

Diversity and Inclusion

**Learn and share webinar
starting soon...**



Diversity and Inclusion

**How employee feedback
will progress your D&I
strategy**

Welcome!

The second of our D&I **learn and share** event series from People Insight, designed to help you and your organisation **be a catalyst for change.**



Please keep yourself on mute



This event is being recorded



Post your questions in the chat



Event sharing



Keeping in touch

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

PeopleInsight

Learn and share



Vijay Mistry
Senior Consultant,
People Insight



Naomi Bray
HR Project Manager
Enstar Group

- 12:00 **Introduction: Progressing your D&I strategy by measuring if your employees BELONG**
Vijay Mistry, People Insight
- 12:20 **How Enstar are using employee feedback to challenge the status quo and drive positive change**
Naomi Bray, Enstar Group
- 12:40 **5 considerations to make the most of your research, with confidence**
Vijay Mistry, People Insight
- 12:50 **Q&A**
Vijay Mistry, Naomi Bray,
Dr. Oliver Davidson, Costa Antoniou
- 12:59 **Close**

A quick-recap...



- ▶ The **case** for furthering D&I in organisations
- ▶ **Thinking** that needs to go into creating a D&I strategy
- ▶ **Barriers** that we need to overcome if we are to make change happen

This was underpinned by 5 clear steps that would lead to attitudinal and behavioral change.

And we outlined how to integrate research to inform progress against the strategy.



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.



Recording available here...

<https://peopleinsight.co.uk/diversity-and-inclusion-webinar-2/>



Issues surrounding D&I continue to be at the front and centre...they're not going to go away!

BBC NEWS

Muslim family killed in 'premeditated' truck attack

6/7/2021

Like | 🗨️ 31

Four members of a Muslim family were killed in a truck attack in Canada, Canadian police have said.

M News ▶ UK News ▶ Meghan Markle

Meghan and Harry skin colour comment by senior royal 'not surprising' says expert

The royal's skin colour, as alleged by the Sussexes, was raised by a member of Royal Family but did not surprise a royal expert.

EveningStandard.

Muslim man steps in to defend Jewish diners punched in 'racist' attack in Baker Street

John Dunne · 14/06/2021

Like | 🗨️ 394 Comments | 🍌❤️🍌 148

A Muslim man stepped in to defend two Jewish diners who were punched in a racially aggravated attack outside Baker Street.

Terms like white privilege 'may have contributed to neglect of poorer white pupils'

Terms like 'white privilege' may have contributed towards a 'systemic neglect' of white working-class pupils, a controversial...

📄 Metro · 49m



On anniversary of George Floyd death, family expresses hope, frustration

'He was less likely to be attacked with a baby in his arms': father used to carry child harmed by racist thug

By ELLEN COUGHLAN FOR MAILONLINE

PUBLISHED: 02:39, 25 May 2021 | UPDATED: 02:39, 25 May 2021

Asian hate crime in UK increases during pandemic

As footballers boycott social media over hate crimes, the abuse directed at Spurs star Son Heung-Min has focused attention on racism suffered by people of Asian background.

Community leaders say such abuse has increased dramatically since the start of the coronavirus pandemic.

Report due to 'white privilege' term, Tory MP



If you are from a diverse background or underrepresented group, you are constantly being reminded that inequalities exist...

But imagine if you can go to work knowing you will be safe and that **your employer has got your back!**

Our UK data reveals inequalities exist at work...

**10%
more**

Black and Asian employees experienced BHD in the last 12 months (almost 25%)

**9%
fewer**

Black and Asian employees feel their employer treats all staff fairly and equally

**9%
fewer**

Black and Asian employees feel people with their background can succeed

**9%
fewer**

Women feel they are able to challenge inappropriate behaviour in the workplace

**60+
Yr olds**

Don't feel listened to or understood by leaders. They feel forgotten.

People Insight, UK Benchmark Data June 2021

- ▶ Chinese, Mixed and Other backgrounds are generally the most positive group.
- ▶ Less disparity between men and women.

Having evidence means we can do something about it!

“

We can only see things from our own perspective. But when we come together with a common cause or a shared vision, our view broadens and we're able to recognize things that we never could've seen on our own.

