











DEXT

Diversity & Inclusion Report

Q3 2020

Contents

| | | |
|-------------------------------|---|----|
| Diversity & Inclusion at Dext |  | 3 |
| Our Overall Demographics |  | 4 |
| Gender: Key Findings |  | 6 |
| Ethnicity: Key Findings |  | 9 |
| Inclusion: Key Findings |  | 13 |
| Why These Initiatives? |  | 15 |
| Next 60 Days: Action Plan |  | 16 |
| References |  | 18 |

Diversity & Inclusion at Dext

Diversity drives our success. We want people who bring the richness of different lived experiences and backgrounds. The energy and even friction from these differences is key to our success.

We know that diverse businesses are better businesses; for innovation, for revenue growth, for attracting talent, and for so much more. We have built a team of brilliant, creative people, and we care deeply about being inclusive in everything we do.

Our vision for Diversity and Inclusion is as bold as it is unequivocal.

However - as you will read in this report (the first of its kind undertaken at Dext) - we are not immune from the structural biases that exist in society. We still have work to do in order to meet the high standards we have set for ourselves. Intentions are important, but actions mean more.

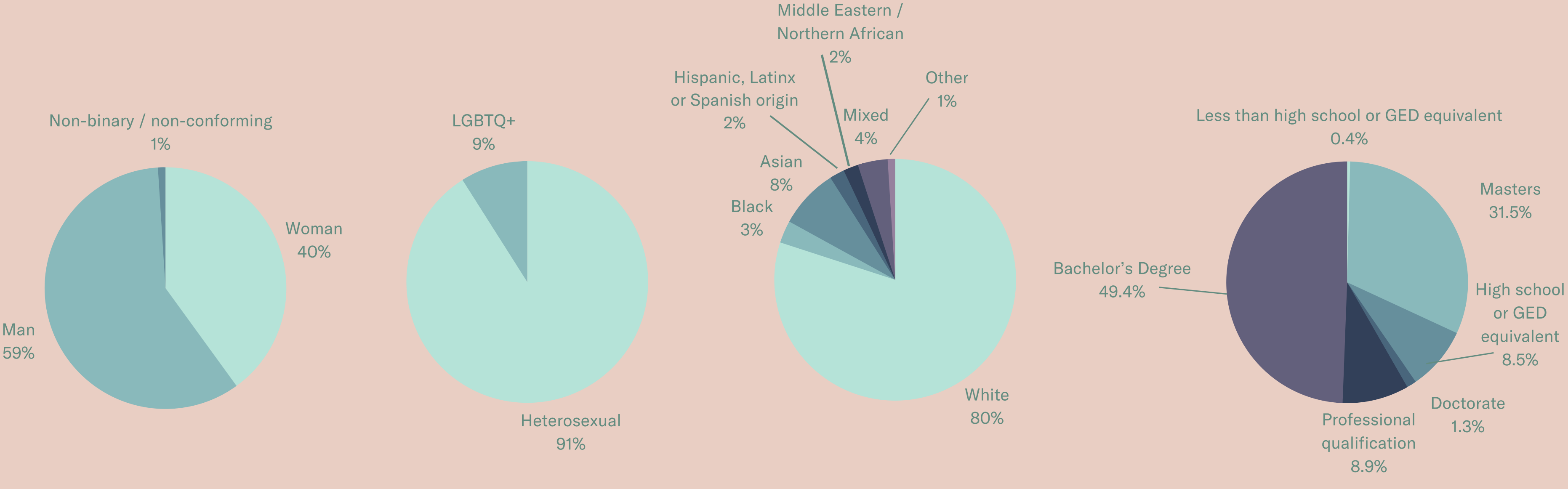
We need to do more; to truly harness the diversity of the communities we operate in, and to create an environment in which people from underrepresented groups can flourish.

That's not where we are today. But the work we are undertaking is the first step towards where we need to be.



