ai:sight

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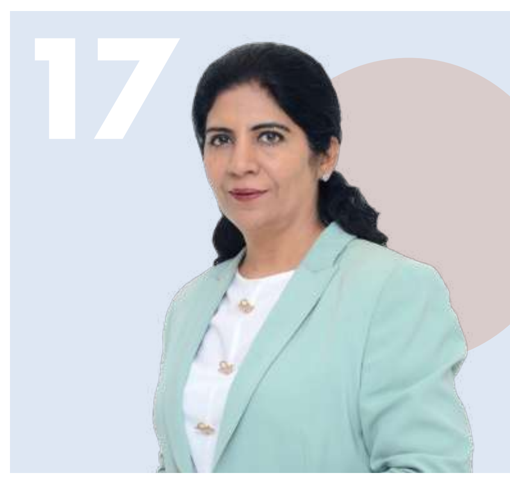
Aicountability

Responsibility is everyone's responsibility: How intelligent accountability is ensuring a full and active role for AI in our society.

by fractal

Contents



EDITOR'S NOTE

Taking responsibility

Very few large organizations are unaware of their social responsibility and their operations' impact on the environment and society.

Most are taking positive actions to improve this impact. Organizations also increasingly recognize the need to take positive steps to mitigate environmental impacts. Not only have employees' well-being, carbon footprint reduction, and community contributions been prioritized, but businesses now understand that AI programs can significantly influence outcomes.

"Anything you do in AI must have responsibility at its core," says Sray Agarwal, a principal consultant at Fractal. Awareness of responsible AI is growing at the national and institutional levels. Fractal is working with governments worldwide to help shape policies and regulations. It is also working with individual businesses to ensure they consider the unintended consequences of their AI programs. You can read about responsible AI in this ai:sight issue cover story (page 3).

In the Franklin Templeton case study you will learn about a business seeking to understand its clients' behavior and preferences more personally. Franklin Templeton Investments has tapped into the power of machine learning and pattern-matching algorithms to unlock new insights using Fractal's Advisor Genomics solution. This revolutionary approach provides a rich, in-depth understanding of their financial advisor customers in a completely new way. It also helps them identify and engage more valuable leads.

The solution has delivered impressive results, identifying 13,000 sales leads with a 65% success rate, leading to a 26% uplift in sales and an 82% 'thumbs up' favorability score from clients. Turn to page 15 to read more.

Results like these take great leadership. But how do successful people get even better? By answering questions like these, Dr. Marshall Goldsmith has become one of America's most influential leadership coaches. He provides some thought-provoking insights and says: "Sometimes you need to eat the marshmallow"! Find out what he means on page 11.

There is plenty more in this issue too. I hope you enjoy the read.

Susmita Roy
Managing Editor

AIcountability

Responsibility is everyone's responsibility: How intelligent accountability is ensuring a full and active role for AI in our society.

Picture the scene: a user-focused organization is excited to employ Artificial intelligence (AI) to help it engage with customers, work smarter, and make better decisions. It implements technology that can analyze and learn from large volumes of data, serve content tailored to users' interests and behavior, and make accurate predictions about business needs. But just a few months later, those good intentions have gone awry as the organization's use of AI has brought unintended, negative consequences. This is an apparent and present risk without sufficient awareness of the responsibilities attached to AI.

Unfortunately, research shows that many companies are not as savvy about Responsible AI (RAI) as they think they are. For example, Boston Consulting Group found that while 35% of organizations believe they have fully implemented an RAI program, only 16% have reached maturity. So, what needs to happen to change this picture? Ultimately, it's a case of putting practicable RAI principles at the heart of every AI project.

"If you see RAI as separate from AI, as something that you can implement later on, then you are already on the back foot," **said Sray Agarwal, principal consultant at Fractal and co-author of Responsible AI: Implementing Ethical and Unbiased Algorithms.** *"Anything you do in AI must have the responsibility, from the initial thinking about the project. If it's too late, then RAI must be implemented before a major reputational event happens."*

