



ID, Empowered by Accenture - iDiscuss interviews

VIDEO TRANSCRIPT

[00:22 - 01:20] Shaheen: Ayesha Hazarika: Hello, everyone. I'm so delighted to be here today and we have the very, very wonderful, Ayesha Hazarika who has been a political commentator a writer and a comedian and has served as Chief of Staff to Harriet Harman and been a special adviser to the Labor party for many years both in government and in opposition. I can't tell you how excited I am today. I'm a little bit girl fanning. She is -- we are going to have just the greatest conversation and really looking forward to the chat and I'm not going to talk more about the introductions because I've already said to Ayesha, I want to get into the questions and jump in as quickly as we can.

Ayesha, this is so fantastic for me, 23 years into my career and this is the first time in a public space that I am having a conversation about identity with a woman that comes from a very similar background to me. So I'm just overjoyed, first of all. And let's just kick off with how is your week been, it's pretty tough at the moment.

[01:21 - 02:56] Ayesha Hazarika: Yeah, well, it's such an honor to sort of be here and I'm a huge fan of yours, we can do mutual girl fanning over each other which is very good and two Muslim women together we're probably being intercepted

by the security services as we speak right now, don't worry this is a genuine safe space, it's not a Jed Mercurio plot do not worry.

Yeah, look it has been a really, really tough week. I think we're all pretty rocked by the very tragic death of Sarah Everard and that has sent a real kind of like shockwave through women but men as well around the country. I think every woman had that sort of shiver of recognition which was like, 'My god that could have been me.' And there are big, big conversations taking place, it's been a very controversial policing bill that's gone through parliament as well. And I think this week has been a combination of sort of grief, but a lot of people do feel quite frustrated as well with the situation in terms of women and she we'll touch on that. But also people are feeling a little bit frustrated, they feel a bit of helplessness in terms of their own political agency right now and about the world.

So I think it's a tough time for people, we've had lockdown; we're very polarized and society at the moment many of us are struggling with the aftermath of COVID either ourselves or we've lost people or businesses have been impacted or careers have been impacted. I feel like society and

politics and all the intersections, they feel very raw at the moment.

[02:58 - 04:04] Shaheen: And it's really interesting you say that because even with the prospect of the lockdown light, things opening up and people starting to feel this kind of unnerve about that excitement but unnerve and then these really tragic events. I think it's been one of the most difficult weeks for most people that that I've certainly experienced in a long time, even just myself as a woman. But you have been an equality campaigner and someone that has been an activist in this space for so many years. I mean, I've followed your journey, and you are a part of the Equalities Act, right landmark legislation. And I know even this week, you've been talking a lot about what we need to do and how we make policy live and what this legislation really means when it comes to fulfilling ambition.

I mean, if you had to sort of think about the single thing I know, it's such a hard question. When someone goes the one thing, the one thing, because there never is one thing, but in the interests of this conversation and as you look forward with the history that you've had, what would be the one thing that you see as the path to this next generation of equalization and getting to a society that feels different today?

[04:06 - 07:22] Ayesha Hazarika: So it's really hard to just narrow it down to one thing, can I maybe have a couple of things. I think the first thing is, I think, if you want to try and make a society fairer, I do think you have to really invest in social infrastructure. Now, when the Chancellor stands up at the despatch box at the budget or a spending review, we hear a lot about the word infrastructure, a lot of infrastructure is really important. The infrastructure is seen through quite a masculine lens, it's seen through roads and

railways and nuclear power stations and things like that.

But actually, if we looked at infrastructure as the things that help us get to work, in my view, we should include things like nursery care, childcare, care for older people as well. I think if you kind of did a huge investment in that as a society, and we offer people brilliant and really affordable, if not free kind of childcare and things like that, I think that would instantly make a huge difference in terms of the equality game, because it would help so many women back to work, it would allow mothers and fathers to kind of share the load. Because we do know that women are holding down jobs, when they get back into the workplace, they often don't come back at the same level, but they carry a lot of the emotional labor as well, the domestic labor, all of that sort of thing. So I think that would really help even things up.

