

Diversity and Inclusion

How to develop your strategy in 2021

Learn and share



Vijay Mistry

Senior Consultant,
People Insight



Cheryl Busby

HR Director,
Clarion Events

- 12:00 **Introduction: Building a more inclusive workplace**
Vijay Mistry, People Insight
- 12:20 **Building a D&I strategy that goes beyond ticking the box**
Cheryl Busby, Clarion Events
- 12:40 **Assessing D&I through employee surveys**
Vijay Mistry, People Insight
- 12:50 **Q&A**
Vijay Mistry, Cheryl Busby, All
- 12:59 **Close**

Hello, we're People Insight!

Established in 2004, we work with hundreds of organisations like yours to make change happen



Know your managers are empowered by our

Intuitive Tech



Feel confident in the robustness of our

Expertise



Be reassured throughout by our

Support

Never before has there been a greater need to listen to our employees

The enormous upheaval of the last 12 months has brought significant challenge for **culture, operations and performance**



Covid-19
pandemic



Focus on
wellbeing



Leadership &
Comms.



Human
workplace



Diversity &
Inclusion

Listening is a critical part of an agile People Strategy to **involve our people**, understand their challenges and adapt the way we work

“

**caring about something
enough to do something
about it...**

**not just
thinking but
doing**

Janet Stovall, *UPS*

https://www.ted.com/speakers/janet_stovall

A photograph of three diverse women in an office setting, smiling and looking at a computer monitor. The image is overlaid with a dark blue semi-transparent background. The text is positioned in the lower-left quadrant of the image.

Why D&I? A strategic and individual stance that's more than just the right thing to do.

We can no longer ignore the issue

We're freely talking about it, we agree that action needs to be taken, and we're no longer satisfied with being silent.

The truth has been laid bare: inequalities exist



The role of the organisation

We spend one-third of our lives (90k hours) in work – **organisations have the reach to make a real change.**

If we create diverse and inclusive environments with people that don't look and think like us, **imagine the impact we can make outside of work.**

It's good for people and business. **It's more than the right thing to do.**

If organisations **don't do something about it, their employees will question their commitment to D&I.**

The business case for D&I

Boost company performance

Strengthens values and culture

Employer reputation
(addressing staff shortages and reducing turnover)

Increased innovation
(access to new markets and segments)

Motivation and engagement

The costs and benefits of diversity
Centre for Strategy and Evaluation Service (CSES), European Commission (2003)

+21%

Likelihood of above average profits when comparing Exec team diversity (upper versus lower quartile)

McKinsey

26% increase in team collaboration and an **18%** increase in team commitment

CEB (Gartner)

67%

of job seekers said a diverse workforce is important when considering job offers

Glassdoor

£300 billion
The spending power of UK minorities

McKinsey

Inclusion increases engagement.

Engagement increases profits and performance.

Gallup

What we mean

Diversity:

Recognising, respecting, and valuing individuals for the **different perspectives** they bring.

Inclusion:

All people are given **equal opportunity to contribute** to business success and **be their true selves**, regardless of background.

Source: PWC



It's more than what we see

Ethnicity

Belief

Orientation
(sexuality)

Gender
(ungendered)

Age

Socio-
economic
background

Ability
(disability)

Cognitive
ability

Neurodiversity



D&I opinion trends from 2020

Leaders
like me

A lack of
representation at
board and
management
levels

Reporting
incidents

A lack of confidence
in the escalation and
resolution process
when reporting
inappropriate
behaviours

Men Vs.
Women

Pay gap, equal
opportunity,
respect, and
representation at
board level

Generation
needs

Criticising the
aspirations of new
generations and
older generations
being left behind

Bias

Exclusionary
practices in
recruitment,
development and
advancement

Achieving the ultimate objective of **attitudinal and behavioural change**



Policy: principled rules and expected behaviours at work that are embedded into organisation policies, values ways of working (the employee handbook).



Standing up: leaders taking a collective stance by actively demonstrating the organisations D&I principles and upholding values aligned with D&I. [Representation at all levels.](#)



Processes: ensuring that potentially exclusionary practices and behaviours are removed from processes, such as bias in recruitment. [Reporting mechanisms that are fair and work.](#)



Alignment: creating organisation-wide buy-in to the position on D&I, zero-tolerance and the benefits. Embedding D&I into the day to day.



Behavioural change: changes in ways of working to create a welcoming and accepting place to work on the ground.



