

Summary: Keynote address from Christopher Hayden-Hayes, HR Director, Kellogg's for the FDF Inclusion and Diversity Network event, Tuesday 23 November 2021

- “Diversity Fatigue”, used to describe the exhaustion that people feel toward the ongoing discussion on the topic of diversity and inclusion. Organisations have been talking about diversity for a while now, so why are we still talking about it?
- We should not just stop talking about inclusion and diversity but it is important to recognise that Diversity Fatigue affects everyone in the workplace, in different ways. Under-represented groups - women, people of colour, those who are transgender or colleagues from minority religions get bored with just talking about diversity as change has often been slow and sometimes it can appear that businesses “rainbow washing” by promoting diversity and inclusion whilst not reflecting this in workplace culture or what we actually say and do on the ground – a case in point being each June when the rainbow Company logos “come out” for Pride.
- Diversity Fatigue also impacts those groups who are more represented, the majority. For cis male, straight, white, middle-class and middle-aged managers, the diversity conversation could be seen as a threat; a threat that they may be earmarked to be replaced by someone more “diverse”, and so they potentially become disconnected from the diversity and inclusion conversation altogether.
- “too often, we trick ourselves into thinking we’re taking action when really we are just planning for action”. We can be busying ourselves talking about it and missing taking the intentional steps forward on the real inclusion agenda.
- It is really important to keep in mind that “diversity” on its own is merely an enabler – a data reference point to tell us how our organisations look demographically. Often, some organisations don’t even collect the required data to talk about diversity – in the UK, Kellogg don’t currently track race, religion, gender identity or sexual orientation – so what do we do to ensure we don’t just stall on our inclusion strategy? And some other organisations set targets and meet them – X% people of colour, Y% women in leadership – but do they achieve inclusion? Do those “diverse” people feel invited in, part of something and creating a better workplace for all?
- It is key to therefore build cultures of inclusion – taking positive, progressive steps to highlight the value of inclusive organisations, workplaces, and employee bases of belonging - by doing things that really matter to all.
- The best way to fight diversity fatigue is the following:
 - Firstly, be realistic and set out clearly what you want to achieve in the long run so people can feel invested in it and not disillusioned when systematic inequities are not solved for in 12-18 months – be clear with what your targets, goals and ambitions are for the next 3-5 years in the area of inclusion and diversity.
 - Secondly, you should set measurable goals that can feel tangible to all employees on a short to medium term timeframe. For example, if you are running education or training sessions, clearly articulate how many you will run and the expected participation numbers or percentages so you can review and measure these immediately after or at the end of the quarter or the year.

- If you aren't meeting them as expected, build a plan to solve for it and hold each other, leaders, managers and employees to account.
- The third element to battling Diversity Fatigue is that you have to communicate on a regular basis. Yes, OK, you have to talk about it, but do so in an intentional way. There is nothing worse than where an organisation makes a big commitment on something so important like diversity and inclusion, but then employees hear very little about it afterwards. "Is it still important to us?" they might think. Conversely, you don't want communications on something so important to become "wallpaper" to people. Consider your priorities and those measurable goals you'll set and define how you launch them, how you'll update on work done to date and progress made, but also be vulnerable enough to recognise openly when something might not be progressing the way you intended.
 - Finally, harness the power of your greatest asset on this topic – your people. Whether that be through training to educate them on how to address bias and microaggressions in themselves and those they interact with or amplifying the value of active allyship in the workplace. Something that has been invaluable at Kellogg is finding passionate employees around our three ED&I focus areas and creating Business Employee Resource Groups. Originally, they primarily led local events, such as for International Women's Day, Pride or religious celebrations, but by actively investing in these groups, building their capability, empowering but supporting them to define strategies, action plans and KPIs and assigning budget, the BERGs are now at the level of maturity where they have moved away from just talking about diversity to making change happen and in turn holding the organisation and leadership to account - ensuring that if they aren't seeing progress they have the permission to challenge us and ask why.
- Alongside these things, of course, HR in particular need to work with leaders and other stakeholders to ensure that policies, practices and frameworks throughout the employee lifecycle live up to what we're talking about – we need to practice what we preach and agitate for change where and when it's needed, whether that's in how we recruit, how we manage performance, how we develop talent or what people say about us if they leave.
 - What Kellogg do well in this area: One business lead team in particular, I know actively and collectively engages in ED&I initiatives. Currently, they are not the most diverse Lead Team, but they do three things very well which ensures that they build a culture of equity, diversity and inclusion. Firstly, they have an open leadership commitment to just be "inclusive leaders" – they have understood, discussed and translated the value of inclusive and diverse work groups and want to actively create this and openly commit to it amongst each other and to their teams. Secondly, they actively engage in training and capability building, often seen as regular contributors to panel discussions, Q&As or in the Teams chat sidebar of a session. And finally, they practice what they preach.