



every
woman

INCLUSION IN ACTION

31 Practical Tips for Workplace
Inclusion



Inclusion in Action

INTRODUCTION

Welcome to Inclusion in Action. We've compiled 31 practical tips you can utilise to instantly make you a more diverse and inclusive colleague — that's one tip for each day of March, when we celebrate International Women's Day. Whatever your role, job function or seniority, you have a part to play in bringing about a fairer, more equal world. So whether you're in your first job, or are already a senior leader, you have the chance to help #BreakTheBias — not just for International Women's Day, but for every day thereafter.

“When it comes to diversity and inclusion, there is no magic solution. Alongside the big things that we're all aware of, we also need people taking lots of small actions, to culminate in enabling extraordinary women to achieve their full potential”.

Rosaleen Blair CBE

Founder and Chair, Alexander Mann Solutions

everywomanAmbassador

The suggestions in this feature have been provided by our fabulous everywomanAmbassadors — a network of senior leaders committed to creating more inclusive workplaces, and enabling every woman, everywhere to achieve her career dreams. We'd love to hear your thoughts on these suggestions and how they've impacted your workplace.

Get in touch at

contact@everywoman.com

01

Use storytelling to celebrate diversity, says Anne McKenning HR Director at Secure Trust Bank



Education and knowledge are, in my view, the most important keys to breaking bias. A positive action we have taken at Secure Trust Bank is to implement a diversity calendar that highlights key festivals, events and awareness days throughout the year. We then use these dates as opportunities to share knowledge with our colleagues, enabling us to educate teams in a way that celebrates the differences in our society.

As part of Learning at Work Week, a number of colleagues delivered sessions where they shared insights into their faith, which were really well received. We have also introduced workforce champions called Inclusioners, who are active volunteers wanting to take the lead in helping us accelerate our inclusion plans. Their knowledge and support is undoubtedly critical in opening up conversations that help to break the bias.

Make every interaction count, says Ruhi Ranjan

Senior Managing Director at Accenture

I have been the first woman in many places in my life, and that has been very empowering. I have created my own path, rather than followed one – whether it was at engineering school, my first job at a steel plant, or my early days in technology and client meetings. Along my career journey I have generously relied on the 5Cs: confidence, communication, content, courage and, above all, compassion. For me, creating a culture of equality is a continuous journey and one that requires commitment from everyone in the organisation. Leaders must demonstrate inclusive behaviors and create an open environment for everyone. We all must feel free to voice our thoughts and opinions and embrace diverse perspectives. I have experienced the magic that inclusive workplaces create for our people, clients and communities. This has instilled a keen desire in me to make every interaction count.

My top tip for inclusion is to be fully present in the moment. This is second nature to me now – in any interaction or meeting, whether it is for a minute or a few hours, I am fully engaged and present, giving undivided attention. This brings out the best of me and makes it meaningful for everyone, creating deeper connections and bringing stronger creative ideas and solutions to the team. You can't just talk about inclusion; you have to walk the walk – and then you'll inspire others to follow suit.

02



03

Find authentic role models and mentors, says Jacqueline de Rojas CBE President at techUK



I used to think that styling myself on people was the cheat's way of getting on. These days we call them role models and I have loads of them. But earlier in my career all my role models were male, and I emulated what they did. I even have a photo of me wearing a tie! I was scary boss lady, being a terrifying alpha female. It took me ten years to realise that I was a woman trying to be a man in a man's world. My own self-limiting belief was that you had to be a man to make it. I lacked the authenticity and value system that now informs everything I do. I reapplied that life is a lot simpler when you bring your authentic self – because under pressure, the real you always shows up.

It's in the small, everyday actions, says Air Vice-Marshal Maria Byford

Ministry of Defence

There is a book that has stuck with me since childhood, called 'The Water Babies' by Charles Kingsley, in which there is a character called Mrs. Doasyouwouldbedoneby. That's always been my personal moral compass – treat others as you would wish to be treated. For me, inclusion is about making sure that everybody feels able to be their true selves, that they feel part of the team, and that they feel valued for their contribution. There are lots of everyday ways you can do this – take time to say 'thank you', ask everyone in the room for their opinion (not just the 'noisy' ones!), and try always to think about situations from others' perspectives.