In terms of the stuff we've just been dealing with this week in terms of sexual violence against women and girls, I think you could definitely introduce some more laws. For example, if a schoolgirl is curb called, that is not against the law at the moment, it's only illegal to curb call if you are soliciting for a prostitute, or you're causing a nuisance to neighbors. So there are basic things like that that could be changed. Education is key. And I mean education from a school age, teaching young boys and young girls about what healthy relationships look like, different types of relationships as well, the LGBTQ agenda is really important to hear, but teaching about consent, what is healthy, the violence is not healthy in a loving relationship, whether it's a sexual relationship, whether it's a friendship, whether it's a sibling relationship, it's parental relationship, I think we don't realize how much violence there is in relationships in this country, you have to teach people from a young age.

And then, the final thing, so I've gone on here, education in the police and the criminal justice system, the stories that I hear again, and again, from women, and I've been doing this, as you say, for about 20 years. Women feel that if they have been attacked, particularly sexually and they go to the police and they start going through the court system, they are in the dark. I spoke to an amazing criminal barrister this week on my times radio show. And she said these words really echoed with me. She said that when she sees women in the courtroom, it reminds her of a wounded animal being hunted. And these are women who have been raped. And then, they then had the courage to try and take the case through prosecution. And it is them who are in the dark. So I just think there is some of the fundamental changes I would look at.

[07:23 - 08:05] Shaheen: Yeah, I mean, what is really interesting at the moment, and I used to work for amnesty, actually, so I worked with a number of specific cases on women and sexual violence in some of the worst regions of the world, right? And what's really interesting about this moment, is how much and how far we have still got to go. What is powerful, I think, is how many voices we are seeing unified around doing the right things and doing them fast. I mean, this is the age of speed around this issue, the set of issues and in particular. So I think, right now, for me, I'm looking forward and being as optimistic as I can I call myself an angry optimist sometimes.

[08:05 - 08:09] Ayesha Hazarika: I love that. A brutal optimist, I love that.

[08:10 - 10:14] Shaheen: Yeah, but because there's got to be hope, right? And it's a really, really important moment. I'm going to switch a little bit because there are so many questions, and so many people can I just say lobbied me before

this conversation? I had so many people going, can you just ask her? Can you just ask her? So I promised, I was going to try and get through a list. And one of the areas that came up as a really consistent theme was funny women. And it was a really interesting conversation, because a number of men and women that asked me to sort of ask you a couple of questions, we're really interested in your experience, as a comedian, it's still rare that you see the circuit, flourishing with female comedians. And people were really interested about something that you had said, I'm just going to read a verbatim. And you probably won't remember this because it's years ago, in one of the stand ups and I was there. You talked about being the only woman in the room always. And it's really interesting, because that is very resonant, I think for a number of people, both in terms of share of voice, how you command, your space, presence, all of those things.

When you kind of look back at those moments and also being a Muslim woman in the room, right, that that is and a comedian I mean, interesting, interesting, interesting, and on so many different levels. How did you feel entering that space? How did you feel finding your way into own that space? First question.

And then, second question is, what advice would you give to women right now that may be feeling alone in the room. And when I say women, there are people of multiple identities here, right? There are men I know very much that would say I don't feel like I get my share of voice. Actually there is a DNA in the city more widely that demands men behave a certain way. There is the element of race, there is the sexuality, all of these things at the intersection points count. So just really keen to get your perspectives here.

[10:15 - 15:04] Ayesha Hazarika: Well, thanks so much. That's a really, really good question. And it is really important to

acknowledge that as you say, it's not just women, there's so many other factors class, I think, is a really, really big part as well and regionality is a really big thing. So I really wanted to be a special advisor, this is the thing I'd always wanted, maybe because I had the word special, it's just amazing. And I really did claw my way up the sort of the greasy, greasy pool. And there were so few people that looked like me in politics that people used to get me. People used to get me confused with Sayeeda Warsi, who is the conservative, like the doorman at the House of Commons would be like, Baroness Warsi. And I just be like, 'Morning' because I thought, oh, I'll just elevate myself, I can sneak into the Lord's Tea Room, it's kind of thing.