Director of Development & Diversity

Our Overall Demographics



GENDER

99.57% of our organisation identifies as cisgender, whilst 0.43% identifies as transgender

SEXUAL ORIENTATION

ETHNICITY

EDUCATION

Our Overall Demographics



35% OF OUR PEOPLE
HAVE CARING
RESPONSIBILITIES



WE HAVE NO
COLLEAGUES OVER THE
AGE OF 54



5% OF OUR PEOPLE
HAVE AN INVISIBLE
DISABILITY



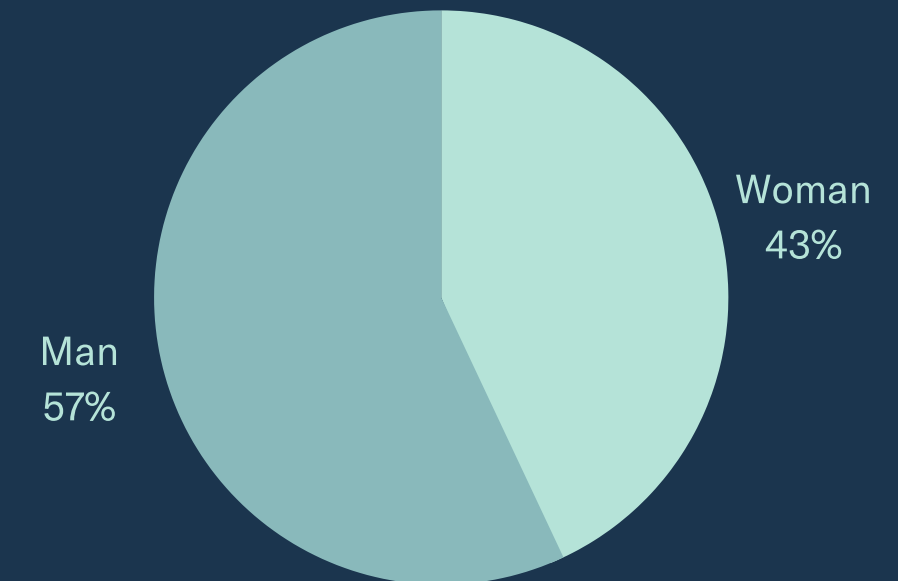
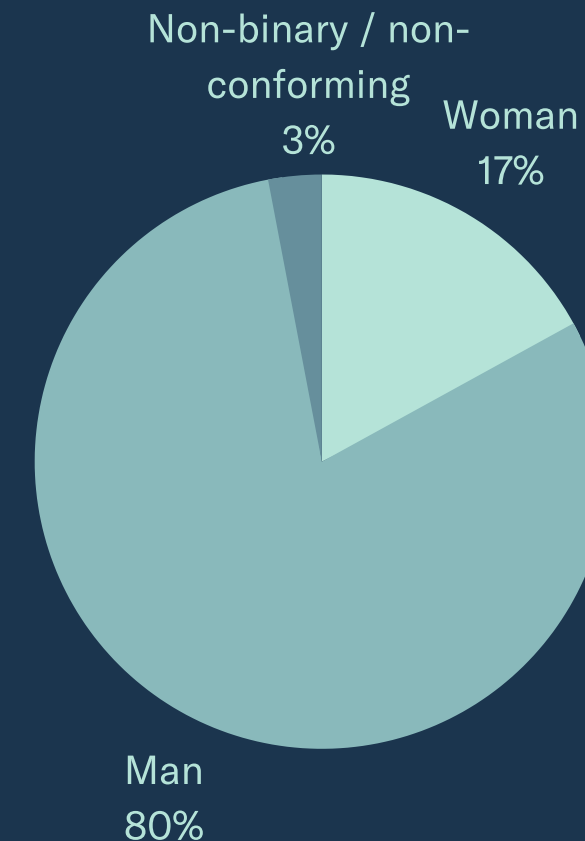
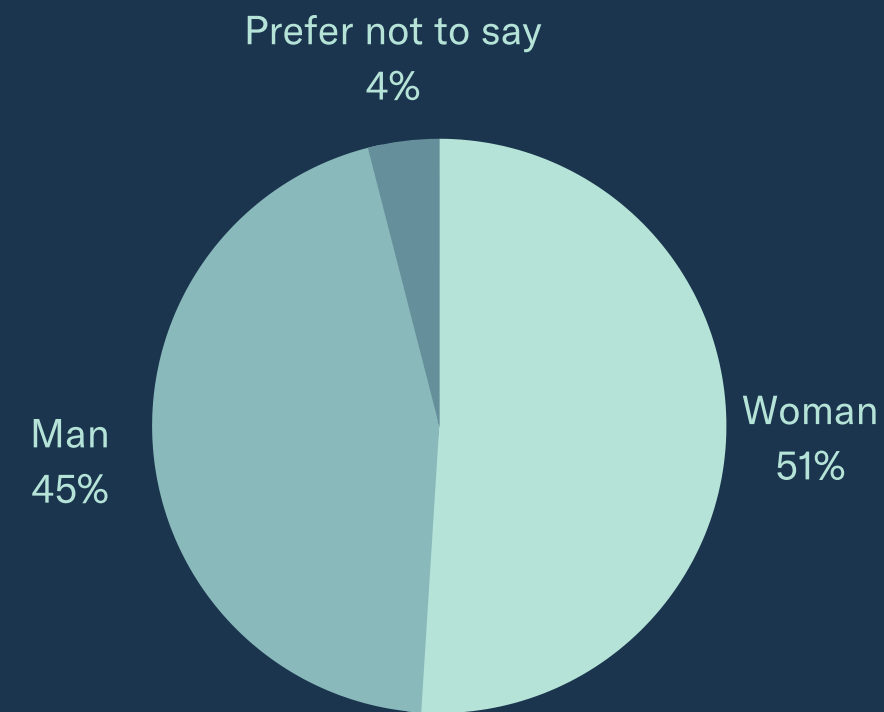
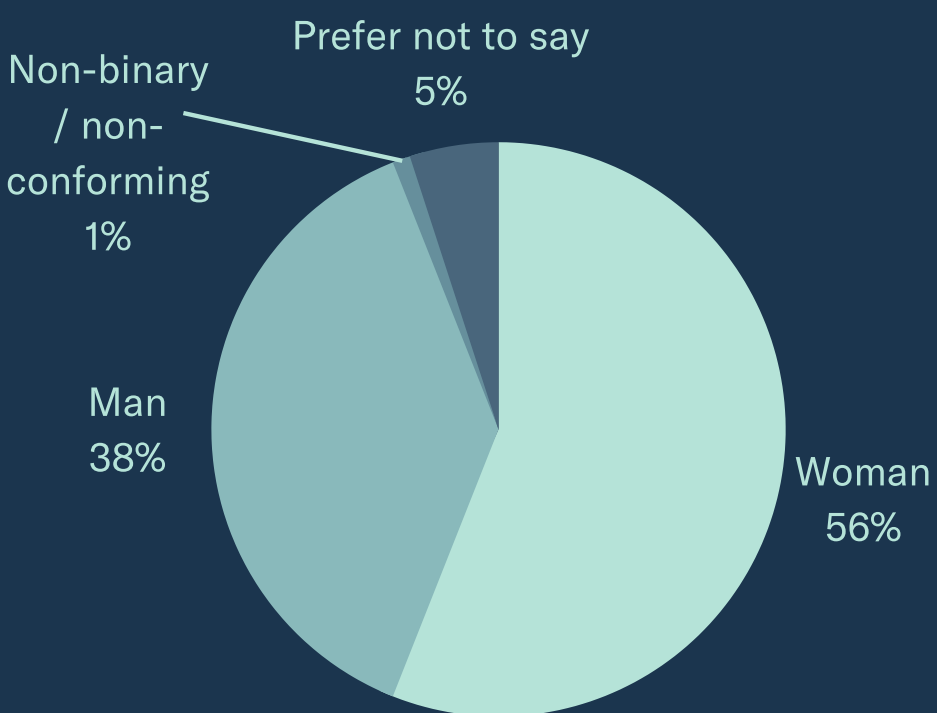
COLLECTIVELY WE
SPEAK 20
LANGUAGES

