Stride:
creating a culture of diversity and inclusion

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"Culture does not make people. People make culture. If it is true that the full humanity of women is not our culture, then we can and must make it our culture " (*Chimamanda Ngozi Adichie*)

the why

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"It's always best to start at the beginning…"

"It started with an event. Thinking about what topics I wanted to raise, I looked around me and saw an uncomfortable truth…

There were lots of women in my workplace, just not many at the top. "

Vicky Williams, CEO Emerald Publishing

"You can't be what you can't see..."

Representation goes a long way

There's judgement everywhere.

" we expect women to work like they don't have children, and raise children as if they don't work."

Maternity risk?

Childcare?

Child-less?

Other responsibilities?

Frankly, it's all irrelevant and no-one's business.

Launching an internal diversity programme

- Authentic sponsorship and endorsement

- A representative Steering Committee with a shared purpose and ethos

- Create genuine change – a need to understand *why* we didn't have women in senior positions

- A focus on creating the right environment and the right conditions within the company

- Not a quick-fix – embedding true inclusivity into every part of the organization takes time

Received support to develop the programme in June 2015, and launched in November 2015 with a focus on gender diversity.

"The women's group…"

- Became known by some as "*the women's group*" or "*that women's thing*"

(**translation**: **not relevant to me, and not important *OR* I don't understand it**)

- BUT a core attendee group formed, and remained committed to promoting the positive power of diversity

A few examples...

- Talk series - honest stories from real role models – MPs, women leaders in tech, transgender leaders, authors, LGBT activists

- A trusting approach to flexible working

- Bespoke training for female leaders

- Voluntary unconscious bias training

- Diversity Manifesto

- Textual analysis of job adverts

Progress so far…

How do we know if we are creating the right conditions and right environment for parity and equal opportunity?

Leadership balance

In June 2015, our leadership gender split looked like this:

	MALE	FEMALE
BOARD	6	0
SENIOR MANAGEMENT	30	16

In June 2018, it looks like this:

	MALE	FEMALE
BOARD	5	2
SENIOR MANAGEMENT	24	24

Gender pay gap

We still have a pay gap.

Our gap for hourly pay is 24% and for bonuses is 11%.

What's driving this?

- The high percentage of females in lower hourly pay quartiles, typically entry-level positions in editorial and marketing

- The 'middle' hourly pay bands, which are dominated by tech roles, largely occupied by men

We're average, which is disappointing, but numbers only tell one part of the story.

It's far more than a numbers game…

- Diversity now sits at the heart of Emerald and is embedded in our strategy
- It's also a key part of our publishing philosophy and our employer brand
- Flexible working is more than just a policy
- Progressive maternity and paternity policies (employees taking shared parental leave)
- Change in language we use in our job advertisements
- Reverse mentoring, focus groups and interviews – make sure that what we are doing meets the needs of our employees, and we don't miss anything
- Positive feedback from staff, from recruiters, from our editors and authors
- Open environment – (e.g. Internal let's talk about series… Depression, miscarriage, domestic violence)

what next?

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Broadening our diversity efforts

- Continued visible commitment to diversity - has a ripple effect and breaks down hierarchies

- Our programme has developed to encompass aspects of race, sexuality and mental health

- Expanding our programme for 2019 – active bystander training, male mental health issues

- We've formalized our Diversity Steering Group in order to develop policies and practices

- Continue our focus groups and interviews – monitoring is important

- We want to keep improving our working practices and culture – shared parental leave, greater flexibility, deeper awareness

- Looking more at our hiring processes – exploring blind CV screening and balanced interview panels

- We are focusing on a 'women in tech' programme to dispel the myths and create the opportunities

