

A GUIDE TO ACHIEVING DIVERSITY, EQUALITY  
& INCLUSION IN THE WORKPLACE PREPARED  
BY ABN RESOURCE





People deserve better. With greater inclusion, better can happen. It will also lead to greater diversity which is proven to develop special workplace cultures leading to increased profits and growth.

Our vision is to deliver happy high performing teams that make the world a safer and more sustainable place. In this report, we shine a light on diversity and inclusion which is a key part of making that vision a reality for the downstream oil sector we exist to serve.

In this report, we will cover what diversity & inclusion truly means, its challenges, the importance that unconscious bias and leadership have in progressing diversity & inclusion in the workplace.

No matter your background and position we can all step up and support, be an ally, and make a difference.

**James Moorhouse**

**ABN RESOURCE DIRECTOR**

# Contents

WHAT IS DIVERSITY & INCLUSION	3
WHY DIVERSITY & INCLUSION IS GOOD FOR BUSINESS	5
WHAT IS HOLDING BACK PROGRESS	7
TACKLING UNCONSCIOUS BIAS	10
DIFFERENT LAYERS OF DIVERSITY	12
UNDERSTANDING COGNITIVE DIVERSITY	13
IMPORTANCE OF INCLUSIVE LEADERSHIP	15
TRAITS OF INCLUSIVE LEADERSHIP	16
DEVELOPING INCLUSIVE LEADERSHIP	17
MODERN STRATEGIES TO EMBRACE DIVERSITY & INCLUSION	19

# What Is Diversity & Inclusion

Workplace diversity is a common topic of conversation among employers, hiring managers, and recruitment professionals.

In this report, we take a look at why diversity and inclusion are increasingly important to business success and how your organisation can implement diversity and inclusion initiatives.

The report draws on research and different studies looking at the state of diversity showing what progress has been made already. However, there are challenges and further improvements to make for Diversity, Inclusion and Equality.

In this report, you can read about key priorities to implement to improve diversity & inclusion and how to create a culture and work environment in which everyone can thrive.

## DIVERSITY IN THE WORKPLACE

Over the years, diversity and inclusion is less about age, gender and race, and more about hiring a more comprehensive range of individuals, minds, ethnicities, and personalities to add variety and depth to an organisation.

What is the difference between diversity and inclusion, and why does one not work without the other?

Workplace diversity is understanding, accepting, and valuing differences between individuals, including those of:

- different races, ethnicities, gender identity, ages, religions, disabilities, and sexual orientations,
- disparities in education, personalities, family, skill sets, experiences, communication styles or knowledge bases.

**Diversity** means individuals of all backgrounds, life experiences, preferences, and beliefs are recognised and respected as individuals and valued for the different perspectives they bring.

According to a report by Deloitte<sup>1</sup>, diversity is perceived differently by generations. Millennials (those born between 1981 and 1996)<sup>2</sup> are more likely to define diversity as a mix of unique perspectives within a team, known as cognitive diversity.

The millennial definition of diversity also encompasses the ability to combine different ideas and approaches to better overcome challenges and achieve business goals. On the other hand, Gen Xers and Baby Boomers ((born between 1965 and 1980)<sup>2</sup>, most commonly frame diversity in terms of demographics, equal opportunity, and representation of identifiable demographic characteristics.

## YOU CAN'T HAVE DIVERSITY WITHOUT INCLUSION

A truly diverse and inclusive workplace happens on purpose. Company leaders have spent time defining diversity and inclusion and understand that the two must work together. This is supported by a structure grounded in equality principles to lead to change. In this context, diversity means difference and specific representation throughout an organisation, across departments, and at senior levels.

Inclusion refers to the behaviours and social norms that ensure people feel welcome.

Not only is inclusivity crucial for diversity efforts to succeed, but creating an inclusive culture will prove beneficial for employee engagement, productivity, and talent attraction.

## TRUE INCLUSION

True inclusion and belonging happen when leaders build inclusive language, practices, and policies into all of their business units, from recruitment and HR to marketing, engineering, legal, commercial, operations, and finance.

