

BE INCLUSIVE



THINK **INCLUSIVE**

Five dynamic ways to make your working environment more inclusive

Page Personnel

In partnership with  **VERCIDA**
CONSULTING



Just how inclusive is your organisation? Ask 10 companies and you may well get 10 different answers, underlining just how complex diversity and inclusion are, collectively and individually. D&I has never been more prominent on the global business agenda – and there is certainly no one-size-fits-all approach to improving the culture of any organisation.

To explore this ever-important topic in more detail, we have partnered with Dan Robertson from global D&I experts VERCIDA, to produce a series of three eBooks. In this first instalment, we have exclusive commentary from D&I experts across a range of sectors, as we outline five ways in which to make your working environment more inclusive. We will cover areas such as promoting inclusive leadership, embedding supportive processes, the importance of being proactive, the need to enforce a sustainable policy, and how to adopt an inclusive recruitment process.

Later in the series, we will show you how to hire more inclusively by breaking down each stage of the process, giving helpful tips and advice along the way. Of course, we also recognise that embedding D&I doesn't begin and end with talent attraction, so we will be exploring how companies can embed inclusive practices in their day-to-day operations and ensure that there is long-term commitment from leaders.

This is a journey that we ourselves at PageGroup have been on for a number of years, both in terms of the way we advise our clients on their hiring challenges and within our own workforce. As it is becoming increasingly difficult to attract, hire & retain top talent, it has never been more important to actively seek out candidates from diverse groups and backgrounds.

At PageGroup, we have our successful and well-established Women@Page programme and have complemented that with strategies around other key areas of D&I, including LGBT+, mental health, parents/carers, disability, race and dynamic working.

For this reason, our teams of specialist consultants are uniquely positioned to help drive your D&I strategy. On behalf of PageGroup in the UK, I hope you enjoy the read.

Sheri Hughes
UK Diversity and Inclusion Director
PageGroup



About Dan Robertson, Director, VERCIDA Consulting

As a director at a global consultancy that aims to transform the world of work into inclusive, innovative and high performing environments, Dan has a wealth of knowledge on how to boost inclusion and diversity in the business world. Using science and psychology to underpin the approach to inclusive management, Dan aims to challenge established ways of thinking around both diversity and inclusion.

DIVERSITY. INCLUSION.

What do they really mean?

Before exploring the challenges that organisations can face around inclusion, we believe it is important to take a step back and begin with the fundamentals. When it comes to D&I, what does diversity actually mean? And then on to inclusion; what is the truest definition? How is it related to diversity – but also fundamentally different? We'll explore that here.

DEFINING DIVERSITY

Diversity is simply about the range of individual and group differences that occupy organisational cultures. Many in the corporate world often reduce debates and actions on diversity to gender or ethnicity. However, our view is that while gender and ethnic diversity are indeed significant and pressing priorities for many business sectors, they are by no means the only factors that should be considered within the current debate. In order to create high performing teams and to reap the benefits of a diverse workforce, organisations should consider diversity from a holistic perspective.

Here we adopt the principle of “two-dimensional diversity”, as identified by the Center for Talent Innovation. Two-dimensional diversity includes:

Inherent diversity: Includes factors such as gender, ethnicity, culture, sexual orientation and age.

Acquired diversity: Includes factors such as political beliefs, education, global experience and language skills.

Other factors that should be considered within the mix of both inherent diversity and acquired diversity include disability, someone's gender identity – including transgender – as well as social background and work experience.

It's also important to broaden out the definition to include 'diversity of thinking', as championed by Scott E. Page. He argues that diversity of thinking is a key ingredient of business creativity, problem-solving and innovation. Within this definition, we can include an individual's work preferences and the extent to which teams comprise of a mix of introverts and extroverts who influence decision-making. In a global marketplace, decoding how people think when operating across cultures is critical, as explored by Erin Meyer in her influential book 'The Culture Map'.

