

How to amplify your DEIB strategy with a talent marketplace

How Standard Chartered Bank leverages Gloat's talent marketplace to break down barriers, mitigate bias, and empower its workforce to achieve their full potential.

Reed Mettler:

Welcome, everyone. We're going to give our audience a few minutes to trickle in here before we get started. As we do, feel free to drop in where you're joining us from today in the chat. New York, I love New York. Sunny London, not rainy London. Okay, this is good. We were raining New York this morning. Surprisingly sunny UK, very nice. Chicago, Calgary, Alberta, Canada, Singapore, wow. Nice. Amazing. Look at us all over the world. California, almost sunny, the sun rising. Hong Kong, Nashville, Dublin. Olm, Germany, sunny and hot. Rome, Ecuador. Wow, all over the world. We keep growing. Denver, London, more London. Awesome. Mexico, London, and sunny still. I'm glad all of London is sunny. That wouldn't be quite fair, just like one part of London no the others yes.

Well, very nice. And if you're just joining, please do feel free to let us know from where in the chat and we'll give it one more minute or so, and then we'll kick-off. Cool. Maybe a couple... One more minute or more. Sunny and hot Phoenix, this is where I'm from so I don't doubt it. Sunny and hot, especially this time of the year. Cool. All right. So, let's get started. Let's just jump right in. Yes. So a big hello and a welcome to everyone. And thank you for being with us for another Gloat Learn Webinar. My name is Reed Mettler and I'm the HR director here at Gloat and I am honored to be your host for this session.

We have an amazing webinar in store for you today as part of the Gloat Learn Event Series. Feel free to drop any questions into the chat as we go and we'll definitely save some time at the end for some audience Q&A with our guests. Now, before we get started, a quick reminder that previous Gloat sessions are available at [Gloat.com/resources](https://gloat.com/resources). There you'll find more

Gloat customer stories from organizations like Novartis, Schneider Electric, and Nationwide among others, plus talent marketplace insights from industry analysts like Josh Bersin and lots of other great talent marketplace-related content.

I'm super excited to kick off today's session, How to amplify your DEIB Strategy With a Talent Marketplace. Today, we have Christina Brodzik principal at Deloitte, and One Dagun, lead talent marketplace at Standard Chartered Bank. This is a very important conversation for Gloat. One of our core missions is to break down barriers and equalize access in the workplace and an important conversation for myself as an HR director. A huge welcome to you both, thank you so much for being here. One, you've joined us today as a part of the Gloat family, Standard Chartered Bank was one of our first customers, thank you for this. You're a leader in the expansion strategy and adoption of Talent Marketplace globally for SCB, Standard Chartered Bank. You've had a diverse 19-plus years spanning business development and HR management across banking and consulting industries. Can you please share a little bit about yourself and also your own career journey?

One Dagun:

Yeah. Thanks so much, Reed. Hello everyone, and thank you for joining this session. It's exciting for me to be joining you today. Like Reed said, my name is One Dagun and I've been with Standard Chartered for quite a while, 12 years. And over that time, I've held a number of roles. My career like Reed said, started out in core banking, and then I transitioned into the learning and development space in Standard Chartered Bank. Also, had a brief in sustainability and HR business partnering before I moved on to take on this role. And I think for me, that's the attraction of the Talent Marketplace, right? I was a HR business partner when I heard about talent marketplace, the bank was hiring someone to lead the expansion strategy having completed the pilot and experimenting with what the platform could do, it was about taking it to the next level.

And for me, I remember that conversation even though it's about 18 months ago quite vividly. It was like a penny dropping, right? This is the one thing that as an HR partner, people always ask you, "How can I get involved in more stuff? How can I become more visible? How can I move my career forward?" And for me, I saw the opportunity to be a part of this as just

golden, and that led to me having to leave my home country in Nigeria and move over to the UK a year ago. It's been very exciting, very interesting for me and I would say from a personal standpoint, I see the platform as the opportunity for really democratizing access to career development.

Reed Mettler:

Awesome, One, and thank you so much. And this is true, it is something that's asked for so frequently from employees, and is there a leader within an organization that can really champion this in a talent marketplace that can assist as well? Awesome. And Christina, you're a leading market voice with over 20 years of experience in a human capital space, helping clients develop and build out DEI functions. You're currently the national leader of Deloitte's Diversity and Inclusion Client Service Practice, not to mention an author as well. Can you please share a little bit about yourself with us?

Christina Brodzik:

Sure. Well, thank you so much for that lovely intro. I've been with Deloitte for almost 17 years. And as you mentioned, I lead our DEI practice. So anything that we deliver to our clients across the workforce, marketplace, and society. And I also have the privilege of getting to work on a lot of DEI initiatives for our own firm. So I got to sit on our Black Action Council and be a leader there and see what it is that we can do to give a better and more equitable experience to our black employees, and then how we could translate that into other identity groups. So that's been one of the most, I would say rewarding and needle-moving things I've gotten to work at at the firm. And then just recently, I had the opportunity to host a 100 Chief Diversity, Equity, and Inclusion officers for a conference at our university in Dallas. So a lot of learning that I got to do there. So it's been a fantastic journey.

Reed Mettler:

Awesome. I love this. And the idea of working within this space, sharing that best practice, and transferring to other identity groups as well, is really key in the talent marketplace again, as a

place where this can happen. So now on to our discussion. Christina, I'd love for you to start us off by defining what DEIB is in the current work environment and why companies should be proactive about their DEIB efforts?

