Transcript of 'Inclusivity and Inequalities'

Season 2, Episode 30, Transforming Tomorrow

[Theme music]

Paul: Hello, and welcome to Transforming Tomorrow, the podcast from the Pentland Centre for Sustainability in Business at Lancaster University Management School.

I'm Paul Turner.

Jan: And I'm Professor Jan Bebbington.

We are about to head into the world of EDI. And it may be a dirty word or acronym to some, but this is a key issue.

We will be talking about social justice, fairness and equity, and how Malaysia compares to the rest of the world.

[Theme music]

Paul: I have good news, Jan.

Jan: Excellent.

Paul: We did not get kicked outta the country nor of the university after our talk last week with a very important person,

Jan: And that's just as well. 'Cause we want to stay and have a bit more of a conversation.

Paul: We do, and you'll remember last time we talked a little bit about inclusivity.

Jan: Yes.

Paul: I think we're gonna expand upon that a lot today, but maybe in a different aspect of inclusivity.

Jan: Well, tell me more.

Paul: Well, we're gonna talk a little bit about DEI, diversity, equality, and inclusivity.

Jan: Is that the same as EDI? Equality, diversity and inclusion.

Paul: It might be, but I don't, I'm not the expert. [Jan laughs]

I'm, I'm really not an expert on D-E-I, E-D-I, I-D-E and any other, you know, arrangement of those three letters.

Jan: I think it depends if you're in, uh, North America or if you're, um, elsewhere in the world as to whether or not you use DEI or EDI. But they're the same thing I think.

Paul: And then funny you should mention North America because obviously this has become a really big issue this year…

Jan: …yes…

Paul: …uh, with a certain person taking over the reins of a certain country and, uh, their attitudes towards D-E-I, E-D-I and all the others. Yeah.

Jan: And so I think we'll learn a lot about that and how political climate can change something that's going on within the corporate sector?

Paul: Yes, we're joined today by Professor Yuka Fujimoto, who is the Deputy Dean for Research and Sustainability at Sunway Business School, which is where we are once again, here in Malaysia.

Welcome, Yuka.

Yuka: Thank you.

Paul: It's very nice to have you here. Can you tell us a little bit about yourself, your academic career, and how you've ended up here at Sunway?

Yuka: Yes. Thank you. Thank you, Paul. Um, so my academic career actually began at University of Queensland in Brisbane, uh, when I was a PhD student, um, taking some academic, um, roles, right?

Yeah. And then I went to Monash, Melbourne. Uh. Then to, uh, Deakin University, and then over here.

Paul: So what then has been your research area then while you, you've been progressing through your career?

Yuka: Yes. So because of, I guess my background, of lived in Japan until 12 years old, came to Malaysia being expat's daughter. And to Australia.

Uh, I have built a lot more interest on, uh, diversity and inclusion to, to value people from different cultural backgrounds, uh, you know, different, um, appearances and so on.

So I have very much built my interest in, uh, research, uh, around this topic. Yeah.

Jan: And, and that's a really interesting background to sort of, you have, you know, three, three countries in the Asia-Pacific region where you've spent a lot of time.

Are they, do they feel very different places in terms of how they think about, you know, difference and inclusion?

Yuka: I think Japan, as you know, um, uh, gender inclusivity is a continuous, uh, challenge for Japan, uh, because of how it built historically.

Whereas, uh, here in Malaysia we have, uh, much more ethnic diversity, uh, predominantly Malay and, uh, Indian, Chinese, um, while living together harmoniously, uh acknowledging differences, but you know, yet harmonious society.

Um, whereas Australia, I think we have Aboriginal, um, you know, uh, background. Uh, it has its own challenges and opportunities, right?

So it's quite interesting for me to go through different continent, uh, to understand diversity and how to value, uh, that.

Jan: And from your publications, it's clear that issues of inclusion, how organisations think about justice and employee wellbeing, is just writ throughout many, many of your, your publications, and in a, a wide variety of settings as well.

