

Diversity, Equality & Inclusion:

Minimise Risk and Maximise Potential

**Rachel Harber FCIPD**

Organised Consulting

<https://organisedconsulting.co.uk>

[Rachel@organisedconsulting.co.uk](mailto:Rachel@organisedconsulting.co.uk)

07977 516591



# About Me



- ▶ FCIPD HR Director
- ▶ Independent Consultant
- ▶ Manufacturing, Engineering, Construction, Logistics, Professional Services, Charity
- ▶ Focus on strategic talent attraction and retention
- ▶ Recruitment consultancy coach / mentor

‘Minimise Risk, Maximise Potential, Strive for Efficiency’



# Aim for today

Take away some actions to ensure your organisation has a good consideration of the benefits of Diversity, Equity (Equality) and Inclusion

- ▶ Do you have a Diversity, Equality and Inclusion Policy in your organisation?
- ▶ Have you received Diversity, Equality and Inclusion training in your organisation?
- ▶ Is Diversity, Equality and Inclusion monitored in your organisation?
- ▶ Do you feel comfortable that you understand what terminology is socially acceptable i.e. relating to gender, ethnicity?

# DEI & Construction

## According to the CIOB

- ▶ Women make up 15% of the UK construction industry, with approximately 2% working on-site
- ▶ BAME (Black, Asian & Minority Ethnic) employees make up 6 % of the workforce
- ▶ Disabled employees also make up 6% of the workforce
- ▶ 60 % of LGBTQ+ employees have experienced homophobic and derogatory terms at work

The built environment is for everyone and the more inclusive and diverse the industry can become, the more it will serve the needs of our communities.



# DEI & Construction

Construction Specific – growing understanding with leadership & management but not translating on-site

- ▶ Lack of female size PPE
- ▶ Non-male toilets being locked and sometimes used for storage!
- ▶ Comments about gender, sexuality or appearance
- ▶ Minority groups seeing a lack of inclusion in conversations

Is this the case in any of your organisations, and what could be done about it?



# Why is DEI important?

## ► Diverse Talent

Help attract new talent within the organisation. Diversity brings different perspectives, increase creativity and enables a productive working environment.

*76% of job seekers and employees said that a diverse workforce is an important factor when considering who to work for (Glassdoor).*

## ► Competitive Advantage

Better able to understand the needs of a wide range of customers and can interact with a broad client base. Helps retain staff in a competitive market as they are made to feel welcome.

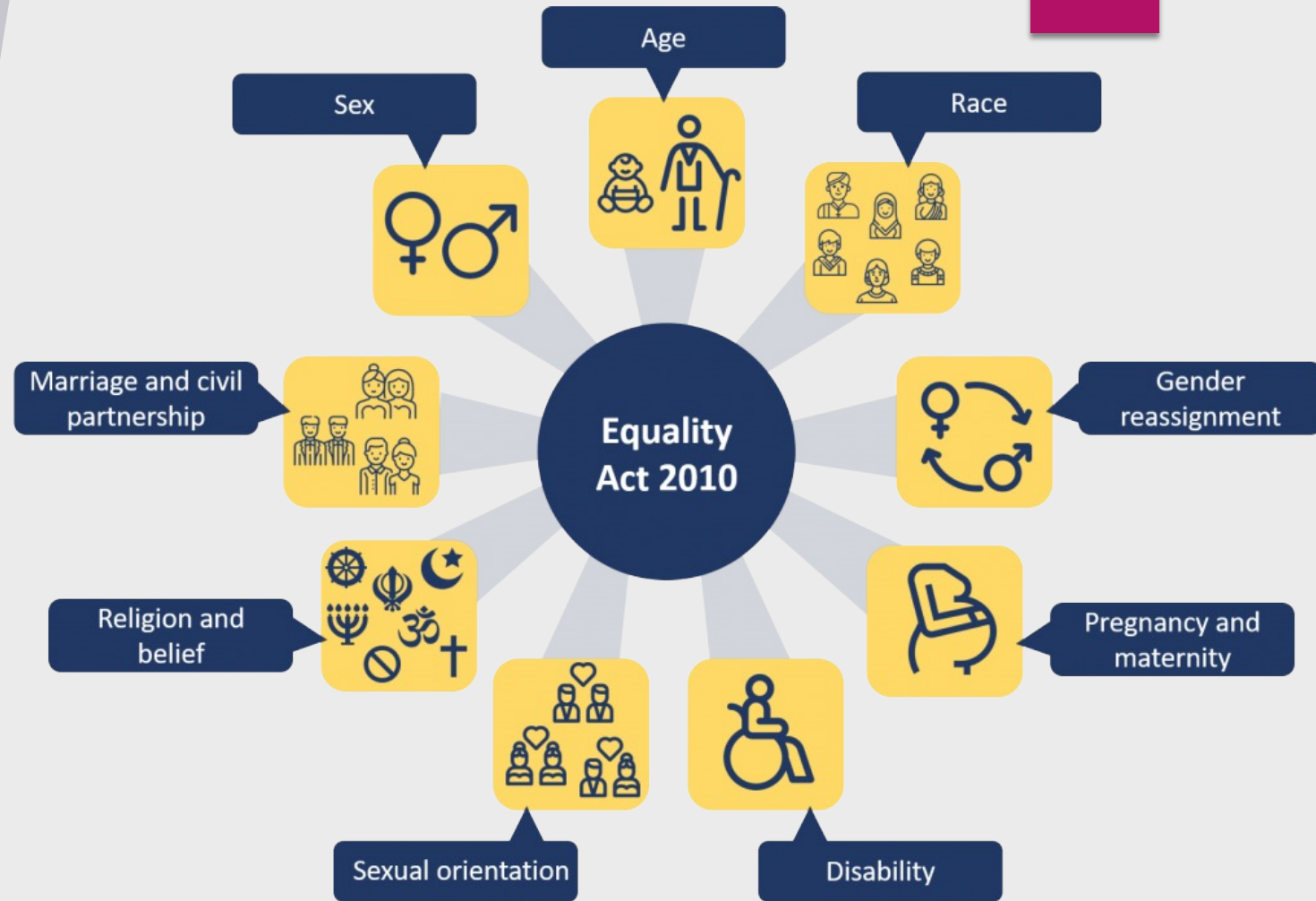
*Companies with gender diverse executive teams are 25% more likely to have above average profitability (Glassdoor)*