Christina Brodzik:

Sounds great. So one thing that I think is just super interesting is that there are a lot of different acronyms being used out there by various organizations. So we have some organizations that are just diversity orgs, and we have some that are diversity and inclusion orgs. We have diversity equity and inclusion, diversity, equity, inclusion and belonging, diversity, equity, inclusion, accessibility, and all the combinations thereof. And so, we recently surveyed 100 organizations that we most often work with, and of those 100 organizations, only about 30% actually had DEI in there, and only two had DEIB. So it's just really all over the gamut, but I think the intent is meaning some of the same similar things.

And so I think it's important to start with, and I'm sure many of the people on this call already have their own working definitions of it. But the way we look at it at Deloitte is we would say diversity and inclusion and anti-oppression, those are actions. And if you do those actions, it results in outcomes. And the outcomes would be equity for everybody, so equity for all, and belonging for individuals, all individuals, but belonging is an individual thing. And so that's how we would define it and we really encourage folks to think about what are the outcomes that you want to have for equity and belonging and what actions are you willing to do to get there. And oftentimes in the work environment, we see so many people focusing on the actions and the money. So like, "We did this many hours of training." "We spent this much money on these programs," and not really looking at the outcomes that are coming out of that.

And so we've seen the full gamut. We have seen people where they've spent tons of money and time on actions that had very little impact or just really simple needle-moving things that are done that have a ton of impact. So a little bit of a... I was meandering there a little bit, but it means different things in different organizations. I would just say, when it all comes down to it, know what outcomes you're trying to drive and always be checking your actions to see if you're leading to those.

Reed Mettler:

Yeah. No matter how many of those letters you're using within your program at your org, what are those actions? What are those outcomes? And how proactive you can be toward both? So what are your goals? Where are you going? 100%. Nice. So for a long time, DIB was not a focus of company strategies, much less a priority. However, we've seen a cultural shift in companies recognizing both the business and people benefit of having a diverse and inclusive workforce. I want to ask you both, how have you seen DEIB, its recognition or relevancy, its meaning, and how we view our strategies as successful evolve over the years, further back, and also more recently.

One Dagon:

Yeah. Christina, let me give it a shot, and then Christina you can... So I think, and I've worked with the bank for 12 years before I joined Standard Chartered Bank in particular, I'd worked in a couple of other organizations. And I guess for us as a bank being present in over 50 markets, with colleagues from 120 nationalities, a 100 ethnicities who speak 170 languages and dialects, it would be corporate suicide not to really pay attention to DEIB. And it's something that consistently over the years, the bank has continued to place an important focus on. As you asked this question, I think what came to mind for me 12 years ago, was an interesting story. I actually joined the bank six months pregnant, and that may sound like, "So what's the news about that?"

But I was working in a market... In fact, when I got the invitation to attend the interviews, I just took it as, "Oh, it'll be nice. This is a fantastic employer. I'll just get on their records as a competent candidate, they're probably going to reject you once they find out you're pregnant. And then in the future, after you had your baby, you can come back." But here I was sitting in front of the HR person and eventually the hiring manager says to me at five months pregnant, "Never mind, you can come on board, take your maternity leave and come back and continue to deliver your work." That was outstanding. And this was 12 years ago, and a true testament of how the bank is committed to gender in this case, equality.

So I think it's always been there, it's really about how we are telling the story now. For organizations that are quite clear about what kind of impact they want to have, it's about how are we building the narrative? How are we beginning to uncover more voices, more people that need to have that sense of belonging? How we are raising the level of equity or equality within the organization? So it's now become something of greater focus, where we are telling the story in a sharper way. So that's me telling it from my experience, I'm sure Christina would have a more contextual given her role and expertise on this.

Christina Brodzik:

I definitely think there have been some really great pockets of goodness like that, I love that story. I would say when I look back over the last 1, 5, 10 years, there have been some things that I think are consistently improving, and there are some things that are staying stagnant. Let's start with stagnant and then we can go to what's improving. From a stagnant perspective, we recently talked, like I mentioned to different organizations and we asked them like, "What are the biggest orthodoxies? What are the biggest roadblocks or old tapes that you hear that are impeding your success?" And when they talk to us about some of those old tapes, like for example, doing something for one group might mean taking opportunities for another, or this is really important, but we have so many other business priorities right now.

Some of those things, I think there's some stagnation there. Those old tapes haven't changed much in the last, even 10 years. The same thing we asked 10 years ago, we're hearing today so that's disappointing. On a progress perspective, I would say that organizations are being held more accountable publicly and so I think that's encouraging or forcing whichever word you want to use, people to have to learn more about it. And then in that learning, they're realizing how valuable it can be to individuals and to organizations. And so we're seeing more public commitments than ever been made before and now we're starting to see people say, "Well, what are you doing for those public commitments?" And so your brand and your reputation is on the line if you don't do something with the commitments that you've made.

We used to see a lot of people faking it till they make it. You know, I read one book, I know it all, but now that more people are more educated because people have really been doing that

work, we're seeing that people can't do that anymore so people really do have to learn the work so they can go toe to toe with other people who are bringing this up. And then in general, I just think that organizations are realizing the value that comes from having different experiences at the table and trying to reach different organizations, how you develop the products and services that you do will be more beneficial for more people if you bring more people to the table. And those are some of the concepts that have been around for a really long time, but we're really starting to see organizations live them a little bit more.

