



# Reward Gateway **SUMMIT**



Edenred



**Sally Earnshaw**

Creating a truly inclusive culture  
in the workplace



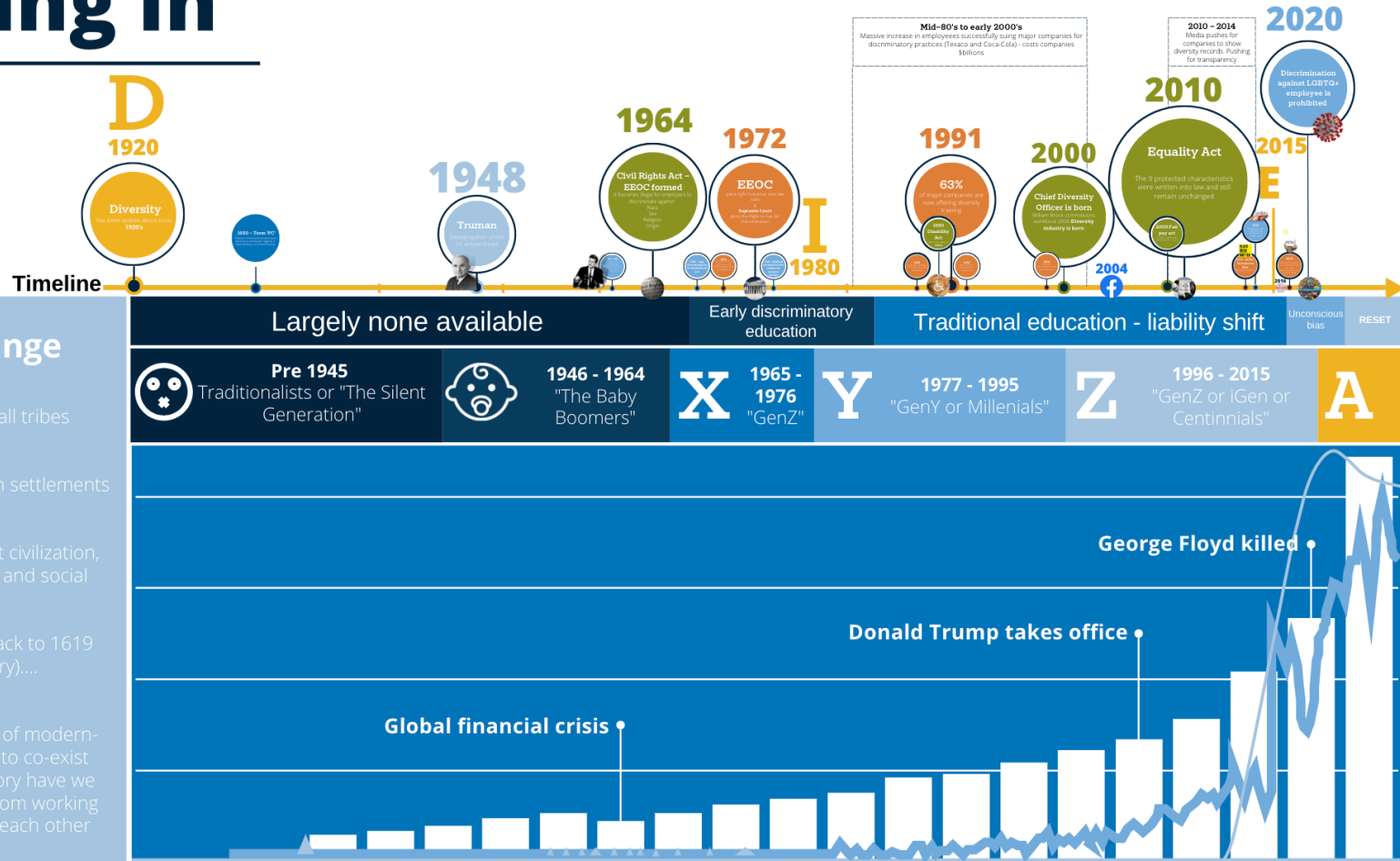
A Culture Change Presentation



# Inclusive by **CHOICE**



# Zooming In







**THE  
DE&I  
SPACE IS**

**COMPLEX,  
CONSTANTLY  
CHANGING &  
EMOTIVE**

# Training focus has made

NOT AS MUCH IMPACT AS WE WOULD  
HOPE

“ **ONLY 10% OF TRAINING PROGRAMS GAVE ATTENDEES STRATEGIES FOR REDUCING BIAS. IMAGINE A WEIGHT-LOSS PROGRAM THAT TOLD PARTICIPANTS TO STEP ON THE SCALE AND LEFT IT AT THAT.**

Harvard Business Review

”

“ **TRAINING AND FOCUSED INITIATIVES HAS MADE ONLY A MARGINAL DIFFERENCE TO LEADERSHIP TEAMS DIVERSITY NUMBERS.**

McKinsey & Company

”

# "Pale, male and stale"

---

"I'M SORRY, I'M PART OF THE PROBLEM"





“

**DAMNED IF YOU DO,  
DAMNED IF YOU DON'T**

”

**BLACK  
LIVES  
MATTER**

# The collective lean out

## A GROWING DIVIDE



### OPINION ASSERTION



### CONTENT SCANNING FOR OFFENCE

“

I'M NOT SURE WHETHER I  
SHOULD SAY ANYTHING - WHAT  
IF I GET IT WRONG AND OFFEND  
SOMEONE - MY VIEWS ARE OLD  
UNPOPULAR AND OUT OF DATE

”

“

ALL THIS TALK ABOUT  
DIVERSITY AND MINORITY  
