

Diversity

The world we live in is exciting. One of the best things about it is all the different people. So our workforces should reflect that.

Diversity is the term that recognises the differences amongst people. **Inclusion** is the term used to ensure each person feels a part of the organisation they work for (or would like to work for). **Equality of opportunity** means making sure that there are no barriers to accessing new jobs, promotions, training and development opportunities and that each person has the same right and ability to access this.

Never has there been a better time to make change. Not just for the sake of it. But real, genuine and systemic change.

The following pages should help you get started.



How to Create a Diverse Team

Set fair goals. Don't burden the minority group (e.g. at least 50% women), instead take the emphasis off any one group e.g. no more than 70% of the team should be one gender



Start at grass roots, support a local talent pipeline by working schools and colleges



Work with local groups to find out what they are looking for in new roles



Consider your audience when choosing where to advertise e.g. social media/print media/internet/universities



Think about the language you use in your adverts



Look at your reward packages (see our reward info sheet for more on this)



Conduct exit interviews and ask how and why your departers found new roles



How to Retain a Diverse Team

Enable everyone to be **themselves** at work

Review policies for **language** used

Foster an **open culture** where people can talk honestly about concerns

Create an environment of empowerment when people feel able to **give** and **receive feedback**

Review process for **every stage** of an employee's career: recruitment, promotion, development, training etc

Monitor **well-being**

Ask employees about **their experiences**

Have a long-term **strategy** with committees, rather than one-off events

Set up focus groups and **allyships**

Lead from the top, ensure buy-in from **senior leadership team**

Introduce new policies that support different challenges, e.g. **miscarriage or menopause**

When reviewing policies, try to look through the **lens of all** your employees and think, would that be appropriate if, for example, if I had childcare responsibilities or if I'm very experienced but lacking in qualifications

Zero tolerance approach to harassment, bullying, "banter"



TITLE??

Gender. Despite the fact that discrimination on the grounds of gender has been illegal for decades, there is plenty of work still to do. Whilst there are many subjects to tackle, discrimination on the grounds of pregnancy and maternity feature regularly as areas of significant concern.

Sexual Orientation. Whilst society as a whole has made a lot of progress in this area, workplaces seem to be slow to improve and members of the LGBT+ community report high incidents of harassment, bullying and feeling uncomfortable and excluded at work. This area also covers gender identity and gender reassignment.

Disability. With over 7.7 million people of working age having a disability or health condition, this is a hugely untapped market.

Age. For an organisation to perform at its best then it is key to have an age-diverse workforce, making use of new talent and sound experience.

Race. This is an area that has attracted a lot of attention over the past year with a renewed focus on anti-racist policies.

Religion & belief. This area applies to religions and philosophical beliefs as well as an absence thereof.



Gender



Review your flexible working policy. Women tend to be disproportionately responsible for caring for dependants and as such flexible working can enable them to juggle work and personal commitments.



Report on gender pay gaps and then take action. The gender pay gap in April 2021 among full-time employees was 7.9%. Whilst reporting is a great first step, it is only the beginning. Conduct pay reviews, be transparent and look at how each of your employees are remunerated, ensuring everyone is paid equally.



Enhance policies such as maternity leave, miscarriage leave, fertility treatment, menopause and neonatal leave.

By enhancing paternity leave the burden of responsibility for childcare can fall more equally across both parents.



Women involved in recruitment process to demonstrate how it will be to be a woman in this organisation.



Address domestic abuse. Consider policies, training and providing support for those affected.

KPMG introduced training and support for all its managers and ensured their resources covered perpetrators as well as victims



Disability

- ✓ Begin by assessing your workspace and having a full spectrum of conditions in mind. Consider things like standing furniture, access to toilets (not just accessible toilets but ease of access for other conditions such as IBS), and layout of communal spaces.
- ✓ Review your application process and make adjustments for example large size font application forms or extra time for timed sessions.
- ✓ Make reasonable adjustments available to those that need them.
- ✓ Become a disability confident employer.
- ✓ Review procedures around storing of medication and attendance at medical appointments.
- ✓ Consider providing a private space for individuals who need to administer medicine or would like to take a break.
- ✓ Offer an automatic 1st stage interview to all applicants with a disclosed disability who meet the essential criteria for a role.
- ✓ Remember Mental Health – train members of your team to be mental health first aiders.
- ✓ Sign the mindful employer charter.



Age

Consider where you advertising roles, for example social media and print media will appeal to different age groups.

Work with local schools, colleges and universities to attract new talent into your industry from a younger age.

Review the benefits programmes you offer as employees will tend to require different things from their benefits depending on their stage in life.

Be careful about the language you use in job adverts, energetic, experience, minimum years' experience are all potentially indirectly discriminatory.

Consider organised programmes such as apprenticeships and internships.

Talk about the menopause, stop it being a taboo subject and enable those suffering to access the support they need.



Race

- Ω Remember all races – recent studies have shown that whilst black communities have reported feeling more supported at work, Asian communities, and in America, Latinx employees, have felt under-represented and less included at work.
- Ω You should already have a harassment policy. Consider extending this further by implementing an anti-racism/anti-harassment policy. Include a statement as part of this.
- Ω Add anti-racism to the values of your organisation.
- Ω Ensure a zero-tolerance approach to any racial abuse.
- Ω Denounce anything that purports to be ‘banter’. If you use potentially offensive language “as a joke” then there is a chance that you will offend. Turning a blind eye to this sends a message that this is acceptable. Instead make sure you speak to the people involved and let them know their behaviour isn’t accepted.



Religion and Belief



Offer spaces at work that enable people to participate in any religious practices e.g. prayer rooms



Consider offering flexible public holidays that enable people to celebrate the holidays appropriate to them



Be open and make sure people feel they can tell you about their philosophical beliefs or religion.



Offer flexible hours to enable people to attend services as appropriate.



Additional Reading

BTIC's [report](#) on The Times Top 50 Employers for Women

Become a [Disability confident](#) employer

[2022 Workplace DEI report | Culture Amp](#)

[Signing the Charter | Mindful Employer \(dpt.nhs.uk\)](#)

[Information on Inclusion and Diversity | CIPD](#)



Next Steps

Contact us if you have any questions or ask to see one of our other guides:

Onboarding

**Hybrid
Working**

Recruitment