Reed Mettler:

Yeah. I'm loving this One, from what I heard from you is we're listening more, right? So in this policy creation, these aren't just one-off wonderful stories, they're becoming a standard, and it's something that we can uphold. And then Christina, for yourself, it's almost like where and how we're listening to folks within the organization and breaking through and beyond these old talk tracks that at a time we're limiting barriers, but now we know that we can speak in a new way and address the concerns. Nice. I love this. So thank you both for your insights on that. One, to you. Standard Chartered Bank's talent marketplace is deployed globally for around 80,000 colleagues. This is touching a bit from what you've mentioned before, how do you and your team begin to understand what DEIB means for so many people in a global setting, one that can possibly already feel diverse from an aerial perspective?

One Dagun:

Yeah. Thanks, Reed. So as an organization, one thing we've done great is for us diversity is like I mentioned, we are naturally diverse by the scale of our organization, the markets that are represented, and the colleagues within the organization. So the whole point of diversity is squarely in the middle of how we define ourselves. Our mission statement is defined that way, driving commerce through our unique diversity, that's what it's all about. And so that sits at the center of what we do across the organization, not just from an HR standpoint, but also from a business standpoint, because it's right there within the mission statement. When we bring it down to the talent marketplace or we distill it to the talent marketplace, it's about the platform itself creating that inclusiveness for all of our colleagues and giving everyone the opportunity to participate in driving their careers or on their own.

So one of the things we've done recently, and we're seeing that works quite well is having that integrated approach. The marketplace is not a product that's this shiny new tool that sits somewhere, it is something that could be part of every employee's life and has the potential to drive already existing bodies of work across the organization. As a bank, one thing we've done is recently we hired someone who is the head of advocacy and elevate the level of listening that happens within the organization, the employee listening has been going on for a while. And it's something we're quite dedicated about.

Now, the insights that we pull out from all of this help us to uncover who are the voices that are not being heard at the moment? How can we get more of those voices and to be heard as we continue to participate in the marketplace? And I think one of the key things is recognizing that as a team, we do not have all of the answers. It doesn't sit with us. One of the delightful moments for me as the lead for talent marketplace is hearing colleagues uncover use cases that we hadn't even thought of as the project team, that's usually quite delightful.

Reed Mettler:

And this idea of advocacy and listening is even perhaps expanding the understanding of diversity from an organizational perspective, which is really wonderful as well. Want to follow up on that, as we've mentioned we've heard that STB is delivering several DIB initiatives through the marketplace itself. Can you tell me more about the relationship between DEIB and the talent marketplace?

One Dagun:

Sorry, I just got a note. Can you see me, Reed?

Reed Mettler:

We can hear you loud and clear, but the camera's frozen.

One Dagun:

Oh, I'm not sure. It's... Okay. Let me try and put it back on. Do you see me now?

Reed Mettler:

Not quite yet, but we can still hear you.

One Dagun:

Oh my goodness. And this has been on the whole time?

Reed Mettler:

Just for a minute.

One Dagun:

Okay. It's on, I think that might be the connectivity. Hopefully it gets better as we go on.

Reed Mettler:

Yeah, we can still hear you perfectly clear though.

One Dagun:

Okay, excellent. So in terms of the relationship between the marketplace and DIB sorry, I think that one that probably I'm beginning to sound like a broken record on is the concept of the marketplace in itself is inclusive. What the talent marketplace has done is to pull down the walls that used to exist between colleagues being visible globally across, especially in an organization like ours. And for me, that's one of the fulfilling parts of driving adoption or

leading adoption in the marketplace. So, let me try and paint a scenario. Before now, where there were opportunities, the kind of opportunities you would find in the marketplace, whether it's mentoring, partnerships, or the opportunity to join gigs and projects in other markets or in other functions or businesses, the challenge that most of us would typically have is that we wouldn't even know where these opportunities exist.

If you're not in a specific talent program, you might not get the opportunity to find a mentor or to be assigned a mentor within the organization. So the talent marketplace democratizes access to all of this, just by its being there. So for me, that's the first link that one can establish. The second one, which we have experienced as an organization is what we will call a DNI team is actually one of our most active participants on the marketplace. A lot of work on diversity, inclusion, and equality is delivered through the marketplace, drawing in colleagues to participate in practicing of policies, in researching. Some that have happened is even recently we did a review that should help the inclusivity of women in menopause, and that was delivered as a project on talent marketplace so, that's another area that we have seen. Apart from generally colleagues participating, the second one is delivering specific DNI projects through the marketplace.

And the third one I would say is how we've been able to implement certain specific strategic initiatives in the marketplace. You might be aware of the Race at Work Charter in the UK, Standard Chartered is one of the organizations that have signed up for that. We're using the marketplace to draw in the people from the various minority groups and creating a mentoring and sponsorship program for them in line with our commitments to that charter that has been signed. Another one is we're also working on a women in tech mentoring program, a mentoring initiative to be delivered through the marketplace, specifically targeted at female leaders in our tech department. And there are several others that have been going on, but these are the few that I can easily mention.

Reed Mettler:

Nice. And just a very quick follow-up on this. All of these ideas are fantastic, the programs are fantastic. What helped or what made SCB realize that the talent marketplace could be used in a strategic way to kind of meet these needs?

