

FIFA WOMEN'S WORLD CUP AU·NZ·2023™

# LEVEL THE PLAYING FIELD



DIVERSITY, EQUITY & INCLUSION SUMMIT, PRESENTED BY COCA-COLA  
18 AUGUST 2023, SYDNEY AUSTRALIA



## INSIGHTS TO ACTION DEI SUMMIT REPORT

Content created with DEI Consultancy TDC Global





**Claudia Lorenzo**

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## HOW A WOMEN'S FOOTBALL GAME AMPLIFIED A GLOBAL CONVERSATION AROUND DEI

The FIFA Women's World Cup 2023™ (FWWC) broke the record books and was a significant milestone in women's sport, embodying the belief that anything is possible.

Coca-Cola, as a brand, is all about optimism, inclusivity, and bringing people together. As proud supporters of the FIFA Women's World Cup™ since the kickoff in 1991, and to harness the momentum of this year's tournament, we were thrilled to host the Coca-Cola 'Level the Playing Field; Diversity, Equity, and Inclusion (DEI)' Summit in Sydney, Australia.

It was a timely and stimulating event and I was incredibly inspired by the wonderful group of changemakers from Australia and across the world speaking on the topic of DEI throughout the day.

### **But we should ask ourselves, what specifically can we do to level the playing field?**

We all have a role to play. We must empower women in entrepreneurship and leadership and look at how individuals, leaders, and organisations can create diverse, equitable, and inclusive workplaces. Rich discussion can deepen our understanding and is a great start, but we should always question and challenge the status quo to keep the focus on action.

In business, we constantly measure our progress, surface challenges, and ensure clear metrics are in place. We need to bring the same discipline and rigour to addressing DEI within our organisations. For those in positions of influence this means acting as role models. Each of us can speak up, show up and give a platform to underrepresented groups.

When companies like Coca-Cola place a strong and sustained focus on equity, it's not only good for society but makes us stronger and better as leading businesses.

Together, we need to continue our learning, commit to robust and sometimes difficult conversations, and fuel progress for women and underrepresented groups more broadly so we can level the playing field once and for all.

Our DEI Summit's focus on gender equity was designed to reflect the backdrop of the historical FWWC, while incorporating the different experiences through the lens of intersectionality; from a diverse representation of speakers.

It inspired us, challenged us, and helped to refresh our belief in positive change and the steps we can all take.

A handwritten signature in white ink, reading 'Claudia Lorenzo'.

Follow the actions in this document to promote DEI within your teams.

# STEP 1: EDUCATE

Education is the first step to transformational change. Bringing people on the journey and exposing them to lived experiences and the reality of others is critical to progress the DEI conversation.

Education begins with ourselves. Once we have a foundational understanding, we can help to expand awareness through sharing what we learned.

**Malala Yousafzai**  
Nobel Peace Prize Winner  
and Activist

**Dylan Alcott**  
Paralympian, and former  
Australian of the Year

**Manal Al-Sharif**  
Saudi Women's  
Rights Activist



## INSIGHTS TO ACTIONS

### Knowing DEI and the difference between equality & equity

Diversity = the differences that make us unique. Inclusion = creating an environment where our differences are respected and leveraged. Equality = each individual is given the same resources or opportunities. The difference to equity is that equity means acknowledging that every person has a different circumstance, and we allocate resources and opportunities differently in order to reach an equal outcome.

### Know the many cases for DEI

There's a clear moral case, a business case, and the overall national benefit case. A happier workforce: 81% of employees who work in an inclusive culture say they are happy in their jobs<sup>1</sup>. Teams and companies perform better: Diverse companies are 36% more profitable than less diverse companies<sup>2</sup>. The global economy benefits significantly: \$12 trillion could be added to global GDP by 2025 by advancing equality for women and boosting some countries' economic output by as much as 35%<sup>3</sup>.

### Get to know your people

We should spend as much time trying to understand who our workforce really is, as we do trying to understand our customers. Foster a sense of belonging so people have psychological safety, give them a voice and when you run surveys or other employee relationship data use the data sets to develop strategies.

### Leverage diversity

The more diverse your team is in its gender, background, age, ability and ethnicity - the more knowledge and perspectives you have. Having more knowledge and perspectives in turn allows teams and leaders to make better decisions. This means better solutions and responses to action.

### Examine where we got it right and where we got it wrong

Don't gloss over either - go back and unpack the good and the bad so you are not missing out on key insights. Where women or any underrepresented group were sidelined, ensure to examine why that happened and make a plan to correct this in future situations.

<sup>1</sup> BOSTON CONSULTING GROUP, <sup>2</sup> DNV, <sup>3</sup> MCKINSEY&COMPANY



## STEP 2: OPPORTUNITY CREATION

Once we understand the context and situation, the next step is to transform this knowledge into action. This comes in the form of creating opportunities that intentionally alter the status quo of how things are currently being done.

Opportunity creation is essential not just to talk about levelling the playing field but taking action to get there.

**Luli Adeyemo**

Director of TechDiversity  
Foundation



**Alisha Fernando**

Head of Diversity & Inclusion  
APAC at Bloomberg



**Munir Nanji**

Managing Director, Central Europe  
& Ireland Head, Citi Singapore



## INSIGHTS TO ACTIONS

### **Change doesn't take time, it takes action**

What role will you play in embedding and promoting equity within business and society? Are you a disrupter, a protester, an ally, or a coach? There are many ways to take action, you can challenge the status quo, protest, champion and support. Does your business have a dedicated resource for DEI? Are you encouraging staff to self-organise into equality groups based on identity?

### **Intentionally include, or you unintentionally exclude**

Flip DEI around and start by bringing inclusion into an organisation, once it becomes front and centre, the diversity and equity will follow. Work towards making sure every single person you encounter feels a) welcomed b) safe c) valued d) respected. If you're scared of doing something wrong remember those four words. This is where it starts. More tips on embedding inclusion into your day to day [here](#).

### **Use your voice**

The standard you walk past is the standard you accept. The cost of speaking out can be high, but the cost of silence is often even greater. You don't have to be the bravest person to speak up, there is also power in the many that echo.

### **Be an ally**

Take action within your sphere of influence. We all have social and political capital in our family, our street, our sporting clubs, our profile, and social media. You don't need a high reach to make a big impact. Build networks that can role model success, mentor and advocate for underrepresented people or groups. Allyship goes beyond our words, it is about creating change by actively supporting underrepresented groups. More tips on allyship [here](#).

### **Challenge biases and build visibility**

The biggest barrier to opportunities is often our limited belief in someone's capability or expectations of them. Representation needs to change across all areas of business. When representation is visible, it becomes a powerful force for change.

## STEP 3: SYSTEMIC CHANGE

Transforming the system that perpetuates inequity is the hardest part but essential if we are to truly shift the needle. It requires us to incorporate a macroeconomic lens, where policies, regulations and systems are adapted to dictate how equitable opportunities can be consistently created. DEI may be granted on paper, but it doesn't mean it's structurally or institutionally supported. Without this, the full nature of the intended benefit cannot be realised.

**Dr Lois Peeler**  
Educator for  
Indigenous Rights



**Craig Foster**  
Former Soccerroo and Voice  
for Ethics in Global Sport



**Ellie Cole**  
Paralympic Gold Medalist  
and Disability Advocate



## INSIGHTS TO ACTIONS

### **Find the systems that are successful**

Scale of an issue – like inequality – can seem unmanageable and impossible for any one individual to address. But every journey begins with just one step. Identify which systems are successful – such as microfinance loans for investing in entrepreneurs in underprivileged communities and focus on them.

### **Minority group representation is crucial to systemic change**

Look at the gaps in corporate policies and bodies, and make pathways for opportunities in economic, community and educational development. Promote minority groups in positions of leadership.

### **Inclusion starts with robust policies**

A full suite of inclusive policies is essential, including parental leave and policies for supporting mental health. But the application of policies must also be monitored for fairness, to ensure they are being used equally and that there are no additional barriers in the way of people accessing them.

### **Stop fixing “the player”**

Fix the systems that perpetuate inequity. Don't try and put a round peg into a square hole, it will not fit. Actively and intentionally include women, otherwise the system will actively exclude them. Invite men to be involved in the conversation and encourage them to actively join gender inclusion programs and education.

### **Develop & implement social impact frameworks**

Manager accountability remains a missing element for many employers aiming to address DEI. Tie gender targets to individual senior leaders for long term incentives. Hold them to account.





**Holly Ransom**  
Moderator and Fulbright Scholar,  
Pride Cup Chair

# ONGOING COMMITMENTS TO DEI

The FIFA Women's World Cup 2023™ tournament has changed history and fuelled a movement for greater gender visibility in sport, in boardrooms and within society. We all have a role to play in embedding and promoting equity.

## **This is what you can do today:**

**Active Listening:** Concentrate fully on what is being said and observe verbal and non-verbal messages.

**Feedback receptivity:** Ask for and be open to receiving constructive feedback about your behaviour, seek guidance and if you make a mistake, apologise sincerely and educate yourself about the issue.

## **Ask yourself these questions at work:**

- Who is the next person to join my team? Do I have people of diverse backgrounds, genders, age, sexuality and abilities?
- Who will I invite to the next decision-making table?
- How will you set up the next meeting to hold space for different voices?
- It's time to take meaningful action and to stop mistaking action for progress. We need to treat DEI as any other business priority: with tangible and measurable objectives, strategies and accountability measures. How will you contribute to leveling the playing field?