And so clearly this is a topic area which is very important to you. So could you sort of characterise for our listeners what this research field in general entails?

Yuka: Yeah. I think this is the area that where, um, we need to look at processes of, uh, people working in organisation and how they have been treated or how they interact with other people, uh, from different backgrounds or different identities.

How do they actually manage themselves and also how do organisations also foster, uh, more harmonious, uh, constructive, you know, workplace, where

people can flourish and to produce a positive outcome. It can be wellbeing or, uh, a business unit's, you know, performance, productivity of organisation.

So I think it's really important area, I, I have to say of, of understanding, uh, humanity, uh, related processes in the work organisations that, um, you know, how companies, organisation manage their matters, right? In producing various outcomes.

Paul: What's the importance of this work and why, why does it exist? Why are there so many people working across all the areas of EDI?

Yuka: Okay, so EDI, DEI, uh, I think it's really about acknowledging, uh, people have different perspectives.

So, uh, DEI or even academic management, DEI division, um it upholds, uh, sort of valuing diverse perspectives and also, uh, and it also matters about social justice of how people are treated respectively fairly, right?

Uh, so this is, I find it's, um, core tenet of DEI is about acknowledging different people have different perspectives that, um, may create greater innovation, creativity to look at more broader picture, of diverse perspectives that people bring.

Jan: And where you, what you've talked about to date is how this happens inside the firm.

And some of it's linked to the firm may be doing better than it would otherwise 'cause of diverse perspectives, but is there an aspect of how that diversity is drawn into the firm in the first place?

Because if you go to recruitment and you have a very particular picture of what a normal worker looks like, you might end up with a lot of very similar people rather than having diversity in your workforce.

Yuka: Yeah, yeah, that's right.

So I think that's where the importance of human resource management comes in, to be conscious of heterogeneity.

The, the, to see the value of heterogeneity and, and certain companies have, um, it, you know, the criteria to, to make sure that they're looking for competency, right?

Nowadays we're talking about, let's look at competency. That's absolutely right. But with given that we have heterogeneity, right? Uh, of, of those people with competency, but then beyond that what, right?

They, they can bring, uh, different perspective with that competency. So I think that's where the companies can be more conscious of heterogeneity, given the competency.

Paul: And do you see different challenges for this? Depending upon where you are in the world, there might be different issues in different places.

You've mentioned your own experience of living here in Malaysia, in Australia, in Japan.

The different businesses in different geographies have varied perspectives and issues that need addressing.

Yuka: Yes, uh, for sure. [chuckles]

So I'm coming from Japan, so I can tell you that still gender diversity, uh, is opportunity and challenges in that country and also increasing, um, migrants. Uh, because of aging workforce we need more nurses, you know, those people who are specialising, particularly in healthcare sector.

Australia, we continue, it continue to, um face opportunities and challenges, I think around, uh, cultural diversity. Uh, people have lived, um, from, you know, offshore for some time now, like two decades, I think.

For example, somebody from Malaysia have been there, so first and second generations, uh, yet carrying the, the Australian kind of culture together with the original Malaysian culture, right? So that's, uh, kind of opportunity and challenges for Australia.

In Malaysia, uh it's interesting. To me, Malaysia is surprisingly inclusive. Of the people who are of difference. I guess it's to do with, um, more Asian culture, or collectivistic culture, that decide within Malays, Indian, you know, Chinese that ties together.

Uh, but while there's, uh, some, you know, challenges in this country.

Jan: I think what's interesting what you said about there when you, you alluded to a migrant workforce, because when I was trying to, I did some sort of research, trying to understand how the UK and, and, uh, Malaysia were similar or different from each other.

And one of the things that I came across were statistics looking at what percentage of the workforce are migrants. And in Malaysia it's about 13%, and in the UK wasn't directly comparable figure, but it was a figure of the number of people in the workforce who weren't born in the UK. So I think that would, that's maybe a slightly broader figure, but that was about 19%.