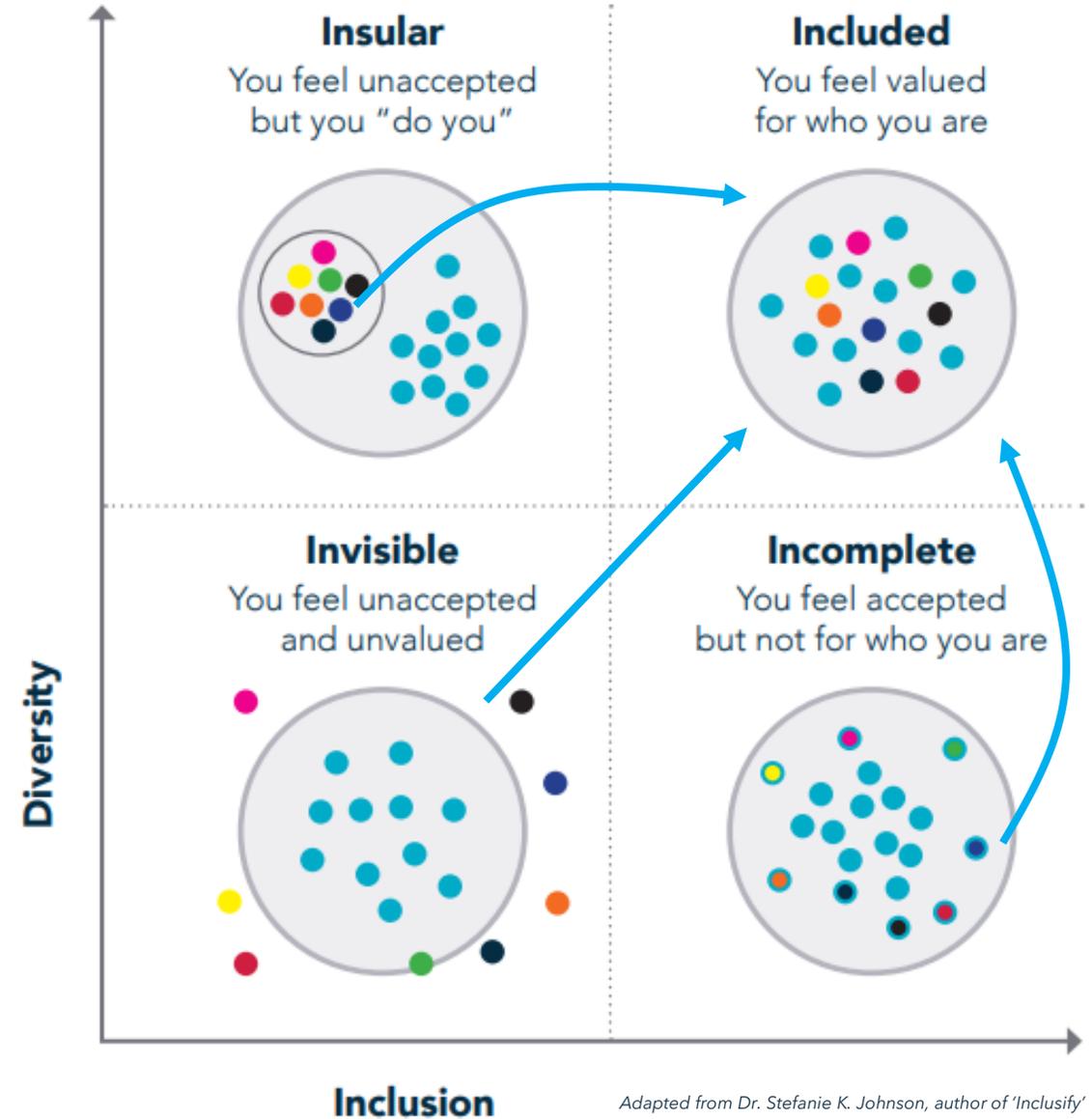
That's why the best companies are diverse: they have diverse thinking.

Simon Sinek

If we create workplaces where everyone can **BELONG**, everyone thrives.

- ▶ Organisations need to recognise and celebrate the uniqueness (**diversity**) that each employee brings to work.
- ▶ And they need to create an environment in which people are welcomed, **included**, and valued.

Research helps us move towards an environment of **true inclusion** where difference is encouraged, recognised and can be leveraged.



How do we measure if we are a diverse and inclusive employer where people **BELONG**?

In the same way we conduct employee engagement research, we measure **three holistic outcomes as a KPI** of how we are doing at being a diverse and inclusive employer:



I can be my true self at work

Openness and uniqueness

- ▶ I do not have to hide any aspect of myself
- ▶ I do not have to fear being judged for who I am
 - ▶ I am free to be me, this is who I am



I feel a strong sense of belonging to my company

Connection and attachment

- ▶ I have emotional attachment (engagement)
 - ▶ I am willing to do my best, always
 - ▶ I am committed to helping create success



People with backgrounds like mine can succeed here

Opportunity and respect

- ▶ I can do well here
- ▶ I have the same opportunities as everyone else
 - ▶ My background doesn't influence

How to measure the D&I employee experience ...introducing **BELONG**

B Belonging

No barriers to being **open about one's true self**, feeling a sense of **involvement** and having the ability to contribute.

E Equity

Fair treatment from colleagues and managers. Ensuring that all employees have the right to **good wellbeing**.

L Leadership

Actively **championing** the case for diversity and inclusion in the organisation, **leading by example**, demonstrating **empathy** and **supporting levelling up**.

O Opportunity

Ability to succeed regardless of background or identity, **progress careers** and **meet career aspirations** without barriers. **Fair recognition and reward**.

N Normative

Current level of diversity, and whether or not it is encouraged through **recruitment practices**.

G Governance

Compliance, zero-tolerance, and the frequency of **incidence** of inappropriate behaviours (bullying, harassment, and discrimination). The **reporting and escalation** process.

The importance of demographics...where the real insights come from!

The ability to view the results from employees with differing backgrounds, abilities and identities is **where we see the gaps** in the employee experience, and **where change needs to happen**.

Technology enables the multi-layer filtering to explore **intersectionality**.

But this is where most organisations become concerned:

- ▶ Will employees be willing to share protected characteristics data?
- ▶ Can we ask these questions and comply with GDPR?
- ▶ Will I offend employees by not having their specific classifications listed?

Our experience...

YES. As long as the purpose of the research is clearly articulated (the case) and that providing this information is voluntary; and anonymity is addressed.

YES. Clearly outline your legitimate reasons aligned with your strategy. Ask only what needs to be asked. You'll need to check with your legal team.

NO. Rarely. Acknowledge the list of response options is not exhaustive but not intentionally exclusionary. Options to self-describe as appropriate.

The ENSTAR logo is displayed in a bold, italicized, dark blue font. Below the letters, there are three horizontal bars of varying lengths, colored in a gradient from light blue to dark blue.

ENSTAR

The text 'Diversity & Inclusion' is presented in a large, bold, dark blue font. The ampersand is stylized with a colorful, multi-colored pattern inside it.

Diversity & Inclusion

The name 'Naomi Bray' is written in a green, sans-serif font, with 'HR Project Manager' in a smaller, dark blue font below it.

Naomi Bray
HR Project Manager

A smaller version of the ENSTAR logo, featuring the company name in a bold, italicized font with three horizontal bars below it.

ENSTAR

The phrase 'REALISING VALUE' is written in a white, all-caps, sans-serif font in the bottom right corner of the slide.

REALISING VALUE

- 1. The Journey**
- 2. The D&I Survey**
- 3. Actions**



THE JOURNEY

Strategic direction
required



Awareness and
Knowledge of D&I
to be developed



Greater visibility
of D&I within the
Business



D&I Policy developed
and launched

D&I Action
Group formed

D&I Survey developed
and launched

**Unconscious Bias
Training** for all
employees

SURVEY OBJECTIVES:



To ensure the right D&I agenda was followed



To ensure employees had an opportunity to share their views



Help understand the Diversity Profile



SURVEY DESIGN:

11 DEMOGRAPHIC QUESTIONS

16 INCLUSION QUESTIONS

Four-themes: Diversity | Inclusion | Fairness, Equality, Respect | Development & Reward

01 OPEN-ENDED QUESTION

What one single action could improve D&I within the business?



OUR D&I SURVEY

79%

COMPLETED THE SURVEY



Giving confidence we had great insight

“ I can be my true self at work ”

81% agreed

4% above external benchmark

“ People of all backgrounds and cultures are respected and valued ”

85% agreed

8% above external benchmark

WHAT NEXT...FOCUS GROUPS:

We ran **9 facilitated focus groups** to gain greater insight to the results from the survey giving qualitative information in conjunction with the data

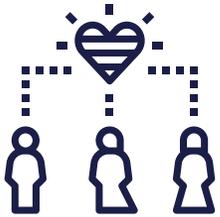


ACTIONS FOLLOWING OUR SURVEY

IN PROGRESS



D&I Commitments on Talent Acquisition and Talent Development Strategies



Facilitator led unconscious bias training for all Managers



Recognition of events such as International Women's Day

IN PLAN

D&I Action Group - Business Led

D&I Intranet

Ongoing Communications

Raise awareness through publication of stories and events

Follow up Survey





QUOTE



To rid an organisation of racism, society would first need to be rid of racism. If we could start working on this at home, with our children, a change will come.