And Baroness Warsi and I are very, very good friends, but we would laugh that people would get us mixed up. So I worked really, really hard to get as you see in the room. And similarly in your line of work, whether it's top flight business or top flight politics, being in the room is everything, everyone wants to be in the room, you want to be around that table where the key decisions are getting made those big conversations, and that's what I really, really wanted to do. And so I literally crawled over broken glass to get into the room. And I thought would be amazing when I got in the room. And I have never felt, I thought it was going to be like victory, I'd be like, did it did I get into the room and everybody would like carry me shoulder high. And I'd have a seat at the table, everybody hanging on my every word like stroking their chin.

And it just wasn't like that at all, I get into the room. And I feel like I'm back in primary one at school, the room is just full of men. And it's full of men who basically went look the same and sound the same. They sort of went to the same schools, they went to the same university, they did the same course, they all kind of live in the

same area. And they're sort of married to the same woman. I mean, it is like very, it was very mono. And most of them were called Bob, Tom and Simon. So if you ever in Westminster and you can't remember anyone's name, go for Bob, Tom and Simon and you've got a high chance.

And I don't think that anybody has been deliberately or wanting to be mean to this sort of woman, brain, Scottish woman that's coming to the room, everybody was quite nice. But it was very much like, it was so alpha. And there was -- it was a culture where even though I am quite a confident person, I couldn't -- I just felt like I couldn't get in and even in terms of where to sit at the table, I pretty much would sit like it because everyone just takes their place at the table. And I was practically like out the door. And everyone was very confident. And there was a sort of code that I felt like I just couldn't quite intercept. And I was sort of trying to speak. And every time I did speak, I would say, trying to get in, it's terrible. You didn't then and then I'd say these terrible things like, oh, I'm really sorry, could I say something? And it's like, no, don't apologize before you've spoken. And then the worst bit, and I did talk about this in my stand up is that we'd have these moments where like, again, a young woman on work experience for me would come in with a massive tree of tea and coffee. And it would be plunked down, sort of near me right at the end of the table. And literally every single man stopped talking and looked at me, as if to say, pour the tea and what the worst thing was, I did pour the tea, I got up and I poured the tea like an idiot because I thought, oh, at least I have a purpose now. At least I'm making a really helpful contribution to the meeting by giving everybody in nice hot, caffeinated drink.

So while all the boys were at the table, talking about infrastructure and things like

that. I'm creeping around the table just sort of going, you want tea and it's just interesting Anglo America would never do this. So my strong advice to whether you're a boy or girl, if you feel like an outsider, I know it's so difficult and I have those feelings. But don't do what I did. You have permission to sit somewhere even near the top of the table. Don't feel you have to sort of hide by the fire exit or something like that.

You don't have to put -- never pour the drinks, okay? Just don't do that. You're not there to be a servant. And be prepared and plan what you're going to say but make sure you say something every single meeting and try and get in early. Because if you're in a meeting and you're feeling this rising sense of panic that you don't fit in, the longer you leave it, the harder it gets you yourself get quite psychologically worked up. So go in early, get a good seat. Don't pour the tea. And meet force yourself to make a contribution early.

[15:05 - 16:18] Shaheen: Ayesha, they are brilliant tips, I'm sure there's going to be many people sort of writing that down and going if she feels that way, we all feel that way. And FYI, for anybody that doesn't know, we've all felt that way. And you still do, right? I don't think there's a point in your life where you don't. What is interesting is how many men feel that way too. And what is interesting is how many people we make assumptions about feel that way, too. I think that is the thing that actually made me feel more powerful about my status as outsider. Just this idea of outside or in private and public narrative, we've -- you are Scottish, you are Indian Muslim, which again, is certainly for me was a big part of people's confusion with my identity. I'm Indian Muslim, but then I also have an Arab father with mixtures everywhere a mosaic, you're a Londoner.