So, so it seems to me that if we are living in a transnational world where there's skill shortages and there's, you know, lack of opportunity, that we are actually going to have a lot of migrant workers within the workforce.

And that introduces, you know, some particular challenges for, uh, fairness and equity as well.

Yuka: Yeah, that's, that's exactly right.

So I think fairness and equity is something that we have recently debating what it, it, means. First and foremost I totally agree that we need to look for the competency, but at the same time, there are so many uh, applicants, right?

Talking about hiring with same level of competency, but then what? Like who, then what factors add more value to the current organisation?

It could be more different, um, ethnic, uh, background individuals, right? So I think it's more that looking at a little bit deeper then they're not just saying, let's, uh, stop affirmative action, or, you know, you know what I mean…

Jan: …yeah…

Yuka: Uh, so I think that is a necessity.

Paul: Just could you tell us a bit what affirmative action means? People might have heard that phrase a lot.

Sometimes in a positive way, sometimes in a negative way…

Yuka: …mm-hmm…

Paul: …what, what is the general concept?

Yuka: Uh, so it's basically, it's a quota, right? So the company decide what percentage of board directors, for example, consist of people of different, um, ethnicity or particularly, uh, gender, right?

Paul: Mm-hmm.

Yuka: Yeah. So that's a quota-based system in order to make a structural change…in organisation. To make sure that there is that diverse perspective.

In order to do that, we need to be more conscious of including those that are, uh, of minority, uh, um, in terms of number.

Jan: And so oftentimes you, when people are talking about a, in a disparaging way, I think the thing that I'm a wee bit unsure about when people do that is that it kind of assumes that we're all equal anyway.

And so then affirmative action I think then would be, would be quite, uh, offensive because you're picking out people specially. But it seems to me that we're not all equal at the beginning.

So that, is it fair to say that some aspects of affirmative action actually level and unlevel playing field in the first instance?

Yuka: Right. So, so what does equal mean, right?

[Jan chuckles in agreement]

Yeah, yeah. So, so I do think, uh, going back to competency, so I think we all have, uh, equal level field of competency. But when it comes to the composition of what makes a company, right, there is uneven distribution of people in light of what our society offers us, right?

So from the corporate perspective in the UK for example, we have lot more ethnic diversity. And so, so shall the company consider about trying to mirror a bit more of what the society demands or society requires? And so that's where I think it goes back to that idea of diverse perspectives.

That not only it is inclusive, but it's actually, uh, it's a good business case as well. So, so I think we can look at this in a more positive light.

Jan: And before passing back, uh, to you Paul, um, one of the things that happened in New Zealand at various stages in the past is that public institutions were asked to find ways that their boards of, their governance boards, could be reflective of the community where they were governing.

So it was, it wasn't a corporate, um, focus, but was sort of public institutions. And, and I found that quite a powerful way of thinking it. Because you would've, you would imagine that if everyone has equal distribution of competencies, and I, I think that's probably the case.

You would expect that on average you'd have a, you know, a certain amount, um, and yeah, so it's, it's really tricky though, and I think, um, I think it's a really tricky area and I think you're gonna make it even trickier.

Paul: Well, I am a white man of middle age and older, so therefore obviously I'm gonna make anything to do with DEI and EDI more difficult.

[Jan laughs]

That's, that, that seems to be our role in society, particularly in certain countries.

And although my skin isn't quite orange enough in order to cause particular problem…

Jan: …ah, Paul, Paul. Don't, don't feel vulnerable. You're in a safe space. Stay with us.

Paul: Yes, I don't want to bring the Trump into the room, but, um, you see a particular backlash against it from certain wings of society, certain groups in society.

It's really been highlighted this year with Donald Trump back in the White House, essentially telling American companies, stop it with your EDI, your DEI practices.

Um, if you want to work with the government and you've got these practices, you're not gonna be allowed to work with the government, even. It's like you get, almost get punished for having practices in place.

