**[Transcript](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)**

[00:00:06 Glenn Baker](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[Hello and welcome to the latest in our series of podcasts which aim to explore the world of work and challenge workplace cultures. My name is Glenn Baker and I’m an Employment Relations Officer at the Labour Relations Agency, and I'm going to be your host for this episode.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:00:22 Glenn Baker](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[We know that good communication is part of the bedrock of good employment relations and positive organisational culture, but occasionally when sensitive subjects are being discussed, it can feel like some workplace conversations should come with a health warning. However, it's important that these conversations are encouraged and that they can happen in a dignified and respectful way.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:00:42 Glenn Baker](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[We're joined by Nuala Murphy, Director of Diversity Mark, and my colleague Morna Blaney, an Employment Relations manager from our advisory section to talk about these respectful conversations today.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:00:58 Glenn Baker](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[So, first of all, Morna, we're talking about encouraging respectful conversations at work, but shouldn't really, you know, all conversations at work, be respectful.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:01:08 Morna Blaney](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[Well, in an ideal world, yes, Glenn, of course they should, though admittedly, having worked in the LRA](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:01:14 Morna Blaney](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[for many years, we'd be aware that it's not people's universal experience at work unfortunately. For the purposes of today, though, we're talking about respect in relation to planned and deliberate conversations around potentially sensitive topics.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:01:29 Morna Blaney](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[And that's why we've written an employer's guide to encouraging respectful conversations at work.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:01:35 Morna Blaney](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[Employees no longer need to or would be expected to separate work from their personal lives if they're dealing with challenging life events. There is a business imperative to acknowledging this, helping them feel safe, feel valued, and providing them with a genuine sense of belonging.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:01:52 Morna Blaney](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[And encouraging conversations around historically taboo topic supports this inclusive culture as long as the conversations have respected their core.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:02:02 Glenn Baker](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[You mentioned there that the LRA has created a guide to encouraging respectful conversations at work. Can you tell us a little bit more about that?](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:02:10 Morna Blaney](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[Sure. And like all LRA publications, the guide has been written with the goal of helping to improve employment relations, and good conversations are an essential element of good relations.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:02:22 Morna Blaney](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[So, the guide sets out what we need to think about, to have respectful conversations, listening language and tone are obvious, but then also checking, understanding, and acknowledging our own bias and appreciating other people's perspectives.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

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[So, the guide highlights the need for awareness of where conversations can take place, what they might look like, how workplace culture impacts on them, and what we can do to encourage them.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:02:49 Glenn Baker](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[OK, well, I've personally been involved in the delivery of LRA webinars and seminars on the topic of difficult conversations, but this is this is a different thing, isn't it?](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:02:59 Morna Blaney](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[Yes, yes, it is. When we talk about difficult conversations, we mean the typical challenging conversations that a manager might need to initiate with an employee. So that could be about job performance or attendance, or it could be a conduct issue, or it could be in response to a complaint. And those types of conversations are usually quite structured.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:03:19 Morna Blaney](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[And have an end goal that might be about desired behaviour change or taking action of some sort.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:03:26 Morna Blaney](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[In fact, we have a model for employers to help guide them through such difficult conversations.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:03:32 Morna Blaney](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[Respectful conversations, on the other hand, they're more open-ended if there's an end goal for respectful conversations, I'd say that it's connection. It's about creating an environment that encourages the conversations to happen and achieving mutual understanding.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:03:49 Morna Blaney](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[So, as I said earlier, acknowledging each other's perspective and appreciating the other person's insight.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

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[OK, so the guide, it's not actually procedural then in its nature.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:04:03 Morna Blaney](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[No, not at all, and that's a bit of a departure for us. Workplace procedures tend to be about compliance, so in this guide we deliberately didn't want to formalise the approach an employer should take to encourage respectful conversations at work, because there's no right way to develop an organisations culture, you know.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:04:23 Morna Blaney](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[A series of small actions might suit one organisation, or a big launch event might suit another.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:04:30 Morna Blaney](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[So, the core purpose of the guide is to encourage and support employers who want to create a more inclusive workplace culture, one where employees can simply be themselves.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

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[We wanted to increase employers’ confidence, so though there's a checklist at the end to help an employer get started, it's really just a list of suggestions. They can ignore them all and try something else if they want.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:04:55 Morna Blaney](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[The thing is that being supported and having these conversations at work can be hugely beneficial for employees.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:05:01 Morna Blaney](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[If a woman can share her experience of menopause, or if someone is trying to leave an abusive partner.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

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[Or if an employee has suffered a bereavement and feels like their world has now ended, why should maybe be able to talk about these things at work? Any number of life scenarios impact on work, even if they're, and I'm using air quotes here, even if they're ‘nothing to do with work’.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

