

What moves the needle? Key elements of successful D&I work

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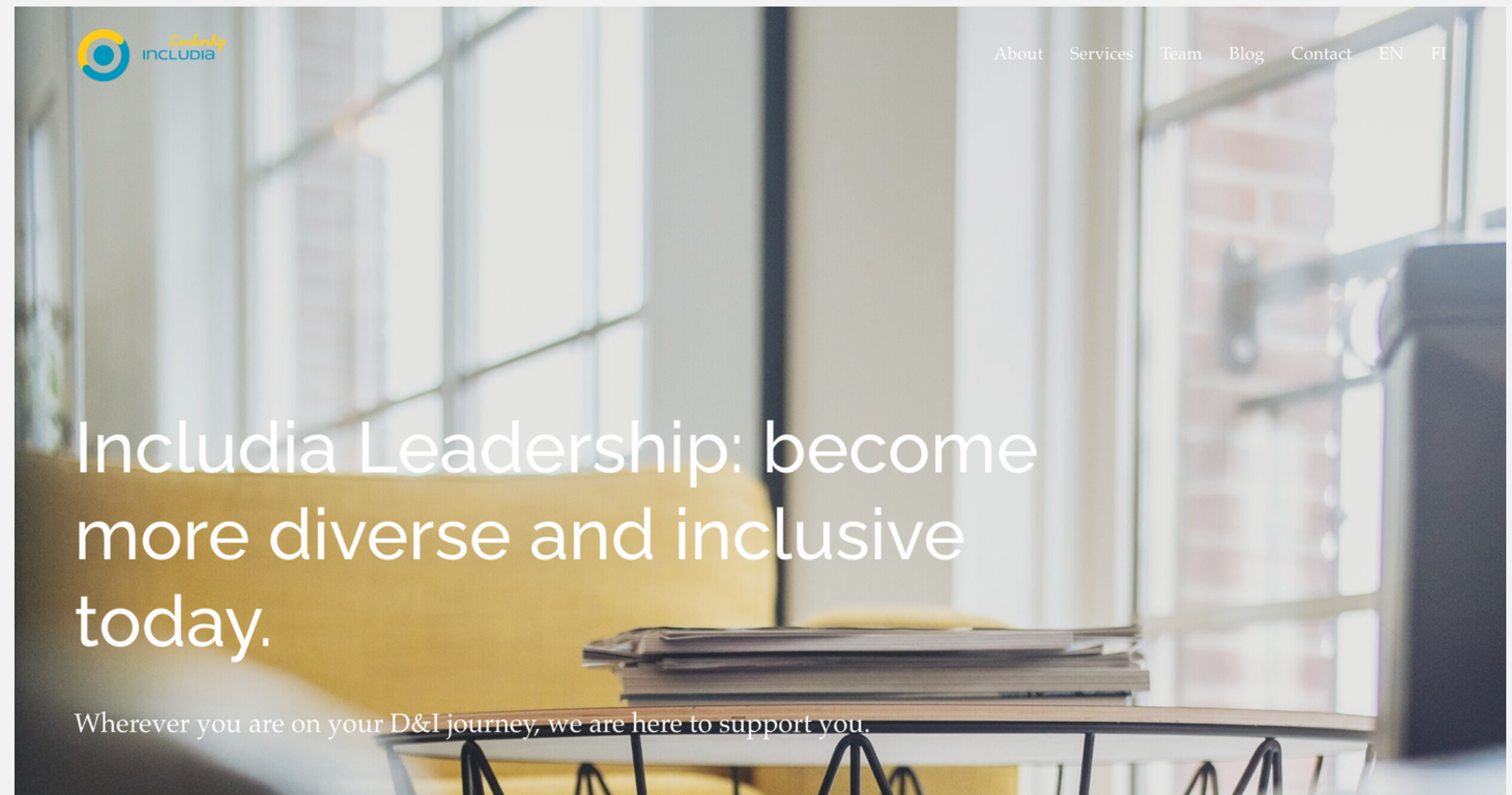
Includia Leadership



- ✓ Leading Finnish provider of D&I services
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Agenda

Key challenges and elements of success

Group discussion

Panel

Questions and answers



What is it that really creates
change?





"[D&I is] a lot about change management. It is navigating a difficult cultural change together with leaders. When you work with this topic, you work with the core of the organization. It's not something separate on the side. D&I is connected to the deepest level of the organization's culture, structures and people."

Pia Höök, Global D&I Lead, Skanska, 2019





When initiatives are undertaken
with no clear goals in mind, it
should not be surprising to find
that quite often very little is
accomplished.

