

Inclusive Employers toolkit

2020



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Introduction to the Inclusive Employers toolkit

Why focus on inclusion?

Focusing on inclusion in the workplace is what leads to innovation and business growth, as it allows businesses to keep ahead, ensuring their products and services are truly reflective of their customers and stakeholders. Businesses should also be reflective of the communities they serve and Bradford is a truly diverse district. Secondly, diversity has a variety of tangible business benefits and, as a basic example, increased diversity creates increased capability depth – employees bring their different talents, skills and abilities to expand the scope and strengths of their team.

What does this toolkit aim to do?

Following the formation of the Inclusive Employers Network to support employers in the Bradford District to develop inclusive employment practices, this toolkit was developed with the express purpose of equipping organisations with tools to effectively understand where they are on their inclusion journey, what their ambitions are and how they can deliver inclusion projects within their own organisations.

Who is the toolkit aimed at?

This toolkit is aimed at Bradford-based employers from small to large organisations who are keen to move forward with inclusion and diversity. You may be at the start of your journey or looking for ideas to continue the work you are doing; this toolkit can provide you with helpful guidance and resources to assist with your inclusion ambitions.

How to use the toolkit?

The toolkit is set up in sections considering:

- how you gather the right data to make the right decisions for your organisation and your people
- how you develop your ambitions and the strategy to support this
- how you then create a plan to implement the right initiatives to support the achievement of your strategy.

To help you with your inclusion activities, the toolkit provides links in the Resources section to numerous best practice guidance, templates and organisation that can support you on your journey.

Who should use this toolkit?

We recommend that either a business owner, senior leader, HR professional or Diversity & Inclusion lead use this toolkit to develop your inclusion strategy and implementation plan with sponsorship from those who are ultimately accountable in the organisation. However, developing your inclusion ambitions and methods for achieving them should not be done in isolation, consulting with key stakeholders like other senior members of the team and key employees to gauge their views on the way forward is important to gain buy-in with the process.

What should be considered before continuing?

A person's diversity data is considered personal data under the General Data Protection Regulations (GDPR) and so care must be taken when requesting, storing or reporting on this kind of data. People's views are also personal data and should be respected in the same way. For more information and guidance on how to ensure you keep people's data safe, please go to www.ico.org.uk.

Foreword



Bishop Toby Howarth

Chair of the Stronger Communities Partnership

As a district, diversity is one of our greatest strengths. We know the huge benefits diversity can have on innovation, productivity and profit. By working together and recognising our commonalities, we can collectively ensure that everyone in our district can reach their full potential, access opportunities and services, and that no one is missed out.

This toolkit, developed by Grant Thornton and funded by the Council's integration and cohesion programme; Bradford For Everyone, will allow all organisations to make significant steps towards diversifying their workforce, make a difference to their employees and ensure respect, fairness and equality in the workplace.

The issues that organisations face are complex but inclusion should be embedded in the workplace culture and values and behaviours. Inclusion means everyone having a fair chance, doing their bit and playing by the rules. It means creating the space, understanding and opportunities for difference to be celebrated and respected. It means rejecting all forms of hate and prejudice. It means people pulling together united by shared values, common goals and collective pride.

We all need to work harder to value difference and diversity and seek commonality and respect our colleagues. It is the right thing to do and it also helps people to perform, companies to do better and helps deliver services that meet the needs of the communities we serve.



Maddie Wollerton Blanks

People Consulting Lead
Grant Thornton UK LLP

From our own inclusion journey as a UK-wide firm to the work we have undertaken with a number of clients, we are able to share insights to help develop more inclusive employers.

We recognise that diverse workforces are not just a nice to have, they build competitive advantage and enable businesses to connect more closely with their employees, customers and suppliers, which supports organisational resilience. Having diversity is essential, but engaging and retaining a diverse workforce through an inclusive culture, where those different perspectives can thrive, is what really makes the difference. This toolkit has been developed to share best practice and insights in taking a structured and data driven approach to creating diverse and inclusive organisations. We hope that you find it useful and that it can support you in furthering your progress with inclusion for your own organisation. We'd be thrilled to hear about and support you in those journeys so please do reach out to us using the contact details later in this toolkit to do so.

We would like to thank the following organisations for their Involvement in the inclusive employers project and development of this toolkit.

We would also like to thank the organisations in the inclusive employers network for their feedback and input into this toolkit.



Why Bradford For Everyone funded this toolkit?

In March 2018 Bradford became one of five integration areas funded by the Ministry of Housing, Communities and Local Government (MHCLG) to test and learn from a range of projects to understand what works in integration.

