

# Putting the Future into Focus

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# Green Park Insights

- 1 Green Park Data House
- 2 Global Talent Advisor Placements (apex. 1000 senior roles p/a)
- 3 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

- 1 The role of data\*
- 2 Accountability and Goal Setting\*
- 3 Commitment and Advocacy
- 4 Embed rather than isolate
- 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

1. Analysis for customer, staff and community evidence of progress
2. Data for regulators, investors and as a proxy for management capability to deliver
3. 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



# Recruiting and Promotion

## 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
- 3 Name Blind CV's – will bias that is hidden in the process simply resurface later
- 4 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 lose 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

## Diversity as a renewable fuel for competitive advantage

Innovation

Customer & market empathy

New commercial perspectives

Public Trust

A better choice of new Talent and internal mobility

## Cultural change as the accelerator of internal advocacy & EVP

DEI as a Leadership competence

Evidence of changing practices should be linked to real model appointments and developments

Hiring on Culture add not culture fit

The courage to measure culture and have a target operating culture – knowing that is can never be experienced universally

## Intersectional inclusion as the engine for productivity

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