DEFINING INCLUSION

Two-dimensional diversity is required to produce innovation and creativity. However, two-dimensional diversity alone will not produce business creativity, innovation and financial reward. It is only when businesses align organisational diversity with cultures of inclusion that we see business outcomes. We can define inclusion as the extent to which organisations respect, value and leverage the ideas and insights from diverse team members. Deloitte identifies inclusion as four related yet distinctive elements of workplace culture:

- **Fairness and respect:** Diverse employees work in a non-discriminatory work culture.
- **Valued and belonging:** Diverse employees feel valued and a sense of connection to the whole group.
- **Safe and open:** Diverse employees are able to speak up without fear of retaliation.
- **Empowering and growing:** Enabling diverse employees to do their best at work.

INCLUSIVE LEADERSHIP

Traits

Work by VERCIDA Consulting has highlighted the importance of leadership in creating inclusive work cultures.

They have identified seven key traits of inclusive leaders.

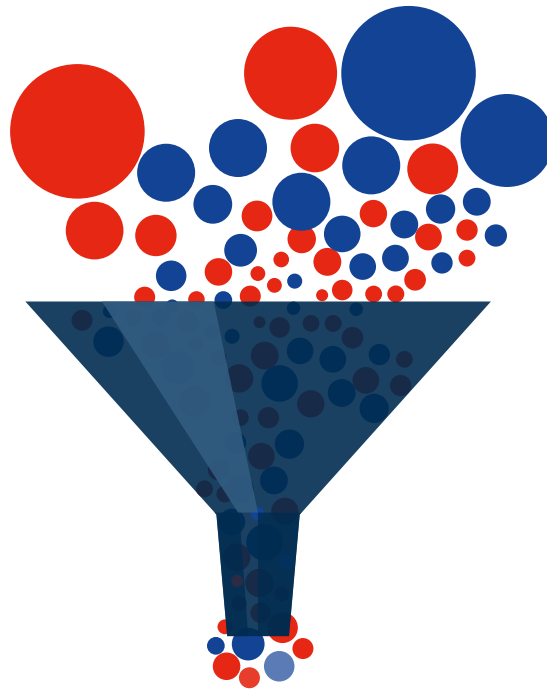


1. **FAIRNESS AND RESPECT** – aligned to the principles of inclusion and belonging
2. **COLLABORATION** – aligned to principles of teaming and social bonds
3. **EQ AND CULTURAL INTELLIGENCE (CQ)** – aligned to the principles of empathy, open-mindedness and curiosity for difference
4. **EMPOWERMENT AND GROWTH** – aligned to the principle of stewardship and adaptability
5. **PSYCHOLOGICAL SAFETY** – aligned to the principles of courage and humility
6. **INSIGHT** – aligned to the principles of self-awareness and perspective taking
7. **TRUST BUILDING** – aligned to the principle of honesty, transparency and integrity

NEXT: we'll explore five dynamic ways to make your working environment more inclusive.

1

PROMOTE INCLUSIVE Leadership



Diversity and inclusion must be filtered from the top down within an organisation. Considering this, in order to create a more inclusive workplace, it is important to consider the following questions:

Do we have leaders who demonstrate the principles of inclusive leadership?

Do we have leaders who role model inclusivity and inclusive behaviours on an everyday level?

These are the people who set the culture and tone of the business. It is important that diversity is reflected at the top and that inclusion is valued and demonstrated by these professionals.

If people at the top of the tree aren't diverse, it can send the message to employees that there isn't room for them to grow and excel.



It's important that CEOs and the whole C-level board really take hiring strategies and succession planning seriously, as opposed to seeing it as just being a publicity/PR exercise.