Our vision is of a place where everyone feels that they belong, are understood, feel safe, and are able to fully participate in the opportunities the district offers.

Our priorities have been developed with an understanding of our data and evidence and by talking to people about what is important to them. We know that having integrated communities is key to living a fulfilling life and to be able to achieve this we need to be holistic and inclusive as well as brave and bold in our approach. We will do this by prioritising four areas in our work:

- 1 **Getting on** – Equality of opportunity – addressing factors affecting economic participation and poverty including language skills and educational attainment.
- 2 **Getting along** – Promoting greater interaction, dialogue and understanding between people from different backgrounds given the diversity of the population and the extent of residential and educational segregation; ensuring that people understand fully their rights and freedoms and their responsibilities.
- 3 **Getting involved** – Generating and connecting people to opportunities to participate in community and civic life and strengthening leadership.
- 4 **Feeling safe** – Tackling crime and the fear of crime so that everyone feels safe.

A lot of fantastic work has been done towards the achievement of the Bradford for Everyone vision. This has included the design and delivery of an enormous amount of innovative, and well-evidenced, initiatives which bring people and communities together in meaningful and sustainable ways. These 40+ 'test and learn' style projects, which will have engaged with over 38,000 people in the district, have ranged from a small scale project bringing children of different ethnic, religious or socio-economic backgrounds together through the medium of collective game design, to a large-scale systemic piece of work which is enabling employers to become truly 'inclusive'.

This toolkit highlights just some of the fantastic and innovative work that has been done so far. Thank you to Grant Thornton and the organisations that have participated and have been involved in shaping this toolkit to help make the Bradford for Everyone vision for the district a reality, even in the face of unprecedented challenges. As we continue to deal with the impacts of Covid-19, discrimination, inequality and climate change on both individuals and communities, we will need to work together with renewed enthusiasm, innovation and dedication. For it is by supporting our fellow human beings during times of crisis and adversity that we emerge stronger and even more united than before.

Our shared values underpin all of our work and we encourage organisations in the Bradford district to adopt these to help kick-start their inclusion journeys.

Bradford District Shared Values

We **PROTECT** each other and the world we share so that everybody can be happy, healthy and safe

We **RESPECT** ourselves, each other and our communities

We **SHARE** ideas, resources, knowledge and skills as well as our challenges and opportunities

We **CARE** for each other and treat each other with kindness



We encourage you to adopt our Anti Rumour and Critical Thinking Strategy (see page 20) to reduce rumours and prejudice. This will engage and empower stakeholders, promote critical thinking and influence the political and social agenda.

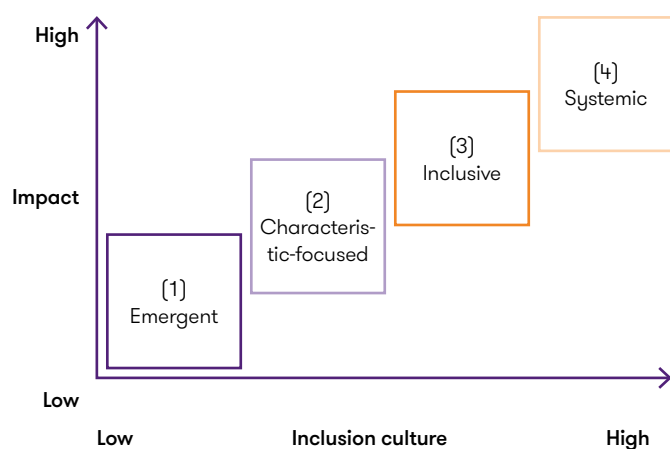


Identify your inclusion maturity

To deliver an inclusion change programme it is important to establish where you are now on your inclusion journey, and how 'mature' your organisation is from an inclusion perspective; this we refer to as your 'inclusion maturity'. Through building a picture of where you are now you will be able to set a clear direction of where you need to go.

Inclusion is everyone's responsibility and it is important whilst we reflect on the organisation, we must also look at ourselves and our own biases and consider those throughout the process.

At Grant Thornton, we assess inclusion maturity on a scale from Emergent, where an organisation is starting out on its journey to Systemic where an organisation is reflecting their inclusion culture at every touchpoint with its stakeholders.



1. Emergent

The organisation is setting out on its inclusion journey and is doing what it needs to from a regulatory and legal perspective to enable inclusion for colleagues.

An emergent organisation might not have consideration for inclusion in its HR policies.

