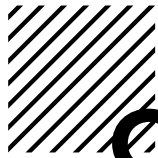




Tackling diversity & inclusion in the workplace.

10 insights and actions from market
leaders in our industries.



CONTENTS

03
INTRO

GUEST INSIGHTS

04
SIMON FARNSWORTH
Diversity of thought drives business value

05
NANCY GOLDBERG
Inclusivity through working environment

06
CARMEL ORTIZ
Take diversity beyond recruiting diverse talent

07
MARGARET DAVIES
Drive business value through diversity

08
STEVE TUNNICLIFFE
How mentorship can foster diversity

09
JOACHIM BERGMAN
Explore remote workers to increase your diversity pool

10
EVELYN CLOUGH
An open and honest approach about your diversity

11
DARA MCCANN
Create an inclusive workplace environment

12
MATT WESTRUP
Diversity is a process and a journey

13
SHELLI BRUNSWICK
Education is the start of diversity

14
OUTRO
Insight overview



INTRO TACKLING DIVERSITY & INCLUSION IN THE WORKPLACE

From countless conversations with clients and companies across our sectors we find that diversity and inclusion is one of the most important ethical and strategic priorities.

We've seen over the years a growing want and need to bring in a diverse range of talented individuals to companies, but it continues to be an issue with questions like 'I don't know how to start' or 'We can't attract diverse talent'.

In this white paper, we prove that there is a business case for putting in thought, process and time to foster diversity and inclusion in your business.

During the last few months we have spoken to senior leaders, experts and managers across the Content & Media, Satellite & NewSpace, Connectivity and Cyber Security fields in our weekly episode of The Tech That Connects Us Podcast.

One important question we always make the time to ask is about diversity, we find out how these individuals are actively addressing the issue and the strides they're making.

And that's where this white paper comes in; 10 fantastic insights and tips businesses leaders need to think about if they want to begin the process of building a truly diverse business, filled with talented individuals from different backgrounds.

We hope you get some tangible actions out of this book and equally hope it builds momentum, generating a positive impact on diversity within your business.

John Clifton

Co-Founder, neuco Group

01 DIVERSITY OF THOUGHT

We start our look at diversity with 'Diversity of Thought' an interesting element of ultimately seeing the value of growing a diverse team of many cultures and not just ticking a box of 'having diversity'.

During our interview with Simon Farnsworth, a key area he addressed was the act of bringing in a diverse team filled with people from different backgrounds and life experiences ultimately helps you foster 'diversity of thought', the ability to have meetings, brainstorm and collaborate with a variety of different

mindsets. Simon touches on how having a diverse team can exponentially increase creative output and contribute towards driving business value.

So, it's important to not just think of diversity as a quota that must be met for your business image, but to think of adding a diverse variety of talented and unique people to your team, bringing outcomes you didn't even think possible.

SIMON FARNSWORTH

CTO BROADCAST TECHNOLOGY & OPERATIONS,
DISCOVERY INC



"If you have diversity of thought, you get good business outcomes, people will think differently, respect other people's points of view and foster more creativity in your business."

TIPS TO IMPLEMENT

- ✔ Lean on the creativity and insight of your diverse team
- ✔ Find something that works for you and drive it hard - be a champion!

02

INCLUSIVITY THROUGH WORKING ENVIRONMENT

Inclusivity starts with the environment. If COVID has taught us anything it's that everybody needs something different in their workplace, especially now, since the mass adoption of homeworking. So as employers have now experienced the flexibility and accommodation that has been required, they need to apply this to their working environments as they return to the office and continue to grow.

Nancy Goldberg argues that diversity and inclusion starts with that flexibility and accommodation to people's environment. For her, the point of diversity isn't just for diversity, it's being truly intersectional, being able to look at each person and to ask "What do these individuals need and how can we best support them?"

NANCY GOLDBERG

EVP, CHIEF MARKETING & SALES OFFICER,
NAGRA



"Everybody requires something slightly different and unique. For me, the point of diversity isn't just diversity. It's really this notion of being truly intersectional, being able to look at all the different factions and groups and say What do these individuals need and how can we best support them?"

TIPS TO IMPLEMENT

- ✓ Take time to understand the unique requirements of all your team and help them feel supported
- ✓ Ensure your company's infrastructure can support and nurture your people's needs

03

TAKE DIVERSITY BEYOND RECRUITING DIVERSE TALENT

Diversity unfortunately gets relegated to the hiring process for many companies, an afterthought and a tick on an agenda. Carmel Ortiz argued that successful diversity initiatives need to start before a hire and continue throughout employment.