Nishii, 2018



What do we aim to change?



REPRESENTATION

- % of women in leadership
- % of international talents
- Age structure



PERFORMANCE

- Results
- Employee engagement
- Customer satisfaction



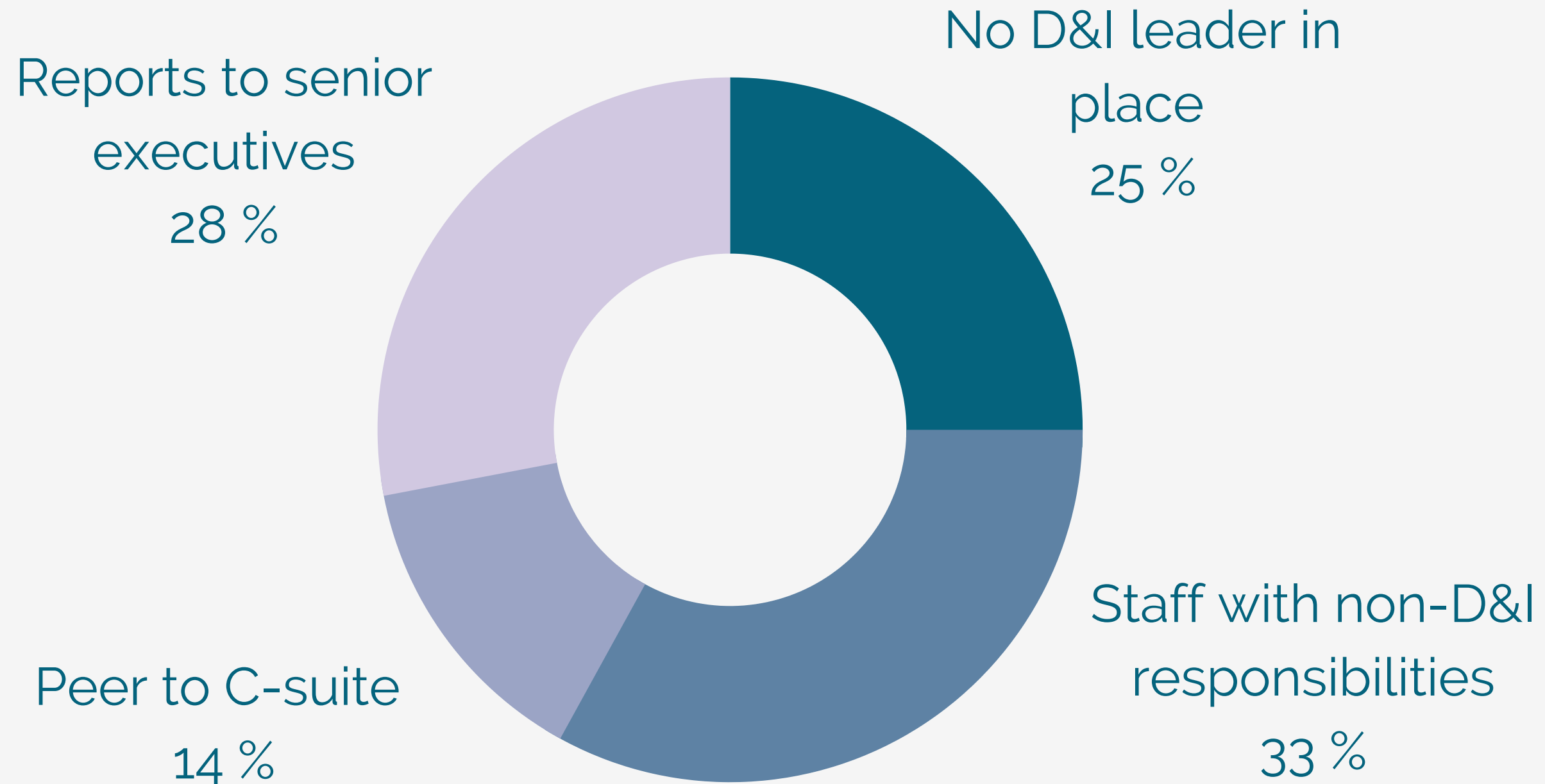


Efforts to establish responsibility for
diversity lead to the broadest
increases in managerial diversity.

Kalev et al. 2006



The D&I programme leader is...