GROUPS - WHAT ABOUT  
EVERYONE, DOESN'T EVERYONE  
MATTER

”

“

I GET IT AND I AGREE - I'M A  
GOOD PERSON - I HAVE DIVERSE  
FRIENDS - WHY WON'T OTHERS  
CHANGE?

”

“

WHAT'S THE POINT IN  
ENGAGING, MY VIEWS FALL ON  
DEAF EARS - THIS TALK OF DE&I  
IS A RUBBISH TICK BOX  
EXERCISE

”

“

I'M OFFENDED BY WHAT HAS  
BEEN SAID - SHOULD I COMPLAIN  
OR WILL PEOPLE THINK I'M  
OVERLY SENSITIVE

”

“

WHAT IF I MAKE MY VIEWS  
HEARD AND PEOPLE DON'T  
AGREE THAT COULD DAMAGE MY  
CAREER PROGRESSION - I CAN'T  
BE MY UNIQUE SELF HERE

”

THERAPEUTIC

# BEAVER EATING CABBAGE







# It's not for everyone

---

#OFFENCESCANNING



██████████ • 2nd

1mo ...

Managing Director - Organisational Excellence at ██████████

Unless you have Misophonia, then it raises it by 42%!

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# DE&I FATIGUE

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OUR CLIENT TOLD US

# DE&I FATIGUE HAS SET IN

Our clients have  
**TOLD US!**



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Our clients have  
**TOLD US!**



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REACTION: WHAT ARE YOUR  
**THOUGHTS?**



