



Managing Diversity in the Workplace

30 July 2020



Introductions

Presenters



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HR Operations Manager



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HR Knowledge Manager





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Agenda

- What is diversity & inclusion
- The moral and business case
- Inequality: The Employee Lifecycle
- Building an inclusive workplace

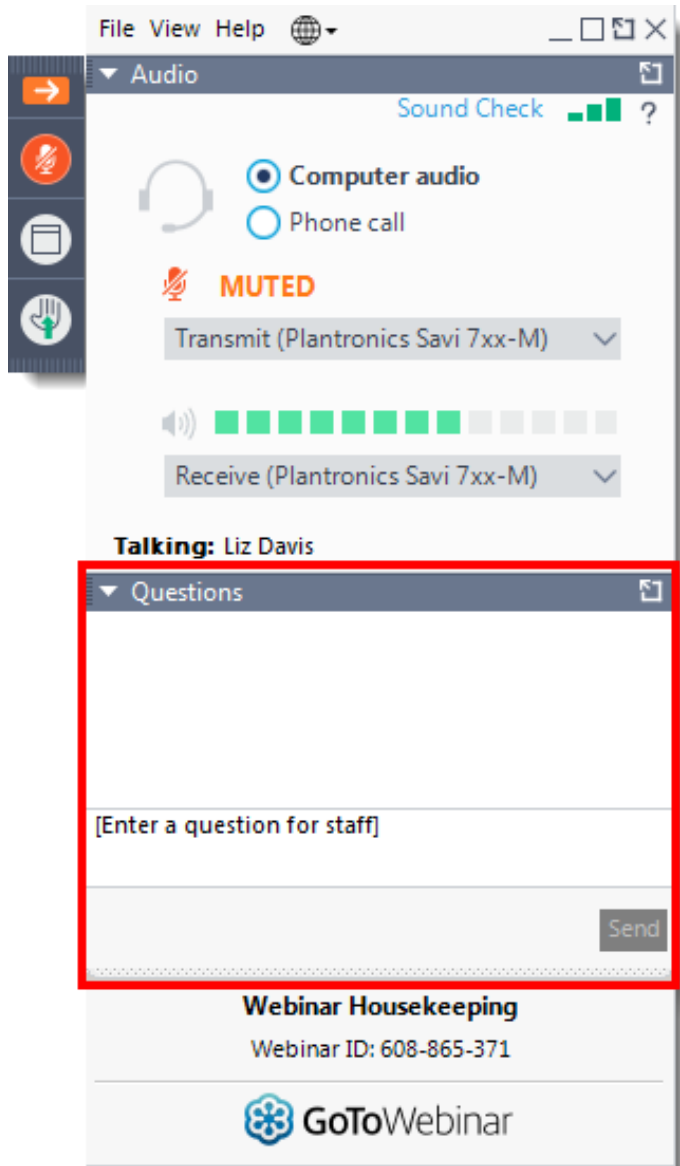
A group of diverse people are seated in a meeting or classroom setting. In the center, a man with a beard and glasses, wearing a grey cardigan, has his right hand raised. To his left, a woman with long dark hair is looking towards him. To his right, a woman with long blonde hair is also looking towards him. In the background, other people are visible, some looking towards the front. The scene is brightly lit with indoor plants and bookshelves in the background.

How to ask questions





GoToWebinar Housekeeping: Time for Questions



Your Participation

- Please continue to submit your text questions and comments using the Questions panel