Gender Key Findings



Gender Key Findings

The hierarchical distribution of gender shows a sharp drop in the percentage of women at Head of / Dir. level, to under 20%



INDIVIDUAL
CONTRIBUTOR

TEAM LEAD /
MANAGER

HEAD OF /
DIRECTOR

C-SUITE

Our Plans



Where We Plan to Be

Women and non-binary / non-conforming people to make up **+30%** of those at Head of / Dir. level and above* in the next 12 months



How We Plan to Get There

Our Task Force is pioneering two specific initiatives:

Project Mentorship to refine our process for internal promotions & set up an official mentorship scheme to help existing employees from underrepresented groups on promotion path from within the organisation

Project Leadership to drive up the number of women and non-binary / non-conforming people externally hired into senior & C-suite positions



Our Next Step

Our Task Force squads will undertake a full audit of our current hiring processes in collaboration with Talent Team

*C-suite is included in this, but of course less roles will likely open up at this level in the next 12 months.



Ethnicity

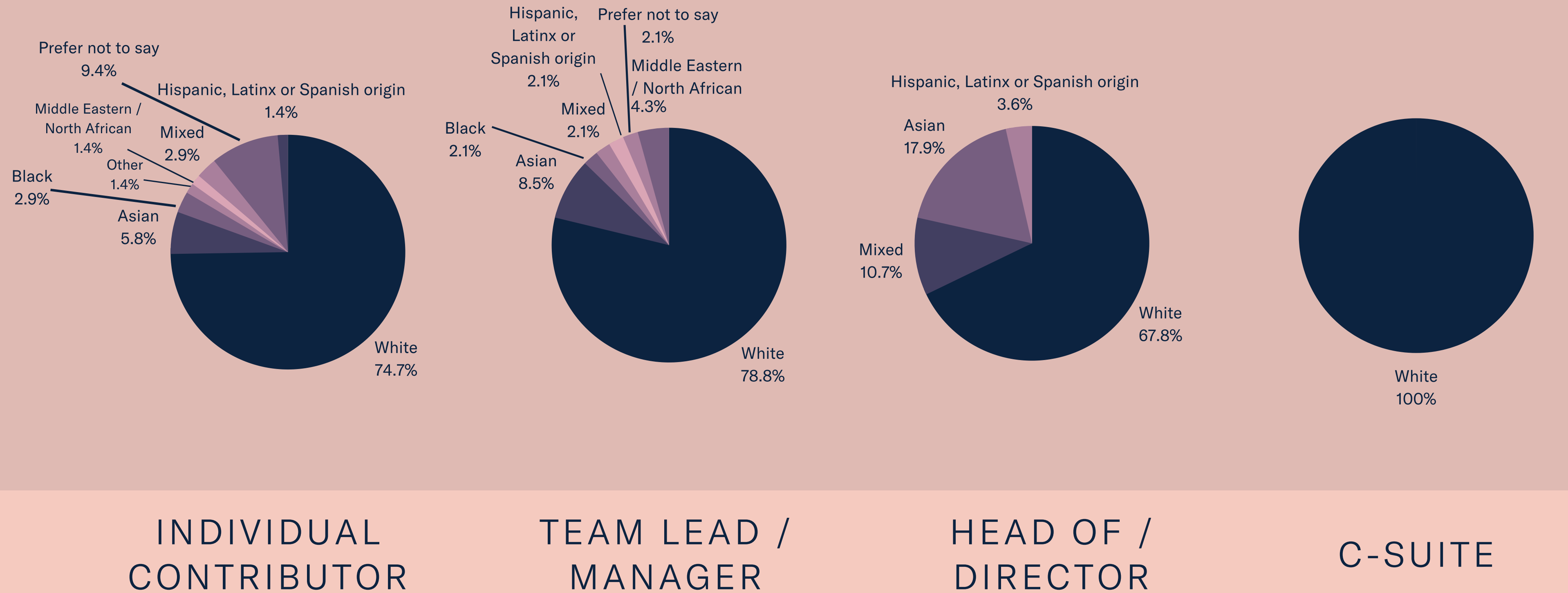
Key Findings

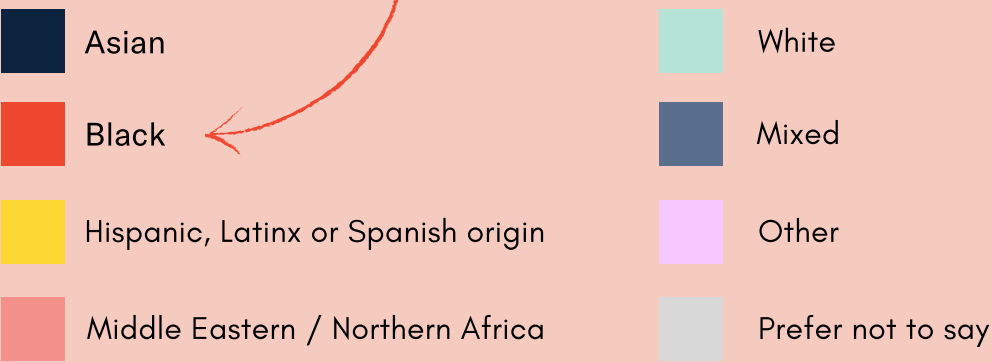
We have no one identifying as Black or North African / Middle Eastern at Head of / Dir. level, or above.

Our C-suite is 100% white.