2. Characteristic-focused

The organisation recognises that it needs to provide tailored support to under-represented groups to create equality of opportunity.

A characteristic-focused organisation might have strong inclusion from lived experiences of its employees for one characteristics but not others.

3. Inclusive

The organisation is breaking down barriers to inclusion for all its employees, cognisant of intersectionality and helping them bring their whole selves to work.

An inclusive organisation might have a diverse workforce from their Diversity data.

4. Systemic

The organisation is reflecting their inclusion culture on every touchpoint with stakeholders, suppliers and clients – leading their sector in inclusive practices.

A systemic organisation might have inclusion ingrained in all of its documentation, policies and ways of working.

Assessment against the five inclusion factors

To assess inclusion maturity, we look at three data points and consider these across the below five inclusion factors, which we consider to be key indicators of how mature an organisation is from an inclusion perspective. The following page details our approach.

Five inclusion factors

1 Talent attraction

How does the organisation attract and recruit diverse talent?

2 Talent development

How does the organisation develop, progress and retain diverse talent?

3 Strategic development

How developed is the organisation's inclusion strategy?
How does this strategy fit with the organisational context?
How is success measured?

4 Culture

How developed is the organisation's culture in enabling a consistent feeling of inclusion? Where does responsibility for inclusion lie? How much trust is afforded by colleagues? How ready is the organisation for change?

5 External impact

How does the organisation impact its external stakeholders (e.g. customers, suppliers, community) around inclusion?

Consider if there are any further inclusion factors to be considered specific to your own organisation.



Top-tips

Delivering an effective employee survey

- Engage your Senior Management teams and gain their support in promoting completion of the survey across your workforce
- Be clear on the purpose of the survey and what the data provided will inform
- Allow sufficient timescales for completion of the survey including time for sending reminders to employees to complete the survey
- Enable participation and consider the format of the survey to ensure it will be accessible to all employees e.g. some employees may not have access to a company e-mail or laptop
- Follow-up after the survey to ensure your organisation is aware of the outcome
- If you have a culture where there is currently a lack of trust between your workforce and leadership you might want to consider engaging an independent organisation to deliver your survey to increase response rates.

Assessing your baseline – a data driven approach

The below details key considerations for gathering data across each of the three data collection points we look at. Once you have identified your baseline position across these three areas, you will be able to develop your inclusion strategy and goals.



Diversity data

You will first need to establish what diversity data your organisation currently captures and what data you want to capture going forward, or as part of an employee survey. Suggested areas to consider include:

- age
- citizenship
- disability
- ethnicity
- faith
- gender
- sexuality
- social mobility.



Lived experiences

To understand the lived experiences of your employees, we recommend incorporating questions on employees lived experiences within an employee survey, to understand how it feels within your organisation. To support and enrich the survey response data, we recommend considering further approaches to gathering employee lived experiences, for example by conducting focus groups to hear first-hand lived experiences of your employees. Top-tips on delivering impactful focus groups can be found on page 14.

Consider the questions you want to ask in your survey across each of the five inclusion factors (talent attraction, talent development, culture, strategic development, external impact), and any further factors that may be relevant to your organisation.



Policies, processes and practices

Identify the policies, processes and practices within your organisation to be reviewed.

For example, these could include:

- recruitment policies, practices and procedures
- variety of employee benefits available
- approach and effectiveness of any Corporate Social Responsibility/Outreach programmes in place.





Develop your inclusion strategy

Before you begin developing your strategy, understand where your organisation is on its inclusion and diversity journey, what your organisation's inclusion ambition is and the timeframe for this, who you need to engage with to develop the strategy, and who will be accountable for the strategy; this should be a business leader with influence and a passion for inclusion.

Setting the scene

The introduction of the strategy will set the tone for the rest of the document and should clarify what your organisation sets out to achieve. It should summarise the current position and reflect on work completed to date. Recognise success in order to encourage positive momentum.

Clarifying your ambition

Having a clear ambition will be vital to set the direction of the strategy. Your ambition should be something that everyone in the organisation understands and can articulate and engage with.

Setting your strategic goals

To be truly inclusive your strategic goals must resonate with everyone and ultimately ensure you can reach your inclusion and diversity ambitions within the timeframe the organisation sets itself. You may wish to set strategic goals specifically for Diversity and those for Inclusion. Ensure your goals are SMART (Specific, Measurable, Achievable, Realistic and Timebound) and a responsible owner is allocated to each.

