



EQUALITY
DIVERSITY
INCLUSION

-

A business priority

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Agenda

Why – with all the other pressures facing organisations - should EDI be a priority?

What can be done at a strategic and operational levels to ensure that employees' lived experience matches EDI values statements?

How can organisations manage their reputations, and attract and retain high calibre people?



This is complex -
and requires
unscrambling
within your own
organizational
context

Some ideas for
gaining board-level
support and
implementing a plan

EDI as a business priority –

- Setting context and framework
- Evidence base

It's a leadership issue –

- Mapping stakeholders
- Head and heart

Take action -

- Making a start
- Continuing the journey

Setting context and framework

How does EDI fit with your overall business strategy?

**ESG
(Environment, Social,
Governance)**

Post Covid-19 crisis

Vision & Values

Corporate strategies -
HR, HS&W, CSR

Regulation

Stakeholder /
stakeholder priorities

Evidence base and metrics

Internal - surveys, staff networks, focus groups, champions

Internal metrics - staff groups by hierarchy & functions, pay, recruitment, promotions, disciplinary, training, turnover

External – benchmarking, reports and studies, best practice guides

[CIPD viewpoint](#)[Latest resources](#)[Reports](#)[Guides](#)[Podcasts](#)[Factsheets](#)[Inclusion Calendar](#)

Diversity recognises that, though people have things in common with each other, they are also different many ways. Inclusion is where those differences are seen as a benefit, and where perspectives and differences are shared, leading to better decisions. Everyone should have a right to equal access to employment and, when employed, should have equal pay and equal access to training and development. Here you'll find information on equal opportunities, managing inclusion and diversity.

CIPD viewpoint

Explore the CIPD's collected perspective on key inclusion and diversity issues, including recommendations, supporting evidence and links to resources for policymakers and employers.

- [Age-diverse workforces](#)
- [Disability at work](#)
- [Gender equality at work](#)
- [Race inclusion in the workplace](#)
- [Religion and belief](#)
- [Sexual orientation, gender identity and gender reassignment](#)

[Browse all CIPD viewpoints](#)



Do some external research

Set a compelling Vision

Starbucks example

“Aside from extraordinary coffee, Starbucks has made a business out of human connections, community involvement and the celebration of cultures.

We're committed to upholding a culture where diversity is valued and respected. So it's only natural that as a guiding principle, diversity is integral to everything we do.

At Starbucks we define Diversity in the form of an equation.

Diversity = Inclusion + Equity + Accessibility

Inclusion: human connection & engagement

Equity: fairness & justice

Accessibility: ease of use & barrier free”

Our commitment to Inclusion, Diversity, and Equity at Starbucks

October 14, 2020 · 3 min read

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We are on a journey to advance racial and social equity for our partners (employees), our community and our society. And we have made progress. Almost 50 years ago, we set out to be a different kind of company—with a third place community where everyone is welcome and respected at its core. But now, today, in this moment, we know there is much more to do.

Bold actions that we must take as our journey continues, to act with intention, transparency and accountability.

It is a journey grounded in our mission to inspire and nurture the human spirit.

It is our responsibility, and it is our commitment.



Follow up with an action plan

Starbucks example

Walk the Talk

(For example, sign up to BITC Race at Work Charter)

- **Appoint an Executive Sponsor for race**

Executive Sponsors for Race provide visible leadership on race and ethnicity in their organisation and can drive key actions such as setting targets for ethnic minority representation, briefing recruitment agencies and supporting mentoring and sponsorship.

- **Capture ethnicity data and publicise progress**

Capturing ethnicity data is important for establishing a baseline and measuring progress. It is also a crucial step towards an organisation being able to report on ethnicity pay.

- **Commit at Board level to zero tolerance of harassment and bullying.**

The Race at Work Survey revealed that 25% of ethnic minority employees reported that they had witnessed or experienced racial harassment or bullying from managers. Commitment from the top is needed to achieve change.

- **Make it clear that supporting equality in the workplace is the responsibility of all leaders and managers.**

Actions can include ensuring that performance objectives for leaders and managers cover their responsibilities to support fairness for all staff.

- **Take action that supports ethnic minority career progression**

Actions can include embedding mentoring, reverse mentoring and sponsorship in their organisations.

Leadership

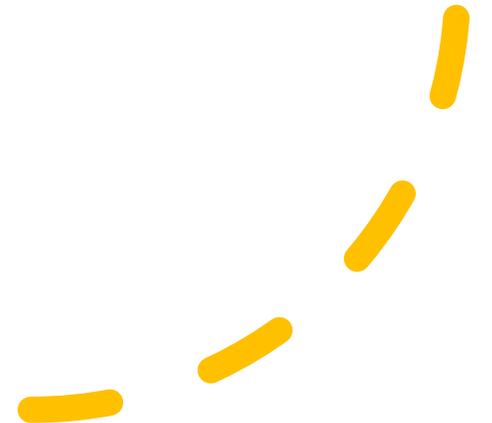
Make it a **leadership** issue for HR and the Board

Map and engage your stakeholders

- Allies
- Doubters
- Internal and external if appropriate
- Establish where ownership and accountability sit

Head *and* heart – what will get maximum traction?