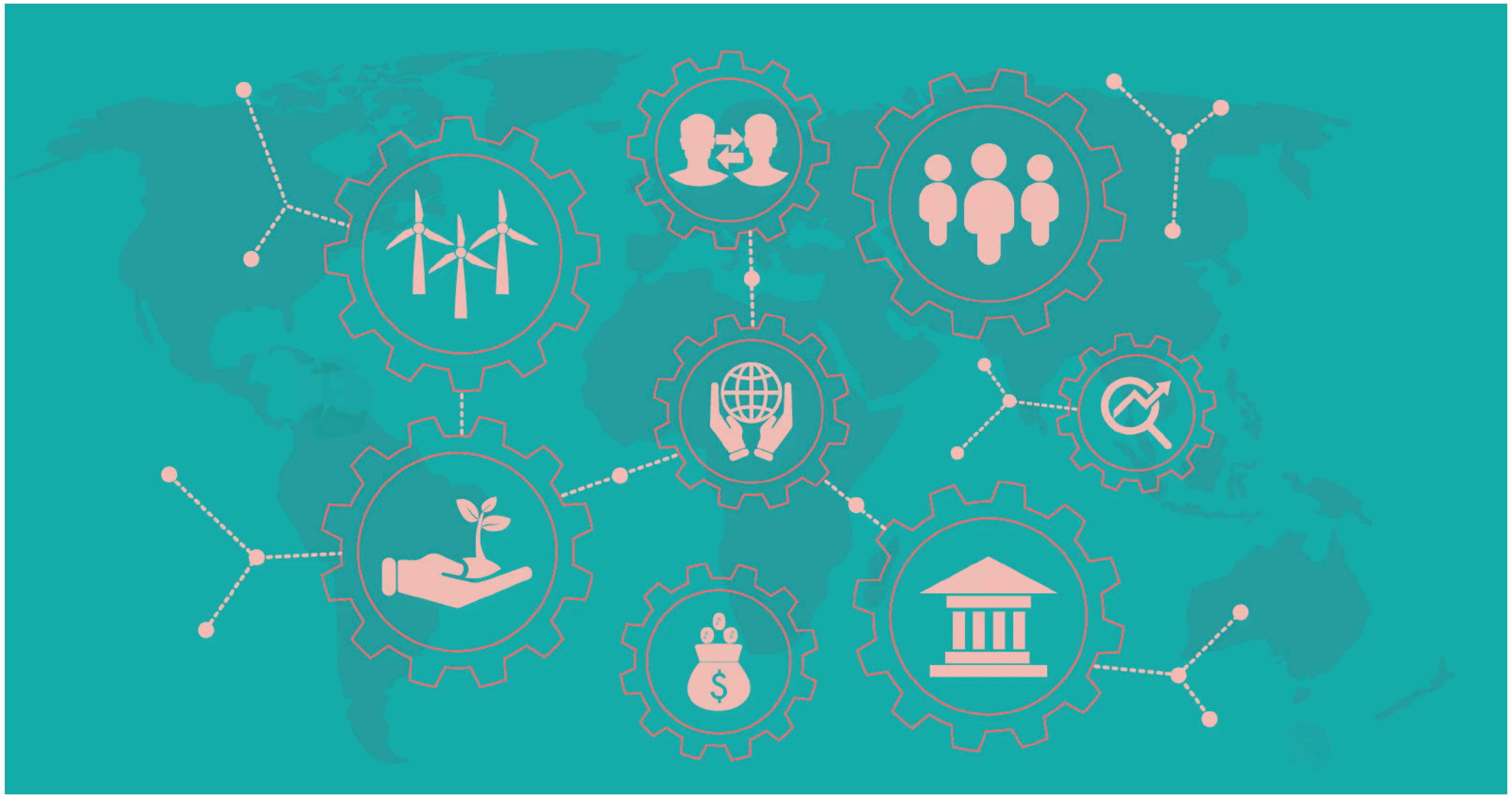
Building responsibility for AI involves work on several levels, from shaping national and industry regulations to providing the guidance and tools that make RAI work for individual businesses.

"AI is ever-present in everyday life," said **Kevin Bishop, associate information management officer at the United Nations Centre for Trade Facilitation and Electronic Business, United Nations Economic Commission for Europe.** *"The world needs guidelines for responsible and ethical AI that contribute to the benefit of humanity, ensure a safe and equitable digital future, and achieve the Sustainable Development Goals."*

Rapid progress is being made at the regulatory level, with new RAI laws set to be implemented in China, India, the UK, the US, and beyond over the coming years. As a prime mover behind AI and its application, the technology industry is taking responsibility, helping shape those regulations and enabling organizations to comply.

At Fractal, this commitment has involved working with the Governments of India, New York state, Switzerland, and others to help shape RAI policy and regulations. This will ultimately be implemented across thousands of companies. In parallel, it is collaborating with the United Nations to produce whitepapers that will help the leaders of different countries to ensure RAI doesn't introduce conflicting laws and policies that affect cross-border trade.