Identify key stakeholders

It is important to identify the stakeholders that need to be involved to ensure successful delivery of the inclusion strategy or those who are impacted by it, whilst also highlighting that all employees have a responsibility to promote inclusive behaviours and enact and role model these themselves.

Communicate with impact

A communication approach is useful to include in your strategy to direct the approach to engaging with key stakeholders and to ensure this is delivered in a way that will provide maximum impact in alignment with your strategic goals. You should consider and document how you will communicate with each stakeholder throughout the programme to ensure everyone is kept informed as needed.

Measuring success

Having set SMART goals at the outset of your inclusion and diversity strategy, you should have clear metrics to measure your success against. Your strategy should detail how you will baseline and measure your success.



Truly inclusive strategies...

- ✓ go beyond legal compliance
- ✓ are business-led not HR-led
- ✓ underpin the whole organisation life cycle
- ✓ encompass all stakeholders associated with the organisation
- ✓ clearly define measures of success
- ✓ are agile, adapting to changing circumstances
- ✓ can be understood and articulated by everyone in the organisation.

“Our ambition is that Grant Thornton is fully inclusive everyday, it is the place where everyone’s feelings and experiences matter, where all our people are treated fairly and where everyone has equal opportunities to achieve.”

Grant Thornton UK LLP



Create and implement the plan

Once you have gathered your baseline data and have a clear direction of travel through your inclusion strategy, it is time to create and implement the plan.

You will need to review the baseline data you have gathered, and the strategic ambitions to identify improvement initiatives to get you from where you currently are to where you want to be. We suggest you identify initiatives across each of the inclusion factors, and breaking your plan down in this manner; however, you should do this in a way that is most suited to your organisation's strategic ambitions and with an eye on current business priorities.

Identify improvement initiatives

Based on your survey results, focus group and assessment of your policies, process and practices, consider initiatives to address areas where you received weaker response scores, negative lived experiences from focus groups or your assessment found weaker areas of your policies, processes and practices.

Prioritisation

Once you have identified your initiatives, you will need to prioritise the implementation of these, in doing so, consider:

- What resource do you have available to deliver the plan?
- What initiatives are the most urgent and important?
Consider applying a red/amber/green status to each
- What timescales and key milestones exist for you?

Next, you can incorporate the prioritised initiatives into a project management plan; see our top tips for creating a robust plan and implementing the plan.



Top-tips

Creating a robust plan

- Engage your Senior Leadership teams, consider, appointing members of your leadership teams to be accountable for an area of your plan, and ensure you have senior leadership sign-off that they are happy with the plan
- Be realistic with your timescales and your available resource
- Involve key individuals in the planning session e.g. workstream leads if you choose to break your project into workstreams
- Sense check your completed plan to ensure you have created a plan that will lead you to achieve your strategic goals and which truly addresses the priorities identified from your employee survey and focus group feedback.

Implementing the plan

- Agree ways of working with the workstream leads or key individuals working on delivery of the plan
- Schedule regular catch-ups with the project team (this could be monthly), to check-in on progress and maintain communication across the team
- Seek to obtain objective check and challenge of your implementation progress this will help to keep you on track and provide an independent view point
- Communicate your plan with your workforce and bring them on the journey with you
- Be alert for feedback and noise of how your implemented initiatives are received by the organisation and be prepared to make adjustments or changes as required.



Monitor and assess your impact

As you are implementing and once you have implemented your initiatives it is necessary to monitor and assess your impact. You can do this as you go along through ad-hoc feedback or more formal feedback from employees and key stakeholders.

Once you have delivered the plan and allowed sufficient time for the changes to embed in the organisation it is recommended to re-visit your inclusion maturity to see the progress you have made.

It is recommended that you revisit the first stage where you identified your inclusion maturity. Re-issuing your survey will allow you to compare your results to those you received at the beginning. You may also wish to add additional survey questions that you had not included as you now have a deeper understanding of your organisations inclusivity.

Holding focus groups will enable you to further gauge the inclusion maturity of your organisation, and delve deeper into specific areas that you may have addressed as priority as part of your plan to identify the impact and lived experiences of individuals on particular areas.

Revisiting your policies, processes and practices and re-assessing these following your implementation will allow you to benchmark your new inclusion maturity and consider any areas you may need to revisit in future.



