

D&I Strategies

Are they fit for purpose?

Why Focus on D&I Strategies?

- Orthodoxy
- Lack of transparency
- Groups continuously overlooked
- What leads to the identification and prioritisation of D&I strategic objectives?

Session Overview

FTSE 100
Strategies

Themes &
Trends

Implications for
you

Critiques of D&I Strategies

‘The mistake they are making? In their rush to be seen to be fixing the problem, businesses are getting caught in a flurry of copycat activity, a kind of virtue-signalling arms race’. Kimmins, 2021

‘Most diversity planning efforts follow a similar reactive pattern that often launches from some type of disruption in the culture of the institution and, in many instances, ends in less- than-meaningful change’. Williams & Clowney, 2007

Research Overview

FTSE 100 D&I Strategies

1. Do they all have a strategy (available)?
2. What is the focus of these strategies & are some groups missing out?
3. What are the drivers of orthodoxy?

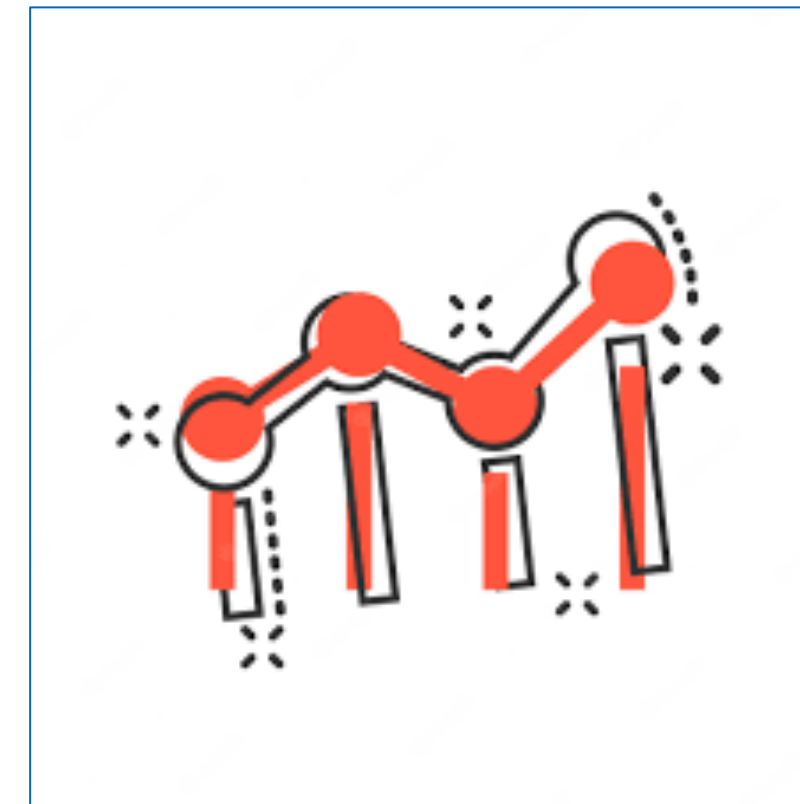
FTSE 100 D&I Objectives

Top 10 Themes

1= Fair Processes	5 Inclusive Leadership
1= Inclusion	6 Ethnicity
2 Gender	7 Representation (general)
3 Psychological Safety	8 Education
4 Customer Inclusion	9 Improve Data Collection

- Based on 215 objectives from 53 organisations
- 43 organisations had no D&I information available

Drivers of Orthodoxy



Trends

1. Sustainability or Recruitment
2. No focus on Intersectionality or Micro Minority Groups
3. Employee Resource Groups – The panacea?
4. Lack of Evaluation

Sustainability or Recruitment



Sustainability or Recruitment



Sustainability or Recruitment

We are proud of our
diverse working culture
– it's what makes us



Intersectionality is relevant for researchers and for practitioners because it enhances analytical sophistication and offers theoretical explanations of the ways in which heterogeneous members of specific groups (such as women) might experience the work place differently depending on their ethnicity, sexual orientation, and/or class and other social locations.

(Atewologun, 2018)

A decorative graphic in the bottom-left corner consisting of several curved lines in shades of blue and yellow, with a grid pattern of small white crosses on a blue background.