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[And of course, the increasing prominence of equality, diversity, and inclusion issues in society,](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

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[generally, have broadened the scope of these types of conversations.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:05:36 Glenn Baker](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[Well, this is probably a good time to bring in Nuala here. Diversity Mark are experts in this area of equality, diversity, inclusion. So, Nuala, Diversity Mark, it's all about building more diverse and inclusive workplaces, isn't it?](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:05:50 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[Yeah, absolutely. And I suppose why we talk about](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:05:54 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[Diversity Mark and different organisations or businesses or workplaces, commitment to working towards a diversity mark,](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:06:02 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[is that we talk about people and culture so it's very aligned with communication. It's very aligned with our whole selves, but in short, diversity mark is a workplace accreditation, it's independently assessed.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

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[It's available to any company or organisation or workplace of any shape and size in any industry to commit to progress when it comes to working on diversity and inclusion.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:06:24 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[And I think that's important to recognise in that it's not a benchmark, it's not a tick box, it's actually commitment to a journey. And when you're on that journey and you're in our community of other companies,](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:06:38 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[on their own journeys, there's a huge opportunity to learn from each other, to be inspired by different focus](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:06:46 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[areas and also to build that network in an ever changing, fast-paced moving environment of diversity, equity, inclusion, equity, equality, diversity, inclusion. You know there's a lot of words around the topic that are going out, now we have belonging to, but in essence it's](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:07:06 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[about encouraging workplaces to recognise the importance of a diverse workforce,](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:07:12 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[and how that brings better innovation, better bottom line, better retention for their staff and also it gives everyone an opportunity to thrive.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:07:24 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[And inclusion is really about how you build that sense of yes, you may create a diverse workforce, but when it is diverse, how are you enabling or ensuring that everyone has equity when it comes to advancements, promotions, opportunities, and we've been going now for five years.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

