

# Nui te Kōrero

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Talking  
About  
Diversity



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# Who are we

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Advanced People Analytics assists organisations to make objective decisions about talent issues. We provide research, training and consulting to enable organisations to make data driven decisions and to link their people data and practices to real business outcomes.

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# Why Diversity

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- Companies committed to greater gender balance, cultural representation and inclusive LGBTI and disability policies achieve better business results and more positive financial impact

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# Why Diversity

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- Companies with more women on their boards often financially outperform those without any female representation
- Companies in the top quartile for racial and ethnic diversity are 35% more likely to have industry leading financial returns
- LGBTI inclusion is strongly correlated to increased performance in capital markets
- Diverse employees can help to attract a wider, more diverse customer base, as diverse customers prefer and seek out employees who understand their needs and share their language and culture

*Champions for Change "The case for change in New Zealand"*

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# Why Diversity

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Percentage of CEOs that agreed their organisation has reaped the following benefits from its strategy to promote diversity and inclusion:

- 90% Attract talent
- 85% Enhance business performance
- 83% Strengthen our brand and reputation
- 78% Innovate
- 78% Collaborate internally/externally
- 77% Enhance customer satisfaction
- 75% Serve new and evolving customer needs

*\*PWC "A new era of talent"*

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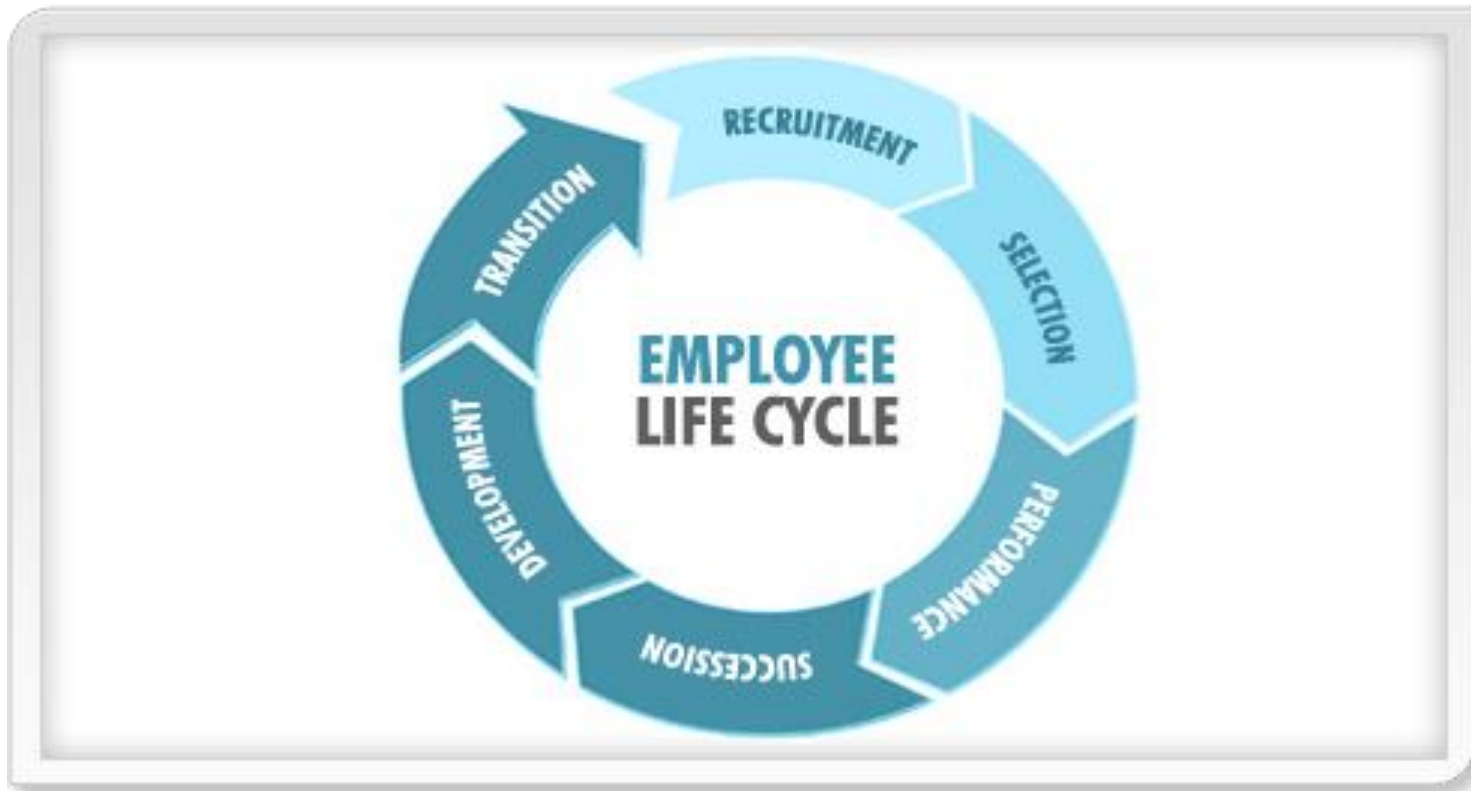
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# HR Diversity Focus

