

DIVERSIFY NORDICS SUMMIT 2023

diversify
COME AS YOU ARE

BEST PRACTICE MANUAL

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TABLE OF CONTENTS

About Diversify	4
About Diversify Nordics Summit (DNS)	4
Acknowledgements	5
Introduction	6
Keynotes	7
What is the right thing to do? Othering, belonging, and justice	7
Inclusion & Diversity Leadership Lessons	9
Leading Through Bias	11
From Theory to Practice - Embedding Intersectional Thinking in your DEI Strategy ...	13
Dear White Women: Bridging Privilege and Power to Drive Equitable Change	15
Decolonising the Nordics: Centering Sámi Perspective in the Inclusion and Justice Narrative.....	17
Fireside Chat	19
A Conversation on “Nordic Denial”	19
Panel Discussions	21
How institutions can create and foster inclusive and equitable systems - Policies and practices from the workplace, academia and society	21
Do you want to successfully recruit a diverse team? Here’s how. But wait, how are you going to retain and advance them?	22
Leading with an Anti-racist lens and decentering whiteness in DEI: The Why, the How and the When?	23
The impacts of your investments: Where you put your money and time and what it says about you	25
Bandwagonery, Performative Allyship, and Tokenism: How can data make us accountable to creating intersectional and sustainable DEIB interventions?	26
Bridging equity and belonging in the arts and culture sector. Challenges and opportunities	28
Climate justice and Indigenous Rights: Decolonising sustainability and ‘development’	29
Rethinking and Leveling Up ESG: Prioritizing Equity and Inclusion in Corporate Ratings	31
"Are You Woke?" Inclusive Communication and Marketing in Times of Far-Right Populism and Identity Politics	32
We need to talk about sexual harassment in the workplace - The prevalence, stigma and the denial. Strategies to eradicate harassment and amplify safety	34
Disability and Neurodiversity: How to remove workplace barriers, unlock productivity, and drive inclusion	36
Death by 1000 Cuts: How microaggressions, unconscious bias, gaslighting, tone policing reinforce the different ‘isms’ and ‘phobias’	38
Leadership 2.0: Navigating the Opportunities Ahead	39
Innovation, Technology and AI in The Age of Disruption: Challenges and opportunities for the future	41

LGBTQIA+ Inclusion and Intersectionality: What are we doing well and what do we need to do better? 42

Leadership Development and Systems Redesign: How does inclusion drive belonging, sustainability and profit? 44

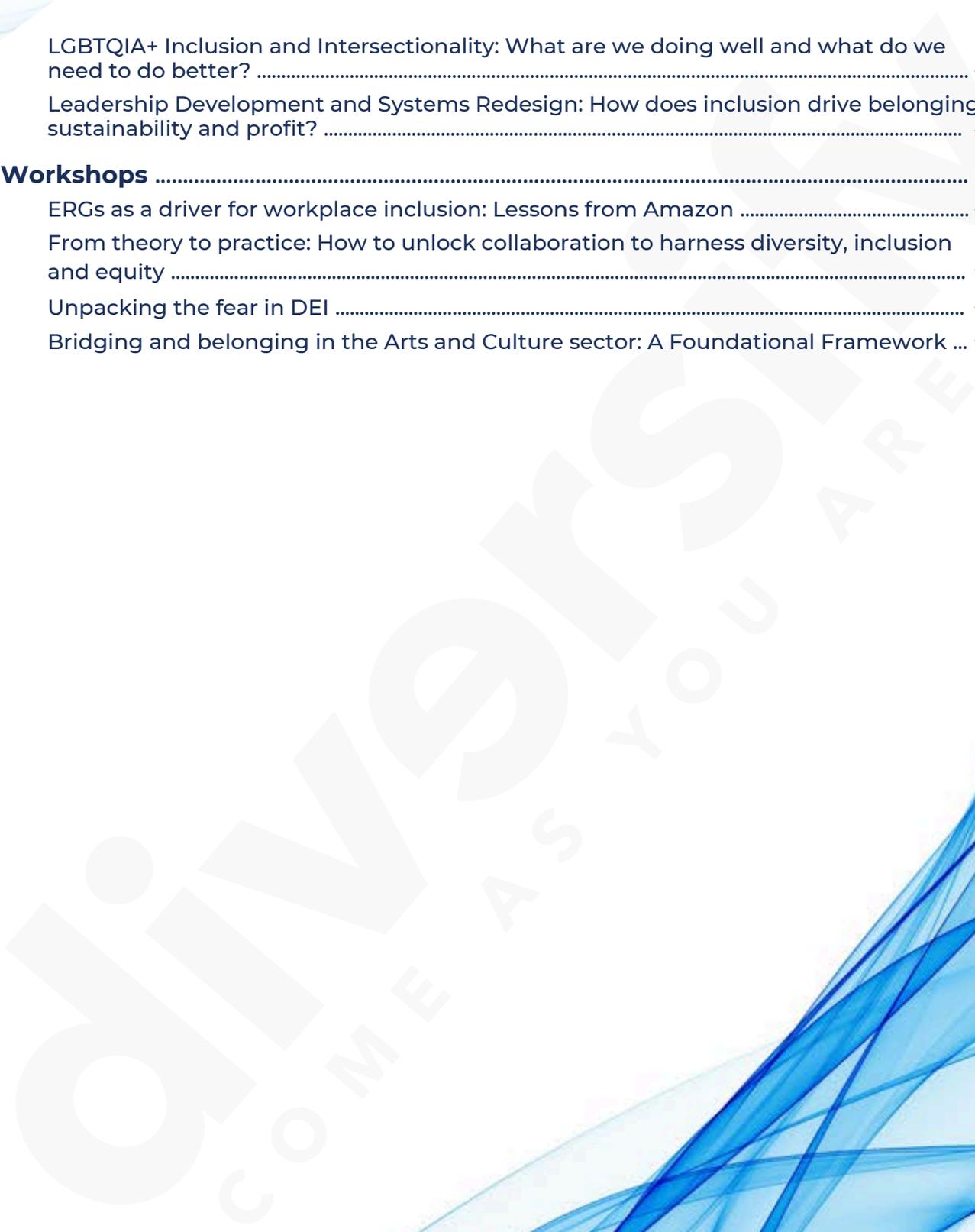
Workshops 46

ERGs as a driver for workplace inclusion: Lessons from Amazon 46

From theory to practice: How to unlock collaboration to harness diversity, inclusion and equity 47

Unpacking the fear in DEI 48

Bridging and belonging in the Arts and Culture sector: A Foundational Framework ... 49



ABOUT DIVERSIFY

Diversify is a global organization, established in 2018, that works at the intersection of democracy, freedom, climate sustainability, justice and belonging. We partner with companies, non-profits, collectives, institutions and other stakeholders to achieve measurable impact. As a leading non-profit in the Nordics, we are committed to fostering dialogue, understanding, and actionable change across industries, cultures, and societies. We empower organizations to embrace leadership and inclusion as a driver of innovation and sustainable growth. We've worked with corporate, institutional, civil society and public stakeholders to develop data driven, sustainable and actionable diversity, equity, inclusion and belonging (DEIB) strategies that integrate across business functions.

The Diversify team is made up of colleagues from different professional backgrounds, genders, identities and countries including Nigeria, USA, Croatia, India, Mexico, UK, Norway, Russia, South Korea, Greece, Sweden, China and Slovakia whose work and contributions are invaluable to Diversify as an organization.

ABOUT DIVERSIFY NORDIC SUMMIT (DNS)

The Diversify Nordics Summit is the leading conference for leadership, innovation, and sustainable change in the Nordics and Europe, attracting leaders and professionals from diverse industries and backgrounds. With a Nordic and global focus, DNS offers a nuanced perspective, provides practical insights, and clarifies impactful and measurable solutions for the workplace and society.

The DNS is sector-agnostic and gathers stakeholders from different industries, backgrounds, cultures, identities and perspectives. It is a meeting place for the corporate, public, non-profit, art & culture sectors, civil society and more.

Crowned as the most intersectionally inclusive conference in Northern Europe, DNS is the principal platform to broaden your professional network, gain practical insights and secure lasting partnerships.

ACKNOWLEDGEMENTS

A conference of this magnitude and impact requires the contribution of many who supported us in developing and delivering keynotes, panel discussions, and workshops. We are therefore thankful to all our speakers for taking the time to co-create an unforgettable summit.

Designing, implementing, and executing this summit was a labor of love and involved so many people. So, we would like to take this opportunity to thank everyone who was involved in any way in bringing the Diversify Nordics Summit to fruition.

A special thanks to our sponsors, AWS, BMW Foundation, Google, Marel, The Forge, Oslo Innovation Week, Oslo Business Region, Teint, HiBob, Kulturdirektoratet, Diversify Consult, and HerSpace.

We are grateful to our volunteers for their exceptional cooperation in making the arrangement more accessible and catering to the needs of others. To our participants, without whom the turnout and engagement would be impossible.

To the Diversify Team who carried out this groundbreaking project: Iva, Zuzana, Sayantani, Miguel, Mila, Nikki, Kim, Linn, Maxi, Arina, Priyanka, Clare, Kenia, Hensley, and Sam, words cannot articulate the gratitude I feel for each of you. To each and every one of you reading these words, I extend a profound "thank you". Your time, dedication, and unwavering support are immensely appreciated and truly valued.

With love,
Chisom



INTRODUCTION

The Diversify Nordics Summit Best Practices Manual is a guide that captures the rich insights, discussions, and innovative ideas exchanged during our Summit. As you dive into the pages ahead, you will find a variety of perspectives. We are committed to fostering inclusive workplaces, promoting better leadership practices, advancing sustainability, and leveraging technology to enhance the well-being of all members of society.

The summit was not just a meeting of minds, it was a collective voyage towards understanding and embracing the spectrum of differences that define our societies. From insightful keynotes to engaging panel discussions and workshops, each session added a layer to the narrative of progress and transformation.

This manual summarizes sessions that took place during the Diversify Nordics Summit 2023. These include 6 keynotes, a fireside chat, 16 panel discussions and 4 workshops across the 4 thematic areas:

- Sustainability, Compliance & Data
- Leadership, Culture & Strategy
- People Talent & Culture
- Technology, Innovation & Investments

KEYNOTES

What is the right thing to do? Othering, belonging, and justice.

Speaker: Chisom Udeze (she/her), an economist, Strategist, DEIBJ Consultant, and Founder of Diversify.

Definitions of terms

Othering: A process whereby individuals and groups are treated and marked as different and inferior from the dominant social group.¹

Belonging: Belonging is the emotional connection and sense of acceptance individuals experience within a group, community, or organisation. It encompasses feeling valued, respected, and understood for one's unique identity, background, and contributions.²

Justice: The establishment or determination of rights according to rules of law and standards of equity; the process or result of using laws to fairly judge crimes and criminality.³

DEIB: [Acronym] Diversity, Equity, Inclusion and Belonging.

Summary

In her opening keynote, Chisom Udeze focused on justice and its relation to 'othering' and 'belonging'. She defined those terms and continued highlighting that justice cannot exist without truth; that we do not require complicated theories, concepts or frameworks when we speak the truth; all we need is honesty and vulnerability.

Chisom shed light on the importance of prioritizing healing alongside our efforts to combat various phobias and systemic 'isms'. Merely fighting against harm is not enough; we must invest time in our own healing. She outlined a five-stage process to aid in this healing:

1. Solving problems requires tackling the underlying causes rather than merely treating the symptoms. For instance, if we want to tackle gender inequality, we should start by addressing the toxic aspects of masculinity, and reframe them.
2. Letting go of the 'othering' mindset, where people divide themselves into two opposing groups, often viewing one group as 'us' and the other as 'them'.

1 <https://rb.gy/qtkcif>

2 <https://dictionary.cambridge.org/dictionary/english/belonging>

3 <https://dictionary.cambridge.org/dictionary/english/justice>

3. Healing requires a fundamental shift in how we think, act and interact. Chisom emphasized the importance of bringing meaningful change in our personal and collective behaviors.
4. We need to recognize the harm that has been inflicted on communities as a whole, as well as the individual experiences of abuse that may have been endured.
5. Truth is a crucial aspect of the healing process. Genuine healing cannot take place without acknowledging and embracing the truth.

The driving force behind Chisom's involvement in the field of Diversity, Equity, Inclusion and Belonging (DEIB) is hope. She envisions a future where her children can freely be themselves, recognized as individuals who are loved and protected.

Actionable Takeaways:

- Practice mirror work and self-reflection. Exercising empathy towards yourself and others helps us discover our truths.
- Prioritize transformational relationships rather than being only transactional. This entails fostering meaningful connections and embracing vulnerability.
- Be a role model. Offer new perspectives and create new possibilities for others to follow by showcasing your own truth.
- Create spaces for others to be themselves and share their truth.
- Take care of yourself. Find time to rest and heal.

“Justice equals truth, and truth heals us.”

- Chisom Udeze

Inclusion & Diversity Leadership Lessons.

Speaker: Abu Bundu-Kamara (he/him), Senior Director, Global Inclusion and Diversity at Expedia Group.

Definitions of terms

Black Lives Matter (BLM): A human rights movement, born from the African-American community, that opposes violence and systemic racism against Black people. It emerged through #BlackLivesMatter on social media following George Zimmerman's acquittal in Trayvon Martin's death in 2012. It gained global traction after George Floyd's killing by the police in Minneapolis. The movement has led global protests against police brutality and systemic racism that disproportionately impacts Black communities.⁴

MeToo Movement: Is the awareness movement around the issue of sexual harassment and sexual abuse of women in the workplace that grew to prominence in 2017, in response to news reports of sexual abuse by American film producer Harvey Weinstein.⁵

Summary

Abu Bundu Kamara delivered a keynote on integrating diversity and inclusion (D&I) into organizational strategies. With 20 years of experience, Kamara highlighted that D&I enhances profitability by 35%, bringing valuable perspectives and improving employer branding.

He discussed the disproportionate impact of COVID-19 on women and minorities, the MeToo Movement's role in addressing workplace privilege and power, and the need for structural changes beyond unconscious bias training. The murder of George Floyd and the Black Lives Matter movement intensified focus on D&I, leading to more Chief Diversity Officers and diversity reports.

Kamara predicted future challenges to transgender rights and emphasized the slow progress in gender equality. He urged organizations to use data for decision-making, develop leadership pathways for underrepresented groups, and implement mentorship programs. Kamara concluded by encouraging active support for D&I initiatives and recommended resources for understanding bias and systemic inequality.

Actionable Takeaways:

- Embrace D&I for profitability. Organizations committed to D&I are 35% more profitable. Ensure that D&I is not just a compliance issue but a strategic priority that drives business success.

⁴ <https://blacklivesmatter.com/about/>

⁵ <https://www.britannica.com/topic/Me-Too-movement>

- Address unconscious bias beyond training. While unconscious bias training is essential, it alone does not change behavior. Implement systemic changes that actively promote equity, such as transparent promotion and pay practices.
- Use data to drive decisions. Collect and analyze data on gender and ethnicity pay gaps, promotion rates, and employee satisfaction. Use this data to inform leadership and drive strategic D&I initiatives.
- Create inclusive leadership pathways. Develop clear and accessible leadership pathways for underrepresented groups. Identify and nurture top talent through mentorship and sponsorship programs to ensure diverse representation at all levels.
- Support systemic change and advocacy. Engage in broader societal issues that impact D&I, such as gender equality and racial justice. Support organizations and movements advocating for these causes, and encourage employees to participate in these efforts.

Additional recommendations from Abu:

Books:

- Malcolm Gladwell, "*Blink*"
- Daniel Kahneman, "*Thinking, Fast and Slow*"

Film/TV:

- Oprah Winfrey, "*When They See Us Now*"

“The ownership of change is in this room. The possibilities for the next generation are in this room. What are we going to do to make that change?”

- Abu Bundu-Kamara

Leading Through Bias.

Speaker: Dr. Poornima Luthra (she/her), Associate Professor at Copenhagen Business School, author of books such as "The Art of Active Allyship" and "Diversifying Diversity: Your Guide to Being an Active Ally of Inclusion in the Workplace", TEDx Speaker and founder and CEO of TalentED.

Definitions of terms

Ally: A person who is not a member of a marginalized or disadvantaged group but who expresses or gives support to that group.⁶

Allyship: The state or condition of being an ally; supportive association with another person or group.⁷

Bias: Prejudice in favor of or against one thing, person or group compared with another, usually in an unfair or negative way. Unconscious bias, also known as implicit bias, is defined as "attitudes and stereotypes that influence judgment, decision-making and behavior in ways that are outside of conscious awareness and/or control."⁸

Accountability: The fact of being responsible for your decisions or actions and expected to explain them when you are asked.⁹

Summary

In her keynote, Dr. Poornima Luthra discussed the pervasive nature of bias and how it permeates every aspect of our lives and workplaces. She used a VR visualization to illustrate how bias is omnipresent, affecting individuals, systems, policies, and practices. The talk introduced her book "Leading Through Bias," which outlines five key skills necessary for addressing and mitigating bias: leading with conviction, clarity, accountability, allyship, and strength.

Dr. Poornima emphasized that everyone, regardless of their position, has the capacity to lead and influence others positively and highlighted the importance of understanding and identifying bias in various forms-explicit, implicit, individual, and systemic. She stressed the need for actionable steps to block bias and promote inclusion within organizational processes, such as recruitment and development.

Moreover, she called for active allyship, urging people to move from passive support to active engagement in combating discrimination. Leading through bias also involves courage, facing uncomfortable truths, and continuously learning and growing from mistakes.

6 https://edib.harvard.edu/files/dib/files/dib_glossary.pdf

7 <https://rb.gy/mmfltm>

8 <https://dictionary.cambridge.org/dictionary/english/bias>

9 <https://www.oxfordlearnersdictionaries.com/definition/english/accountability?q=accountability>

Actionable Takeaways:

- Lead with conviction. Understand and articulate your personal and organizational "why" for engaging in diversity, equity, and inclusion (DEI) efforts, whether it's for compliance, business needs, or ethical reasons.
- Lead with clarity. Gain a comprehensive understanding of bias, including its various forms and how it operates at individual, group, and systemic levels. Recognize that bias is an inherent part of human decision-making processes.
- Lead with accountability. Examine and revise organizational processes, particularly the employee lifecycle, to identify and block bias. This includes recruitment, onboarding, retention, development, and separation practices.
- Lead with allyship. Move from passive to active allyship by building supportive relationships with marginalized groups, using inclusive communication, and advocating for the inclusion of missing perspectives and voices.
- Lead with strength. Embrace the challenges of leading through bias by facing uncomfortable truths, unlearning ingrained behaviors, and being open to making and learning from mistakes. This requires resilience and a commitment to continuous improvement.

***“Let's all start within our own spheres of influence,
and lead through bias.”***

- Dr. Poornima Luthra

From Theory to Practice - Embedding Intersectional Thinking in your DEI Strategy.

Speaker: Winta Negassi (She/Her), Head of HR, Northern Europe LCS, Google.

Definitions of terms

Employee Resource Group (ERG): Typically, an employer-sponsored or recognized affinity group of those who share the interests and concerns common to those of a particular social identifier like race, ethnicity, gender or sexual orientation. ERGs are intended to build community, strengthen networks and supportive relationships and improve the mobility and retention of diverse people.¹⁰

Intersectionality: is an analytical framework for understanding how a person's social or political identities combine to create different modes of privilege and discrimination.¹¹

Summary

Using the analogy of right-handed and left-handed people, Winta Negassi highlights how societal structures favor the majority, creating unconscious privilege. She emphasizes the importance of intersectionality, a concept by Kimberle Crenshaw, which examines how overlapping social identities impact individual experiences.

At Google, this intersectional approach is integrated into diversity, equity and inclusion (DEI) strategies through comprehensive data collection, robust employee resource groups (ERGs), and inclusive product development. Collecting detailed identity data allows for informed decision-making, addressing unique challenges faced by employees with intersecting identities. ERGs foster a sense of community and inclusivity, while inclusive product development ensures diverse user needs are met. This multifaceted approach aims to create a culture of understanding, where everyone's unique differences are valued and leveraged for collective success.

Actionable Takeaways:

- Understand that societal structures often favor the majority population present, leading to unconscious privilege. Acknowledge and address this privilege to create a more inclusive environment for minorities.
- Collect detailed data on employees' identities through surveys like Google's Self ID. This data should include gender, race, disability, sexual orientation, and other relevant identities. Use this data to understand and address the unique challenges faced by employees at the intersection of multiple identities.

¹⁰ https://edib.harvard.edu/files/dib/files/dib_glossary.pdf

¹¹ <https://www.youtube.com/watch?v=ViDtnfQ9FHc>

- Support and expand ERGs to foster a sense of community and belonging among employees. Encourage ERGs to collaborate and focus on intersectionality, ensuring that all members, including the most marginalized, are supported.
- Use the collected data to perform intersectional analyses, considering how different identities intersect and impact employees' experiences. Apply this analysis to inform policies and practices in recruitment, retention, progression, and employee engagement.
- Ensure that products and services are designed with a diverse user base in mind. Celebrate and highlight diverse voices and stories through company platforms. This helps create a more inclusive culture both within and outside the organization.

“In order to be understood we also have to be open to understanding. By creating a culture of understanding I really believe that our multilayered and unique differences can truly become our superpower.”

- Winta Negassi

Dear White Women: Bridging Privilege and Power to Drive Equitable Change.

Speakers:

Nathalie Håkenstad (she/her), Account Manager, Glamazon co-lead for Nordics at Amazon Web Services Enterprise;

Ursula Koski (she/her), Chief Technical Officer for Nordics Partners at Amazon Web Services.

Definitions of terms

White Privilege: The structural advantages that a white person has in a society where other people may not have the same opportunities because of their skin color.¹²

Summary

Natalie Håkenstad and Ursula Koski from AWS delivered an engaging talk on the importance of expressing one's authentic self and striving for equity. They emphasized that achieving equity is a long journey requiring collective effort. They discussed the importance of recognizing personal privilege and the responsibility it brings to advocate for a better future. Ursula and Natalie highlighted the necessity of action over perfection, the urgency of addressing systemic inequalities, and the need for white women to step aside and let marginalized voices be heard.

The talk underscored that privilege must be acknowledged and used to challenge the status quo. They called for direct action, using correct terms, and avoiding inaction, which supports existing power structures. They concluded by urging everyone to speak up against racism and to use their voice and privilege to foster equity.

Actionable Takeaways:

- Understand your privilege and use it to challenge systemic inequalities. Recognize that privilege is institutional and not just personal.
- Act as sponsors, not gatekeepers. Hand over the mic to those with lived experiences of discrimination and support their voices and leadership.
- Don't chase perfection. Focus on taking continuous actions, however small, towards equity.
- Use accurate terms to describe issues like racism and inequality. Avoid sugarcoating the truth and be direct in your advocacy.

¹² <https://www.oxfordlearnersdictionaries.com/definition/english/white-privilege>

- Improve hiring practices, provide education, and actively sponsor underrepresented groups. Silence and inaction only support the status quo, so actively participate in creating change.

“We don't have time to feel guilty. We need to continue building equity.”

- Ursula Koski

“We need to be clear that there is no such thing as giving up one's privilege to be 'outside' the system. One is always (in) the system.”

- Nathalie Håkenstad

Decolonising the Nordics: Centering Sámi Perspective in the Inclusion and Justice Narrative.

Speakers: Áslat Holmberg (He/Him), President of the Saami Council.

Definitions of terms

Decolonisation: To free an institution or area of activity from the cultural and social effects of colonization by challenging the influences and attitudes of more powerful countries and ethnic groups.¹³

Summary

As the last keynote speaker of the conference, Áslat Holmberg delivered an inspiring talk that provided a fitting and incredible way to close the event. Áslat's keynote centered on the Sámi people (the indigenous population of Sápmi, which includes territories in northern Norway, Sweden, Finland and Russia) with a specific focus on matters of land ownership and justice. Within the Sámi culture, the word for earth, Eana, holds a profound connection to the word for mother, signifying the earth as the birthplace of life and culture, providing sustenance as long as it is cared for. Áslat emphasized the deep connection that all indigenous peoples share with the land, considering themselves an integral part of it while acknowledging that the land also becomes a part of them.

Within the language of the Sámi people, the concept of "wilderness" does not exist as a separate entity. Instead, it is an integral part of their cultural scenery. Throughout their history, the Sámi people have exhibited remarkable resilience and a steadfast resolve. However, their ongoing struggle has had limited impact on their present reality, with certain patterns of oppression persisting, almost unchanged.

The Sámi people assert their rightful ownership over their land, yet there have been instances where development has occurred without their consent, which Áslat characterizes as a "colonial crime". However, the question arises as to who holds the government responsible when such laws are violated further deteriorating their way of life. Despite achieving numerous legal victories, these successes have not resulted in any tangible improvements. Despite winning court cases, their rights continue to be violated and their land remains occupied. Consequently, what they are now demanding is not just a dialogue, but a negotiation to address these issues.

Actionable Takeaways:

- Learn about the rights of indigenous peoples to their traditional territories. The more people know about this, the easier it will be to acknowledge, respect, and engage in meaningful dialogue and negotiation with indigenous communities before implementing any development projects on their lands.

¹³ <https://rb.gy/fmalso>

- Advocate for accountability and holding governments responsible for disobeying court rulings.
- Emphasize the importance of human rights over corporate interests.
- Remember that climate justice is social justice. Promote and support sustainable practices that align with the traditional indigenous worldview, emphasizing living in harmony with nature and respecting its laws. Working towards the protection of cultural and social sustainability ensures that future generations have the space and freedom to live as they are.
- Be active. Join and support peaceful protests advocating for indigenous rights and environmental justice, demonstrating solidarity with affected communities.

“The law of nature is to live sustainably, to take only what you need, respect it and ask for permission.”

- Áslat Holmberg

FIRESIDE CHAT

A Conversation on “Nordic Denial”.

Speakers:

Thandi Dyani (She/Her), Regional Network Organizer, Africa and The Nordics – BMW Foundation;

Chisom Udeze (she/her), an economist, Strategist, DEIBJ Consultant, and Founder of Diversify.

Definitions of terms

Nordic Denial: is a concept that unpacks the disconnect many feel in articulating and bridging the socio-economic and political challenges with the Nordic ideal of perfection, prosperity, equality and inclusion. The persistent denial and erasure of the challenges are interpersonal, systemic and structural in nature and often at the expense of underrepresented and historically marginalized groups such as indigenous communities or people of colour.

Oppression Olympics: The idea that marginalization is a competition to determine the relative weight of overall oppression of individuals or groups, based on identity. Simply put, it's comparing who has it worse.¹⁴

Summary

Chisom Udeze and Thandi Dyani came together to present their podcast, Nordic Denial, delving into the podcast's name significance. They explained that "Nordic" references a region known for being among the "happiest countries in the world," emphasizing neutrality and consensus. Despite this perception of equal privilege for all, they questioned the absence of space for their own narratives and experiences. In this conversation they explored the complexities of this issue and the importance of scaling hope.

Chisom and Thandi started by delving into the concept of truth and the imperative to foster widespread optimism. Thandi shared her personal approach of creating safe spaces, using her voice to speak her truth or express herself through writing. They contemplated the significance of acknowledging and understanding what it truly means to be a person of color in such contexts. They also emphasized the bravery required to engage in these discussions and present challenging questions, even though it may feel unfamiliar and uncomfortable for some individuals.

¹⁴ <https://www.cicf.org/2021/08/02/oppression-olympics-the-game-that-needs-to-end/>

Actionable Takeaways:

- Reflect on white privilege in the Nordics. What it means to be a person of color is more often discussed than what it means to be a white person. Question and understand what privileges come with whiteness, particularly in the Nordics, as they might present differently than in other regions of the world.
- Retrospect on your own history and identity. Most of us hold privilege to some extent, ask yourself: where do I have privilege?
- Speak your truth. Don't be shy to share your life experiences, you might become a role model, or relatable, for speaking the truth in your life.
- Challenge your imposter syndrome. If you sometimes ask yourself questions like, "What do I know about anything? I am not the right person to do it because..." You can also ask yourself questions like. According to whom? What do I want? What can I achieve? Remind yourself of your strengths and meaningful experiences

“We scale hope by having these conversations. Can we listen to people and acknowledge them instead of gaslighting them?”

- Thandi Dyani

“Scaling hope means holding space and acknowledging that people’s experiences do not reflect on our entire existence.”

- Chisom Udeze

PANEL DISCUSSIONS

How institutions can create and foster inclusive and equitable systems - Policies and practices from the workplace, academia and society.

Panelists:

Øystein E. Søreide (he/him), CEO at Abelia;

Flemming Kehr (he/him), Founder & CEO at Cphdialogue, Partner at Kehr & Nielsen;

Rina Mariann Hansen (she/her), Division Director for Finance and IT at The Directorate for Integration and Diversity (IMDi);

Momodou Malcolm Jallow (he/him), Member of the Swedish Parliament and Chair of the Committee on Civil Affairs.

Moderator:

Karen Spens (she/her), President of BI Norwegian Business School

Summary

This panel explored the pivotal role of DEIB in leadership for organizational and societal success, especially amid global challenges like the climate crisis. Panelists stressed the necessity for leaders to adopt a transformative approach, initiating a paradigm shift in self-leadership. Encouraging openness and diverse cultures throughout the organization, this discussion urged leaders at all levels to embrace these changes. An example highlighted the struggle of Norwegian companies — 6 out of 10 face limitations due to a lack of diverse employees. Yet, many still struggle to create inclusive workplaces for people from various backgrounds and identities.

Actionable Takeaways:

- Commit to tangible actions. It's important to bridge the gap between diversity charters and actual implementation that foster DEIB principles. Having specific-measurable goals is important to bring theory to practice.
- Ensure that leaders mirror the diverse communities they serve by actively pursuing representative policy-making institutions and joining other voices demanding the same.
- Challenge leaders to be and do better. Question the strategies done by leadership, linking them to shared ideals, building trust and delivering effective services. Confront the lack of representation and implement concrete policy changes, including the establishment of a DEI code of conduct.

- Take ownership and don't be afraid to lead. Both DEIB efforts and the global climate crisis will benefit from more diverse voices that bring in innovative thinking and driving solutions.
- Call upon policymakers to confront biases and implement strategies to diversify candidate pools.
- Employ factful and systemic approaches to recruitment. Ensure that leaders are equipped to manage and lead diverse teams.

Do you want to successfully recruit a diverse team? Here's how. But wait, how are you going to retain and advance them?

Panelists:

Torstein Lerhol (he/him), Regional Head, East Norway at Medvind Assistanse;

Yasir Ahmed (he/him), Chief Consultant at Experis Norge AS;

Tina Gaardsøe Albrechtsen (she/her), Director Equality, Diversity & Inclusion at Ramboll;

Karin Heri (she/her), Country Director Sweden at Tent Partnership for Refugees.

Moderator:

John Bentham (he/him), Head of Employee Development at Farmforce AS.

Summary

This panel engaged in an insightful conversation on DEIB within the corporate landscape. The discourse delved into practical challenges and strategic approaches on topics such as breaking biases in recruitment and reshaping leadership paradigms for increased diversity. The core objective revolved around the process of recruiting, retaining and advancing individuals from historically underrepresented groups.

The discussion addressed the crucial role of leadership in steering organizations towards genuine diversity. Actions, going beyond mere words, are paramount. One of the panelists underscored the positive transformative impact on workspace culture when approximately 33% gender diversity in leadership roles is achieved.

Practical guidance was offered on how to integrate DEIB principles into various facets, from the recruitment process to fostering a sense of belonging for new hires. Emphasis was placed on leveraging data analytics for informed decision-making, exemplified through tracking diversity metrics in hiring and holding leadership accountable.

Actionable Takeaways:

- Encourage leaders to conquer their fears about diversity by emphasizing the benefits that leading a diverse organization brings, particularly to decision-making processes.
- Normalize discussing DEIB. Leadership should initiate communication at all levels to create a culture of inclusion and belonging.
- Organize events focused on DEIB, such as programs, seminars, and events focused on inclusion awareness to actively embed DEIB values into the company culture.
- Embrace a holistic approach, being mindful of managing the balance between global inclusion initiatives and regional challenges.
- Remember that DEIB is an investment. Emphasize that commitments and tasks related to DEIB can only succeed if companies genuinely invest effort and resources into their implementation.
- Prioritize measurement at every step. Continuously monitor statistics and analysis to proactively identify and address gaps, ensuring the successful realization of DEIB goals.
- Reimagine onboarding procedures through a DEIB and intersectional perspective. Cultivating empathy and open-mindedness while assessing onboarding processes sets the groundwork for an inclusive environment right from the start of an employee's journey.

Leading with an Anti-racist lens and decentering whiteness in DEI: The Why, the How and the When?

Panelists:

Hatem Ben Mansour (he/him), Former Director of the Norwegian Center against Racism/Antirasistisk Senter;

Aminkeng A Alemanji (he/him), Program Director and Senior Lecturer for the Master of Social Exclusion at Åbo Akademi University;

Miriam Petra Ómarsdóttir Awad (she/her), Anti-racism educator / Inclusion Officer;

Emil Novak-Tot (he/him, e/em), Founder and Consultant at In It For Change.

Moderator:

Marlon Brown (he/him), Co-Owner/Consultant at Racial Equity Consultants LLC

Summary

The panel discussion centered on the complexities of managing dialogues surrounding racism, especially within academic and corporate environments. Panelists emphasized the urgency of understanding that we live in a society built on racist foundations and highlighted the need for deliberate actions to act against ingrained racist structures. A critical insight emerged — not being a racist is distinct from actively being anti-racist. The conversation questioned the common notion that merely avoiding racism represents the highest form of progress. Instead, the panelists proposed that genuine advancement stems from nurturing a shared dedication to social betterment, rather than simply trying to absolve oneself of guilt.

The discourse further explored how academia, specifically, could play a crucial role in addressing racism by empowering educators and incorporating anti-racist education. There was a call to action for people from the dominant groups to embrace uncomfortable questions about whiteness and be critical about how allyship is displayed. Creating more conversations, establishing concrete anti-racism objectives, and adopting a more assertive stance in our anti-racist efforts are essential steps toward progress.

Actionable Takeaways:

- Encourage leaders to actively commit to anti-racist practices. A significant amount of change comes from the top-down. The fear of failure should not cause institutions to stop trying to create a meaningful environment.
- Set specific goals to tackle racism. Establish clear, tangible goals for social progress rather than vague aspirations to fight racism.
- Be an active bystander. Actively engage in dismantling toxic behaviors and fostering inclusive environments in workplaces and educational institutions.
- Shift the focus from individual to collective actions. Emphasizing behavioral change is more effective than dwelling on guilt or intentions. Encouraging a shared sense of responsibility for anti-racist initiatives ensures that everyone becomes an active participant in the pursuit of significant transformation.
- Make space for underrepresented voices by offering opportunities and platforms for individuals from historically marginalized groups.
- Bear in mind, the most effective apology for racist behavior is demonstrated through action. Dwelling in guilt alone doesn't catalyze meaningful change.

The impacts of your investments: Where you put your money and time and what it says about you.

Panelists:

Sagar Chandna (he/him), Sr. Partner & CTO at RunwayFBU;
Nico Blier-Silvestri (he/him), Partner at Dreamcraft Ventures;
Mari Luukkainen (she/her), Principal at identity.vc, Founder, Chair & CEO at Herizon, Advisor at Icebreaker.vc;
Lene Elizabeth Hodge (she/her), Investment Manager at Nysnø.

Moderator:

Gabriella Bossman (she/her), Operations Specialist and Founder

Summary

This discussion emphasized the crucial role and profound impact that having diversity within investment and entrepreneurship has. The dialogue underscored the significance of diverse teams in a startup's success, highlighting how a diverse environment fosters creativity and globalizes investment.

The speakers shared their experiences, addressing the underrepresentation of women in the tech industry and the clear gender disparity in startup applications. They also mentioned initiatives promoting tech jobs for immigrant women and discussed the necessity of a diverse ecosystem for both investors and founders.

The discussion provided valuable advice on challenging societal norms, promoting diversity, and addressing bias in investment and recruitment. The speakers emphasized the importance of scrutinizing an investor's portfolio while also considering where they are at within their journey to align with diversity goals.

Actionable Takeaways:

- Creating a thriving ecosystem is a shared responsibility. Engaging investors, founders, and limited partners from diverse backgrounds ensures that talented women have the opportunities they need to grow and advance in their businesses.
- Monitor metrics consistently. Evaluating talent pipelines and tracking specific measures makes it easier to identify diversity gaps and foster investment in diverse teams, leading to sustainable growth.
- Ensure the presence of diverse and representative role models. Having such role models and initiatives in the investment industry can inspire and reshape the narrative for underrepresented groups.

- Offer investment opportunities to employees. This will increase motivation and engagement, attract top talent, improve talent retention and foster a culture of ownership.
- Enhance your recruitment strategy with research. Investment and recruitment are similar endeavors, you must thoroughly investigate to find the right opportunity for growth and making a successful choice. Fine-tuning your research will have a considerable impact on talent acquisition.

Bandwagonery, Performative Allyship, and Tokenism: How can data make us accountable to creating intersectional and sustainable DEIB interventions?

Panelists:

Abel Buko (he/him), Organizational Development & Social Sustainability Consultant;
Roxanne Mårback (she/her), Social Impact and DEI Lead, Climate Change and Sustainability Services at EY Sweden;
Marianne Egelund Siig (she/her), CEO at Mannaz;
Guðrún Hildur Ragnarsdóttir (she/her), Former President for BEAM EMEA at Expedia Group/Founder of Keeps.

Moderator:

Frances Partridge (she/her), Co-Owner/Consultant at Racial Equity Consultants.

Definitions of terms

Bandwagoner: A person who takes part in or becomes enthusiastic about something only when it is popular or fashionable.¹⁵

Tokenism: A practice of placing or promoting individuals from disadvantaged groups (e.g. women, ethnic minorities, people with disabilities) into high-profile roles in the organization to give the impression that the organization practices equal opportunity.¹⁶

General Data Protection Regulation (GDPR): The European Union regulation on information privacy in the European Union (EU) and the European Economic Area (EEA). GDPR governs the way in which we can use, process, and store personal data (information about an identifiable, living person). It also governs the transfer of personal data outside the EU and EEA.¹⁷

¹⁵ <https://www.merriam-webster.com/dictionary/bandwagoner>

¹⁶ <https://www.britannica.com/dictionary/tokenism>

¹⁷ <https://gdpr.eu/what-is-gdpr/>

Summary

The speakers challenged companies to look beyond celebrating their positive diversity and inclusion statistics. Instead, they urged a focus on those who still feel excluded, emphasizing the need to move past surface-level metrics. The panelists highlighted the dangers of performative allyship and stressed the importance of genuine commitment, encouraging organizations to adopt a comprehensive, company-wide approach.

The discussion explored various dimensions of DEIB, underlining the critical role of data in holding organizations accountable. They emphasized the need to overcome fear and make data-driven decisions as a key strategy. The role of policies and GDPR was discussed as a framework for guiding companies.

Insights ranged from recognizing the power of qualitative experiences to addressing the gap between perceived inclusion and actual experiences. The panelists emphasized the importance of identifying systemic issues, encouraging organizations to listen actively, humanize data, and embark on a "listening tour" to truly understand the multifaceted challenges in their DEIB efforts.

Actionable Takeaways:

- Beware of Bandwagonery. Avoid the trap of celebrating diversity percentages without understanding the experiences of the entire workforce, and be cautious of the pitfalls of performative allyship.
- Move beyond numerical metrics. Embrace the qualitative experiences and perspectives of employees to gain a deeper understanding of the challenges and aspirations within the organization.
- Humanize Data. Combine the power of data with personal stories to create a more comprehensive and relatable narrative, shedding light on the real experiences of individuals.
- Bridge the Perception-Reality Gap. Proactively explore the reasons why even a small number of individuals may feel excluded or undervalued within your organization. By doing so, you can narrow the divide between perceived inclusion and the actual experiences of your employees.
- Promote a culture of active listening within your organizations. Foster open dialogues and embrace the diverse perspectives of employees across all levels.
- Move beyond tokenism and surface-level metrics. Focus on sustainable and meaningful interventions that address systemic issues and promote genuine inclusion.
- Staying within our comfort zones hinders productivity. It's crucial to push ourselves beyond these boundaries and engage in difficult conversations. Our comfort shouldn't come at the expense of someone else's silence.

Bridging equity and belonging in the arts and culture sector. Challenges and opportunities.

Panelists:

Moussa Mchangama (he/him), Senior Advisor & Co-founder at In Futurum;
Henri Terho (he/him), Head of Arts Support in Arts Promotion Centre Finland (Taike);
Nivi Christensen (she/her), Museum Director at Nuuk Art Museum;
Maria Utsi (she/her), Sámi Cultural Leader.

Moderator:

Mary Waweru (she/her), Founder & CEO at Crest Impact | Anti-Racism, Diversity, Equity, Inclusion & Social Impact Consultant.

Summary

The panelists delved into how the Nordic art and culture sector reflects broader societal issues of homogeneity, power imbalances, and exclusivity. Institutions primarily uphold Western perspectives, perpetuating imbalances in valuing and preserving art forms. Colonial legacies heavily influence museum curation, marginalizing diverse artistic expressions. The discussion shed light on the traumatic connotations of "inclusion" for indigenous communities, advocating for deeper understanding rather than assimilation into dominant narratives.

Systemic changes were underscored as necessary, urging a shift from mere inclusion to equitable systems. Recognizing colonial impact is vital, extending beyond specific countries to influence broader European narratives. The art sector was urged to address power dynamics by diversifying decision-making bodies, challenging biases in artist funding, and avoiding tokenistic approaches that burden individuals to represent entire communities.

Equity and justice were emphasized as essential frameworks for tackling systemic exclusion. Panelists advocated for understanding historical oppression, acknowledging power dynamics, and sharing resources more equitably to empower marginalized voices. The call was to move beyond token inclusion, fostering genuine systemic change to empower underrepresented groups within the art sector.

Actionable Takeaways:

- Focus on establishing equitable systems and redistributing power rather than solely aiming for inclusion. This approach ensures that marginalized voices are not only represented but also empowered within the broader framework.

- Confront colonialism by recognizing that the responsibility lies with the colonizers, not the colonized. Allocate funding equitably across diverse groups to support artists and foster inclusive artistic representation.
- Explore the historical roots of oppression to better understand the experiences and struggles of marginalized communities.
- Recognize the profound impact of colonialism on art and culture, and actively address the shared oppressions stemming from historical appropriation. It's essential to acknowledge these realities to foster genuine understanding and promote equity within the artistic community.
- Promote greater representation and inclusivity within art and cultural institutions by broadening the diversity of decision-making boards. Ensure that a range of perspectives at the leadership level reflects the diverse communities they serve.

Climate justice and Indigenous Rights: Decolonising sustainability and 'development'.

Panelists:

Áslat Holmberg (he/him), President of the Saami Council;
Mads Qvist Frederiksen (he/him), Executive Director at Arctic Economic Council;
Karolina Carlsson (she/her), Campaigner at Greenpeace;
Qivioq Nivi Løvstrøm (she/her), Chair of the Human Rights Council of Greenland (HRCG).

Moderator:

Chisom Udeze (she/her), an economist, Strategist, DEIBJ Consultant, and Founder of Diversify.

Summary

This panel discussion delved into the critical lack of decolonization perspectives within sustainability and development. It brought to light deeply entrenched issues, from the historical traumas endured by indigenous communities to their ongoing struggles in the face of pressing climate change concerns. Discussions revealed unsettling truths, such as the haunting legacy of forced sterilizations among the Sámi population, predominantly in Sweden, and the alarming instances of IUD insertions without consent among young women in Greenland, underscoring the imperative of investigating and rectifying these violations urgently.

Furthermore, the intricate dynamics between well-meaning environmental organizations like Greenpeace and indigenous communities were unpacked, stressing the vital

distinction between intent and impact in their engagements. The discussion highlighted various essential points, including advocating for cultural autonomy to ensure indigenous communities retain control over their traditional practices and identities. It emphasized fostering collaborative approaches that leverage local knowledge and engage communities directly in decision-making processes, thus respecting indigenous rights and establishing common objectives for sustainable development.

Prioritizing climate justice emerged as crucial, recognizing the disproportionate impacts of environmental degradation on marginalized groups and the need to advocate for equitable solutions. Empowering community participation in decision-making was emphasized to address power imbalance and ensure that diverse voices are heard. Additionally, the importance of honoring traditions and acknowledging the historical injustices inflicted upon indigenous peoples was reiterated, urging a journey of reconciliation with the past to pave the way for a more sustainable and equitable future.

Actionable Takeaways:

- Learn about indigenous history to understand the foundations of civil disobedience for climate justice and indigenous rights. This knowledge will inform and enrich your advocacy efforts, fostering greater empathy and effectiveness in supporting these causes.
- Advocate for thorough investigations into historical injustices and demand transparency regarding harmful practices perpetrated against indigenous populations.
- Encourage environmental organizations to prioritize understanding the impact of their actions on indigenous communities and engage in genuine collaboration with them. With respectful partnerships and prioritizing indigenous perspectives, organizations can ensure more inclusive and effective environmental initiatives that benefit all stakeholders.
- Support indigenous-led initiatives, particularly in renewable energy sectors, by showcasing successful sustainable development models. That way, we not only promote indigenous self-determination but also demonstrate the viability of community-driven approaches to addressing environmental challenges.
- Advocate for social justice within the framework of climate justice, prioritizing the well-being of indigenous communities alongside environmental sustainability in the transition to greener economies.
- Explore collaborative models where companies engage with indigenous communities, respecting their autonomy in transitioning to renewable energy sources.
- Urge for accountability by centering international instruments such as the United Nations Declaration on the Rights of Indigenous Peoples to safeguard indigenous rights and territories.

Rethinking and Leveling Up ESG: Prioritizing Equity and Inclusion in Corporate Ratings

Panelists:

Benedicte Teigen Gude (she/her), Chief of Staff at Wilhelmsen Holding ASA;
Navid Ostadian-Binai (he/him), Head of Green Vessels & Fuels at Maersk Tankers;
Ulkar Aghayeva (she/her), Sustainability Consultant and DEI -specialist at DNV, Chair of Fem-R;
Neil Chatterjee (he/him), Director of Market Management at Expedia Group.

Moderator:

Barbara Prendota (she/her), Diversity, Equity and Inclusion Specialist at Toyota Motor Europe.

Definitions of terms

Environmental, Social and Governance (ESG): It is a framework used to evaluate a company's sustainability and ethical impact.¹⁸

ISO certification: This is a seal of approval from a third-party body that a company runs to one of the international standards developed and published by the International Organization for Standardization (ISO).¹⁹

Summary

The panel discussion explored into the multifaceted efforts of companies to amplify DEIB, stressing the need for comprehensive internal evaluation mechanisms and ISO certification to pinpoint areas for improvement systematically. Speakers emphasized that while Environmental, Social, and Governance (ESG) initiatives demand accountability, ambition, and actionable steps, global corporations face unique challenges in navigating diverse contexts. While addressing the environmental aspect of ESG is relatively straightforward, grappling with social issues concerning people presents greater complexity and requires nuanced approaches.

Moreover, the conversation underscored the ethical imperative of integrating DEIB principles into various aspects of corporate operations, including investor relations, committee proceedings, and recruitment practices. This call for active allyship within workplace culture emerged as a recurring theme throughout the discussion, highlighting the pivotal role of collective efforts in driving meaningful change and fostering inclusive corporate environments.

¹⁸ <https://rb.gy/ci08g6>

¹⁹ <https://www.isoqsltd.com/faq/>

Actionable Takeaways:

- Emphasize the importance of prioritizing ESG regulations and practices. Establishing rigorous internal measures for ESG practices extends beyond mere ethical considerations; it's essential for unlocking investment opportunities and nurturing sustainable growth in the long term.
- Elevate and broaden ESG standards by conducting comprehensive preparation and risk assessments across multiple domains, such as workplace culture, hiring processes, and supply chains. This is essential for effectively navigating potential challenges and ensuring successful implementation for a green transition.
- Embed DEIB at the core of ESG assessments. Fostering diverse teams not only boosts competitiveness but also expedites the transition to sustainability by advocating for more environmentally conscious practices.
- Cultivate a truly inclusive culture by approaching challenging topics with empathy. Companies should actively promote discussions on anti-racism, address pay gaps, and work towards reducing prejudices, fostering a workplace culture that values open dialogue and respects diverse perspectives.
- Highlight the significance of education and knowledge sharing. By conducting critical examinations of power dynamics, organizations can foster inclusive environments and enhance ESG ratings. Achieving this goal involves implementing training programs and offering resources for continuous self-education, with a particular focus on leadership roles.

'Are You Woke?' Inclusive Communication and Marketing in Times of Far-Right Populism and Identity Politics

Panelists:

Katrine Haugaard Petersen (she/her), Brand & Marketing Director at Implement Consulting Group;

Chi Lee (they/them), DEIB Advocate;

Charlotte Jónsdóttir Biering (she/her), Global Diversity and Inclusion Specialist at Marel;

Chris Hovde (he/him), Leadership and Culture Lead at Telia Company.

Moderator:

Uduak Amimo (she/her), Founder of Uduak Amimo Coaching & Consulting.

Definitions of terms

Identity politics: Political or social activity by or on behalf of a racial, ethnic, cultural,

religious, gender, or other group, usually undertaken with the goal of rectifying injustices suffered by group members because of differences or conflicts between their particular identity (or misconceptions of their particular identity) and the dominant identity (or identities) of a larger society.²⁰

Populism: Political program or movement that champions, or claims to champion, the common person, usually by favorable contrast with a real or perceived elite or establishment.²¹

Psychological Safety: Psychological safety is the absence of interpersonal fear. Feeling psychologically safe allows people to perform their best at home, school, and work.²²

Woke: To be aware of and actively attentive to important facts and issues (especially issues of racial and social justice).²³

Summary

The panel provided a nuanced discussion on the leadership culture amidst the backdrop of contemporary challenges, spotlighting the imperative of grappling with issues surrounding freedom of speech, inclusion, and the notion of being "woke". Despite diverse perspectives among the panelists, there was a resounding consensus on the need for companies to approach these discussions with humility, open-mindedness, and a genuine commitment to acknowledging the complexity of identity and societal discourse.

Moreover, the conversation underscored the critical importance of discerning between intention and impact in communication, recognizing that our choice of language profoundly shapes our perceptions and interactions. It emphasized the necessity of cultivating a culture of psychological safety within organizations to navigate these complexities effectively, fostering environments where individuals feel empowered to engage in meaningful dialogue and collective learning.

Actionable Takeaways:

- Approach discussions on identity, culture, and society with humility. Encouraging open-mindedness and creating space for diverse opinions can enrich conversations and foster deeper understanding among participants.
- Recognize the influence of language. Our choice of words not only mirrors but also molds our worldview. In a climate of growing polarization, it's crucial to be mindful of the profound impact our words and messages can have on shaping perceptions and fostering understanding.

20 <https://www.britannica.com/topic/identity-politics>

21 <https://www.britannica.com/topic/populism>

22 <https://www.mckinsey.com/featured-insights/mckinsey-explainers/what-is-psychological-safety>

23 <https://www.merriam-webster.com/dictionary/woke>

- Distinguish between intention and impact. While messages may be well-intended, their reception and effect can vary based on the audience's interpretation, potentially impacting relationships negatively.
- Establish psychological safety within the workplace culture. Cultivating an environment where individuals feel safe to express themselves candidly is essential for navigating complex issues effectively.
- Embrace continuous learning. It's crucial to remain open to new knowledge and experiences, even if it entails making mistakes along the way. Cultivating curiosity, actively participating in meaningful conversations.
- Reflect and learn from missteps. Drawing lessons from our errors is an indispensable strategy for effectively navigating the complexities and challenges we encounter.

We need to talk about sexual harassment in the workplace - The prevalence, stigma and the denial. Strategies to eradicate harassment and amplify safety

Panelists:

Shazia Majid (she/her), Op-ed columnist at Verdens Gang AS;

Vibeke Hartkorn (she/her), Founder of Hartkorn Communication;

Ama Afrifa-Tchie (she/her), Global DEI Specialist Adviser at Norwegian Refugee Council (NRC), Culture & Inclusion | People Experience & Engagement Specialist, The Inclusion Agilist;

Helga Aune (she/her), Head of Sustainability services at Ernst & Young Tax and Law.

Moderator:

Astrid Sundberg (she/her), Executive Director at Operation Smile Norway.

Definitions of terms

Sexual Harassment: Refers to any unsolicited verbal or physical behaviour of a sexual nature. The concept embraces any sexually motivated behavior initiated or continued without consent.²⁴

Summary

The panel explored the pressing issue of workplace sexual harassment, focusing on strategies to mitigate its occurrence and enhance workplace safety. It was emphasized

²⁴ <https://www.britannica.com/topic/sexual-harassment>

that eliminating harassment requires targeted efforts to address underlying factors such as toxic masculinity, misogyny, and patriarchal structures, which are often more pronounced in hierarchical and male-dominated industries.

The conversation went beyond identifying challenges to exploring proactive solutions for creating safer environments for all employees. As highlighted in the discussion, combating workplace harassment necessitates an inclusive and proactive approach, recognizing the multifaceted nature of the issue. Genuine change requires a concerted effort to dismantle ingrained behaviors and systemic barriers, with a focus on fostering allyship and advocacy within organizations.

The evolving nature of workplace culture underscores the need for ongoing vigilance and adaptation in addressing harassment risks, especially in the digital realm where online abuse poses significant challenges. By acknowledging these complexities and embracing innovative strategies, organizations can work towards fostering inclusive, respectful, and safe workplaces for all employees.

Actionable Takeaways:

- Make preventing and addressing sexual harassment a top priority. Sexual harassment remains prevalent across diverse workplaces. Implementing proactive measures is therefore urgent, including robust hiring and onboarding processes to establish clear and transparent rules and regulations that align with legal standards.
- Establish safe environments that dismantle stigma and encourage open dialogue. The stigma and fear surrounding reporting harassment remains a considerable obstacle to addressing the issue effectively. By creating spaces where these concerns can be openly discussed, we can break the silence and foster supportive dialogue. Implementing specialized language and resources within these spaces can empower individuals to speak out, prevent instances of sexual harassment, and provide crucial support to victims.
- Drive meaningful change through proactive planning and implementation of clear reporting procedures, comprehensive employee education, and leadership training to address harassment effectively. Prioritize proactive strategies over reactive responses to incidents, fostering a culture of prevention and accountability within the organization.
- Embrace shared responsibility by involving men in the conversation as both contributors to and agents of change in preventing harassment. Encouraging men to critically examine and modify their behavior fosters a culture of accountability and empowerment, ultimately leading to the prevention of harassment.
- Implement a zero-tolerance policy towards sexual harassment. Prioritize the safety of victims, and hold perpetrators accountable with consequences aimed at both restitution and prevention of future incidents. Don't hesitate to pursue legal action when necessary to uphold justice and ensure a harassment-free workplace for all.

Disability and Neurodiversity: How to remove workplace barriers, unlock productivity, and drive inclusion.

Panelists:

Tor Andreas Bremnes (he/him), Managing Director at InClue AS;
Pierre Escaich (he/him), Neurodiversity Talent Program Director at Ubisoft;
Dennis Soendergaard (he/him), Innovation Manager, Disability & Assistive Technology at UNICEF Supply Division;
Jesica Altamirano (she/her), People Development Leader at Equinor.

Moderator:

Zuzana Warden (she/her), Program Advisor at Norges Handikapforbund.

Definitions of terms

PWD: [Acronym] A person with a disability.

Non-apparent disabilities: Formerly referred to as 'non-visible' disabilities. They are disabilities that are not immediately apparent. They are typically chronic illnesses and conditions that significantly impair normal activities of daily living (diabetes, asthma, migraine, schizophrenia and chronic obstructive pulmonary disease (COPD)).²⁵

A workplace accommodation: is an adjustment to a job or work environment that makes it possible for an individual with a disability to perform their job duties. Accommodations may include specialized equipment, modifications to the work environment or adjustments to work schedules or responsibilities. Not all people with disabilities (or even all people with the same disability) need the same accommodation.²⁶

Summary

The panel discussed disability and neurodiversity challenges at the workplace. For instance, around 80% of disabilities are non-apparent, and many employees do not disclose them to employers. Tokenism was discussed as another challenge as it is common that companies tend to stop their inclusion efforts once a few PWD's exist in the workforce.

The conversation revolved around acknowledging the uniqueness of every individual, reframing disability as a valuable trait, and developing effective strategies to support neurodiverse employees. The panelists underlined the significance of employee resource groups (ERGs) and the need for these groups to be employee-led, creating safe spaces

²⁵ <https://wid.org/non-apparent-disabilities-when-your-disability-is-not-visible/>

²⁶ <https://www.dol.gov/general/topic/disability/jobaccommodations>

for discussions, and embracing a truly inclusive and global perspective in workplace accommodations.

In a global context, workplace accommodations have often been shaped by a Eurocentric perspective, neglecting the nuances of diverse cultural and regional contexts. The panelists emphasized the need to challenge these biases, promote decentralized work processes, and listen to beneficiaries and experts from different cultures. It became evident that to truly drive inclusion, organizations must adapt to the unique needs and talents of their workforce, rather than imposing a one-size-fits-all approach.

Actionable Takeaways:

- Assess workplace policies to ensure inclusivity. Revisiting policies is important to effectively accommodate individuals with disabilities and neurodivergent employees.
- Implement training programs. Educate employees about accessibility needs to foster a more inclusive and understanding workplace. Train leaders to embrace and support neurodiversity to create an environment where different perspectives are valued.
- Truly inclusive policies benefit everyone. For instance, encourage flexible work schedules and remote options to accommodate diverse needs, promoting a more inclusive and adaptable work environment.
- Promote collective solutions. Create support networks or employee resource groups (ERGs) for individuals with disabilities and neurodivergent employees to share experiences and provide mutual support.
- Review recruitment processes for bias. Evaluate and modify hiring processes to ensure they are unbiased and accessible to a diverse range of candidates.
- Conduct awareness campaigns. Educate the entire workforce about disabilities and neurodiversity to reduce stigma and promote understanding.
- De-center western perspectives in policy-making. Most policies and common practices are Eurocentric or Western-centric, this poses potential barriers for those coming from outside of these cultures. Therefore it is important to adapt practices and policies to accommodate everyone in the workforce and adapt to newcomers. Having structural changes in perspective attracts more diverse talent and prevents tokenism.

Death by 1000 Cuts: How microaggressions, unconscious bias, gaslighting, tone policing reinforce the different 'isms' and 'phobias

Panelists:

Mark Ivan Serunjogi (he/they), Strategy Director at The Truth Works;
Salamatu Kamara (she/her), Special adviser and activist | Kamara's Utopia;
Chanel Björk Sturludóttir (she/her), Diversity advocate, Broadcaster and Co-founder of Her Voice;
Degmo Daar (she/her), Founder NoorD Consulting & DEIB Business Designer.

Moderator:

Sirine Fodstad (she/her), Partner at Boston Consulting Group (BCG).

Definitions of terms

Liberatory Design: It is a creative problem-solving approach and practice that centers equity and supports us to design for liberation. It is a process and practice to create designs that help interrupt inequity and increase opportunity for those most impacted by oppression.²⁷

Summary

In this panel discussion, the panelists unpacked how microaggressions, unconscious bias, gaslighting, and tone policing profoundly impact marginalized communities, exposing the harsh realities faced by individuals from historically marginalized and minoritized groups. The conversation highlighted the urgent need for a transformative shift in power distribution and the compensation of historical wrongs, emphasizing that addressing these issues requires more than just surface-level awareness.

The panelists underscored the dual role of storytelling as both a powerful catalyst for change and a means to convey the lived experiences of those affected by these pervasive issues. They advocated for a systemic overhaul rooted in inclusive design thinking and liberatory design methodologies. By moving beyond mere awareness, the discussion emphasized the importance of implementing strategic, sustainable solutions that challenge deeply ingrained biases and societal norms. The conversation concluded with a call to action for organizations and individuals to commit to ongoing education, active allyship, and the creation of inclusive environments where every voice is heard and valued.

²⁷ <https://www.nationalequityproject.org/frameworks/liberatory-design>

Actionable Takeaways:

- Ensure representation in decision-making processes by actively advocating for marginalized groups, fostering a deliberate shift in organizational power dynamics.
- Adopt inclusive design thinking and liberatory design methodologies to uncover and address biases in processes, ranging from recruitment to promotion. Implement liberatory design approaches that incorporate mindsets focused on power dynamics, norms, and inclusion in problem-solving and decision-making.
- Promote systemic change by embedding DEIB into the core fabric of the organization, rather than treating them as isolated initiatives.
- Focus on analyzing and enhancing organizational processes instead of fixating on individual behaviors to drive meaningful change.
- Be deliberate with the narratives you use. Utilize storytelling to raise awareness and challenge societal norms, ensuring it is paired with concrete actions and systemic changes.
- Consistently ask, "Who is not at the table?". Incorporate this question into every stage of design and decision-making processes to ensure diverse perspectives are represented.

Leadership 2.0: Navigating the Opportunities Ahead

Panelists:

Cecilie Heuch (she/her), HR director at Forsvaret - Norwegian Armed Forces;

Kaveri Sinhji (she/her), Head of Global Diversity and Inclusion at Telia;

Vanessa Akpore (she/her), Director, Capital Project Portfolio Lead, Small Molecule OpU at Takeda;

Klara Ljungqvist (She/Her), Founder & CEO of People Heart Business.

Moderator:

Stine Aksnes (She/Her), CEO at cCHANGE.

Definitions of terms

Psychological Safety: Psychological safety is the absence of interpersonal fear. Feeling psychologically safe allows people to perform their best at home, school, and work.²⁸

²⁸ <https://www.mckinsey.com/featured-insights/mckinsey-explainers/what-is-psychological-safety>

Summary

This panel discussion ventured beyond conventional leadership norms, illuminating practical strategies for navigating future opportunities. Central to the conversation was the transformative potential of authentic leadership in driving organizational success.

Panelists emphasized the critical interplay between professional conduct and embracing vulnerability as a strategic asset to cultivate psychological safety within teams. The session also delved into innovative methods for assessing sustainability goals, highlighting metrics that intertwine diversity and inclusion targets with financial incentives. This approach effectively bridges corporate responsibility with fiscal outcomes.

The importance of fostering Employee Resource Groups (ERGs) for various aspects of diversity was underscored as a means of promoting a sense of belonging. Consistency in DEIB efforts, aimed at creating a sustained movement rather than a temporary wave, was deemed crucial for achieving real positive change. As the dialogue unfolded, it became evident that authentic, vulnerable leadership is not merely a philosophy but a powerful force driving organizational success.

Actionable Takeaways:

- Inspire leaders to actively embrace authenticity as a catalyst for success.
- Implement concrete measures to foster psychological safety, encouraging open dialogue and professional vulnerability to cultivate a culture of trust and innovation.
- Incentivize diversity objectives by innovatively linking them to financial incentives. Develop clear, measurable pathways that intertwine social responsibility with fiscal outcomes, offering tangible steps to attain diversity and inclusion goals.
- Commit to ongoing learning. Develop actionable plans for leaders to actively seek, absorb, and apply new knowledge, fostering adaptability in response to the ever-evolving business landscape.
- Adopt a dynamic and adaptive approach that encompasses multiple facets. Put this into action by integrating evolving leadership language and insights, cultivating a comprehensive strategy to navigate forthcoming opportunities.

Innovation, Technology and AI in The Age of Disruption: Challenges and opportunities for the future

Panelists:

Sarah Freiesleben (she/her), Digital Transformation Lead at Ramskov Consulting Group;

Lina Daouk-Öyry (she/her), Associate Professor of Organizational Psychology at BI Norwegian Business School;

Umair Shamsi (he/him), Human Resources Director - Group & Matrix Functions at Sanoma;

Kristine Beitland (she/her), Director and Government Affairs Lead at Microsoft Nordics.

Moderator:

Iva Ogrizovic (she/her), Program Director at Diversify.

Definitions of terms

Disruptive technology: is an innovation that significantly alters the way that consumers, industries, or businesses operate. A disruptive technology sweeps away the systems or habits it replaces because it has attributes that are recognizably superior. Recent disruptive technology examples include e-commerce, online news sites, ride-sharing apps, and GPS systems.²⁹

Summary

In this panel discussion, experts from diverse backgrounds delved into the complexities of our rapidly evolving technological landscape. The conversation illuminated the intricate interplay between innovation, technology, and artificial intelligence (AI), shedding light on both the challenges and opportunities presented by disruptive technologies. A central theme that emerged was the critical importance of fostering a collaborative relationship between human creativity and AI, stressing the pivotal role this synergy plays in shaping our future.

The discussion emphasized the need for a workplace culture that embraces adaptability and continuous learning, recognizing these as fundamental pillars for success in an ever-changing technological environment. Collectively, these insights painted a compelling picture of the potential ahead, challenging traditional paradigms and prompting a collective reassessment of the opportunities inherent in the intersection of human innovation and artificial intelligence.

Actionable Takeaways:

- Take immediate steps to establish comprehensive ethical guidelines for AI

²⁹ <https://www.investopedia.com/terms/d/disruptive-technology.asp>

development. Prioritize transparency, accountability, and inclusivity in the design and deployment of AI technologies to build trust and ensure responsible innovation.

- Implement concrete measures to foster psychological safety, encouraging open dialogue and professional vulnerability to cultivate a culture of trust and innovation.
- Embrace a mindset of continual learning and adaptation. Design training programs and initiatives that empower individuals and organizations to navigate evolving landscapes, transforming challenges into opportunities for innovation.
- Proactively engage in international collaborations. Pool resources, exchange insights, and collaboratively tackle the global challenges presented by disruptive technologies.
- Engage in partnerships that build a unified approach in navigating the complexities of the technological future.
- Elevate diversity in technology development. Establish initiatives that empower underrepresented groups, ensuring a wide range of perspectives in the innovation process.
- For an insightful exploration into the complexities of human decision-making and the impact of noise on judgment, "Noise, a Flaw in Human Judgement" by Daniel Kahneman, Olivier Sibony, and Cass R. Sunstein is a highly recommended read.

LGBTQIA+ Inclusion and Intersectionality: What are we doing well and what do we need to do better?

Panelists:

Aaron Kroon (he/him), Founder & CEO of Black Batman;

Justin Hester (they/them), Vice President of Customer Value, Insights, & Industries at Cognite;

Rahwa Tilahun Yohannes (she/her), Editor | Activist | Founder | Public Speaker | Campaign Strategist | Community Builder | Project Designer;

Amy Baker (she/her), Ambassador Designate of Canada to Norway.

Moderator:

Wenche Fredriksen (she/her), SVP Head of Inclusion & Diversity DNB.

Definitions of terms

Intersectionality: an analytical framework developed by Dr. Kimberle Crenshaw for understanding how a person's social or political identities combine to create different modes of privilege and discrimination.³⁰

Gender-Based Analysis Plus (GBA Plus): an analytical tool used to support the development of responsive and inclusive policies, programs, and other initiatives. This intersectional analysis pivots gender and goes beyond biological and socio-cultural differences to consider other factors, such as age, disability, education, ethnicity.³¹

Grassroots: the very foundation or source; the basic level of society or of an organization especially as viewed in relation to higher or more centralized positions of power.³²

Summary

The panel illuminated both strides forward and hurdles to overcome in the realm of LGBTQIA+ diversity and inclusion. They underscored the imperative of authentic representation, rejecting tokenism as essential to authentically encompassing intersectional identities. The discourse reiterated the significance of acknowledging the diverse spectrum of identities within the LGBTQIA+ community, advocating against a one-size-fits-all approach to inclusion.

Addressing the enduring prejudice directed towards transgender individuals across various domains, the panel called for a grassroots action plan involving affected communities and cautioned against superficial, tokenistic efforts. They urged individuals and organizations to implement robust inclusion strategies, citing examples such as the Canadian government's Gender-Based Analysis Plus (GBA+) integrated into DEI frameworks as invaluable tools for an intersectional approach.

A key takeaway from the dialogue was the recognition that, despite advancements, achieving genuine inclusion necessitates sustained collective dedication and the dismantling of systemic barriers.

Actionable Takeaways:

- Actively seek and promote authentic representation of diverse LGBTQIA+ experiences by moving beyond token gestures to capture the richness of individual stories and identities to incorporate them in decision-making processes.
- Integrate an intersectional lens into all aspects of inclusion efforts by recognizing

³⁰ <https://www.youtube.com/watch?v=ViDtnfQ9FHc&t=4s>

³¹ <https://women-gender-equality.canada.ca/en/gender-based-analysis-plus/what-gender-based-analysis-plus.html#about>

³² <https://www.merriam-webster.com/dictionary/grassroots>

and addressing the unique challenges faced by individuals at the intersections of multiple marginalized identities.

- Advocate for and actively participate in educational reforms that prioritize comprehensive LGBTQIA+ education, fostering understanding, empathy, and dispelling stereotypes.
- Hold organizations accountable by urging concrete actions beyond performative gestures. Actively work towards dismantling discriminatory structures within corporate environments to create spaces where LGBTQIA+ individuals can thrive authentically.
- Engage in legislative advocacy to secure legal recognition, protection, and equal rights for the LGBTQIA+ community. Support and participate in global efforts for systemic change and the establishment of inclusive policies.

Leadership Development and Systems Redesign: How does inclusion drive belonging, sustainability and profit?

Panelists:

Tine Austvoll Jensen (she/her), Country Director Google Norway & Board member;
Michael Watson (he/him), People Business Partner at Nordea, Large Corporates and Institutions;
Sarah Reynolds (they/them), Chief Marketing Officer at HiBob;
Miriam Hardarson (she/her), Agency Director and LGBT+ lead at Sopra Steria.

Moderator:

Lawrence Akpore (he/him), Business Excellence Lead (Director) – Global Engineering.

Summary

During this discussion, the panelists offered insightful perspectives on the intrinsic link between leadership development and inclusion, emphasizing the importance of integrating inclusion into leadership growth initiatives. Departing from traditional, leader-centric approaches, the conversation advocated for a more personalized, one-on-one coaching style. The panel also shed light on the often overlooked biases inherent in algorithms, including those used in AI job descriptions, emphasizing the need for caution in the pursuit of genuine inclusion.

Furthermore, the dialogue underscored the transformative potential of leadership coaching, particularly in addressing unconscious biases. The call for inclusion extended

beyond individual leadership roles, emphasizing the imperative for diversity and inclusion efforts to permeate every level of an organization, aligning with measurable objectives such as OKRs and KPIs. The overarching message challenged conventional notions, asserting that inclusion is not merely an external consideration but an intrinsic element shaping the very core of effective leadership and organizational success.

Actionable Takeaways:

- Embed inclusion into leadership development. Ensure leaders actively contribute to the creation of diverse and inclusive workplaces.
- Adopt personalized leadership coaching. Urge leaders to confront unconscious biases and embark on transformative journeys towards inclusion.
- Revolutionize job descriptions by removing restrictive criteria like years of experience and adopting inclusive language to attract a diverse candidate pool.
- Promote interaction and the sharing of authentic personal narratives, particularly from underrepresented groups, as it can profoundly reshape organizational culture for the better.
- Exercise caution in AI-driven recruitment by conscientiously considering how AI is trained with potentially biased data and conducting regular audits to mitigate risks and ensure equitable representation.
- Promote self-education, self-reflection, and open dialogues. Particularly among leaders to enhance their understanding of intersectionality and its profound impact.
- Diminish normative gendered language (only male-female) and stereotypes from daily interactions, fostering a workplace where everyone feels seen and respected.
- Cultivate a culture of lifelong learning. Encourage both personal and organizational growth through ongoing educational initiatives.

WORKSHOPS

ERGs as a driver for workplace inclusion: Lessons from Amazon.

Facilitators:

Nathalie Håkenstad (she/her), Account Manager, Glamazon co-lead for Nordics at Amazon Web Services Enterprise;

Ursula Koski (she/her), Chief Technical Officer for Nordics Partners at Amazon Web Services.

Definitions of terms

BEN: Black Employee Network (by Amazon).

Bias for action: Bias for action means swiftly choosing where to act to learn effectively, finding a balance between quick decision-making and maximizing learning potential before taking action.³³

Summary

In an engaging workshop facilitated by Nathalie Håkenstad and Ursula Koski, the spotlight was on the important role that Employee Resource Groups (ERGs) play in fostering workplace inclusion. The session explored various forms of ERGs, including Affinity groups, Inclusion ambassadors, and hire for culture-leadership principles. A particular emphasis was placed on the vibrant startup culture, which values openness, shared experiences, and embraces diversity, particularly in terms of neurodiversity. With the current heightened focus on neurodiversity in the workplace, the workshop underscored the crucial function of ERGs in nurturing a supportive community for neurodiverse employees.

Actionable Takeaways:

- Broaden representation in boardroom discussions to include employees who may not have direct access.
- Support employees holistically. Go beyond legal obligations to provide comprehensive support through HR, legal teams, finance, work-life balance, etc.
- Customize affinity groups based on specific needs. Amazon's BEN for anti-racism and Warrior for veteran support are examples of it.

³³ <https://www2.deloitte.com/xs/en/insights/topics/talent/business-performance-improvement/prioritize-action-over-discussion.html>

- Strengthen ERGs by fostering active participation and allyship.
- Prioritize diversity in leadership teams for a truly inclusive workplace.
- Optimize efficiency through strategic planning, budgeting, and collaborative efforts with larger corporations.
- Ensure accountability by allocating budgets based on past performance records.
- Establish safety measures, such as private contact forms, to encourage open communication within the workplace.
- Foster a 'Bias for action' approach to promptly address workplace mistreatment and facilitate the creation of affinity groups.

From theory to practice: How to unlock collaboration to harness diversity, inclusion and equity.

Facilitators:

Geert de Wael (he/him), Co-founder & Managing Partner at The Forge;

Michaël Van Damme (he/him), Co-founder & Managing Partner at The Forge.

Definitions of terms

Feed-forward: The use of calculated or presumed future states of a process to provide criteria for its adjustment or control; anticipatory control.³⁴

Summary

In this interesting examination of organizational dynamics, the facilitators adeptly navigated participants through the practical applications of behavioral science within corporate structures. Anchored in the foundational principles of Cognitive Laziness and Bias, the session delved into the intricacies of collaboration, diversity, and their profound impact on workplace interactions. Introducing a compelling analogy likening diverse teams to a "social roulette," where colors symbolize social approval and disapproval, shed light on the complexities of expressing dissenting opinions amid perceived social risks.

This exploration of human behavior and workplace dynamics underscored the necessity for a nuanced understanding of collaboration, transcending theoretical constructs to unveil actionable strategies for fostering diversity, inclusion, and equity.

³⁴ <https://www.oed.com/search/dictionary/?scope=Entries&q=feedforward>

Actionable Takeaways:

- Promote "Constructive Controversy" by balancing between disagreement and groupthink tendencies.
- Learn through After Event Reviews by conducting team-level reviews focusing on goals, results, positive/negative factors, future targets, and required actions for continuous improvement.
- Strengthen collaboration by establishing unified goals and addressing shared challenges. For example, employing strategies such as the "Devil's advocate approach" and reinforcing common goals and values, aligning personal values with those of the team and company.
- Focus on vision, safety, support, and quality as essential elements for fostering high-quality collaboration.
- Depending on the collaboration curve, strike a balance between commonality and individuality.

Unpacking the fear in DEI.

Facilitators:

Dr. Poornima Luthra (she/her), Associate Professor at Copenhagen Business School, author of books such as *"The Art of Active Allyship"* and *"Diversifying Diversity: Your Guide to Being an Active Ally of Inclusion in the Workplace"*, TEDx Speaker, and founder and CEO of TalentED.

Definitions of terms

Model minority: Coined by William Petersen, the term has often been used to refer to a minority group perceived as particularly successful.³⁵

Cookie-cutter: Marked by lack of originality or distinction.³⁶

Whataboutery: The technique or practice of responding to an accusation or difficult question by making a counter-accusation or raising a different issue.³⁷

Otherness: Otherness is the result of a discursive process by which a dominant in-group ("Us," the Self) constructs one or many dominated out-groups ("Them," Other) by stigmatizing a difference – real or imagined – presented as a negation of identity and thus a motive for potential discrimination.³⁸

³⁵ [https://depts.washington.edu/sibl/Publications/Model%20Minority%20Section%20\(2011\).pdf](https://depts.washington.edu/sibl/Publications/Model%20Minority%20Section%20(2011).pdf)

³⁶ <https://www.merriam-webster.com/dictionary/cookie-cutter>

³⁷ <https://www.merriam-webster.com/dictionary/whataboutery>

³⁸ <https://www.unige.ch/sciences-societe/geo/files/3214/4464/7634/OtherOtherness.pdf>

Summary

Dr. Poornima Luthra opened the session with candid reflections on her personal encounters with fear surrounding DEIB, tracing the evolution of DEIB discourse across various organizational landscapes. She shed light on the persistent resistance manifested through phenomena such as whataboutery, questioning, and the emergence of an anti-woke culture from both dominant and non-dominant groups. Furthermore, she highlighted the reluctance of some individuals to prioritize DEIB activism over personal pursuits, illustrating the apprehensions surrounding the topic. The workshop, framed by two thought-provoking questions posed to the audience, sparked a dynamic and diverse discussion on the underlying reasons for fear in DEIB.

Throughout the session, Dr. Poornima skillfully navigated participant responses, delving into facets of bias, perceptions of quotas, the concept of the model minority, the pursuit of perfection, individual choice rationale, the creation of Otherness, establishment of artificial hierarchies, inclinations towards power dynamics, and the cookie-cutter syndrome prevalent in conforming to group norms. With compassion and rationality, she reiterated that bias is a universal trait. Dr. Poornima invited participants to contribute to her research by addressing a pivotal question: What steps can companies take to alleviate fear surrounding DEI within their organizations?

Actionable Takeaways:

- Engage in open dialogue about fears surrounding DEIB within the organization.
- Reflect on personal biases and consciously challenge them.
- Encourage a culture of valuing individuals beyond mere checkbox exercises.
- Foster environments that prioritize the qualities and characteristics of individuals over superficial markers.
- Establish mechanisms for addressing fears within DEIB, acknowledging that these fears can hinder progress.
- Initiate conversations around the creation of inclusive spaces that dismantle artificial hierarchies and eliminate the cookie-cutter syndrome.

Bridging and belonging in the Arts and Culture sector: A Foundational Framework.

Facilitators:

Åsa Simma (she/her), CEO of the Sami Theatre;

Kirstine Eiby Møller (she/her), Cultural researcher, heritage professional and archaeologist;

Rosa Lois Balle Yahiya (she/her), Founder and CEO at Another Life;
Jessica Petersen (she/her), Project Manager- Diversity, Inclusion and Equity & Climate Justice at In futurum;
James Armando Dickson (he/him), Leader at Pasientorganisasjonen for Kjønnssinkongruens (PKI).

Summary

In the Arts and Culture sector, diverse themes were explored across multiple groups. Åsa's group delved into the challenges of labeling for indigenous communities, confronting the impact of colonialism on funding and indigenous practices. They navigated concepts of decolonization and indigenization, critiquing labels as tools of colonial control. James' group emphasized the importance of avoiding snap judgments and discussed inclusive community-building through character exercises. Jessica's group examined the multifaceted nature of justice in Arts & Culture, advocating for empowerment and self-determination across political, interpersonal, and interspecies dimensions. Kirstine's group underscored the need for tailored approaches to address diverse needs, and considered the need to restructure for inclusivity while highlighting the importance of empowerment in goal pursuit. Rosa's group tackled financial barriers and power dynamics, proposing solutions such as centralized funding resources, mentorship centers, and fostering intersections between the business and cultural sectors for broader opportunities. They also championed an inclusive definition of "new voices" in accessing funding. These discussions echoed recurring themes of label complexities, inclusion strategies, justice, and dismantling financial and systemic barriers, all aiming for empowerment, inclusivity, and diverse perspectives within the Arts and culture sector.

Actionable Takeaways:

- Establish inclusive support networks that extend beyond established circles, aiming to tackle the challenges posed by the tightly-knit nature of Nordic societies.
- Address barriers associated with the perceived superiority of Scandinavian education through the implementation of strategies aimed at improving accessibility.
- Establish mentorship programs to offer guidance, support, and assistance in navigating application processes. Through mentorship, draw attention to power dynamics.
- Expand the definition of "new voices" within the cultural sector, actively incorporating a diverse range of individuals.
- Foster collaboration between the business and arts and culture sectors to explore intersections and create opportunities that extend beyond traditional networks.

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on September 27 2024!**

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