

**Interview with Fiona Jackson, Radius Consultant, and Alan Lee Holmes, International Diversity & Inclusion Senior Manager, Lockheed Martin Corporation**

<b>Names</b>	<b>Commentary</b>
FJ	So, Alan, thank you very much for joining us today and agreeing to be interviewed about employee networks at Lockheed Martin. Really interested in understanding why ... why have you got any networks and ... and what's the value that ... they give to you?
ALH	<p>Yeah, well, thank you so much for having me, Fiona. I think, within Lockheed Martin, our employee networks have become one of three pillars of our diversity and inclusion strategy at an international level. They play a really important part of what we're trying to deliver globally and ... but I think for us as a ... particularly as a global organisation ... the networks are a really key factor in developing infrastructure around diversity and inclusion. So, if I ...if I sit with my D&amp;I leader's hat on, as a small team of ... of one person at the moment, we're really thinking about how do we deliver more activity around diversity in future and these are employee networks are often a vehicle for us to be able to engage our employees, deliver events and also hear back ... how employees are feeling and what they're thinking of the work that we're doing. So it's become a really important structure to help us deliver our work and ... and that's from my ... you know, my business perspective. If I think about, you know, the employee experience, at the moment, as ... as an organisation, what we're finding is many of our employees who are in minority communities are often feeling as if they're the only person within the business who's part of that community. So, if I take the LGBT community, for example, we have so many sites across ... across the UK and lots of our employees feel as if they might be the only LGBT person within the site. And I think that's probably not the case. There's probably many more LGBT people in the business but these networks are a great way to bring those communities together across the entire of the UK and help people understand that they're not alone and there are many others who are going through the same experiences; feeling like they're the only one within their business. So building a sense of community is really one of the ... one of the things that's at the heart of what our employee networks are doing.</p> <p>The second piece for us at Lockheed Martin is really around using those employee networks to understand how our employees are feeling; how they're receiving the environment. So, with our LGBT network, Pride UK in particular, what we've found is they've given us some very helpful, very honest feedback around how our policies are perceived by the LGBT community and some of the changes that we can make - and often very simple changes - to help people understand how our maternity/ paternity/shared parental leave policies might support our LGBT community as well. They're really important vehicles in helping to provide feedback to our business on what we're doing and how we're structuring our work.</p>
FJ	And have you ... so, in terms of the policies, are they actually helping you rewrite them and then edit them? Is there a very practical element of that?
ALH	Yeah, so we ... we have a policy review mechanism where our HR team regularly review and look at our policies and, as a ... kind of a starting point ... when I joined the organisation just over a year ago now, I was involved in ... in a lot of those ... a lot of those conversations in terms of how we can make our policies more inclusive and now, as the groups are developing, we're starting to give them a seat at the table. I think what it's really important to do is that we find a balance between recognising that these are employee-led groups and not putting a lot of the business ownership over activity onto these groups. So, yes, they're there as an incredibly helpful voice to steer and guide us but I ... I personally don't believe that they should be the ... the networking people who are having to do some of the large scale changes or the rewriting of the policy. That responsibility, I think, still falls within the HR environment but it's really important that we listen to that community and ... and

hear their voice and then use that information to think about how we edit and change what we're doing.

FJ Yeah, so an important stakeholder, as you said, round the table in terms of providing a perspective.

ALH Yeah absolutely and I see this with networks quite a lot in ... in my experience in other organisations where ... things that are really business-led programmes or activity often fall on the responsibility of employee networks ... and I think it's really important that networks sometimes push back on that. I think about something as simple as ... indexes and benchmarking tools and often you see, for example, a stonewall workplace auto-index falls on the responsibility and the shoulders of the employee networks when actually, you know, the 10 indices of that index, seven of them really are led by business activity ... and I think the business still needs to own that activity rather than the networks feeling the burden but, of course, the networks are a really important stakeholder in being able to complete and provide information for those kind of indexes and benchmarks.

FJ Yeah, yeah, so sort of a partnership approach rather than an ownership approach?

ALH Yeah, absolutely.

FJ Yeah ... and ... in terms of the resources, what do you give to your networks and your network leaders to help them with ... what they're doing with their networks?

