

WIN Corporate Diversity & Inclusion Forum

Creating an Inclusive Organization: “Accelerating Change – Inclusion and Innovation in Action”



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Inspiring Women Worldwide

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“Accelerating Change – Inclusion and Innovation in Action”

Diversity and Inclusion (D&I) has been at the forefront of culture, politics, and business in the past year, reaching unprecedented levels of recognition and urgency. As **Kristin Engvig**, WIN Founder & CEO welcomed us all to this year’s forum, she said it’s important to look at what’s going on in the big picture, but also to focus on each of our personal journeys as well. We are all imbued with cultural codes through our environment and while some are good – such as learning skiing in school in Norway – it is important to identify and recognize unhealthy ones that may influence us, even unconsciously. Throughout the day, Kristin invited us all to be open, engage, ask questions and make commitments to each other, and to be mindful to never accept the unacceptable.

We then went around in smaller groups and shared with each other what inclusion meant to us. People shared aspects of this such as: being honest, coming to better conclusions, and practicing curiosity, unconditional acceptance, and active listening. As nobody in the audience was new to the topic, we were also reminded about being mindful, and reflecting so as to catch ourselves each time we may judge someone or something. We also heard how a strong company culture can work against individuality, as well as the challenges that it can present to diversity.

Next **Maartje Spoorenberg**, Financial Market Specialist at Thomson Reuters shared with us Thomson Reuters’ D&I Index. The expertise of Thomson Reuters is collecting data. The index they created collects data on the performance of 6,000 public companies on diversity, inclusion, controversies, and people development and then identifies the top 100. The index is used by investment managers to choose their investments, but more importantly, it gives impulse to companies to treat employees well and is even used by HR departments to monitor their company’s performance. People can see exactly the categories and subcategories where they fall short of their peers and determine where they might make improvements. **Hulya Kurt**, Business Strategy Implementation Manager at Thomson Reuters also shared with us work on D&I done internally, which included training on unconscious bias. We look forward to learning more about this topic when we meet in Rome at the end of September.

Paul Vanderbroeck, Executive Coach & Gender Balance Consultant at PVDB then reminded us of the WEF Global Gender Gap Report finding that progress stalled in 2017. The Economist also reported that gender quotas neither boost corporate performance nor help women lower down the pipeline. As **Marina Haydn** from the Economist shared with us in the Q&A, the number one reason responsible for the lack of progress is the ‘birth penalty,’ or the negative impact maternity leave is shown to have on women’s careers. Meanwhile, Paul reminded us of the emerging ‘gender fatigue’ and how difficult it is to address when no one wants to talk about it. The percentage of male managers uncomfortable working alone with a woman doubled to 30%, and those uncomfortable mentoring women tripled to 16%. Paul defines inclusion as stimulating demand: getting managers to want to integrate women into their teams. He then shared case studies of Microsoft reaching proportionate representation of women in leadership from 18% to 19% between 2016 and 2017, and Aviva introducing equal parental leave as a key strategy in attracting the best people.

Then our panel began with our speakers sharing what an inclusive organization looked like to them. **Adam Travis**, Senior Advisor Global Diversity & Inclusion at Royal Dutch Shell started by saying that Shell has implemented inclusive leadership concepts and behaviours/measurements into their leadership

programs. **Tina Tinde**, Gender and Diversity Coordinator, International Federation of the Red Cross and Red Crescent Societies, said that inclusion means that the internal code of conduct shouldn't remain internal, and that they were engaging more with the people they serve. **Randall Bradford**, Executive VP & Head of HR – Merck Healthcare, reminded us that unfortunately diversity usually doesn't happen naturally, on its own, which makes inclusion more difficult for organizations to achieve. **Caroline Harper Jantuah**, Senior Advisor Inclusion, Diversity, & Gender Equity, UNHCR said that inclusion is when each individual feels they can do their best, noting that it is often very difficult for organizations to practice what they preach. **Robert Robottom**, Global Head of Diversity and Inclusion, Novartis said that inclusion is about being able to be yourself, and that it had to be a part of the values and behaviours that constitute the organizational culture. He also added that in addition to the business case and the diversity of the customer base, it was also morally correct.