And you see certain organisations immediately rubbing their hands together saying, right, great, we don't have to do that anymore. Other companies said, no, actually that's worthwhile, we want to do it.

It's a big political football that's being played with, isn't it?

Yuka: Yeah. Surprisingly, I must say. Surprisingly, um, in midst of this, I think it's good that people are thinking about it. [chuckles]

Um, yeah, and, and I think it continues to, um, show that this is an important topic. And I do think that there's some sort of misunderstanding there as well. Diversity, DEI, has always been embracing diverse perspectives to begin with.

And in order to have that societal perspective, who do we need? Right? Uh, so, so that's the core value. And I think there has been a little bit of a misrepresentation of what it stands for.

Paul: Do you think that's a, a deliberate misrepresentation? Are, are there certain figures who are misrepresenting it deliberately and then maybe people are getting an impression that isn't true and then taking it as their own impression?

Maybe they're doing it unintentionally because that's what they're being told and they don't know any better.

Yuka: Yeah. So it can be like that, but I think there's the need for more, uh, true knowledge of what DEI means.

It's, it's really about how to create more innovation, creativity by, um, acknowledging different, um, uh, perspectives and different value sets, and so that we can reflect the society like we just said, we just said earlier, mmm.

Jan: One of the arguments that I've heard is people are rolling back on, uh, their DEI perspectives in the US, is that some firms are saying, well, this is a good time to stop doing it because we've now resolved the problem.

So, so it was, it was needed at a certain period of time, but it's now no longer needed. What do you make of those, those arguments?

Yuka: That's, um, one argument. [laughs]

Jan: She's so diplomatic…

[Yuka laughs]

Jan: Very diplomatic.

Paul: I'd just be saying what a load of [clears throat]. Yes, exactly…

Yuka: One argument. But I think, um, you know, let's face it, we are, uh, we are seeing more movement of the people across, uh, continents, you know, uh, due to all sort of reasons, and so there are more diversity.

Right, particularly in the developed countries welcoming, uh, those who needs home. Um, so I think this is a space that we still need to embrace of how to integrate those people of difference, particularly for, uh, those who are new to the society.

And how to go about so that there's a society that there's, um, lesser risk in a sense, because when the people are excluded, there's a potential for backlash as well, right?

So we need to think in terms of like more holistic societal picture and see this is who we have. I know people that we have. Uh, and how can we think about, um, diversity in as, as positive as possibly can.

Because you know, the country have embraced diversity, right? So how can we then, you know, move on more positively than try to not talk about it then? You know, that may be a problem.

Paul: There's a big balance to be had between wanting people to integrate into your society and abandoning their own individuality and cultures.

Yeah, and this is arguments that you'll hear, not just in America, which we've mentioned. You'll hear that sometimes in the UK, that you know some people will make the arguments or there's certain groups in our society, certain sectors who just want to stick to themselves.

You'll see that in the arguments being made in Germany in particular, that, you know, that's really been brought to the forefront by certain political parties there.

And it is a, it is all a balancing act, isn't it? It's like if you go going to go to a country, there's gonna be a certain amount of adaptation, certainly.

But if you then just become exactly like everyone else in that country, you lose all form of diversity.

Yuka: Exactly, exactly.

Jan: And I, I suppose, I dunno about you Yuka, but um like, I'm always gonna be a New Zealander. And whilst most, like lots of people don't realise that that might be a distinctive, it is a distinctive perspective and I love living in the UK, but I, but you bring something from somewhere else there.

And you must find the same as particularly, you know, from, from, you know, a Japanese background, you know, it will always come with you somehow.

Yuka: Yeah. And um, yeah, that's right, it's always there within you and that's fine. And, and, um, in the diversity, uh, research we talk about the, the inclusion means valued for who you are, the uniqueness of individual.

But at the same time, you can feel belong to the, to the group, right?

Jan: Yeah.

Yuka: Yeah, so I think there's that, the balance of, uh, people among themselves valuing individuality, uh, but while also recognising the need for belonging.

