

CVSL Annual Conference  
Leading voluntary organisations in  
precarious times.... What next?

Diversity and Inclusion &  
leadership



Gamiel Yafai  
Founder and Diversity Strategist





# Challenges

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- Cultural awareness and intelligence – Organisational culture – Hidden/Shadow, Explicit culture. The lived experiences - Culture fit or culture add. They wont fit in!
- Competition V Collaboration
- Lack of knowledge around Diversity and Inclusion - We are diverse and inclusive -we support people with disabilities
- Our bias biases and blind spots – Even though we believe we have a good heart and mean well
- Phycological safety – Are we afraid to have uncomfortable conversations through fear of saying the wrong thing.
- Capability and Capability – we either don't have the
- Tokenism – tick box
- Awareness of the sector in Diverse communities.



# Opportunities

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Tap into available funding for Diversity and inclusion projects, initiatives, research, engagement etc

- Gain diverse perspectives
- Challenge our thinking and potential echo chambers
- Opportunities to collaborate

Reframe how we promote ourselves - Focus on the development opportunities that people get from being a Trustee.

When I came into the sector, I didn't think about the learning, the development, the competencies of the competences that I would gain. I wanted to make a difference.

I now get involved in deciding on

- salary increases,
- get to challenge CEO's,
- contribute to complex decision making,
- decide how to spend money.
- Who to make redundant in hard times?
- How we invest
- Who to recruit.

And I get to get back....



# What next?

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- Increase our networks and collaborate – Parks Trustee – Ambassadors out of the Hindu Society, the Bangladeshi Assoc, The African diaspora and many more
- Improve our cultural awareness and intelligence – Do talks in Mosques, Temples, Gurdwaras and black churches. Talk to your new networks
- **AHA research on the awareness of the cultural section**
- Increase your awareness and knowledge around Diversity and Inclusion - Our bias biases and blind spots – There is always my perspective, your perspective and then the Truth.
- Psychological Safety – Create an Ecosystem/envirement that is safe for people to mistakes but also feel comfortable to be educated by their colleagues.
- Inclusive leadership – increase the capability and capacity of your team by nurturing their talents and letting them flourish - Are we leading or are we managing? Fire fighting



Thank you!



Presented by Gamiel Yafai  
Founder and Diversity Strategist







- **Launched in 2005, Diversity Marketplace is an award-winning equity, diversity and inclusion consultancy**
- We are firmly established as a leader in supporting organisations to help:
  - achieve their equity, diversity and inclusion objectives
  - increase representation of diverse talent
  - ensure diverse talent is fully supported to achieve their full potential, and be the best that they can be
- We have a research-driven approach to developing solutions for public, private and voluntary sector organisations in the UK and now globally. With 32 research projects exploring the perceptions of Minority Groups toward organisations and the reality of working for your those organisations from a minority perspective, over 100 positive action projects together with EDI strategies and audits have given us great insight in the needs of diverse talent both internally and externally
- Each of our innovations provides testimony to the fact that we are best placed to be your trusted equality, diversity and inclusion partner





## **Data Analytics**

- Analysing internal demographic data

## **Executive Training**

- Bespoke Training for D&I Leads
- Board and SLT Level D&I Training
- Creating a Culture of Inclusion Training for People Manager

## **Management Training**

- Creating a Culture of Inclusion Training for People Manager
- Cultivating Cultural Intelligence
- Inclusive Leadership Training
- Allyship

## **Coaching**

- Coaching in the UK and Europe

## **Audits/Benchmarks**

- Conducting Global Diversity, Equity and Inclusion Benchmark (GDIB) Audits
- Expert panelist for the Global Diversity Equity and Inclusion Benchmark new edition

## **Positive Action Programmes**

### **External**

- Creating external Ambassador Programmes to engage with diverse communities
- External Engagement events in Mosques, Black Churches and other religious establishments

### **Internal**

- Design and delivery of Positive Action accelerator programmes to support Gender, BAME, Disabled and LGBT Talent

## **Reverse/Mutual Mentoring Programmes**

- Design and delivery of Mutual/ Reverse Mentoring
- Interview Support
- Interview Support for Heads of D&I

## **Research**

- Research. (Lived experiences of Staff from Diverse Backgrounds)
- Reviewing through a D&I lenses
- Reviewing Behavioral Competency Frameworks through an Inclusion Lens

## **Workshops**

- Uncomfortable Conversation Workshops
- Let's talk about Race
- Senior Leadership Workshops

## **Strategy Development**

- Design and delivery of Diversity, Equity and Inclusion Strategy

## **Awayday Facilitation**

- Senior leader and board level

## **eLearning**

- Creating Storyboards and video content for eLearning Programme
- Developing eLearning programmes

