

Putting the Future into Focus

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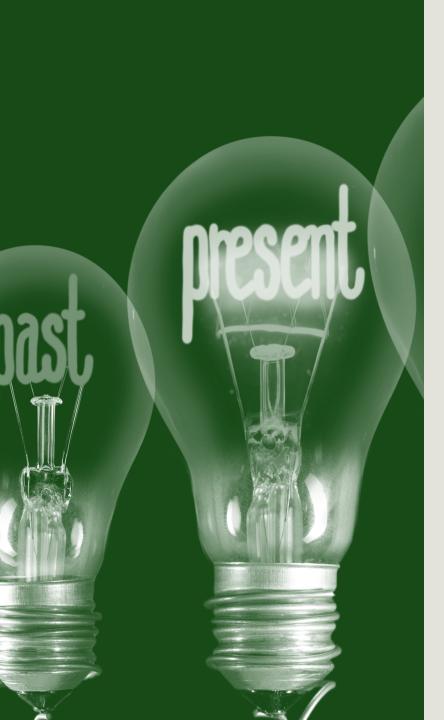
Green Park



Green Park Insights

- 2 Global Talent Advisor Placements (apex. 1000 senior roles p/a)
- Race Equality Matters

 (CIC) (3000 companies, 1,500 Network Chairs and 3.5 m people)
- 4 Academic Advisory Board
- 5 Partnerships and Networks
- 6 DICE Consultancy Practice
- 7 Lived Experience
- 8 Green Park Foundation



Current Situation



What the research says....

In higher managerial and professional occupations, people from privileged backgrounds in elite occupations earn on average 16% more than colleagues from working-class backgrounds

Source:

Daniel Laurison and Sam Friedman

Employment rate for black and minority ethnic (BME) groups is only 62.8% compared with an employment rate for White workers of 75.6%

Source: Race in the workplace: The McGregor-Smith Review, 2017

6.6% of all Fortune 500 companies have women as their CEOs.

Source:Fortune

More than a third of LGBT staff (35%) have hidden that they are LGBT at work for fear of discrimination.

Source: LGBT in Britain - Work (2018).

1 in 8 of the working age population are from an ethnic minority background, yet these individuals make up only 10% of the workforce and hold only 6% of top management positions

Source: The Parker Review, 2016

World Bank estimates that there are more than one billion people worldwide – around 15% of the population – living with a disability.

90% of companies claim to prioritize diversity, only 4% consider disability in those initiatives.

Source: Harvard **Business Review** Minority groups only take 6% of high-level positions in the public sector.

Source:BITC

2021 Carnegie UK report entitled 'Race Inequality in the Workforce' outlined that millennials from ethnic minority backgrounds were 58% more likely than white counterparts to be unemployed

> Female FTSE Board Report 2022 reveals that ten companies in the FTSE 100 have 30% or less female representation. And, out of the 413 directorships held by women across the FTSE 100, just nine were CEOs, 18 were Chairs, and 377 were **NEDs**

What is working well



When organisations identify they need to make a change and act on it.



When data is collect on diversity, base lines are created, and a plan is developed to track and act upon the findings.



When there is clear allyship and advocacy across the organisation.



Where diversity and inclusion is everyone's business.



Where recruitment and selection processes are scrutinized for bias and changes are put in place.



Where diversity is embraced, not an add on.

M&C Saatchi

Their Focus:

Unify HR policies and procedures and create an overarching culture and people strategy. Looking to bring in new talent.

Green Park Solution:

Shortlist of Diverse Candidates which were able to influence at a Senior Leader level to bring about change.



Where we need to improve

- The role of data* 1
- 2 Accountability and Goal Setting*
- 3 Commitment and Advocacy
- Embed rather than isolate 4
- 5 Progression throughout, remove career cycle glass ceilings
- 6 Development of sustainable plans – future focus
- 7 Search, Select and Recruitment Processes
- 8 Culture Fit to Culture Add*



Data collection is not progress

Current Analysis Paralysis

- 1. 3 month no progress rule
- 2. DEI as a brand and marketing tool to justify spend

Future

- Analysis for customer, staff and community evidence of progress
- 2. Data for regulators, investors and as a proxy for management capability to deliver
- DEI & CSG to bring peoples mindset closer.

Market Proportionality B4 Pipelining

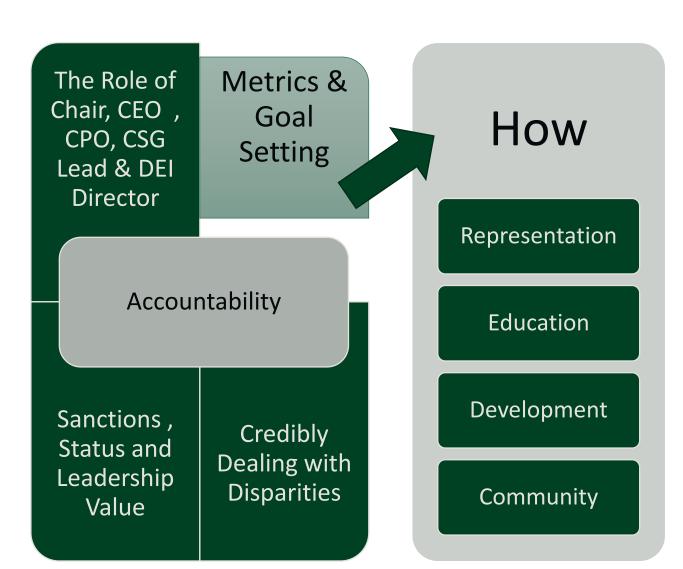
EVP Perception Differences

Customer, Staff, Community – Concordance

Internal justification through disparity data – Numbers not %

Showing that you are not doing the same thing, with the same people and expecting more diversity.