Top-tips

On leading a successful focus group

- Prepare your questions and a brief script to maintain flow in the group
- Clearly state the purpose of the session at the beginning and explain what data will be captured and how
- Ice breaker – Include an ice breaker at the beginning to help make participants feel comfortable
- Keep questions open-ended and conversational to encourage participation, whilst also being clear and concise to avoid any confusion
- If certain individuals are being shy/quiet, invite them in to speak using their name
- Clearly explain at the outset how you will capture the feedback, e.g. if you will capture anonymously by themes rather than verbatim, highlight this
- Consider engaging an external consultant to lead the focus groups if there is a sense of lack of trust in your organisation, or if you have a small workforce and feel your employees may feel more comfortable participating this way.

Case studies of participating organisations



Anne Lloyd, Director of Human Resources at Bradford Council, shares her reflections on the journey the Council has taken on their inclusion journey to date.

Understanding our current culture

Before we started work on the Inclusive Employers project, the Council had over recent years increased diversity across all levels of the Council against a backdrop of austerity and a reducing workforce. Although we recognise that senior levels of the Council in particular are not as representative of the District's population as should be expected despite the improvements over recent years.

We had a good data set, and a workforce development strategy from previous work in 2015 with Hay, plus the Council had been doing some great things with the Equality, Diversity and Inclusion agenda particularly around Talent Development and Gender Pay.

We were strong on reporting but needed to work across the Council to strengthen and expand on our work, including a focus on recruitment and induction.

As we started working on the project, we benchmarked between emergent and characteristic focused on the Grant Thornton Inclusion Maturity model.

When undertaking the review phase of the project we encountered some challenges, some of which was gaining the trust of our staff to provide personal data about themselves, the request for payroll numbers to be provided in order to participate was we believe to have been off putting to many employees, and delivered a response rate of a relatively small, self-selecting number of staff. Staff without access to email were unable to participate in the survey, and the profile of participants was unrepresentative of the workforce. There were some challenges around governance as well as having the dedicated resource to undertake all the necessary activities to move things forward.

The review report did however provide some interesting insights. We were already aware of many of the issues raised in the feedback but it was useful to see it in one place.

Some key findings:

- The Council is doing great work engaging with the community around integration and inclusion, the Council's organisational culture is not yet meeting its internal or external ambitions for integration and inclusion across the wider District
- Our employer brand and recruitment processes aren't enabling a diverse talent pool that mirrors the local population into the Council
- Our leaders and managers need more support in making decisions around our people and being consistent with our policies and processes
- Our EDI strategy was written in 2016 and has supported us in making some changes, but hasn't given us clear KPIs and measures

Creating the roadmap to support our inclusion ambitions

Firstly, we took some time to step back and reflect on the findings, and also to overlay these with other sources of quantitative and qualitative data to be clear on how we should move forward and to do this with a thoughtful, fully informed and planned approach.

Engaging with internal key stakeholders was vital to formulating and implementing our plan; we wanted to ensure our staff had a voice in the decision making process too.

Elected members have made clear their determination to see progress made and to hear the voices of staff. Engagement with them on our ambition and strategic direction has been key to ensure everyone is on the same page.



Some of the steps that we are taking to drive forward with our inclusion ambitions are:

- A review of the EDI strategy implementation will need individuals to drive it in the organisation
- Greater support for our managers to be able to make inclusion decisions – providing structure training and modelling the right behaviours from the top
- Implementation of a structured process to support talent progression of a diverse talent pool
- A review of the eco-system of recruitment for the Council working with colleagues from the Employment and Skills team to do this
- Develop a strong employer brand which drives talent into the business and allows us to become an employer of choice in the district

Making change happen

Change doesn't happen over night and we know that this is a long-term journey that we are on, and there will be bumps in the road. But, with alignment across the Council and strong support from our Elected Members, we have started that journey with huge amounts of energy and support behind it. Already engagement and motivation is high to see the change and sustain it.

Keys to success:

- Continuously listening and learning from each other
- Ownership and governance of our plans and associated activities to drive forward at pace
- Narrating the journey and to ensure transparency and buy-in
- Having clear success measures in place and monitoring them
- Holding the mirror up and reflecting on the true picture
- Adopt a rigorous approach to ensuring that all staff have the opportunity to have their say and are not excluded through access to technology, lack of awareness or suspicion of the process
- Good quality data is key, but not on it's own – the lived experiences of our people are fundamental to future success



Tracey Newton, Director of Colleague Experience at YBS, shared her insights of YBS's inclusion journey and the launch of their inclusion strategy.

Engaging key stakeholders

A key focus for us starting out on our inclusion journey has been engaging key stakeholders. When we began working with Grant Thornton and the Bradford for Everyone program, we had been working on our inclusion journey and had worked with the National Centre for Diversity and signed up to the Women in Finance charter.