ALH So, I suppose I think about in two parts – the first is the fundamental resources that they need to get off the ground and ... and to deliver the work so ... Lockheed Martin has taken a relatively unique position in the market in that we've resourced and funded our employee networks. So, firstly, there's the, you know, the cash value that we provide our employee networks to be able to deliver the work that they want to do. So each year they will submit a proposal and a budget to myself in ... you know, my role as ... as a GD&I lead and ... what I'll do is kind of take a look at the requests across the board and ... and make a decision as to how we ... how we fund those. What the employee networks might also then do, if I'm not able to give them all of the funding that they might be requesting, is they might have conversations with our various businesses to understand if there are different pots of funding that we might be able to tap into ... whether or not those be, you know, recruitment activities and events that we might be tapping into or something that might be more internally and business focused. There ... there are a number of different ways that they will gather the funds that they need to be able to do the work. The ... the second piece that we're then ensuring is that a lot of our employees have a requirement to clock their time because some of our ... some of our employees charge their time back to their customers so that kind of ... that service model and, for those who have, you know, very rigorous clocking requirements, we often hear back I'd love to be involved in this activity but how am I going to charge my time and who's going to be paying for it? So we've centralised a charge code essentially for our employees to be able to be involved in employee network activity so, for the leadership teams of each of our networks, we're essentially giving them about 50 hours per year, which certainly could be more but I think it's, you know, a really positive start ... and that allows them to receive the training that they're going to need to be able to deliver the activity as well as a good amount of hours to be able to, you know, fundamentally go away and deliver what we ... we need them to deliver. So we're also resourcing people's time to be involved in that activity.

The final component for me is then really random learning that people will need. Our leadership teams are going to comprise of about six people, depending on, you know, the size and the scale of each of our networks ... and a lot of those people are essentially going to be in the leadership roles but might not be in leadership positions in their day jobs within Lockheed Martin. So it's really important that we have a clear learning kind of pace for each of our employee network leaders to understand, you

know, what ... what skills they might need to be able to deliver the role and make sure that they've got the training to do so. So one element of that is making sure that we have the employee network reading ... learning that they might need. So, at the moment, we're thinking about what options exist in the external market for us to be able to bring internal within Lockheed Martin but then also looking at the training that we already have available within Lockheed Martin and thinking about how we capitalise on that learning that already exists, particularly our Leadership Development Programmes and making sure they're available, at the very minimum, to the chairs of our employee networks.

FJ Ah ... yeah, yeah, yeah. A very important point ... and in that ... you mentioned that you're going to have about six. So where are you now in terms of how many networks do you have and how many are you thinking of having?

ALH Yeah, so we ... we started the development of our networks this year so, you know, relatively new. This is the first year that we've had our International Diversity & Inclusion strategy. So, on a global level, we have really, you know, big and strong networks in the United States as a ... as an organisation that has 100,000 employees and, in the US, we've been doing this for ... for a number of years now. Globally, before this year, we didn't really have any employee networks so the two that we have formalised and available to our employees at the moment are Pride Network in the United Kingdom and a Pride Network in Australia as well. In the pipeline, we have another six networks, I think, so, in Australia, we have our Gender Balance Network, which has been developed and we hope will be launching in the next ... the next six weeks. In the UK, we're also looking at a Gender Balance Network as well as our BAME Race or Ethnicity Network, whatever that ends up being ... being focused and called and then, in Canada, we're also looking at establishing our Pride Network and our Gender Balance Network. In essence, we haven't put a ... you know, a quota on the number of networks we want or a limit on the number that we're ... we're willing to develop. What we're waiting for is employees to say I'm interested in seeing a disability network or I'd love to see a veterans' network and, the moment we have, you know, a couple of employees who come together and mobilise around a particular theme in diversity, that's the moment that really triggers us developing those employee networks.

FJ Yeah, I was going to ask that actually because it's quite interesting. You're getting different networks in different geographies. Is there any rationale behind that or is that where you're just getting more interest and noise?

ALH Well, we've tried over ... over the past three years, as I mentioned, we've already got really strong networks in the US, we've tried to expand and extend some of those networks geographically to ... to be more global encompassing ... and, as we've done that, I would say it hasn't really landed how we had hoped or how we would intend. They just haven't gotten off the ground so in ... in the US for example we have our ... African-American Network. We have our Women's Impact Network as well and, as we try and expand those into different geographies, our people are saying those don't really feel like the right things for us to focus on. So what we've tried to do in each of our countries is look to the external market and understand what is working in the defence and aerospace sector or in other sectors within those countries. And that's why, in the UK, Canada and Australia, we're taking an approach around gender balance, for example, rather than women's impact and that's because what we're hearing back is it's really important that we think about how we authentically involve men in the gender based conversation. And we still probably are going to spend 80% of our time thinking about the same things that a women's impact network is thinking about in the US, you know, how do we make sure that we're bringing more women into our organisation? How do we help with career development? But I think we might also spend 20% of our time thinking about, you know, what are the unique issues and challenges that men are facing within this business so things like access to mental health support. We know that, in most of our countries, men have a disproportionate experience of mental health and