One Dagun:

So I wish I could say that it was our genius idea, but like I said, when we listen to... And it's the genius idea of the organization, of the teams. There was a time when it seemed like we were going to define how people use the marketplace, but the more colleagues are drawn into the platform, the more they generate ideas on how they want to use it and how it can enable. So it's really about placing it in front of them, showing them what it can do and leaders beginning to see the opportunities and picking them up and seeing that, "Oh, this can actually be delivered through this in a much simpler and faster way for our colleagues."

Reed Mettler:

Nice. And it sounds like the talent marketplace is really benefiting all employees and voices from a DEIB perspective across the board.

One Dagun:

I'm sorry. Could you say that again?

Reed Mettler:

Oh, yes. Just in terms of how the talent marketplace is benefiting all employees and voices from a DEIB perspective across the board that you're seeing at SCB.

One Dagun:

So, I think the best way I can answer that is from the kind of feedback we're getting and the success stories that are being told. One I can mention is a particular project that was delivered through the marketplace to help clients. This was focused on clients, clients with audio impairment and the team designed a customer service tool. This was delivered by colleagues

from various markets collaborating to deliver this and it's something that... One could ask the question, could it have been delivered outside of the marketplace? Possibly, but would it have had the diversity of thought, the richness of the inputs that came from colleagues who had the skills or the knowledge or the experiences that were required to do this? Probably not. So, it's stories like this of people who benefit from participating in the kind of mentoring programs that I have mentioned that are delivered through the marketplace that shows that more and more people can keep getting this.

Reed Mettler:

Yes, I love this so much. And to that point, all of these amazing programs that are being put in place, we want to make sure though, Christina, that when we're building out these programs they're not cookie-cutter at all. So could you share with us a bit about how you encourage companies to approach their DEIB programs to ensure that there is impact?

Christina Brodzik:

Yes. So, something that I would encourage every organization to do before they go onto any DIB programs is to understand what's going on at their own organization. I encourage companies to look at three things. One, what quantitative data do you have that's available? And what can it tell you? So not just representation, but what can it tell you? I also encourage people to think about the qualitative information you have available, whether that's talent surveys, or as One was talking about, some sort of listening sessions, what sentiment can people tell you? And then the third thing I tell people to look at is I would tell organizations to look at just static documents that are laying around. What kind of processes do you have? What kind of policies do you have? What kind of trainings do you have for folks?

And when you look at those three things together, it kind of tells you what your story is. So what is the current state of DIB for you today? And what do you want it to look like in the future? And that is how you can kind of plan your roadmap and your strategy and determine how you best want to make an impact. Now, how you measure that impact is a different story and we can talk about that too, but that's what I would suggest to organizations. So a lot of times we have organizations that come to us and say like, "Hey, what's the leading practice? I

want to do that." And sometimes that leading practice won't work for an organization. I say, leading practice, it won't work if you don't know what's going on at your own organization.

So, I always give this example because it really hit home for me. We had an organization that actually wanted a women's development program because they said they didn't have enough women at the top. But when we actually looked around and did some digging, they actually had some really great women's development programs, they didn't need another one. What the challenge was is that we found a really glaring bias in their performance management and promotion process and that was really the thing that needed to be addressed. So while leading practice is to have a program, and there's a lot of really great ones out there, like the ones that One talked about, if that's not your problem, it's not going to fix it, it's not going to move the needle. So when I talk to clients about impact, I think about thinking about what's really going on in your own organization and what is the best, most needle-moving efficient thing that you can do to address it.

Reed Mettler:

Nice. So pop off on that for a second about inclusion not always being able to be measured or put into those data points. Yeah. So it's a feeling and the goals for DEIB can often shift from quarterly to yearly, where we're going as an org, what are some ways that companies can understand if their efforts are actually making a difference?

Christina Brodzik:

I would say, first of all, you can just ask people. I would encourage a variety of different channels. Some people feel comfortable putting things down in a survey or open-ended comments, some people don't. Some people really want to talk it through in either an interview or focus group or cohort-based or identity-based listening sessions. So I'd have a variety of different ways to really hear straight from the people whose experiences you're trying to enhance and make more equitable and inclusive so, that's definitely something I would start with. But the other thing too, and I always go back to, there is certain data that can tell you if what you're doing is working and having an impact. So I'm not necessarily just

talking about representation data because everybody goes to that, but I'd look at your attrition data.

If people are leaving, that tells you something's not right there, or something's better somewhere else. And so there are other indicators, even if you can't exactly measure the impact of what it is you're specifically doing, there's certainly some directional indicators that you can use in addition to just talking to people and hearing. They'll tell you if their experiences aren't getting any better. And also we have found that people are thrilled to talk about it when their experiences are getting better. And when they do feel like they're more seen and they feel like they belong, that they're included and that their experiences are equitable. So that's always a good thing that you can do, which I think sometimes we forget to do or overcomplicate.

Reed Mettler:

Yeah. 100%. One, I'm going to hop to you and then Christina right back. SCB as an institution has been around for a very long time. And if we're honest, banks aren't always primarily known for their diversity. What sparked the current initiatives that you have in place?

One Dagun:

Okay, Reed. You know that's arguable, right? But true, I know that there are people who hold that view. I think I mentioned in my response to one of the questions and at the risk of sounding like I'm just promoting Standard Chartered Bank, I think that a few banks have actually been quite progressive, Standard Chartered been one of them in terms of inclusivity. Over 60% of our CEOs across our markets are from minority groups, same with 23% of our board. And our female gender participation in most of our markets, is well above whatever has been stipulated in terms of best practice guidelines.