You entered the world and we talked about at the beginning with this outsider status, this person that operates between the spaces and the word on the page, right. And actually, there is something very powerful about that status to. It is a story of great strength. And when you think about that and you think about it as a strength, how is that showing up in your work, in your world, in your life?

[16:20 - 18:57] Ayesha Hazarika: Well, I think I've always, and I think probably because I have been an outsider, I've sort of maybe communicated in a way, which is slightly different, I think, if I had felt probably more comfortable. So I've always tried to stand out a bit. And I probably blurred my public and my private more than maybe other people would do. But I think that actually goes right back to when I was at school, I think one of the reasons why I kind of knew that actually being funny. And humor was really important as I got really bullied at school. And I was in a very, very, tough part of the outskirts of Glasgow. I mean, it was, I really glad I grew up there. But it was tougher. It's nobody that looked like that. I mean, I went to school at the age of four. And I genuinely thought my name was the P word because I got called the P word. I don't even realize the P word was like a -- but I genuinely thought that is what I was like a nickname for me or something.

So I think I worked out quite early on, like, around about five or six, that actually humor was a way of protecting myself because if I could make people laugh, then they wouldn't bully me. And, it was a means of sort of protection. And I think sometimes that sort of outside -- I think I probably carried that all through, like I think even how I write and when I'm in meetings, I just I probably have an informality, which is just kind of who I am. Because I can't -- I think there's nothing worse than trying to fake something that you're not like, I can't go in

and pretend to be some sort of old Newtonian Oxbridge kind of person. Because I'm not, I grew up in Coatbridge, I went to university. That's just not who I am. So amazed, like, oh, who I am. And I think that's really important as well, there's not sort of one particular way to conduct yourself.

But just one point, just quickly what I just remember that thing that you're talking about being in the room, and I think this is so important for, for not just men, but senior women, like yourself and others. If you're the person who is at the helm of that table, it makes such a difference to have a bit of compassion and include some of the other people who are maybe feeling a bit hesitant and should they get the teasing and stuff. It's so powerful to be a kind of an ally and just to be sort of a way of who is in the room, where people are sitting? Who are this sort Timmy, Tom people that are steaming in all the time you invite, I always think it's great when I go to a meeting and the sort of Chair of the meeting almost invites views in from the people who are the minorities in the room, because it sort of sets the tone. So I think and that's not just men, that's women as well, like whoever is got his holding the ring. I think that's so powerful.

[18:58 - 20:15] Shaheen: Yeah, no, it really is. It's that very deliberate consciousness of what is happening in that moment. And meetings are interesting, especially in business and in politics, right. These are the theatres of the organization. This is the place where the voices, the perceptions, the trajectories about people and their potential often is formed, right? Just unconsciously, but I mean it's a really important point. I'm really glad you made it. And we're going to come to the end. And there's one question I really want to ask you.

This period, this life this year, we've all been watching and streaming and

consumed by Netflix and television and in a way that I have never done before. I mean, my ability to watch Teen Mom 2 over and over is pretty special right now. And we watch those because we like to understand people's stories and how it reflects the human condition and our own stories and how imperfect some of those stories are.

When it comes to movies, I just want to understand one thing and it's again a really hard one because I'm going to do a one-one and it's going to be like, there's never a one. But there was one movie I wished that changed you, one movie that fundamentally changed your aspects, your sense of who you were life, whatever you want to call it. What was that movie?

[20:17 - 21:23] Ayesha Hazarika: Gosh, it's such a big question. I've been racking my brains on this. And I don't know if this is a film that changed my life. But for me, this is a film that really crystallized politics. And this is, how you want to be an optimist. This is like the most pessimistic. So I think the thought which I have watched again and again, and again, and it's not at all, it's not a very old film, but it's an Armando Iannucci film called Death of Stalin. And it is the most brutal, but brilliant exposition of politics. And it's done, it's a very brutal film, it's pretty kind of violent and don't like love those bits. But it absolutely captures the sort of black humor in it as well, just captures how in politics, people can sort of give one impression, but everyone's on maneuvers like all the time. And I just love the fact that it was kind of even handed just there was no redeeming person out of any of that. And I mean, it's a black heart of the film but it does capture I'm afraid, a lot of the essence of politics.