A key area of focus for us was to ensure we were engaging with the right stakeholders across the Society, those who would help us to lead the change and accelerate us on our inclusion journey.

Developing our understanding of our starting position and gathering the data and insights with Grant Thornton of how it feels to work at YBS was valuable in providing us with a platform to engage with our Senior Leadership Team and obtain their commitment to the actions that we are seeking to take to improve inclusion across the organisation.

Developing the inclusion strategy

We held interactive sessions with senior leaders from across the organisation as part of our Inclusion Committee, and shared some personal experiences of colleagues working at YBS. These were invaluable in engaging our stakeholders and identifying the areas where change could drive our inclusion ambition.

This process enabled us to develop our inclusion strategy and supporting activation plan.

In developing our strategy we considered the other existing goals we were committed to such as the National Centre for Diversity – Leaders in Diversity Accreditation, the Women in Finance Charter and improving our BAME representation across the Society.

We identified strategic goals and priority areas of focus and did this in consideration of all of our stakeholders: Colleagues, Customers & Community. We established a governance structure for accountability and approval of the strategy and its activities with the Inclusion Committee playing a significant role.

Our focus was to ensure we had collective engagement and ownership of the strategy rather than it being 'led by HR', which ensures that when we communicate the strategy to the wider organisation our leaders are able to 'talk to it' clearly and with the energy needed to ensure it is a success.

Communicating our progress as we go through this journey is critical in ensuring that we bring the wider organisation on the journey with us and offering the opportunity for input and involvement at every step of the way.

Monitoring our progress against the plan

We are currently developing an inclusion dashboard to provide a central platform for us to check our progress against our strategic goals.

In summary, key to our success to date includes the following:

- Engaging our leadership team
- Having good baseline data to aid our strategy development
- Communicating with our wider organisation on our activities regularly and openly.

Supporting and learning from each other

Whilst delivering an inclusion change programme, it is important to engage with other employers to share ideas, challenges and your progress on your inclusion journey.

We recommend that organisations setting out on their inclusion journeys connect with other Bradford based organisations to share their lessons learned, successes and challenges and to achieve more in the Bradford district collectively.

Staying connected

- Connect with peer organisations on networks such as LinkedIn
- Schedule periodic coffee catch-ups with peer organisations and share feedback and experiences from your journey
- Consider buddying up members of your inclusion implementation team with other organisations to enhance learning from one another and provide motivation and support
- Share tools and templates you have found useful
- Sign-up to newsletters from D&I leaders and influential organisations or groups.

Internationally recognised good practice

Grant Thornton's inclusion maturity model, used within the inclusive employers project commissioned by Bradford for Everyone has been recognised as good practice by the Intercultural Cities programme of which Bradford is a member of the international network.



Intercultural Cities - The inclusive employer
(<https://www.coe.int/en/web/interculturalcities/-/the-inclusive-employer>)



Top-tips

On supporting inclusive behaviours

- Underpin your business strategy with your inclusion strategy
- Engage the leadership team to be accountable for inclusion activities
- Share inclusion stories from different perspectives
- Provide training for your people on inclusive decision making/unconscious bias
- Work with organisations focused on supporting under represented groups
- Buddy up with other organisations to share best practice
- Gain regular feedback from your people on how included they feel

Resources

A number of recommended external resources to assist you further on your inclusion journey have been included below. Please note the below resources have been considered examples of best practice as at the time of publication.

Organisations

Supporting women

- WISE (<https://www.wisecampaign.org.uk/>)
- Women in Finance Charter (<https://www.ukfinance.org.uk/women-finance-charter>)

Supporting the LGBT+ community

- Stonewall Charity (<https://www.stonewall.org.uk/>)

Supporting social mobility

- Social Mobility Commission (<https://www.gov.uk/government/organisations/social-mobility-commission>)
- The Bridge Group (<https://www.thebridgegroup.org.uk/>)

Supporting disability

- Scope (<https://www.scope.org.uk/>)
- Remploy (<https://www.remploy.co.uk/>)

Supporting mental health

- Mental Health UK (<https://mentalhealth-uk.org/>)
- Mind (<https://www.mind.org.uk/>)

Supporting work-life balance

- Working families (<https://workingfamilies.org.uk/>)

Supporting carers

- Carers UK (<https://www.carersuk.org/>)

Supporting refugees

- Refugee Council (<https://www.refugeecouncil.org.uk/>)

