

Una Collective

DEI Assessment



May 2022

Navigation

3 Levels

1. DEI Trends Report

This report is actually 3 reports packed (pun intended) into one.

We have the **DEI Trends Report**, a high-level view of Pakt's cultural trends that emerged. These are insights that your **executive-level employees and HR officers** do not want to miss.

2. Leadership Pulse
3. Culture Pulse

Following is the **Leadership Pulse** and **Culture Pulse** reports, providing top-down and bottom-up detailed analysis of the data gathered with our quantitative surveys. **HR professionals** delight in this data as it supports the growth of People and Talent strategies.

Content

1. Key Insights

1. The key insights per Pakt DEI Culture Trend.

2. Areas for Growth

2. The room for improvement we've identified.

3. What your people say

3. Direct quotes from your staff.

4. Una Collective Tips

4. Una Collective's actionable tips for Pakt to start with.

5. Graphs & Stats

5. In every theme we highlight the most important information.

6. DEI Category Framework

6. Every chapter starts with defining the category theme, the traits, and research supporting its importance.

7. Appendix

7. Survey results for all questions in one or more graphs. All the data!

Legend



Icon for graphs on the page



Green used in graphs highlights the areas in which Pakt is least successful



Icon for the key insights on the page



Yellow is always used a signifier colour throughout the document



Icon highlighting direct quotes from your people



Purple used in graphs highlights the areas in which Pakt is the most successful



Icon highlighting click-through opportunities on the page

Purple used in the chapters signifies a "Tip" box.

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DEI Trends

We review the most elevated and significant company-wide culture trends revealed by our complete Assessment.

These trends converge all leaders' and employees' quantitative and qualitative feedback from across Una Collective's Leadership Pulse, Culture Pulse and Stakeholder Interviews.

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The Leadership Pulse

Una Collective assessed 6 leadership categories comprising 30 DEI traits.

Our survey reviews leaders' mindsets for DEI and how they perceive and value their role in creating an inclusive and equitable atmosphere. It evaluates standard DEI traits as either strengths amongst your leadership team or as areas for improvement. The leaders answered the survey based on their own experiences.

Culture Pulse Insight

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The Culture Pulse

Una Collective assessed 7 DEI categories and 34 corresponding traits. to

Our survey uncover how your employees' experience and perceive DEI and employee wellbeing within Pakt. The survey also works to uncover employees' own personal beliefs, as in how and why they value DEI.

WHY THIS MATTERS

Organisational Culture

Organisation is both a noun and a verb, being (noun) and doing (verb) what ultimately creates its culture.

What is organisational culture, you ask? It is shared assumptions, beliefs, and behaviours that your chosen team members invented or discovered while adapting, growing, and working together.

Right now, we give you a congratulatory high-five, as you mobilise to uncover and simultaneously create Pakt's DEI culture among its organisation. **You are in the act of being and doing what you value.**

Pakt's Culture Needs

Pakt approached Una Collective inquiring for ways to address a desire to have a more diverse staff, specifically addressing an underrepresentation in the number of employees from historically marginalised groups in their local societies. As Pakt continues to expand its business through an M&A approach, executives are aware of the need to grow its DEI strategy addressing cultural obstacles to optimal diversity, inclusion and equity in the workplace and thereby strengthening their employer brand. This will make them more attractive to future diverse employees and in-demand candidates.

Why is DEI Important to the Workplace?

Evidence suggests that inclusion is related to both job satisfaction and turnover intentions, as well as job performance.*

Almost three quarter of employees and job seekers indicate that a diverse workforce is an important factor when looking for a new job.**

Key Concepts



Diversity: the mix of differences between people: demographic (age, religion, gender, sexual diversity, culture) and physical possibilities, but also differences in characters, educational level, fields of expertise, organisational culture, etc.

Inclusion: the inclusion in society of disadvantaged groups on the basis of equal rights and obligations. Inclusion is opposed to exclusion and discrimination.

Culture of Inclusion: The marriage of feeling both a sense of belonging to a larger group while simultaneously being valued for one's unique identity and differences from the group.

Equity: the aim to ensure fair treatment, access, equal opportunities and progress for all, while also seeking to identify and remove the barriers that prevent some groups from fully participating.