"As we increase our reliance on algorithms to automate tasks and augment human decisions, it is even more crucial that we hold ourselves and our systems to the highest ethical standards. This means ensuring that our AI systems are designed and implemented in a fair, transparent, and accountable way. I recommend that companies beyond a certain scale must set up an AI Ethics Committee that applies responsible AI principles to practical situations and guides the organization," said **Srikanth Velamakanni, Co-founder,**



Anything you do in AI must have responsibility, from the initial thinking about the project. If it's too late for that, then it's imperative that RAI is implemented before a major reputational event happens.

Group Chief Executive & Vice Chairman, Fractal.

Within its industry, Fractal is working with IT bodies like the National Association of Software and Service Companies (NASSCOM) to build awareness of the issues. One example is the Responsible AI Hub and Resource Kit (ResponsibleAI-nasscom.in), which NASSCOM launched as part of the government's Digital India initiative. It provides free resources for IT players in India to benchmark their RAI maturity and access practicable guidance and tools for improving it.

"Companies building, deploying, or sourcing AI solutions must realize the integral role ethics has come to play (and rightly so) in ensuring long-term business sustainability.

The growth and scaling prospects that AI presents for businesses are truly unprecedented; yet, to effectively realise any of these prospects, industry actors must tread the path of AI adoption with an uncompromising commitment to user trust and safety. We at NASSCOM are driving efforts to help the industry develop its shared commitment and capacity for delivering AI solutions in an ethical, trustworthy, and inclusive manner."
Sangeeta Gupta, Sr. Vice President and Chief Strategy Officer, NASSCOM

While high-level regulation promises to build a strong foundation for RAI, there is also a lot of activity on the ground. Increasingly, organizations across different industries want to ensure they are already compliant with RAI principles before they become law. To do that, they need help understanding what RAI should look like for their company and its industry.

The world needs guidelines for responsible and ethical AI that contribute to the benefit of humanity, ensure a safe and equitable digital future, and the achievement of the Sustainable Development Goals.

"Organizations, especially in regulated industries like financial services and healthcare, are addressing RAI practices proactively because they want to be ahead of the policymakers and have those structures in place when regulations come into force," **said Akbar Mohammed, principal consultant, Fractal Dimension.**
"In healthcare, for example, RAI can be a matter of life and death. Those organizations cannot wait for a clear legal and policy framework to be implemented, so they are looking for ways to develop and operationalize their own RAI framework and governance structure."

Leaders in the AI space have already developed their RAI practices and are sharing their experiences with others. Fractal, for instance, has established frameworks, toolkits, and training courses to ensure all its employees understand RAI and know how to practice it. Now, it is helping its Fortune 500 clients to frame their problems and put their RAI structures and governance mechanisms in place. From the big pharmaceutical companies incorporating some of Fractal's RAI practices into its internal responsibility practices to the growing number of consumer goods companies looking for help to establish their RAI frameworks, it touches all industries.

It is a diverse picture in which each industry and individual organizations require a different approach to make RAI work.

"There is no one-size-fits-all solution to RAI," Agarwal said. "A financial services business, for instance, needs RAI tools for detailed fairness and explainability, which ensures that humans can understand the decisions and predictions their AI makes. Meanwhile, a healthcare organization requires a focus on privacy and monitoring. It's different for supply chains, where explainability and monitoring are high. To be effective, RAI tools need to be customizable, usable and developed in tune with business needs. They must enable organizations to address industry-specific and business-specific RAI issues in a way that is both industry-ready and implementable."

This is about much more than developing an algorithm. To develop and implement effective RAI, people need help to visualize the issues and find answers. That requires a human-centered design approach to problem framing encompassing surveys, templates, project planning methodologies, ways of working, guidelines, training programs, and case studies.

"Asking questions structured from a gamification, behavioral science point of view is an effective way to direct stakeholders towards the issues they should be reflecting on," said Sagar Shah, Client Partner, Fractal Dimension. "Those questions are often quite blunt. For example, we might ask if a stakeholder has taken consent from the people whose data they are using. If they have assumed that consent, it may come back to bite them – so how will they document this activity so it can be audited in a few years? Suppose the stakeholder can't answer a question. Exploring the available guidebooks, real-life examples, and case studies will help them find the solution."