Ethnicity

Key Findings

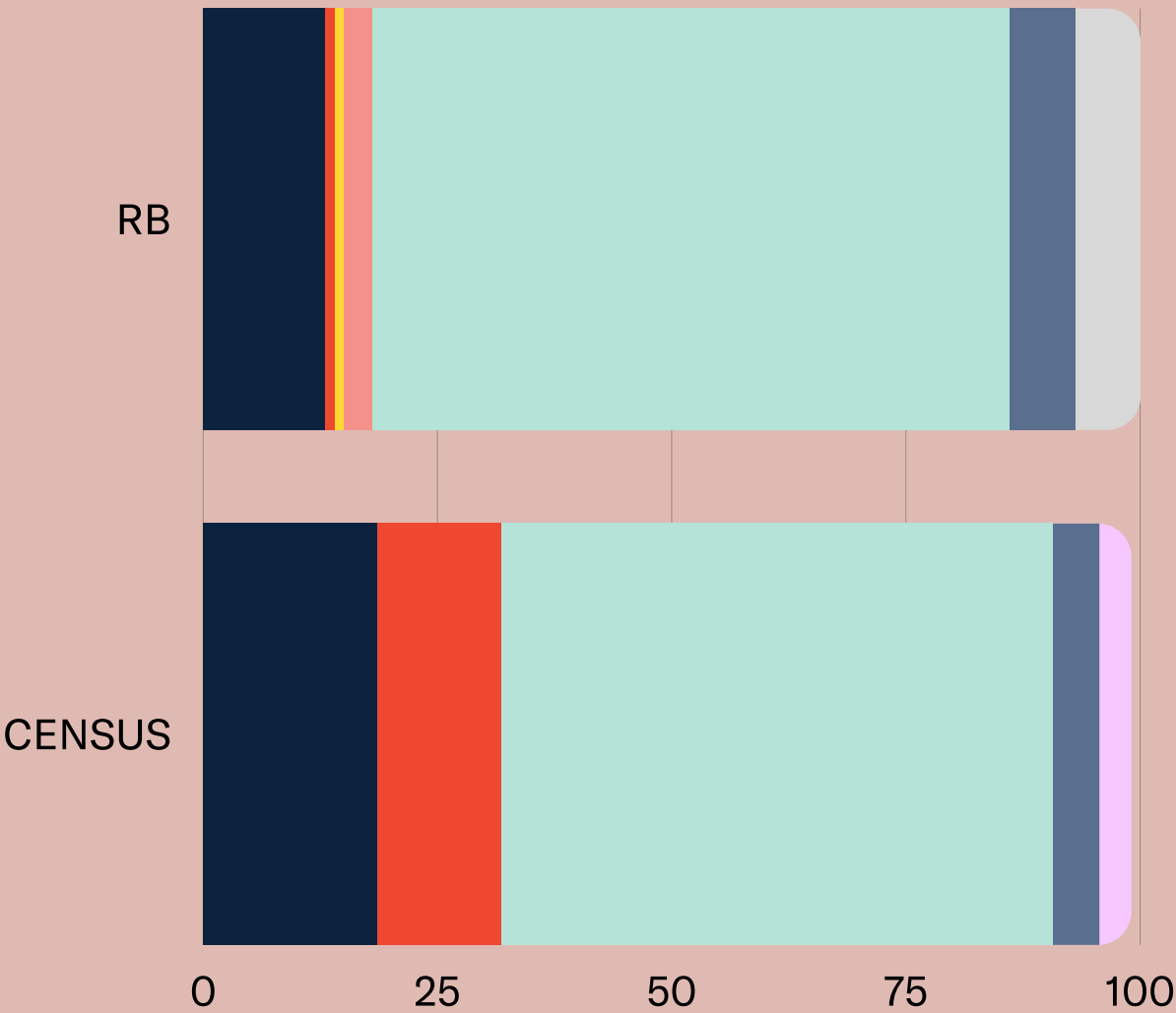




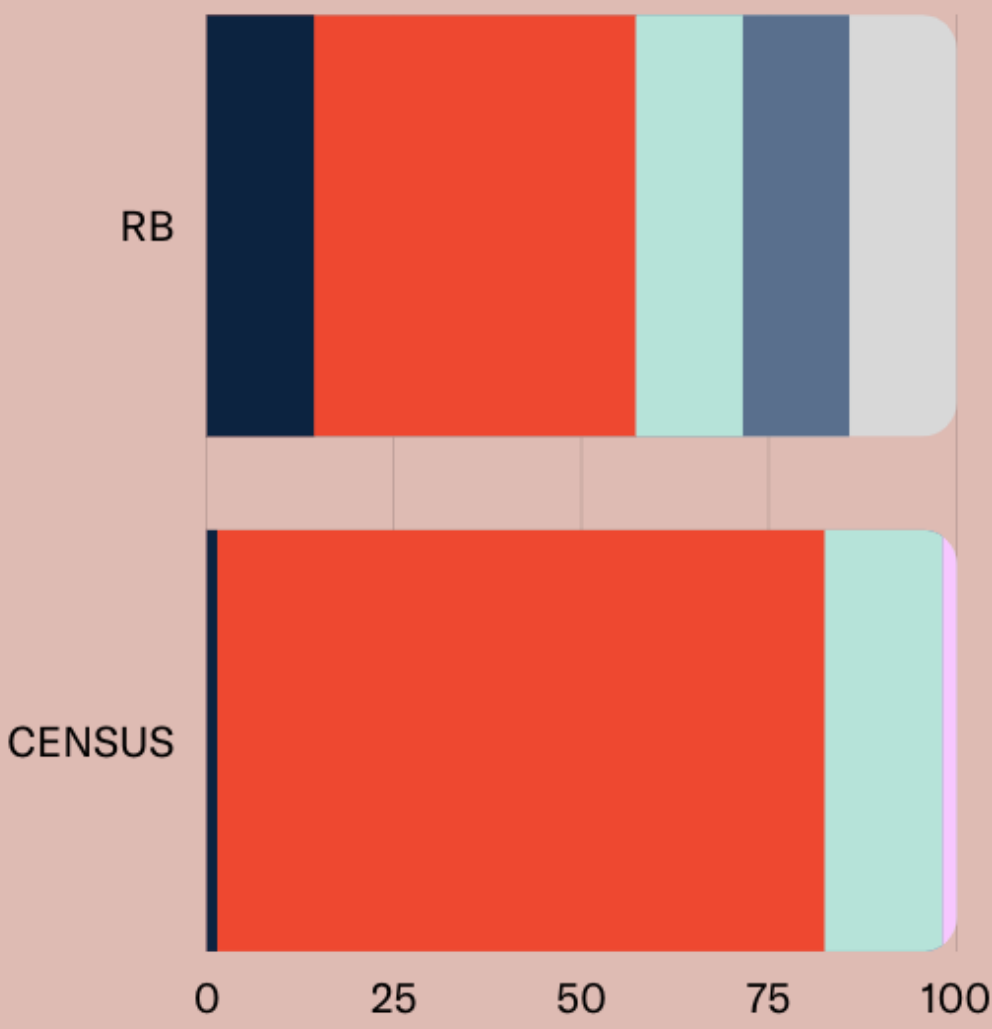
In London, Washington, D.C., and Cape Town*, the number of Black people is **significantly lower** than in the city's wider population.