Caroline anchored the need for diversity in the ability to address the scale of the crisis of displaced people. When there are 22.5 million refugees in the world, the UNHCR question whether they are attracting a diverse enough workforce to differentiate their solutions in order to understand each scenario. The approach they have taken is to broaden their interpretation of diversity – they need not only a diversity of backgrounds, but also languages, functional skills, etc. She also noted that raising awareness of unconscious bias can only cause change if paired with action. As an organization, they have to slow down and address the systems in place because when they create space for these conversations to start, they tend to continue on afterward.

Randall shared the experience of the Merck Group, whose CEO/Chairman shifted the practice of singling out 'high potentials' to identifying everyone as a 'talent' and providing broader access to development opportunities and resources. While someone later asked about the expense of expanding this pool of people, Randall pointed out that Merck follows the "70/20/10" philosophy that 70% of development happens "on the job", about 20% comes through coaching (including from one's manager) and about 10% from training—so the cost of "developing everyone as a talent" remains very affordable. It's a different way of looking at and defining what it means to be a "talent".

Tina then added that addressing gender equality is a skill, and one that can seem less important when the organization works in the humanitarian sector where the focus is on meeting immediate needs of water, food and shelter. She also stressed the importance of adopting a survivor-centric approach and shared with us her own personal story of harassment. Never has it been more important to address these issues and work together to stop harassment and abuses of power.

To make more diverse and inclusive workplaces, Shell has had to keep the pressure on and hold the space. Internally, they have initiated 'balance means business' workshops to hear voices from both sides on gender issues and launched a campaign on the gender gap in engineering and technology. On LGBT matters, they continue to conduct awareness workshops throughout the world, and launched a social media campaign on International Coming Out Day.

On the topic of gender balance, and the associated 'business case' that is often cited as important to put forward, Randall posited the question, "Can you imagine a group of women, seated around a conference room table, stroking their chins and debating whether there is a business case that men should be involved in business?!". Tina agreed and shared that she's been in meetings on people with disabilities with not one person with disabilities present.

When asked whether we are in a gender revolution, Robert said he hoped we were not. We've been working on gender equality for 100 years and there is still work to be done. He said that Novartis is proud to be hosting MARC (Men Advocating Reach Change) workshops with Catalyst as part of their work. Robert also reminded us of the need to broaden the message, which Caroline was able to capture with a story about bowties. She realized when her new boss came in wearing a bowtie on his first day that she was questioning his intentions at each stop, but she later discovered he wore it to impress her. She reminds us that biases lay in this gap between intentions and impact, and it is important to examine what triggers your biases.

Caroline also noted that they are thinking now of how to do aid differently and shift their mindset from helping to partnering. All people come from somewhere but are often removed from their context and can be objectified in a way. She also said that women are not less ambitious but might need more flexibility to attract them to want to rise in ranks. Randall added that at Merck they emphasize inviting women considered for executive roles to be imaginative and explain how they would do the role, rather than simply look at how it's done already. They want to free them from this idea that the only way to fulfil a role is to do it the way the incumbent (often a male) has been doing it, which sometimes causes women to lose interest in senior roles. Finally, Randall pointed out that research shows that comparatively speaking, women are 'over-mentored' and 'under-sponsored', meaning they need strong support from others who are held accountable for their successful advancement. When the gender balance approaches a more equitable ratio (i.e., 60/40 or better), then these cultural shifts do begin to happen more naturally.

Appropriately, the last question posed to the panel brought up privilege and how it can lead to bad behaviour in its various forms. Robert agreed, noting that privilege is shown to correlate to whether you stop at a crosswalk. Ultimately, Caroline reminded us all that privilege is responsibility, and we all must rise to it.

Caroline Hunt-Matthes, Adjunct Professor in Grenoble Business School, France & Webster University Geneva talked about creating inclusive and diverse workplaces in which an employee's voice is fostered and diversity of thought and unconscious bias can be addressed in a safe environment. One of the biggest barriers to this is the fear of reprisal and lack of proper whistle-blower protections, which invoke in all of us issues of loyalty to colleagues and organizational values. The #metoo movement provides a fresh impetus for employers to face these issues and ensure they provide proper and independent channels to address unfair treatment and discrimination. Active listening is integral to this process.