**Inclusion means that all people are given equal opportunity to contribute and be their true selves, regardless of background.**

The real change happens when organisations intentionally create work environments where opposing views can be shared without fear and where we value psychological safety.

Creating an inclusive environment requires everyone to actively work to understand and alter the unconscious bias that instinctively emerges into stereotypes and attitudes towards other groups of people who may have different backgrounds, experiences, and personalities from their own.

Therefore, true inclusion requires questioning our assumptions, correcting approaches, understanding data-driven approaches to retention, engagement, and career development, and engaging honestly to make the workplace more equitable and inclusive for all.

# Why Diversity & Inclusion Is Good For Business

In 2021 the global economy is recovering from a significant period of upheaval, with geopolitical unrest and a pandemic making 2020 one of the most challenging socio-economic times in modern history.

We believe Diversity and Inclusion are some of the critical elements to make businesses thrive at this challenging time.

## D&I ENCOURAGES INNOVATION

Diversity encourages innovation, as people feel more comfortable expressing their ideas and are confident they are listened to. Without this, women are 20% less likely to have their ideas considered; people from ethnic backgrounds are 24% less likely, and employees who identify as LGBTQ are 21% less likely.<sup>3</sup>

By hiring professionals from different backgrounds, with different experiences and viewpoints, companies encourage different perspectives and find new ways of looking at problems. In fact, companies with employees who have a diverse heritage and diverse skill sets and experience are more likely to see their market share grow and are more likely to capture a new market too.

A survey conducted in 2019 by advisory

and assurances expert EY,<sup>4</sup> revealed that 94% of respondents believe that diversity in thought and experience will help navigate industry disruption. In 2021 the downstream oil sector faces changes in changing consumer habits, fragility in traditional supply chain models, tackling sustainability net-zero and new technology initiatives. A diverse workforce can be a key part of the strategy to tackle these challenges.

Studies conducted around the globe also come to the same conclusions: diversity is good for business. Ethnic diversity can increase profitability by as much as 30%.<sup>5</sup>





## D&I HELPS TO NURTURE TALENT

A further reason to include increased diversity efforts in the business strategy is that companies who actively hire diverse teams are actually more likely to attract and retain talent – something which we know is a pressing issue in the oil industry, with the ever-growing skills gap.

## D&I CAN SOLVE THE SKILLS GAP

We are fortunate to have great talents in the industry. With succession planning and looking ahead to the future, there is a worrying trend of a skills gap worsening over the next five years as cuts to graduate recruitment during the oil downturn are still felt. Engineering roles are predicted to be the worst hit, as technology companies aggressively recruit graduates for their transferable skills.

So how does the traditional oil industry compete with modern tech companies? One answer is to proactively attract and hire a diverse workforce. Seeking out talent from a wider pool of candidates and using suitable measures to attract that talent will help companies acquire great hires.

Part of this means understanding what appeals to graduates. High salaries are no longer the primary motivator for young people looking for jobs. While compensation and benefits have to be competitive, of greater importance is a compelling vision, aligned values, and a supportive company culture to become an employer of choice.



Organisations lacking effective inclusion strategies are ten times more likely to disappear within the next five years.<sup>5</sup> No wonder then that we have seen growth in oil companies who have an inclusion-first approach to hiring, as businesses realise it is the inclusion that drives diversity and diversity drives growth.

## TIME TO BE PROACTIVE

Fostering an inclusive and respectful workplace that supports diversity provides an enriching work environment. This requires organisations to consider the cultural differences and ensure we are providing a work environment that caters to all these different needs so that teams can work together efficiently.

This could mean the need to hire external HR or training support. Employees should be given scheduled time in their calendars to understand where the differences lay in teams and how these can be used to the teams' advantage, rather than cause conflict in the company.

# What Is Holding Back Progress

Key obstacles need to be cleared away before there can be real progress on diversity and inclusion.