Managing Diversity in the Workplace





Agenda

- **What is diversity & inclusion**
- The moral and business case
- Inequality: The Employee Lifecycle
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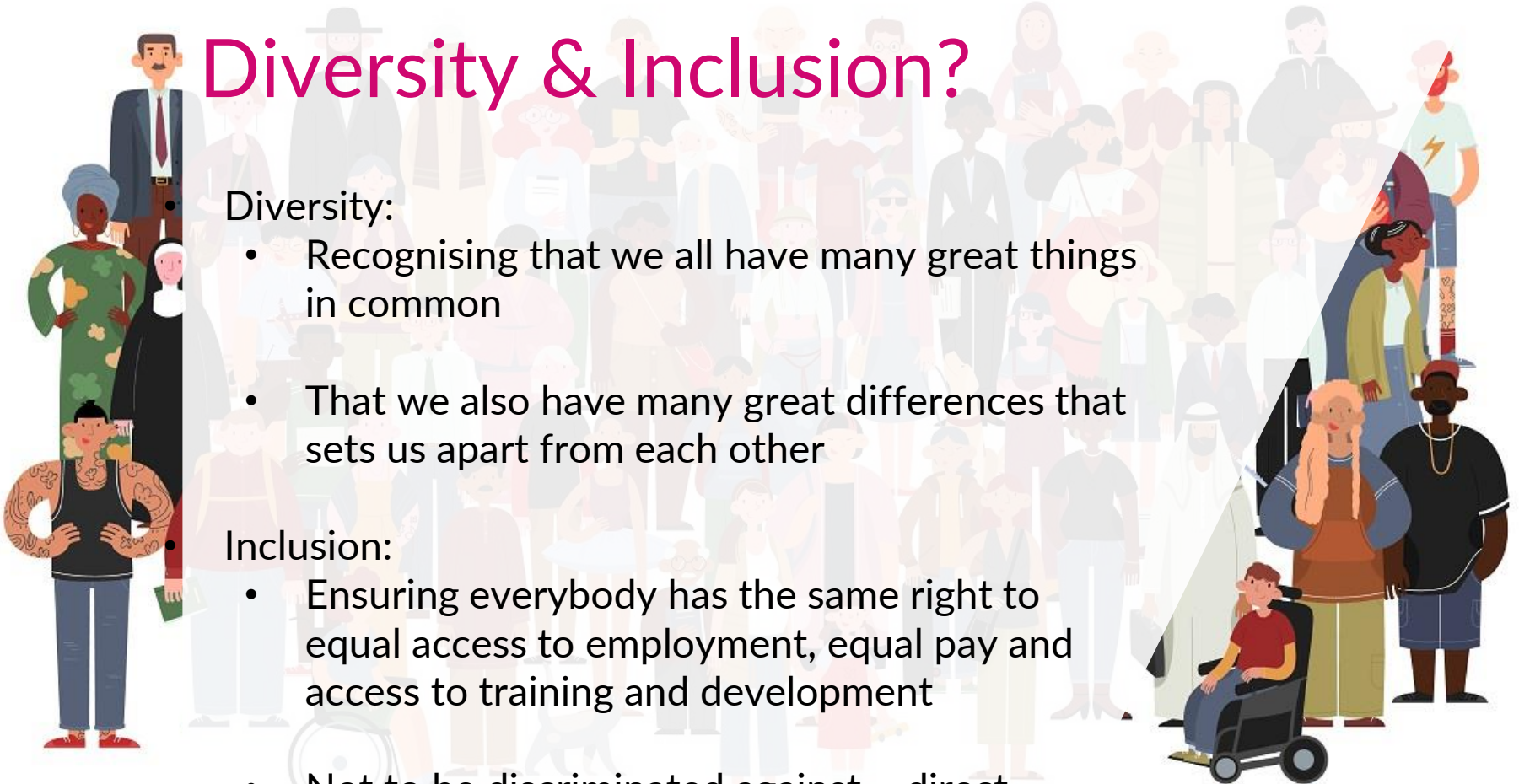
Diversity & Inclusion?

Diversity:

- Recognising that we all have many great things in common
- That we also have many great differences that sets us apart from each other

Inclusion:

- Ensuring everybody has the same right to equal access to employment, equal pay and access to training and development
- Not to be discriminated against – direct, indirect, or to suffer harassment or victimisation