Belonging: A sense of belonging involves more than simply being acquainted with other people. It is centered on gaining acceptance, attention, and support from members of the group as well as providing the same attention to other members.

Majority: People who haven't ticked any of the diversity categories, see below.

Minority: People who did tick one or more of the diversity categories, see below.

Diversity Categories:

1. Gender, not a man
2. Sexuality, not hetero
3. Age, older than 56
4. Neurodiverse
5. People with a disability
6. Ethnic or racial minority
7. Religious minority

*Shore, 2011 **Lee, n.d.

“To speak the language of diversity is to participate in the creation of a world.”

- Sarah Ahmed, Ph.D, 2012

KEY TRENDS SUMMARY

What did we do?

Pakt leveraged Una Collective's **DEI Assessment program**, measuring DEI atmospheres across all Pakt European offices.

Results will shape Pakt's consecutive DEI strategy and ultimately grow employee wellbeing and innovation.

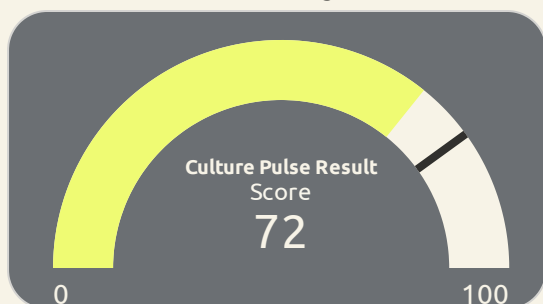
How did we do it?

Using formal research methods designed by our in-house research and learning team, qualitative and quantitative methods purposefully incorporated three elements: diversity, inclusion, equity. Each word, 'diversity' or 'inclusion' or 'equity,' in practice has unique complexities yet must be done together if you hope to create systemic change in an institution. Our **Leadership Pulse**, **Culture Pulse** and **Stakeholder Interviews** provided a top-down and bottom-up perspective. The Pulses created a measurable baseline for Pakt's DEI success. Feedback gathered using a rating-scale method, quantitatively assessed opinions, attitudes and/or behaviours. The partially-structured interviews unearthed findings unique to Pakt's culture, and provided colour to survey insights.

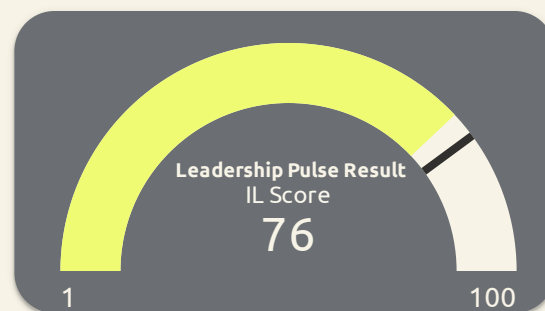
The Pakt Scores

The preferred target score for DEI in both surveys is a minimum of **80**.

The total score of Pakt is a light indicator. Individual DEI traits need a thorough analysis.



73% of Pakt employees filled out the Culture Pulse Survey.



94% of Pakt leaders filled out the Leadership Pulse Survey.

6 KEY TRENDS AT PAKT

While analysing your leaders' and employees' quantitative and qualitative feedback, we discovered six significant themes Pakt should consider. These workplace and culture trends are positively or negatively impacting DEI efforts and also have the most room for growth.

1. DEI Awareness and employee experiences are staggered, with plenty of "good intentions."
2. Pakt houses are work families, with a strong bond and high hopes, but also an echo chamber.
3. Inclusion Culture is strong, with room for growth in valuing differences.
4. At Odds: Colour Blind Vs. Colour Conscious.
5. Minimal representation of underrepresented groups, but a large opportunity for business growth.
6. Your leaders greatly value [DEI]. Next up: institutionalise and implement your values!



You can click every theme to directly go to that chapter.

Key Trends

Key Insights



A great deal of variation in how leaders and employees value DEI exists in the Pakt workplace. Strong variation also exists in how they experience it. This fragmented set of experiences is not uncommon, but a call to action for multi-layered DEI approaches that meet employees at different starting points of the learning curve.

WHAT YOUR PEOPLE SAY



"It's not important that the organisation is diverse, it matters if the organisation is good and successful in what it does."

