

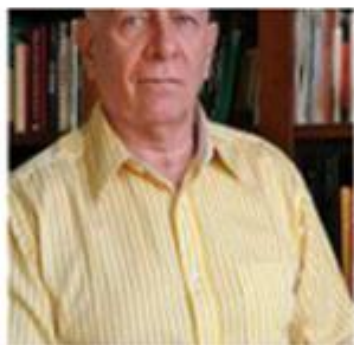
STRATEGY DEVELOPMENT AND IMPLEMENTATION

- Generally, a strategy is the direction an organisation takes with the aim of achieving future business success. It sets out how an organisation intends to employ its resources to achieve its purpose. And strategy development is the process of researching and identifying strategic options, selecting the most promising and deciding how resources will be allocated across the organisation to achieve objectives.
- In the specific area of Diversity, Inclusion and Belonging, Penkz Limited is available to help business leaders and executives understand the importance of diversity, inclusion and belonging in the workplace and gain actionable insights and strategies to support such initiatives within their organisations.
- Our approach features diverse perspectives from both academia and industry, including thought leaders and high-level executives who provide a holistic view of diversity that goes beyond race, gender, ethnicity and class with the goal of improving both business outcomes and social responsibility.
- It is built on our firm belief that when different people come together, it is not just beautiful, it is priceless.

CHALLENGES

- Past investments: Some of these could have been ineffective and sometimes counter-productive
- Compliance-driven diversity strategies: Over-emphasis on diversity as numbers which had failed to focus on inclusion and belonging.
- Lack of metrics: Lack of or unclear metrics makes it harder for decision makers to measure returns on investment.
- Inability to scale efforts: Most initiatives only focus on a subset of populations eg gender, making it difficult to create a virtuous cycle and a culture of inclusion.
- One-Off Training: Leaving participants susceptible to the risk of forgetting key messages.

Our Diversity, Inclusion & Belonging Team



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OUR APPROACH

- Demonstrate a business case for diversity
- Recognise individual and organisational factors that lead to discrimination
- Identify the three pillars of a good strategy: Workforce, Workplace and Business Alignment
- Develop a plan to diversify your workforce
- Identify ways to develop, design and implement, scale and measure highly personalised diversity, inclusion and belonging strategy
- Combine technology that drives continuous learning, and robust analytics that builds and scales an inclusive culture from the core of your organisation
- Construct a communication strategy for DEI initiatives
- Our learning and development modules come with subject experts and coaches specialised in Diversity, Inclusion and Belonging, assessment tools, inclusion and belonging reporting and training solutions tailored to individual needs.

“BELONGINGNESS”:

THE THIRD PIECE OF THE DIVERSITY AND INCLUSION JIGSAW

DIVERSITY

...refers to any dimension that can differentiate individuals and groups of people from one another—be it ethnicity, gender identity, age, disability, sexual orientation, education, religion, etc.—and the appreciation of those differences.



INCLUSION

...is about focusing on the needs of every individual and ensuring the right conditions are in place for them to have a “seat at the table” and achieve their full potential.

BELONGINGNESS

--- the feeling of security, support and “psychological safety” that comes when there is a sense of acceptance for a member of a particular group.

WHY DIVERSITY MATTERS

Diversity expands worldliness – the interaction with people from diverse culture

Diversity enhances social development. Interacting with people from diverse backgrounds widens your social circle by expanding the pool of people with whom you can associate and develop relationships.

Successful performers in today's diverse workforce require sensitivity to human difference and the ability to relate to people from different cultural backgrounds.

Diversity prepares you for work in a globalised world. No matter your profession, you will find yourself working with employers, co-workers, customers and stakeholders from diverse backgrounds – worldwide.

Interaction with people different from ourselves increase our knowledge base. Research consistently show that we learn more from people who are different from us than we do from people who are similar to us.

Diversity promotes creative thinking' it expands your capacity for viewing issues or challenges from multiple perspectives, angles and vantage points.