The before begins in the 'pre-hire' stage, effectively communicating to suppliers, especially recruiters, your values in diversity. Taking the time to outreach to

people through platforms like social media, adjusting your branding and message to include your diversity and really digging deep into your selection process, reducing bias, diverse outreach and finding the best candidates. After the hire you should demonstrate how diversity is embedded into your company culture, making them aware of the programmes and initiatives you have that help support diversity as well as any inclusion groups you have set up.

CARMEL ORTIZ

VICE PRESIDENT, SYSTEMS INNOVATION,
INTELSAT



"It's important that structurally once a candidate is selected, we make sure that our candidates are aware of the various inclusion groups that we have. From new hire programmes to our women's initiatives and diversity programmes. The concept being that once we get a strong diverse candidate and employee in the door, we want to focus on retention."

TIPS TO IMPLEMENT

- ✔ Align and communicate your diversity strategy to your pre-hire activities
- ✔ Make sure new hires are aware of your diversity initiatives and inclusion groups

04

DRIVE BUSINESS VALUE THROUGH DIVERSITY

Margaret Davies argues that it's important to recruit for diverse backgrounds as you ultimately drive business value. As we discussed with diversity of thought, the action of bringing on talented people from diverse backgrounds is important as it not only supplements your business with skilled people but helps with decision making. If everyone is from the same background and gender then you'll find many of your decisions may not be constructively challenged,

the diverse voice will cut through clearly which is great for customer and commercial engagements.

This comes down to the leaders recognising that they need more diverse voices to come through in business, to drive a different type of business value and to challenge the company and where it is going.

MARGARET DAVIES

HEAD OF MARKET AREA OPERATIONS UK, IE & APAC, RED BEE MEDIA



"There's a phrase in relation to sustainability and it applies to diversity as well, which is:

Sustainability as an initiative within any business is not sustainable, unless it delivers business value, it has to contribute to the bottom line.

And while we have clear laws that protect bias against a raft of categories, the reality is diversity must drive business value."

TIPS TO IMPLEMENT

- ✓ Understand and make clear the business value and bottom line gained from diversity
- ✓ Let more voices through in business to be able to drive a different type of business value

05 HOW MENTORSHIP CAN FOSTER DIVERSITY

Steve Tunnicliffe, a strong believer in mentorship, chalks down mentorship as one of the biggest guiding factors throughout his career, having enjoyed mentorship from a number of varied individuals. He now passes that on, mentoring through MBA programmes and aspiring MBA students.

Mentorship is where Steve felt there could be a fantastic opportunity to drive diversity and create that inclusive culture. Much too often we'll find a mentor / mentee relationship will be one that creates parallels

between demographics, background, university and/or gender. The mentee could more often than not just be a younger version of the mentor themselves.

But if you were to pair a mentee with someone from a different background, upbringing, gender; someone different on purpose they are going to not only learn and create lasting relationships, this will simultaneously fold them into the inclusive culture you are growing in your business.

STEPHEN TUNNICLIFFE

SVP OF GLOBAL SALES, ST ENGINEERING,
iDIRECT



“Mentoring programmes are a fantastic way to involve new starters in a organisations culture. For too long mentor programmes have largely put people from similar backgrounds together, whereas moving forward placing an emphasis on diversity in mentorship would be a great way of further enhancing diversity in the workplace.”

TIPS TO IMPLEMENT

- ✓ Implement a mentorship program for your new hires if you haven't done so already.
- ✓ Partner people who are different on purpose to create a more diverse mentor/mentee relationship.

06 EXPLORE MORE REMOTE WORKERS

When looking to create a more inclusive and diverse team it's not always going to happen if you hinder yourself with immediate location hires. COVID has shown us that companies can run remote and people from across the globe can add massive value to the business.

When we open the business to remote hires, as Joachim Bergman has done to great success, we open

our talent pool to a world's worth of talent. Employers would not need to settle on a candidate just because they're the best in the area, they could bring on hugely talented people from across the globe. So, if you're looking to bring more diverse and worldly people in your team then don't discount the value of bringing on remote workers from others countries.

