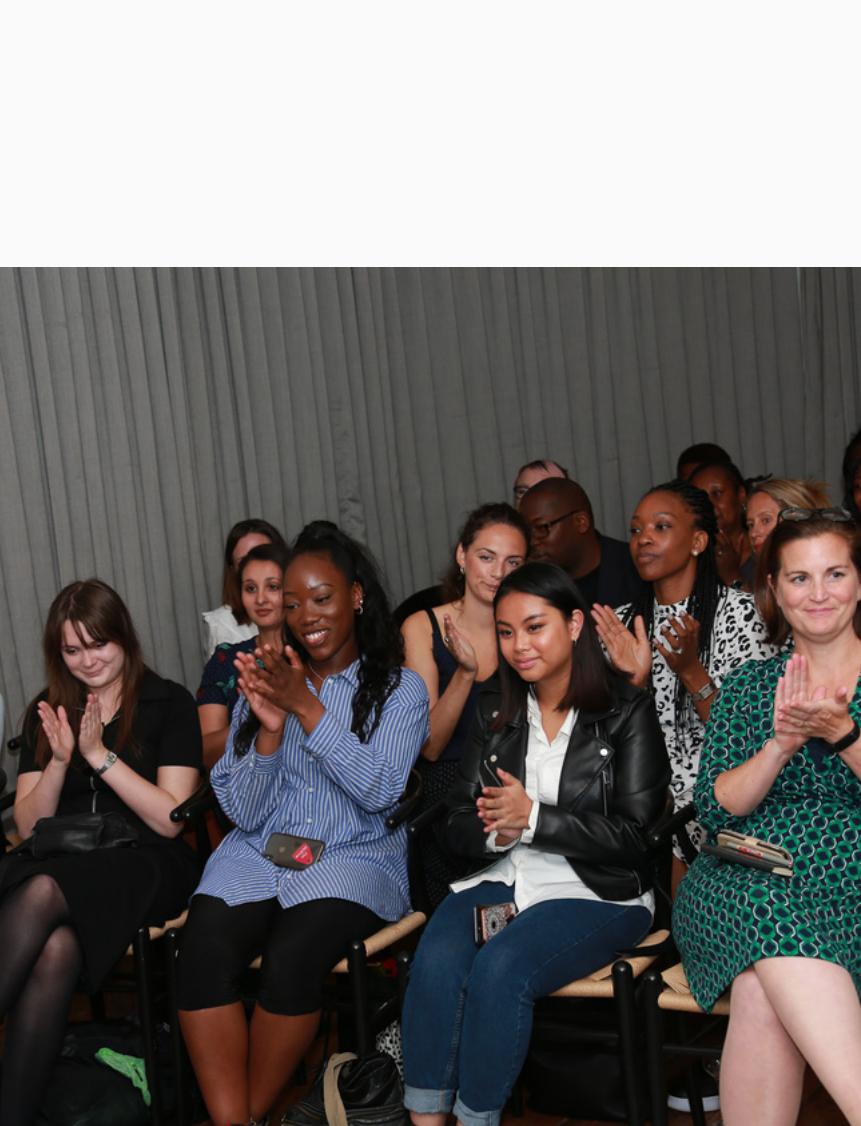


*In Diverse Company's*

# Roundtable Discussion

## Unconscious Bias - what's the alternative?



# Our message

Thank you for attending or showing interest in our Roundtable discussion.

Our global panel and networking events and webinars on a range of topics relating to equality, diversity and inclusion are designed to be informal, providing the opportunity to openly discuss bold topics, share knowledge and challenge thinking.

Since In Diverse Company launched, we have had the pleasure of meeting some of the most inspiring influencers across the ED&I space – passionate about working collaboratively to create inclusive cultures for all. We set up our events programme to share some of these truly inspirational stories and provide evidence of the power of inclusion within the workplace, as well as a networking opportunity, talking through issues and challenges and creating a community for those working along the ED&I journey.