INTERACTION



**SO WHAT  
DO  
WE DO?**



# THE CASE FOR A RE-SET

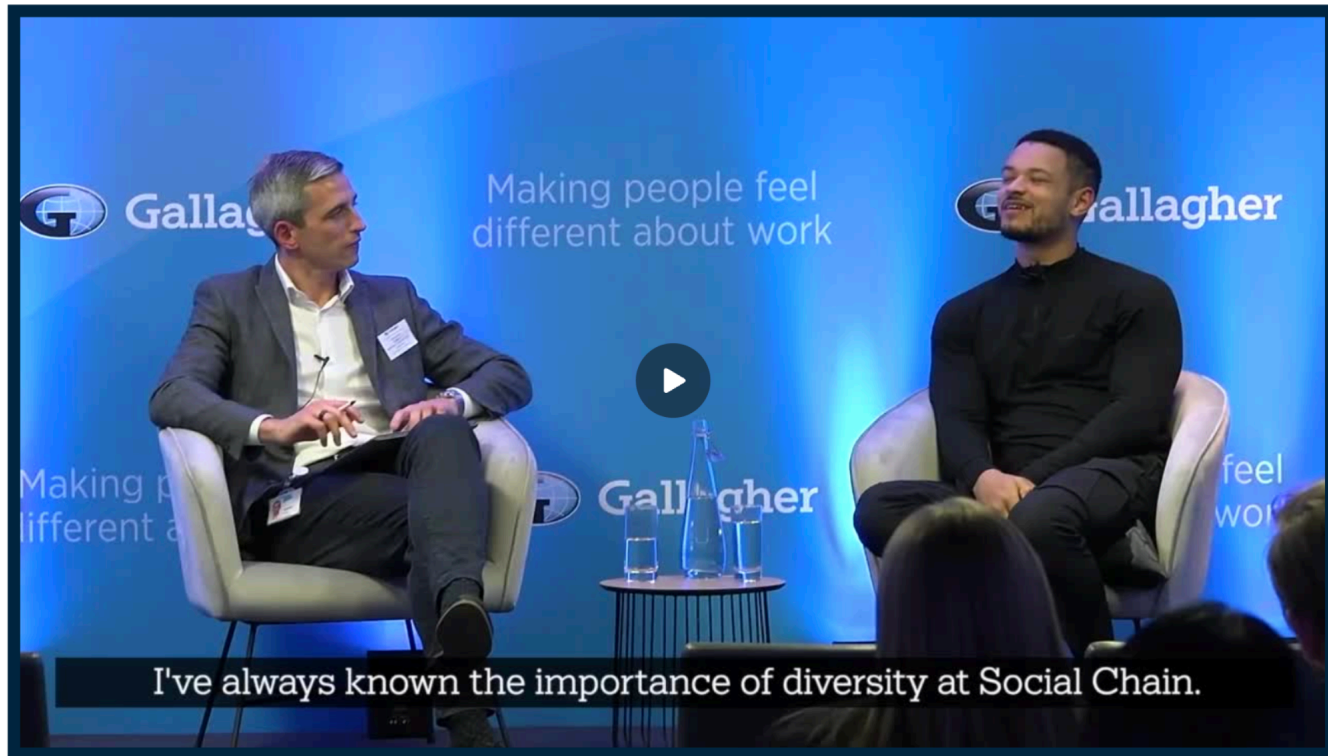
THERE IS A COST OF DOING  
NOTHING

- 1 Companies culturally diverse are 36% more profitable. ([McKinsey](#))
- 2 Companies with greater inclusion report 167% higher eNPS. ([HBR](#))
- 3 Belonging among employees results in a 50% lower risk of turnover and a 56% increase in job performance. ([HBR](#))

- 1 Millennial and Gen Z are the most diverse in history: 56% are white, compared to 75% of the baby boomer generation. (CNN Money)
- 2 In 2020, the percentage of "white people" dropped to 57.8% from 63.7% in 2010. (US Census Bureau)
- 3 By 2044, groups that are currently minorities will become the majority. (US Census Bureau)

Steven Bartlett

# 'BLINDSPOTS'



**TIME  
FOR A  
DE&I**

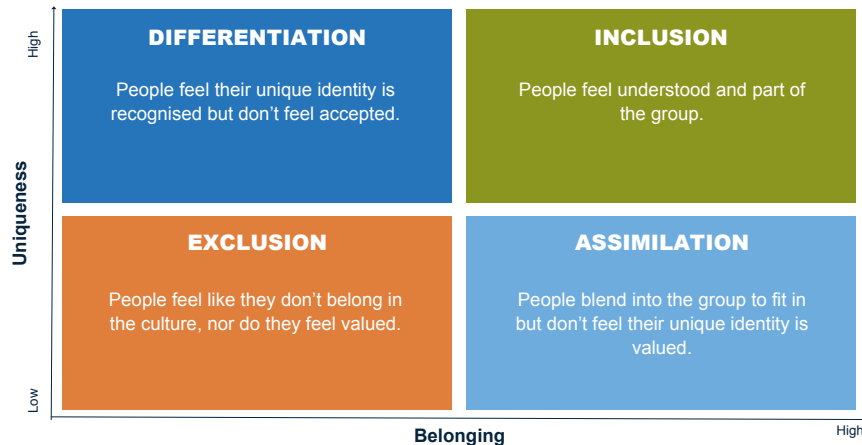
**RE-SET**

Inclusive **Thinking**  
+  
Inclusive **Behaviours**  
=  
**INCLUSIVE CULTURE**

