

The background is a light cream color, decorated with various abstract, organic shapes and clusters of dots in shades of blue, purple, yellow, orange, and red. The word "diversify" is written in a large, bold, black, lowercase sans-serif font, positioned in the upper center of the page.

**diversify**

**DIVERSIFY  
NORDICS SUMMIT  
2022**

**BEST PRACTICES  
HANDBOOK**

**Acknowledgments**

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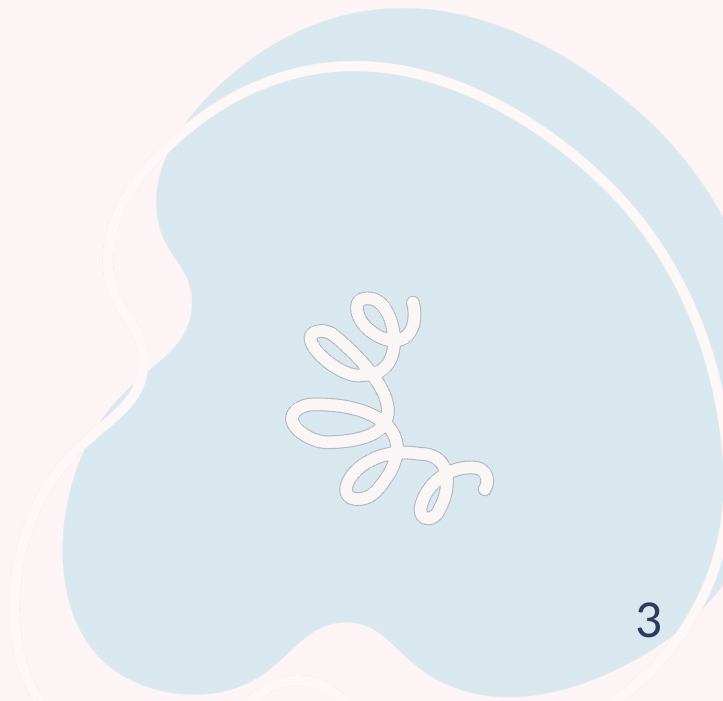
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## Acknowledgments

A conference of this magnitude and impact requires the contribution of many who supported us in developing and delivering keynotes, panel discussion 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.

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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 turn out and engagement would be impossible.

To the Diversify Team who carried out this groundbreaking project: Nikki, Kim, Linn, Mila, Iva, Sayantani, Zuzana, Miguel, Natalia, Purity, Naznin, Zahir and Anders, words cannot articulate the gratitude I feel for each of you.

To each and everyone of you reading this now, I offer a profound and deeply felt “thank you.” Thank you for taking the time, and for your ongoing support.

With love,

Chisom





## List of Abbreviations

<b>AI</b>	Artificial Intelligence
<b>AWS</b>	Amazon Web Services
<b>B2B</b>	Business to Business
<b>CoC</b>	Code of Conduct
<b>DEI</b>	Diversity Equity and Inclusion
<b>DEIB</b>	Diversity, Equity, Inclusion, and Belonging
<b>DNS</b>	Diversify Nordics Summit
<b>KPI</b>	Key Performance Indicator

## Introduction

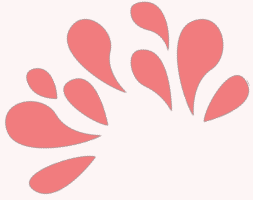
Diversity, Equity, Inclusion and Belonging (DEIB) has become one of the most crucial components for building sustainable, innovative, and inclusive workplaces, while fostering diverse and equitable communities.

To amplify DEIB discourse and gain insights into practical, measurable and sustainable systems and tools for equity and inclusion in the Nordics and beyond, Diversify organized a first-of-its-kind international summit on DEIB with over 500 participants. And what a day it was!

The Diversify Nordics Summit (DNS) 2022 covered topics within these thematic areas:

- Workforce diversity and recruitment
- Organizational culture and strategy
- Inclusion, equity, belonging and well-being
- Learning and development
- Implementation measurement
- Technology innovation and investment development

Based on the conference panel discussions, keynotes, and workshops, we at Diversify have compiled a list of the best practices. In this handbook, we provide a brief insight into each session in accordance with the structure of the event: keynote topics, panel discussions, workshops, reflections, and the Fireside chat.



## Objectives of the handbook

Our primary objective for developing a DNS-reference handbook is to begin to document best practices from DEIB thought-leaders, experts and practitioners. We do this for the following reasons:

- **Share the knowledge:** Knowledge sharing is important. It allows us to build collective intelligence and tools for advancement that are verifiable, practical and actionable. To nuance and imprint a foundational understanding of DEIB, and to demonstrate the importance of DEIB work in organisations and societies at large.
- **Develop a resource book for other organisations:** To outline an approach to the concept of DEIB from an intersectional and equity lens, inform interested parties and suggest how others can use the analytical information to navigate, apply, and evaluate the idea at an individual, organisational and societal level. This will further allow us to clarify evaluation strategies that organisations can use to determine quality and sustainable outcomes for equitable communities and workplaces.
- **Compile what was said during the day:** To summarise the DNS keynotes, panel discussions, and workshop information shared by several speakers in order to be understood and applied at individual, organisational, and societal levels.
- **Amplify the work of the companies represented while fostering Nordic-wide collaboration:** By representing the companies that participated at DNS we hope to amplify their work, while setting an example for other companies; which might lead to further collaboration in the Nordics and beyond.