- Pakt Employee 4

Unwelcome behaviour

Most employees shared something positive about their Pakt office experience. However, even among those with positive overall perceptions about their office and work, we heard a substantial number of comments and shared stories about covert, unwelcome behaviour being present among a very welcoming, work-family atmosphere including sexist comments or a "macho" environment. There is a desire to have the social majority groups be more aware of the situation.

TREND 1 - DEI
APPRECIATION FLUCTUATES

Employees & Leader Sentiments do not align

50%

of Pakt Employees positively value diversity.

100%

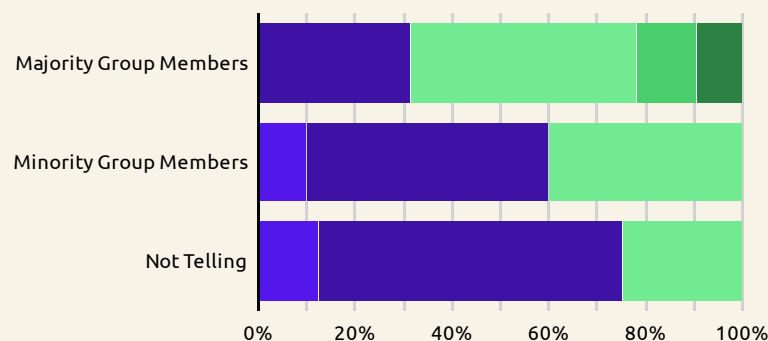
of Pakt's leaders highly value social differences. **14 out of 15** leaders commit to diversity as a core business value.

However, for leaders there is a challenge when it comes to putting beliefs into action...

50%

of Pakt leaders prefer to hire unique perspectives in the workplace that differ from the majority.

Minority groups value diversity 2X more than Majority group members



Employees who identify as part of a minority group lean more towards valuing diversity compared to the majority group of Pakt employees.

Valuing Diversity Among the Offices: Volstock, Wenneker Amsterdam and Wenneker Belgium offices value DEI much more than the other offices. Peek has the lowest position with **only 25%** positively valuing DEI.

WHAT YOUR PEOPLE SAY



"We don't really talk about this because there is no problem here for as far as I know."

- Pakt Employee 1

"I don't think that the occasional sexist or racist joke around here comes from a bad place, I just think it comes from ignorance, and the leadership is unsure of where to draw the line and/or are unaware themselves. So, I think education and formal workplace-standards is key."

- Pakt Employee 2

"I just want people to be educated enough so that everyone knows where the boundaries are at this workplace."

- Pakt Employee 3

Key Insights



All interviewed employees described the strong "family" atmosphere of their individual production house, a culture of their own, with unique informal practices and rituals that build employee attachment and wellbeing. Words commonly used to describe the offices included, "open," and "welcoming."

However, Pakt should consider the echo chamber that is present within the tight-knit work community, as it has the potential to limit perspectives. There's a fine line between inclusive and exclusive. It's important to challenge the status quo to keep innovating and evolving outside the "norm".

TREND 2 - WORK FAMILY,
ECHO CHAMBER

Employees enjoy working for Pakt.

Low diversity doesn't impact satisfaction

80% are very or completely satisfied, with only 2 employees stating they are not at all satisfied.

41% perceive Pakt to be slightly or not at all diverse.

52% do not know if the organisation invests time and energy into hiring diverse teams.

WHAT YOUR PEOPLE SAY



"It feels like a conservative white and what feels like white culture company. Being 'different' then what's homogeneous, is not so ok."

- Pakt Employee 7

Welcoming for Those With Access

The goal of DEI is to have a variety of beliefs in order to grow innovation and understanding for each other. Even if this causes discomfort.

"We had one guy who was really in a right-wing mindset and it changes your conversations at the table and you can feel like It's not really acceptable to be too closed minded."

- Pakt employee 5



Employee ideas and values, when shared by the majority, might underestimate the experience of the person from an underrepresented group. A person in a wheelchair is better served with a ramp than being lifted each day by their colleagues, for example.