“

**A PLACE WHERE PEOPLE FEEL  
A SENSE OF BELONGING AND  
ARE VALUED FOR THEIR  
UNIQUENESS**

”





**COMPANIES THAT DO BETTER  
AT DE&I ARE MORE LIKELY TO  
VALUE SPECIFIC SKILLS  
AT EACH LEVEL**

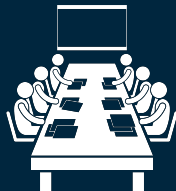
**WHAT ARE THEY?**



# The skills that matter

FOR SENIOR LEADERS, EMPATHY SKILLS AREN'T ENOUGH

## C-SUITE



Flexibility

Rapport building

ACTION SKILLS

## PEOPLE MANAGERS

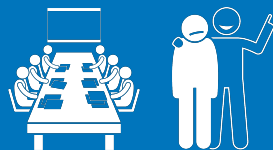


Negotiation

Influencing

RESOLVING CONFLICT AND  
OPENING MINDS

## BOTH



Challenging status quo

Persuasion

ENCOURAGING  
BEHAVIOURS AND  
HOLDING TO ACCOUNT

## ALL COLLEAGUES



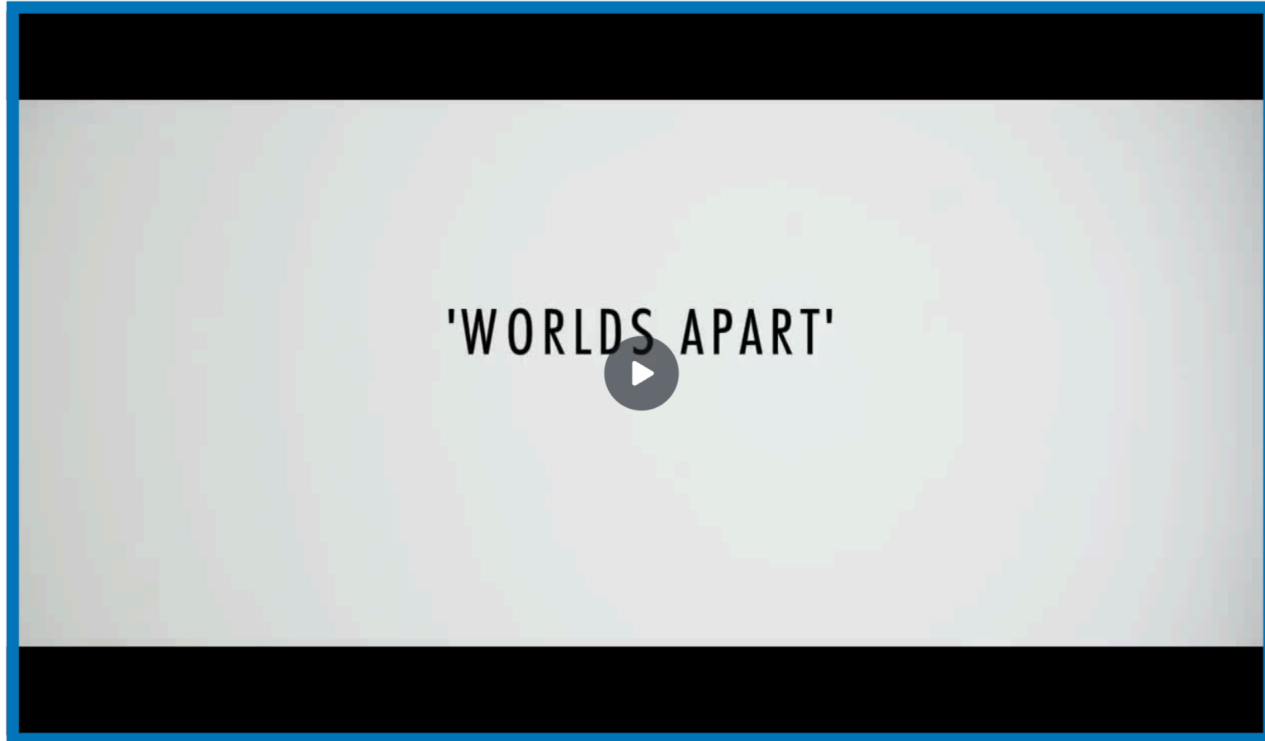
Authenticity

Courage

LEANING IN TO DIFFICULT  
CONVERSATIONS

'Worlds Apart'

# HEINEKEN ADVERT



'WORLDS APART'

**REACTION: WHAT ARE YOUR**  
**THOUGHTS?**



**INTERACTION**



# Behaviour **RULES**

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“

BEHAVIOUR IS...

**...EVERYTHING WE DO  
AND EVERYTHING WE  
SAY**

”