## 1. Keynotes

### 1.1. “Is everyone in the room?” [Chisom Udeze](#) (She/Her), Founder of Diversify

#### Definition of terms

*Intersectionality:* An analytical framework for understanding how a person's social or political identity combine to create different modes of privilege and discrimination.

*Uncomfortable conversations:* Refers to discussions about topics such as discrimination and biases that can lead to participants feeling uncomfortable. Getting “comfortable with the uncomfortable” is a common saying within DEIB which encourages people to sit in discomfort when, for example, structures which are beneficial for some identities are critiqued.

#### Introduction

In her opening keynote, Chisom Udeze, the founder of Diversify asked, “Is everyone in the room?” and went on to name those who were not present. She urged the audience to make a habit of asking this question because “it’s a privilege to walk into a room and not see who is missing from it”. She spoke about the state of Diversity, Equity, and Inclusion in the Nordics and beyond, and how vital it is to build sustainable systems to support the work being done.

Additionally, she addressed how intersectionality affects one’s lived experiences and contributes to unequal outcomes in ways that cannot be quantified within one dimension alone. Finally, Chisom recommended the use of an intersectionality lens to create meaningful solutions that are inclusive of everyone.

#### List of Best Practices

- Consider the people from minority groups for leadership positions, in boards, as speakers in events, etc., and acknowledge their contributions.
- Use intersectionality in DEIB practice to create meaningful, inclusive, and sustainable solutions.
- Proximity is not the same as lived experience. We do not know what we do not know.
- Be curious and humble.
- Believe people’s lived experiences.
- Listen to understand, not to respond.
- Lean into the discomfort during uncomfortable conversations.

## 1.2. “Active Allyship: The Essential Key to Inclusion” with [Dr. Poornima Luthra](#) (She/Her), Associate Professor, Copenhagen Business School

### Definition of terms

*Allyship*: Standing in solidarity with marginalised or underrepresented groups to take action to create inclusive spaces that acknowledge and support those who experience discrimination.

*Active allyship* is a lifelong process of building and cultivating relationships with people who differ from us. It must be intentional, active (not passive), and continuous. Active allyship is not performative.

*Bias(es)*: Bias is a prejudice in favour or against one thing, person, or group in comparison to another. Usually, this is considered to be unfair, however, sometimes, what is unfair for some can also be beneficial for others.

*Privilege*: Privilege is an advantage based on being a member of a particular group (or identity). These are embedded in systems and practices that tend to favor one group over another. Privilege is highly contextual, meaning that you can have privilege in one setting and not another.



### Introduction

Dr. Poornima Luthra drew attention to fostering inclusion by engaging people through “active allyship”. She described this as a lifelong process that needs to be intentional, active, and continuous in building and cultivating relationships with people who are different from us.

### List of best practices

- Have the curiosity to understand biases and how they influence DEIB work.
- “If you have a brain, you’re biased”. This means we all have biases. Dr Poornima encourages us to introspect honestly and take a deep look at our biases.
- Humble acknowledgment: We tend to think that the world is experienced the same way by others as we experience it ourselves. An example of humble acknowledgement could be getting comfortable with saying “I don’t know.”
- Reflect on our sources of privilege.
- Empathetic engagement: Asking the right questions in the right tone encourages others to ask themselves hard questions.

- Vulnerable interactions: Have a circle of people with whom you are comfortable having difficult conversations.
- Courageous responsibility: Inclusive conversations about challenging the status quo are not just for leaders. It's for all of us in all spheres of life.

### 1.3. “Why diversity and inclusion is critical for your brand - and your business” with [Nicole Kavander](#) (She/Her) and [Roshanak Fatahian](#) (She/Her), Founders of All of Us

#### Definition of terms

*Representation:* Representation in this context refers to the authentic portrayal, inclusion, and participation of minority groups at the institutional, organisational, and community levels. Within DEIB work, it is crucial to represent minority groups authentically, beyond stereotypical portrayal, to ensure that they are included in decision making and have equitable access to opportunities.

*Stereotype:* A generalised or oversimplified representation and categorisation of a particular group or community. Stereotypes amplify both positive and negative impressions of the group.

#### Introduction

In their presentation, Nicole and Roshanak emphasised the importance of representation in the media to break stereotypes around underrepresented groups. They also discussed how addressing the unique needs of people of different ethnicities can open the door to new revenue in businesses. They discussed the importance of recognising business opportunities by being inclusive. They concluded the session by highlighting the need to give space to new voices as everyone has something to offer.

#### List of best practices

- Identify new audiences that are reflective of society (avoid stereotypical norms).
- Approach diversity and inclusion as a potential win-win situation.
- Do not be afraid to be challenged.
- Give space to new talents, voices, and perspectives.
- Realise the value of mentorship programmes as means of representing, supporting and elevating marginalised groups.