## ► Commercial Risk

If a case went to an Employment Tribunal, one of the first things they would check is whether the organisation had policies and procedures in place and that they had been followed. Failure to comply can cost the company a great deal should someone file against them for discrimination.

# Minimise Risk

## Nine Protected Characteristics



Icons courtesy of Flaticon.com



# Direct & Indirect Discrimination

## ► Direct

Directly treating someone unfairly and less favourably because of a protected characteristic

Example - if a well-qualified employee is not offered a job promotion because they are a woman, but a less qualified man (the comparator) was awarded the promotion.

## ► Indirect

Where rules, policies or arrangements have a less favourable effect on a particular group who share the same protected characteristic

Example - asking all employees to start working on Sundays may be discriminatory against practising Christians who could not work on Sundays.



# What is the commercial risk?

## Tribunal awards 2019–2020

- ▶ Disability discrimination - the average award for disability discrimination was £27,043, while the median was £13,000.
- ▶ Age discrimination – the average award was £38,794, while the median was £11,791.
- ▶ Race discrimination – the average award was £10,000 and the median was £8,000.
- ▶ Don't forget the legal fees – at least £12k plus witness time off etc.
- ▶ Reputation?!

## Landmark case

### ▶ Case 1 – Barrow v's KBR

Unfair dismissal and disability discrimination in January 2021. Second largest award

*£2,567,831.97 paid (Yes, 2 million pounds!).*

*Largest was £4.7m RBS / NatWest in 2020*



# It can be confusing!

“Despite the prevalence of the Black Lives Matter conversations over the last 12 months, 40 per cent of working professionals are also still afraid to say the word ‘Black’ in relation to race and ethnicity in the workplace” (thehrdirector.com - May 2021)

- ▶ What terminology is socially acceptable? BAME (Black, Asian & Minority Ethnic), a is no longer ‘acceptable’. Constantly evolving
- ▶ What is LGBTQ+ (Lesbian, Gay, Bi-sexual, Transgender, Questioning (Queer)) [explanation video](#)
- ▶ Gender pronouns – he/him/his - she/her/hers – they/them/theirs ([explanation video](#))



# Scenarios we may have come across.....

- ▶ Changes to an employee health which require adjustment but do not prevent them completing their duties
- ▶ Banter – not just those directly in the conversation
- ▶ Adverts stating amount of years experience
- ▶ Roles requiring a 'strong person' to manage the team
- ▶ Imbalance of board level gender balance to that of the wider workforce
- ▶ Lack of promotion because they may decide to have children

Exceptions – gender related scenarios (gender specific carers)

[Link to 10 scenarios of dual discrimination](#)

# Tick list

## Risk Minimisation

- ❑ Review equal opportunity policy [ACAS link](#)
- ❑ Implement Diversity and Inclusion policy [ACAS link](#)
- ❑ Diversity & Inclusion survey [example](#)
- ❑ Diversity monitoring form [ACAS link](#)
- ❑ Diversity and Inclusion awareness and training
- ❑ Pick up and challenge incorrect language
- ❑ Address discrimination and follow process
- ❑ Ask people to share experiences
- ❑ Consider diverse guest speakers
- ❑ Celebrate different events – [Diversity & Inclusion Calendar](#)