JOACHIM BERGMAN

CEO & COO, 24i & BOARD MEMBER, AMINO COMMUNICATIONS



“For us leaders in the industry, we need to understand how we can create a larger talent pool over time, because I think that’s the only way, we’re going to improve company culture and diversity. So, we have, for instance, hired someone in LatAm because we knew it was going to be hard to get talent local to us. We hired somebody out of Colombia, a female developer - not that that was a criteria – but just because she’s an awesome developer.”

TIPS TO IMPLEMENT

- ✓ Create a global and remote mindset for roles in your business
- ✓ Remove location limits when searching for new candidates

07

AN OPEN AND HONEST APPROACH ABOUT YOUR DIVERSITY

Diversity needs to begin with openness and honesty. If you're not quite there with your diversity, talk about it and don't be ashamed of it. What matters is setting that accountability and showing the data on 'how diverse, not just diverse'. Evelyn argues it's important for companies to take the time to publish numbers on where their diversity initiative is at and where they aim to get to.

This will ultimately give your business a roadmap for meeting your diversity goals but also give you the opportunity to openly promote your proactivity and mission to create a more diverse and inclusive business.

EVELYN CLOUGH

VP NETWORK TRANSFORMATION, ERICSSON



"I think every company should publish a 'How diverse are you Report'. How many people in leadership are in this group of people? How many are African American? How many are female? etc. I think we need to be more transparent. A lot of companies say "we're diverse!". Well, okay, great, but out of your employees how many are in C level or executive level? How many of them are female? I mean you can say you're diverse, but, show me."

TIPS TO IMPLEMENT

- ✓ Be honest about your diversity and produce a report on your current numbers and where you want to get to
- ✓ Utilise your honesty and reporting to create a roadmap to where the numbers should be

08

CREATE AN INCLUSIVE WORKPLACE ENVIRONMENT

An inclusive workplace environment needs to be organisation wide, argues Dara McCann, former EVP of Human Resources at SES Networks. We all have unconscious bias whether that's from our background or previous environment. Dara discussed in our podcast that we need to really look at those bias ourselves, whether employee or employer and really challenge them.

An inclusive workplace should make people feel comfortable, not judged. An example she uses is the question 'How was your weekend?' a seemingly innocent question on a Monday, may make a single mum, or a gay man feel uncomfortable as they will need to share details such as their kids may have been a struggle or about a skiing

weekend with their boyfriend. An inclusive environment will help those people feel safe, psychologically safe and free from assumptions.

But how do we do this? It again helps to bring this view into the recruitment process, trying to avoid making assumptions when you receive CV's; whether that be age, education, background etc. Dara discusses whether we just use university degrees to cut down viewing the amount of CV's you look at; does the role you're recruiting for really require a university degree, as you can instantly remove some very talented diverse people who may not have had the same opportunities as others from the hiring pool.

DARA MCCANN

FORMER EVP HUMAN RESOURCES, SES NETWORKS



"As employers, we must make sure we create the environment where people are comfortable to talk about who they are, without any repercussions. We need to teach people about unconscious bias, because we all have unconscious bias on a number of things. People have to understand how in their own mind through their upbringing and education what unconscious bias do they hold? And begin to look at themselves 'what am I doing about this?'"

"Because diversity is easy to talk about, to put nice words on paper, but it needs to be about what's done every day. Employers must ask whether they are helping or hindering progress in this area. The answer is a mixture of self-reflection, training, and work."

TIPS TO IMPLEMENT

- ✓ Make the workplace psychologically safe to allow people to be who they are
- ✓ Consistently question what you're doing to remove unconscious bias

09

DIVERSITY IS A PROCESS AND A JOURNEY

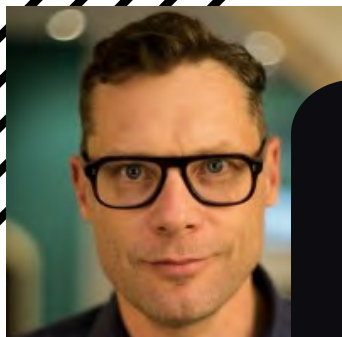
Diversity shouldn't just be a switch that you turn on when you get worried about your gender or ethnic split. It needs to start as a process and a journey your business takes, and this is exactly what Matt Westrup discussed on our podcast.

Matt believes that the journey of diversity starts all the way back in education and giving opportunities, but is also about the internal conversations you will

have with your senior leaders. You'll need to really have some open and honest conversations and take a good hard look at your business. Placing diversity at the front of your business objectives and values will help weave it into the culture of your business.