Rob Mukherjee, Director of Transformation at EveryCloud UK



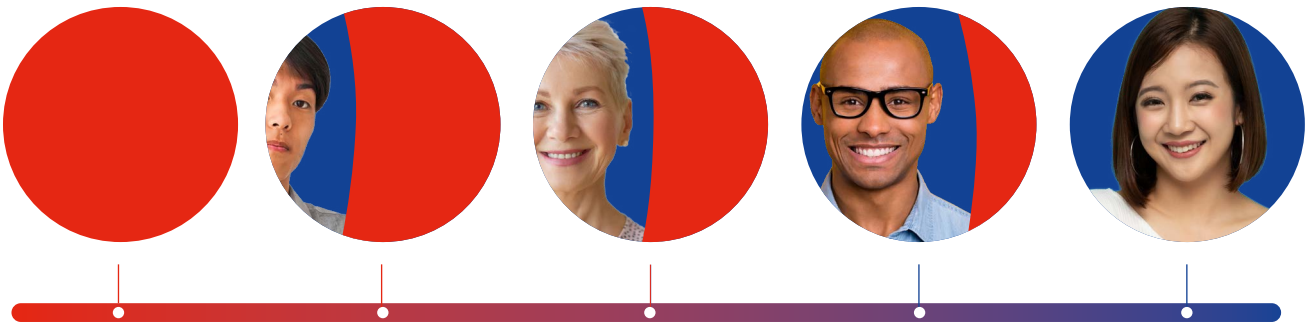
Dan Robertson's key takeaways

- Support inclusion model through work/life balance and other inclusion policies
- Provide internal support through employee network groups
- Align behaviours to stated values
- Leaders should challenge inappropriate behaviours when they see them
- Have a clear vision and develop a set of measurable goals
- Embed diversity through the supply chain

2

BE PROACTIVE

Assess where your business is at on the inclusion journey, then take steps to rectify any gaps.



Ask yourself:

'Do we have sponsorship programmes which are aimed at increasing diverse groups up the organisation pipeline?'

Ask yourself:

'How do we utilise the knowledge we have in our employee network groups?' If resourced well these groups can be a wealth of knowledge and creativity, leading to business innovation. They can also provide insight into the unwritten rules that define the workplace culture.



It's not just about getting women through the door, but also about creating a healthy and non-toxic work environment.



Rahma Javed, Director of Engineering at Deliveroo



Dan Robertson's key takeaways

- Ensure activities are strategic in nature and not just one-off events
- Use the principle of what gets measured, gets done

3

ENFORCE

a sustainable policy

zero tolerance

It is impossible to have an organisational culture that is inclusive if you don't enforce a sustainable policy to bullying and harassment. Many professionals do not have the confidence to report inappropriate behaviours, which is why it is important to have visible policies and processes in place that will enable employees to anonymously report.

Commit to a **zero-tolerance attitude** and act on it.

Considering the male-dominated cultures within some sectors, a zero-tolerance policy is key. This includes any micro behaviours such as name calling, catcalling, as well as commenting on a female's appearance or clothing. Ultimately, these behaviours define the culture of a business and whether people feel part of that culture or not.

Do your leaders acknowledge that this is inappropriate or pass it off as banter? Dominant groups need to be mindful of their behaviours, they are the ones that often set the workplace culture.

“

The most efficient way businesses can map a pathway to support the future talent pipeline of female employees is through leadership programmes, and development plans.



Sonia Meggie, Inclusion & Diversity Consultant at Business in the Community

”

Dan Robertson's key takeaways

- Align diversity with business outcomes
- Create a culture of belonging that promotes high performing work cultures and business innovation
- Have a long-term vision of how D&I aligns to wider business goals
- The leadership must be committed
- Know where an organisation is doing well and where it needs to develop

4

ADOPT AN **INCLUSIVE** recruitment process



OF WORKERS HAVE FELT **NEGATIVELY DISCRIMINATED** AGAINST AT WORK

Often when hiring, we look at the people that we've hired previously as the types of people that we want to hire in the future. This bias often becomes embedded within job descriptions.

For example, searching for a candidate with five years' experience in construction or five years' experience in logistics. These industries are populated by men, so this rule may automatically skew the job description towards men as opposed to women. This then becomes a barrier to talent attraction.