#### 1.4. "Gender through an equity lens: Things that make you go hmm!" with [Astrid Sundberg](#) (She/Her), Director of Diversity and Inclusion at Oda

##### Definition of terms

*Gender-Based Violence (GBV):* Any form of harm committed against an individual or a group of individuals due to their sex, gender, sexual orientation, or gender identity is described as gender-based violence.

*Feminist movement:* The feminist movement refers to a series of political campaigns or collective efforts to bring about a change to improve women's quality of life.

*Corporate patriarchy:* This refers to a male dominated work pattern as working life is organized around norms and values that corresponds to typical male behavior.

##### Introduction

The keynote speaker, Astrid Sundberg talked, about gender, gender-based violence and the taboos around it, reminding us that the gender equality movement has a long way to go. "A homogeneous group is leading us!" claimed Astrid.

Astrid discussed how male domination in the corporate world can lead to corporate patriarchy. This is a stereotypical and unconscious belief that men are better suited to work than women are, hindering women from advancing their careers.

Focusing on the feminist movement and how it can advocate for the equality of all genders (although not always), Astrid emphasized the need to understand intersectionality when addressing and supporting DEIB efforts.

##### List of best practices

- Find a community of like minded people.
- Understand that gender equity is about considering different diversity parameters, for example, the full gender spectrum beyond the binary, cultural diversity, and the intersection of various identities.
- Focus on the effective role of feminist movements that advocate for equality of all genders.
- Understand intersectionality in addressing and supporting DEIB.
- Assess our privileges. Sometimes, when you are accustomed to privilege, diversity can feel like oppression. In reality, making space for others does not mean it is taken away from you.
- Create spaces to discuss and work on taboos around GBV.



### 1.5. “Biases in Business - How Google builds products for everyone” with [Winta Negassi](#) (She/Her), Head of HR Northern Europe at Google

#### Definition of terms

**KPIs:** “Key Performance Indicators”, a set of quantifiable measurements used to evaluate a company's overall performance.

#### Introduction

Negassi discussed the importance of training, data collection for measurable impact, a fair decision-making structure, and accountability. Using a Google case study, she emphasised continuous learning and increased focus on the representation of all people to gain a better understanding of the societies we exist in. She also mentioned that biases are real and shape cultures and companies.

#### List of best practices

- Elevate the focus on equal representation of society in products and services.
- Train the employee and senior leadership continuously on issues regarding biases.
- Gather data and establish relevant KPIs.
- Create a fair structure in the organisation, for example, having structured interviewing processes for the fair selection of new hires.
- Have feedback systems and performance review processes that are accountable.

### 1.6. “Embedding Diversity in Business to Create an Inclusive Culture” with [Cecile Heuch](#) (She/Her), Executive Vice President, Chief People & Sustainability Officer at Telenor

#### Definition of terms

**Inclusive culture:** An inclusive culture embraces and celebrates diversity in identity, experiences, and ways of thinking, making people feel welcome, included, appreciated, and providing a sense of belonging.

**KPIs:** “Key Performance Indicators”, a set of quantifiable measurements used to evaluate a company's overall performance. These can be attached to specific goals, for example, to achieve 50% of the leadership team being women.

**Unconscious Bias(es):** Unconscious biases, also known as implicit biases, are attitudes that are held subconsciously and affect the way individuals feel and think about others around them. These can have both positive and negative impacts.

*“He for She”*: An initiative by the United Nations inviting men to stand in solidarity with women to foster gender equality.

## Introduction

Heuch talked about diversity in companies with a particular focus on women's right to have equal opportunities for advancement at work. She emphasised the necessity to review Human Resource (HR) policies (i.e., recruitment, training, development, and promotion) to make them more diverse. Cecile highlighted the need for further engaging men in “He for She” and similar movements.

## List of best practices

- Get to the core of the problem by understanding the fundamental issues to solve.
- Offer benefits to employees, for example maternity leave.
- Engage the leaders regarding unconscious bias through workshops, sharing facts & figures, and information about different perspectives of diversity within the company.
- Use internal social media platforms to communicate aspects such as, holding leaders accountable, KPIs etc.
- Encourage gender diversity in the leadership positions through increased engagement in the “He for She” space.
- Establish measurable initiatives. KPIs are important in enabling an organisation to understand the performance and make critical adjustments to achieve organisational goals.
- Aim at external collaboration to empower societies through a non-business-related programme that focuses on diversity.
- Review the policies and processes on a regular basis particularly, the recruitment policies, recruitment manual, compensation policy, promotion, representation in photos, summits, and key meetings.

### 1.7. “Diversity Capitalism - performance enhancing diversity in organizations” with [Olav Haraldseid](#) (He/Him), Author of the Diversity Capitalism book

#### Definition of terms

*Diversity Capitalism*: Haraldseid refers to the term Diversity Capitalism as the idea of profiting from the multifaceted dimensions of diversity. For example, building a workforce with diverse talents, skills and competences, personalities and neurodiversity that can enhance performance and hence, increase profitability.



## Introduction

Haraldseid described a diverse team that is competent and has complementary skills. He mentioned that when politicians view diversity as negative, they often miss opportunities. From this perspective the inclusion of everyone is profitable if society is viewed as a customer. To this point, customer representation should be inclusive of everyone.