04



05

Reflect on who you are and where you've come from, says Naomi Begum-Inglis Managing Director at Accenture



I recently took the time to think about who I am and what has led me to where I am today. One of the things that was very clear was that we all have choices and avenues to take in life. They may seem hard at the time or like you are going against the tide, but as long as you are the one making the decisions then it can give you the courage to achieve things you never dreamed possible. I encourage you to be brave. Don't worry about where you come from or how you look. Don't try to be someone else. I wasn't – and never will be, and it's been hard – but it's made me, me. And that has allowed me to see those around me differently too and understand their journey. We must do more to ensure we all feel like we belong. Every one of us has a rich identity and by empowering each of us to live that true identity we can start to build a truly inclusive environment.

You need a framework of initiatives right along the pipeline, says Jennie Lill

Senior Fellow and Executive Director at Genentech

Genentech is a leading biotechnology company and, as an organisation, has a very prominent diversity and inclusion culture. This includes several company-wide programs to ensure that we can reach a diverse population of talented applicants, and ensure them a productive and enjoyable career at Genentech. We encourage gender diversity in our applicant pool – particularly in scientific and computational fields where there is often a narrower pool of female applicants – by performing outreach to female applicants early on in their career. We hope through various initiatives, that they continue to be excited about science and biomedical research, and know that Genentech is a place that their careers may take them. Some of these programs are with local high schools and colleges where students can network with researchers at Genentech and we also have a highly successful internship program, where being cognisant of diversity is a key element of our hiring process. In addition, we have a postdoctoral program with a sub-section that is specifically designed for applicants from more challenging backgrounds (financial, family and health). This not only benefits more gender equality, but also more diversity across the board. To encourage women to feel welcome at Genentech we ensure that we bring in at least 35% female candidates to interview for each position (which can be more challenging in some STEM fields than others), and also make sure that the interview panellists are composed of a fair ratio of female to male participants.

There are several groups at Genentech that provide mentorship for our female employees, including one specifically geared for the support of women in Science and Technology, gWISE (Genentech Women in Science and Engineering), which hosts networking events, seminars, mentoring schema, and invites women from external companies within the biotechnology arena. In addition to these initiatives to recruit and retain talented female employees, we have many diversity programs and schema to ensure we have diversity across not only gender but ethnicity, educational background and sexual orientation.

In my department, which is largely composed of analytical biochemists and computational researchers, we make an effort to continually network across our industry and with academic partners to form relationships with principal investigators, as well as graduate students, so that we can be aware of which lab has talented researchers of diverse backgrounds. I am extremely proud of Genentech for putting Diversity and Inclusion goals as one of its highest priorities, and in awe of my many colleagues who ensure we are being as inclusive as possible on a day-to-day basis.



07

Listen more than you talk, says Nichelle Evans

Managing Director at Barclays



As leaders we often think we have to have all the answers. But it's only when we stop and listen to others that we truly have a chance of building a better perspective. In meetings, I purposefully take a minute to ask others what they think before I respond – even if I think I know the answer. Doing this often changes or influences what comes out my mouth next. It makes people feel heard and like they're part of the process – and ultimately delivers more inclusive decisions and outcomes.

Repeat inclusive behaviours until they become habits,

says Louise Whitehouse

Managing Director at FedEx

At FedEx, we truly believe that everyone should be able to bring their whole self to work. Our team members are helping to bring an inclusive culture to life among their peers, through employee network groups and DEI (Diversity, Equity and Inclusion) allies. Some experts say that the more we repeat a behaviour, the more it becomes instinctive, and that turning a new behaviour into a habit takes about 21 days. We recently launched a 21 day DEI challenge, inviting team members to discover daily activities that offer an easy way to think about DEI and to motivate change to #BreaktheBias.