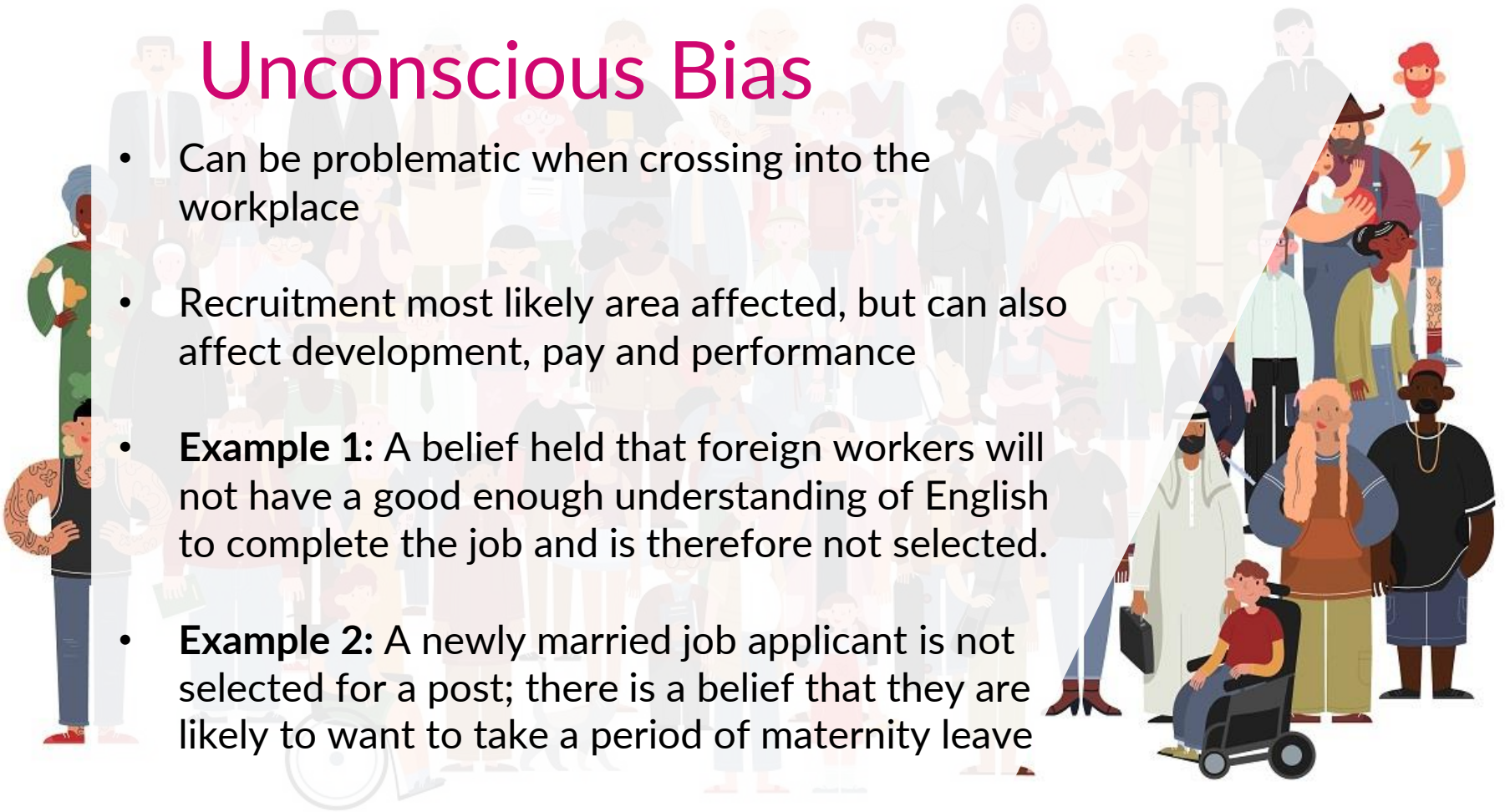
Unconscious Bias

- Learned stereotype that is automatic, unintentional or deeply engrained within our beliefs
- Ability to affect our behaviour
- Sometimes it can be innocent:
 - Example 1: you're in a car park and have a flat tyre, it is most likely you'd approach a man rather than women if needing assistance
 - Example 2: a lost child is wandering around the supermarket; it is most likely you would look to find their mother



Unconscious Bias

- Can be problematic when crossing into the workplace
- Recruitment most likely area affected, but can also affect development, pay and performance
- **Example 1:** A belief held that foreign workers will not have a good enough understanding of English to complete the job and is therefore not selected.
- **Example 2:** A newly married job applicant is not selected for a post; there is a belief that they are likely to want to take a period of maternity leave



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The moral & business case

[The Equality Commission “Is Britain Fairer” published 2019:](#)

- Young, disabled, Pakistani, Bangladeshi and Muslim people have consistently **higher unemployment**
- Black people were the most likely to be employed in **low paid** occupations (41.5%)
- Those of a religion had a **lower employment** rate to those without
- **1 in 10** FTSE 100 Executive Directors is a **women**
- 77% of mothers reported having a negative or possibly **discriminatory experience** during pregnancy, maternity leave or on their return



The moral & business case

[Government data on Employment and Ethnicity 2019:](#)

- 77% white people are employed compared to 65% of people from all **ethnic groups** combined
- 51% employment rate for **disabled** compared to 81% of non disabled
- In every ethnic group, employment was higher for men than **women**



The moral & business case

[The Chartered Institute of Personnel & Development report “Addressing the barriers to BAME employees career progression to the top”](#)

- Black, Asian and Minority Ethnic (BAME) are more likely than those from a white British background to say **discrimination** is a problem
- Indian, Pakistani and Bangladeshi employees said a lack in role models and “people like me” is a **progression barrier**
- 45% of BAME employees reported satisfied with the **training** they receive in their current organisation
- Almost 50% of BAME employees reported they need to **ensor** how much they tell their colleagues about themselves and their personal lives compared to 37% of white British employees

The moral & business case

2019 field study by GEMM – Growth, Equal Opportunities, Migration and Markets

- Ethnic minorities needed to send 60% more applications in order to receive as many call backs as the majority group
- Applying for 3200 jobs and randomly varying the minority background of fictitious job applicants
- Skills, qualifications and work experience remained the same



The moral & business case

Tribunal Services for the period April 2018 to March 2019

- Equality Act 2010 – protects against discrimination, victimisation and harassment

Claim	Maximum Award	Average Award
Age Discrimination	£172,070	£26,148
Disability Discrimination	£416,015	£28,371
Race Discrimination	£33,660	£12,487
Religion/belief Discrimination	£12,000	£4,767
Sex Discrimination	£24,103	£8,774





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- **Inequality: The Employee Lifecycle**
- Building an inclusive workplace

Inequality: Employee Lifecycle



Inequality: Employee Lifecycle

Recruitment:

- Declining a foreign national because it is felt they will not fit in with the rest of the staff, who are all English
- Declining a BAME applicant mistaking their quiet personality for speaking limited English and thus being unsuited to a telephone-based role
- Declining a foreign national who moved to the UK 4 years ago to attend university. On seeking their first full time job they are turned down due to not having been a UK resident for 5 years.
- Failure to hire employees of a certain race to maintain a “certain look”

Inequality: Employee Lifecycle

Onboarding:

- A new employee with dyslexia is not progressing in the role as well as another new colleague. Their probation is ended early for under performance
- An older new employee is struggling in using the company's IT systems and is viewed as "old school" in how they carry out their role. They are dismissed at the end of their probation period for being too slow

Inequality: Employee Lifecycle

Development:

- We know that ethnic minorities are less likely to hold jobs as managers, directors and senior officials than those who are white
- We know that structural, historical bias prevents ethnic minorities from progressing in their careers
- We know that 45% of BAME employees reported satisfied with training received in their current organisation

Inequality: Employee Lifecycle

Retention:

- We know that black employees with degrees earn 23.1% less than a white employee
- We know that black people were the most likely to be employed in low paid occupations (41.5%)
- 2018 Ministry of Justice report
 - 17% increase in race claims
 - 24% increase in disability claims

Inequality: Employee Lifecycle

Separation:

- Making inappropriate comments or jokes, about age, race, religion etc
- Referring to employees of a certain race in slang terms or code words
- Unfairly dismissing certain employees such as those who are older, those of an ethnic background or someone with a disability

Inequality: Employee Lifecycle

Separation:

- In 2019 (2018-2019 period) ACAS annual report
 - 40% increase in cases that involve tribunals
 - 20% increase in early conciliation
 - Pay or pay related matters was the top cause
- Employment Tribunal Statistics (July-Sept 2019)
 - 23% increase in claims
 - 17% increase in religion or belief claims
 - 21% increase in age claims



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- **Building an inclusive workplace**

Building an inclusive workplace



Building an inclusive workplace

Company Strategy:

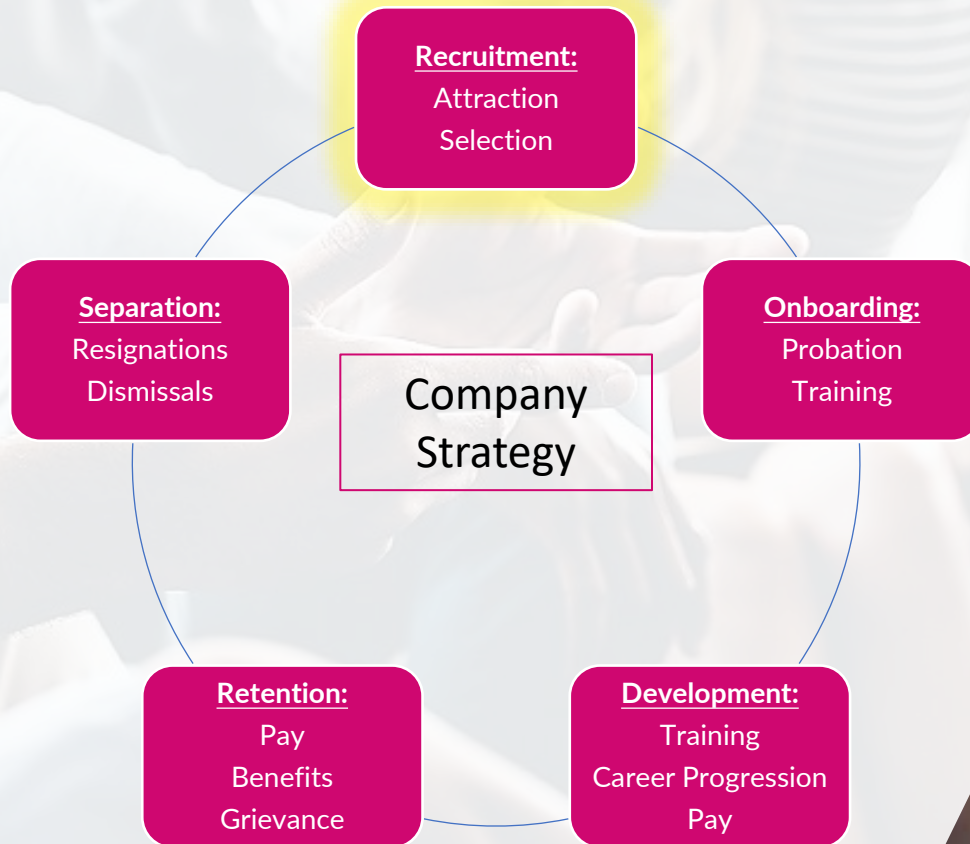
- An inclusive workplace begins at the top and necessitates having a Diversity strategy and set of values
- Led from the top – have CEO sponsorship
- Raise awareness on inequality and educate your workforce on the role they play in eradicating inequality and discrimination
- Explore whether current policies align to the company's diversity strategy – it is essential they align with each other
- Have policies, procedures and practices that actively celebrate and encourage difference
- Have a strategy that looks at the whole employee lifecycle and which clearly communicates your company's intentions and is transparent to all
- Build a culture of zero tolerance for inequality