## List of best practices

- If diversity is seen from a “capitalistic” perspective it can be viewed as profitable.
- Customer representation should be inclusive of everyone in society.
- Focus on innovation, we must think out of the box and go beyond our comfort zone.
- Having a diversity of perspective and experience in the workforce can lead to informed decision making.

### 1.8. “Communication and Language: A Key Driver for Inclusion” with [Jenifer Clausell-Tormos](#) (She/Her), Founder of Develop Diverse

## Definition of terms

*Homogeneity:* A state in which everything is same or similar in nature. Within DEIB it refers to a group or mentality that lacks diversity. An example is a board of directors that consists entirely of white men.

## Introduction

Clausell-Tormos draws attention to how awareness of language and preconceived perceptions are crucial when working with DEIB. The stereotypical belief that men have better leadership skills than women influences job advertisements, meaning that language that men can relate to is commonly used. This makes it challenging to attract the diverse talents needed, and instead attracts homogeneity based on a biased and often unconscious representation of a particular group.

## List of best practices

- It is important to *want* to attract diverse talents rather than homogenous “profiles.”
- Focus on reducing stereotypical bias during recruitment.
- Be mindful of language in job recruitment advertisements.
- Develop awareness so you can identify biased words in job advertisements and propose inclusive alternatives.

## 2. Panel Discussions

### 2.1. Intersectionality, Equity and Allyship

Panelists: [Rahwa Tilahun Yohaness](#) (She/Her), [Clara Bodin](#) (She/Her), [Jasmin Assulin](#) (She/Her) and [Karl Yves Vallin](#) (He/Him)

Moderator: [Lawrence Akpore](#) (He/Him)

#### Definition of terms

*Inclusion:* the practice of providing equitable access to opportunities and resources for people who might otherwise face exclusion and marginalisation. Inclusion focuses on valuing people as they are and empowering them to thrive.

*Equity:* Equity is the fair treatment, access, opportunity, and advancement for all people, while at the same time striving to identify and eliminate barriers that have prevented the full participation of the group.

*Pulse survey:* Brief, regular check-ins with employees that gain an understanding of how they are experiencing working culture.

#### Introduction

The panelists began by exploring what power, privilege, and allyship mean to them and continued to explain how intersectionality intersects with privilege. The panelists identified the most challenging aspects of working with allyship, privilege and power in the workplace. The conversation also explored notions of responsibility and what active allyship looks like from various perspectives.

#### List of best practices

- Understand intersectionality to know how to be an active ally. An understanding of intersectionality will also assist in developing and implementing equitable processes.
- Understand that allyship is a “lifetime commitment”.
- Handle criticism gracefully, do not get defensive, and listen to and receive feedback continually.
- Recognise others’ efforts.
- Understand your own privileges - this is essential in knowing how to support people from underrepresented communities.
- Inclusion should be about including *all*, not just the minorities or the majority.
- Conduct regular Pulse surveys within the organisations to gauge people’s sense of psychological safety.

- Create an environment conducive to being your authentic self, without fear of retribution. Leaders need to uphold this.
- Make diversity initiatives meaningful and authentic by representing diverse people.

## 2.2. How Nordic Countries are Designing and Weaving DEI into their Local Government Structures: Inputs from Finland, Iceland and Norway

Panelists: [Torbjørn Røe Isaksen](#) (He/Him), [Toralf Moe](#) (He/Him), [Kamilla Sultanova](#) (She/Her) and [Rut Einarsdóttir](#) (She/Her)  
Moderator: [Lisa Cooper](#) (She/Her)

### Introduction

The speakers started by referring to the progress of DEIB in their respective countries, commenting on the tools they use to measure progress as well as what is working and why it is working. The panelists provided input regarding the key challenges that arise at the societal level when promoting DEIB. The speakers also addressed the question of how to use policies to create a more diverse community, and how this can be done intentionally. The panelists stressed that one has to be aware of other Nordic countries (i.e., Åland, Faroe Islands, Greenland), which are not always included. With regards to building policies and debunking myths, the speakers referred to the importance of using reliable data.

### List of best practices

- Be aware of the different sectors in which the government can enforce, monitor and legislate DEIB.
- Develop indicators to monitor outcomes of all DEIB aspects.
- Ensure data is unpacked and truly understood, so that appropriate actions are taken.
- Focus on what the government needs to do to weave in DEIB into systems, structures and policies.
- Look at the nexus between government, municipality and higher education. This is often a great source of expertise.
- Take the socio-economic landscape and people's backgrounds into account when developing a DEIB assessment.

### 2.3. Attracting and Retaining Diverse Talent: Best Practices to Lead an Inclusive organisation

Panelists: [Erik Falk Hansen](#) (He/Him), [Mamtha Pullat](#) (She/Her), [Sergio Prin-Sand](#) (He/Him) and [Louise Marie Genefke](#) (She/Her)

Moderator: [Meryn Willetts](#) (She/Her)

#### Definition of terms

*Inclusive language:* Refers to being conscious of language that could exclude particular groups of people. An example is the use of gender-specific words such as "mankind" which excludes various gender identities.