So in many ways, I see that it's not about what's recent. Christina said something about organizations being held accountable, I'm not sure how many of us noticed the activity on Twitter on International Women's Day, for every organization that posted a Happy International Women's Day, you had better have had a very good gender pay balance,

otherwise, you get called out and a particular group was doing that. So I think the level of accountability is what is rising and the rising of awareness globally is what is causing it to look like this is something new, at least for us. That's my view, Christina, I don't know what yours is.

Christina Brodzik:

I'm with you. I agree with you.

Reed Mettler:

Nice right on. And so Christina, back to you on this. You've consulted with many companies to develop and build their DEIB strategies. What are some key takeaways or lessons learned that you can share with our audience today?

Christina Brodzik:

Well, let me see. I would say there are so many, it's hard to narrow them down, but just to name a few, I would say, try to find that sweet spot between bold and ambitious and realistic, because I think putting out a bunch of commitments that you wish you could do, but that you really can't do, or aren't going to do, that doesn't help anybody. Hope is not a strategy. So that's why I always say, understand where you are today, think about where you want to go and think about and ask yourself as an organization, are you willing to do what it takes to get there? And if not, readjust your commitments. And so I would say that's a little bit of an art, but that's something that is a huge lesson learned, don't over promise and under deliver.

And that goes for anything, not just DEI, but it's especially disappointing and it hurts your talent, it hurts your ability to retain talent and attract talent, and it hurts your brand and your reputation. It may even bring you reputational risk so, that is something that is definitely a lesson learned. I would also say making sure that you are realistic about timelines, and that if you make a commitment that the organization has the right resources and funding behind it, to make that commitment happen. It kind of goes back to the realisticness of the commitments or the strategy that an organization has. So it's not just like, is it possible, but is

it possible in this timeline? Is it possible with this budget, with the team that we have, or do we have to adjust?

And so there are a lot of lessons learned there. The other big lesson learned, I would say is rather than trying to boil the ocean and do a big reveal, I would say in our own organization, and what we've been seeing with our clients is the concept of down payments and longer-term. People don't want to wait five more years, even though this is hard work and it takes a long time, but people don't want to wait another three to five years to see movement. So what is meaningful that you can do now and focus on now is a down payment while you set yourself up for that long-term success so that people can see that you're serious. I think that's another lesson learned that we've had and I would say... I just want to address one comment that was in the chat, because I think it goes to some of the lessons that we've learned.

Somebody asked in the chat, what do you do when there's kind of like negative sentiment and narrative all around this and how do you make meaningful progress? And a lesson learned that I would say we've had on behalf of ourselves and other organizations is if this is something, if DEIB and achieving those outcomes are something that is important to an organization, then put it out there like any other, any other... it's an initiative, it's an activity and it's an outcome, all those things, right? Goal. Put it out there what it is that you want to see and then hold people accountable and stick to it.

So giving people the option of being negative about something if this were a system implementation or a cost-cutting exercise or whatever else it does, an innovation that we do in our organizations, there would be no optional, there would be no tolerance for being negative or saying this isn't how I grew up, it would just be like, "You know what? This is an expectation of your job." And I think that we need to approach creating diverse, equitable, inclusive environments where people belong, I think we need to approach that like we would any other business initiative and say, if you are a good leader in this firm, if you expect good performance management in this firm or whatever, I say firm because I'm a firm, but a company, organization, whatever, if you want to enjoy those benefits, then you have to achieve and help us move meaningful impact towards all of our goals and objectives.

And if you're not, you're not a great performer, you're not the leader that we need here. I am not saying so if you don't do this, we're firing you. That is not what I'm saying, but I'm saying as part of the expectations just like any other expectation, to me that's how you would combat some of that negativity by just not tolerating it. That's hard for an organization but it's a lesson learned that we've gotten along the way that also answers one of the questions in the chat.

Reed Mettler:

Yeah. And with DEIB as well, this understanding that it's a journey, right? There's no end point at all. And it's constantly evolving and we're all going forward and no one is further along than anyone else in this. So with this mindset, sometimes it's negativity speaking with an individual. "Okay. Well, where and why is this?" Let's see how there can be inclusivity there as well. Awesome. Wonderful. So lastly, and then we can swing over to some of our questions from the audience, I wanted to ask you both that the approach to DEIB must be one of empathy, and the readiness to grow, to change, and expand. What do you see for the future? What should we be ready for in this space?

One Dagun:

That's asking for a crystal ball? Right. I don't have one, but I honestly think that we will be in this growing state for a little more. And it's really, like you said, if it's about empathy, then it's about being open. Being open to hear the voices that could possibly be silent today, right? That's a, what's the term? A silent voice. But there are still a number of silent voices, how are we going to be deliberate as organizations, as individuals to uncover or to unmuffle those voices and hear what they're saying and how they want to be included and how they want to belong within the organization? I think there's still a lot of growing to be done, there's still a lot of learning to be done, it's really about taking that stance of openness and that would allow us to capture what comes through.

Reed Mettler:

Definitely.

