



FIRESIDE CHAT SERIES: INCLUSION AND DIVERSITY IN ACCENTURE

VIDEO TRANSCRIPT

[Arun]

Inclusion & Diversity is a topic that is catching a lot of attention and action these days. Asia, from this context, is very relevant, given that it is home to two-thirds of the world's population.

But what's happening in Asia, from an Inclusion & Diversity perspective? What our leaders are thinking about it, what are they doing about it?

Let's understand and explore that a little further with Grace Yip from Accenture.

[Grace]

The Inclusion & Diversity agenda is a very important thing, both in terms of the position I hold, but more importantly, it's something that I've always been very passionate about.

For me, Inclusion is really a celebration of individuality. It is about the fact that we all have very different strengths, and if we are able to come together, where the sum is greater than its parts, to me, that is true inclusion.

[Arun]

So how do you, as an organisation or as a leader, put to other programs that ensures that the masses change their mindsets?

[Grace]

Programs are as successful as the mindsets that they change, and in the space of Inclusion & Diversity, there are many different sorts of mindsets to change, it isn't one single mindset.

If I think about empowering women, it is also about giving them the confidence, the assurance, and the support that they can go as far as they want to go. That the potential will take them.

So I think, when it comes to programs, it is important to be clear about the outcome that you're trying to achieve. Some of it could be shifting mindsets of men, and I think it's important to have that comprehensive view that different initiatives are targeted to deal with different parts of shifting mindsets.

I think the other thing that I find very interesting, and I think you would agree with me, is this concept of networks and the importance of networks in building your careers, and in leaders.

I think you shared with me in the past as well, that you know a lot of the research that TrustSphere has done, has demonstrated that men and women typically start building up networks in a very similar fashion.

Somewhere along the lines, it changes, doesn't it? I think we mentioned a bit about the fact that



men seem to be better at building skip levels, networks, and relationships.

Somewhere along the line, women stop doing that and I think those are very powerful insights, and that is where analytics has a real place to play into this. Again, if you look at the fact that we are aware of these insights, we provide support to our women.

We have about 100 different networks across the company that allows women to create and build these networks.

[Arun]

That is very interesting. So, it sounds to me that you're doing two things, right? So one is you're pulling up a mirror and showing men and women where their networks are and what their social capital is.

With the presumption that if you have an extended social capital, obviously your potential to grow in the organisation increases. So that is the first.

The second part is you're creating a conducive environment for women to also expand their social capital. But how are women taking it? Are they responsive enough? How are you helping them change their mindsets?

[Grace]

I think that ties in very nicely with the power of analytics, right? I think the power of analytics, the way I see it, is that it is about a very sharp surgical knife that is able to cut through a lot of things, and to provide actionable insights that people can actually take targeted actions.

I have to say that from my experience, a lot of women have stepped up to provide their female colleagues the ability to be successful as they need to be, and in the space of networking, I have actually seen quite a number of very successful events where we've brought both men and women together to provide that

opportunity, to be able to build those networks internally and externally.

I think analytics has three things that are very powerful.

One is a clarity that it brings. That data brings to the problem.

The second thing is about the ability to target and have clear actions, and the third is consistency.

I think that we are very fortunate today, that in the space of analytics, a lot of these applications are now being put into the world of people analytics. It is an exciting time where companies can start to think about how to use data differently, to change the conversation on Inclusion & Diversity, and if you think about what we are doing at Accenture, and let's talk about perhaps, talent acquisition, it is really important to make sure they remove structural biases from the recruitment process.

You know what we've done recently last year, is that we rolled out, across ASEAN, a new sort of assessment process as part of recruitment. We've actually used real data, and this was no longer just looking at a CV, but really understanding an individual's potential.

To me, the data now gives us a lot more appreciation of an individual's strengths and the likelihood of the individual being successful in our company like Accenture, and the roles that we choose to put them into.

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