- We're working with Umbrella Analytics as a beta partner

- Above all, we're talking about diversity *a lot*…

Addressing the barriers

- Every employee has the right to feel comfortable in their workplace – to bring their true authentic self to work but....
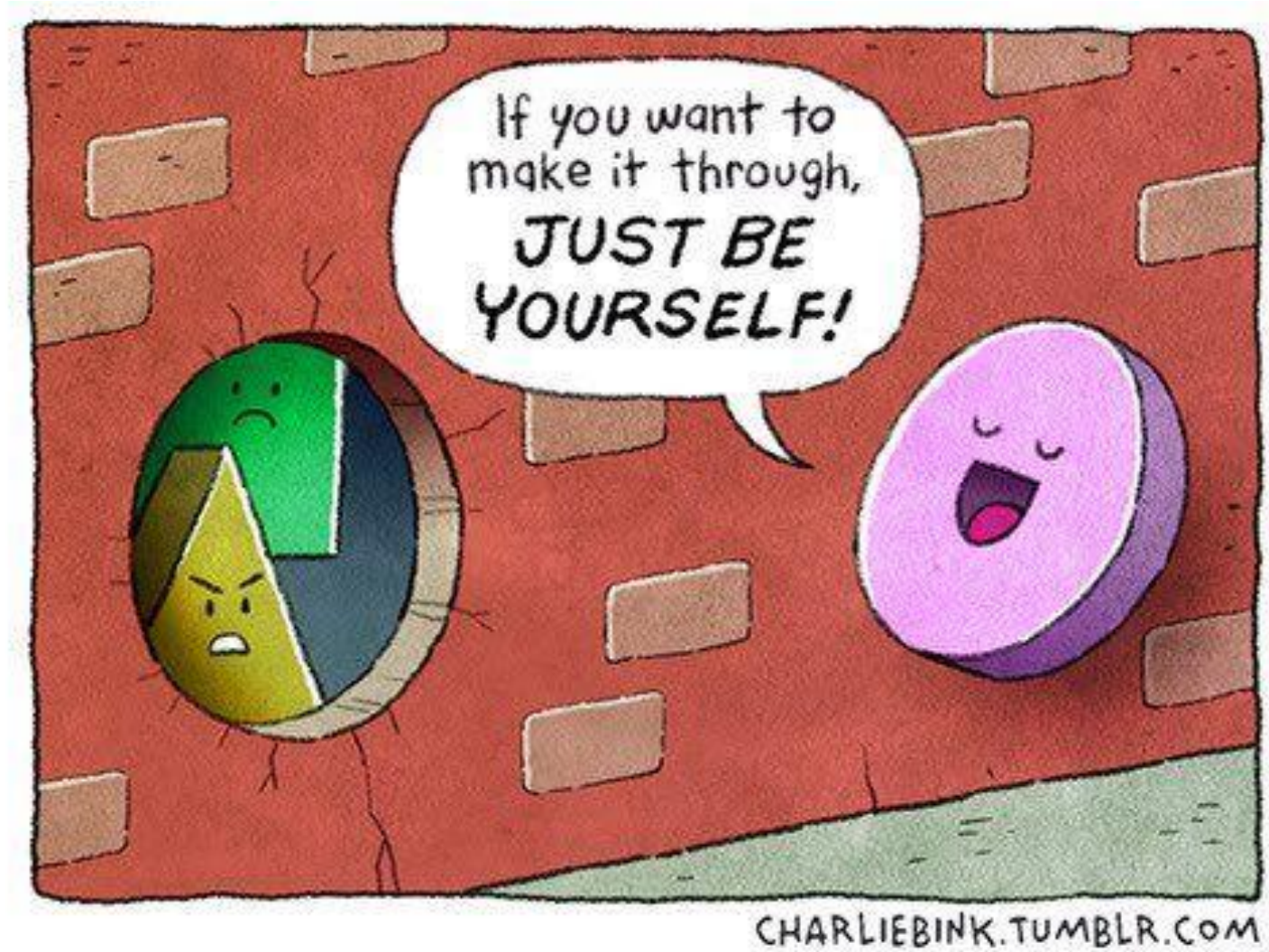
Equality is an everyone problem

- I can't give this talk without acknowledging that the structures we work in were created by white, straight, neurotypical, able-bodied men …with white, straight, neurotypical, able-bodied men in mind

- The more you happen to crossover with these characteristics the more privilege you have.

- The further away you are, the more barriers you have to overcome…

- … and the more effort you expend in code-switching – altering how you express yourself at work

- Take a step back and look with open eyes at your workplace – at language, office space, who is listened to in meetings, flexible working policies, dress code, team activities – who is being excluded?

- Use whatever privilege you have to encourage change

- We don't have enough men in our group! Join your workplace inclusion initiatives, listen to talks by people who don't necessarily represent you - we all gain from men being part of the conversation.

"Great is the work that remains to be accomplished"
Sylvia Pankhurst

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