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# Targets

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- 4% reached all their diversity targets
- 60% reached some of their diversity targets
- 32% do not have diversity targets

*CEB research*

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# Recruitment

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Where are the candidates you are looking for?

- Education Institutes
- Qualifications
- Industry
- Job Experience
- Location
- Channel

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# Qualifications

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Are your diversity applicants less likely to have a degree?

- Are the degree requirements critical or are there alternative ways that candidates may acquire the relevant skills?
- Are there degrees that are adjacent that build similar skills that have greater diversity representation?
- Target universities based on representation not reputation

# Job Experience

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- Tenure requirements tend to exclude females, as they are more likely to have non – linear career progressions.
- Demographics for career interruptions:
  - 45% of women with children
  - 34% women without children
  - 24% men.

On average women leave the workforce for 2.2 years.

\* Hewlett and Buck, analysis of “highly qualified” professionals

# Channel

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# Selection

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Do your current practices mean you limit the size and diversity of the talent pool?

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# Selection Bias

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Job irrelevant information such as ethnicity, gender, physical traits and home address influence the selection process. Diversity candidates are less likely to receive a call back even if equally qualified in comparison with candidates living in less diverse, more educated or higher income neighbourhoods.

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# Tactics

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- Remove identifying information that could lead to potential bias
- Ensure any assessment tools used are validated for all groups
- Increase number and diversity of selection team

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# EVP

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- Candidates with ethnically diverse backgrounds are more likely to select inclusive work environments. They will seek out information on D&I, such as evidence of policy and practice, and diversity role models. Organisations need to show, not just describe the diversity of the organisation. Actual workforce diversity has more impact than the existence of programmes and awards.
- Women are more likely to value attributes such as work life balance, vacation, location and a respectful culture, they will seek information on these and are more likely than men to switch jobs where the only difference is the promise of better work-life balance.

- Telstra had a flextime policy that was underutilised
- Managers didn't know how to manage flexible workers and Employees believed flexible working was career limiting
- “All Roles flex” aimed to:
  - Increase the number of women in leadership
  - Increase employee engagement
  - Make Telstra a more attractive employer



Recognised that representation of diversity talent decreases at each career step, and there had been little change in last 10 years and that underrepresentation of diversity talent at higher career levels sends a message to more junior levels and puts a drag on the internal succession pipeline

# 10 Steps

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- Diversity Audit
- Define Priority Areas
- Where are we now
- Set Measures
- Link to business outcomes
- Involve stakeholders
- Define Organisational responsibility
- Communicate Progress
- Set Individual accountability
- Be Transparent

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