Ultimately, RAI needs to allow flexibility for innovation while providing checks and balances for organizations to consider the effects of what they are trying to create. Today's toolkits enable people to develop and operationalize RAI, which is a crucial first step. The next challenge will be to ensure that these methods are adopted within every organization. This will require components that have been developed to understand how business leaders and stakeholders operate with AI today. When RAI is relevant to the work people do on a day-to-day basis, it will also become integrated into the life cycle of every AI project.

Enter the Metaverse

Innovators are creating new ways to converge physical and digital spaces. But it is user behavior that will shape the metaverse

Almost everybody is talking about the metaverse. And almost everyone has their idea about what it is. Definitions range from a universal technology platform to a virtual space where the digital-first generation can express themselves better, with many variations in between.

Simply put, the metaverse is a convergence of our physical and digital worlds. It brings interoperability between the two, so we can stop browsing the internet and start inhabiting a shared virtual space, much like we do in the physical world. That may seem unachievable in our lifetimes, but 30 years ago, everybody thought the same about the internet too. Many innovations we embrace today are already moving us into the metaverse.

Just think about how games like Fortnite and Roblox fuse virtual reality (VR) and augmented reality (AR) experiences. Enabling players worldwide to meet in the same space and build their games has turned companies like Epic Games and Roblox Corporation into billion-dollar organizations over the past decade.

Education and work are also entering the metaverse. During the pandemic, schools used virtual classrooms to enable remote education. It provided a space where the students could have close to real-life classroom experiences in the safety of their homes. Companies are using similar technologies to onboard and train new staff. In the office, VR allows people to move around and converse with colleagues as they would in a physical environment. Currently, this is an early-stage capability and is naturally quite clunky.

> **In the office, VR allows people to move around and converse with colleagues like we do in a physical world. That may seem unachievable in our lifetimes, but just 30 years ago everybody thought that about the internet too.**

Brands are also leveraging the metaverse to engage with the digital-native consumer generation, who is extremely discerning and expect instant gratification. Through the metaverse, brands can meet those consumers where they are and create simple, frictionless ways of engaging that deliver a seamless experience. For instance, the IKEA Place app uses AR so customers can virtually place furniture items in their homes before buying. Gap's collectible, which are gamified non-fungible tokens (NFTs), give customers exclusive merchandise while helping the company understand how consumers want to engage in a digitally-led world.

We must create a new digital code of ethics to make sure each person's experience is safe, positive, built with the right intentions and enables the right outcomes.

Meanwhile, Samsung recently launched its new products at a virtual replica of its Manhattan flagship store – where it was most likely to meet its earliest adopters.

If some of these examples seem commonplace, they are the building blocks of a metaverse already integrating into our physical world.

But where is this journey taking us? It certainly holds exciting possibilities for the good of society. In a world of blended digital and physical experiences, for example, people who cannot travel because of age or health issues can still experience distant parts of the world. Haptic sensors and VR can enable a doctor to observe a patient's symptoms while sitting on a different continent. Developments like these could make the metaverse a means of improving people's quality and quantity of life worldwide.

To ensure that is the case, we must find the best way for people of all generations to experience the spaces we are creating. But like any innovation journey, the road to the metaverse will be rocky and winding. We must learn from the positive and negative experiences along the way and apply that learning to prevent or quickly correct mistakes.

Establishing the relevant frameworks will be essential. In the physical world,

we live by communication, commerce, infrastructure, and governance frameworks that have developed over hundreds of years. Wherever we go, we have a consistent sense of who we are in relation to the people around us. Now we need to do all that in the metaverse as well.

As a part of that, we must create a new digital code of ethics to ensure each person's experience is safe, positive, built with the right intentions, and enables the right outcomes. Governance always follows innovation – after all, you can't establish rules for something that has not yet been properly defined – but it can't afford to get left behind. Fractal's mission of delivering AI for good, with minimal bias, is part of a developing framework for technology use. Now, we must apply the same to the metaverse.

Ultimately, the way people use the metaverse will shape it. As more of us get on board, a clearer definition of the metaverse and the risks and opportunities it brings will emerge. That's why the creators of the metaverse must build their infrastructure, applications, and experiences with an understanding of what drives people's behavior and how to work with their biases. If we can do that, the results will be magical.

Sankar Narayanan
Chief Practice Officer – Technology, Media & Telecom
Fractal.ai

Sankar has a keen interest and expertise in understanding consumer behavior and advises organizations to deliver seamless and engaging experiences by leveraging data, advanced analytics, and technology. Over the past 20 years, he has helped more than 100 organizations in multiple markets to achieve measurable top-line/bottom-line impact through AI, data engineering, and design.

When You Reach the Top,

Don't Stop.

The number one reason Marshall Goldsmith's clients are so successful is that they are always looking to improve.

Widely recognized as one of the top business thinkers in the world, Dr. Marshall Goldsmith is an expert on leadership and coaching for behavioral change. We spoke with him to learn more about his approach to coaching leaders and for some practical tips for success.

Dr. Marshall Goldsmith is the only two-time winner of the Thinkers50 Leadership Award. He has been ranked as America's number-one executive coach by Inc. magazine and was the inaugural winner of the Global Gurus Corps d'Elite Lifetime Achievement Award. He has written or edited 48 books, which have sold over three million copies, including three *New York Times* and *Wall Street Journal* bestsellers. In his most recent book, *The Earned Life*, Goldsmith emphasizes the importance of living our own lives rather than someone else's version.

Your clients are successful people. Why do they feel the need to have a coach?

I'll answer that with a question: Why do the top ten tennis players in the world need a coach? The answer is the same: to get better. The number one reason why people like my clients are such amazingly successful is that they are always looking to improve. To me, that's nothing to be ashamed of. That's something to be proud of.

What are some of the classic problems of successful people?

That's an easy one to answer. The biggest issue is that they want to win too much. If it's important, they want to win.

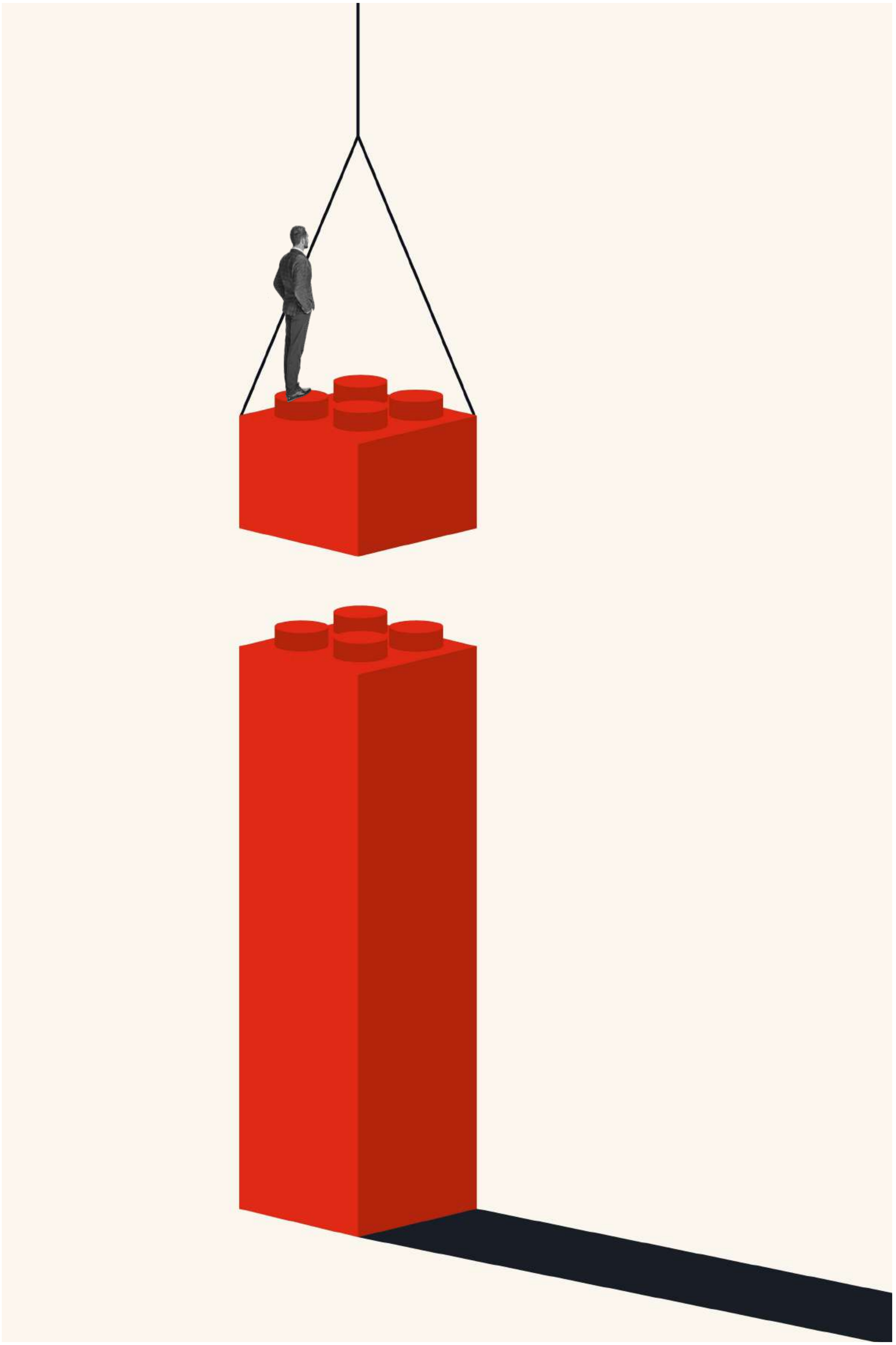
If it's meaningful, they want to win. If it's critical, they want to win. But if it's trivial, they still want to win, even if it's not worth it. Winners love winning, and all my clients are winners.

A second problem that successful people are guilty of is adding too much value. Let me explain what I mean with an example. An employee goes to the CEO with an idea. The CEO thinks it's a great idea, but rather than simply going with it, they suggest a slight tweak. The problem is that while the quality of the idea may improve by, say, 5% because of the change, the employee's enthusiasm for it may reduce by 50% because it's now the boss's idea. They are now just following his orders.

I've worked through this with Jean-Pierre Garnier, the former CEO of GlaxoSmithKline.

He said, "I've learned that my suggestions become orders. So now, before suggesting, I ask myself, 'Is it worth it?'. Sometimes it is. But perhaps 50% of the time, it isn't. It's a valuable lesson."

It's so important never to become attached to results. That's because, one, you don't control the results all the time, and two, what happens after you achieve the results?



How does your coaching process work?
I've developed something called stakeholder-centered coaching. This involves me establishing who my clients' key stakeholders are. It might be board members, it could be peers, or it could be their management. We then interviewed the key stakeholders to get their opinion on what my clients are doing well and what could be improved. We find out what situations bring out the best in the client and what brings out the worst. It helps us build a comprehensive profile, which we can use to pick out the most important behaviors to work on. We then implement change and follow through to measure growth in leadership effectiveness.

Please share a practical tool that our readers can immediately put to work.
Let me share something that takes almost no time at all. It's called the daily question process. I want readers to create a spreadsheet with a series of six questions that they should answer in relation to what's most important in their life. It could be friends, family, health, colleagues, work, or anything else. Here are some example questions:

1. Did I do my best to set clear goals?
2. Did I make progress toward achieving the goals that I set?
3. Did I do my best to create meaning in life?
4. Did I do my best to be happy?
5. Did I do my best to build positive relationships?
6. Did I do my best to be fully engaged?

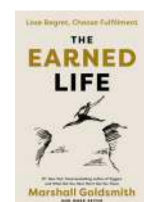
Every question must be answered with a yes or no, recorded as a one or a zero. Every day you fill it out, and at the end of the week, you create a report card. It's not easy. No one likes looking in the mirror. I do this myself, and I amaze myself with my ability to screw something up daily. But it's important to face the reality of your existence. Do this for a couple of weeks and you'll start to see real results.

What are some of the key learning points from *The Earned Life*?
I talk a lot about achievements in the book. The people reading this, and most of the people I coach, get stuck in achievement. They become addicted to it. And what happens when we are addicted to achievement? We forget why we're doing what we're doing in the first place, and we forget to enjoy the process of life.

It's so important never to become attached to results. That's because, one, you don't control the results all the time, and two, what happens after you achieve the results?

One of my favorite chapters in my book is 'Your life is about the marshmallow test.' It explains the famous Stanford experiment, the marshmallow test, where a professor offers a child a single marshmallow now, or several if they wait. The idea is that delayed gratification is good and that those children that chose to wait tended to be more successful.

But I have a problem with this research. Delayed gratification is all well and good, but there's a line. You don't want to be an old man sitting in a room waiting to die and surrounded by thousands of marshmallows. Sometimes you need to eat the marshmallow. You need to enjoy life.



Dr. Marshall's new book, The Earned Life, is officially the fourth New York Times bestseller! It is also an Amazon Editor's Choice Best Book of 2022. Order a copy if you have not read it yet.

Gene-ius

Using Fractal's Advisor Genomics system, FTI was able to gain an unprecedented understanding of its financial advisor audience.

Franklin Templeton Investments (FTI) has been a partner in success for over three-quarters of a century, providing Financial Advisors (FAs) with the knowledge and skills to deliver top-level financial advice and asset management. Together, FTI & its global client base have helped reach countless goals since 1945.

However, this has become increasingly difficult in recent times. Not only has the global investment market become more competitive, but it is also rapidly evolving. This means that FAs needs are becoming increasingly complex.

Recognizing this, FTI's leadership team decided they wanted to understand their FA clients' behaviors, preferences, and needs more personally. At the same time, they needed to better communicate information about relevant products with the right message add through the right channel. They also wanted to understand how their company's interactions with FAs could provide them with maximum value to them while simultaneously ramping up their level of digital engagement.

"Ultimately, we are striving to build and define and improve an ongoing conversation with our customers and optimize and deepen our relationship with them," says Kate Biagini, FTI's analytics manager.

FTI realized it needed expert help to meet these goals, so it turned to Fractal for assistance. The Fractal team recommended its Advisor Genomics proprietary machine learning algorithms. This solution leverages machine learning and pattern-matching algorithms that could develop a comprehensive understanding of FTI's FAs.

"We learned that Genomics could help us determine which advisors to contact, how to contact them, and what to discuss," says Jennifer Ball, FTI's senior vice president of global product marketing and insights.

Fractal demonstrated that it could use granular historical data to generate personalized 'FA genomic labels.' "These include channel preferences and message responses to purchase propensities and their experiences with our solutions," says Ball.

The labels are probabilistic scores that predict how FAs will transact and interact in the future. They are also self-learning and adaptive, updating every new data point automatically.

FTI uses these labels for lead generation and to identify relevant conversation topics for its sales force to use, as well as for its digital marketing efforts. "Each activity and response feeds into our models," says Ball. "The goal is to have an environment where sales and marketing are equipped to engage with financial advisors in a way that speaks directly to their preferences and needs."

Thanks to the solution, FTI has been able to advance its digital strategy and – as a result – leverage data analytics as a competitive advantage. It's been able to increase message relevance across all digital channels and use actionable insights to add day-to-day value for FAs.

For instance, by combining Customer Genome predictions with product attribute matching, Fractal helped FTI profile potential advisors with laser precision. This helped them recommend the most appropriate products to their clients. It has also been able to identify and engage more valuable leads, such as FAs most likely to be active on social media.

"This new marketing channel, combined with the new analysis and the analytics that we get from it, is helping us expand our practice and reach clients that we wouldn't have been able to reach otherwise," says David McSpadden, FTI's chief marketing officer.

We learned that Genomics could help us determine which advisors to contact, how to contact them, and what to discuss.

The results have been impressive. FTI's implementation of Fractal's Advisor Genomics personalized behavioral and contact strategy system has resulted in a 26% uplift in sales, US$600 million of new assets, and an 82% 'thumbs up' favorability score among FAs.

That's not all, the Association of National Advertisers (ANA) has recognized FTI's collaboration with Fractal for the Genius Award in Digital Marketing Analytics. "Fractal is a great partner that has helped us advance our analytics practice," says Bell. "They invested in learning about our industry, business, company, and people. Ultimately, they contributed a level of analytics experience and expertise that allowed us to move much more quickly than we would have been able to do on our own."

IN NUMBERS

Overall, FTI has achieved a 26% uplift in sales

1,300 incremental leads led to $600 million in assets under management

Fractal identified over 13,000 sales leads with a 65% success rate

82% of FAs give FTI a 'thumbs up' favorability score

The secrets to a successful Global Capability Center

Mukta Arora, director and leader of Elanco discusses how GCC can deliver much more than support functions

Today, forward-thinking companies realize that global capability centers are capable of much more than just providing back office and business support - they can become powerful Centers of Excellence and innovation hubs. Mukta Arora, Managing director of Elanco's Innovation and Alliance Center in India, outlines how to unlock this untapped potential.

Over the last decade, Mukta Arora has been a driving force of success for two renowned organizations: Eli Lilly and Company (GCC) and Elanco. Her recipe for achievement? Creating strong ties between key stakeholders while fostering an environment that allows individuals to reach their highest potential.

What are the hallmarks of a successful GCC?

It has to be an integral part of the global organization. I always say that we don't build islands of excellence; we build centers of excellence. And, from a geometry standpoint, the center is at heart, right?

GCCs have to deliver value. While we save millions of dollars each year to help the organization achieve its financial targets, this invaluable impact of transformation, new technologies, and digitalization create an enviable future for the organization. People have graduated from the back office / shared service concept to a capability and value acceleration concept for GCCs. They are becoming essential engines for transformation and change. More and more Fortune 500 companies have made GCCs an essential part of their growth strategy and are under CEOs' direct governing line.

Ensuring this vision is also experienced by employees requires a specific culture and workflow. We're building bridges all the time. Stakeholders need to understand that those working at the GCC are a highly capable talent pool with the potential to transform the company for tomorrow and not just fulfilling back-office tasks; the employees here need to feel that they are shareholders in the company's success and can change its future for the better. I want to ensure that our talent is recognized as global talent. That's why we have started exporting talent from here to the global headquarters and vice versa. This talent exchange helps with integration among the business while providing the business context to our top talent.

Innovation is also incredibly important. The GCC is not a global work center. It's not a service center; it's a capability center, which means you must add value through innovation and continuous improvement.

How can businesses break barriers with their GCC to establish it as a global innovation center rather than just a back-office operation?

We start small. We must try out new ideas to see if they work for everyone. Here at our GCC, we have a multi-generational workforce that is very diverse. Different functional teams sitting together with each other and with technology experts, digital experts etc, provide a great cohort for innovation. So, it's a great testing ground where we can create a proof of concept and, very carefully, scale up the process and delivery of that process. This helps us optimize the way we work and improve productivity which, in turn, leads to greater innovation.

How are those GCCs that leverage AI and analytics better poised for success? What type of insights can be achieved?

AI and analytics are competitive differentiators. It's now a standard practice to use data to improve sales force effectiveness and multi-channel marketing, for example, but it can do much more. For example, you can minimize adverse events by analyzing data from safety reports. You can analyze historical data to develop better drugs or create a better portfolio of products. The key is to move the organization to be driven by these insights rather than the traditional way of hit and trial. Then you start to see your leadership wanting more. Curiosity builds up because we now have the talent and tools to provide answers and make more effective decisions.

It's not a quick process. But the more teams that make data-driven decisions and the more they communicate it, the more use cases you establish. It may take five to six years for an organization to see its whole value, but it can be transformational once they do.

What tips would you offer someone who's looking to take their GCC to the next level?

My first tip would be to focus on the long term. When creating a GCC, you need to take a long-term strategic view of how it will play a part in the overall organizational strategy. You're not here to build the center and close it after five years. You're not here to provide cost arbitrage for the short term. It's about business value, so unless what you want to do is aligned with the organization's long-term vision, I would say think twice. This includes talent – don't use your people as objects. Instead, nourish them so that they can flourish in the organization. Give them career maps so they can see they are part of the long-term strategy.

My second tip would be to focus on stakeholder management and communication. Going back to my first point, you can be an island of excellence, but if it's not connected, it's useless to a global organization. Regular dialogue on managing and growing talent is key to building bridges and ensuring a feeling of oneness and a sense of identity that brings out the best in everyone.

Finally, I cannot stress enough how important employee engagement is. To care about their work, an employee must be engaged. The young talent of today needs to be heard. They need a psychologically secure environment where they are not dormant. Using AI and automation, you can remove some of the manual, repetitive work and free up time to focus on your employees and give them the attention they deserve.

Part of achieving an environment where employees feel heard is focusing on diversity and inclusion. What successes are you realizing with your D&I initiatives?

Today we have one of the highest diversity ratios in the country – 43% of our employees are women, and about 40% of our leadership team are women. I'm proud because it's all well and good to have gender diversity in the workforce, but what's most important is to make sure this translates to the leadership decision-making team.

But diversity is the first step. Inclusion is the most important part and the most difficult. Inclusion is more than offering a women's network or leadership support for our female employees. It is beyond gender. It's about supporting diverse talent groups in all aspects of their life so they can thrive at work. This enables mothers and fathers with young children to manage work and life changes. It means championing these groups when they are not around by ensuring the wider team knows how hard they work. It also means we provide a safe environment for all genders to express themselves, all communities to integrate well, and all experiences from across industries to come alive as we transform our organization and make it future-ready.

The young talent of today needs to be heard. They need a psychologically secure environment where they are not dormant.

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ai:sight

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User behavior will shape the future of virtual spaces, from classrooms to retail experiences

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Mukta Arora, director and leader of Elanco, on delivering more than support functions