MATT WESTRUP

SVP TECHNOLOGY & OPERATIONS, A+E NETWORKS UK



"It goes back to education and opportunity, it is about being brave and honest about the conversations you're prepared to have within your business. And that everyone realises that it's a process and a journey, rather than a big bang, or an implementation. It has got to be part of the fabric of the culture of the business. That takes time but also leadership as well as all the employees being conscious about it, which ultimately takes practice"

TIPS TO IMPLEMENT

- ✓ Start somewhere and begin to have those difficult discussions with your team and leadership
- ✓ Keep diversity initiatives as a core value in your business and culture

10 EDUCATION IS THE START OF DIVERSITY

Our final point is the importance of starting at the very beginning of the diversity journey businesses will take, education. We had a fantastic interview with Shelli Brunswick, who recently won the WomenTech Network Global Award for Diversity Officer/Role Model, about what her thoughts were on addressing diversity and skills gaps in the industry.

It starts with showing those in education that anyone can achieve their goals; from engineer, to CEO and

even becoming an astronaut. It's about you as a business making the proactive approach to partner with educational establishments and highlight the skills and jobs and places people can go. Whether that is through participating in job fairs or offering internships and work experience; it's important to show the next generation what is possible and giving them aspirations, helping to break the societal expectations that kids are faced with.

SHELLI BRUNSWICK

COO, SPACE FOUNDATION



“During the formative years, what’s the outlook for kids today? As a community, we have to nurture the dreams, hopes and potential for all people, especially underrepresented groups, to contribute to space exploration and space-inspired industries right here on Earth. There are some great resources out there for students, educators, counsellors and families. Check out Space Foundation for comprehensive teacher training and curriculum resources and NASA for their extensive space-inspired materials.”

TIPS TO IMPLEMENT

- ✓ Partner with educational establishments, teach young people about their career opportunities and how they can get there.
- ✓ Get people into the workplace through internships, apprenticeships or work experience

FINAL THOUGHTS

We hope you've enjoyed reading this white paper and taken some insights and positive actions to improve the diversity of your business. We would like to thank the amazing guests who contributed towards making this white paper happen and their stories told on our podcast.

The key is ensuring that we all contribute to making diversity a key topic of conversation, and if we all do that, change will occur...

DIVERSITY OF THOUGHT

It's important to not just think of diversity as a quota that must be met for your business image, but to think of adding a diverse variety of talented and unique people to your team bringing outcomes you didn't even think possible.

INCLUSIVITY THROUGH WORKING ENVIRONMENT

Diversity isn't just for diversity sake, it's being truly intersectional being able to look at each person and to ask 'What do these individuals need and how can we best support them'?

TAKE DIVERSITY BEYOND RECRUITING DIVERSE TALENT

Diversity initiatives need to start not only before a hire but also after.

DRIVE BUSINESS VALUE THROUGH DIVERSITY

Recognise that your company needs more diverse voices to come through in business, to drive a different type of business value and to challenge the company and where it is going.

EDUCATION IS THE START OF DIVERSITY

Take a proactive approach to partner with educational establishments and highlight the skills and jobs and places people can go.

EXPLORE MORE REMOTE WORKERS

If you're looking to bring more diverse and worldly people into your team then don't discount the value of bringing on remote workers from other countries.

AN OPEN AND HONEST APPROACH ABOUT YOUR DIVERSITY

Show the data on 'how diverse, not just diverse'. It's important for companies to take the time to publish numbers on where their diversity initiative is at, and where they aim to get to.

CREATE AN INCLUSIVE WORKPLACE ENVIRONMENT

Build an inclusive workplace that makes people feel comfortable and not feel judged. Make the workplace accessible for people and their varying needs - psychological safety to be who they are.

DIVERSITY IS A PROCESS AND A JOURNEY

The journey of diversity starts all the way back in education and giving opportunities but also about internal conversations with your senior leaders. You'll need to really have some open and honest conversions and take a good hard look at your business.

HOW MENTORSHIP CAN FOSTER DIVERSITY


Pair a mentee with someone from a different background, upbringing, gender; someone different on purpose. They are going to not only learn and create lasting relationships but will be folded into the inclusive culture you are growing in your business



Contact or connect

Call or email us with the details below:

 +44(0) 203 865 1330

 hello@neuco-group.com

Follow or connect with us on social media through the links below:



| Global Recruitment & Executive Search

We help you create the future, faster.

Content & Media | Satellite & NewSpace | Connectivity | Cyber Security

New episodes every
Wednesday!

The Tech That Connects Us