We thought it would be useful to follow-up with the key insights from our expert panellists.

If you have any additional comments or feedback, do let us know and we will be in touch with information on future sessions.





“For behaviours and cultures to be changed, everyone needs to be involved – leaders, employees, stakeholders, suppliers, even customers. To re-enforce this change, everyone must be going through this journey at the same time – learning, growing and reflecting.”

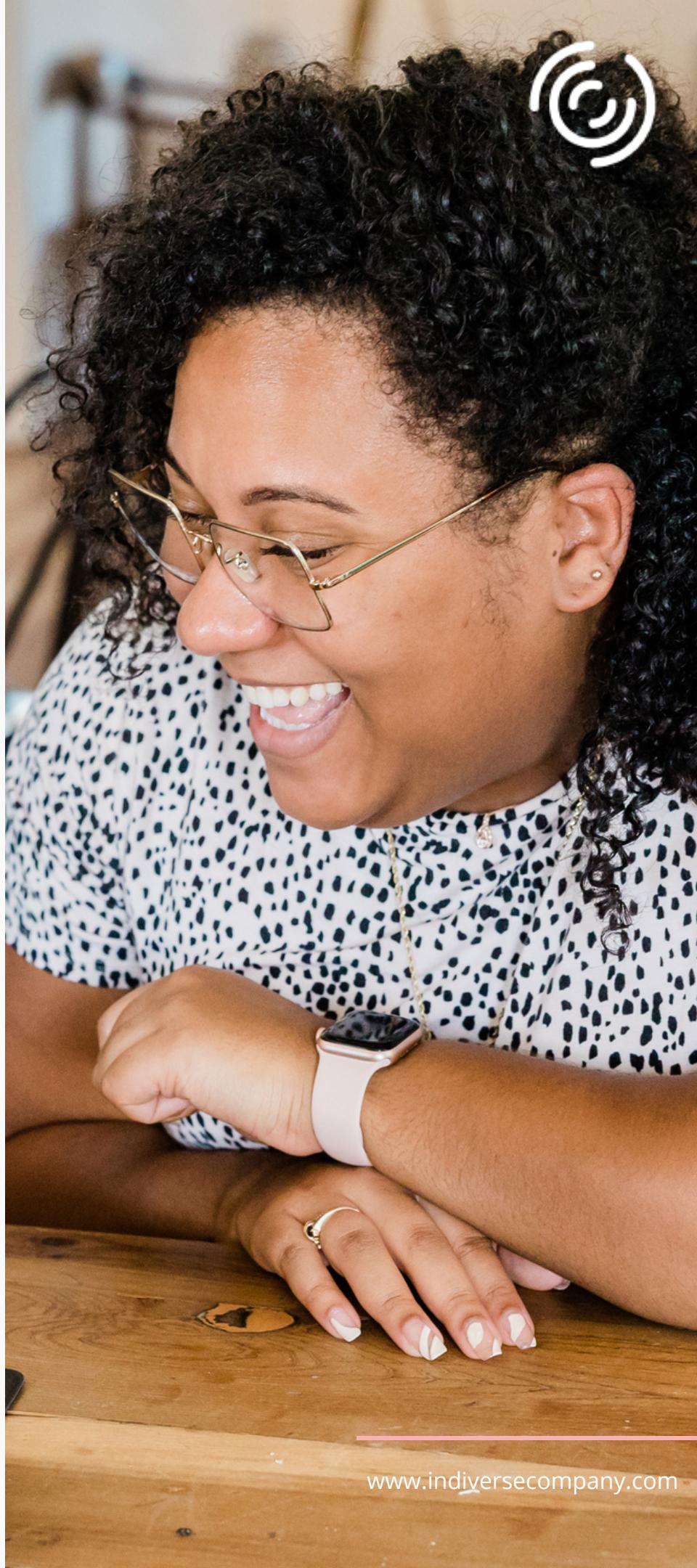
**Johanna Beresford**  
CEO, In Diverse Company

# About

Research shows that unconscious bias training reinforces stereotypes rather than eliminating them (Don't Give Up on Unconscious Bias Training — Make It Better; HBR – 2017). This is because people often end up becoming defensive about their views rather than using this knowledge about bias to adapt how they make their daily decisions.