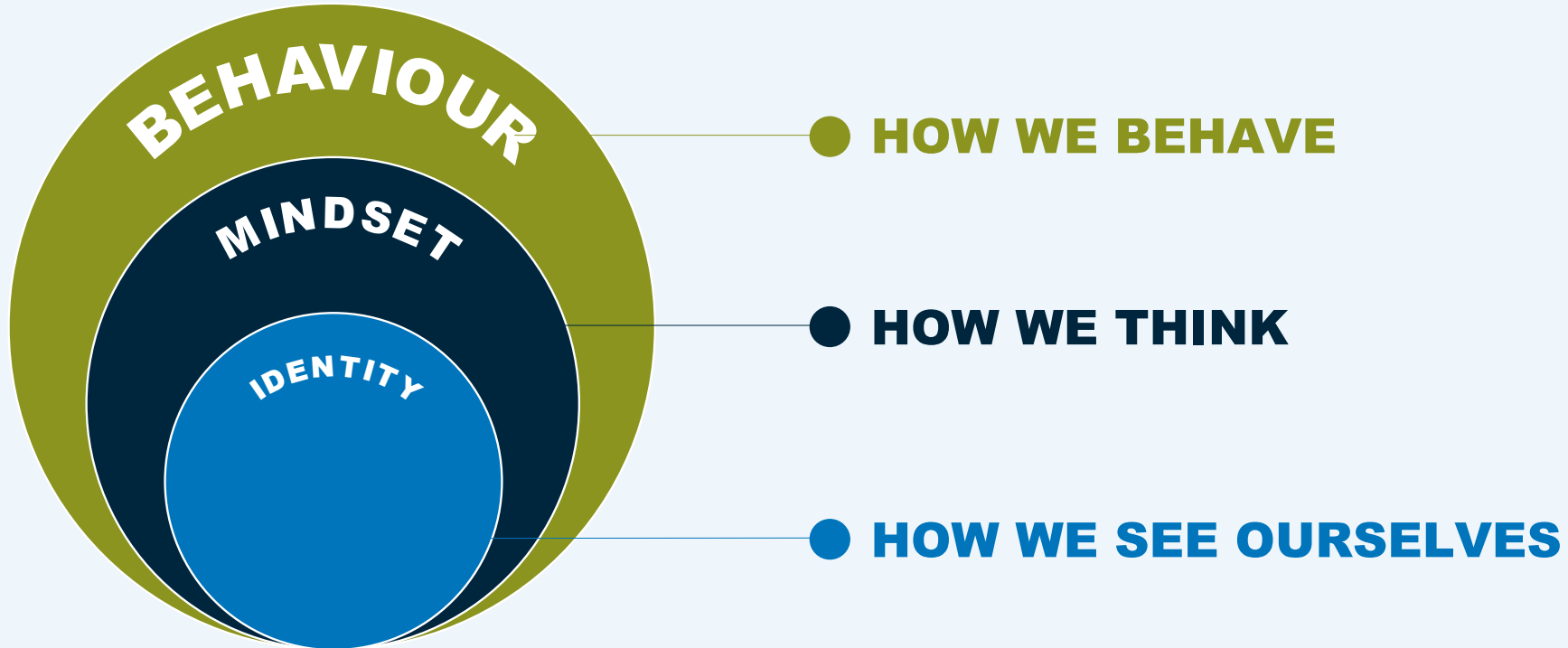
**THINK OF...**

**A BEHAVIOUR WE  
HAVE THAT  
CAUSED YOU TO  
HAVE A REACTION**

# Where behaviour

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COMES FROM



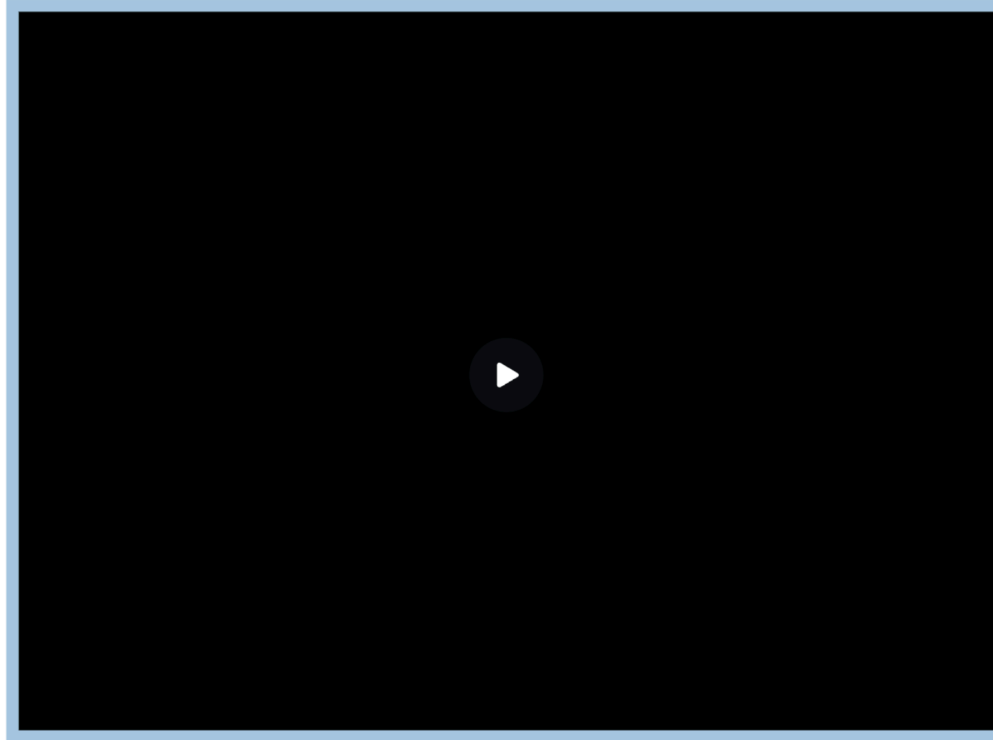


WE  
**ALL**  
PERCEIVE  
THE WORLD

**DIFFERENTLY**



# The Guardian **ADVERT**





SECURITY GUARD

# GETTING IN THE WAY







**How much we  
actually know  
for sure**





**WE**

**NEED**

**TO GET**

**INTENTIONAL**



# Uniquely you

---

## ACTIVITY

1. A word you would use to describe yourself
2. A belief you have
3. A value you hold dear
4. How others would say you show up



# Inclusive Thinking

INTENTIONAL ACTION



## INTENT

Having positive intent  
and to assume the  
same in others



## ACCOUNTABLE

Accountable to making  
change happen



## BRAVE

Leaning into  
uncomfortable  
conversations



## CURIOUS

Curiosity to learn and  
curious to understand  
the part I play

# Accountability Ladder

Where do you stand?