- Legal compliance, reputation management
- Measurement
- Values & ethics
- Story telling can be powerful



Taking action

Making a start

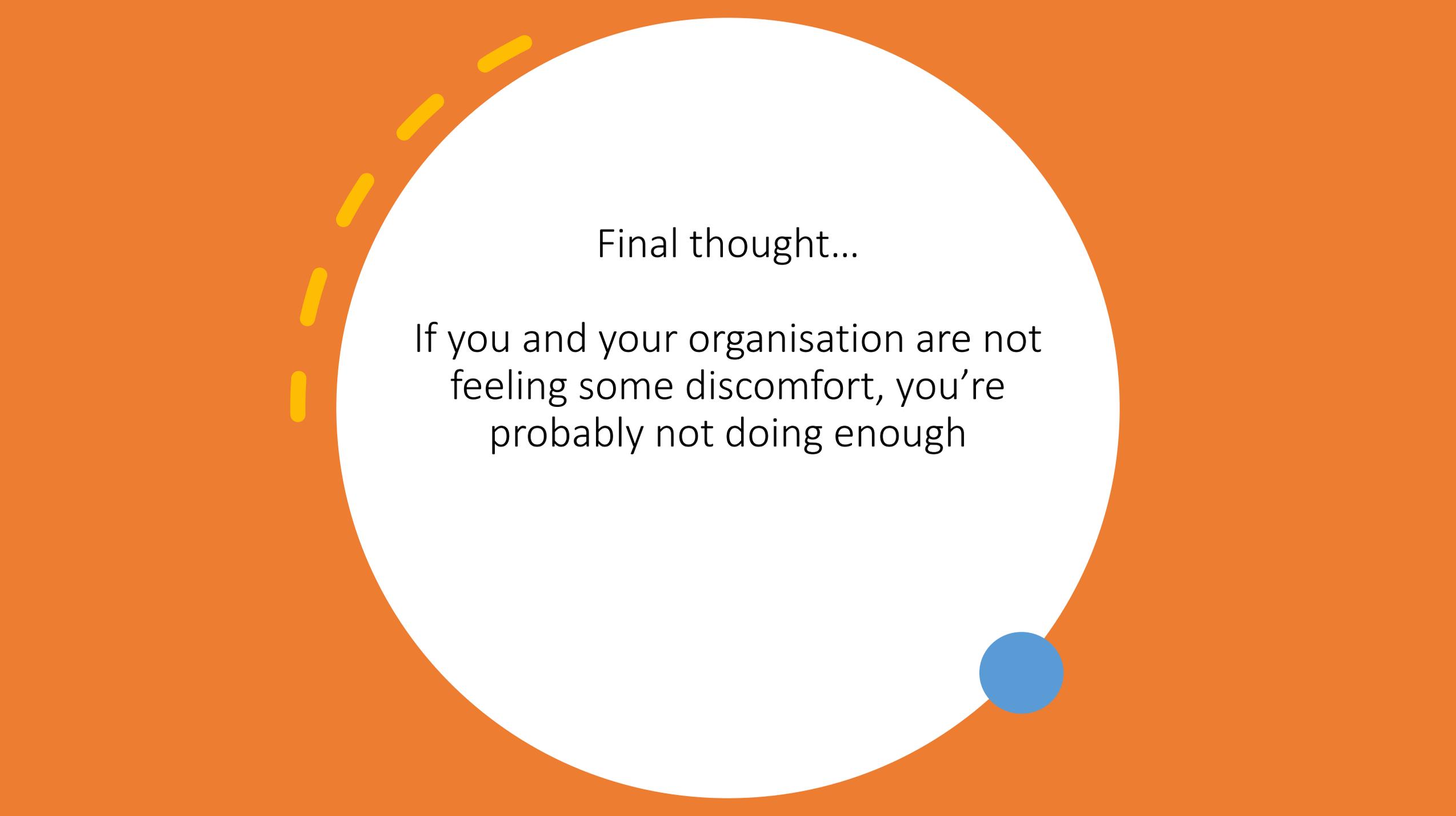
- Start small if need be
- Spend time gathering data and engaging staff
- Carry out an audit
- Where are your strengths / gaps?
- Make a plan + make a start!

Continuing the journey

- Review and update
- Evaluate impact + report to the Board
- Re-set strategy / plan

Publicize internally and externally

Make this authentic and ambitious



Final thought...

If you and your organisation are not
feeling some discomfort, you're
probably not doing enough