also how might we help men understand what parental leave opportunities are on the table. It's fundamentally across the board that we're still seeing women take up most of the responsibility of home-working and looking after children, for example, and, unless men play a role and more of a part in the home life, I think it's going to be a challenge for opposite sex couples to have more of a balance in the workplace for women, for example. So, trying to be driven by the local market and doing that is just by nature changing the networks that we focus on. So, LGBT networks, particularly in those countries, you know, there's a consistent focus across the board at the moment. In the UK and everything that's happened in, you know, the wake of the death of George Floyd, we're seeing, you know, a lot of protests here as in the UK and a lot of sentiment around Well, what are organisations doing to support our BAME or our ethnic minority communities so that's probably what's accelerating the BAME network in the UK. Will the network be the same in Canada and in Australia? Probably not. In those jurisdictions, we'll probably have to focus a little bit more on Aboriginal populations because that's the culture and that's the language that is used in ... in that country. So trying to reflect how diversity and inclusion is talked about in each country, rather than having one global consistent approach, is what we're trying to do; getting the balance between the global and the local right.

FJ And ... and ... where you have got the consistency across, are you ... are you joining up those networks in terms of linking your different ... countries and what sort of benefits do you see to that and what sort of differences do you see with that?

ALH Absolutely. Well, the Pride Network is really the ... the first test case for this, for us within Lockheed because this is the first time that we have, you know, multiple chapters of a network focused on the same theme. So what we're doing with our Pride Network, and this is in ... in process at the moment, but we're bringing together the leaders of those networks on either a quarterly or a six-monthly basis so that they can essentially share what they're doing, understand what their common challenges are, but also understand what differences they might be experiencing in the country. I mean, legislation for example is a big difference in many countries and ... and until the weekend, you know, legislation in the US around supporting sexual orientation and gender identity in the workplace, was pretty patchy. It was driven, you know, state by state and that changed the narrative of what the issues were for LGBT in the United States versus in the UK, for example. So there are some, you know, really clear and, I think ... there are going to be some really clear ... collaborative ... I'm losing the words ... there's going to be some really clear similarities between what are ... employee networks are experiencing but there's also going to be some significant differences. So we want to help them explore what those similarities and differences are. On the other hand as well, I think it provides a real opportunity for us to understand how we can collaborate across these networks. So an example would be, and we're going to trial this in September, each year, because our Pride Network in the US has been fairly well established, they bring people from across the United States to our main headquarters in Bethesda for a ... a leadership forum so a three-day conference essentially ... and that's only ever been a physical conference. This year, in the wake of everything that's happening with Covid, we're moving that, of course, to a virtual model and that provides us with a really great opportunity to think how we might engage our employees across all of our international platforms. So not only thinking about how we might feature international content within that session but also how we might broadcast that session out to all of our markets. And what we're hoping to do in ... in establishing that is pick a centralised piece of content that we can broadcast out to everyone and essentially that should be, you know, globally appropriate. Those might be, you know, the opening remarks that we have from some of our senior executives or it might be some, you know, personal reflections and stories from people in the LGBT community. But, if you imagine broadcasting out, you know, an hour or two of content globally, what it then allows is each of our local LGBT networks to then essentially run their own conference off the backend of that. So you have, you know, a couple of hours of this globally appropriate content and then a couple of hours of UK specific activity and content as well ... and that again, I think, goes back to trying to get the balance between global and local right.

And I think it's those conversations by bringing those networks together, and the leads of those various networks, that are really allowing us to identify those opportunities.

FJ That sounds a really exciting event actually and ... one that I suspect is taking an awful lot of time at the moment to sort of coordinate and engage across those networks. Is that working OK? Are there any challenges with that?