Christina Brodzik:

When I look to the future, there are some emerging trends that we're seeing. So it's kind of like today into the future, but I'll just mention some of the ones that we're seeing the most. So one thing we're seeing is the thought of weaving DEIB and accessibility as well through everything that an organization does, not just within the workforce. So workforce, marketplace, society, product, innovation, technology, governance, all of it. So that is, for some organizations, not new and for others, it's a trend that they probably won't be able to achieve until a few years into the future. So, depending on where you are as an organization, some of these are today and some of these are tomorrow-type topics. The other thing that we're starting to see and organizations are on varying different journeys, is making sure that whatever DEIB strategies and actions that you're taking and goals, are really relevant in whatever local markets that you're in.

So for too many years, we've seen that wherever headquarters is, that's the view of DEIB that we see out there and not really being realistic for where it is that we are in the world and what we can achieve and what does needle-moving look like there. So making sure that we are being aggressive with having a consistent policy for policies, procedures, and processes, but also allowing for that localization and really listening when a region or a country says, "This is not relevant here. We need to do something different." So really getting global expertise and tweaking is something that we're seeing. And again, depending on which organization you are, you could be doing it already, or maybe it's in the future.

I would say DEI is everybody's responsibility, which is another trend. Some organizations just see it as a CDIO's responsibility or somebody in HR's responsibility and it should definitely be both of those, but it's every leader's responsibility. And it's not just for your workforce, but in everyday decisions that are being made. Asking yourself, "Could this hurt our chances of contributing to systemic equity, or are we contributing to systemic inequity with whatever business decision it is that we're making." Whether it's taxes or real estate or product launches, et cetera. So, making sure that shift from like it's somebody's role to it's everybody's role. I think a lot of organizations would say that they do that, but I don't think when you

actually get into them that in practice, it's little more than lip service for some organizations so, that's something that we see emerging.

Christina Brodzik:

I would say this, when you look at the commitments that were made, let's just say in the May to September summer 2020 timeframe, most organizations or the bulk of them said that whatever it was that they were going to do was coming due in 2025. So giving themselves like a five-year runway, but we're in 2022, we're in summer now. So I would say when you look to the crystal ball of the future, there better be a lot of movement towards those goals because while you have grace now, in 2025, a lot of people are going to be saying, "You said this, what did you do?" So to me, that's another emerging trend is focusing on your backward commitments to make sure you deliver them going forwards.

And I could go on and on. I probably have like six or seven more that I'm seeing coming up. And again, every single one of them, depending on which organization you're at, it could be current or future, more and more deep data transparency, what it is that you're doing and isn't working is being demanded both by internal activists and external, regardless of what type of organization so, that's another thing we're seeing. But how about if I pause there and if we have time at the end, I'd be happy to go through the other five, but I want to make sure we have time for people's questions.

Reed Mettler:

Yeah, absolutely. This insight 100% is spot on. And One, you mentioned something as well and Christina, I think it resonates with what you've shared, is the idea that companies are going through different stages or states with their DEIB journey so there's this growing state and moving on from there and the actions that are necessary along the way, and that the timeline is still moving forward with us. So how are we interacting with that at the same time, but first and foremost, a big thank you to you both for the valuable insight, advice, and lessons you shared in this discussion. What we want to do now is turn our attention over to some questions submitted from our audience, and I'll put the first one here for us, and here we go. So the question was, "Without wanting to be too tactical, it'd be great to understand how

targeted mentoring is set up in the marketplace for specific groups." So One, I feel this one is going to be for you.

One Dagun:

Yeah. Okay. So in this particular case, it's considered to be targeted because there's a specific pool of talent in the example that I gave, female leaders in the tech space. So we draw them into the platform, some of them are already there, for those who are not yet in the talent marketplace, there's deliberate awareness created to bring them on board. And then for leaders within the tech space, male and female leaders, who would serve as mentors to these individuals, they are also targeted and invited to the marketplace to serve as mentors. So we are not doing the matching, but we are making sure that these two groups are on the platform and that improves the chances of the AI matching them. We have a skills framework, and again, I don't want to get too tactical, but there's a skills framework by which these people have set their profiles and that enables the matching to happen. We won't assign a specific individual to another, we allow the AI to do that and people to make their choices between the options that are provided by the talent marketplace AI. I hope that helps.

Reed Mettler:

Yeah, absolutely. The context again, when these programs are in place and then seeing how they work out fully, very nice. Christina, for you next from the audience. "What are your thoughts on affirmative actions as a tool for strengthening inclusion? Is it more helpful to set specific metrics for hiring to ensure representation of minority groups?"

Christina Brodzik:

So there are two schools of thought on this. There's like, what gets set and measured gets done and then there are others that are like, this really promotes some negative behavior. And so I think there's a happy medium. I think setting straight representation targets might lead to more harm than good because what we start to see is the behavior of like, "Well, I'm just going to put a button a seat to say that I did what I was supposed to do, but then also when somebody does take the time and really finds the most exceptional candidate, if that candidate happens to be a woman or happens to be from an identity group that is underrepresented in an organization, then instead of being looked at for how fantastic and

what a great fit they are, they're like, "I'm just going to attribute it to whatever affirmative action goals that we had at the organization."

So I think sometimes that incites bad behavior, perceptions, and beliefs, but what I would say is you can always try to set goals against yourself, right? So if you were at a certain, and I'll use the word percentage of representation, how can you not say like, I'm going to get prescriptive with numbers by this date, but say that our long-term goal is to increase year over year, to make some movement and year over year to increase, that's something that I think does not lead to such bad behavior. I also think making goals within the talent process steps can also be productive.