#### Introduction

The speakers discussed the importance of inclusive language in attracting and retaining diverse talent. Diversifying recruitment should be an attempt to recruit the best candidates without bias. This involves putting people first, regardless of race, religion, gender, age, sexual preference, or physical disability. To ensure that DEIB is not performative, companies first need to understand why they seek diverse talents.

#### List of best practices

- Adopt an approach to diversity beyond the moral imperative. From a sustainability approach, DEIB has long term benefits for business.
- Take a systemic approach to developing and expanding diversity initiatives within the organisation.
- Go beyond "good intentions" and "good values" and understand the intention behind having diversity in your company.
- Start with achievable goals. This will help to eventually scale the goal across the company.
- Take all forms of diversity into account. Some things are not outwardly seen, for example, Neurodiversity.
- Recruiters must be aware of their "power" and intentionally utilise it to change the "status quo" during the recruitment.
- Consider how the job advertisement, role description and applicant criteria could be more inclusive.
- Companies should consider quarterly evaluations to track progress.
- Systemic solutions for employee retention: cultivating a psychologically safe space enables people to disagree, without creating tension.
- Consider adopting English as the working language within the Nordics.

## 2.4. Systemic Design: A Diversity Framework to Drive Innovation

Panelists: [Aram Ostadian-Binai](#) (She/Her), [Jyoti Sohal-David](#) (She/Her), [Ingibjörg Lilja Þórmundsdóttir](#) (She/Her) and [Umair Shamsi](#) (He/Him)

Moderator: [Jessica Bridgette Pedraza](#) (She/Her)

### Definition of terms

*Systemic Design:* A model, approach to design or process to solve complex societal issues and bring about a sustainable change. It draws upon systems thinking and human-centred design to ensure that processes are implemented cohesively throughout systems or structures.

### Introduction

The discussion revolved around the systems that exist in Nordic corporations regarding gender diversity, employee benefits, and the necessity of approaching diversity and inclusion from a holistic and sustainable perspective. The panelists called for the extensive participation of everyone, including leaders and relevant stakeholders, to facilitate systemic changes and inclusive practices.

### List of best practices

- Put a focus on including everyone in the process of DEIB.
- Adopt a holistic approach to work with DEIB on every level in the organization and with external stakeholders.
- Qualities of allyship can be used to foster partnerships both internally and externally.
- “It's not ‘us’ against ‘them’” - work together to create inclusive practices.
- Understand that diversity is a continuous process and not a destination to arrive at.
- Be curious about how teams can work together.

## 2.5. Diversity and Inclusion is possible in the Maritime Sector. Here's how

Panelists: [Stine Mundal](#) (She/Her), [Kristin H. Holth](#) (She/Her), [Turid Elisabeth Solvang](#) (She/Her), [Andreas Enger](#) (He/Him)

Moderator: [Tom Kleppestø](#) (He/Him)

### Introduction

The panelists discussed the current status of diversity in the maritime sector, highlighting challenges and opportunities, such as gender diversity and balance, and women in leadership. The panel focused on information based in the Nordic region and addressed the need for more regulation at different levels of the sector.

### List of best practices

- Shift the focus from gender equality to gender balance to include all gender identities.
- Make diversity a priority by putting pressure on management and external investors.
- Employ Key Performance Indicators (KPIs) within the organisation,
  - Make this information available and shareable within the organisation.
- Set measurable and achievable short-term and long-term goals.

### 2.6. AI, Data Bias and Sustainability. What does equity and inclusion have to do with it?

Panelists: [Heini Kaihu](#) (She/Her), [Ursula Koski](#) (She/Her), [Áslaug Eva Björnsdóttir](#) (She/Her), [Maryana Yarmolenko Stober](#) (She/Her)

Moderator: [Nathalie Håkenstad](#) (She/Her)

### Definition of terms

*Artificial Intelligence (AI)* - Software and hardware programmes that are designed to mimic human intelligence through the acquisition, interpretation and reasoning of data.

*Data Bias*: Refers to the bias which is embedded into technology. For example, the inability for face recognition software to identify Black or Asian features, or recruitment screening technology that has gender bias programmed into it.

*B2B (Business to Business) solutions*: Refers to the exchange between businesses in terms of information, products or services.

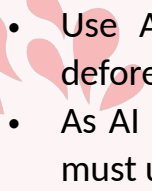
### Introduction

In this session, the speakers approached questions such as how AI can help diversity and inclusion, and improve equality. They also explored how organizations can ensure that their products and internal systems developed with AI not only avoid bias but also contribute to more equitable employee and user experiences.

### List of best practices

- Approach using AI technology with awareness around how it is built:
  - Be aware that AI technology can amplify bias if it is built with data that is biased.
  - If used correctly, AI can reveal human bias. For example, AI can analyse performance reviews and identify where gender or ethnicity-based discrimination exists, based on the language that is used.



- 
- Use AI as B2B solutions within sustainability; for instance, using AI to track deforestation, etc.
  - As AI is the future, we need to understand it. Those involved with AI technologies must understand the relevance of DEIB in creating ethical AI solutions.
  - Focus on stakeholder engagement with the EU AI Data Act to ensure ethical usage of AI in business.
  - Work needs to be done regarding General Data Protection Regulations (GDPR) to formulate policies that allow responsible usage of AI.

## 2.7. What gets Measured Gets Done: Tools for Accountability in an Inclusive Workplace

Panelists: [Heidi Pech](#) (She/Her), [Maija Typpi-Häkkinen](#) (She/Her), [Yesmith Sánchez](#) (She/Her) and [Plamena Cherneva](#) (She/Her)

Moderator: [Chris Hovde](#) (He/Him)

### Definition of terms

*Accountability:* Having the openness to accept responsibility for one's actions. Accountability is used to ensure that individuals within their respective roles are working to achieve a common desired goal.

*Bottom-up approach:* A decentralised, democratic and participatory way of decision making within an organisation, that allows the individuals remaining at the bottom of the process to be actively involved to make decisions.

### Introduction

In this discussion, the panelists highlighted the importance of having measurable goals for DEIB work. To identify the gaps that need more emphasis, data and Key Performance Indicators (KPIs) are important to drive DEIB work. For example, data can be used to hold leaders accountable, create team awareness, and improve communication between employees and organisational leaders.

### List of best practices

- Utilise existing data to identify focal points to take action on DEIB.
- Hold leaders accountable for creating an inclusive work culture by building self-awareness and establishing standards and expectations within the team.
- Consider adopting a bottom-up approach to uplift the team to feel seen and included.
- Enhance internal communications between the employer and employee to create far-reaching impact, even for future employees.

- Have policies in place to hold people accountable.
- Integrate KPIs onto a timeline that contributes to achieving short-term and long-term DEIB goals.

## 2.8. Why Unconscious Bias training doesn't work, and what we can do about it

Panelists: [Jessica Bridgette Pedraza](#) (She/Her), [Ka Man Mak](#) (She/Her), [Nasim Selmani](#) (He/Him) and [Timo Jolkin](#) (He/Him)

Moderator: [Melanie Coffee](#) (She/Her)

### Definition of terms

*Gaslight*: The act of manipulating someone and compelling them to question their ability or experience.

### Introduction

The discussion covered various issues, such as unconscious biases, training on unconscious biases, challenges and opportunities of the training, and how to deal with the biases at both the individual and organisational levels. The panelists concluded by emphasising how to create a safe workplace culture through sustainable behavioural and strategic changes and improved interpersonal communication.

### List of best practices

- Enhance communication among employees on topics related to bias to motivate behavioural changes.
- Treat unconscious bias training as a long and continuous process rather than a checkbox to be done at once.
- Acknowledge that humans are biased. Self-awareness is key to working through and understanding biases.
- On a personal level, take criticism positively instead of defensively.
- Create communication channels within the organisation where employees can express themselves without feeling gaslighted.
- Create a system that reminds people to be aware of unconscious biases.
- Focus on progress rather than perfection.
- Be honest with yourself about the biases you hold and identify the underlying factors behind them.
- Cultivate a healthy work culture and policies so that people can show up authentically.



- Engage senior leadership to be aware of their responsibility to involve the rest of the team and the organisation in addressing unconscious biases.
- Be respectful, transparent, and graceful to yourself and to others.

## 2.9. Building Productive Teams: The Business and Legal Case

Panelists: [Caroline Onyango-Dyregaard](#) (She/Her), [Selena Støback](#) (She/Her), [Winta Negassi](#) (She/Her) and [Laura Smith](#) (Agender)

Moderator: [Winifred Patricia Johansen](#) (She/Her)

### Definition of terms

*CoC (Code of Conduct)*: A set of standard norms and rules that one must follow within an organisational setting.

### Introduction

The panelists discussed the significance of measurable actions in assessing productivity and representation in leadership. They discussed having a Code of Conduct (CoC), communication standards, and combining training, compliance, and accountability towards achieving goals. The relationship between diversity and productivity was explored, and the panelists called for a regulatory framework that includes DEIB in policy. Individual wellbeing and psychological safety at work were covered in the discussion, as they are essential for building productive teams.

### List of best practices

- Develop measurable plans, compliance, CoC, communication standards, accountability and follow-up framework.
- Employ incentives for following the CoC, in addition to training.
- Acknowledgement, trust and representation are important to facilitate compliance:
  - There is no inclusion without trust.
- Focus on individual wellbeing and mental health to boost team performance.
- Be aware that employee dissatisfaction and relational issues with the workplace can affect productivity and employees ability to reach the mission and goals of an organisation.
- Create a space for vulnerability and acceptance to build an inclusive and productive team.

## 2.10. Beyond Binary Gender: Intersectional Gender Equality and Equity

Panelists: [Adamu Haruna](#) (He/Him), [Nikoline Nybo](#) (She/Her), [Chi Lee](#) (They/Them) and [Kine Kjærnet](#) (She/Her)

Moderator: [Sarah M Przedpeńska](#) (She/Her)

### Definition of terms

*Binary Gender:* The concept of classifying gender into two specific categories - man and woman.

*Cisgender:* When one's gender identity aligns with the sex assigned to them at birth.

*Gender Equity:* Using an equity lens to address gender-based challenges and outline solutions that provide people of marginalised gender identity with the resources they need to access equal opportunities.

### Introduction

The speaker discussed the state of gender equity and emphasised the necessity to understand that gender identities fall along a broader spectrum. The implications for the workplace context include creating a safe space for complex human experiences, where people can thrive and bring their authentic selves to work (if they are ready to do so). The discussion addressed issues of workplace accessibility, access to opportunities in the workplace, how to create better policies, and collaborative effort in the Nordics.

### List of best practices

- Acknowledge gender diversity to advance gender equity within the workplace.
- Focus on and develop employee benefits beyond maternity leave or equal pay.
- Employ a policy framework to ensure gender equity.
- Ensure access to opportunities for everyone in the workplace.
- Identify visible and invisible inequalities to foster system change, and as a way to reveal if there is any organisational resistance.
- Follow the Golden rule- "Treat people how you want to be treated", and the Platinum Rule- "Treat others how they want to be treated."

## 2.11. The burden of leadership in DEIB: Are leaders supported enough?

Panelists: [Astrid Sundberg](#) (She/Her), [Charlotte Jónsdóttir Biering](#) (She/Her), [Chi Lee](#) (They/Them) and [Marte Albertine Indergård](#) (She/Her)

Moderator: [Chisom Udeze](#) (She/Her)

### Introduction

All those speaking in the panel have led various DEIB initiatives within the Nordics and the USA. From a leadership perspective, the discussion covered several aspects and challenges of DEIB leadership. They also highlighted the position of the LGBTQIA+ community in gender equality discourse, which advocates expanding notions of gender equality to include greater gender diversity.

The panelists further emphasised that DEIB is a process, and DEIB leaders should be aware that it is a challenging job that requires a particular set of skills to excel in, for example, resilience, boldness, and continuous education. DEIB leaders are often set up to fail because they lack the resources, support, teams, and funding to drive the necessary DEIB progress. In reality, the scope of DEIB work is often underestimated.

### List of best practices

- Learn what DEIB is all about by educating yourself on the different dimensions and creating a personal narrative.
- Be aware of different levels of DEIB understanding to avoid alienation.
  - Create spaces that are mindful and aware that others may have a lesser understanding of DEIB work.
- Understand the politics within DEIB.
- Set a budget for team building around DEIB initiatives.
- DEIB should be a priority, not just a “nice to have,” but a “need to have”.
  - Demonstrate it as such by allocating funds, resources and support to DEIB leaders.
- Develop Key Performance Indicators (KPIs) that are aligned with DEIB goals, instead of caring only for optics.
- For DEIB leaders, taking care of their mental well-being is crucial to be able to take care of others.
- DEIB leaders should have curiosity and a sense of fearlessness; they must be eager to learn every day and become comfortable around the uncomfortable.

### 3. Workshops

#### 3.1. “Empowering and integrating immigrants into Nordic Societies” - A case study from INTEGRART (Migrant Community in Arts), an EU funded project

Facilitators: [Eva Fabry](#) (She/Her), [Katarzyna Pilch](#) (She/Her), [Stanislaw Alwasiak](#) (He/Him)

##### Definition of terms

*Ethnocentrism:* Evaluation of other cultures according to preconceptions originating in the standards and customs of one's own culture.

*Integration:* The International Organisation for Migration (IOM) defines integration as “the process of mutual adaptation between the host society and the migrants themselves, both as individuals and as groups.” Many immigrants and expats go through the process of integration as they adjust to a new country, language, culture and workplace.

*Paternalistic:* When someone in an authoritarian position makes decisions for others, rather than providing them with the agency to decide for themselves.

##### Introduction

The INTEGRART project is led by the Linking Foundation of Krakow, Poland. The focus of the project is to develop a comprehensive system and tools to enhance the quality of adult migrants' informal education to foster better integration in the host society. This involves immigrants as co-designers and co-creators of solutions in order to explore and identify the best approach. This project uses music-driven artistic projects as a means of integration. In this workshop, the facilitators shared their ideas about different aspects of integration and received feedback on the scope and facilitation of the project.

##### List of best practices

- Be practical when trying to facilitate community and connection with people, for example, invite participants to co-design solutions.
- Avoid ethnocentric and paternalistic approaches that may alienate participants.
- Experience sharing spreads knowledge that others can use as they are going through the integration process.
- Identify the factors that bring people together (i.e., food, music, politeness, volunteering and doing something meaningful together).



- Integration requires both sides to be willing to learn and accept differences. The local, 'welcoming' society must be empathetic and allow space for various cultures to co-exist.
- See integration as the empowerment of immigrants to feel safe and secure to express their opinions.
- Emphasise empathy and active listening to understand how immigrants feel and would like to be treated.
- Identify what newcomers can offer to enrich the local experience.
- Consider how art forms (music, media, visuals etc) can be a medium to foster integration.

### 3.2. "Strategies to Inclusively Recruit, Onboard and Retain Diverse Talents" with Skillhus and AvantGarde Search

Facilitators: [Jyoti Sohal-David](#) (She/Her), [Erik Falk Hansen](#) (He/Him), [Anita Øverbekk](#) (She/Her)

#### Definition of terms

*Inclusive recruitment:* An approach to recruitment which focuses on attracting candidates of diverse and intersectional backgrounds. Inclusivity is considered throughout the advertising, interviewing, hiring, onboarding and retainment phases.

#### Introduction

The workshop was conducted by two recruitment organisations, where they discussed inclusive recruitment and the strategies that could be implemented to build a more diverse pool of candidates in the hiring process. Jyoti from Skillhus presented strategies for facilitating inclusive recruitment. Following this, Erik (Avantgarde Search) interviewed Anita (Airthings) about how inclusive recruitment can function in practice.

#### List of best practices

- Join together in collective efforts to create inclusive practices.
- Be each other's allies, ask questions and be curious.

### 3.3. "Unconscious Bias - Tools to acknowledge, recognise and mitigate negative effects in the workplace" with AWS

Facilitators: [Nathalie Håkenstad](#) (She/Her), [Ursula Koski](#) (She/Her)

## Definition of terms

*Microaggressions:* Microaggressions are defined as the everyday, subtle, intentional, and oftentimes unintentional, interactions or behaviors that communicate some sort of bias toward an individual or group.

*Mitigation:* In this context, mitigation has been used to refer to the action of reducing the severity or seriousness of bias(es).

## Introduction

The workshop concentrated on the general aspects of unconscious biases, micro-aggression, and discrimination, and methods of addressing and mitigating them in the workplace.

## List of best practices

- Find a respectful way to have “difficult conversations” that address unconscious biases.
- Be aware that unconscious bias can enable discrimination.
- If you have received or witnessed a micro-aggression: consider the time, energy and consequences that addressing micro-aggressions involves.
  - Choose when you are ready and can answer or respond calmly.
- Tips for Mitigating Bias:
  1. Focus within (tune into your emotions)
  2. Learn about others (think about how your actions may impact others)
  3. Engage in dialogue (ask open-ended questions)
  4. Expand your options (brainstorm possible solutions)

## 4. Reflections

### 4.1. “Mindfulness” with [Mayce Dagdoni](#) (She/Her)

In order to gather and ground people, Mayce led the group through a mindfulness session and encouraged participants to reflect upon their intentions and expectations of the day to come.

### 4.2. “The Key to Diversity in One Question” - [Michelle Chinnappen](#) (She/Her)

Michelle led the audience through a reflection on her journey into DEIB, how she found herself working in the space, and what drives her.



#### 4.3. “Checking Within” with [Tendai Angela Jambga-Rokkones](#) (She/Her)

To close the day, Tendai held a short reflection to bring the crowd back together, reiterate the need for conscious action based on the day's learning, and celebrate all those who contributed.

### 5. Fireside Chat

#### 5.1. A conversation on “Nordic Denial” with [Thandi Dyani](#) (She/Her) and [Chisom Udeze](#) (She/Her)

##### Definition of terms

*Gaslighting:* The act of manipulating someone and compelling them to question their ability or experience.

*Nordic Denial:* The speakers referred to the refusal of the Nordic regions to accept discrimination that exists (i.e., racism) and the hesitance towards having conversations around such topics.

*Positive stereotypes:* Holding favourable notions about an individual or a group of individuals.

*Toxic positivity:* This is when we use positivity to cover up, dismiss and overlook negative emotions such as anger or sadness.

##### Introduction

Thandi Dyani is an external Network Organiser for African and Nordic regions within the BMW foundation.

Chisom Udeze is an Economist and Strategist who has worked in seven countries and across industry sectors. Chisom has unique and versatile insights into African and Western markets and continues to work in the private, IGO/NGO, and academic sectors. She is also the Founder of Diversify and the Diversify Nordics Summit.

Nordic Denial is framed around the challenges that people encounter as they make their lives in the Nordics. Thandi, having grown up in Denmark, shared her experience, and Chisom, who moved to Norway five years ago, also experienced a similar silencing, shrinking, and having to redefine herself.

They discussed the feeling of being continuously unseen, unheard, gaslighted, toxic positivity, toxic work, and societal culture. The conversation explored how denial can invalidate someone's experience and how particular aspects of Nordic culture (the tendency to avoid conflicts or be complacent) can negatively affect immigrants.

### List of best practices

- Be aware that refusal to acknowledge, discuss, or address something (and therefore denying it exists) can invalidate someone's experiences and lived reality.
- Create spaces to acknowledge and discuss denial, especially in the Nordics.
- Address stereotypes that are an outcome of dangerous unconscious biases that can cause harm by putting people in a box.
- You have to wear the shoe to know where it hurts. Believe people's experiences.
- Positive stereotypes, like "Black women are beautiful" or "gay men dress better" - can be dangerous because it might hide and reduce their intersectional identities only to only one thing.
  - In all situations, avoid stereotypes (positive or negative) because they enforce "single stories".
- Acknowledge that there are people of all colours, creeds, religions, belief systems, sexuality, ethnic groups and more who are a part of the Nordic society. Whiteness is also a 'colour' and is not the norm. Everyone is and should be the norm.
- In developing spaces that foster diversity, allow people the agency to self-define and self-identify.



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**Most importantly, we would  
like to thank each and everyone  
of you for your attendance and  
support. We are so very  
grateful!**

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**We look forward to seeing you  
on September 29, 2023!**

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