Goal Setting



What How do we show Progress? What impact do stakeholders care about? Are we more or less trusted?



Recrui	iting	and
Promo		

Culture Add *not*Culture Fit

- 1 Find a Critical Friend
- 2 HR Group think is accelerating attitudes that are seen as negative, tokenistic and potentially dangerous
- Name Blind CV's will bias that is hidden in the process simply resurface later
- Executive sponsorship viewed as performative no executive presence or commitment



The Future



Worst case scenario



Equality, Diversity and Inclusion gets deprioritised



Diversity reporting isn't continued or/and data isn't shared



Organisations loose great talent to other organisations



Lack of authenticity and build of distrust in brand



Organisations miss out on ideas which could have protected, built and accelerated growth, due to group think



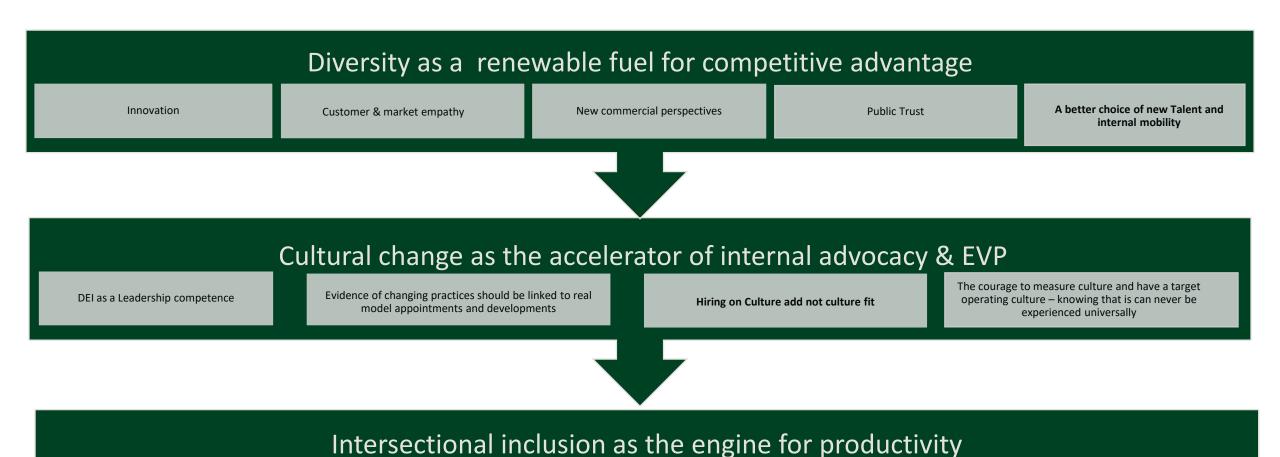
Artificial Intelligence in selection processes isn't retrained

Guessing that diverse candidates may not be looking for anything different..



...you don't know and neither do your competitors, and worse still neither do the Head-hunters who left it to late to understand diversity.

Be Brave - have big ideas

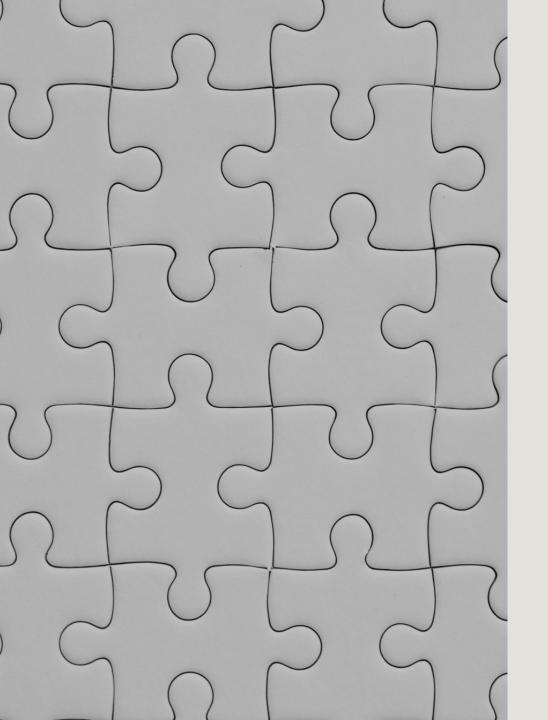


Recruitment, Retention and Improvement seen as Equitable and Fair (Care or Recruitment Audit)

Inclusion + Engagement = Productivity

Reality of cultural perceptions
Critical friend audits

UK Diversity is a renewable fuel, Intersectional inclusion as the engine that drives productivity



Offering a solution

Board prioritisation

Goal setting and accountability

Culture Add not Culture Fit

Recruitment and selection processes scrutinised

Data capture equals informed Action Plan

Increased allyship

From Pay Opportunity to Career Equity

Long-term achievable plans

Thank you for listening