So for example, going forward and saying, "No longer will I interview an all-male slate," for example., I don't have to be so prescriptive that it has to be 50-50, and I'm not moving forward, and I'm going to find women, even if it's just to put them on the slate, but I'm no longer going to go forward with like an all-male slate, for example. That's a small goal that you can make that leads to good outcomes and doesn't always lead to bad behaviors. But with any of these things, it is about the education and the expectation so that it doesn't lead to negative behaviors because any of these things could devolve, even the things that I sometimes put out there as leading practice or generally working.

Reed Mettler:

Nice. I like this a lot. And it's important in doing this, looking at what that diversity again means even within different departments, within different regions and making sure that those actions are representative of those specific areas leading to [inaudible 00:46:58] in your trends. Awesome. So we have a question that was put through on our chat, the Q&A from Kobe. And this one is, "How have you given mandates to DNI leaders to really make an impact?"

Christina Brodzik:

Sorry. Was that from me for One?

Reed Mettler:

One, I believe-

Christina Brodzik:

Okay. Just making sure.

Reed Mettler:

... for this one, yeah.

One Dagun:

So, we have to assume that by DNI leaders, you mean who are the leaders of the DNI department or within the organization. I think it's like we've said, for us as Standard Chartered Bank, it comes from our business strategy. It's clearly embedded in the business strategy and for us to be able to achieve that, then the DNI team of wealth, the HR team distills that into the core HR strategy, and then it becomes part of what their expectation is from a diversity and inclusion perspective. What is key really is for us, we actually do set those metrics. I agree, Christina, sometimes it can lead to bad behavior when it's just about meeting the numbers, but we've also found that being quite deliberate and tracking has helped us progress better than we have.

So if I use the gender equality part more, we've been quite deliberate about advancing more of our female leaders and been quite focused in their development and deliberately moving more females true to those positions. And that's one of the things that we would say, it's one of the areas we say to the DNI team, "We've got to make an impact here," but I'm not in the DNI space within the organization, but I can share that one thing I've also noticed is the progressiveness in their thinking. It's one thing to have something come through the business priorities and objectives is another for a team to be deliberate about what's out there? I found a project posted on the talent marketplace without my knowledge that says best practices in DNI. And that's somebody wanting to draw in that information and having a colleague partner with them to do that. The project was posted by the DNI team. Talking about the inclusivity of women, it's not something that has happened in a lot of organizations across the board.

One Dagon:

So there's that bit of setting the context, and there's the part where the team actually takes it on and owns it and stretches it to include as many voices, as much feedback as has come through to include them.

Reed Mettler:

Yeah, love this. And Christina for yourself, as you're helping companies build out these initiatives and programs, is this ever part of the conversation? You know, how will we get to that impact and what does this either newly appointed or promoted DNI leader, what's their role there? How can they get that buy-in from the org or the wider audience that they're working with?

Christina Brodzik:

So, I would say when leaders are newly appointed, either brought into the organization or appointed from within the organization, a really cool trend that I've just started about it recently, I'm sure it's been going on for longer, but it's just kind of been newer to me is like the upfront negotiation of what needs to be true, or like what do I need to accept this role? What needs to be true so that I can deliver success to you? So is it that I need a certain amount of access to the CEO? Is it that I need to be able... One of the most interesting ones I heard was, "I will not accept this role if I have to run my content past anyone else. I need it to go straight from me to whoever needs to receive it, unfiltered so that I can be a bold truth-teller."

That was just something really recent and cool. And so when people are accepting those roles, we're hearing it come into the conversation like here are my non-negotiables to accept this role and deliver the outcomes that you want. Gone are the days when somebody's so excited to grab a role that they're saying like, "Yep, I'm taking it. I'm going to be able to give you what you want." And some of these things shouldn't be unique to DEIB, but these are some of the trends that I'm hearing in the space. And I really like that those, I was really, really excited to hear about those trends.

Reed Mettler:

Yeah, likewise. And you've just mentioned, not unique to the DEIB space, but a wonderful kind of the first step in the conversation before everything begins, because if that conversation's being had three months in six months in how much time there? It has almost been put aside or wasted and then further frustrations around this when right away you can set those non-negotiables in those standards, which is awesome. I do want to get back to trends a little more Christina, think you maybe had four or five to think of and share right toward the end, but the first two other questions, one of them and for both of you, what are some small goals that everyone at an organization can make to further DEIB initiatives? What are those almost smaller goals that really are too small not to work? What are those little steps that we can make to push this forward?

One Dagon:

One very simple one that I think often gets ignored is starting from the small teams. The teams, not just the organization as a whole. Oftentimes we think about embedding DEI from the perspective of the broad organization, which is good, but it doesn't trickle down to the experience that people have within their teams. So bringing it down to the level of the people leader, that there's always the risk of affinity buyer. So let me tell you a short story. I remember once a few of my friends met myself and one of my board members and my CEO before I joined the organization I worked with and the person said, "Why are you all the same height? Is there a reason why?" We're all female and we have the exact same build, exact same height.

And it wasn't conscious, but you've got to wonder what's going on behind people's minds. There's unconscious bias, there's affinity bias, and there are so many things that happen within the team and leaders unconsciously take steps that negate whatever the organization is saying. And I'm talking particularly in terms of inclusiveness and belongingness. I think that's where it starts. No matter what the overall strategy is. So these are small goals, I think people leaders need to be directed or guided to ensure that there's clear balance in their team. And another one is in the hiring process. One of the things we deliberate about is making sure that there is balance in the interview panel, in the hiring process, balance on the side of gender balance, in terms of ethnicity.