CLARION
EVENTS

Building a D&I strategy.

Clarion Events journey in creating
a strategy that goes beyond ticking
the box.

The logo for Clarion Events, featuring the word "CLARION" in a large, bold, blue sans-serif font above the word "EVENTS" in a smaller, bold, blue sans-serif font. The text is contained within a white rectangular box. A white curved line arches over the top left of the box.

CLARION
EVENTS

Our D&I journey to date...

Diversity includes everyone



Cheryl Busby

HR Director, Clarion Events

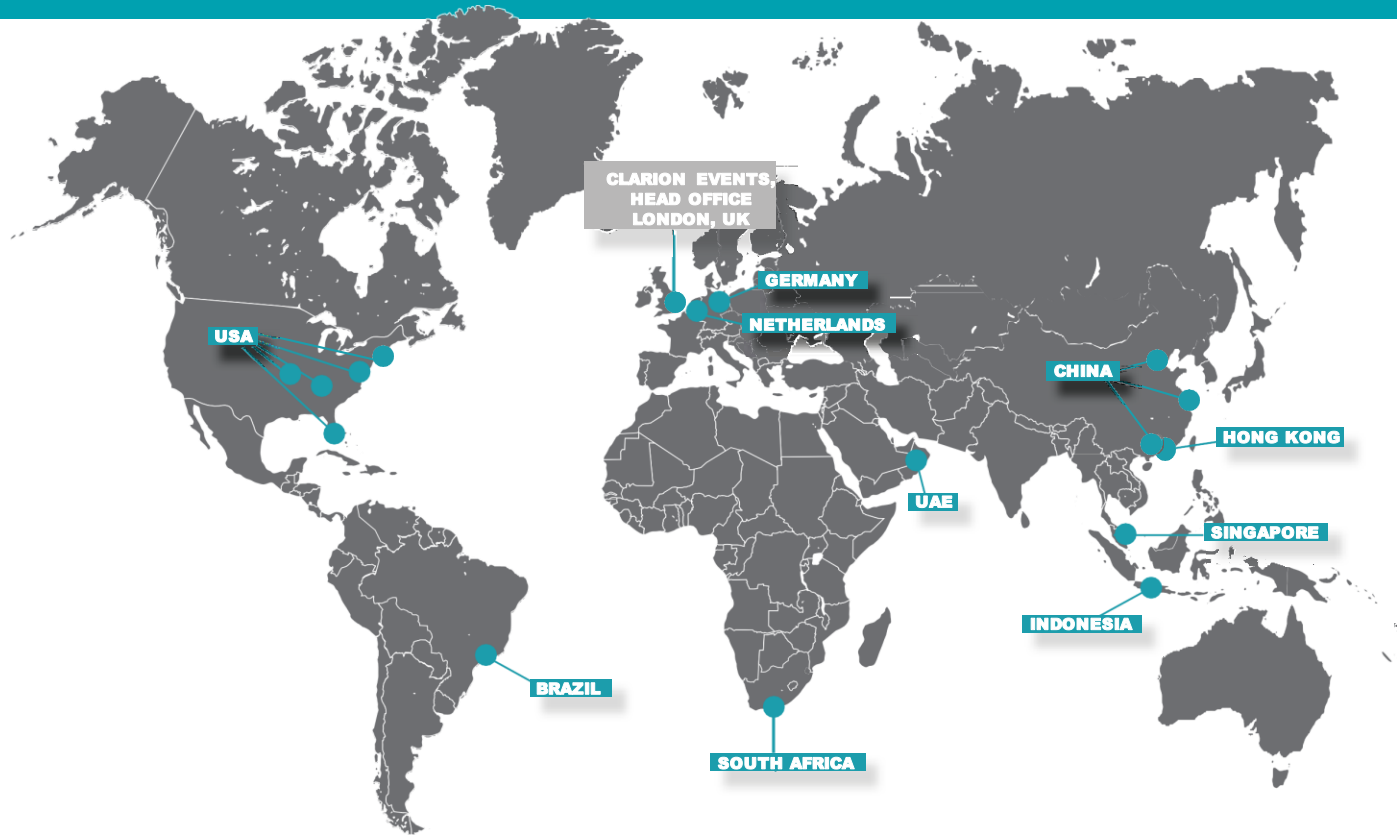
PASSION

CARE

IMAGINATION

TRUST

Who are we?