How do we do that in our employment practices that, you know, can maybe, for start.

Paul: So with regards to business then, where do you think more work needs to be done? Are there particular areas that that need attention?

Yuka: Yeah, so I think inclusive, this job making process. So a lot of times a company to date, um, historically, probably now, but, um, uh, have hired, uh, many from minority backgrounds.

Uh, but then what, right? So, so within the, [inaudible], uh, there's still, uh, I employment discrimination charges. Uh, you know, it's proven statistically. Uh, so, so what is the in internal kind of occurrence that is happening, right?

So how can we actually involve, uh, heterogeneous, uh, individuals to be part of inclusive decision making, when they're talking about, um, new work practices or policies or even, you know, coming out with new strategies for the business units, uh, or departments. Or in organisations.

So it needs to be more, um, I think, uh, developed after people enter into the company as well.

Paul: I'm gonna mention rankings here because…

Jan: …oh, good on you…

Paul: …numbers and statistics, because it does seem it could be a very easy thing for a company to hire 20 people of a certain gender, ethnicity, background, et cetera, and say, look, we've got 20 people, that's 10% of our workforce, that's 20% of our workforce.

But then, like you said, that's exactly the key point. It's more than just the having them in there. And I wonder if that's been the big problem historically that companies, you say some companies have made the argument, oh, we've done it now we've got to a stage.

Have they got to the stage statistically, but not necessarily got to the stage in reality, where the inclusion is really there?

Yuka: Yeah, exactly right. Yeah.

Jan: What this conversation really makes me think about is a really amazing field that I only know about. I've never researched in it, but I've sort of watched it with area, uh, interest is participative budgeting.

So this happens in, in sort of, um, public sector, local authority, um, basis where a certain amount of the budget is set aside, uh, for people to choose what, what they value and what they need.

And so it's quite an interesting approach and you need to, you know, do some, you know, EDI kind of work to make sure that everyone has a voice who might not usually have a voice.

And that might include, you know, poorer people as well as, you know, maybe people who are tied up looking after children, so can't come to meetings. So ways of enabling that.

And what they've found is that with that kind of work, you end up with more money being spent on things that, um, help, you know, children and, and women.

Um, but also less, less things spent on sort of big, you know, projects that, that, you know, can get a label on them and look, look, you know, great to somebody.

So it seems to me that, and, and some of these principles are actually writ through other things that we're doing within organisations as well.

Yuka: Yeah. So originally diversity and inclusion, uh, is underpinned by such a, um, ideology, like inclusive decision making is a first kind of a idea.

Uh, then we move on to, you know, to look into the more of a recruitment and, you know, uh, training and, and there's a bit of too much of diversity training that, that made people divide.

You know, there were some, um, [inaudible] there. Uh, so yes, so that's, uh, that's definitely participatory nature of heterogeneous employees.

Paul: I've come across this not in the same sort of business sense, but in the sense of philanthropy. And there are some philanthropic organisations that

operate near where I live, and they've come to realise in recent years that they're giving grants to certain groups and organisations without getting the voice of the people who might be affected and living in those communities on their boards who make the decisions on where the money goes to.

And therefore are they actually giving money to things that people who are on the ground and need the things that are there want, and it's coming from the UK - class is still very much a thing.

And this is the, it's like these are working class people. These are people who are, you know, not always on the right side of things when it comes to societal benefits.

Therefore, they need the help, but are they getting the help that people think, oh, that will look good in the newspaper story when we give the money to this.

Or, oh, what a brilliant project, we'll have a great building and we can take photos of that and say, or are we actually doing the stuff that the people really need?

Jan: Mm-hmm.

Yuka: Um, talking about this, about developing country and developed country. So I had a interesting, uh, interview about this, uh, sharing resources, right?

Uh, and so the companies to get funding from those organisation, from developed country in relation to, uh, environmental kind of, uh, projects, they are required to reach certain reduction of carbon emission in order to get the funding. Yeah.