Caroline also introduced the research of Dr Amy Banks, a neuroscientist at Wellesley College in the US, who reminded us that "humans are hardwired to belong," and that social pain is felt, as physical pain, via the anterior cingulate gyrus. This explains why issues of inclusion are "felt" and experienced so acutely by humans. Caroline's main message for us is to love each other, step into your responsibility and most importantly, open yourself to listening when you see someone suffering.

We then were introduced to our breakout sessions with working groups led by Caroline Hunt-Matthes and Adam Travis, as well as **Gloria Chinebuah**, Inclusion, Diversity, & Gender Equity Administrator, UNHCR and **Michael Hathorn**, Partner at Optimis. Gloria's group discussed building networks and getting people together with similar concerns, and the difference between a sponsor and a mentor being the voice and power of the sponsor when the person is not in the room. The group discussed that mentorship is something that all staff, regardless of potential, should benefit from, and a standard thing that managers do. While they agreed and understood that sponsorship could be a tool targeted to develop exceptional

talent or high-performing staff, they concluded that the work environment should nevertheless offer equal opportunity to all staff to reach their full potential.

Adam's group discussed how to slow down and hold the space for the tough conversations and discussed how important it is to make sure the conversations are constructive but don't suppress the emotion of it, forcing the real thoughts and attitudes underground. The group also discussed that gender equality in the workplace really starts with a woman's role in society.

Michael's group discussed what the responsibility of a board is in shaping diversity and inclusion when the CEO is in fact the only person the board really chooses and getting that hire right is very important. They explored the board's role in providing broad strategic guidance and for approving the strategic plan presented by the CEO. The conclusion was that the board can exercise its leadership to make diversity and inclusion a high priority should they choose to. They also discussed that the profile of the inclusive leader is in fact consistent with that of the servant-leader philosophy, which is in no way new. They also noted the phenomena of how people are hired for technical skills but fired for behavioural reasons, emphasizing that values and attitudes that support inclusion are important in the hiring process at all levels, including the CEO. The exercise of power is ultimately a behavioural practice rooted in culture and the board has a primary responsibility to set the tone for the culture of the organization.

Caroline's group addressed harassment, and many chose to share their personal experiences. Tina provided some guidance during the discussion on how to adopt a survivor-centric approach – to start by asking victims the direction they want to go and letting them guide the process. The group also talked about how power can be used to dominate, but also to de-escalate and lead collective action. The people who created these issues can't be the ones to fix them and we must be creative and innovative to lead change.

Kristin closed the day by saying that we often doubt feminine values and standing up for them is harder than expected. While change takes time, now is the time for acceleration as the future depends on our integration of feminine and masculine qualities for people, companies and the planet. There still might be people who can't talk about the harassment they have experienced, and while we need to bring men in, we cannot let that interfere with the intimacy of some of these conversations. Hulya mentioned that at Thomson Reuters, they have made men 'gender partners' and encouraged them to make a pledge of action. Especially in these sensitive matters, we must have these circles of trust to have the difficult conversations and to build our understanding of each other.

In closing we would encourage everyone to continue their inclusion journeys and in particular set aside time to join's WINs full immersion leadership programme, the 3-day WINConference that takes place at the end of September.

*"Being inclusive and embracing diversity is a daily practice.
It is a way to grow at an individual level and to evolve collectively. It
requests your open heart and your deep commitment."*

– Kristin Engvig, WIN Founder



Become a Member of the WIN Corporate Program

The Corporate Program is a reference for leaders and companies committed to creating diverse and inclusive organisations, where business flourishes and people thrive.

Why?

- Share best practices, learn new skills and discover new opportunities with like-minded people
- Stay up to date with presentations from expert speakers and forward-thinking companies
- 4 to 6 half-day events per year of interactive meetings with approximately 50 attendees
- Contribute and share in an optimistic and joyful setting
- List of attendees is provided after each event
- Corporate Diversity & Inclusion Forum

Where?

- Meetings take place at member offices in the Lake Geneva region with occasional meetings in Bern, Basel and Zurich.

Join the Global WINConference – the women's preferred leadership forum Rome – 26-28 September

Our cornerstone event, a three day learning program for female leadership and inclusion-fueled innovation. Learn more on our website: www.winconference.net