## **National & Global Speaking Engagements**

- Webinars
- Speaker engagements

Visit <https://diversitymarketplace.co.uk/our-services> for other services



Clients  
that we  
have  
supported  
over the  
years



The  
GOLDSMITHS'  
Company



Government  
Actuary's  
Department



Historic  
Royal Palaces



Clients





## Gamiel Yafai

Founder of the Diversity Marketplace

**Awards: Recipient of the Global Diversity Leadership Award** presented by the Global HRD Congress, Global Goodwill Ambassador

**High Sheriff of Buckinghamshire's Award** In recognition of his commitment and dedication to improving understanding of Equity, Diversity and Inclusion across the Milton Keynes Community

**Author:** 'Demystifying Diversity' and 'Yemen Proud'. Numerous articles on diversity published in the various publications including People Management and The British Medical Journal

**Ambassador:** Hunger Project



Over the last 20 years Gamiel has worked on diversity and inclusion culture change initiatives at the highest levels with many public, private and voluntary sector organisations.

Gamiel has worked with some of the UK's largest employers (page 5) to design and implement:

- diversity and inclusion culture change strategies
- action plans to both attract new talent from diverse backgrounds
- support for existing talent reach their potential through focusing on inclusivity

Gamiel founded and headed up the Diversity Practices for two of the UK's largest HR Resourcing Agencies (Barkers now Penna & Euro RSCG Riley now Havas) before setting up Diversity Marketplace.

He has accumulated a wealth of knowledge and experience in the areas of:

- diversity and inclusive leadership
- the impact of Unconscious Bias within the employment cycle
- particularly the barriers faced when attempting to direct source or support diverse talent

Diversity Marketplace was set up to support recruitment, resourcing, branding agencies, and direct clients to **achieve their diversity an inclusion objectives** for recruitment, attraction and retention. Diversity Marketplace has conducted **32 research projects and developed many training programmes** including the facilitation of the Civil Service's Positive action Pathway (PAP) modules, Action Learning Sets and development days.

At Diversity Marketplace we have also developed a range of products and services to meet the challenging needs of UK employers such as its **Diversity Champions Programmes, Ambassadors Programmes and Diversity Online** are run for employers throughout the UK.

About Gamiel Yafai





## Department for Business, Energy & Industrial Strategy

“

Gamiel made us feel included, valued and collaborative when working together through the training.

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**Fay Seivwright (CMgr- FCMI)**  
**Diversity and Inclusion Business Partner**  
**BEIS**



## Department for Business, Energy & Industrial Strategy Testimonial

### BACKGROUND

Before we asked Gamiel at Diversity Marketplace to work with us, we had recruited a team of Group Diversity & Inclusion Leads and launched the departmental Diversity & Inclusion Strategy.

I identified a capability gap with the Group Leads who had varying knowledge of diversity and inclusion Understanding what equality/diversity meant in practice and enabling group leads to see their roles as change agents.

### TRAINING

The training we received from Gamiel was the 7 modules on Diversity & Inclusion Champions;

- D&I foundations
- Creating a culture of Inclusion
- Redefining unconscious bias to conscious inclusion
- Inclusive Leadership
- Retention and Promotion
- Engagement, Attraction and Recruitment

### SUPPORT

We received great facilitation of each module and the Train the Trainer events. There was good literature and research brought into the discussion with some challenging conversations.

### IMPACT

Gamiel made us feel included, valued and collaborative when working together through the training.

### SUMMARY

All the modules have been useful but will pinpoint the GDIB assessment tool as giving the most impact as it helped to provide a holistic Diversity & Inclusion view.

We received excellent delivery of key topics that feed into our Delivery & Inclusion Strategy.

The headspace provided for Group Leads to discuss and examine key concepts .

A big thank you to Gamiel.

Testimonials



## The Royal British Legion Testimonial

### BACKGROUND

Prior to working with Diversity Marketplace, The Legion had been mainly in the compliance space for some time with D & I – beginning work to define our culture began the thinking around how Inclusive we were and so that's when we felt we needed to have a full review to understand the journey ahead.

### APPROACH

The Legion is a complex charity, with a number of stakeholders with very different views that in some cases are in conflict with one another. The Legion is built on many traditions, loyalty and roles that are seen to bastions of the military culture – we recognised we needed to change and keep pace and relevance with the current and future stakeholders of the Legion.

We needed someone who really understood what we wanted to achieve and where we were coming from and having been through a tender process, Gamiel really chimed with the values of the Legion, provided positive and insightful challenge and had a clear grasp on how to review our activity that would be a positive process..

### DELIVERY

The support and training from Diversity Marketplace ranged from 1-2-1 coaching, advice, guidance, engagement with a range of our senior leaders and Trustees through to full staff webinars and awareness raising sessions.

The key support was the audit that they did to establish both where an organisation we were in terms of inclusion and where we wanted to be in the future.

The audit was done via analysis of our people data to see how diverse our people are at RBL, the GDIB benchmarking exercise to see where we sat on the development of our inclusion agenda and finally and probably most importantly, the research via focus groups to understand the experience people have had being an employee, a volunteer and a member of the legion.

These three aspects of the audit were key to bringing a holistic view of our current state and future ambition for developing a more inclusive culture.

### SUPPORT

The knowledge and commitment we receive from Gamiel was, and still is, vested in RBL as an organisation and passionately believes in its purpose and vision.

His experience across a range of differing organisations and charities was broad, his knowledge of the armed forces was also very helpful and his expertise in Inclusion is extensive.

What has impacted us most is the focus groups and webinars where staff have been able to talk openly about both what their experiences have been but also what they want to see and can do to move the culture forward.

### IMPACT

There hasn't been an opportunity for them to do this before and this has opened up a whole new dialogue with staff that we didn't have before.

We feel very positive and recognised for what we had achieved in this space, also the passion from staff to help make the changes going forward.

It has felt far more of a partnership than a consultant working with us – he remains a close partner and will do for a long time to come, I am sure.

### SUMMARY

Gamiel has committed 110% to this work for the Legion and we have reaped the rewards in a wealth of insight and research that we can work with.

It has been the catalyst for a longer-term strategy, a commitment from right at the top of the Legion to commit to moving forward and becoming an inclusive and diverse charity which has space for everyone.



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**His experience across a range of differing organisations and charities was broad, his knowledge of the armed forces was also very helpful and his expertise in Inclusion is extensive** ”

Karen Gill  
Interim Director of HR, L & OD  
The Royal British Legion







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**"Gamiel is an incredible individual who has mastered the ability to navigate challenging situations with ease and poise. He has an amazing ability to deliver awareness by personalising it to the audience. We were so pleased with his workshop, we recommended him to CareTech PLC's HR team for their work."**

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**Tariq N Raja  
Foundation Manager  
CareTech Foundation**



## CareTech Foundation Testimonial

### BACKGROUND

Prior to meeting with Gamiel, we had an EDI policy in place and were actively collating and processing our applicants' protected characteristics data as standard, however, there was no high-level activity in terms of actionable plans to utilise this information. Having a diverse Board of Trustees, many from senior backgrounds, we were in a position of awareness but some Trustees had not gone through Unconscious Bias Training so we felt there was a gap in that particular area.

Our primary reason was for Gamiel to host an Unconscious Bias Training workshop with our full Board of Trustees, both as a training session but also as a bonding session using a joint exercise. Despite Trustees coming from diverse backgrounds, we felt it was necessary to provide training on unconscious bias to open minds and give everyone an opportunity to share their thoughts and impressions on staged scenarios.

### DELIVERY

Unconscious Bias Training and a review of our EDI data collected from four grant-making channels.

Gamiel was extremely generous in sharing his expertise, masterfully navigating the workshop with the many personalities involved and offering to provide an analysis of our EDI data to help us improve our grant delivery.

### IMPACT

The EDI data is currently being processed, however, we have felt the Unconscious Bias Training proved useful in bonding Trustees and also allowing them to share their biases in a safe environment with immediate feedback from a diversity expert.

### APPROACH

We felt extremely welcome, and as is typical with Gamiel, his knowledge and expertise in this space is second only to his generosity with time and willingness to share his knowledge.

### SUMMARY

Gamiel is an incredible individual who has mastered the ability to navigate challenging situations with ease and poise. He has an amazing ability to deliver awareness by personalising it to the audience. We were so pleased with his workshop, we recommended him to CareTech PLC's HR team for their work.

Testimonials





# Testimonials

## Elysium Healthcare Testimonial

### BACKGROUND

Prior to engaging with Gamiel, we had a number of 'diversity training sessions' but needed to develop an overall strategy and structure to our Inclusion & Diversity Project.

We needed support to ensure that we addressed the issues around inclusion and diversity so as to ensure we maximised our resources and showed a positive impact.

Gamiel was recommended to us as somebody who could help lead and shape out approach.

### APPROACH

We are at the start of this journey and have had a number of information gathering sessions. As yet we have not set up any specific training, but rather looked to support the senior management teams at the commencement of this process.

Gamiel has significant and practical experience that we have found invaluable.

He introduced us to the Global Diversity an Inclusion Benchmark to help establish where we were in terms of good diversity practice.

Understanding where we are running through the questionnaire around the information gathering process was very enlightening and gave us a clear indication as to the work we need to do.

### SUMMARY

Gamiel gave us a huge amount of confident and assurance around where we currently found ourselves and the journey ahead of us with a practical approach and clear examples of what we need to do.

We look forward to developing our relationship with Gamiel and will use his experience to develop our teams to ensure that we have an inclusive and diverse workplace



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**Gareth Green  
Human Resources Director  
Elysium Healthcare**