I am not writing this article for myself. **I am writing it for my children, and I am writing in hope that one day they will experience a world that is free from racism.** A world that oozes love for all people, regardless of skin tone. I hope they will look back on history and thank God that change came.

**Let us unite and take a stand for a brighter future.
Be the change you want to see.**

5 key considerations to deploying good D&I research

1. Barriers that **we** need to overcome when deploying D&I surveys

D&I surveys can make us, as people specialists and organisational leaders, **feel nervous about getting things right and the truths that we may uncover.**

We need to:

- ▶ Get comfortable feeling uncomfortable.
- ▶ Acknowledge that we might not get it right.
- ▶ Not be afraid of speaking openly about ethnicity, gender, age, etc.
- ▶ Show empathy and understanding.
- ▶ Be open to listening and learning from others.

Avoid:

- ▶ Circumnavigating the truth and instead tackle the issues being addressed head on.
- ▶ Feeling overburdened by negative sentiment.
- ▶ Forgetting our overarching ambition for change, and that even negative feedback is a point from which we can move forward from.
- ▶ Becoming sympathetic.

2. Have a strategic plan with research at the centre, and get buy-in from leaders

In order to measure progress against your strategy, ensure research is embedded within a plan – to **get a baseline measure** of where you are today and to identify what and where to prioritise.

We need to:

- ▶ Define a KPI, such as the **BELONG** outcome measures (3 questions).
- ▶ Only ask what needs to be asked by thinking carefully about what we need to know right now.
- ▶ Focus on known issues and look back from trends in previous survey data.
- ▶ Be realistic about how the organisation will respond and resources available.

Avoid:

- ▶ Trying to fix everything at once, it's a journey.
- ▶ Thinking this is a one-time activity.

3. Engage stakeholders and affinity groups

Involve, ask, listen, and take on board feedback from diverse groups. **Survey design and survey feedback is an entry point** to opening up difficult conversations with marginalised groups.

We need to:

- ▶ Engage them from the start by explaining the research is coming and listen to ideas and suggestions (involve).
- ▶ Include stakeholder engagement activities in the project plan to avoid surprises.
- ▶ Socialise the questionnaire with them, including demographic response classifications.

Avoid:

- ▶ Excluding people from these conversations. Homogenous/non-divergent groups should also be a part of the conversation.
- ▶ Creating echo-chambers through siloed affinity groups. Get them talking to each other.
- ▶ Relying on affinity and diverse populations to come up with all of the solutions.

4. Don't be afraid of asking for protected characteristics data (but be prepared for challenge)

An essential part of D&I research is being able to **view the results from different populations** to understand differences in the employee experience, and where change must happen.

We need to:

- ▶ Have clear statements articulating why we are asking for this information and why it is important.
- ▶ Make sure responding to these questions are voluntary, but encourage them.
- ▶ Reiterate anonymity and consider increasing the minimum threshold for reporting to instill confidence in the survey process.

Avoid:

- ▶ Asking for too much information. It's unlikely that it will be used and can cause some concern about anonymity.
- ▶ Overcomplicating response options - most employees are familiar with standard response options for customer research.

5. Integrate communications from the start

Communications form an essential part of any survey strategy, more so for D&I surveys. There is greater need for **perception and expectation management** about the 'why', 'what' and 'how'.

We need to:

- ▶ Align communications with the D&I strategy and have a compelling ambition and vision.
- ▶ Carefully manage communications to avoid perceptions of their being widescale issues.
- ▶ Have leaders champion the survey, articulating the importance of D&I to the organisation.
- ▶ Have a post survey comms plan and craft messaging into proactively addressing issues identified.

Avoid:

- ▶ Not communicating at all. Employees appreciate transparency, in fact, it helps them feel valued by knowing their opinions matter.
- ▶ Negatively framing the survey results - look forward, not back.
- ▶ Overpromising and under delivering. Be honest about action prioritisation and be clear that this is not about ignoring issues.

Have a clear purpose.
Well considered design.
Be confident.

Be an agent of change.



Naomi Bray
HR Project Manager,
Enstar Group



Vijay Mistry
Senior Consultant,
People Insight



Dr. Oliver Davidson
Senior Consultant,
People Insight



Costa Antoniou
Senior Consultant,
People Insight



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: Naomi Bray

ENSTAR HR Project Manager, Enstar



Thanks for joining us.

FOR MORE INFORMATION AND RESOURCES, CHECK OUT OUR WEBSITE:

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

BUSINESS CASE FOR D&I: <https://peopleinsight.co.uk/the-business-case-for-diversity/>

CASE STUDY: [How Clarion Events developed their D&I strategy](#)

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