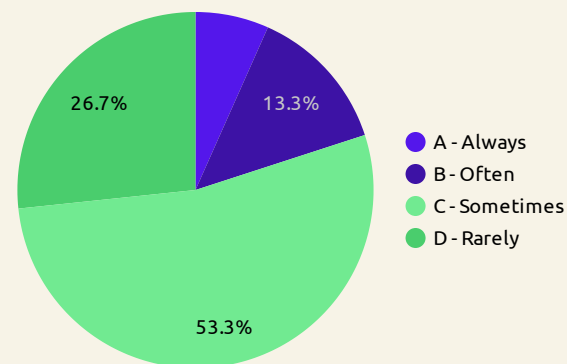
"We once had a guy in a wheelchair. We don't have an elevator here, so we decided to carry him up the stairs every day for six months. So, although he was in a wheelchair, it was good for the team. It even brought us more than we expected..."

- Pakt Employee 6



Leaders should minimise echo chambers and their own Humble Approach, by asking for feedback

3 of 15 leaders elicit feedback from employees on their DEI performance.



An echo chamber is reinforced, even unconsciously, if leaders do not proactively ask for differing opinions. DEI topics are sensitive topics, and research shows those most impacted are the least likely to speak up before leaving the company .

Key Insights



Overall, 74% of Employees feel a **Culture of Inclusion**.

Minority groups feel slightly less included: When you look at minority group members only, inclusion culture lowers to 67%.

Of all Pakt employees who do not feel inclusion, 9% feel **exclusion**, 14% feel **assimilation** culture.

WHAT YOUR PEOPLE SAY



"The male macho culture is a bit much from time to time. Industry wide there is a culture that is built around ego and authority. I'd love to see a more horizontal way of creating between multiple disciplines, without having to think of what someone else thinks of you or your skills."

- Pakt Employee 8

Leader Support for Inclusion and Equity is Strong, but Action is Low

Our assessment showed that Pakt leaders want to socially support underrepresented employees but not proactively ensure minority perspectives drive strategy and decision making. This is likely driving the **25% of employees who feel a low sense of being valued for their unique identity and traits**.

Inclusive leadership is important for creating a psychologically safe environment where employees can open up about their differences. Leaders create the procedures and practices that integrate an employee's unique perspective into the workplace and ensure they feel valued, whether that be financially or creatively. One employee described not feeling financially valued based on bias. Another employee described leaving the company because of its culture. Research proves that people from underrepresented groups will often not speak up or nor accommodate bias before they are able to leave the organisation.* So, leaderships proactive involvement in supporting these groups is critical.

* Atwater, 1996; Fordham, 1993; Maher, 1987

TREND 3 - IMPERFECT INCLUSION CULTURE



Pakt Inclusion Culture

3 out of 4

employees feel a culture of inclusion.

26%

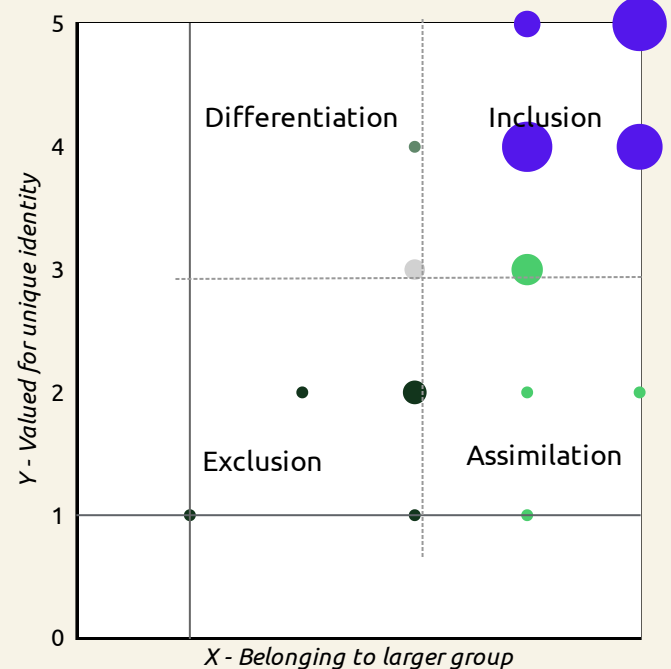
do not feel inclusion, primarily due to a low sense of being valued for their differences (assimilation), although a small fraction of that feel excluded completely.

And when we solely look at employees who identify as minority group members...

33%

do not feel a culture of inclusion.

