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**Facilitating
Big Bold Conversations**
that change the world of work

WORKSHOP

Beyond Compliance to Impact:
Using Inclusion Metrics as a Measure
of Performance

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INTRODUCTION

& Objectives

Facilitator: Anna Price – Founder & Managing Director, human.

We will:

- Understand why using inclusion metrics as a measure of performance enhances organisations.
- Explore the mindset of continuous improvement in relation to EDI efforts.
- Learn how to embed EDI across all levels of an organisation.
- Empower you to drive representation and inclusivity.
- Develop actionable strategies and an action plan for implementing EDI initiatives in your workplaces.

The Mindset of **Continuous Improvement**

Continuous improvement is a dynamic process that helps organisations stay competitive and responsive in an ever-evolving business environment.

- Often referred to as "Kaizen" a Japanese term meaning "change for better"
- It is a systematic and ongoing approach to enhancing processes, products, services, or any aspect of an organisation's operations, in this case EDI activities.
 - It is an iterative process
 - Encourages incremental changes
 - Is data driven
 - Involves employees & stakeholders
 - Collaborative
 - Requires organisational culture change
 - Is a long-term commitment

The Mindset of **Continuous Improvement**

Continuous improvement is a dynamic process that helps organisations stay competitive and responsive in an ever-evolving business environment.

It is of paramount importance in the realm of EDI for many reasons, including:

- Adaptation to constantly shifting priorities and societal needs
- Demonstration of commitment
- Creating better outcomes
- Compliance with legal & ethical demands
- Gaining competitive advantage
- Fostering innovation through diversity
- Maintaining or enhancing brand & organisational reputation
- Leads to sustainable effort



Embedding EDI Across All Levels

Incorporating EDI metrics and targets at all levels of an organisation fosters a holistic approach to diversity and inclusion.

It ensures that EDI is not just a theoretical goal but a measurable and actionable part of the organisation's culture and strategy.

By making EDI metrics part of management performance reviews an organisation is clearly stating its' commitment and intent to progress.

Case Study **P&G | Gillette**

- Over 800m consumers around the globe
- Gillette aims to put EDI at the centre of its business strategy - as “built in” to the ethos of the organisation, rather than just a “bolt on”.
- To deliver this Gillette has representation targets at every management level.
- Senior Managers are assessed on progress towards these targets in terms of hiring and promotion as part of their performance reviews.
- Reverse mentoring in place & encouragement to share lived experience upwards.
- Active allies are critical to success ‘solving these problems can’t fall on the shoulders of those most marginalised, we need active allies.’
- EDI is always an agenda item in Global town halls & EDI Affinity Groups feed into these.
- The focus on EDI has delivered better business results: team feels fully engaged, representative of the consumers they serve.
- ‘If you don’t create a diverse and inclusive team, you’ll have a weaker team than the competition. So it’s got to be a central business strategy’.

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The Importance of **Data & Metrics**

“Inclusion metrics are not just numbers; they are the compass guiding organisations towards equity, innovation, and sustained success. What you measure is what you improve.”

- Unknown



Interactive Discussion

Embedding EDI metrics across all levels of an organisation is encouraged to foster a culture where diversity and inclusion are embraced.

Discuss how EDI metrics might be integrated at various levels in an organisation and consider the specific benefits.

Consider:

- Leadership & Board Level
- Middle Management
- HR & Talent Acquisition
- Employee Engagement
- Training & Development
- Teams & Departments
- Individual Performance
- Supplier Diversity
- Customer & Stakeholder Relationships

Empowering Managers For Change

Managing Upward for representation & inclusivity

Where individuals in managerial positions actively engage with higher-level leaders to influence decisions, policies, and strategies relating to EDI.

How?

- By being advocates for inclusion
- By providing insights from the bottom up
- By holding Senior Leaders to account
- By supporting ERG's and individuals within their Teams
- By becoming role models for inclusive behaviour & leadership

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Empowering Managers For Change

Leveraging data to challenge assumptions

Data is crucial for promoting a more inclusive and equitable workplace.

Data can:

- Identify biases or disparities
- Enable more informed decision making
- Help to hold organisations accountable
- Foster trust

Empowering Managers For Change

How to leverage data

- Undertake comprehensive data collection
- Data analysis to identify disparities & trends
- Cross reference with assumptions
- Seek feedback, collect qualitative data to back up the numbers
- Engage stakeholders
- Set clear goals & targets based on current data
- Implement your EDI activities focusing on areas of need
- Monitor progress & reassess assumptions
- Communicate with transparency, candour & authenticity

Challenging assumptions with EDI data is an ongoing process that requires commitment and a willingness to change.

Empowering Managers For Change

Not All Diversity is Visual: Uncovering Hidden Disparities

Diversity goes beyond what meets the eye. While visible diversity includes aspects like race, gender, and age, there's also invisible diversity related to experiences, perspectives, abilities, and more. Here's how data can uncover hidden disparities:

- Data on 'the inclusion climate' via surveys & feedback
- Promotion & pay data
- Exit interviews & employee turnover data
- Disparities in self-reporting between teams & roles

Can you think of any additional ways data can shine a light on hidden inclusion challenges?



Scenario-Based Discussion

Scenario:

Imagine you are a manager who believes that your organisation's senior leadership lacks diversity, especially in certain departments. You want to discuss this concern with your senior leaders.

How would you approach this conversation?

Split into pairs. One person assume the role of the manager concerned about representation, and the other person will be the senior leader. Take a few minutes to prepare your different perspectives, thinking about how best to position & influence and how to respond.

The Importance of **Action Plans**

Action plans are essential tools which enable organisations to translate their commitment to DEI into tangible actions and measurable outcomes creating a clear path toward creating more inclusive and equitable workplaces.

They enable:

- Clarity & Focus
- Accountability
- Measurability
- Efficiency
- Alignment
- Consistency
- Communication
- Engagement
- Flexibility
- Sustainability
- Continuous Improvement
- Legal & Ethical Compliance

Guided Exercise

Creating Your Action Plan

Action plans can relate to actions which you implement in your organisation from the top down, or those which you commit to exploring as an individual within your organisation to influence change from where you are.

Your Objective

Using some of the ideas we've discussed in this session think about the organisation in which you work & identify any current inclusion metrics that are gathered or identify new metrics, consider how they can be used to enhance EDI impact. How can you manage upward?

Guided Exercise Creating Your Action Plan

Action Steps

Outline the specific steps you will take to implement your ideas.
Be detailed and specific in your description.

Describe the action step in detail.

- **Responsible:** Identify the individual or team responsible or who you need to influence.
- **Resources:** List any resources, budget, or support that might be required.
- **Measurement:** Describe how you will know you've been successful

Repeat for each action

Guided Exercise **Creating Your Action Plan**

Challenges & Mitigation

There are often challenges that arise when planning EDI activity – try and anticipate any potential challenges you might face during implementation and how you might overcome them.

- **Describe** the challenge.
- **Mitigation:** Explain how you plan to address or overcome the challenge.

Repeat for each potential challenge

Pair & Share

In pairs, share action plans and provide feedback, explore different perspectives, and exchange ideas.

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Thank you