

# Diversity & Inclusion

—  
What's all this fuss  
about?

Sami Itani

8 March 2022

**A''**

Aalto-yliopisto  
Kauppakorkeakoulu



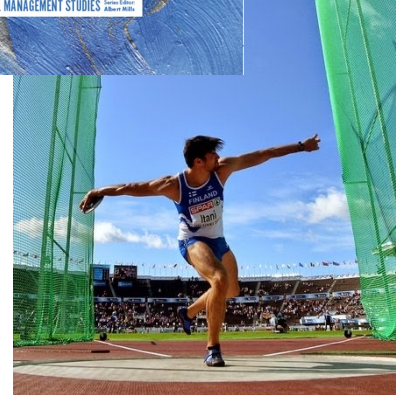
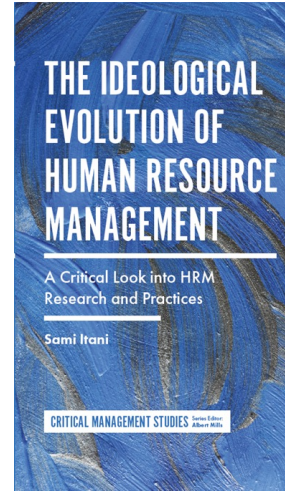
# Agenda

- Presenting myself
- Let's clarify the concepts
- Unconscious biases
- An example workshop
- Q&A



# Me in brief...

- Home in Helsinki. Born in 1987.
- Former decathlete
- PhD in International Business
- Business executive
- Professor of Practice
- Positions of trust & societal work



# Clarifying the concepts

## Diversity is about demographics

- **Inherent diversity**  
(Traits present at birth)
  - Gender, race, sexual orientation...
- **Mixed diversity**  
(Traits both inherent and acquired)
  - Cultural exposure, belief systems, language, abilities...
- **Acquired diversity**  
(Traits gained from experience)
  - International exposure, training and education, socio-economic background...

## Inclusion is about actions for profitability (pragmatic) and ethics (normative)



# Unconscious bias

- What are they and why do they matter?
- Tapping into our unconscious biases is key for developing practices that enable better performance
- Recognition, structure and working in a systematic manner are key for success
- Are we hiring trust or competence?
- What constitutes “better”



# How biases work?

## Stereotypes

- Cognitive shortcuts in information processing
- Home, pre-school, school, university, work, hobbies...

## Effects

- Male advantaging
- Different standards for different groups
- Different criteria for different groups

## How do they emerge?

Small things adding up at work (humor, exclusion, micro aggression...) – eventually how culture works!

Making the invisible visible is the key!



# How to approach D&I strategically - an example questions to ponder for L'Oréal's inclusion track

**Why**

**Vision:**

“We believe in human potential and goodness, not labels”

**What**

**Goal:**

“Establish a brand to power participation and belonging, recognizing and valuing differences to enable L'Oreal and its clients win”

**Who**

**Key stakeholders:**

**Organizational community**

**External communities X, Y, Z**

**How**

- **Inclusive distribution**
- **Consciously inclusive marketing**
- **Stakeholders involved**
- **Challenging consumerism?**
- **Equity by design**
  - Processes, systems, tools, initiatives internally
- **Wellbeing**
  - Physical, mental, cultural wellbeing support and services

# D&I is not “all good”

- **”Benevolent discrimination”** (Romani, Holck & Risberg, 2019)
- **D&I can lead to emotionally driven structural violence and positive discrimination without strategic intention**
- **D&I is also an ideology attached to an open liberal democracy**
- **A fancy CSR program is not what counts**





**Let's discuss a little?**

**Thank you!**