Diversity enhances self-awareness. Learning from people whose backgrounds and experiences differ from your own sharpens your self-knowledge and self-insight by allowing you to compare and contrast your life experiences differ sharply from your own.

OUR APPROACH.....

Diversity Lens

- We will adopt a diversity lens that will raise awareness and an appreciation of the different diversity domains that exist within the Bank.
- To enable Bank workforce understand how group-based differences contribute to people's social identities; shape expectations, and are also prone to stereotyping and can create conflict if they are devalued or misunderstood.

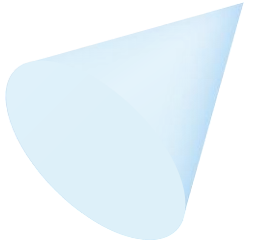
We will use Marilyn Loden's Diversity Wheel (1996) as our key tool.

Updated Version of The Wheel



LODEN'S DIVERSITY WHEEL

THE THREE PILLARS



WORKFORCE

- Reflect on the dimensions of diversity (present or absent) in your organisation.
- Analyse the current state of DIB in your organisation (eg demographics, top positions, feelings etc) and explore avenues of improvement.
- Segment into key diversity domains

WORK PLACE

- Conduct a thorough analysis of your organisation's processes in terms of attraction, recruitment and promotion, and explore potential areas for improvement to support diversity.
- Have tactics and tools to enable everyone build stronger work relationships
- Examine current initiatives and opportunities for and barriers to increasing diversity ad inclusions and what you plan to change.
- Promote an open atmosphere that encourages honest input from employees
- Delve into data analysis – what data can and should be collected and how to use it
- Align your talent management systems with company practices, building core leadership at all levels of the organisation.

BUSINESS ALIGNMMENT



IN PARTNERSHIP WITH THOMAS INTERNATIONAL: 3 SUCCESS STORIES...

SIEMENS – In a 2021 survey, senior leadership team reported 0% low engagement. The managers of every department classed as “Participative”. Siemens achieved these results by encouraging constructive feedback through the Thomas International 360 questionnaire, within the context of a diverse and inclusive company culture.

The Kenton Group – ran a comprehensive “health check” on its workforce by using the Thomas’ Engage Survey, which provided them with a 3D map of employee engagement levels within the organisation. Sharing the report across the business ensured all employees had a full understanding of the positive actions they were taking in order to improve their current culture.

Pure Retirement, a leading Equity Release Mortgage Provider, used Thomas’ Engage Survey in 2021 with 77%, nearly double the industry average. This helped them to achieve the gold standard for employee engagement and motivation through their commitment to their people.

QUALITIES OF A HIGHLY ENGAGED EMPLOYEE

Displays a positive attitude and behaviour

Is loyal to the organisation

Is willing to go the extra mile

Understands organisational vision and goals

Harness great working relationships

Takes pride in their work

Advocates for the organisation

Feels heard and empowered to share ideas

Knows what is expected of them

Looks for opportunities to learn and grow

Measures – Key Performance Indicators (KPIs).

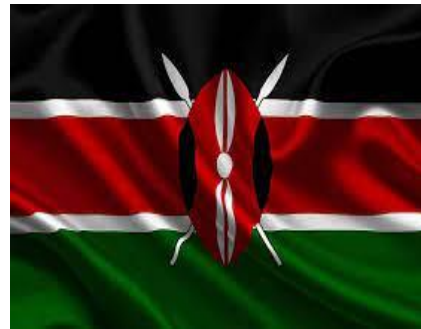
For each objective on the strategy map, at least one measure or Key Performance Indicator (KPI) will be identified and tracked over time. KPI's indicate progress toward a desirable outcome.

Strategic KPIs monitor the implementation and effectiveness of an organization's strategies, determine the gap between actual and targeted performance and determine organization effectiveness and operational efficiency.