[21:24 - 21:34] Shaheen: You'll see quite a few people making lists right now. I've seen it and it's a brilliant film. Well, it's to

some extent a reflection of maybe some of the truths that we see, right?

[21:34 - 21:34] Ayesha Hazarika: Yeah.

[21:37 - 22:00] Shaheen: So I'm going to close now Ayesha, it's been such a delight talking to you and thank you both for your honesty and some of the council that you gave in this session. I know there will be a number of people that really would have just appreciated it on a Friday afternoon still in the middle of a period where it has been some of the toughest times in our lives, right? So, just to see you, I'm sure for many of us has been a joy. Thank you very much.

[22:01 - 22:32] Ayesha Hazarika: Thank you so much. It's such an honor to be interviewed by you. And also I think when sometimes people think of Accenture, you know such a powerful brand, it's a brilliant brand name but you don't think of somebody like you, you do think of a white sort of elite kind of a guy. So I think it's brilliant that you have this huge position of power of influence in Accenture and all credit to you for doing this program of work around sort of identity and empowering people and their identity, it's really, really important and so timely.

[22:33 - 21:35] Shaheen: Thanks, Ayesha. So lovely to see you speak soon.

Part II

[22:48 - 23:28] Andrew: Well good afternoon and excellent discussion there with Shaheen and Ayesha, really enjoyed that. And it's my pleasure now to talk to Leila McKenzie-Delis, CEO of DIAL Global and founder of the McKenzie-Delis Foundation. And it's actually particularly interesting for me because Leila has actually interviewed me many times, so it's

great to be on the other side of the mic for a change. So Leila welcome and thank you.

I'd like to start about the event is all about our individual identities and about learning and focusing on those how we can become a more equal society and with that in mind how would you describe your identity?

[23:31 - 27:23] Leila McKenzie-Delis: Well, first of all thank you so very much Andrew and Accenture for having me here. I already feel a little bit of imposter syndrome, I must say sat amongst such incredible individuals. Identity to me it's pretty multi-faceted. So I'm Chinese as you may be able to tell. I was born in Hong Kong. I was adopted like yourself Andrew by White British parents back in the day when Hong Kong was a British colony. My younger brother and I with my amazing mum and dad came to the U.K., when I was six and my brother was four. And we went to school in Harrogate, which if any of you may know is a town in North Yorkshire with the only Chinese children in the school.

And obviously it was quite hard, it was quite hard being the only Chinese kids in the school. So I suppose for me identity is a mixture of lots of different facets of intersectionality. I'm Chinese, I'm British, I have incredible White British working-class parents who are now retired. My mum worked for the NHS for many years. My dad is a bit Irish bit Scottish bit Welsh bit of everything really. I am dyslexic as well. I suffer with anxiety and depression. I've been taking antidepressants for many, many years. And probably much the same as a lot of the population in the U.K. and the wide world at present given times are relatively challenging in this lockdown environment.

I'm a millennial. I'm 34 years old and I'm married to an American Greek a middle-aged white guy arguably who many might

say is not very diverse. And what I would say is actually he's more diverse than I am in many ways. He speaks fluent mandarin. He's American. He is Greek. He lived in China for over 10 years. I look the part; I often feel an imposter in my own skin because I'm Chinese, yet I can't speak a word of it. If we go into a Chinese restaurant which of course is not commonplace these days even given the COVID situation. Well, they'll speak to him -- they'll speak to me, sorry I should say they'll speak to me in Chinese or Mandarin or Cantonese. Frankly, I don't actually really know, I just nod and smile. And he'll respond in fluent mandarin right back at them, they'll kind of look between the two of us and be very, very confused indeed.

So to answer your question in a very long-winded way Andrew, identity means lots and lots of different things. I believe that everyone can and has something to do with the diversity inclusion belonging equity conversation because each and every one of us can make a difference and there's not just the visible diversity that we see on the outside, the color of our skin. The gender that we are is also what sits below the surface level. What is underneath that skin as well can be often just as diverse.