74% of employees feel Included, while 9% feel Excluded



Culture of inclusion defined: An atmosphere where employees feel (Y) valued for their unique social differences, yet (X) also feel as part of the in-group or belonging to the larger group despite differences

Key Insights

There is a trending group of employees who follow the theory that it's best to only focus on similarities, or the 'colour-blind' approach as we call it. Much of the feedback applied this lens to hiring efforts, but it was also expressed as a method for how to treat one another.

TREND 4 - AT ODDS: COLOUR BLIND VS. COLOUR CONSCIOUS



Leaders Can Shift Toward Colour Conscious Culture by Putting Awareness into Action

100%

of the leaders are highly aware of systemic inequality

60%

of Pakt leaders consider bias when creating workplace policies

The Colour-Blind Vs. Colour Conscious Approach

The intention behind being colour-blind or only seeing similarities may be good. However, research proves the colour blind approach greatly undermines the advancement of employees feeling inclusion and equity and instead reinforces bias. The colour blind approach negatively impacts the interactions between people from different backgrounds by ignoring the real-life dynamics that people inherently come to work with and the experiences that shape their perspectives, wellbeing, and creativity. It doesn't allow for people to show up as themselves with ample space to discuss their differences.

Instead, Be "Colour Conscious"*

1. Identify the role of race, or any differences that create marginalisation, like ethnicity etc.
2. Name discriminatory actions
3. Challenge the neutrality of Whiteness,
4. Able-Body advantages, Heterosexual and Cis-Gender privileges.
5. Accord full expression to perspectives of people of colour and other historically marginalised groups.

Pakt can apply this approach to all categories of underrepresented employees to centre their voices in the company culture.

* Prichard, 2019

WHAT YOUR PEOPLE SAY



"We see talent, not gender, skin colour or sexual preference."

- Pakt Employee 9

"I would like to treat my colleagues as human beings, and we are all different and all the same at the same time. So I would not like to emphasise the differences/diversity."

- Pakt Employee 10

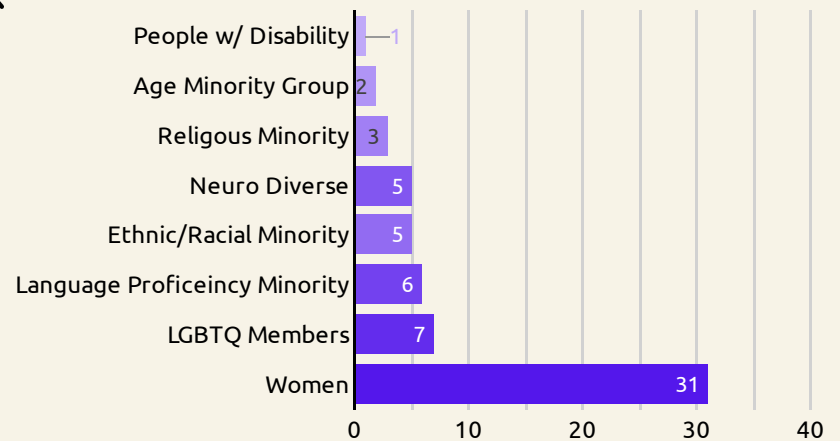
"When you actually start naming the differences, I don't think that at all helpful. And I actually think that I don't want that at all. Because in my eyes I see few differences. (..) And so I also think it's a bit of a thing to say we are very diverse, we have a division of men and women, we have people of colour, we may have people with disabilities. I don't think it's all right to label it that way actually."

- Pakt Leader 1

Key Insights

Women make up a large majority of Pakt's minority group. About 40% of Pakt's employee count are women. Outside of women, Pakt scores very low in representation of diversity. However, employees want to see more diversity for 3 main reasons: to enhance their work environment, to enhance their work, and for social justice reasons, or "doing what is right." However, there is large presence of doubt whether job candidates from underrepresented groups exist.

TREND 5 - LACK OF DIVERSITY

**Diversity Markers at Pakt**

Hiring & Promoting Diversity: Life Experience is A Qualification, Just as Inclusion is a

Two common theme emerged during our research around Pakt's hiring for diversity.

1. Many employees commented that hiring should be "objective" and based on "skills" not identity.
2. Some employees explained that candidate pools are just not diverse but mainly white.