08



09

Make meetings collaborative, says Kelly Hebert

**Country Head Belgium & Luxembourg and Global Head of ESG
Distribution at M&G Investments**



I strive for a collaborative team interaction, and value everyone's voices, but Covid has meant we haven't seen each other for a long time, meaning the small chats and informal opportunities for catch up aren't happening in the office anymore. So when I meet my team, I ask them all to have their cameras on – it's important to see each other, even virtually, and a good exercise in getting a sense of how they're doing and how they're engaging. I share in advance an agenda of topics that I would like to discuss with them, and I always go around the table to make sure I hear from all of them. It's nothing exceptional, but I attend so many meetings with people who don't put on their cameras, or don't speak at all, and I'm always concerned about the impact that it will have long term.

10

Practise humility, says Rosaleen Blair CBE Founder and Chair at Alexander Mann Solutions



Being a senior leader can sometimes be a lonely experience, and when you have been in an organisation for a long time you often start to believe that you know what people need, but the reality is that you have to be actively listening to maintain that connection. Becoming out of touch with what's happening on the ground can easily occur, but if as a leader you are willing to show vulnerability and demonstrate humility, people will, in turn, be more willing to share their opinions and concerns, thereby keeping those connections alive.

If you are not yet a leader, you don't necessarily need to wait to be heard. If an opportunity presents itself for you to participate in a reverse mentoring programme with a senior leader, the benefits for both parties can be truly transformational. And don't wait to be invited - show initiative and create the opportunity for yourself.

Small gestures can have big impacts, says Jo Rzymowska

Vice President and Managing Director at Celebrity Cruises

Throughout my life, in so many ways, collaboration has been a key component to success. And it is no different when driving greater diversity and inclusion within the workplace. It has taken decades of campaigning to bring gender equality to the fore, and we are still not there by any stretch. What has started to effect real progress across business – and certainly within Celebrity Cruises – is working together. It has been the collaboration with our male colleagues, opening up the conversation and bringing them on the journey as allies, combining strong female leadership with male voices for change - that's what has led to real action.

Growing up, my father was always my biggest supporter. He gave me the permission to believe that I could do anything I set my mind to. Building my career at a time when female executives were few and far between, and my more recent experience in what has traditionally been a male-dominated industry, has come with its challenges. I have benefited from a network of inspirational role models, both male and female, who have given me the support and freedom to find my voice, grow in confidence, and demonstrate my contribution. For me, it is so important to recognise how I came to be where I am, and to give back in the same way those very many people who helped me achieve my goals have done. Whether it's a piece of advice I've followed, a practical application I've used, or a nugget of reassurance that has lifted me, I know from personal experience that what may be a small gesture to some can have lasting impact to others.

11



12

Use your seat at the table, says Dyllis Hesse

**Senior Managing Director and Client Account Executive at
Accenture**



When you are offered a seat at the leadership table, use it, and use it well. I am very purposeful about who I invite to my leadership table - bringing a diverse group of people together, often at different levels, and as a leader, I expect that when people are invited in, and made welcome, they should use their voice in the forum. If you are invited in, do not sit by and be quiet: speak your mind; share your perspective. Do it respectfully, but be clear and contribute. You deserve to be there and people want to hear from you. We can only get better by hearing different perspectives from others, and taking action on their feedback. So use your seat at the table to be part of that movement.

Dance like nobody is watching, says Alina Addison

Founder and Executive Coach at ADAPTAA

A popular definition of diversity and inclusion is that diversity is being invited to the party; inclusion is being asked to dance. Our team adds something: belonging is dancing like no one is watching. And so, we organise 'dancing parties' on Zoom, once a month, where we can all feel we belong. In our group coaching work, we offer sponsorship places to under-represented minorities and participants from the charity sector. We facilitate coaching peer groups of inspiring women every quarter, with one place reserved for D&I scholarships. In this way, we make sure we keep dancing like no one is watching!

13



14

Actively seek out new viewpoints, says Gisela Abbam FRSA

Senior Director for Government Affairs at PerkinElmer, Inc.