Ethnicity

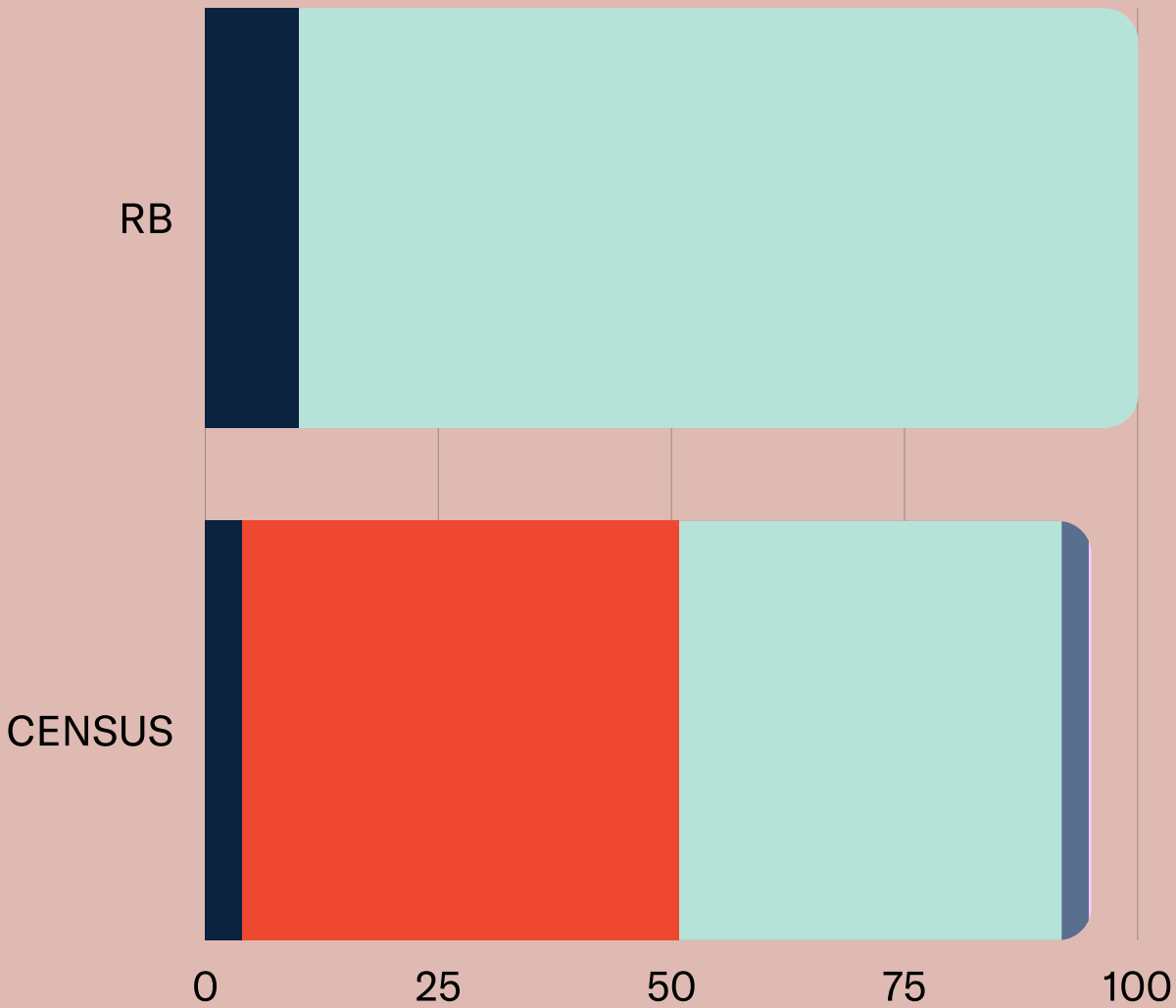
Key Findings



LONDON



CAPE TOWN



WASHINGTON,
D.C

*Unfortunately, for the other cities we operate in, our survey answers differed greatly from the census, making direct comparison difficult (a learning for how we structure the questions next time).

Our plans



Where We Plan to Be

Black people to make up +10% of those at Head of / Dir. level and above* within 12 months

Black people to make up +10% of London office within 12 months

Black people to make up +30% of North America (Toronto + DC) within 12 months

RB to become as ethnically diverse as the cities we operate in within 24 months



How We Plan to Get There

Our two aforementioned initiatives:

Project Mentorship & **Project Leadership** (which will also be focusing on ethnic diversity; specifically on driving up the number of Black people internally promoted or externally hired directly into senior & C-suite positions)

PLUS: Project Diversity to increase the number of Black people being hired into the company as a whole (with immediate local focus on hires into LDN + NA)



Our Next Step

Our Task Force squads will undertake a full audit of our current internal promotion & external hiring processes in collaboration with Talent Team

*Again, C-suite is included in this, but of course less roles will likely open up at this level in the next 12 months.

Inclusion Key Findings

Everyone at Dext is responsible for fostering an inclusive environment.

Whilst the survey results showed that certain demographics do feel less included than others, we've chosen not to highlight who - and in what ways.* It wouldn't be helpful or fair to call out specific groups here, undermining the bravery it took to share their feelings.

We have, however, used the survey results to directly inform the focus and intention of our inclusion initiatives.

It's incumbent on all of us to take collective responsibility for shifting the culture in a positive direction.



Our Plans



Where We Plan to Be

Inclusion scores for 'belonging' and 'fairness' related questions to be **no more than 0.25 below the benchmark*** for underrepresented groups within 12 months

Launch Inclusive Leadership Training Programme within 6 months

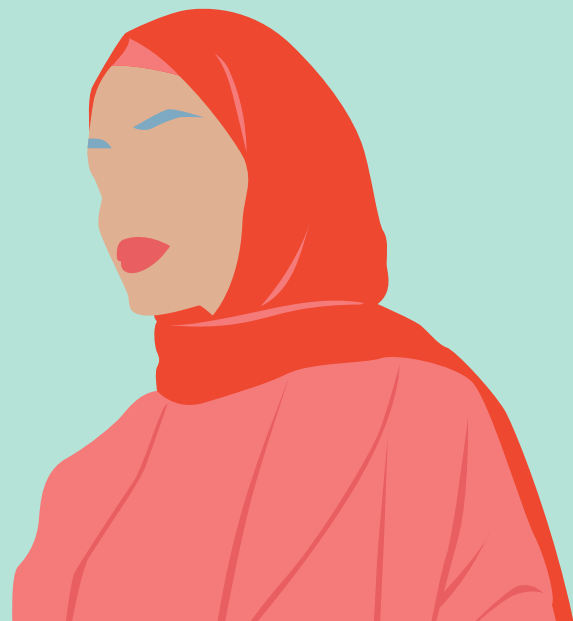


How We Plan to Get There

Our Task Force is pioneering two specific initiatives:

Project Belonging to create sense of belonging for all Dext colleagues of different backgrounds and identities, through cultural events / storytelling (e.g. superpower sessions) & community outreach

Project Connection to foster connection between leaders and colleagues from underrepresented groups, and promote & embed inclusive leadership practices (e.g. through inclusive leadership training & set up of Affinity Groups)



Our Next Step

Cultural Superpower Series kick-off

Community Outreach Programme kick-off

*Benchmark = the average overall score.

Why These Initiatives?



IMPACT

We need to make a big difference in some key areas. The data shows some obvious issues that need our immediate attention and focus. An urgent review of how and who we are hiring and promoting is required. And urgent action needs to be taken to make RB a place of real belonging, in which people of all backgrounds and identities can not only be their authentic selves, but build a successful career.

These are big projects with challenging targets and many component parts. We've made the call to go big in specific areas, rather than spread ourselves thin across dozens of initiatives. And we need help and support across the span of the entire company in order to make a real difference.



RESEARCH

This marks the first time in Dext's 10 year history that we have put specific focus on Diversity & Inclusion. For this reason, our Task Force has done extensive research*, in order to look to which types of initiatives have and haven't worked in other businesses like ours.

This research has also informed how we have decided upon our targets. For example, we've made a deliberate and practical decision not to set LGBTQ+ hiring targets. Due to stigma and discrimination, people can be hesitant to self-identify, making it difficult to get an accurate count of the LGBTQ+ population. So our focus in this area will be around inclusion; making RB an attractive and nurturing place to work for LGBTQ+ individuals.

*See References slide (p18) for details.



Next 60 Days Action Plan

SUPERPOWER SESSIONS CULTURE SERIES

To raise awareness of and
celebrate the diverse cultures of
our colleagues

ANTI-RACISM TRAINING

To educate our organisation
on how we can do our part in the
fight against racism

COMMUNITY OUTREACH PROGRAMME

To live by our values and to create
connection with the communities
we live and work in

AFFINITY GROUPS

To provide a safe space for
colleagues from underrepresented
groups





Thank You

Q3 2020

References

Videos

[How to Get Serious about Diversity & Inclusion in the Workplace](#) - Janet Stovall (TED Talk)

[The Urgency of Intersectionality](#) - Kimberle Crenshaw (TED Talk)

[How Diversity Makes Teams More Innovative](#) - Rocío Lorenzo (TED Talk)

Articles & Papers:

[15 Ways to Improve Diversity & Inclusion in the Workplace](#) - Charong Chow (Social Chorus Blog)

[Survey: What Diversity & Inclusion Policies Do Employees Actually Want?](#) - Matt Krentz (HBR)

[Why Diversity Programmes Fail](#) - Frank Dobbin & Alexandra Kalev (HBR)

[Diversity As Strategy](#) - David A. Thomas (HBR)

[How Diverse Leadership Teams Boost Innovation](#) - Rocío Lorenzo, Nicole Voigt, Miki Tsusaka, Matt Krentz, & Katie Abouzahr (BCR)

[Diversity & Inclusion Guide](#) - Becky Cantieri (Survey Monkey)

[Inclusion is Invisible: How to Measure It](#) - Paolo Gaudiano (Forbes)

[Urgently Looking For Anti-Racism Training for Your Company? Start Here](#) - Michelle Kim (Medium)

[Create a Sense of Belonging](#) - Karyn Hall Ph.D. (Psychology Today)

[The Value of Belonging at Work](#) - Evan W. Carr , Andrew Reece , Gabriella Rosen Kellerman & Alexi Robichaux (HBR)

[Beyond Diversity: How Firms Are Cultivating a Sense of Belonging](#) - Knowledge@Wharton

[Fostering a Sense of Belonging in the Workplace: Enhancing Well-Being and a Positive and Coherent Sense of Self](#) - Lee Waller (Springer)

[How We Set Diversity Targets](#) - Sarah Hayley Armstrong (Medium)

[How to Set Diversity & Inclusion Goals](#) - Andy Przystanski (Lattice)

[Inclusive Hiring: Why it's hard, why it's important, and how you can start making a difference](#) - Jennifer Kim (Medium)