Action: Launch a more diverse recruiting program

1. Measure. Know who you have in your talent pool. Know who you're meeting with. Know who you hire.
2. Active sourcing. Don't just post an add and wait for the right person to apply, actively go looking for them.
3. Check your vacancy text for unconscious biases.
4. Look for passion, not for skill. Skill is something you can teach.
5. Standardise your hiring procedure. Ask everyone the same question and let a candidate talk with multiple people.
6. Slower, more deliberate assessments, based on objective criteria, are less prone to bias. Redact names and any information that could signal a candidate's race or gender.

"The act of recruiting new bodies can help restore the body of an institution."

- Sarah Achmed, Ph.D, *On Being Included*, 2012

What the research says

A diverse workforce enriches an organisation's productivity, creativity, and people, and strengthens problem solving. Representation is especially important to those who identify with underrepresented groups, for example it can reduce the exhaustion felt being the singular person of colour in a sea of Whiteness, or the single women in a sea of men.*

Research also suggests that firms may have unconscious biases that pull the wrong candidates into their recruiting funnel, in a variety of ways.

This includes: underestimating women and underrepresented groups' experiences; considering them as harder to hire; as well as relying on prestigious indicators like school name or internship location rather than on exploring the actual skills a candidate acquired during any type of work experience.**

* Achmed, 2012

** hbr.org

Key Insights



The Pakt family atmosphere is a wonderful achievement. It's clear that many current employees feel very positively about their Pakt house. Additionally, leaders claim to value diversity at high rates. That's why it's time to put your values into action. All assessments strongly suggest Pakt needs to work on formalising DEI policies and systems. We saw in the surveys that time commitment to DEI and the creation of formal DEI systems are perceived negatively. Leaders also admitted to enacting DEI policies at very low rates.

WHAT YOUR PEOPLE SAY



"Make it more official and implement it in the structure. The intentions are there, everything is coming from the heart - which is beautiful, but that doesn't solidify it as a company policy."

- Pakt Employee 11

Formal vs. Informal Networks & Practices

"Informal networks can be helpful but can also perpetuate privilege or inequality. Organisations benefit by 'de-framing' of white racial, masculine, heterosexist, ableist frameworks historically reinforced by practices that perpetuate privilege through informal practices, processes, and networks."

- Chun & Evans, 2019

As Pakt grows, informal networks and practices have a tendency to inherently privilege or favour some over others - typically the majority. Informal practices such as daily lunch gatherings, one-on-one coaching, or social events increase a team's interpersonal relationships. However, practices must be inclusive for all members. Most importantly, informal practices are not reliable as the main source for employee wellbeing. Instead, formalised policies and accountability ensure all people are equitably considered, as well as held accountable.

TREND 6 - TURN VALUES INTO POLICIES



Discrimination, harassment & transparency stats

29%

of employees are not at all familiar with discrimination and harassment *policies or procedures*.

46% are moderately or slightly familiar.

44%

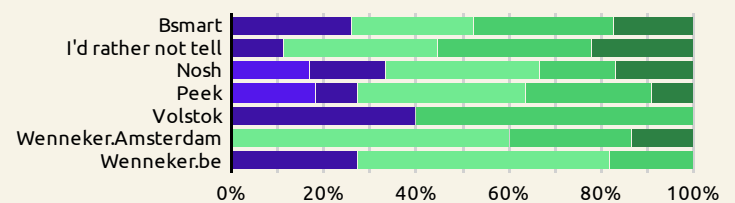
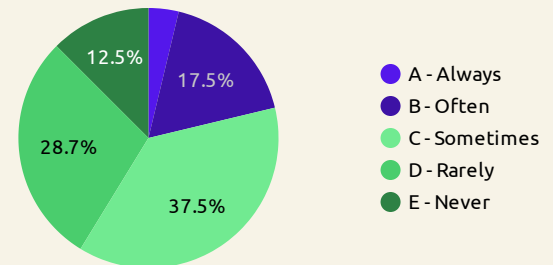
are not at all familiar with discrimination and harassment *learning resources*.

45% are moderately or slightly familiar.

85%

perceive zero transparency in salary ranges

Does the company implement formal policies to enhance diversity?



Does the company implement formal policies that enhance inclusion?