Regional inclusion support organisations

- Community Action Bradford & District (CABAD) (<https://www.cabad.org.uk/>)
- West Yorkshire Racial Justice Network (<https://racialjusticenetwork.co.uk/>)

National inclusion support organisations

- Equality and Human Rights Commission (<https://www.equalityhumanrights.com/en>)
- Inclusive Employers (<http://www.inclusiveemployers.co.uk/>)

Resources and further reading

- Protected characteristics - guidance on which characteristics are protected by law (<https://www.equalityhumanrights.com/en/equality-act/protected-characteristics>)
- CIPD Diversity & Inclusion fact sheet (<https://www.cipd.co.uk/knowledge/fundamentals/relations/diversity/factsheet>)
- Social Mobility Commission Employers toolkit - a toolkit aimed at improving social mobility within organisations (https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/863502/Employers_Toolkit.pdf)
- In employment: workplace adjustments guidance - adjustments from the Equality and Human Rights Commission (<https://www.equalityhumanrights.com/en/multipage-guide/employment-workplace-adjustments>)
- Government Gender Pay Gap Reporting guidelines (https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/575994/HMG_response_GPG_consultation-2_final_.pdf)
- Becoming a Disability Confident employer (<https://disabilityconfident.campaign.gov.uk/>)
- Business in the Community's Race at Work Charter (<https://www.bitc.org.uk/sign-up-to-receive-more-information-on-the-race-at-work-charter/>)
- Access free online Diversity training via ACAS (<https://elearning.acas.org.uk/index.php>)
- Connect with the University of Bradford Graduate Workforce Bradford project (<https://www.bradford.ac.uk/gwb/>)
- Guidance on delivering effective focus groups Citizens Advice Bureau (<https://www.citizensadvice.org.uk/Global/CitizensAdvice/Equalities/How%20to%20run%20focus%20groups%20guide.pdf>)
- Bradford District Anti Rumour and Critical Thinking Strategy Draft (https://bradfordforeveryone.co.uk/wp-content/uploads/2020/06/arct_strategy_2020.pdf)
- National Recognition Information Centre - providing impartial judgement on international qualifications (<https://www.naric.org.uk/>)

Diversity data collection

- The ethics of gathering workforce data – CRF (<https://www.crforum.co.uk/blog/can-do-vs-should-do-the-ethics-of-gathering-and-using-workforce-data/>)
- Good equality practice for employers: equality policies, equality training and monitoring (<https://www.equalityhumanrights.com/en/publication-download/good-equality-practice-employers-equality-policies-equality-training-and>)
- Guidance on capturing sexual orientation and gender identity data - Do Ask Do Tell – Stonewall (https://www.stonewall.org.uk/sites/default/files/do_ask_do_tell_guide_2016.pdf)
- Collecting social mobility data – Social Mobility Commission (<https://socialmobilityworks.org/toolkit/measurement/>)

Inclusive language

- Department for Work and Pensions Inclusive Language: words to use and avoid when writing about disability (<https://www.gov.uk/government/publications/inclusive-communication/inclusive-language-words-to-use-and-avoid-when-writing-about-disability>)
- Gender Decoder - tool to assess language used in a job description (<http://gender-decoder.katmatfield.com/>)
- Chartered Insurance Institute - Inclusive Language Guidelines (<https://www.cii.co.uk/media/10120292/inclusive-language-guidelines.pdf>)

The authors and contributors to this toolkit cannot take responsibility for changes to the resources made after publication nor for any content held external to this document.



How Grant Thornton can help you?

Grant Thornton has a long-standing commitment to inclusion and diversity and have been a market leader in enabling social mobility and were rated number one in the first iteration of the Social Mobility Employers Index.

Supporting your inclusion journey

We have been actively creating an inclusive culture, underpinned by our Shared Enterprise ethos. We recognise that making a difference in the inclusion culture of organisations is not easy and have extended our experience to working with our clients on this, specifically supporting the mid-market and public sector organisations.

We help our clients get a sense of where they are on their inclusion journey, understand what their ambition is, and help them to develop a strategy and implement interventions to ensure they realise that ambition.

Our services

- Diversity and Inclusion benchmarking
- Inclusion strategy development
- Diversity KPI development
- Diversity data gathering and management
- Characteristic-focused programmes such as the Elevate Programme (coaching for mid-senior level women) and the Re-iterate Programme (reverse mentoring for any characteristic)
- Employee Value Proposition development
- Recruitment process re-engineering

For further details or to discuss how we can help you and your organisation further, please contact:



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For more information and to get involved

To find out more about the Inclusive Employers project, the wider work of the Bradford For Everyone programme, or to get involved in future projects, please reach out to the Stronger Communities team, Bradford Council – we would be delighted to hear from you.