Take the time to seek the views of people you normally wouldn't consult, and spend time listening to their ideas and working through which idea can be implemented. Hiring people from different backgrounds is a step in the direction towards diversity, but inclusion requires us to truly engage with them, respect and trust them, promote them equally and give them a chance to excel.

15

It starts with asking, 'How are you?', says Joanne Ross

Director of Group Strategy at Centrica



The best example of something practical I've seen that really helped with creating an inclusive atmosphere in a team, was when our team leader carved out 30 minutes at the start of every monthly management team meeting to simply go around the room and ask how everyone was doing and feeling individually. Although some of the more introverted members of the team probably found this quite painful the first few times we tried it, over time it had a majorly positive impact on the dynamic of the team. It really helped everyone get to know each other at a completely different level, allowed people to genuinely bring their whole selves to work. It also encouraged a level of care, honesty and trust to our discussions. Although quite a simple idea, it was, in my view, an absolute game changer.

Be aware of who's sitting on the sidelines, says Lana Thornycroft

Head of Change and Development at CMC Markets Plc

For me as a leader, it's important to set the tone for inclusion. This means creating an environment where everyone in the team feels comfortable to speak up and has an opportunity to participate and contribute. As a leader I try to be observant and aware in group settings. Always look out for those who might be sitting on the sidelines and bring them in by asking if they'd like to share their views or how they feel about the topic. It's small, but powerful. It's not just about being invited to the party – you have to also ask people to dance.

It's important too to ensure there are no in-groups forming in the team that have access to more information or resources than others. I encourage using collaboration tools like Teams, Confluence and Jira that create broader visibility of what's being worked on and discussed. We also hold regular sharing sessions where members of the team take a turn to present what they're working on. This helps others to gain knowledge in new areas or offer to contribute if they have skills or ideas that can be of use.

Build trust within the team by getting to know each other better. That's not that easy during periods of working from home. We've done this with a social channel where the team can share photos and details of our cultural celebrations, hobbies, personal achievements, special occasions, as well as day-to-day things that are happening in our lives. It's been a great conversation starter and a positive space to have some fun together.

16



17

Get your meeting culture right, and interrogate your own leadership style, says Avril Owton MBE

Retired Owner of The Cloud Hotel



If staff feel heard, they feel valued. So I hold regular staff meetings with the whole team, allowing staff to convey their concerns or present their ideas. It is important to listen to feedback from all levels of the working staff force as they all see challenges and solutions through different eyes. Each individual will have a different perspective which can be valuable to the organisation. I also give others the opportunity to lead those meetings - even when other leaders are present. It encourages potential leaders to step up and develop experience and confidence in their ability.

As a leader, you need to continually question yourself to remove risk of unconscious bias. Never be afraid to admit that you have made a mistake – it will encourage your staff to do the same, resulting in a culture of constant improvement without fear. Be a role model for your people – when the going gets tough they will look to you for optimism and a sense of humour, as well as for goals and high expectations.

Change the conversation about successful women, says Chrissie Rucker OBE

Founder of The White Company

In order to create an environment that will nurture more successful female business leaders, I believe that schools, colleges and universities can, and should, play a much bigger role in inspiring our next generation. If business is taught as part of the curriculum, and some of the incredible stories behind our iconic and smaller business are brought to life, it would help to inspire our young much earlier.

We need to give all women the tools, the opportunities, the support, and therefore the confidence to thrive. We also need to change the conversation. Instead of looking at how difficult it will be for you because you're female, we need to focus on, 'What do you want to achieve? Let's see how we can get you there'. There are some incredible women in business out there and we need to make them more visible. If a young woman can see that others, from many different backgrounds, are succeeding, leading organisations, or starting their own businesses, then they will know it is possible too.