# Diversity & Inclusion Calendar 2022

**3strategy**  
Reward, Recognise, Retain



## JAN

**1st** - National Mentoring Month

**4th** - World Braille Day

**16th** - World Religion Day

**17th** - Blue Monday

**17th** - Martin Luther King Day

**27th** - Holocaust Memorial Day

## FEB

**1st** - LGBTQ+ History Month

**20th** - World Day of Social Justice

**21st** - Eating Disorder Awareness Week

**21st** - International Mother Language Day

**25th** - International Stand Up to Bullying Day

## MAR

**1st** - Zero Discrimination Day

**8th** - International Women's Day

**16th** - Disabled Access Day

**21st** - World Down Syndrome Day

**30th** - World Bipolar Day

**31st** - International Transgender Day of Visibility

## APR

**1st** - Stress Awareness Month

**1st** - IBS Awareness Month

**2nd** - World Autism Awareness Week

**22nd** - Earth Day

**25th** - Allergy Awareness Week

**26th** - Lesbian Visibility Week

## MAY

**1st** - Maternal Mental Health Month

**4th** - Deaf Awareness Week

**16th** - Dementia Action Week

**17th** - International Day Against Homophobia, Transphobia, and Biphobia

## JUN

**1st** - Pride Month

**6th** - National Neuro-Disabilities Week

**7th** - Carers Week

**7th** - Tourettes Awareness Day

**14th** - Learning Disability Week

**14th** - Diabetes Awareness Week

## JUL

**14th** - International Non-Binary Persons Day

**15th** - World Youth Skills Day

**18th** - Nelson Mandela Day

**18th** - South Asia Heritage Month

**30th** - International Day of Friendship

## AUG

**9th** - International Day of the World's Indigenous People

**12th** - International Youth Day

**23rd** - International Day for the Remembrance of the Slave Trade & its Abolition

**30th** - National Grief Awareness Week

## SEP

**1st** - World Alzheimers Month

**10th** - World Suicide Prevention Day

**15th** - International Day of Democracy

**23rd** - Bi-Visibility Day

**26th** - National Inclusion Week

**26th** - European Day of Languages

## OCT

**1st** - Global Diversity Awareness Month

**1st** - Black History Month

**1st** - ADHD Awareness Month

**7th** - World Dyslexia Awareness Day

**13th** - World Sight Day

**22nd** - International Stammering Awareness Day

## NOV

**1st** - Islamophobia Awareness Month

**13th** - World Kindness Day

**16th** - International Day for Tolerance

**19th** - International Men's Day

**20th** - Trans Day of Remembrance

## DEC

**1st** - World AIDS Day

**3rd** - International Day of Persons With Disabilities

**10th** - International Human Rights Day

**18th** - International Migrants Day

**20th** - International Human Solidarity Day



# Maximise Potential

Diversity  
Equity  
Inclusion



Equality



Equity



No Barriers



Maximise  
Potential

Diversity  
Equity  
Inclusion



DIVERSITY  
ASKS

**WHO**  
— IS IN —  
THE ROOM



EQUITY  
ASKS

**WHO IS**  
— TRYING TO —  
GET IN THE ROOM  
BUT CAN'T



INCLUSION  
ASKS

— HAVE —  
EVERYONE'S  
IDEAS BEEN  
**HEARD**



# Diversity & Talent Attraction

Glassdoor  
Survey UK  
2020

## UK employees would not apply to a job at a company...

	Overall	White	Black	Asian	Mixed	LGBTQ Employee s	Heteros exual	Men	Women
That does not have an inclusive culture	42%	36%	49%	45%	54%	45%	41%	39%	44%
Where there is a lack of diversity among its workforce.	40%	31%	61%	55%	50%	44%	40%	38%	43%
That does not publicly state its goals to increase diversity among its workforce.	27%	23%	37%	34%	32%	33%	27%	27%	28%

## To what extent do UK Employees believe that a diverse workforce is an important factor when evaluating companies and job offers?

	Overall	White	Black	Asian	Mixed	LGBTQ	Heteros exual	Male	Female
Agree	72%	64%	86%	85%	80%	77%	72%	68%	75%
Neither agree nor disagree	21%	26%	14%	12%	16%	15%	15%	22%	21%
Disagree	7%	10%	0%	3%	4%	8%	7%	10%	4%

## Aim to

- ▶ Publicise diversity and inclusivity on the company website and social media – pictures, videos, statements
- ▶ List out company objectives, including those relating to diversity
- ▶ Only if the company can genuinely show and commit to this!