When writing a job description, ask yourself: 'Do we really need that five or three-years' experience, or can we focus on the actual skills that we are looking for?'

While hiring for diversity can take longer due to the need for a more creative approach, it is essential for businesses to focus on this in order to drive change. Diversity should be reflected in all shortlists.



In construction, LGBTQ+ and certain cultures and ethnic minorities are severely underrepresented. I would like to think that diversity and inclusion is not even a topic for discussion in the future.



Michelle Hands, a Construction Engineer and Land Surveyor

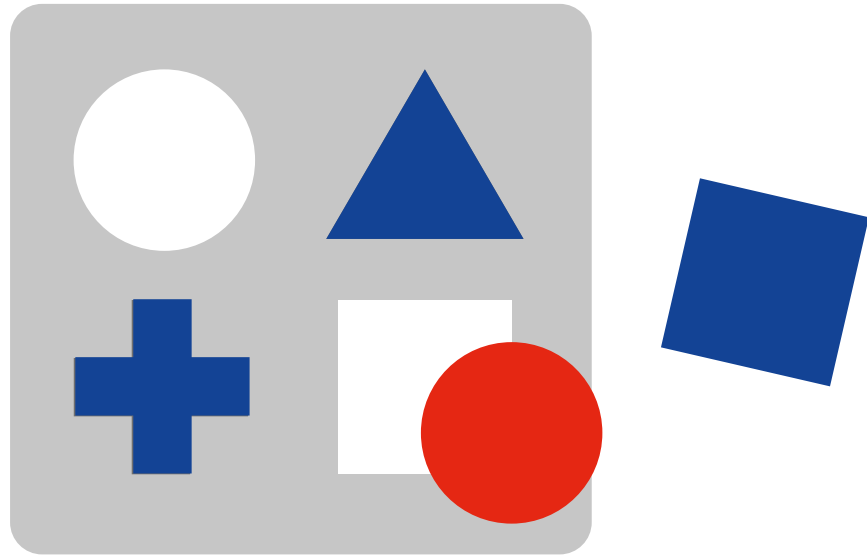


Dan Robertson's key takeaways

- The HR/L&D role
HR can support and facilitate through thought leadership
L&D can support by capacity building through awareness raising
- People analytics and insights
Use data to look for patterns of bias in keys areas that inclusive hiring, work opportunities, performance reviews and promotions
- Gender neutral language
Review for example job adverts, and person specification for gendered language

5

EMBED SUPPORTIVE processes



With strong leadership in place, it is key to assess the practical processes that are in place to support inclusivity in your business.

For example, dynamic working. A dynamic working policy highlights to professionals that those with children or other out of work responsibilities can flex their work patterns.

This is a real indicator in terms of your commitment to D&I and helps organisations to retain diverse talent. Mentoring and sponsorship programmes are also useful tools when seeking to nurture and retain diverse talent.



At PageGroup, we are aware that to have a successful workplace inclusion programme, our people must feel valued and accepted.

Employees who enjoy their roles, and are able to contribute in a positive way, continue to play a part in helping us build for the future.



Sheri Hughes, UK Diversity and Inclusion Director, PageGroup



Dan Robertson's key takeaways

Being diverse and inclusive is just the right thing to do, so create a sense of belonging by:

- Ensuring that everyone is heard
- Making it safe to propose novel ideas
- Giving team members decision-making authority
- Sharing credit for success
- Giving actionable feedback
- Implementing feedback from the team

HOW **WE** can **help you**

We hope you have found this eBook an insightful and informative read.

At PageGroup, diversity and inclusion (D&I) sit at the heart of our hiring processes. With over 40 years of recruitment experience, our team of over 1,000 frontline recruiters are well-placed to advise on how to attract, hire and retain diverse talent.

To contact one of our recruiters to discuss your hiring challenges, [**click here**](#).

Want to find out how your organisation is tracking against competitors in your industry when it comes to inclusion?

CLICK HERE TO USE OUR

INCLUSIVITY
MAPPER