Micro Minority Groups: ‘A minority group that due to its size, statistical tests are unable to report on its differences from other groups’

Employee Resource Groups

- Individual Outcomes
- Organisational Outcomes
- Voice but Limited Power
- Representation
- Intersectional Impact

We coin the term “racialized equity labor” to describe the often uncompensated efforts of people of color to address systematic racism and racial marginalization within organizations.

(Lerma et al., 2019)

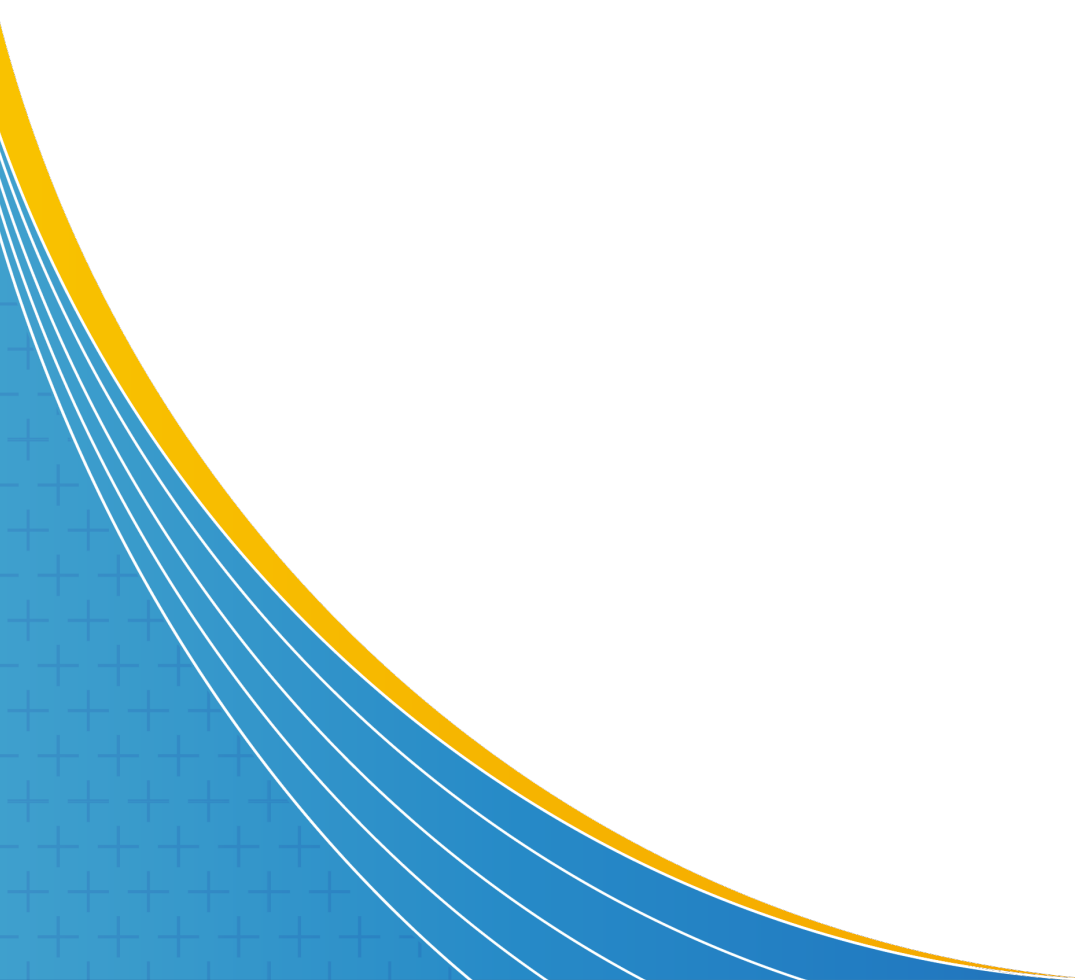
Lack of Evaluation

- Increased representation was noted and celebrated
- Case studies and positive sound bites dominated
- Evaluations of specific D&I initiatives absent

Implications For You

Chief Diversity Officer

- Collaborative benchmarking
- Qualitative research
- Set expectations when collecting demographics
- Data collection across the life cycle
- Inclusive leadership development



About IES:

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