One Dagon:

We have actually found situations where people from certain ethnic or certain cultures present quite differently at an interview. And when the panel does not have knowledge of that, and then there's no representation there, they're judged by a different culture which is really, really harsh and quite unfair. So, it's one of the things we are deliberate about. So these are small things, how are teams managed, and how are leaders ensuring inclusivity within their teams. And I'm conscious of time so let me stop and allow Christina to share some more.

Christina Brodzik:

I would say a small thing that winds up being a really big thing is establishing an expectation of when you see or hear something you're going to say or do something. So like no longer letting the little things, microaggressions, whatever you want to say, go. You hear non-inclusive language, you can stop the room and say, "Hey," you're not trying to shame people, "but we don't use that word anymore and here's why," and then you just move on, or you're in a talent review and you hear somebody say something that you just know it's biased. And rather than just letting it go, you can just stop in the moment and say, "You know what? Why don't we think about that a different way?" But this stands up and says something culture, it can't be planned, it can't be project planned, it can't be funded, it can't be leadershiped, it's just how it's got to be.

And it starts with a few leaders standing up and doing it, even if it means they're calling themselves out so that you establish that it's a safe culture to do it. And then over time it just becomes the way that it is. We've seen this in other organizations or other industries, I would say, when you think of other topics, like for example, oil and gas safety culture, warehouse safety culture, you don't have to be a senior leader to point out that something bad is going to happen that's unsafe for folks. Everybody can call it out and it's just welcome and there's no retaliation because that's just what's expected of you. I would like us to think about the psychological safety culture and speak up when we see something, and that's something that's small and free that could have a huge impact.

Reed Mettler:

Yeah. And very much so that this standup culture, the leaders are setting the example and it's going to take one or two or three of them to really even set the standard for how it happens within an org. And if a manager or someone else, perhaps for some reason isn't comfortable standing up, what are the tools, what are the conversations that can maybe happen on a very local, one-on-one level to say, "When this happens, this is what our response has got to be"? I like this. Kind of going back on what One you're saying before, and I know we're closing on time, but I want to get this one into, it was in the Q&A. Looking at the very local level, grassroots, started there right at the beginning, what role do you see grassroots strategies play in moving the needle? How do you set up say a DEI champion, that type of program for success?

One Dagun:

That's an interesting one. If I think of how historically champions are set up, an email is sent out and people are asked to nominate from teams and so on. What I would say in today's world, is to put it on the marketplace. That way you are closer to getting assured that you would have a team of individuals who actually are interested, have passion for whatever it is that you want to drive, and you get a chance to review that. So let's drop the traditional nomination route by business leaders and so on, and let's do something instead that draws in people in an inclusive way.

I think Christina said something about a lot of those strategies being at the center so you may find that the people who influence the DNI strategy of the entire bank all sit in the head of his in the UK. How is that going to work? But with the marketplace, you can actually draw people from as many of your markets as you need and pull this team together. And they can be the voices that don't sit at the center and give you a view of what would really matter at the grassroots level. That's what I would advise.

Reed Mettler:

Nice. And Christina, I must say we're probably going to have to get those trends from you some other time. There's one more question-

Christina Brodzik:

No worries.

Reed Mettler:

... so like a 30, 45-second response if you can, for both of you. What support do you recommend to engage and empower individuals to realize the value of talent marketplace tech?

Christina Brodzik:

Say that again, the support we would give individuals...

Reed Mettler:

Yep. To engage and empower individuals to realize the value of this talent marketplace technology.

Christina Brodzik:

I would say that the stories. Seeing is believing. It's hard to get like a bunch of data on it, but hearing people's stories about the success and how it changed things for them, hearing especially how it opened people's minds up, who actually posted on the talent marketplace, we kind of already know it's good for people who are searching on it, to me that would be a really great tool.

Reed Mettler:

Nice. One, for yourself.

One Dagun:

I think I would go with Christina. It's always about the success stories. You can present all the data, we actually do have the data, number of registered users, number of projects posted and we share that with business stakeholders but when people hear... I remember someone who said, "I posted a project for someone to partner with me, I had my design, I thought it

was the best thing. This guy came on board and showed me a faster, easier way to get it done. Hadn't met him before. Didn't know he existed, never interacted in that market." Excellent. So those are the kind of stories that may open up the mind of those who post the project and see that truly networking is great, but your network can't beat this AI that finds these colleagues for you and does the matching. So I would say that's what I would recommend.

Reed Mettler:

Those stories behind it of placing that person, the human characteristic and quality to the outcomes, right? Here are the data points, but this is the story, the feeling behind it, what it meant for that employee, for that teammate. Awesome. So we're here right at time. I have to say One and Christina, thank you again so much for the conversation today. I enjoyed it. I hope you all did as well. And for all those that joined us, thank you for being with us for our Gloat. And a quick reminder, the webinar is going to be available as a reporting on our resources page that's gloat.com/resources, and do keep an eye out for more webinar invites making the way to your inbox. Thank you all again for joining. Have a wonderful day.

One Dagun:

Thank you all.

Christina Brodzik:

Thank you, bye-bye.