Our aim

Bradford Council have significant experience of promoting integration and cohesion over the last three decades. This legacy continues through the Stronger Communities Team and neighbourhood teams across the Council.

We are specialists in working with communities, aiming to reduce inequalities by improving access to and design of services. The service provides a channel into communities, and acts as an interconnector to improve service design and delivery, and build community resilience. Our work shows that by bringing together residents of different backgrounds, people's understanding and participation in the political, public and community life is strengthened. We also have an in-depth understanding of grass root-led initiatives and believe that all can play a part in creating and sustaining strong, active and cohesive communities.

We also have a large, vibrant and diverse voluntary and community sector. It is essential that this continues to flourish to ensure that the District thrives in the future and therefore our work also focusses on strengthening this sector through infrastructure support and encouraging new ways of working through collaborative partnerships.

This particular toolkit and the work around this, encourages employers to improve their recruitment practices, promote diversity in the workforce and create a step change in organisational culture, with the view that in the long term it will be one of many initiatives that will contribute and continue to build strong, active and cohesive communities.

How you can get involved

- Join our Employers Network by contacting hello@bradfordforeveryone.co.uk
- Sign up to our District Values (<https://bradfordforeveryone.co.uk/get-involved/>)
- Join our Bradford for Everyone network (<https://bradfordforeveryone.co.uk/>)
- Join our Bradford for Everyone ambassadors (<https://bradfordforeveryone.co.uk/who-we-are/>)
- Join our Anti Rumour and Critical Thinking campaign (<https://bradfordforeveryone.co.uk/get-involved/>)

To find out more please visit www.bradfordforeveryone.co.uk.

Any questions?

Please contact:

Stronger.Communities@bradford.gov.uk

Frequently asked questions

We have included some frequently asked questions to assist you on your inclusion journey.

How can I engage my leadership team to put inclusion higher on their agenda?

Demonstrate that having an inclusive workforce is a business imperative as well as a moral one and consider providing the leadership team with an experience to further their knowledge and understanding of the inclusion agenda.

How can I improve my response rates from employees completing employee surveys?

Building trust is absolutely key when asking employees to provide their views and possibly personal information via a survey. It is important to lay the ground work first before asking people to provide their data and views. Depending on your organisation you may wish to do this with some tailored communications in advance, share the survey with a sample of employees for initial feedback or engage with your employees in other ways. Leadership being visible to employees and actively engaging with them on the topic of inclusion will also improve trust and willingness to respond to surveys.

Demonstrating you follow through and act on employee feedback showing them you have listened is also critical to building trust with your employees and subsequently improving response rates.

Ensuring your survey is accessible to all employees will also ensure you widen participation and maximise response rates. Some employees may not have access to a work e-mail address or computer for example, therefore alternative methods of gathering data should be considered.

How can I deliver an effective focus group?

Ensuring you deliver effective focus groups once you have a captive audience is critical. Please refer to top-tips on page 14 for running effective focus groups and links to further external resources for running effective focus groups on page 20.

Who should be responsible for the D&I strategy?

It is important that the overall responsibility for the D&I strategy comes from the leadership team, not simply 'HR'. Without clear direction and visible leadership advocacy and role modelling of inclusion, organisations will struggle to make the required changes and bring the wider organisation along with them.

Who should be part of the D&I working group?

A D&I working group should be made up of a diverse group of individuals across all levels of the organisation. Individuals should be passionate and motivated to make positive change to the inclusion agenda. You could consider opening up a simple application process for individuals to apply to be part of the working group to ensure the individuals leading the change are best suited for the role.

Who can I go to for further support?

There are a number of external organisations that can support you such as Grant Thornton if you would like support in reviewing your inclusion maturity and making inclusion change. Smaller organisations can also reach out to ACAS or Citizens Advice Bureau for useful guidance free of charge. Links to further external organisations have been included on page 20.

Appendix

Within this appendix we have provided some further tools to support you on your inclusion journey

- 1 Example survey questions for each inclusion factor
- 2 Inclusive communications checklist

Example survey questions for each inclusion factor

We have provided a sample of example questions to aid you in generating your own employee lived experiences survey questions.



Talent attraction

- My organisation recruits from a wide talent base
 - We actively support people from underrepresented groups to progress through the recruitment process
-



Talent development

- Progression in our organisation is based on merit, no matter what your background
 - