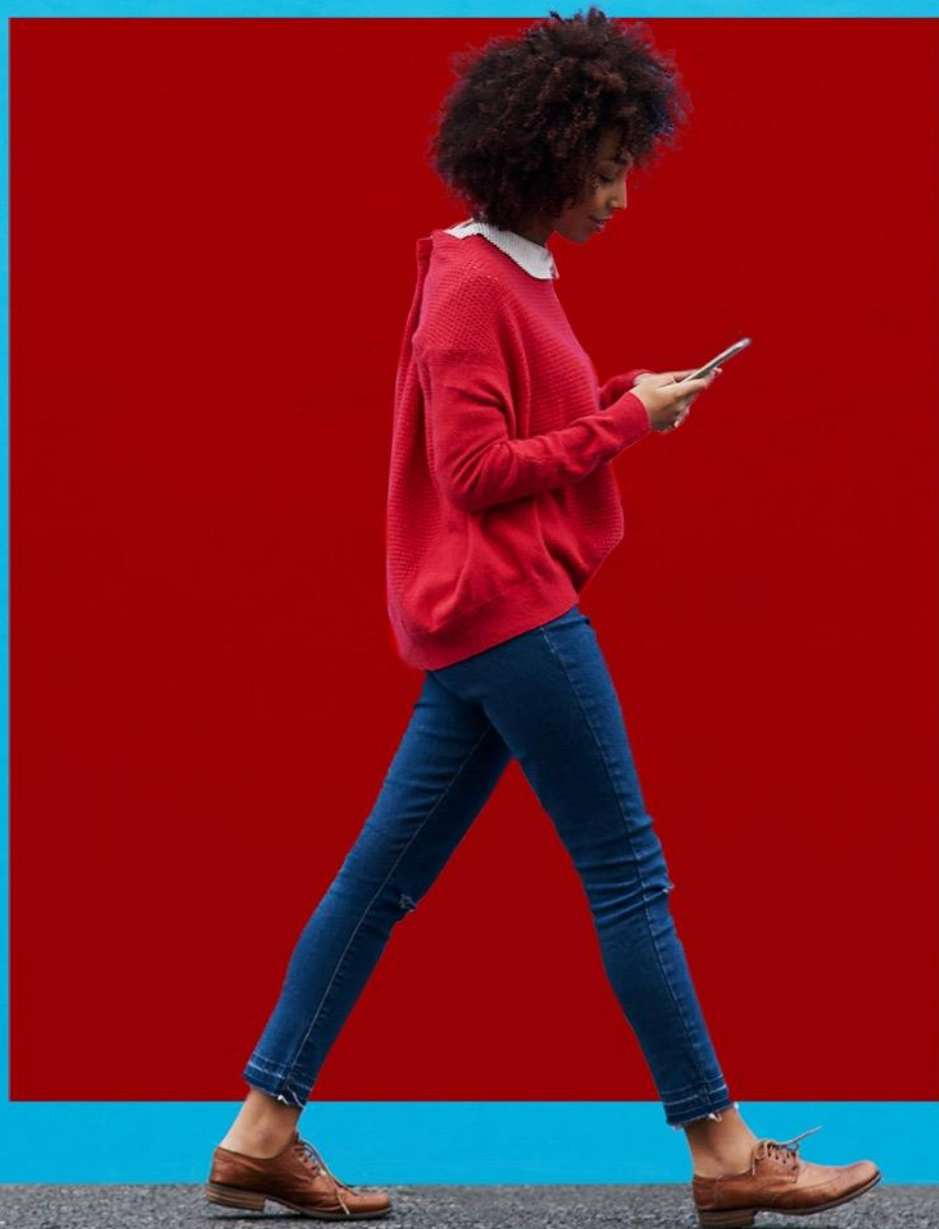




Nash
Squared

DIVERSITY & INCLUSION AT NASH SQUARED



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Foreword

As somebody driven by the values of fairness and equity, I am committed to ensuring that I do my part in addressing these issues in a systemic way that delivers sustainable change. We have reached the place we are in today through inherent processes across all dimensions of society and to redress this in any meaningful way requires actions and behaviours which support inclusive workplaces and throughout society. There are no quick fixes, no short cuts. The work we must do in all aspects of business life requires us to disconnect the old ways and build new connections. There is no 'box ticking' work here, we will not be satisfied with anything less than permanent momentum.

At Nash Squared we have a community of talented and committed colleagues, putting in the work to ensure that we are a truly diverse and inclusive set of businesses across the world. We want to take the impact of this work to our clients and candidates, those who we interact with every day.

Our Diversity and Inclusion Council are in the driving seat of this work, I am a servant of this group, supporting, being educated, and educating our colleagues and stakeholders to remove barriers to change.

This is an exciting time. When we look back on yesterday, we will see that we have progressed positively, in a year's time we will be celebrating our momentum and, in a decade, I fervently expect that we will no longer be questioning if we are a diverse and inclusive business within diverse and inclusive societies.



Bev White
CEO, Nash Squared



Our People Strategy

We champion diversity, equality and inclusion in every market, sector and geography we work in. We want to create an inclusive culture across our business, where everyone who works for Nash Squared knows that they can bring their whole self to work every day.

Fostering an environment where **diversity, equality and inclusion** is an integral part of our culture is a key pillar of our People Strategy. It also forms part of our People Promise: Creating the moments that matter.

We believe that a sustainable Diversity & Inclusion Strategy is not just a 'nice to have' but essential for any organisation operating in an increasingly complex environment.

There are multiple reasons we invest time and effort to foster an inclusive working environment that not only impacts our colleagues but also our clients, candidates and connections.

1. It is a well-researched fact that diverse teams are more creative, and those differing perspectives can lead to innovative solutions.
2. Diverse perspectives lead to better decision making and allows us to tackle challenges from different angles.
3. Through our internal and external efforts as an equal opportunities employer, we will not only attract but also retain exceptional talent.
4. Employees are likely to perform better when they can bring their whole selves to work. When people feel respected and valued, they are more likely to contribute.
5. Different perspectives and a diverse workforce is often more adaptable to change which is invaluable in the constantly evolving business environment.
6. We have a social responsibility to play our part in providing equal opportunities for employment and career advancement.

Creating the moments that matter

We want to ensure that you have a rewarding career where you feel valued for the role you play in helping to achieve our potential as a business and a team. This is our **People Promise**:

We will train and develop you; and give you the opportunity to have a rewarding career

We will recognise and reward you for demonstrating the right behaviours and for achieving your goals

We will give you a voice. We will listen and act

We will recognise, value and celebrate all our colleagues for their differences

We will provide opportunity and flexibility to support innovation and to help you perform at your best

Diversity, Equality & Inclusion Strategy

At Nash Squared, our strategy revolves around creating an inclusive and empowering environment that fosters growth, collaboration, and innovation. We aim to provide exceptional services, support diversity, and contribute positively to our community. Our Global Diversity and Inclusion strategy is supported by four pillars which are underpinned by our actions that allow us to inform and educate our colleagues:

Talent Acquisition & Development

- We will continue to build a team of world-class, diverse talent, eliminating bias at every stage of the recruitment process and investing in developing all of our talents.

Inclusive Leadership

- We will inspire our Senior Leaders to deliver our purpose and live our values, ensuring that Nash Squared's leadership culture has diversity and inclusion at its core.

Minority Groups

- We will define a plan to actively support and promote minority groups. We will use our data and key business metrics to embed ambitious diversity and inclusion standards across Nash Squared.

Colleague Engagement & Culture

- We will use our data and key business metrics to drive and embed ambitious diversity and inclusion standards across Nash Squared.

What have we delivered?

Talent Acquisition & Development

At a senior level we have work to do to ensure a gender balanced representation, so we insist on balanced shortlists for all mid-senior hires.

To ensure we have a diverse pool of candidates when hiring we actively headhunt a diverse mix of candidates.

We have focused on ensuring our employer brand is designed to attract a diverse candidate pool. We actively review our source of hires and look for opportunities to connect with potential hires from minority groups.

Our internal talent programmes are designed to build a pipeline of internal talent and through these programmes we aim to select 50% women delegates on each cohort.

Inclusive job adverts, using inclusive language enables us to attract and encourage applicants from various backgrounds, cultures, genders and abilities, ensuring that all candidates feel welcome and considered.

Inclusive Leadership

All Senior Management Team, Leadership Team, Executive Committee and the Board attended an Inclusive Leadership workshop. All senior leaders also signed our Diversity Promise when we shared it at our senior conference in 2022: [Equality, Diversity & Inclusion | Nash Squared](#)

All colleagues assigned D&I training via Nash Academy - Equality and Diversity Module

Empowering our Global D&I council to help keep us on track and support us to deliver change, they reverse mentor our Senior Leadership Team. We also have five senior leaders (Exec and Global Leadership Team who support our inclusion efforts).

All our senior leaders sign up to a set of Leadership behaviours two of those statements: 1. **Inclusive:** Welcomes **Diversity, Equality & Inclusion** and champions an inclusive culture, calls out bias and actively plays a key role in progressing our D,E&I strategy. 2. **Respect:** Recognises the value and worth in other people demonstrated through **words, actions and behaviours**.

What have we delivered?

Minority Groups

Providing a safe environment for all our colleagues to connect, share ideas, educate and influence visibility through our four **employee resource groups**: ethNASHity, NASHpride, wo+men@NASH, NASHability.

The ERG committee members have also taken part in **training** on effective ERGs to help set the right framework.

We have worked with key partners including [Inclusive Employers](#) who have delivered training to our D&I Council.

We report at a global level on gender split (global target 45% women) and within the UK we report on our Gender Pay Gap.

Colleague Engagement & Culture

Employee Engagement Survey – Twice a year we run our employee engagement survey. For every survey we have run since 2021 the highest scoring question has been “**Our organisation treats everybody with dignity and respect, regardless of gender, race, sexuality, age etc.**”

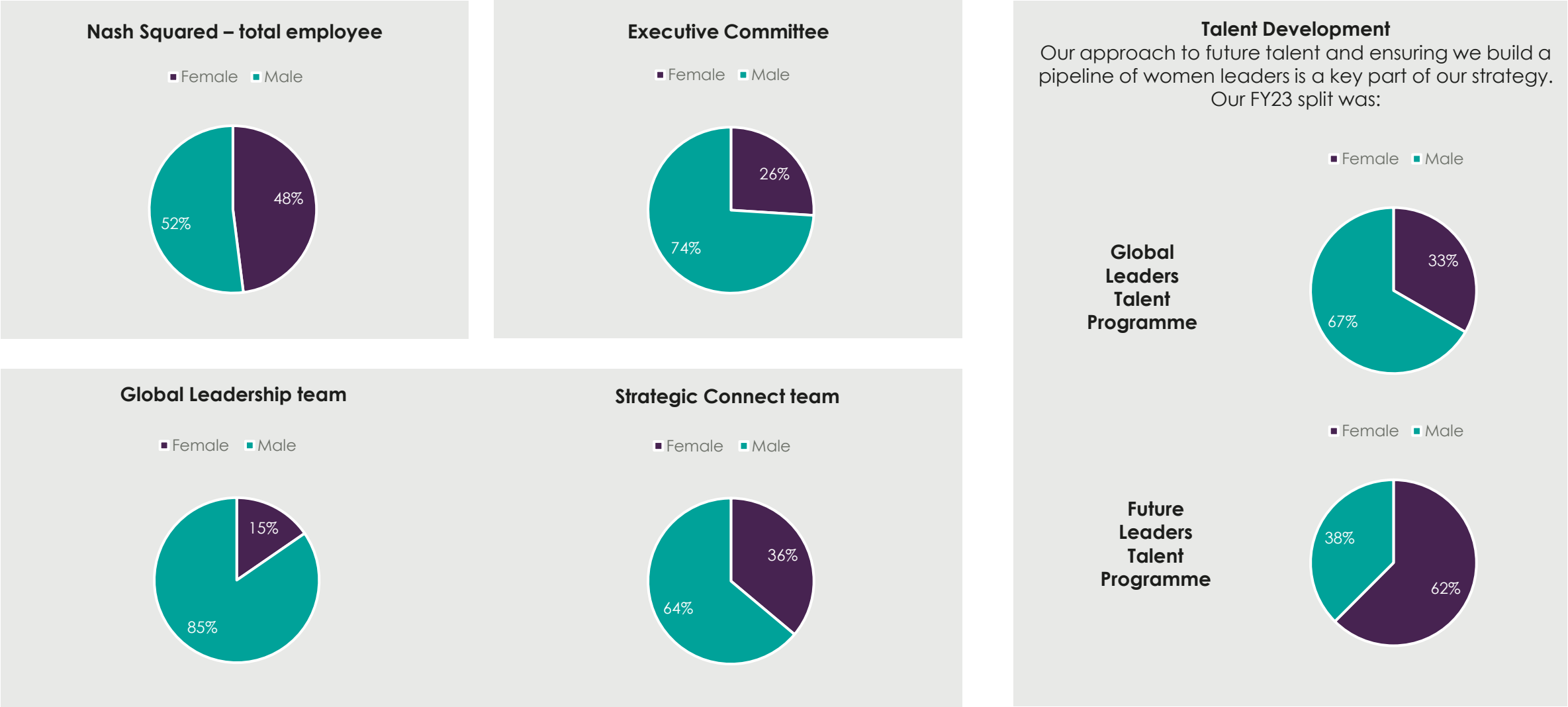
Open door – Open Door (Ask Bev) is designed to foster open communication via Hive our employee engagement platform. It gives colleagues the chance to directly access our CEO confidentially where they can share feedback or ask questions.

Wellbeing Hub – Once a month we provide tools and resources which help to support the wellbeing of our colleagues, candidates, contractors, clients, and connections.

Values – One of our core values ‘Human’ forms part of who we are and how our people deliver our promise. We trust, respect and care for one another and those around us. It is our ability to connect and to understand the value each person brings that makes us special.

Reporting on our Gender

Reporting on Gender split is a key global metric, and our target is 45% women.



Data: FY2023 (January 2023)

Diversity Promise

At Nash Squared we want to create an environment where people feel that they belong, where Diversity, Equality and Inclusion is an integral part of our culture.

Our diversity promise

Our diversity promise is to:

- Celebrate our differences; and recognise the benefit that those differences bring to our business.
- Have consistent global approach to D,E&I; which delivers sustainable outcomes and enables all our people to feel respected and valued for who they are and what they do.
- Our leaders, managers and colleague's role-model inclusive behaviours; which permeate through our business internally & externally.

Core Values

One of our core values 'Human' forms part of who we are and how our people deliver on our promise.

- We trust, respect and care for one another and those around us. It is our ability to connect and to understand the value each person brings that makes us special.

Delivering our promises

We know that to deliver on our Diversity Promise we need to keep continually improving which is why our promise is delivered through multiple actions including:

- Empowering our Global D&I Council to help keep us on track and support us to deliver change.
- Building diverse teams across all our geographies enabling us to draw on the variety of experiences, skills and talents.
- Providing D&I training to all our colleagues so that we all keep learning and growing.
- Measuring sentiment across the organisation through our twice-yearly employee engagement survey and giving people a voice so that we can listen and act on that feedback.
- Providing a safe environment for our colleagues to connect, share ideas, educate and influence visibility through our Employee Resource Groups.
- Reporting Globally on our Gender split and implementing actions to support improvements at a senior level through balanced shortlists, talent programmes and mentoring.



Key partnerships

It is a strategic imperative for our brands across Nash Squared to actively engage and contribute to the broader community. One of the most impactful ways we can do this is by collaborating with external organisations, charities and Govt. departments.

This collaboration provides a platform for sharing knowledge, insights, and best practices. We can learn from their experiences and leverage their expertise to enhance our diversity and inclusion efforts. Likewise, by sharing our own successes and challenges, we contribute to a collective learning process that benefits both parties. This collaboration fosters continuous improvement and enables us to refine our approaches to diversity and inclusion. By extending our focus beyond our boundaries, we can make a more profound impact on society as a whole.

The following list is not all our efforts but some examples of the things we do to contribute to society as a whole:

- **Computer weekly**-We play an influential role each year the Women in Technology top 50 as well as the Diversity in Tech Conference. We also work with them on thought leadership. For example: our CEO Bev White, and Chief People Officer, Melanie Hayes shared their thoughts on [Women on Boards: how to get there, how to flourish there](#).
- **UK Government/Department for Education**- we were one of a handful of companies advising the government in the extension of the Digital T level to include security expertise. There are only 15 T Levels, and the digital T level is a big part of the government's strategy for widening access to technology.
- **Capture the Flag competition** - We hosted the world's first global capture the flag competition partnered with Hack the Box, to help support and encourage women entering the cyber security world. It was a 24-hour competition hosted online on our Nash Squared website back in November 2022. [First Global CTF for Women in Cyber](#)
- **Digital Leadership Report**: The DLR is one of the most influential global studies on technology strategy. Through our 25 years of research in the DLR we have been a major commentator on inclusion in tech, and helped promote this at hundreds of events worldwide, and through the media. See the Nash Squared website for more detail.
- We hosted a **cyber camp** at our UK HQ to encourage children of all backgrounds into coding.
- **Inclusive Employers** – are a key partner who help us on our internal journey to building an inclusive working environment. They provide resources such as toolkits, e-learning courses, webinars, research reports, and practical guides.

ComputerWeekly.com



Department
for Education



T-LEVELS

Case study: #YOUEQUALTECH



#YouEqualTech is an evolution of over 10 years research into gender diversity in the technology and digital industry.

We've published market-leading surveys in partnership with Computer Weekly and hosted numerous thought leadership events, attended by industry professionals from C-level to junior developers. We know the diversity challenges the industry is facing and developed an understanding of how we can make positive changes and developments to the industry, advising our client on the landscape of the technology workforce, teams and culture.