On the 2nd of December 2022, In Diverse Company hosted a virtual roundtable discussion on the topic of '**Unconscious Bias - what's the alternative?**'. In this panel, we listened to a variety of experiences and insights across sectors and different markets, including the US, India and the UK. We discussed what initiatives and approaches the attendees had taken to support behaviour change, what worked and what could have been done differently to achieve greater impact.

Panellists discussed that in order to achieve measurable impact, organisations should not only invest in enhancing Equality, Diversity and Inclusion (ED&I) training but also go beyond information and engage in actions and habits that drive behavioural and structural change.



# Our Speakers



**Dipti Goel**

Head of HR - Paytm Insider



**Lucinda Wakefield**

Head of Diversity, Equity and Inclusion EMEA - BNY Mellon



**Ruchika Beri**

Entrepreneurial HR Head, Punchh



**Jacky Isaac**

Group HRD, Wasps



**Elyse Hodges**

Senior Manager & Exec Search - Adecco



**Shirshendu Pandey**

Senior Manager, L&OD - Aristocrat



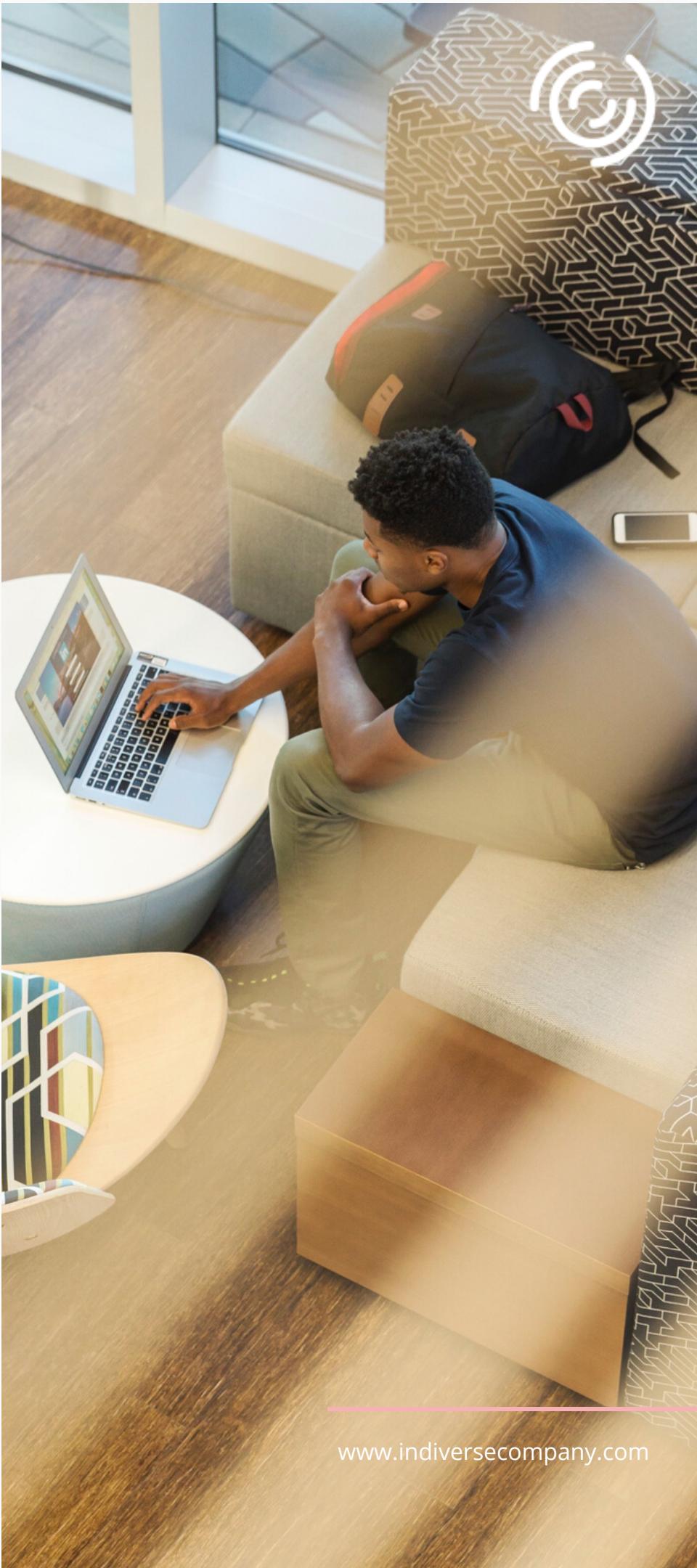
**Israil Bryan**

Regional Head of Diversity and Inclusion - Standard Chartered Bank



**Johanna Beresford,**

CEO - In Diverse Company



# Key Insights

- The group debated whether or not an organisation's culture can truly be changed. Although this is hard to measure, a process of identifying areas of improvement, setting goals, implementing and evaluating interventions and continuously measuring and reflecting on progress were believed to help move the dial on this challenge.
- Measurement on progress can be through regular pulse and employee engagement surveys. Such measurement is important because one, you can understand what works and what needs tweaking or adjusting to further move the dial, and two, it helps create a two-way conversation with employees.
- One of the participants in the session noted that since they started implementing regular pulse surveys, disclosure around disability went up to almost 92% and there were improvements in other areas of diversity too.



# ***“What have you done to advance ED&I?”***

Several participants revealed that leaders in their organisation have ED&I targets embedded into their performance conversations and frameworks, and this has prompted measurable behaviour change. In some instances, this has focussed on one area of ED&I, but with plans for the remit widening over the coming years.