Who are our employees?



PASSION | CARE | IMAGINATION | TRUST

Our D&I approach before June 2020



What we did



Talked and **listened** to our employees

Identified the Barriers

Admitted we didn't have the knowledge or skills

Admitted we were scared

Procurement process to find the right partner

Built & launched D&I pages on our internal website

Launched quarterly Listening Forums

Assessed our current data status

Discovered a hidden gem

We were brave

Phase One: our vision on a page



Mission

Clarion Events is committed to inclusion and equality both as an employer and as a customer-oriented service provider. We aim to provide a supportive environment for our employees where everyone is treated fairly and with respect



Phase One Aim

Building awareness and appreciation of what diversity and inclusion means to us. Our understanding of diversity and inclusion, at all levels of the organization, will inform the next phase of our diversity and inclusion journey



Business Priorities

Making sure Everyone understands diversity and inclusion

All Management Board Members to be diversity and inclusion competent

Making Clarion an even greater place to work

Build strategic relationships to support our diversity and inclusion journey

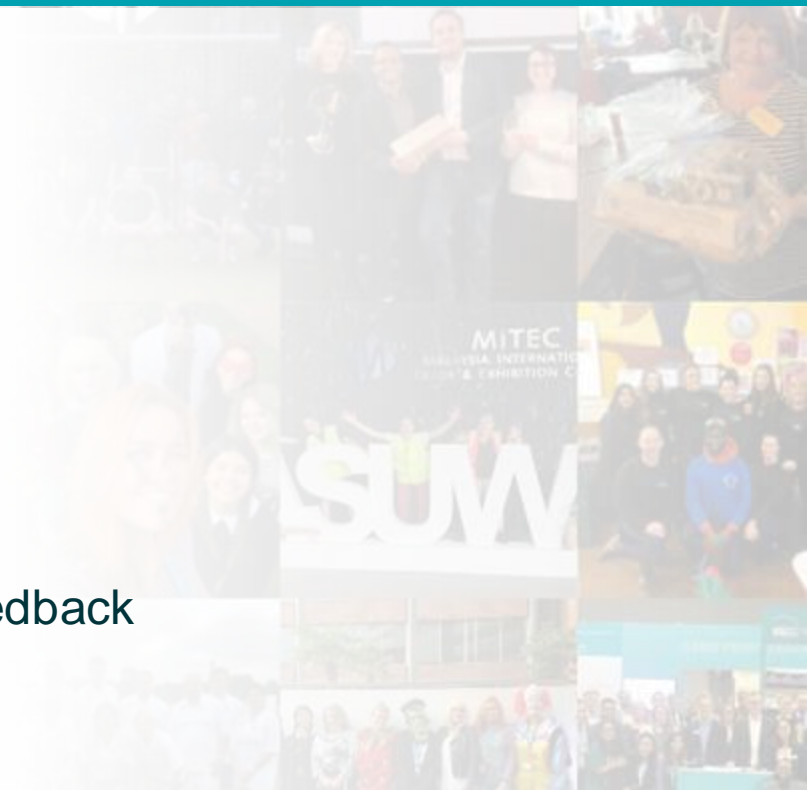
Shared focus across all offices and sectors



7 strategic steps



- 1 Leadership
- 2 Staff awareness
- 3 Staff engagement
- 4 Harassment and discrimination
- 5 Strategic partnerships
- 6 Monitoring data and feedback
- 7 Employee lifecycle



Year 1 actions



EY to deliver D&I training to all senior managers with respect to local nuance

Introduce mandatory D&I Digital training to all employees

Develop listening forums

Establish D&I representatives

Remind all employees of our policies and process for reporting issues or concerns

Launch an anonymous feedback function

Set diversity celebration and support calendar in each country we have offices

Partner with appropriate charities
I.e. Social Mobility Foundation and Business Disability Forum

Review our data gathering and analysis practices

Review our employee life cycle such as recruitment – compensation and benefits - working environment

Lessons learned



Listen listen listen – even when it is painful



It's ok not to know what to do or say



Say, “we got this wrong” we will try better



Set guard rails



Be brave, honest and authentic



It starts from the top



You don't have to do it yourself



Developing your strategy.

Evidence-based planning and
decision making through
employee surveys.