## 1. Occupational Segregation

In a survey by PWC<sup>6</sup> of over 2,000 high school and university students in the UK, whether they would consider a career in technology, only 27% of female students said yes, compared to 61% of males. Technology was the first choice career for only 3% of the female students.

These stereotypes and assumptions can be compounded by concerns over the likelihood of being hired or fitting in within industries such as lubricants or fuels that are usually perceived as male-dominated or the preserve of people from a particular ethnic group or social class.

Schools, media and society as a whole need to do more to challenge these perceptions. However, oil organisations can also play a key role by reaching out to people who may not have considered a career in the industry and expanding recruitment drives to a broader range of schools and universities.

In turn, publicly demonstrating the commitment to diversity and inclusion would help convince people that yours is a business where young individuals will be welcomed as an equal and can realise their full potential.



## 2. Unconscious Bias

Among the most significant barriers to progress on diversity and inclusion are preferences and prejudices that people may not even be aware of – unconscious bias.

We are all susceptible to unconscious bias. People can form an opinion very quickly on a first impression. We are also more likely to trust people of a similar age, appearance, and background to ourselves. These responses are just one of the shortcuts our brains use to speed up decision-making in a complex world.

However, unconscious bias in the business environment can be a blind spot, encouraging management to favour people like themselves when picking out candidates for hiring, promotion, and projects.

As a result, organisations could be missing out on the opportunity to recruit people with fresh talents, innovative new ideas, and a broader range of personal and professional experience.

Many of the individuals who have traditionally been underrepresented in senior management, including women, people with disabilities, and people from ethnic minorities, suffer as a result.





### 3. Lack of Integration Into Management

There is still a tendency to see diversity and inclusion as the responsibility of HR or a specialist team rather than integrating them into broader business management.

Real progress requires full business buy-in across areas such as selection and career progression. And as diversity and inclusion become increasingly crucial in determining how organisations are perceived by customers, as well as potential employees, it is important to recognise this as a reputational risk rather than just an HR issue.

Priorities for managing the risk include understanding how your organisation is perceived on diversity and inclusion and what risks and opportunities these perceptions open up.

Putting business management in the driving seat on diversity and inclusion is an opportunity to engage more closely with a broad range of communities and tailor products and services more effectively.

In turn, managing diversity and inclusion as a reputational and risk priority can help identify and cement these connections by winning community trust and responding in ways that make lives better.

# Tackling Unconscious Bias

The success of a modern organisation cannot be assured without a long-term commitment to diversity. Research by McKinsey & Co<sup>7</sup> suggests that diverse teams experience more robust and more inclusive cultures. They can better understand and meet the needs of diverse clients, partners, and other essential stakeholders.

In the era where the lubricants industry needs to keep attracting new talent to face future industry challenges, overcoming unconscious bias is critical to creating a more diverse and inclusive workforce.

## STRATEGIES TO ADDRESS BIAS

Unconscious biases are not permanent. In fact, they are malleable and steps can be taken to limit their impact on our thoughts and behaviours.

When considering strategies to address unconscious bias one must consider individual and institutional strategies. By incorporating these informed, equitable practices will lead to a more diverse, inclusive culture and better performing teams.

It can take a long time to make lasting change when introducing conscious inclusion, but it is important to remember the reason for putting in the effort.

## START WITH EDUCATION

By reading this report and learning about unconscious bias, you have taken the first step to address some of your biases! This awareness begins to 'tip' our unconscious into the conscious where we can be completely aware and begin to manage the bias and its effects.

**Unconscious Bias** refers to discrimination that happens automatically, is outside of our control, and is triggered by our brain making quick, snap judgments and assessments of people and situations based on our social background, cultural environment, values, and personal experiences.

For lasting change, create training programs to educate your teams about the origins and consequences of biases and strategies to address them. The overarching goal for unconscious bias training should be the creation of a shared culture of respect.

## EMPLOY DIVERSE RECRUITERS

A good way to create a more diverse workforce is to have a team of recruiters from different backgrounds and who actively support D&I. Each of them will bring different things to the search for new recruits and be less likely to discount potential candidates from certain groups.