[27:24 - 28:05] Andrew: And it's interesting you mentioned your upbringing being adopted child in the north as you say as I was and being the only one you know at school in the community. And I found that actually, one, it impacted my identity and my view of the world certainly as being growing up but also inspired me to want to make a change. Do you find that your experience of growing up in sometimes which was could be a quite a vicious world, did you find that was part of the reason that inspired you for DIAL Global? And indeed what is DIAL stand for?

[28:07 - 30:53] Leila McKenzie-Delis: So DIAL stands for Diverse Inclusive Aspirational Leaders and is all about moving the dial in the right direction excuse the pun. What inspired Dial was absolutely the personal experience. But I think it was also -- I think it was more than that as well. My background is actually exact search and so I'd spend most of my time in boardroom speaking with individuals at C-level, non-execs, etc, etc. And explaining and educating individuals about why diversity inclusion belonging, equity is so important became rather tiresome to be quite frank with you. And I think when I was on that graduate ladder, when I was on the milk rounds which everyone may remember. I couldn't get a job at any one of those corporates. And I wondered why it's taken me up until recently to even realize that I've got something special and everyone has got something special. Now I got a first-class honors degree, I got the highest mark in my graduating year and I couldn't get a job at any of the corporate organizations even though I arguably did come from an element of privilege because I had education.

And so for me DIAL is about so much more than just one or two facets of diversity and inclusion it's about the broad holistic sense of what it is that makes us human. It is about all of the different rich aspects. I first had the honor of meeting you Andrew, yes, I see a black man, a powerful black man but I now know so, so, so much more you are not just a black male in the same way that I am not just a Chinese female or a millennial leader or a dyslexic person who thought they couldn't make it in life and in career. It's about all of those different rich eclectic facets that make us who we are. And DIAL is about all of those aspects it is about how we can move that holistic DIAL in every single one of those intersectional areas. Sorry that was a very long answer.

[30:54 - 31:28] Andrew: And it actually leads in you know as you just said about the sexuality and everything else that you're looking at. You recently -- DIAL Global recently produced a report looking at across a number of business industries across the U.K. to look at how they were doing around I&D. As you say across a number of factors that makes us who we are in society what were the insights that you gained from that report first of all? And secondly, was there anything that shocked you when you looked at the results of that report?

[31:32 - 35:34] Leila McKenzie-Delis: It's a great question Andrew. Thank you. And I say thank you again because you obviously sit on the review committee for the McKenzie-Delis review which last year was the McKenzie-Delis Packer review which sits in the McKenzie-Delis Foundation funding diversity inclusion belonging equity research for organizations trying to make a difference.

Now, when we set out to do this review, so many people said you can't do that because actually it's going to be -- I won't swear here but a cluster to do that to analyze ten different facets of holistic diversity we've got the Hampton Alexander review which is fantastic. We've got the Sir John Parker review which is wonderful on race. We've got the Center for Aging better doing great things on Asian generation. All of these rich intersectionality pieces, these segments of diversity and inclusion.

What we sought to do with this review, and we did the review as a pilot last year as you know on 79 organizations and the results were shocking to one degree, well to many degrees actually, I should say. We noticed that when you look at all of those different aspects of diversity inclusion belonging equity the ten different facets which is what we did, we partnered with ten different organizations. So for LGBTQ plus we partnered with Stonewall for the

gender facet we partnered with the Sir Hampton Alexander review, sorry, Sir John Parker review we partnered with on race and ethnicity, we cross-checked all the intersectionalities. We looked at the CEOs minus two because that is where you see the most challenge. That is where you see a lack of diversity. When I say a lack of diversity everyone can be diverse, yes, but I mean there is a lack of all of those ten different aspects of diversity inclusion belonging and equity.

One of the really wonderful things we did see was though that there were so many organizations willing to step up to the plate and put their heads above the parapet and get involved in this in a voluntary basis. And we saw the organizations are truly now making a stand to change and to develop and to really look at what their makeup is, the makeup of that boardroom environment, which universities or did CEOs minus two not go to university. What is the ethnic diversity split within CEOs minus two? and when I say ethnicity there's even more diversities within diversity.

