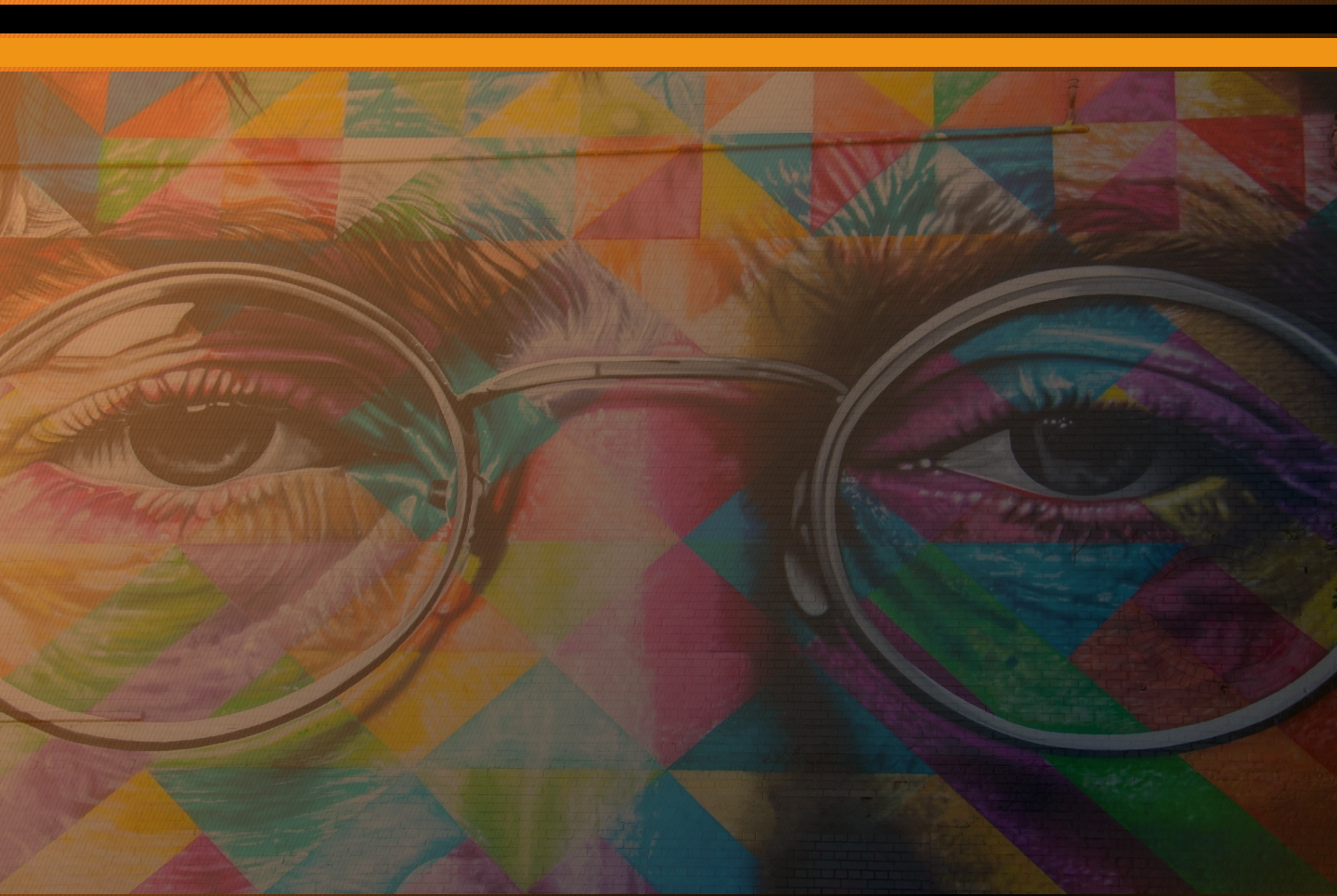
Iconic writer Maya Angelou was quoted in Regina's final comments, as she reminded those gathered to “Make sure within your sphere of influence, whether you're an individual or a company, you ask how you can contribute to make things better. How can you do things to make our organizations move and do better? Because this isn't about charity. This is about opening doors and providing opportunities for people who didn't have it before. This is about broadening ourselves and understanding what we are missing in an organization. I always have to say my favorite quote from Maya Angelou. ‘I did then what I knew how to do. Now that I know better I do better’. People just need to do better in this moment.”

## Key Takeaways

Black people are not OK, but they've continued showing up

Misty Gaither





## SOME FEEDBACK ON DIAL GLOBAL 'CHANGING LIVES' MAY SUMMIT



“Wonderful discussion around driving sustainable change and corporations opening up conversations, embedding internal means of achieving the goals, collaborating and reaching out to communities to make a real long-term difference to the disadvantaged minorities.” - a Primary School Teacher

“Take action, it is not enough to have a position. Lead with action. Measurable results.” - a CEO

“I love all these tips! If you don't lean in, raise your hand, say yes, show up, be present, you won't get the opportunities. Fake it till you make it and be fearless. Love the 'seat on a rocket ship' analogy - genius. Thanks all!”

“This is my first time for me to joy your platform. really impressed with DIAL Global Virtual Summit 2021.”

“Wonderful event. An eye-opening, stimulating and validating experience.” – a CEO

“This is so powerful, and upsetting, and I’m grateful for the light-hearted jokes and the ability of the panel to bring the laughs as well.”



Interested in learning more or participating in our next summit?

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