So what the people here are saying, in order to be, to meet that requirement, it's, you know, it, it's so much monetary investment that has to be there that they can't actually reach to that goal of what the actors from developed country, um, is asking for…

Jan: …ah, yeah…

Yuka: So, does that makes sense? So, so they were like, we are stuck here. Like there is a criteria for us to get funding, and we cannot meet because we don't have economic resources to do that.

So this is, you know, aligned with what you, you just said in terms of global kind of decision making.

Paul: Yes.

Jan: So it seems to me that there's, there's like, there's scales and layers here.

So there's, within a firm and how they operate, it's about how people get access to employment in a firm.

But there's also like a, a big societal in any one country, but then between countries as well as…

Yuka: …exactly…

Jan: …how, how, you know, justice comes about…

Yuka: …participatory decision-making process, you know?

Jan: Yeah. And that's super, super layers…

Yuka: …mm-hmm…

Jan: That all sounds very hard. So what, what, what challenges are businesses still facing in this area?

Yuka: Uh, so I think a, a lot. [laughs] Yeah, so many.

Um, particularly, I think in terms of SDGs, right? So many areas that the business can meet, not just reducing equality, but also I, I think we have had this conversation before, but I think nature, natural environment is also a minority actor in the planet, right?

So I think businesses can do a lot more on DEI principles, as in let's value those who were marginalised, including natural environment, uh, space, and, and so as the humanity.

So I think it's a principle, you know what I mean, of participatory decision-making process is can, can move beyond actually humanity to the nature. I mean, because we are here in developing country, I do experience pollutions and, you know, and things like that.

Uh, so I'm, I think there's so many, uh, businesses, particularly multinational corporations, um, be able to address, um, in this space.

Paul: That's fascinating 'cause that's a topic we've discussed on similar lines, but never considered, we considered it from the legal perspective when we spoke to Camilo about a year ago, about nature having a voice legally…

Jan: …yeah…

Paul: …well, to think that nature having a voice when it comes to things like DEI, nay, the inclusivity of nature and the inclusion of nature and the environment in the, the thinking of it, that's, it's another way of including.

So if you're, yes, getting nature legally involved, but then you're also thinking, oh, but we need to be inclusive, and think about the, the various perspectives. It's fascinating to consider it that way.

Jan: And I suppose at that stage, one of the points of difference is, you know, indigenous people and, um, the extent to which they might gain access to decision making processes.

So if they are closer to, you know, nature and, and more, and you know, embroiled and inter woven into it. Yeah. That actually, if they don't have equality then the voice of nature and the needs of nature won't also be represented.

Paul: And we've spoken, I'm sure on this podcast at various points about deep sea mining…

Jan: …yeah…

Paul: …and the, there are indigenous people in various places in the world who are near potential locations for deep sea mining, but their religious beliefs, for instance, and their beliefs, uh, cultural are such that mining the deep sea would go really against everything they believe in. And that's, that's an area again, that that could be brought into.

Yuka: Another thing is environmental scientists, which who I'm be talking with, they often say, uh, that they don't have a voice in a corporate decision making.

Often corporations or even business academics, when we run the conferences, uh they are not invited. Like environment scientists are not.

When they're talking about SDGs, where natural environment voices is critical, but they, they often feel that corporate, uh, leaders, um, do not understand the lens of environment scientists.

And, uh, they're, you know, they're like, please ask us. We know how to solve, you know natural challenges. So this is part of the idea as well, isn't it? Like, uh, marginalised voices?

Jan: Yeah.

Yuka: Yeah, mmm.

Jan: So, we talked quite a bit about challenges, but it'd be nice to know what's inspiring you and what, what's made you, um, hopeful about, uh, the world, both from your, your teaching, from your research, um, having lived in Malaysia and different places you've, and some of that diversity of your experience means that you've got more inspiration to draw on as well.

