

I have a proven track record of catalyzing organizational change and driving business impact through Diversity, Equity, and Inclusion (DE&I), by crafting comprehensive global strategies that embed DE&I into the very DNA of businesses—creating inclusive products and services, optimizing diverse workforces, and driving societal change. I provide thought leadership, forging global collaborations, and nurturing a culture of high-performance inclusion. My impact is evident in measurable achievements at IBM, Microsoft, Airbus Group, National Grid, PepsiCo, HSBC, CMC Markets, Arcadis, and OLX/Naspers. In addition, as a Non-Executive Director at Sky Group, I have advanced DE&I strategies with a focus on racial injustice within the media industry.

An openly gay leader with a non-visible disability, I leverage my platform to educate and challenge bias. With expertise in board consultancy, organizational design, business transformation, employee engagement, and talent management I can provide a voice on creating sustainable change.

Skills

- Diversity & Inclusion Strategy & Implementation
- Global DE&I Legal and Compliance
- Cross Cultural Awareness & Agility
- Business Strategy Alignment & Integration
- Employee Relations and Case Management
- Stakeholder Management
- Systems Thinking & Data Led Design
- Inclusive Leadership & Inclusive Design
- Organizational Design & Talent Management
- Cultural Transformation & Change Management
- Employee Experience, Listening & Engagement
- Mental Health and Wellbeing
- Communications and Storytelling
- Executive & Sales Performance Coaching

Experience

FEBRUARY 2025 – ONWARDS

Consultant - DEI Strategies, Employee Experience, Cultural Transformation and Organizational Change
Self Employed

Supporting organizations looking to facilitate DE&I strategies to drive cultural transformation and foster an inclusive workplace during times of global change; enhance employee experience through comprehensive listening and enablement strategies, boosting engagement, satisfaction, and productivity across global teams; champion cultural transformation initiatives by aligning organizational values with business goals and nurturing a high-performance, inclusive culture; and lead organizational change efforts by implementing innovative solutions that improve business operations and support sustainable growth.

FEBRUARY 2024 – JANUARY 2025

Global Director of Diversity, Equity, Inclusion & Belonging and Human Rights (Interim)

Arcadis Group



- Conducted a global audit, including SWAT analysis and competitor benchmarking across Arcadis in the areas of Diversity, Equity, Inclusion and Belonging, Affinity Groups, Human Rights and CSR.
- Defined future strategies for each area, aligned with 3 year business strategy and implemented a future forward global operating model.
- Developed and executed a global gender strategy, resulting in a 0.9% growth across the organization within an 11-month period and partnered across key functions on CSRD submission for S1, focusing on Pay Equity, Pay Transparency, and Living Wage.

MARCH 2022 – NOVEMBER 2023

Chief Diversity, Equity and Inclusion Officer and Head of Employee Experience

OLX Group



- Designed and executed the Global OLX DE&I and Employee Experience (End to end Talent Management) strategy, implementing globally scalable and culturally relevant initiatives. Developed measurement tools, collaborated with key stakeholders for strategy integration, and ensured alignment with employee lifecycle elements, including benefits, compensation, talent, and performance management and employee relations.
- As a member of the Leadership Team, collaborated with the management teams to foster capability development, ownership, and accountability within their respective functions. Identified transformational opportunities aligned with business objectives, including inclusive design, workplace inclusivity, engagement, talent management, and recruitment.
- Achieved a 2% increase in workforce diversity (Gender, AAB/HL, Disability) and 6% improvement in employee satisfaction scores, resulting in enhanced innovation and stronger employer brand.
- Member of Environmental, Social and Governance Leadership team, building relevant performance indicators for regulation requirements and reporting, including upcoming CSRD requirements.

JANUARY 2017 – FEBRUARY 2022

Global Director of Culture and Inclusion

Microsoft



- Oversaw end-to-end DE&I strategy for Microsoft's Global Sales, Marketing, and Technology business before expanding leadership role to encompass end-to-end global DE&I operations, across 192 markets including US and Canada.
- Championed a visionary strategic leadership approach to Diversity, Equity, and Inclusion (DE&I), positioning the organization as a trailblazer in fostering a culture of belonging. Spearheaded the development and implementation of a transformative DE&I strategy that delivered a 6% increase in female representation, 3% in AAB/ HL in the US, alongside continuing positive trend on the annual inclusion index score of 84% over a 3-year period.
- Successfully implemented the DE&I strategy in over 190 countries across the world, using global and cultural competencies, to ensure exceeding legal and social requirements and earned industry recognition by organisations including Forbes, Human Rights Campaign, Disability Equality Index, Top Companies for Women in Tech, National Association of Female Executives, Great Places to Work and Diversity Inc to name a few.
- Partnered with Engineering teams to embed inclusion into products including inclusive gaming and accessibility features across the Office365 suite
- Member of the global Employee Relations governance board, and subject matter expert on critical DEIB cases
- Sponsored the global component of Include 2021. A first in the industry, two-day global learning event, open to anyone free of charge bringing together many industry-leading academics, behavioral scientists, and social change experts to discuss and share better practices on DE&I across the world.