Real change happens when you identify the real issues

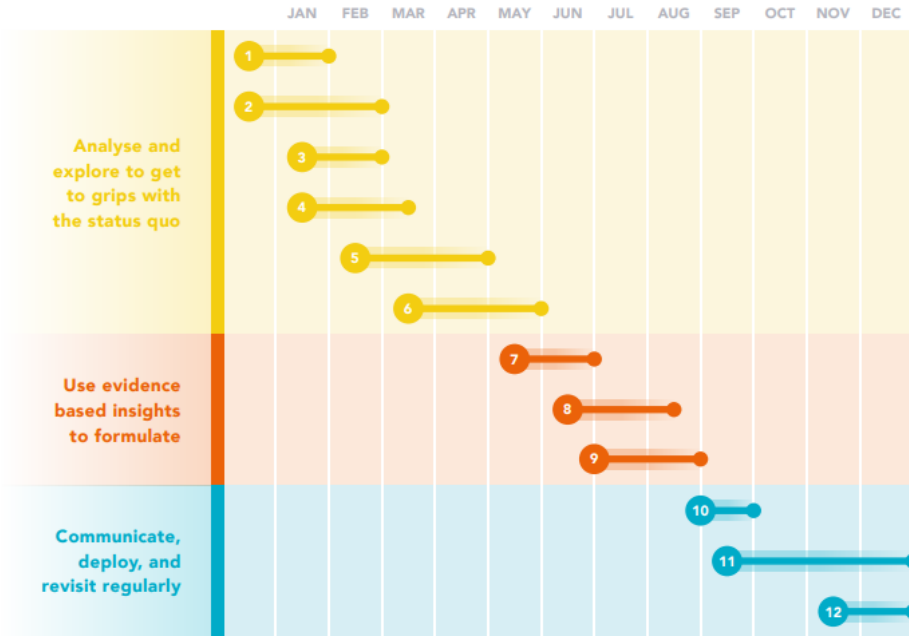
Most organisations are in the **early stages** of developing a D&I strategy, and It's a **new job role** for many.

Unlike more generalisable employee experience challenges that we address in surveys, we should start with looking at **what is going to make the biggest difference to our employees.**

We need to understand, *emphatically*, from employees across diverse groups what their experiences are.



Getting a strategy right means getting the research strategy right



- Establish your D&I vision and mission
- Create a strategy to design your strategy
- Don't expect change to happen overnight

Check-out our 2021 EX Trends report:
<https://peopleinsight.co.uk/resources/>

Step 1. Analyse and explore to get to grips with the status quo

Understand the make-up of your organisation

Use available HRIS data available and find out what's missing that could stifle your progress

Review all policies and processes starting with the employee handbook

Make a list and decide where D&I needs to be considered and whether it is included or not

Define what D&I means to your leadership team & organisation

Understand the level of priority when it comes to D&I and set the tone

Use the information you already have to get a sense of priorities

Look back at previous survey data for differences - an indicative baseline

Have a two-way conversation with employees from **all** groups

Conduct focus groups with employees from all groups (not just the diverse ones)

Deploy a D&I survey across the entire organisation

Get a true baseline for the D&I priorities that you have identified

Step 2. Use evidence-based insights to formulate your plan

Conduct a gap analysis

Compare your survey results across different groups to identify problem areas:

- Look for **significant differences** in opinions between groups
- Look at the **drivers of your D&I key performance indicator** and employee engagement
- **Empathetically understand** the experiences of employees from diverse groups through the **objective interpretation of verbatim comments**

Delve deeper, workshop and co-create solutions

Involve employees from all groups into the solution development process:

- **Speak to employees from different groups**, in both homogenous and mixed settings
- Explore in detail the experiences with a **focus on what do we need to do differently to close the gap**
- Use **ideation and co-creation techniques** to develop actions for today and tomorrow

Define your change strategy and get buy-in from leadership

Create your business case and strategy and get the leadership team on-board:

- Create your **evidence-based strategy** and **present it back to leadership to get their backing**
- **Create accountability** through with board levels sponsorship
- Be realistic about what can be achieved and when (a long-term plan is okay). **Don't overcommit but don't find excuses**

Step 3. Communicate, deploy, and revisit regularly

Communicate

Clearly articulate your position, strategy and plan to the entire organisation.

- Promotion from the board
- Awareness training at all levels as appropriate, including the clear articulation of policy changes
- Clear articulation of the do's and don'ts and expectations of employees (be specific)

Deploy

Start implementing your change programme in a sustainable way.