#YouEqualTech is for everyone.

We have created a place for business leaders, tech professionals, students, teachers and parents to view advice on how they can take steps towards creating a more inclusive technology industry.

We collaborate to share insights to help achieve diversity and inclusion.

Collaboration and knowledge sharing is key to achieving diversity and inclusion. We work with partners to create content on key action point areas that we have identified in our research of the tech community.

We host Tech Community Meet ups.

In early 2017, we launched a series of meetups aiming to drive positive change in the tech industry. We partner with a progressive UK tech organisation to explore a meaningful and relevant theme.

Over the years we've explored what it means to build a truly inclusive culture; we've heard the inspiring stories of various tech leaders and tech founders – in addition to how we can all begin to get comfortable with imposter syndrome and promote mental health in the workplace.

We aim to dispel common misconceptions of what a career in tech looks like, by shining a light on diverse role models and highlighting the potential for positive social change that a career in tech can provide. Our goals are to educate, inspire and empower our community through providing the opportunity to share experiences and information on what works - in an open and collaborative format; as well as providing access to role models and opportunities to connect with likeminded people.

Our meet ups are a healthy mix of tech and non-tech people with one thing in common – they are interested in learning from tech leaders who have 'been there and done it', built successful businesses, or are leading the way in technology.

Each time we meet we ensure we're providing actionable tips, tricks and hacks for navigating the technology industry – so you can immediately begin to create changes in your own life and career.

Diversity & Inclusion Council: our mission

The Global Diversity & Inclusion Council is responsible for developing and implementing a comprehensive D&I strategy aligned with Nash Squared's goals and values. The council plays a key role in driving and supporting the D&I agenda enabling all our colleagues to feel respected and valued for who they are and what they do at Nash Squared. The team has been instrumental in driving meaningful change and fostering an inclusive work environment.

It is made up of colleagues from across the globe, representing our brands, geographies and cultures. The council works to ensure that ERGs are supported, have a voice, and can contribute to our organization's diversity and inclusion efforts.

The role of the D&I Council includes:

1. Creating and implementing diversity and inclusion strategies: This includes reviewing and/or developing policies and practices that promote a diverse and inclusive workplace, and ensuring they are effectively implemented.



2. Raising awareness: The D&I Council members run educational workshops, and events to promote understanding and appreciation of diversity and to foster an inclusive culture.



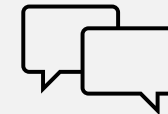
3. Supporting diverse groups within the organization: This might involve working with or supporting Employee Resource Groups (ERGs) that represent different demographics across the organisation.



4. Monitoring and reporting on progress: They review and help us to track our progress towards our diversity and inclusion goals. They report regularly to the Executive Committee.



5. Advising on diversity and inclusion issues: They can provide advice and guidance to the Exec, Leaders and employees on diversity and inclusion issues, and advocate for diverse employees.



The Diversity & Inclusion Council

Executive Sponsor



Rob Mallaband
Managing Director,
Crimson

Co-Chairs



Akeesh Khokhar
Senior Consultant



Melanie Hayes
Chief People Officer



Executive Sponsor



Occo Lijding
Managing Director,
Harvey Nash
Netherlands

Committee Co-Lead



Keegan Banks
Senior Vice President-Client
Delivery
USA

Committee Co-Lead



Elisabeth Fruehwirth
Presales Consultant
Australia

Committee Member



Lalitha Sharma
Head of HR
India



Executive Sponsor



Christian Umbs
Regional Managing
Director Central
Europe

Committee Co-Lead



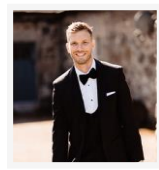
Akeesh Khokhar
Senior Consultant
UK - London

Committee Co-Lead



Brenna Barnett
Marketing Manager
USA

Committee Member



Cameron MacGrain
Director
Edinburgh



Executive Sponsor



Frederieke Schmidt
Crans
Business Unit Director
Flexhuis
Netherlands

Committee Co-Lead



David Savage
Group Technology
Evangelist
UK - London

Committee Member



Louise Clarke
Head of
Recruitment Services
UK - Birmingham



Executive Sponsor



Rhona Carmichael
Managing Director
Harvey Nash
UK North & Ireland

Committee Co-Lead



Charlotte Johnson
Dynamics 365
Practice Lead
UK - Birmingham

Committee Co-Lead



Rachel Watts
Global Marketing
Director Harvey
Nash
UK - London

Meet our Global D&I Council leads:



Rob Mallaband

Managing Director Crimson
&
Executive Sponsor

I believe that everyone deserves the opportunity to express their belief and achieve their ambitions. Empowering one another is key to our ethos at Crimson, the brand I lead in Nash Squared. Each of us has a perspective that others can learn from, whether they are apprentices in our academy or part of the senior leadership team. A diverse workforce is key to success, as it enables us to solve problems creatively and resonate with customers.

The world is changing, and it's our responsibility not just to observe these changes. We must involve ourselves in the discussion and pledge to do more. Learning about others is an instrumental part of building an inclusive culture. I'm excited to help the Nash Squared create an environment where everyone can flourish.



Melanie Hayes

Chief People Officer
&
Global D&I Council
Co-Chair

As a Global Technology Development and Talent Solutions business, we are in a privileged position, we get to impact the lives of people through our colleagues, candidates, clients and society. Diversity brings strength to any organisation which is why Diversity, Equality & Inclusion is more than a box ticking exercise for Nash Squared, it is an integral part of our culture.

We live in a diverse world, so it makes sense to us to recognise and celebrate all our colleagues for their differences and the value they bring. Through our Diversity & Inclusion Council, through our leaders, through our colleagues and by all taking ownership of the role we play we can and will make a difference. It's why one of the three pillars of our Global People Strategy commits fully to this, we will create 'An environment where **diversity, equality and inclusion** is an integral part of our culture'.



Akeesh Khokhar

Senior Consultant
&
Global D&I Council
Co-Chair

A diverse workforce doesn't necessarily mean that everyone feels included. Diversity is often compared to being invited to the party, whereas inclusion is being asked to dance. And what's the point in being in the room if you feel like you can't take part?

WE as a council have made this our mission. As Co-chair I would want everyone to feel confident that they could be themselves and contribute to the discussion – I wanted everyone to be able to dance and add to party which is our amazing organisation. My vision for the council is for us to make long lasting impact in our processes, our culture and a change to our thinking. I am delighted that after many years we are given the investment, the support and the blessing of our Global Management teams. I would ask for whoever is reading this to show their support by engaging, offering feedback and doing their bit to help drive our change!

Our Employee Resource Groups (ERGs)

Employee Resource Groups (ERGs), also known as affinity groups or employee networks, are voluntary, employee-led groups that serve as a resource for members and organisations by fostering a diverse, inclusive workplace aligned with organisational values, goals, practices, and objectives. These groups are typically focused on building support systems around specific attributes such as race, ethnicity, gender, sexual orientation etc...

Our Employee Resource Groups help foster an inclusive workplace culture and provide a supportive community where colleagues can connect, share experiences, and develop plans to raise awareness about relevant themes and topics. Some of the things you can expect from an Employee Resource Group are:

1. **Networking and mentorship:** joining an ERG or multiple ERGs will give you opportunity to connect with colleagues and gain access to mentoring.
2. **Inclusive behaviours:** the ERGs offer a support system, helping colleagues to feel included and also providing a safe space for people to share their experiences.
3. **Development:** ERGs often run workshops or webinars, share information and give you the opportunity to learn.
4. **Raise awareness:** by raising awareness of important events, history and by sharing information and resources, the ERGs can help to educate our colleagues.



ethNASHity has for a mission to increase representation, visibility and awareness of our ethnic minority employees at Nash Squared by creating a supportive network for them as well as a sense of community and belonging.



NASHpride focuses on supporting and advocating for the needs and interests of our LGBTQIA+ population at Nash Squared. Educating and celebrating are some of the main areas of focus.



NASHability is our most recent Employee Resource Group. It will help raise awareness about disability related issues, challenges, and opportunities.



wo+men@NASH has for a mission to raise awareness about gender-related issues and to educate employees on topics such as gender equality, intersectionality and creating a workplace where all employees can thrive, regardless of their gender identity.



EthNASHity



Purpose:

ethNASHity is our Employee Resource Group (ERG) committed to promoting and celebrating ethnic, racial, and cultural diversity. Our name is a nod to the word "ethnicity," embodying our commitment to recognising and appreciating the diverse backgrounds and perspectives of our employees.

ethNASHity represents people from different cultures, races, and ethnic groups that make up our dynamic and multi-faceted workforce. We understand that each person brings a unique set of experiences, skills, and insights that not only enrich our organisational culture but also drive innovative solutions and better decision-making.

What we do

1.Raise Awareness: Educate our colleagues about the richness and significance of different ethnicities, races, and cultures.

2.Support Employees: Provide a safe and supportive platform where employees can share experiences, celebrate their culture, and voice their concerns.

3.Promote Inclusion: Encourage a culture of acceptance and respect for all individuals, regardless of their background or heritage.

4.Drive Change: Advocate for policies and practices that enhance diversity and inclusion within our organisation.

We encourage all employees, regardless of their race, ethnicity, or culture, to join us. Whether you're interested in learning about different cultures, sharing your experiences, or driving positive change, there's a place for you in ethNASHity. Together, we can work to make our organisation a beacon of inclusivity, where everyone's voice is heard, and everyone's contribution is valued.

[Join the ethNASHity LinkedIn Community here](#)

Some of our achievements:

We were represented on Nash Squared Radio sharing more about our cookbook (See next page). [Watch here](#)

We produced four pieces of content where colleagues volunteered to share their experiences of Eid to help raise awareness and encourage greater understanding. You can view the content here: [Read here](#)

We produced a guide to Ramadan to help managers better support Muslim colleagues. You can access it here: [Ramadan - A guide for managers.pdf](#)

"I am very proud to support **ethNASHity**, our ethnic minority network that ensures individuals from diverse backgrounds have a platform to be seen, heard, and represented within our organization. It helps bring visibility to the unique challenges, perspectives, and contributions of our ethnic minority colleagues."



Christian Umbs
Managing Director
Central Europe, Exec
Sponsor for ethNASHity

ethNASHity cookbook:

Life on a Plate

The Nash Squared Cookbook was the idea of the Employee Resource Group – **ethNASHity**. This book isn't just a collection of recipes, it is a delicious journey into our shared heritage and unique cultures.

Life on a Plate allows our colleagues to use their recipes to tell a story, to share a glimpse in to where we come from, and the cookbook is exactly about that. It's a gastronomic map, a culinary exploration that brings our colleagues closer to each other through food. Food plays a significant role in shaping cultural differences as it's a reflection of their history, geography, religion, traditions, and values. Food connects individuals to memories, to their hometowns or countries and to their cultural heritage. The ERG wanted to be able to bring our cultural and ethnic differences to more people sharing with it the stories as to why there are some recipes that connect us back to our roots, to our heritage and are reminders of home. Each recipe is shared by our colleagues and comes with a short introduction to show what it means to them. Connecting us to each other and our experiences.

The beauty of having a diverse workforce lies in the richness and depth it brings to our organisation. Having a multicultural workforce like ours, helps create a platform for cultural exchange and learning where employees from different cultures can share their traditions, customs, and perspectives with one another. This is how **Life on a Plate** was born. A space where we can appreciate each other's uniqueness via our love for food.

This book is a big milestone for us as an inclusive business focusing on overcoming barriers, boundaries and reducing inequalities as well as providing a more inclusive workplace for marginalized groups. We want to share our stories

Life on a Plate is hosted on our **Wellbeing Hub** where everyone can easily access it. The book is available for everyone who is interested in learning more about our people, whether its clients, friends or family.





NASH PRIDE



Purpose:

NASHpride is the LGBTQIA+ network for all colleagues across the Nash Squared Group. Allies who support and advocate for LGBTQ+ rights and equality are also encouraged to join and contribute to our collective efforts. Everyone is welcomed.

NASHpride focuses on supporting and advocating for the needs and interests of our LGBTQIA+ population at Nash Squared. Education and celebration of the milestones achieved is also part of their areas of focus.

What we do

- 1.Raise Awareness:** Sharing the knowledge and educating others on the LGBTQIA+ community.
- 2.Support Employees:** Impacting the workplace, being part of policy reviews and review wording to be more inclusive.
- 3.Promote Inclusion:** A sense of belonging regardless of your sexual orientation.
- 4.Drive Change:** Encouraging allies to engage and add value to the work done by the committee.

Join NASHpride and make a difference! Let's come together, celebrate our diversity and create a workplace where everyone can thrive with pride and inclusivity.

[Join the NASHpride LinkedIn Community here](#)

Some of our achievements:

Each member of the committee helped produce content to educate on what Transgender Day of Visibility (TDOV) means and its importance. A video was created where we raised awareness of the discrimination faced by transgender people worldwide which had 1734 impressions on our Nash Squared LinkedIn page. [Watch here](#)

Infographic produced for International Day Against Homophobia, Transphobia and Biphobia. Showcasing the history with some resources, reaching 962 impressions on our Nash Squared LinkedIn page. [Read here](#)

On June 22nd we have dedicated a day for our global office celebrations. This is a day for us all to come together and celebrate and honour the LGBTQ+ community. Here is a slight snippet into what we have planned: Pride dress code (filling out offices with a burst of colour), sandwiches to create a safe space for networking, cupcakes, decorations, games, candy jars and so much more.

"Every individual has the right to bring their authentic self to work. I stand for cultivating an environment where differences are celebrated, and inclusion is the norm, not the exception".



Frederieke Schmidt Crans
Business Unit Director
Flexhuis
Exec Sponsor for

NASHpride

Through education and advocacy, NASHpride strives to create a more inclusive and accepting workplace culture. They often host events and workshops to educate others about LGBTQIA+ issues and work to influence company policies in ways that are supportive of diversity and inclusion.

Some of the ways in which they have done this have included:

1. Hosting a Global Pride Radio Day: which was packed with interviews, personal experiences and LGBTQ+ quiz, to raise awareness during Pride Month! They showcased our amazing NASHpride members discussing everything from allyship, to first-hand transgender experiences, coming-out stories and workplace inclusion!

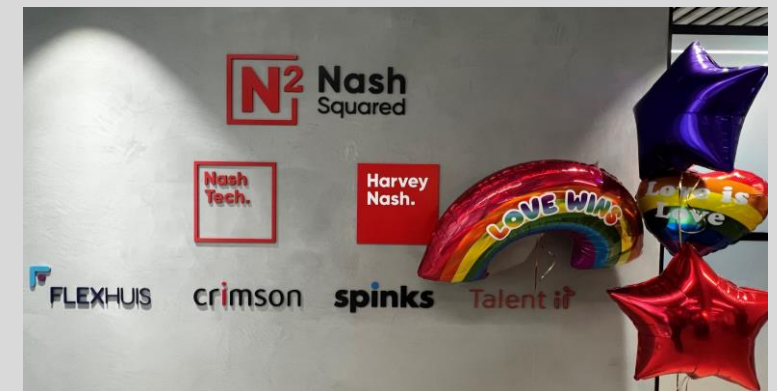
[Podcast Interview with Nash Squared presents Pride Radio, Join Samuel Bailey and Kerrie Banaszak for a special 2022 Pride Radio show! | TechTalks | Nash Squared](#)

2. Educated people on the role pronouns can play to enable those from the non-binary and transgender communities to feel more seen and recognised.

[Nash Squared Pride Month - Guide to Pronouns.pdf](#)

3. Ensured our most senior Leaders recognised the importance of our Employee Resource Group and the work we do: [Celebrating Pride Month: Diversity, Inclusion, and Equal Rights | LinkedIn](#)

4. NASHpride committee members shared their personal stories: [Hear Sam Bailey's Coming Out Story](#)





WO+MEN
@NASH



Purpose:

wo+men@NASH is our Employee Resource Group that addresses gender-related issues, promotes gender equality, and is designed to create a supportive environment for both women and men to thrive professionally at Nash Squared.

wo+men@NASH has a mission to educate colleagues on topics such as gender equality, intersectionality and creating a workplace where all employees can thrive, regardless of their gender identity.

What we do

1. **Raise Awareness:** Highlighting days and opportunities where we can raise awareness around issues and topics that concern and impact women and men.
2. **Support Employees:** Sharing recourses, articles and educational materials.
3. **Promote Inclusion:** Encouraging allies to add value by joining the network and sharing their contributions.
4. **Drive Change:** Working together to impact strategy and the way the business functions by sharing ideas, feedback and any useful knowledge.

We encourage all colleagues to join us. Be a catalyst for change! Together we can make a difference.

[Join the wo+men@NASH LinkedIn Community here](#)

Some of our achievements:

Rather than one day for International Women's Day (IWD) we recognised it for a week, with a range of workshops, interviews, social posts and office events. [Watch here](#)

We have developed a series of guides to help our colleagues understand and be signposted to support that relate to women's health. They can be found on the Wellbeing Hub – see example: Painful periods and Endometriosis. [Physical Wellness | Nash Squared Wellbeing](#)

We continue to arrange webinars which are designed to support women and men in the business such as Menopause, Social Pressure, Motherhood in the workplace, etc. More detail can be found on the People Information Hub: [Diversity and Inclusion \(sharepoint.com\)](#)

"We are the generation that will make the workplace an equal experience for man and woman."



Occo Lijding,
Managing Director
Netherlands
Exec Sponsor for
wo+men@NASH

wo+men@NASH:

International Women's Week

- Our wo+men@NASH committee decided to put together a very thorough agenda to celebrate International Women's Day in March by extending the celebrations throughout a week globally.
- The reason behind why our Employee Resource Group wanted to do a week was so we could celebrate more across all our geographics, to promote gender inclusivity and work towards a more equitable society. Each day of the week a different theme addressed the struggles women face in their journey towards equity. We had a fantastic range of events such as a panel about women in leadership with Bev White our CEO and external guests, as well as Ruth Penfold from Bloom Consulting teaching about how to find your voice or Kate Atkins explain about the very common Imposter syndrome. All the webinars had a very good attendance and feedback.
- As part of the celebrations, we also had a dedicated day across all our brands/locations where office celebrations were the main and common theme. As a global business with so many different cultures and busy diaries, we believe it is very important we take the time to pause and celebrate together as much as we can. By having a same day for office celebrations, we make sure we are all connecting in similar activities at the same time whether its via sharing foods in the workplace, sharing supportive messages to our female colleagues or flowers like our Polish office.
- Our Hyderabad team in India did a fantastic 2k run which made it into the local newspaper 'providing equal opportunities and a positive work environment for women'. As an organisation we are proud to honour the social, economic, culture and political accomplishments of women throughout history. [International Women's Day 2023 at Nash Squared | Nash Squared](#).





N² Nash
Squared

NASHability

**Purpose:**

NASHability is our Employee Resource Group (ERG) that focuses on promoting inclusivity and addressing the needs and concerns of our colleagues with disabilities or those who require accessibility accommodations within the workplace.

NASHability is our most recent Employee Resource Group launched in March 2023 and that already boasts with 12 members who are very keen to start driving a more accessible agenda at Nash Squared.

What we do

- 1.Raise Awareness:** Work towards helping us to identify and eliminate barriers to accessibility, raising awareness about disability-related issues, and fostering a culture of inclusion and respect.
- 2.Support Employees:** Support the needs of employees with disabilities by providing them with resources, tools, and guidance to navigate the workplace more effectively.
- 3.Promote Inclusion:** Create a more inclusive workplace that accommodates the needs of all employees, including those with disabilities.
- 4.Drive Change:** Develop inclusive policies and practices to support employees with disabilities.

Join NASHability! Your unique perspectives and ideas are valuable in shaping a diverse and inclusive workplace culture.

[Join the NASHability LinkedIn Community here](#)

Some of our achievements:

The ERG is in the launch phase so the delivery on actions is significantly – this will be updated as part of the annual update of this document.

Delivered a training session on International Sign Language – we partnered with Terptree who delivered this workshop to help people understand the basics of International Sign Language.

Delivered a British Sign Language Training programme which is over a course of 10 weeks to 15 of our colleagues.



Rhona Carmichael,
UK North & Ireland
Managing Director,
Exec Sponsor for
NASHability

NASHability: Our newest employee resource group

We are delighted with the launch of our new employee resource group NASHability! Having a committee that focuses on promoting inclusivity and addressing the needs and concerns of colleagues with disabilities or those who require accessibility accommodations within the workplace was an important next step.

Our first activity was during Deaf Awareness week, we decided to kick start discussion and our first educational event focused on sign language. Our aim is to help break down communication barriers and encourage better communication between deaf and hearing individuals and we selected Terptree as our partner, they delivered a global sign language workshop for Nash Squared.

The webinar consisted of the basics of International Sign Language to ensure we are all taking a step forward equal access to information, discussions and meetings. Understanding sign language is incredibly important for making the workplace more inclusive, especially for individuals who are deaf or hard of hearing.

To add to this we also ran a 10-week British Sign Language training course for those who would like more in depth training. All participants have agreed to share their training with other people by teaching someone a sentence or word. There are 150,000 Deaf adults and children in the UK that use British Sign Language daily, so we wanted to make sure our employees are being prepared and supported into welcoming that population into the workplace.

We are looking forward to what NASHability helps us to achieve as it forms as a new Employee Resource Group in 2023.

Our aim, to help make Nash Squared a more accessible workplace for all.



fingerspelling alphabet



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SUPPORTING INFORMATION

Definitions

- ❑ **Diversity:** refers to the presence of differences within a group or organization. This encompasses a wide range of attributes, including but not limited to race, ethnicity, gender, age, socioeconomic status, national origin, language, education, physical abilities, mental health, sexual orientation, and religious beliefs.
- ❑ **Equality** is ensuring individuals or groups of individuals are treated fairly regardless of their protected characteristics. Equality is not about treating everyone the same but about ensuring that all are given equal access to opportunities.
- ❑ **Inclusion:** is the practice of creating a welcoming and collaborative environment where individuals with diverse backgrounds and perspectives are valued, respected, and actively engaged in all aspects of the organization. It involves removing barriers and ensuring equal access to opportunities and resources for all employees.
- ❑ **Equity:** refers to the fair treatment, access, and opportunity for all people while striving to identify and eliminate barriers that have prevented full participation of some groups. It is not just equality, or treating everyone the same, but rather giving everyone what they need to have equal opportunities for success.
- ❑ **Unconscious Bias:** refers to the automatic judgments or stereotypes that individuals make about people or groups based on their background, appearance, or experiences, without being consciously aware of it. These biases can influence decision-making and behaviour in the workplace.
- ❑ **Microaggression:** A microaggression is a subtle, often unintentional, comment or action that conveys prejudice or bias toward a marginalised group. Microaggressions can create a hostile or invalidating environment for individuals based on their background or identity.
- ❑ **Cultural Competency:** is the ability to understand, communicate, and effectively interact with people from cultures different from one's own. It involves recognizing and respecting differences in values, beliefs, and behaviours among various cultural groups.
- ❑ **Employee Resource Groups (ERGs):** are employee-led groups that focus on the shared characteristics or experiences of its members, such as race, gender, or sexual orientation. They aim to provide support, enhance career development, and contribute to the organisation's diversity and inclusion objectives.
- ❑ **Allyship:** involves actively supporting and advocating for marginalised or underrepresented groups in which one does not personally belong. It includes acknowledging privilege, listening, learning, and taking actions that contribute to creating a more inclusive environment.
- ❑ **Intersectionality:** refers to the interconnected nature of social categories such as race, gender, and class, and how these overlapping identities can create unique systems of discrimination or disadvantage.
- ❑ **Accessibility:** involves designing products, services, or environments so that they can be accessed and used by all people, including those with disabilities. This ensures inclusiveness and equality for individuals regardless of their physical or cognitive abilities.
- ❑ **Protected characteristics** were introduced through the Equality Act 2010 and refer to a personal characteristic that is protected by law. These characteristics are age, disability, gender, gender identity, marital status, pregnancy or maternity status, race, religion and belief, sex, or sexual orientation.
- ❑ **Race** refers to physical differences that groups and cultures consider socially significant, while **Ethnicity** refers to shared culture, such as language, ancestry, practices, and beliefs.
- ❑ **Gender Identity:** refers to a person's internal sense of their own gender, whether that be man, woman, non-binary, genderfluid, or any other identity. This may or may not align with the sex assigned to them at birth.
- ❑ **Gender or ethnicity pay gaps** show the difference in average earnings for men and average earnings for women, or the average earnings for white people compared to ethnic minorities, across an organisation. They are expressed in terms of a comparison between one group and another's average hourly pay rates.
- ❑ **Equal pay** means that individual men and women must get the same pay for doing equal work. The right to equal pay has been a contractual right under UK law since the 1970s. Under the Equality Act 2010, it is unlawful to discriminate (both directly and indirectly) against employees because of their race.