Andrew, you and I have spoken about this many a time, what does BAME mean what does that really mean Black Asian Minority Ethnic. Well, you and I are both BAME. There's a lot of different things in there and so our hope is that every single year and this year we're doing the FTSE 500, we're doing the Fortune 500 in the states and partnership, backed by organizations that really are looking to take a stand and move and change those boardrooms and really inviting other individuals. We can see that the DIAL is starting to move on gender in specific but actually where do we sit on ethnic diversity, where do we sit with all of the other organizations that did not participate in the review, I don't know. A lot of that information is public, but a lot of that information is not public. So we'll see what happens this year Andrew.

[35:35 - 36:11] Andrew: Yeah, and I know and it's interesting and we've often have these conversations and it's great to have that review committee and see that passion that comes from other companies as well. And it's interesting you mentioned that we're at different states in different parts of the I&D gender, I totally understand that. And I do want to get some quick-fire questions, just to learn a little bit more about Leila. But just before I do that, I just wanted to -- in almost 30 seconds say and I know it's a very long conversation to have what are the major blockers to change, out of that review, what do you see thematically are the major blockers to change?

[36:12 - 36:24] Leila McKenzie-Delis: Wow! I like to see them as opportunities.

[36:25 - 36:27] Andrew: Okay. Yeah, much more positive.

[36:28 - 38:42] Leila McKenzie-Delis: However, there are so many blockers. There are so many challenges we have to look at this as an opportunity to move and change in a positive manner where do I start with challenges. How about Asian hate crime that we're seeing all across the news? How about the lack of generational diversity in the boardroom? How about the lack of difference with our CEOs that sit at the helm of those large global organizations? There are so many things, so many things that I can't fit them into 30 seconds. However, what we can do is see this as an opportunity for real true change and to take a stand because there are things in life that are so much more important than business frankly and those things are being a great human being and having humanity, having humility really trying to make a positive difference for now and for our future generations of leaders to come. So I would almost flip it back and say, 'Hey any CEOs, who are listening.' Take a stand your time is now to step up and

make a difference. We are seeing so much great stuff happening with CEOs who are activists who are making a difference. When we look at Steve Morales, the CEO for the co-op. It is about collaboration not competition because some things are so much bigger and so much greater than business and competition and that is standing shoulder to shoulder with one another and actually making the world a better place, the world of business and the world of wider society and beyond.

[38:43 - 39:03] Andrew: Well, thank you, Leila. I know that we could actually have another conversation or podcasts purely around those things maybe at some point in the future we'll do. Just to finish just thinking about a couple things about you and I will these are very quick five questions, I appreciate again at the end of our time. And what moment in life are you most proud of?

[39:03 - 39:53] Leila McKenzie-Delis: What moment in life am I most proud of? I -- oh my goodness that is a really hard one Andrew. I think I'm most proud of, this is going to sound really cheesy but I'm most proud of the day that I said yes to marrying my husband and I have my family and my friends around me and others who I've worked with in business and who have become great friends. For me that that was the proudest moment, sorry, Andrew, I'm going on here you know me I can ramble a little bit.

[39:53 - 40:31] Andrew: No, that's all part of that humanity. I mean I would say the same. I might say as you know last step last year and I totally relate to that especially having kind of a lockdown wedding but having to have those 30 people was brilliant. So I totally relate to that. Leila, we have come to the end of our time. I want to thank you again. It's always great to chat with you. I say it was interesting for me to be on the side of the microphone. Your passion and

commitment and your ongoing support for everything around I&D is an amazing example to us all. I really appreciate it. So thank you so much Leila. And I have no doubt that we will speak again soon.

[40:33 - 40:40] Leila McKenzie-Delis:
Thanks so much, Andrew and keep up the incredible work that you're doing at Accenture. We are just humbled to be partnering such a wonderful organization.

[40:42 - 40:43] Andrew: Thank you, Leila.

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