Source: PwC: Global D&I Data, 06/09/2021



Shared responsibility

How does your organisation drive accountability for D&I results?	
Leaders are tasked with specific D&I goals	25 %
Leaders' progress toward meeting their D&I goals is measured	14 %
D&I goals influence performance evaluation and compensation outcomes for leaders	10 %
D&I goals influence performance evaluation and compensation outcomes for all employees	10 %
None of the above	40 %

Source: PwC: Global D&I Data, 06/09/2021

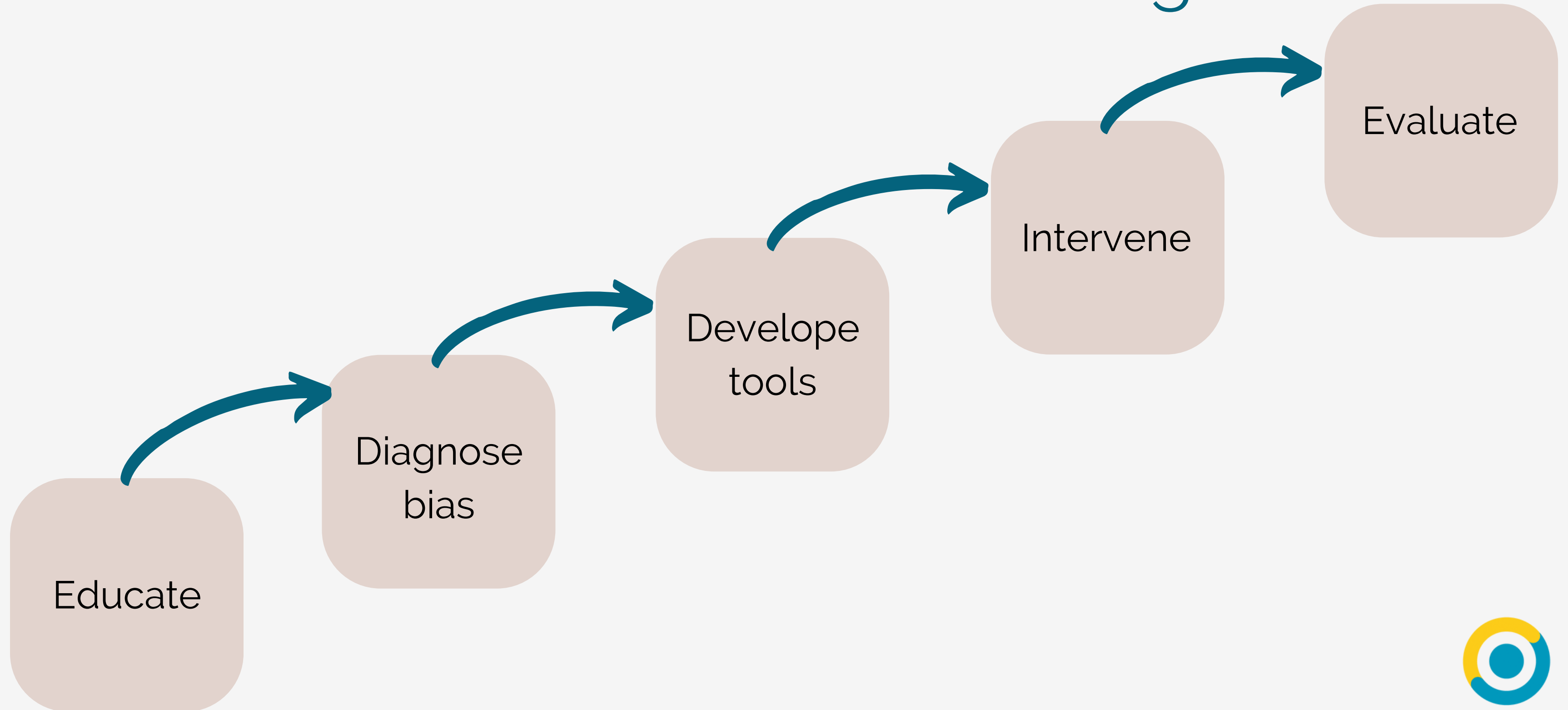


Key elements of success

- ✓ Collaboration
- ✓ Clarity of focus
- ✓ Responsibility
- ✓ Data
- ✓ Top level support



Small wins model for change



What are your key challenges in driving D&I?

What have you experienced as elements of success?

What recent "small win" are you happy about?



Panel discussion



Clara Bodin 

Global Lead Diversity & Inclusion at
Telia Company



Mara Zavagno 

Chief Diversity and Inclusion Officer
at Konecranes



Thank
you

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