External content/resources:

Title	Link
Nash Squared Cookbook: 'life on a plate'	https://www.linkedin.com/posts/nash-squared_nash-squared-launch-cookbook-life-on-a-activity-7055122353327869952-fnMg?utm_source=share&utm_medium=member_desktop
Ramadan 2023	https://www.linkedin.com/posts/nash-squared_celebrating-the-beginning-of-ramadan-activity-7044959770872602624-1eOa?utm_source=share&utm_medium=member_desktop
International Day of Happiness	https://www.linkedin.com/posts/nash-squared_international-day-of-happiness-what-makes-activity-7043498907569410048-LAMR?utm_source=share&utm_medium=member_desktop
International Day against homophobia, biphobia and Transphobia World Day	https://www.linkedin.com/posts/nash-squared_may-17th-homophobia-biphobia-and-transphobia-activity-7064545052772978689-OADx?utm_source=share&utm_medium=member_desktop
Women in our Global and Future Leadership programme. Gender breakdown for international women's day	https://www.linkedin.com/posts/nash-squared_internationalwomensday-iwd2023-leadership-activity-7038524256078430208-tyDt?utm_source=share&utm_medium=member_desktop
Neurodiversity Week	https://www.linkedin.com/posts/nash-squared_neurodiversity-human-people-activity-7041769471442591748-BncQ?utm_source=share&utm_medium=member_desktop
Transgender Day of Visibility (TDOV)	https://www.linkedin.com/posts/nash-squared_transgender-day-of-visibility-tdov-2023-activity-7047504301757259776-JXJp?utm_source=share&utm_medium=member_desktop
The LGBTQ+ History Month	https://www.linkedin.com/posts/nash-squared_lgbt-history-month-a-global-timeline-activity-7027219932614426624-a81t?utm_source=share&utm_medium=member_desktop

External content/resources:

Title	Link
Computer Weekly: Women on Boards and How to flourish: Bev White, CEO & Melanie Hayes, CPO	https://www.computerweekly.com/opinion/Women-on-Boards-how-to-get-there-how-to-flourish-there
Computer Weekly: Top 50 women in Tech – Bev White, CEO: Diversity in Tech 2022	Diversity in tech 2022: Bev White, Nash Squared Computer Weekly
Computer Weekly: Change on women in tech – Bev White, CEO	Why we need to keep up the charge on women in tech Computer Weekly
DiversityQ: The role men can play – Melanie Hayes, CPO	How men can play a key role in gender diversity in tech (diversityq.com)
Jess Phillips MP. Parliamentary Tech Champion – Tech was once a women's industry	Through diversifying the digital workforce, we can introduce the ideas and viewpoints of women in spaces from which they have previously been excluded. (nashsquared.com)
Security Bytes hosted by Jim Tiller, CiSO – Understand how imagery and inclusion are changing for the better	Through diversifying the digital workforce, we can introduce the ideas and viewpoints of women in spaces from which they have previously been excluded. (nashsquared.com)
Samuel Bailey, Marketing Analyst, explores the link between diversity and creativity	https://www.nashsquared.com/post/why-diversity-is-more-than-just-an-inclusion-metric-and-will-help-seed-creativity
Tess Cosad, co-founder and CEO of fertility medtech, presents Bea Fertility	Bea Fertility is democratising access to fertility treatment - Tech Talks Podcast on Spotify
For International Women's day we interviewed three female digital leaders. Bonu Hafizova, Director of Alif Academy, Sareeta Balakumar, Commercial Director at Consult My App, and Michele Barnett, UK Delivery Director at Fleetcor.	A celebration of International Women's Day 2022 - Tech Talks Podcast on Spotify
Dr Hannah Allen, co-found of Tinto and Ekta Tibrewal Founder of Savage discussing how data is revolutionising women's health	Data is revolutionising women's health. - Tech Talks Podcast on Spotify
Two technology entrepreneurs we think are far better role models! The Joy Club's Hannah Thomson and WalkSafe's Emma Kay.	What does a technology role model sound like? - Tech Talks Podcast on Spotify
Eleanor Kaye executive director of Newton Venture Program and Olivia Matthews recent graduate talk how a new breed of VC could make all the difference.	Breaking the bias with the Newton Venture Program - Tech Talks Podcast on Spotify
For International Women's day we interviewed two female leaders. Dame Caroline Dinenage, former Minister of State for Digital and Culture in the British Parliament and Jessie Apple, Head of Financial Crime Compliance at Airwallex	Dame Caroline Dinenage MP discusses the role of government in technology - Tech Talks Podcast on Spotify