# Diversity & Talent Attraction

Glassdoor  
Survey UK  
2020

**To what extent do UK Employees believe that their employer should be doing more to increase the diversity of its workforce?**

	Overall	White	Black	Asian	Mixed	LGBTQ	Heterosexual	Male	Female
Agree	58%	48%	74%	76%	72%	61%	58%	54%	62%
Neither agree nor disagree	29%	36%	19%	17%	19%	25%	29%	32%	27%
Disagree	13%	16%	7%	8%	9%	13%	13%	15%	11%

**To what extent do UK Employees feel they have been held back in their career because of their ethnic background, gender or sexual orientation?**

	Overall	White	Black	Asian	Mixed	LGBTQ	Heterosexual	Male	Female
Yes	25%	15%	50%	33%	42%	40%	24%	21%	29%
No	70%	82%	42%	60%	54%	56%	73%	74%	66%
Prefer not to say	5%	3%	8%	7%	4%	4%	3%	5%	5%

Aim to

- ▶ Use diversity statements in job adverts
- ▶ Advertise on Diversity & Inclusion focused job boards
- ▶ Publicise your metrics and objectives for improvement
- ▶ Ensure internal processes are fair, transparent and without bias

# Diversity Statement



**A good diversity statement should be honest, authentic, and aligned with the actions and values of your company.**

## **A good example – Boots the Chemist**

- ▶ Our teams, whether in stores or our support office, are amazing – they inspire great ideas, drive new plans forwards and help make Boots a fantastic place to work.
- ▶ Ensuring that we are always recruiting, retaining and promoting a diverse mix of colleagues who are representative of the diversity in our local communities gives us a great opportunity to have access to a broad range of ideas and allows us to give you the wide mix of products you know and expect from Boots.



# Advert content

- ▶ According to research by [Adzuna](#), a staggering 60% of businesses showed significant male biases in their job adverts.
- ▶ Sales, consultancy and property jobs in the UK all exhibit the highest levels of male bias, with maintenance, travel and consultancy jobs rapidly following suit.
- ▶ It's widely believed that there are over 25,000 "problem phrases" that can cause subconscious gender biases in job adverts.
- ▶ Research from Total Jobs revealed that after analysing 76,929 job adverts over a six week period, 478,175 gender bias words were found. That's an average of 6 male-coded or female-coded words per job advertisement!
- ▶ LinkedIn found that men apply 13% more often than women for jobs, partly because of the use of gender-coded language in the job advert.
- ▶ How to improve? Use a [gender de-coder tool](#)

# Attract more Diversity

## More than Indeed, CV Library & Total Jobs

### Why use Diversity & Inclusion Job Boards

- ▶ Specifically attract more diverse candidates to assist with balance.
- ▶ Find people you might not be able to reach via more general job boards.
- ▶ Show candidates that you'll be a supportive, diversity-championing employer.





# Talent Selection

## Unconscious Bias

[Royal Society 3min video](#)



If the bat costs £1.00 more than the ball and the total is £1.10,  
then the ball must cost 5p and the bat must cost £1.05.  
If the ball were to cost 10p then both together would cost £1.20.



# Talent Retention

77% of employees and 80% of leaders who are disabled chose not to share their disability in their workplace. For LGBTQ workers, 46% are closeted at their place of work.

And across all diverse characteristics, 75% of employees feel the need to mask their differences or downplay them during work.

- ▶ Ensure everyone feels welcome and valued
- ▶ Walk the Talk
- ▶ Celebrate differences
- ▶ Succession planning – identify opportunity in leadership
- ▶ Mentoring
- ▶ Flexible working
- ▶ Reasonable adjustments
- ▶ Ensure well-being is a priority



## Tick list

# Maximise Potential

- ❑ Promote your culture – review website images and wording
- ❑ Advertise in more places – [diversity job boards](#)
- ❑ Inclusive adverts – [gender decoder](#)
- ❑ Unconscious bias test – [project implicit](#)
- ❑ Unconscious bias training
- ❑ Anonymised CVs / Panel interviews (beware conformity bias)
- ❑ Development – performance review, mentoring, promotions
- ❑ Retain – EVP, well-being, reward, culture, safe environment

# Useful Articles

- Construction Industry Specific data
- [Race Discrimination in the Construction Industry: A thematic Review](#)
- [CIOB Equality, Diversity & Inclusion article](#)
  
- AdBuilder articles:
  - [Gender Bias in Job Adverts](#)
  - [Diversity statement examples](#)
  - [Diversity Job Boards](#)
  
- Retention Strategy
  - [Why Diversity & Inclusion is vital for your retention strategy](#)
  
- Real life story
  - [Samantha West – Commercial Director Vinci – Transition to transgender](#)







Talent Planning



Talent Attraction



Talent Team Recruitment



Talent Engagement &  
Development

**Rachel Harber FCIPD**

Organised Consulting

<https://organisedconsulting.co.uk>

[Rachel@organisedconsulting.co.uk](mailto:Rachel@organisedconsulting.co.uk)

07977 516591