18



19 |

Walk a mile in someone else's shoes — and raise your hand, says

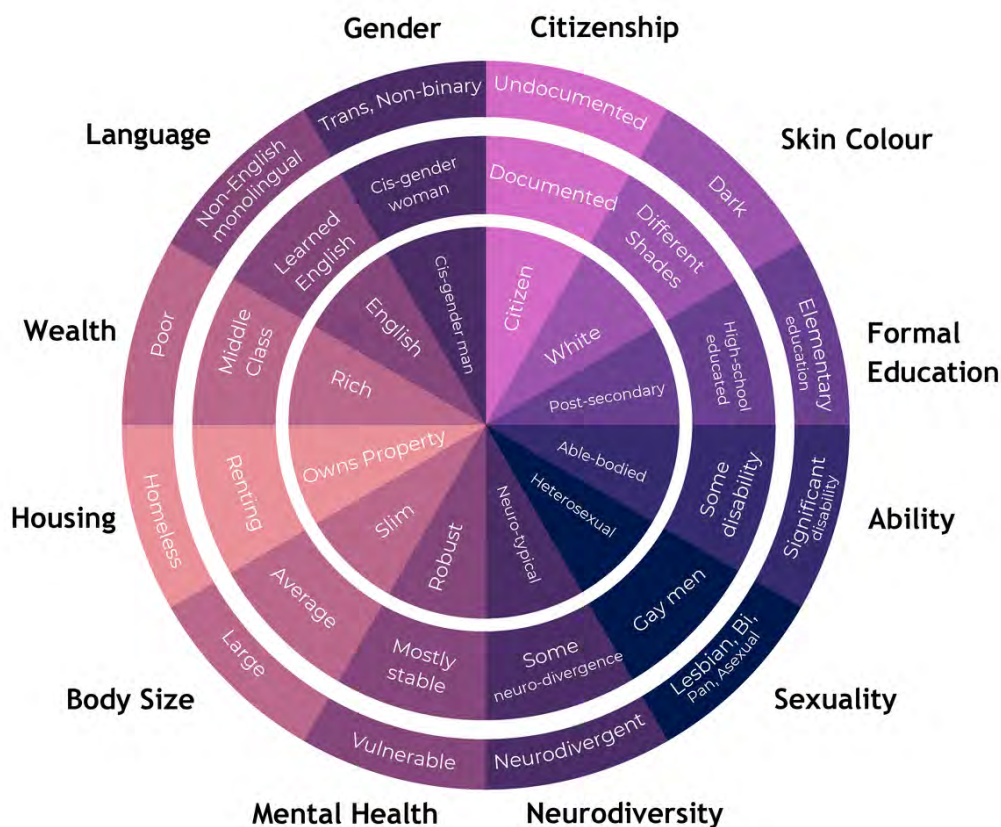
Jacqueline de Rojas CBE

President at techUK



The Wheel of Privilege (pictured) is a really useful tool. It serves to remind us that we see life through a filter of our own experience and privilege. The closer to the centre you are (white, male, able-bodied, educated, and so on), the more power you have.

Every tiny shift you can make in your own inclusive behaviour and tolerance when faced with someone from a different background to you, all leads to exponentially better outcomes for an inclusive culture. So if you are in a meeting where it is clear that you are missing diverse voices, stick up your hand to challenge, and ask: 'Where are the others?' If you think that it's not your problem to solve, think about this: the greatest threat to diversity and inclusion is the belief that someone else will fix it.



20

Demystify the corporate world through your ERGs, says Ruth Marshall Vice President at Royal Caribbean Group



I have found that in order to ensure we are consistently inclusive, we have to encourage our employees and provide them with the right tools to develop themselves – but also to provide opportunities for them to shine. From a leadership perspective, this means taking the time to check up on all our employees, and we try to review and develop talent holistically and consistently. It is easy to miss a true talent because they do not have the opportunity or confidence to shine. Through our Employee Resource Groups (ERGs), we have found incredible talent and people who want to develop their skills, as well as pass on their knowledge to improve our business and how we go about achieving our goals. The ERGs give people an opportunity to lead groups, to create new policies, to work with others they may not normally meet, and to ensure their voice is heard by leadership. It's so important to keep thoughts and views fresh, so to this end I encourage our employees to learn about the business more broadly and develop a strong commercial and corporate understanding. Creating more inclusive committees under the UK Board, for example, and having opportunities for others to see how a company works and start conversations is on my agenda this year. If we can demystify the corporate world it will help to open doors for all.

Don't let discomfort get in the way, says Devi Viridi

Group Head of Diversity and Inclusion at Centrica

It's not always easy to start a conversation on inclusion. Before you do, you need permission – you may be aware that your colleague is LGBTQ+, Black or Asian, or has a disability, but this doesn't mean they wish to discuss their identity. Ask them! This way the person has the opportunity to decline the conversation if they feel uncomfortable. Topics such as racism, transphobia, and islamophobia can be uncomfortable to talk about, but we can't let the uncomfortable topics go undiscussed, so focus on what you can do to put people at ease. When you're having the conversation, the best questions are open ones. 'Have you ever felt excluded?'; 'What does inclusion mean to you?' Open questions lead to open discussions, which can be interesting and thought-provoking for all of us to learn from. Listen carefully – conversations aren't always about what you say; a lot of the powerful moments are in what you don't say. Finally, make sure you invite others into the conversation. Your colleagues may not feel ready to share their perspectives or experiences, but you can invite in someone from outside. This is where our colleague-led networks at Centrica have come to life. Try to start at least one conversation about inclusion during the month celebrating International Women's Day! #BreakingtheBias

21



22

Give a platform to those who experience bias, says April Moh

Chief Communications Officer at SUSE



At SUSE we take pride in celebrating International Women's Day, and this year's theme of #BreakTheBias is especially resonant. Bias impacts those around us every day. It is critical that as a society we do our part to educate ourselves on our blind spots and be intentional about learning and re-learning ways to overcome these biases every day. In the workplace, breaking the bias starts by creating a safe and equitable environment where employees feel empowered to share their stories and their whole selves. This year at SUSE, we are hosting a series of thought-provoking discussions to open the dialogue surrounding different biases that our speakers have faced throughout their lives. Speaking out loud, sharing our stories, building authentic communities – these remain important for us as a company.

Stop waiting to be asked to dance, says Pippa Isbell

Coach and Facilitator at Pivotality

I have always liked the notion that while diversity is being invited to the party, inclusion is being asked to dance. As my career developed and I became fully confident in my skills, I adopted the mindset that as I was already at the party, I didn't have to wait to be asked to dance. I could dance independently. The more I danced, the more of an authentic contribution I made, and the more I was valued for the difference I made. It became irrelevant that I was the only woman on the executive board – I was a go-to person in my own right. It became a virtuous circle. I felt fully able to participate and people valued my input, as I did their's. We became a strong team, with many successes. Now that really was a party!

23



24

Celebrate differences, says David Germain

Non-Executive Director across the Financial Services, Education and Charity sector



Inclusion means respecting the traditions of your staff from various backgrounds and celebrating our respective differences. So one action I ask every organisation to work on is to celebrate diverse holidays across the business. If you care about your employees' backgrounds then share and celebrate cultural events. Ask your teams what holidays they celebrate and how you can support and contribute (this could be as simple as celebrating over lunch or marking the event on the intranet). In doing so, you are not only helping to increase awareness - you're also educating the workforce to respect differences.

25

Inclusion networks are vital, says Faye Calland

Senior Same Day Operations Manager at FedEx



Embracing inclusion means making people feel like they can always be themselves. It is about fostering acceptance, respect and belonging. An inclusive workplace is one where people from diverse backgrounds and experiences are welcomed and respected without bias, stereotypes or discrimination, and a place where everyone's contribution is valued.

Inclusion is about making sure everyone has the same opportunities and the same fair treatment. In order to achieve this, you need to be open and encourage everyone to speak up. It is also important to allow your people to be curious and to provide them with a platform for sharing and learning from one another. FedEx has a variety of Diversity, Equity, and Inclusion affinity groups that provide resources to support and enable people to learn. As lead for the FedEx UK & Ireland Women's Inclusive Network, I have great pride in knowing we're breaking down bias and promoting gender equality throughout the business, which contributes not only to an exciting and dynamic work environment, but also to greater wellbeing and engagement.

26

Be your authentic self, says Niamh Barker

CEO and Founder of The Travel Wrap Company

The bestselling author and feminist Kate Mosse recently said, 'Women at work still can't win'. I think it's certainly true that women are judged and held to account differently to their male colleagues. My personal belief is that if we listen too much to those who criticise us or don't like the way we live, we end up being defined by them. We can't win if the goal posts are constantly shifting. That was certainly my experience of working in the corporate world - looking back, I used to have a 'work' persona, where I was always trying to look and sound the part and be the individual that others expected me to be. Then there was my 'personal' persona which was the genuine 'me' at home and with friends. These days, I try not to allow others to define my place in the world. I try and bring my personal and work personas together – so there is just me. I like to think I lead by example and give my team at Travelwrap permission to do the same. It allows us to be an honest, diverse, fun and effective environment to work in and grow our brand.



27

Understand the business case for diversity, says Catherine Gallagher Head of Commercial at CMC Markets



For me, inclusion comes down to one word: challenge. We need to challenge ourselves to understand our inherent unconscious biases, and challenge our culture in accepting and acknowledging the benefits of a truly diverse workforce. On a tangible level this starts with education. Firstly, ensuring that everyone has a clear understanding of the bottom-line impact of diversity of thought. There is a huge amount of research showing how diverse teams produce more revenue: one study demonstrates that the top-quartile companies in terms of diversity outperformed those in the fourth one by 36% in profitability.¹ This gives a clear directive to unveil any practices at play that could be working against us; for example, recruitment from the same pool of candidates, or underdeveloped self-awareness and subjective performance monitoring could be driving biases.

Then I think culture and structure plays a huge role in fostering the benefits of a diverse workforce. To encourage ongoing inclusion, we should be operating within an open culture where everyone's opinion is heard and respected; decision-making is objective and transparent; people are hired, measured and rewarded based on their ability and measurable output.

¹ McKinsey & Company (2020), Diversity wins: How inclusion matters - <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters>

Collaboration, confidence and celebration are the keys, says Sarah Pittendrigh

Founder of Simply Bows and Chair Covers

As the Founder of Simply Bows and Chair Covers (Franchising) Ltd, I have always understood the importance of my franchisees working within an inclusive environment. From the point of induction, I actively encourage each franchisee to collaborate and work together as a team, rather than compete against each other as individual offices. They share best practices, brainstorm and help each other where possible – everyone benefits and the business is more productive and profitable as a result. I am passionate about harvesting a supportive and inclusive environment, so I have an open-door policy, and hold 1:1 annual business reviews within a confidential space where we take a holistic approach, covering how my franchisee is feeling and what support they may need, right through to a full review of their business. Annually, we gather as a team to enjoy a business meeting where the whole team contributes, followed by a group dinner. It's great for boosting team spirit.

28



29

Reveal your vulnerabilities, says Sonia Davies CEO at Scott Dunn



For me, inclusion is about creating an environment where everyone can come to work and be their authentic selves. An inclusive organisation is created based on behaviours, and that has to come from all levels of an organisation. As a senior leader you have to play your part. You can design strategies, you can change your marketing, but having an inclusive culture is also about how you engage with people. We can all unintentionally put up barriers, by reacting to people's differences, even before we have spoken to them. One way to break those down is to simply get to know someone. Ask about their family, ask about the origins of their name, ask about what they like to do in their spare time. Share something about yourself first - this allows others to do the same. I remember being told early in my career that people connect to your humanity, not your perfection, which is good because I am most definitely human! Sometimes people think just because you are in a leadership role, everything in your life is perfect - sharing some of the challenges can help. One example, is sharing my tactics for coping with flying (which I have done a lot of in my career) as I am a very nervous flyer. I also openly talk about using the Employee Assistance Programme for telephone counselling to tackle this after a panic attack at an airport gate just before being due to board a flight on a stormy day.

30

Show people the benefits of inclusion, says Uma Ratnam Krishnan

Managing Director and CEO at Barclays

We reap the real benefits of diversity only when it also comes with a culture of inclusion. The more inclusive we are as a business, the more diverse we will be, and the more positive an experience we can create for our customers and communities where we live and work. With this understanding, conscious inclusion is about taking a practical approach to how we drive our thoughts, beliefs and behaviours. At Barclays, we have rolled out learning modules that give our people an in-depth understanding of how conscious inclusion can help us become a better, and more diverse, business - exploring biases and their impact on those around us, as well as how to create an environment where we value and leverage our differences. Along with training, every year we plan a series of events, celebrations and programmes for continued awareness around diversity and inclusion, especially gender. Furthermore, we keep a watchful eye on the hiring ratio and the demographic profile of the organisation at all times.



31 |

Involve everyone
in the culture if you
want it to be truly
inclusive,

says Lyn Grobler
Group Chief Information
Officer at Howden Group
Holdings

In my experience, for inclusion to work, everyone needs to be responsible for creating an inclusive workplace environment. There needs to be a corporate strategy, of course, but it does nothing without engagement and action from senior leaders, managers and the general employee population. Also, having conversations with people you wouldn't normally spend time with, from different businesses and backgrounds, and being open to new experiences and perspectives helps to increase awareness and understanding, which promotes inclusion.

One initiative where we have seen this approach work well was during a reciprocal mentoring pilot that we ran last year. During this six-month programme, we paired up senior leaders and junior employees from different parts of our business. Participants received an introduction to the pilot and guidance on maximising the value of their relationship and time together. They were encouraged to meet regularly at an informal location like a park or a coffee shop for at least an hour.

Participant feedback after the pilot was very insightful. The senior leaders told us they were making more effort to understand junior team members' feelings and consider how they engaged with others. They put behaviour change down to the views and experiences shared by their mentoring partner. All participants felt more self-aware and said they had started looking for opportunities to work with and learn from colleagues outside their usual circle. We felt that this pilot was very successful because it benefited those who participated and many people they came into contact with afterwards. We are now planning on rolling out reciprocal mentoring across our global business as a key activity on our Diversity and Inclusion plan.





Become an everywomanAmbassador

"International Women's day is the time each year when we all take a moment to reflect on the positive gains we have made for women in the workplace. It is a time for us, at everywoman, to celebrate the leaders who share our values and ambition for change. Our everywomanAmbassadors, as well as our male Advocates, inspire us with all they do to drive the agenda forward. We thank them for continuing on this journey with us, for sharing their insights, and for being the voice of every woman everywhere. Together we can break the bias."

- Karen Gill MBE & Maxine Benson MBE, Co-Founders, everywoman

Who is an everywomanAmbassador?

An **everywomanAmbassador** is a successful woman in business, a senior leader, a role model and woman of influence within her company, industry and wider network.

The **everywomanAmbassador** community comprises women who are advocates and champions of diversity and inclusion. They are women who are generous of spirit and invested not only in their own success but also the success of others. They are women who want to 'pay it forward' to those coming behind them. They work across industry sectors, in a diverse range of roles.

What is everywomanAmbassador membership?

everywomanAmbassador membership is your Purpose and Values Accelerator. The voice and face of the everywoman Community, we will build your personal brand and reputation across our various platforms and extended outreach.

Your input and contribution to the development of everywoman products and participation in everywoman activities is a demonstrable way of influencing change and having an impact on the future for women in work. In this way, being an **everywomanAmbassador** helps build your commercial capital.

To arrange a time to chat about becoming an everywomanAmbassador, email us at contact@everywoman.com

everywoman Partnerships

everywoman enjoys working with the following organisations

accenture



amazon



BARCLAYS

Booking.com



Capgemini

centrica



Computacenter



DISCOVER

ESSENTRA

experian.

FedEx

FDM

FUJITSU

Google



howden

Imperial College
London



Meta



pwc



SAMSUNG

Scott Dunn



serco



SUSE

MONEY

To discuss sponsorship opportunities, contact karenmax@everywoman.com

Keep in touch



@everywomanuk



@everywomanuk



@everywoman-ltd

every
woman

For more information go to
www.everywoman.com