ALH Well, I think, you know, the ... the main challenge is ... is the digital working, You know, I think, you know, Lockheed Martin is ... is a very advanced organisation but we have a lot of learning to do on how we do these kind of big, wholesale digital events because we probably have, you know ... well, I've done a lot of the physical presence in ... in our employee networks and, what we hear back from our employees is being in the room with other people and being able to talk face to face about the challenges that they're having and understanding that they are not alone in these challenges or in their experiences, is one of the most beneficial components of going to our Pride forum events, for example, that I mentioned in Bethesda. The challenge for us is going to be how do you maintain that sense of community and allow those conversations as individual conversations to still take place using a platform like Zoom, for example. There's a lot of digital functionality out there; I'm sure we'll be able to find the right solution but there's a bit learning curve in ... in terms of finding the right platform for us.

FJ Yeah ... how do you make it feel personal whilst being at scale and global?

ALH Yeah, absolutely. So, you know, there's always a balance and trade off. The ability for us to engage, you know, far more of our 110,000 employees across the globe is ... is fantastic. The digital element of that is a real benefit but how do you then balance that with the personal one to one that people often feel ... it's very beneficial from being at these events and, you know, I think it's just about finding the functionality. You know, Zoom has great functionality where you can, you know, put people in breakout rooms; they can, you know, have separate conversations and that's really useful so I think we really have to embrace the technology in order to make this work but I think certainly there'll be learning, given this is the first year that we will be doing it and we have a number of these forums scheduled throughout the year, there will be learning that we will need to put in place as we reflect on how these events have gone.

FJ Mm, mm, definitely. And, in terms of ... events like that, all the work that your networks are doing, how do you measure the ... the value and impact? You know, what does ... what does good look like and ... and how are you demonstrating that?

ALH I think it's ... it's really important for each network to have its own definition of what good looks like. So, for example, in our LGBT networks, what good looks like to me is whether or not they're building a deeper sense of community and what we tend to see in LGBT networks in particular across businesses is that they develop and grow very quickly. So you tend to be able to get to a large membership base, you know, depending on the size of your organisation of perhaps 100 or 200 people in ... in the first kind of two to three years – that's pretty quick growth. But, in some of our other employee networks, we tend to see, you know ... a smaller growth, and particularly with our BAME networks when they've worked with embrace networks in the past, you tend to be talking about a much smaller ... group or a much smaller network of people, often only getting kind of to the 20 or 30 mark within the first couple of years. So, I think it's really important that something as simple as membership numbers are not the only, you know, driving factor of whether or not a network is ... is seen as a success. I think it's important to work in collaboration with those networks to understand what successful looks like. So for our Pride Network at Lockheed Martin, we're having these conversations at the moment but, for me, it's really Are we creating an environment where all of our LGBT colleagues, regardless of where they are within our business, can join the networks; there are no barriers within ... within

... we've set up that prevents people from being able to join. So the digital solutions are certainly ... certainly what ... what's been really important to us. And then what we're going to be doing, because we know the LGBT network will take more of an events based approach towards an activity, is thinking Well, how do we grow and scale up those events as they're happening throughout the year? So the first event that we have, if we have, you know, if 10 people involved in that, how do we move that to 15 for a second event and continue to grow it. I'm particularly looking at the feedback that we get from employees on those events. Did they feel like the right conversation? Were they what people wanted to see? So it's ... it's those kind of ... of metrics that we really look at. And ... and I think that's probably a little bit more at scale and to size within business.

For our Embrace Network, our Race Network, as we set that up over the next few months, what I expect is ... is we might be a little bit different in the measures of success so we might look far more at the impact it's having on a smaller number of individuals rather than a ... a kind of looking to engage more people across the business. And that's because what we hear back, you know, predominantly from our Race & Ethnicity based networks in ... in, you know, my experience of other organisations, is ... they're not looking for the same kind of social activity that our LGBT networks and colleagues are looking for. They're looking far more for Well, what is the impact that the network is having on the business so how are we, you know, sharing the experiences that our ... our BAME colleagues might be having with our senior leadership team? How are we educating our leaders on race topics? How are we educating our white employees on race topics? And, so it might be far more measured in terms of what are the outcomes of some of the programmes that that network leads on and that's just because that network tends to focus a little bit more on, you know, taking one or two key programmes and using that to really, you know, drive education whereas that tends to be something that our LGBT networks focus on a little bit later in their ... in their journey. And it's not to say that one is right and one is wrong. It's just about really trying to tailor what success looks like to each of these networks.

FJ                      Yeah ... a tailored approach ... and, yeah, and where it's depth and where it's breadth and where it's light engagement or where it's deep education, you know, very different outcomes that are needed. Mm, wonderful.

ALH                      Absolutely.