- Make sure each action is SMART
- Do one or two things in their entirety and well, rather than fail to deliver several things
- Make sure everyone is involved. You facilitate/own the process but everyone is involved in acting

Keep communicating

Show commitment to your strategy with regular updates.

- Progress updates on deployment of strategies and KPI's
- Actively promote 'living stories' from diverse groups where there has been progress/impact
- Board level reinforcement in their communication and role modeling

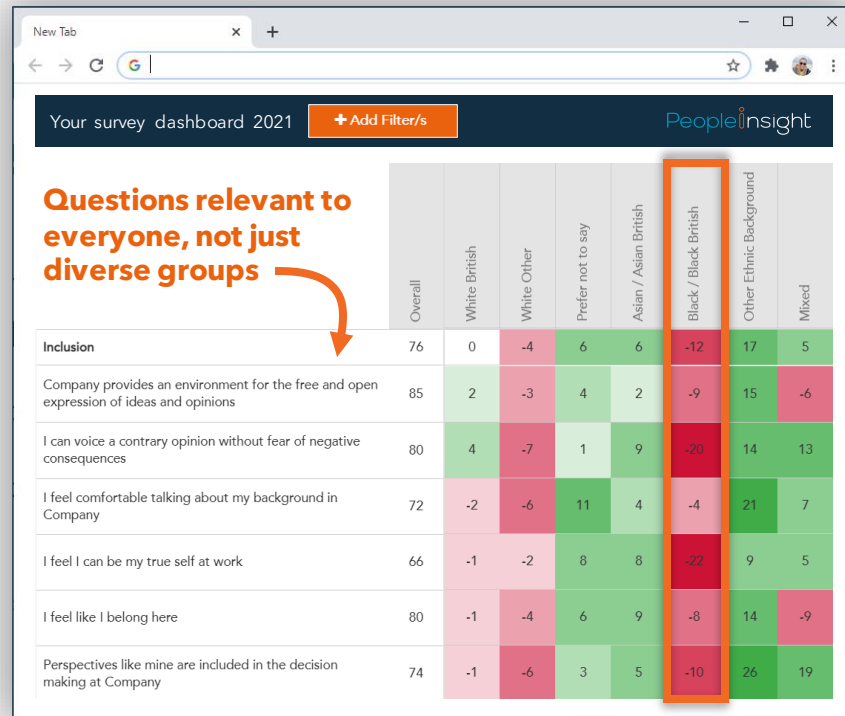
Check-in.

Re-survey at the right interval for your organisation. Check in on progress in your annual listening programme. Speak to employees from diverse groups to see how things are landing. Adjust your course if necessary.

You don't have to ask everyone about everything (survey design)

A common mistake is trying to ask too many questions.

- Ask everyone (and remember to branch questions so they positioned appropriately)
- Create a D&I key performance indicator linked to you D&I vision/mission
- Ask open questions to employees with poor experiences (branched free text)
- Focus on your demographic profile data when analysing



People Insight reporting dashboard; demo data

Involve the experts, we're here to help

Download our sample [D&I survey questions](#) and get in touch to receive the full bank.

Contribute to the community by [sharing your own survey data](#) with us and help create benchmarks.

[Ask us about how we can help](#) develop your D&I strategy and measure progress with D&I surveys.



9 Nov 2020

Question-set: Diversity and Inclusion survey sample

[DOWNLOAD PDF](#)

<https://peopleinsight.co.uk/resources/>

**Standing up
in the face of
injustice.**

Be brave.

Be bold.

Be authentic.



Cheryl Busby
HR Director
Clarion Events



Vijay Mistry
Senior Consultant,
People Insight



Dr. Oliver Davidson
Senior Consultant,
People Insight



Costa Antoniou
Senior Consultant,
People Insight

Q&A

change
coming
People*i*nsight

CLARION
EVENTS

We don't just care about people, we care about the environment too



Eden Reforestation Projects
PLANT TREES | SAVE LIVES

For every attendee that joined today's learn share, we'll be planting 1 tree.

Thank you.

Special thanks:

Cheryl Busby

HR Director, Clarion Events



Thanks for joining us

[Learn and Share webinars: 2021 events schedule - People Insight](#)

Next event: Learn and Share for Higher Education: Staying connected with your people during COVID
24th February 11:00-12:00

enquiry@peopleinsight.co.uk

www.peopleinsight.co.uk

People*i*nsight