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[We have over 160 organisations across Northern Ireland, the Republic of Ireland and the UK.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:07:51 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[And the structure and framework that the diversity market accreditation plus the independent assessment panel is based on is proving](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:08:00 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[to genuinely work because it's recognising it's a journey. Everyone's a different starting point and that we can all do something to be better.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:08:09 Glenn Baker](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[OK, you've gone into a little bit more detail there about diversity, equality or equity and inclusion. Are these actually different concepts or are they different ways of saying the same thing or are they separate?](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:08:23 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[No. Well, I think diversity is about recognising the different types of people that we have. Inclusion is recognising how we enable and support them and then you've got you've got belonging, which is really a sense and a feeling that you hear back from the people in your workplace.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:08:39 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[But what's really coming through is actually it's about respect and that's why I think this podcast is so perfectly coined the term because it's about respecting people that may not be the same as you, believe the same as you. But when you're in the workplace, you respect them. We don't have to like everybody.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:08:59 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[But we have to respect them.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:09:01 Glenn Baker](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[OK, I suppose that some employers, they might actually feel a bit nervous about actively encouraging these respectful conversations, you know, especially about diversity at work. You know, if employees are sharing diverse opinions somewhere along the line, chances are there's going to be disagreements. Yeah. Could that be problematic? You know, is it not easier? Just maybe to keep those contentious](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:09:22 Glenn Baker](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[opinions out of the workplace? You know, the idea of leaving those kinds of things at the at the front door on your way in.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:09:29 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[Well, you know, diversity and equality and the whole topic area is about recognising different people's identity. It's not about telling people they can't](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:09:37 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[bring their full selves to work.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:09:39 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[I think in the workplace there has to be a certain amount of hygiene around the conversations you can have, but you can't ignore what's going on in the world outside.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:09:46 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[You can’t ignore the challenges that are being debated in Parliament. You can't ignore the things you see on social media. People will have opinions about those. And I don't think it's about telling people what they can and can't say.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:10:00 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[I think it's about giving them a framework in which they can say it safely.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:10:03 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[But also, it's really important for employers to recognise they have a certain responsibility about standards, about values, about what is and what isn't acceptable, and I think that's, that's where this tool could be really valuable because you're helping them understand what it is and what isn't appropriate. You're creating an opportunity for people to work within those guidelines.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:10:23 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[But ultimately, people are going to say things that offend somebody else. So, what do you do when that happens? If you're all operating on the basis of respect, a lot of the work that I've done over the past decade really is about understanding how biases show up, understanding how microaggression show up.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:10:40 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[And why they do? I think if we recognise them as that and understand why they show up with them, what action do we take to either help](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:10:50 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[educate everyone, educate a workplace/team. That's where the critical change will happen and the intention for most people is not malice. It's coming from a position of not knowing, and I think everybody can flex a little bit on](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:11:06 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[that approach, if you create the safe space for conversations to happen for people to have respectful conversations,](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:11:13 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[that they can bring something to the table and be challenged respectfully, that's an opportunity for everybody to learn. So, for example, I've been doing a lot of allyship and a lot of bias training of late. Snackable sessions for companies who are diversity mark signatories and some examples that come out are very much around performance related reviews.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:11:34 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[So, for example, if you have maternal bias in the workplace and someone's just coming back after having a baby,](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:11:40 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[and the hiring manager says, or a promotional manager says, oh no, they wouldn't be interested in that big new project or big new job opportunity because they've just had a baby and they probably want to get settled back in. That's a bias, so by sharing examples like that bias](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:11:57 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[and understanding why it shows up,](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:11:59 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[the data behind it also makes the hiring manager/the promotions manager think OK,](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:12:04 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[well, maybe I need to check my bias. Why wouldn't Nuala be prepared to be able to take on that new role or that new project? Surely, it's on her to manage your time and her energy and effort. So, I think that's one example. Another example we see is when it comes to people talking about especially about race and ethnicity, and they say I don't see colour and they think they think that's a good thing to say,](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:12:25 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[but actually, when you deny someone a part of their identity, you're perpetuating racism, especially in the workplace or society.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:12:33 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[Or for, assuming that somebody has somebody at home to help with childcare.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:12:38 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[When you make comments welcoming everybody in the room, these examples are small steps that can be recognised to change action and understanding and behaviour. And so yes, companies can sign up to diversity mark and work towards their accreditation, commit to that journey and we then help them with these small](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:12:58 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[training snackable sessions, to help their](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:13:02 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[workforces recognise what is and what isn't appropriate. Understand why](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:13:07 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[these scenarios show up and then turn that into action. So, check your own bias. Think before you speak and think about how you would feel if you were the person that was being talked about.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:13:19 Glenn Baker](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[OK. And so, for employers out there listening who may want to encourage more open conversations at work, and you talked there about some of the steps that they can take, and can they come to you then for that kind of guidance really to get to that place you know, are there practical steps that they can consider?](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:13:34 Glenn Baker](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[Can they come to you for that?](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:13:37 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[Yeah, absolutely. So, we, we do have](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:13:38 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[our community of signatories, that are companies that are signed up to commit to progress but same time we run a lot of](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:13:45 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[lunch and learn sessions and anybody can join because we want to help everyone on their journey. We also run round tables, and we also speak at different events, but we do have some opportunities for us to come out to the organisation to do a snackable session around bias or around allyship and what that looks like and their little ways for](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:14:05 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[us to give back. We are amassing best practise in practise at scale with our brilliant leaders in diversity mark community and a lot of them want to also import their learnings so that we can encourage and inspire other organisations](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:14:22 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[to be better and when we do that, people are better, society's better. There's more opportunity economically for this place we all call home to thrive. And I think that it's full circle really. And that's the biggest opportunity here. It might start with one conversation, but it could. The ripple effect could be exponential.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:14:39 Glenn Baker](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[Fantastic. And but unfortunately, we're actually going to have to leave this fascinating subject there for today.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:14:44 Glenn Baker](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[Well, Nuala, thank you very much for your time and your contribution today and thank you to Morna as well. If anyone wants to check out the guide to encouraging respectful conversations at work, it's available on our website along with a wide range of other advisory guides. That's lra.org.uk. Listeners can also keep up to date with the work with the LRA](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:15:04 Glenn Baker](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[via our e-newsletter or social media feeds as well. And Nuala, what's the best way to keep up with developments at diversity mark?](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:15:13 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[So, you can follow us on LinkedIn Diversity Mark, we're also on Instagram, the Mark of Progress, on Twitter, Diversity Mark and our website sign up to our newsletter, which is diversity-mark-ni.co.uk.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:15:27 Nuala Murphy](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[Or just Google diversity mark and sign up to our newsletters and access our global resource pool and reach out to me directly on LinkedIn if I can be of help, I will.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:15:37 Glenn Baker](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[That's absolutely brilliant, Nuala.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:15:44 Glenn Baker](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[If you want to check out our earlier podcasts on challenging workplaces and domestic violence and abuse, these are available on our website or Spotify.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[00:15:52 Glenn Baker](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)

[So, thanks for listening today. We'll look forward to exploring another topical workplace issue in our next challenging workplaces podcast.](https://labourrelationsagency-my.sharepoint.com/personal/mcerleann_lra_org_uk/Documents/Transcribed%20Files/Podcast%203%20-%20Respectful%20Conversations%20GB%20MB%20NM.mp3)