**CONCLUSION:**  
**BY SHOWING UP**  
**DIFFERENTLY TO**  
**CONVERSATIONS**  
**WE CAN BUILD**  
**BELONGING**

All that we share

TV2





**REACTION: WHAT ARE YOUR**  
**THOUGHTS?**



**INTERACTION**

# The role of **LEADERSHIP**

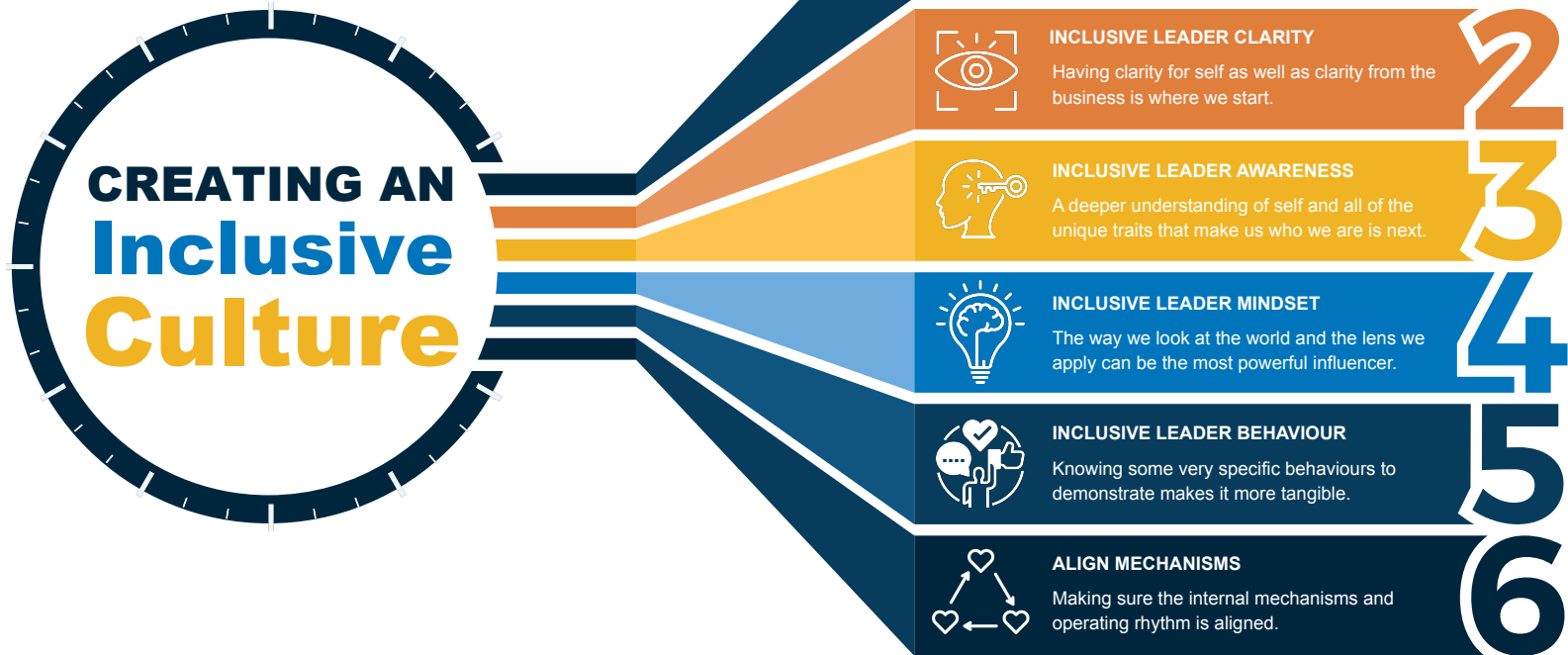
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# Our approach

TO SHIFTING THE  
CULTURAL DIAL ON I&D



# THE FOUNDERS CLUB

Join our exclusive play-testing club and help us turn GREAT into WOW.



SCAN ME



**Sally Earnshaw**



Find me on social!