## LOOK AT JOB DESCRIPTIONS

You may not realise it, but job descriptions can discourage potential job applicants with their wording. It is especially important to be aware of the type of language you are using in your job descriptions. Therefore, use neutral descriptions and online tools like Text Analyzer<sup>8</sup> can be very helpful in using the appropriate wording.

**Where to start?** Revisit a few of your recent descriptions and ask questions such as:

How does your use of masculine wording compare to feminine vocabulary?

Do your descriptions reflect gender bias or any other implicit biases?

What can you do to make your job descriptions and hiring process more inclusive?

## UTILISE STRUCTURED INTERVIEWS

Develop ground rules to ensure equality in the hiring and promotion process. For example, utilise concrete objective indicators and outcomes to reduce standardisation or stereotyping. This includes structured interviews and evaluation criteria that promote objective questioning. The well-structured hiring process is not only a critical component to eliminate hiring bias but also to ensure the best candidate experience.

## USE “BLIND” TECHNIQUES

Level the playing field with redacted resumes. Research shows that applicants with ethnic minority-sounding names are less likely to be called for an interview.<sup>9</sup> To help increase hiring diversity, exclude specific details like name, gender, school, or home address. It can also be invaluable to review “blinded” work samples to determine core competencies for the candidates in a fair and impartial way.

## MAKE YOUR OBJECTIVE KNOWN

It is not enough to just focus on yourself when eradicating unconscious bias in the office. By informing the wider team and asking them to also be considerate, you can make everyone feel more able to participate. Create a set of rules with the goal of giving everyone an equal opportunity, for example, no talking over other people. If someone makes a mistake, gently nudge the conversation back to what the other individual was saying.

## EXPAND YOUR NETWORK

Use a variety of methods to increase the diversity of a candidate pool. Look beyond personal networks, as internal teams tend to refer to people similar to themselves in terms of education, and background, which can contribute to a homogenous workforce. Instead, proactively expand the candidate pipeline through LinkedIn, cooperation with schools and universities, and other networks and channels that will allow you to connect with different audiences.

# Different Layers of Diversity

The number of factors that define diversity is truly unlimited. Some are visible to our eyes while others are indistinguishable by us; some are controllable by us while some we are born with.

## Physical

### (usually) visible characteristics

- age
- appearance
- ethnicity
- gender identity
- physical abilities
- race

## Relational

### upbringing characteristics

- family
- generation
- habits / interests
- parental status
- marital status
- upbringing

## Societal

### connections & relations to society

- education
- ethnicity
- location
- language
- life experiences
- origin
- privilege
- socio-economic status

## Occupation

### work-related characteristics

- affiliation
- department
- income
- industry
- work style
- role/function
- skills/talent
- work experience

## Cognitive

### thinking and information processing styles

- communication style
- emotional intelligence
- interpersonal skills
- intelligence
- learning style
- mental abilities

## Values

### beliefs & world views

- attitudes
- beliefs
- culture
- ideologies
- morals
- political beliefs
- religion
- spirituality

It is important to remember that categories only serve the purpose of classification. In the real world, differences between these categories are blurred. Diversity is dynamic. However, this framework can be helpful to companies trying to refresh their approach to managing diversity.



# Understanding Cognitive Diversity

Recent studies have stated that cognitive diversity makes an organisation<sup>10</sup> outperform other organisations. However, because of less visibility and cultural barriers, cognitive diversity often gets overlooked by managers.

**Cognitive Diversity** is a broad concept, but in this report, we define it as differences in thinking, viewpoints, perspective, and information processing styles – how people feel, think and act. Understanding these differences and how to harness them, enables teams to tackle problems in new ways, improve communication and increase their productivity.

## BENEFITS OF COGNITIVE DIVERSITY

An increasing number of studies have validated that cognitive diversity in teams yields more creativity, faster problem solving, and greater productivity. For example, Hermann research<sup>11</sup> has shown that cognitive diversity makes teams 66% more productive. However, cognitive diversity goes far beyond team productivity.

## FRESH PERSPECTIVES & IDEAS

Cognitive diversity is essential to bring in fresh ideas, experiences and perspectives. Diversity and additives – now that is a nice link for our sector! Forbes<sup>12</sup> states when a collection of people work together, and one person makes an improvement, the others can often progress on this new solution even further – improvements build on improvements.

## INNOVATION & CREATIVITY

The wider the scale of experiences and backgrounds of management teams, the greater the possibility of a team to produce more innovation. According to Deloitte,<sup>13</sup> cognitive diversity accounts for better business outcomes: it enhances innovation by 20%, reduces risks by 30%, and eases the implementation of decisions.

## EFFECTIVE PROBLEM SOLVING

Teams with a high deviation from the “standard” perspective are more likely to solve a problem than non-diverse teams,<sup>14</sup> according to an experiment run by HBR.

## BETTER DECISION MAKING

Cognitive diversity results in wider perspectives and a broader horizon of options. Some people are more analytical than visual, others more verbal than practical when it comes to mental processes. Teams consisting of individuals with all of these qualities provide managers with different strengths to make better decisions based on unbiased feedback.

## BETTER PERFORMANCE

HBR<sup>14</sup> also stated that there is a strong positive correlation between cognitive diversity and performance. Thus, according to the author, "Higher the cognitive diversity, higher the performance." Gartner<sup>15</sup> predicts that through 2022, 75% of organisations with a diverse and inclusive culture among frontline decision-makers will exceed their financial targets.

## IMPROVED BRAND PERCEPTION

By increasing cognitive diversity, you can enhance how your company is perceived by future hires. It sends out a particular message of diversity and inclusion of culture, giving your future

employees more incentives to join your organisation. As a company that is seeking to increase cognitive diversity, you stand out as an organization that appeals to top talent, which increases the quality of your candidate pool.

## NEXT STEP

Organisations can make the most of cognitive diversity by mining its positive results. By creating a work environment that is more acceptable, participative, inclusive, receptive to different mindsets, leaders can build cognitively diverse human capital for an organisation, enabling the organisation to tap all the possible opportunities available. To increase cognitive diversity, you can start by incorporating these three steps.

### 1 — Recruit differently

It is key that the job description, as well as the interview process, contain the competencies and questions designed to help identify candidates who will bring fresh insight, new perspectives and, most importantly, challenge old thinking.

### 2 — Manage differently

Rather than stifling debate and rejecting new ideas because they threaten the status quo, businesses must focus on creating an inclusive learning culture where people feel comfortable being themselves, contributing ideas and learning from each other.

### 3 — Promote differently

Organisations should actively promote different thinking styles within the business and factor this into career development. They should also support and encourage people who think out of the box and reward their contribution to innovation and problem-solving.



## Importance Of Inclusive Leadership

Inclusive leadership is what makes diversity work. These leaders can leverage the wealth of knowledge, insights, and perspectives that diverse teams offer by creating an open and trusting workplace.

By truly valuing diversity, inclusive leaders unlock the competitive advantage that workplaces generate, becoming a magnet for the very best talent.

The 2018 Deloitte Millennial Survey found<sup>16</sup> the modern workforce overwhelmingly believes that profits alone do not do a successful business, pointing to additional

priorities — including “an emphasis on diversity and inclusion in the workplace.”

At the same time, roughly 2/3 of survey participants, those born between 1983 and 1999, believe that business leaders “pay lip service to diversity and inclusion.”

**Conclusion?** If oil organisations want to engage with top talent, employees’ trust must be earned. To build a truly diverse and inclusive workplace, leaders need to show personal commitment and take responsibility for making it happen. And this is equally important for attracting talent too.

# Traits Of Inclusive Leadership

Inclusive leaders are open to change. They genuinely care about their employees as people, and they respect and welcome differences. Deloitte has identified six inclusive leadership traits for business leaders to work toward.

**Commitment** to improving diversity and inclusion, because staying the course is hard. Inclusive leaders take time and energy to understand each team member's uniqueness and proactively adapt their work practices to meet the needs of others.

**Curiosity** and openness to different ideas and perspectives because different experiences enable growth. Highly inclusive leaders have an open mindset, a desire to understand how others view and experience the world and a tolerance for ambiguity.

**Cultural intelligence** and confidence to lead cross-cultural teams because not everyone sees the world through the same cultural frame. At a deeper level, inclusive leaders thirst for learning means that they are also motivated to deepen their cultural understanding and to learn from the experience of working in an unfamiliar environment.

**Collaboration** empowers people to challenge and build on each other's ideas because a diverse-thinking team is greater than the sum of its parts. Inclusive leaders understand that individuals must first be willing to share their diverse perspectives for collaboration to be successful. This willingness is cultivated by creating an environment where individuals feel valued personally and are empowered to contribute.

**Courage** to admit you do not have all the answers because talking about imperfections involve personal risk-taking. Highly inclusive leaders speak up and challenge the status quo and are humble about their strengths and weaknesses.

**Cognisance** of bias as an individual and as an organisation because bias is a leader's Achilles heel. At the individual level, inclusive leaders are very self-aware, and they act on that self-awareness. They also acknowledge their organisations, despite best intentions, have unconscious bias, and they work on policies, processes and structures to mitigate the bias that exists.

# Developing Inclusive Leadership

Nowadays, a great leader is the one who views leadership as being characterised by collaborative decision-making, active listening, and engagement with multiple stakeholders to motivate, inspire and lead change in their organisations fully.

What actions can oil businesses take to develop inclusive behaviours for individuals, teams, and groups of leaders?

## Step 1

### IDENTIFY EXISTING PROBLEMS

The very first step in developing inclusive leaders is to gather data that reveals biases about the employee life cycle that leaders might not otherwise be aware of. During the investigation, use data sources

such as employee surveys and feedback from customers, suppliers, or teams. Other valuable metrics include retention, recruitment, employee engagement, or productivity data. With a clear picture of diversity risks and opportunities, you will be better placed to develop a cultural change.

## Step 2

### BUILD A STRONG BUSINESS CASE

Complete buy-in from your leadership team requires a clear link between diversity and inclusion and business outcomes. Ensuring that leaders clearly understand associated benefits makes

them more motivated to drive diversity and inclusion initiatives. What is more, their efforts and commitment are more authentic, meaningful, and sustainable. Building a robust business case takes time but is necessary to secure a commitment from the top.

## Step 3

### ENGAGE LEADERS IN CHANGE EFFORTS

The best results of inclusive leadership development occur when organisations move beyond conceptual conversations about inclusion. As leaders may not be aware of the actual experiences of employees, it is imperative to have conversations with

individuals at different levels of the organisation to understand the realities of corporate life better. This is also a great way to create an emotional connection that fosters empathy and increased motivation for change. This kind of mindset shift is critical to how leaders think about inclusion and how inclusive they behave.



## Step 4

### TRANSFORM THE PERCEPTION OF LEADERSHIP

In the past, leaders often were associated with values like determination, courage, or a singular focus on the task at hand, which is an implicit expectation of infallibility that is not realistic. However, inclusive

leadership requires the ability to recognise both strengths, weaknesses, and areas for improvement. These leaders dare to admit their wrong-doing and acknowledge that increasing diversity means facing experiences they have never had before. Inclusive leaders must prioritise humility and lead from a place of inquiry, curiosity, and active listening.

## Step 5

### PROVIDE FORMAL TRAINING ON INCLUSIVE LEADERSHIP

Once leaders understand the need for diversity and inclusion and are motivated to advance it, the next step is to provide the knowledge and skills needed to foster diversity and inclusion through formal training. As part of the inclusive leadership

training, leaders should be encouraged to reflect on the organisation's real-life data, identify challenges and opportunities facing their particular business unit, and develop an action plan to address existing issues. Then, explore and define specific inclusive leadership behaviours introduced during the workshop to practice back in the work environment.

## Step 6

### CREATE A WORK ENVIRONMENT OPEN FOR DISCUSSION

Facilitated learning opportunities must provide a safe space for individuals to explore and challenge the construct of inclusive leadership; encourage leaders to share experiences of inclusive and exclusionary behaviour (inside or outside

the workplace) to bring it to life. From a team perspective, it can be a potential tool to engage in this development together as a shared and collaborative experience that helps address challenges that may have never been raised or dealt with before. Ultimately, each leader can unlock even more potential in their team's effectiveness, better performance and wellbeing.

## Step 7

### ESTABLISH ACCOUNTABILITY

Create a formal plan for measuring the outcome of your investment in inclusive leadership development – what metrics will

be calculated, by whom, and how often? Once targets or other goals are established, responsibility for achieving them should be assigned to individuals held accountable through performance management tools.



# Modern Strategies To Embrace Diversity & Inclusion

Leadership is a critical part of strengthening the culture of diversity, equity, and inclusion. Commitments from senior leaders, executives, and managers signal a broader organisational commitment to diversity, increase visibility, innovation, and awareness. Here are some of the ways leaders can help facilitate diversity within the modern workplace.

## A PART OF THE COMPANY'S DNA

Business leaders should plan to commit time and resources to the effort, with the long-term goal of integrating diversity, equity, and inclusion into what the company does – every decision, process, project, and strategic initiative. To fully embrace diversity, leaders also need to acknowledge the benefits of a diverse workplace with the personal and professional advantages to the organisation and its employees.

## LEADING BY EXAMPLE

Many young professionals look up to leaders who prove that success is possible. By observing successful role models, employees grow confident in the ability to rise to the top despite their cultural background, social status, disabilities, or any other barrier that may stand in the way. Great leaders can influence, inspire, encourage and enforce strong values such as integrity, courage, humility, and discipline, necessary to build a strong culture of support.

## CONSISTENT EDUCATION IS KEY

Diversity and inclusion start with solid, constant, and consistent education. Organisations should focus on training relevant to their specific organisation and employees, aligning with their diversity, equity, and inclusion initiatives and identified challenges.

Leaders must clearly communicate why training is taking place, explain problems tackled, and what comes next. This helps keep people motivated and enables them to understand how the learnings tie back to broader company goals.

## **SENSE OF BELONGING AT WORK**

Another great way to build and embrace diversity in the workplace is to recognise the accomplishments of every employee despite their ranking or status in the company. Pick a few positive qualities from their work to make the interaction personal and meaningful. This allows every member not only to be recognised but also allows for future development.

## **POWER OF HUMAN INTERACTIONS**

Employees keenly observe how leaders treat people outside of articulating their desire to create an inclusive workplace. There must be an alignment between words and actions. The best way to do this is through individual interactions. People appreciate being seen as individuals to the fullest extent with ideas, aspirations, diverse views and life experiences. Listening sounds simple, but so many leaders miss this step.

## **D&I IN THE RECRUITMENT PROCESS**

During the recruitment process, add more screening questions that provoke answers that will help you learn more about the person rather than their qualifications, work experience, and education. Any candidate's diversity of experience, mindset and perspective should be considered. Hiring people with diverse life experiences can lead to growth for everyone across an organisation.

## **Build a Diverse Candidate Pool with ABN Resource**

At ABN Resource, we continuously strive to build and develop a network of diverse talent within the downstream oil industry. With a number of tools in place, including video technology, advanced testing platforms, multi-channel advertising, and partnerships/events, we target professionals from all backgrounds that have the right skills for the job.

The ABN Resource recruitment methodology is based on the candidate delivery platform incorporating psychometrics, behavioural & aptitude assessment. In this way, we provide our clients with valuable insight into applicants' strengths and potential derailers, including their leadership potential.

If you are looking to recruit a diverse workforce, get in touch today to access excellent candidates looking for work and find out about our recruitment services.

[www.abnresource.com](http://www.abnresource.com)

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# ABNRESOURCE

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