MARCH 2015 – JANUARY 2017

Managing Director

Create Reality



- Collaborated closely with boards and senior leaders to assess, refine, and elevate their Culture, DEI and Talent strategies, aligning them with the organization's vision and fostering an inclusive and equitable corporate future. Organisations include Airbus Group, National Grid, Pepsico, BBC, University of York
- Empowered leaders on their personal DEI journeys, equipping them with the skills, capabilities, and confidence needed to drive systemic change within their organization and function, resulting in greater levels of inclusive design embedded into their work and business outcomes.
- Provided coaching, training and guidance to functional teams and individuals, facilitating the seamless integration of diversity and inclusion principles into their work. Spearheaded initiatives such as self-identification processes, inclusive HR systems, and the strategic formation of Employee Resource Groups that directly aligned with business objectives.

JANUARY 2012 – MARCH 2015

Director of Diversity and Inclusion Consulting

IBM Smarter Workforce



- Partnering with clients to implement end to end state of the art leadership solutions, creating high performing diverse organizations based on data analytics and insights. Successfully moving the needle on diversity to ensure both visible and non-visible diversity groups are optimized in an organization's productivity strategy. Clients included Maersk, PepsiCo, Deutsche Bank, First Group and Arcadis Group
- Supported companies to predict, measure and enact high performing, diverse team to achieve true cultural transformation and bottom-line results for organisations, shareholders and their clients, underpinned with over 35 years of data and leading-edge research from IBM High Performance Research Institute, combined with client partnerships across industry and geography, and world class technology solutions from IBM.

AUGUST 1996 – JANUARY 2012

Various Roles

IBM



During this time Roland had a fifteen-year career at IBM, working with organizations across many sectors, and living in many parts of the world. Roles included.

- **European HCM Change Management Leader, Jan 2010 – Dec 2011:** Responsible for overseeing the successful implementation of Human Change programs in alignment with IT transformation and outsourcing solutions. Roland brings extensive experience in organization development and change management, encompassing group facilitation, culture change initiatives, consulting, change management strategies, knowledge and systems transfer, and the application of leading-edge concepts like emotional intelligence and large group processes. Provided valuable support to clients including Aer Lingus, Keylink, and Deloitte.
- **Global Sales Transformation Leader, IBM Global Services, Oct 2005 – Dec 2009:** Accountable for spearheading Sales Productivity, Efficiency, and Transformation Programs at IBM Services Division, overseeing markets in Europe, the USA, and ASEAN. Roland possesses expertise in various areas including organizational design, skills and process analysis, sales and consultancy mapping, sales culture enhancement, go-to-market strategy development, transformation programs, sales incentive and remuneration plans, and sales cadence optimization
- **EMEA e-business Hosting Services Sales Transformation Program Manager, Dec 2001 – Sep 2005:** Strategic partner to the EMEA Services Sales Leadership team, focusing on creating increased productivity and efficiencies across the Sales Channels and Marketing. Including areas of process, systems and tooling. Experience in product development and go to market, sale and sales enablement alongside end-to-end sale process management and optimization.
- **Global e-Learning Program Manager, Aug 1996 – Nov 2001:** As a member of the Graduate intake program for the year, Roland took on the responsibility of designing and developing e-learning modules for the Sales and Leadership Learning Academy. Successfully migrating learning requirements from traditional classroom settings to a virtual environment, aligning with the 70, 20, 10 model of learning and assessment. This transformation not only lowered overall training and travel costs for the organization but also delivered world-class, regionally relevant learning interventions."

Education

MAY 2014

Masters in NLP, Neuroscience and Coaching

ITS



JULY 1997

BSC Mathematics, Finance & Management

University of Portsmouth



Certifications achieved throughout my career in areas including Change Management, Organizational Design, Systems Thinking, Accessibility & Inclusive Design, Mental Health & Wellbeing, Sales Management and Program Management.

Activities

Roland has a deep rooted passion in equity and fairness, enabling everyone to reach their true potential. He lives with his husband in Warwickshire. They have a grown-up son, and are now enjoying the next phase of parenthood with hobbies including gardening, travel, horse riding and dressage alongside being custodians of the 300-year-old property they currently live in. In his free time, Roland volunteers to coach minority owned start-up companies in business and leadership, alongside mentoring schools and colleges around diversity, inclusion and mental health & wellbeing.