Good KPIs:

- Provide an objective way to see if strategy is working
- Offer a comparison that gauges the degree of performance change over time
- Focus employees' attention on what matters most to success
- Allow measurement of accomplishments, not just of the work that is performed
- Provide a common language for communication
- Help reduce intangible uncertainty

OUR GLOBAL FOOTPRINTS

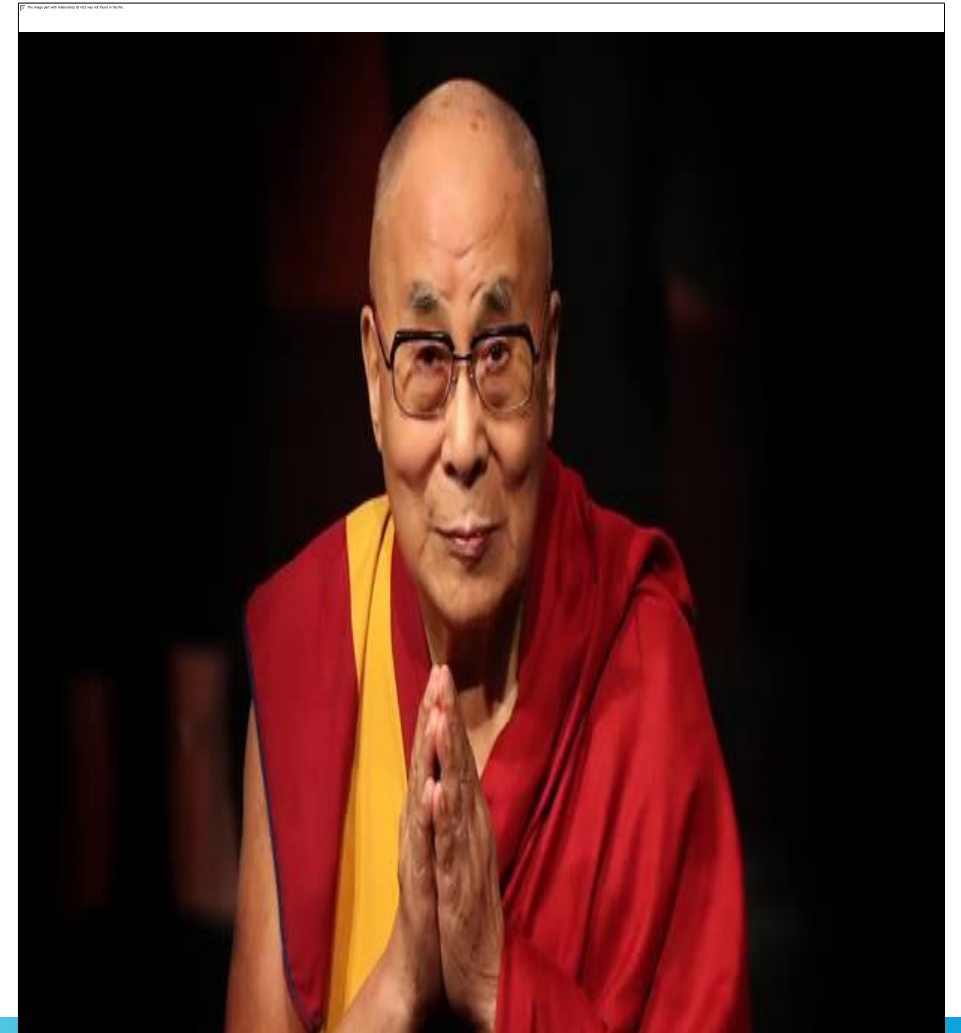


NOTABLE QUOTE

We human beings are social beings.

We come into the world as the result of others' actions. We survive here in dependence on others. Whether we like it or not, there is hardly a moment of our lives when we do not benefit from others' activities. For this reason, it is hardly surprising that most of our happiness arises in the context of our relationships with others."

The Dalai Lama XIV



What makes it become a Dream Team