Attendees concurred that utilising a range of different approaches as an alternative to traditional unconscious bias training to create behaviour change is the way forward. Initiatives and actions that they found to be the most impactful included:

- Enhancing leadership accountability through embedding ED&I into performance management.
- Developing a learning pathway that includes building knowledge on the concept of bias, accompanied by interventions such as developing people as strategic thought partners and developing the power to say no.





- Creating feedback mechanisms by providing platforms for employees to call out good as well as less desirable actions and behaviours, and then using this data to help teams focus on small habits to build on inclusive behaviours.
- Integrating ED&I and embedding behaviours in the organisational system – making it part of the DNA of the organisation and something that is included in every business decision as a standard.
- Reframing ED&I and individual behaviours beyond just internal initiatives to having wider reach including on decisions around products, content and customers.
- Engaging with employees in more creative manners such as through using gamification to provide examples of stereotypes and bias in a non-confrontational way.
- Coaching leaders on inclusive behaviours and on how to have open and honest conversations. Leaders serve as role models and witnessing them talking about their experiences, beliefs and even mistakes, can encourage the rest of the organisation to follow suit.



# Key Learnings

1. Linking performance management and leadership behaviours with ED&I is a simple yet effective way for individuals to consider and change their behaviours and become more aware of their own biases.
2. Ongoing measurement to truly understand employee experience is important to recognise gaps and measure impact. It also gives employees a platform to share their feedback and makes them feel heard.
3. Lastly, it is important to focus on a range of ways to address biases and engage employees to move the dial. Human beings and organisations won't change overnight, and perhaps the culture won't change completely, but with the engagement and understanding of leaders and employees, organisations can make a start and improve the experience of all employees and customers as well as enhance the face of the brand.





# Thank you!

Want to get in touch with us for future events, contribute to our thought leadership or have a chat about ED&I?

Send us an email at **info@indiversecompany.com**.



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