Yuka: Yes, um, that's true. I'm just struggling to kind of answer this question, uh, because I've been thinking of more of the challenges in these times.

[Jan and Paul laugh]

Because DEI has been on the spotlight and thinking about, oh no, you know, how, how, why is that? Um, but I think as people mobilise more, I mean, uh, in a, in universities, um, we encourage more mobility.

Jan: Mm-hmm.

Yuka: And I'd like to see more, um, uh, student exchanges, for example, student from Lancaster University coming to Malaysia so that they can see you know, uh, different perspective to, to different challenges, right?

So I think, uh, the, the people's mobility is challenging too and encouraging, um, to see that, to, to try to come out with more integrative solutions, isn't it? Uh, from the young generations, uh, with such a mobility programmes and as they grow up.

You know, hopefully people can see the planet as a one home. Uh, and not, not looking at, uh, not all issues, uh, but let's solve these common challenges. So that's another thing that I think encouraging, like SDGs is, is that the different individuals from different parts of the world having this banner, for example, the common goal to solve.

And, uh, the research does tell us that when people from different background, uh, look at common goal, not their differences among them, but let's solve it to achieve the common goal.

You know, integration happens, participatory decision making, naturally, organically happens 'cause people are trying to…

Jan: …find the commonality.

Yuka: Yeah. To, to solve the common goal. So I think that's, uh, my hope. Yeah, we can move to this.

Paul: I think our own exchange visit has been a very positive one, hasn't it, Jan?

Uh, and uh, we've certainly enjoyed it and you've been a large part of that, Yuka. Thank you very much for joining us.

Yuka: Thank you very much.

[Theme music]

Paul: [with sarcasm] Well, Jan, as the middle-aged white man on the panel, I, I feel quite free to say, you know, that this episode was slightly worthwhile. But the whole EDI thing, no, no…

[Jan laughs]

Um, Yuka has brought up a lot of interesting points and areas where you might not even have thought that equality, diversity, inclusivity even encroached into.

Jan: And I, I really liked the way she layered it out. So she said quite early on, it's about managing yourself and managing with others, but because everyone's coming from a different place and being able to do that well, and then what happens? And how people get access to the workplace, what happens in the workplace, what happens in the communities, and what happens in societies.

So I think we sort of zoomed in and zoomed out really nicely across all of those topics.

Paul: And there's some very interesting points that you made about efforts that are being made towards EDI and how it switched now, not just to getting people included within it, but to say what happens next?

You don't just want to bring them into an organisation. You want to make sure that their voice is heard and that the institution that they're part of will probably change and evolve in some way.

Jan: And I think she put it quite strongly as well as that link between that and innovation and imagination, you know, who, who knows what the, the current, you know, North American experiment, um, might yield.

But I think, um, you know, in a few years we'll be looking back and people will be revising and trying to understand better what that was all about and whether or not they did get the benefits that politically they thought they might.

Paul: And they couldn't almost be a more polar opposite to America than here in Malaysia by the sound of it.

But you sort of hear Yuka talk about they understand the differences between each other. They're not using them as a dividing line, they're kind of more understanding towards them.

Jan: And I think that's been a, a hard-won balance and compromise and is an ongoing activity in any country that's so, um, multi-ethnic, and with such diversity.

Paul: It is. So what have we got coming up next, Jan?

Jan: Um, I think let's find out about some education and, in particular, to see how the Principles of Responsible Management Education are applied here.

Paul: Okay. I thought you were suggesting that you needed to be educated, which I again, wasn't going to argue about.

No, that does make sense. Yes. Let's take… our final episode from Malaysia. will be next week we're going to speaking to Stephen Homer from here at Sunway.

Our final episode, he's gonna be talking to us about PRME, the Principles of Responsible Management Education, how you shape the next generation, and what differences there are maybe in shaping that next generation here in Malaysia to in other parts of the world.

Until then, thank you very much for listening. I'm Paul Turner.

Jan: And I'm Professor Jan Bebbington.

[Theme music]