

# Maximising The Business Value Of Authentic DEI

**Women in Mining Summit**

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# Introduction

## DEI as a strategic imperative

Are our systems, symbols, and environment supporting or harming?

- » Role of DEI
- » Frameworks and Integration
- » Changing the narrative
- » Leadership capability



“One Of The Biggest Cultural Drivers Of Dissatisfaction Is Working In A System Not Designed For Success”

# The Critical Role of DEI in Business Growth and Innovation

## Understanding the importance and strategic value of DEI

### Why Now?



78% of global executives believe DEI is essential for business growth, highlighting its urgency in today's market. Companies embracing diversity outperform competitors by 35%, reinforcing its strategic importance.

### Global Perspective



Research shows that diverse companies not only drive innovation but are also better positioned to meet the evolving needs of customers, leading to enhanced performance and competitiveness in the marketplace.

### Talent Shortages



The industry is experiencing significant talent shortages in STEM roles. Emphasising DEI can attract diverse talent pools, ensuring the workforce is equipped with the necessary skills for future growth.

### Innovation Pipeline



Embedding DEI within corporate strategy fosters a stronger innovation pipeline. Diverse teams bring varied perspectives, leading to more creative solutions and improved products and services.

### ESG Performance



Companies with strong DEI practices demonstrate improved ESG performance, attracting investors who prioritise sustainability and ethical governance, thus enhancing overall corporate reputation.

### Operational Risk



Reduced operational risk is another strategic outcome of DEI. Diverse organisations are better equipped to navigate challenges, leading to enhanced resilience and adaptability in dynamic markets.

# Organisational Inclusive Maturity Level

Five stages from awareness to sustainable DEI progress





# Understanding Authentic DEI: A Comprehensive Framework

## Systemic Approach

Authentic DEI must be built into every aspect of the organisation, including hiring practices, leadership roles, and decision-making processes to ensure inclusivity.

## Cultural Integration

Authentic DEI should be embedded in the organisational DNA, treating it as a core value rather than a side initiative, to create an inclusive culture.



## Resourced Initiatives

Successful DEI efforts require dedicated budgets, trained DEI officers, and accountability structures to track progress and ensure commitment.

## Sustainable Practices

To be effective, DEI should have long-term KPIs that are regularly monitored and refined based on outcomes, ensuring continuous improvement.

“It’s not about box-ticking, quotas, or symbolic gestures—  
it’s strategic, sustained, and culture-driven”.

# Changing the Narrative of DEI

## Challenges and opportunities



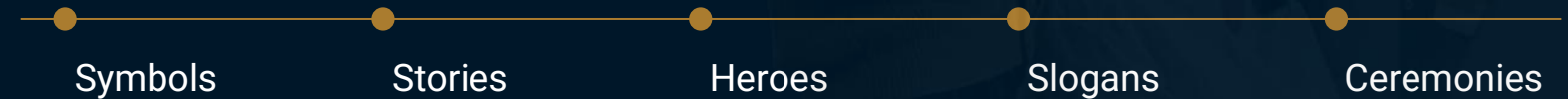
“Inclusion is not bringing people into what already exists. It is making a new space, a better space for everyone.”

George Dei

### Learning from past mistakes :

- » Diversity silos – are they working?
- » Need to move from economic-based approach to taking a values - based approach. Repositioning the value of inclusion.

#### Values signified by:



- » Need to move from Equity of Opportunity to Equity of Outcome to ensure there is diversity representation at all levels.
- » Treat diversity groups as individuals and not homogenous groups. Build relationships and understand their individual needs.

# Integrating DEI into Corporate Strategy

## Challenges and opportunities



## Two (2) types of strategy:



Exploitation



Exploration

# Driving DEI Success Through Measurement

## Transforming intentions into tangible results with accountability and metrics



### How do we reward success?

Individuals, adopt behaviours of the group then adopt behaviours that are recognised and rewarded.

Everyone Is Held To Clear Performance Standards



**Shift To Hard Metrics** – transition from soft commitments to measurable outcomes, ensuring accountability in diversity initiatives

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**Key Performance Indicators** – focus on retention rates, safety incidents, innovation outcomes to gauge effectiveness

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**Transparent Reporting** – enhance transparency to foster trust in DEI efforts across the organisation

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**Link Bonuses To DEI** – Tie executive compensation to DEI results, incentivising leaders to prioritise diversity and inclusion



# Building Inclusive Leadership Capability

Empowering leaders for diverse teams

“If you inspire an individual to do more, want more or become more, you are a leader.”

John Quincy Adams, 2nd USA President.

## 01

Training Focus –

- » Unconscious bias training
- » Psychological safety
- » Conflict resolution skills

## 02

Leadership Empowerment –

- » Intersectional team management
- » Behaviour measurement
- » Modelling inclusive practices



# Creating Purpose, Identity, and Belonging in the Workplace

Fostering environments that reflect identity and promote inclusion for all employees

**Culture of Inclusion** – Develop inclusive norms, language and practices that affirm belonging and encourage authenticity at work

**Empowerment networks** – Empower individuals through employee resource groups and mentorship networks to enhance their workplace experience



**Identity reflection** – Foster environments where individuals see their identity reflected in leadership, policy and culture

**Intersectionality awareness** – Highlight intersectionality to acknowledge that people are not defined by a single label or identity

“Diversity is a fact. Equity is a choice. Inclusion is an action. Belonging is an outcome.”

# The Business Value of Authentic DEI Practices

## The Business Value of Authentic DEI Practices



“You need to say something four (4) times before they hear it. Six (6) times before they believe it.”



**Cognitive blind spots** – Homogenous teams risk missing diverse perspectives, leading to social biases and poor decision making



**Employee performance** – Employees in inclusive companies report being 80% more productive and 3.5x more likely to contribute their full innovative potential.



**Cash flow boost** – inclusive organisations experience 2.3x higher cash flow per employee, showcasing the financial advantages of DEI strategies



**Attracting talent** – 69% of Gen Z and Millennials prefer to work for companies with strong DEI practices, impacting recruitment positively

# What Next – Embracing Future DEI

## From Compliance To Transformation



Leverage inclusive  
technology and policy



Co-design environments  
with lived experience



Transition DEI from  
compliance to transformation

Remember the human at the centre of all DE&I conversations. One size doesn't fit all, and standard processes don't accommodate for everyone. It's important to remember that we all have different needs, and we must find ways to adapt and accommodate the needs of everyone, if we want to get the best out of everyone on the team.

“What if the deepest purpose of a leader is to change the lives of people who work there?”