Building an inclusive workplace

Company Strategy:

- Monitor trends and decisions to understand what is happening in your workplace
- Critically appraise your organisations culture
- Actively encourage employee voice to facilitate change
- Address unconscious bias
- Incorporate company wide training from company induction to line management training and evaluate its effectiveness so you have evidence should you need it (at tribunal)

Building an inclusive workplace



Building an inclusive workplace

Recruitment:

- Mandatory Diversity Training for Line Managers
- Review person specifications to ensure there is no practice that can indirectly discriminate anybody
- Advertise in a wide range of places, using several mediums
- Be sure to not inadvertently discriminate by requiring applications to be completed by hand
- Standardise your recruitment process and use structured skill-based questioning to avoid bias
- Carry out blind screening of applications
- Consider whether a recruitment strategy allows for positive action in line with the Equality Act

Building an inclusive workplace

Recruitment:

- Review job adverts for gendered or other biased wording
- Ensure hiring managers understand provision for reasonable adjustments and are confident in being able to apply this
- Examine recruitment data to understand how diverse the talent pool is at each stage of the selection process

Building an inclusive workplace



Building an inclusive workplace

Onboarding & Development:

- Have a probation and performance management process that accommodates employees with disabilities
- Standardised company processes for managing training needs
- Establish clear processes that work alongside the performance appraisal linking training needs to objectives and performance

Building an inclusive workplace



Building an inclusive workplace

Retention:

- Transparent and objective reward strategy
- Benchmark pay internally and externally
- Introduce pay gap reporting
- Review salaries annually
- Diversity Training for employees & Line Management
- Support better quality people management

Building an inclusive workplace

Retention:

- Record and monitor Employee Relations activity to ensure equal treatment and consistency
- Act thoroughly and quickly on claims of discrimination
- Audit the decision making of your formal processes ensuring you are not disproportionately not upholding grievances or disproportionately awarding sanctions to certain groups of the workplace
- Seek Government financial support to employee disabled workers

Building an inclusive workplace

Retention:

- Review flexible working policies and take up. If flexible working is available but not used, explore what the barriers could be
- Ensure job design allows flexibility and think creatively about how jobs can be flexible as well as flexi time, part time working and whether options such as job share are feasible?

Building an inclusive workplace



Building an inclusive workplace

Separation:

- Exit Interviews
- Monitor reasons for leaving
- Review cases of sudden resignations, especially any that arise on the back of a grievance case or disciplinary process
- Review dismissal data to identify any disproportionate decisions to dismiss from any group of the workforce



A group of diverse people, including men and women of various ethnicities, are seated in a meeting or classroom. One man in the center, wearing glasses and a grey cardigan, has his right hand raised. The background features a bookshelf and indoor plants. The image has a light blue overlay.

Further questions?

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- ✓ Returning to Work – Emerging Stronger
- ✓ Return to Work – Practical Guidance for Employers
- ✓ Recruitment – Candidate Experience
- ✓ Managing Home Workers – HR Information Systems
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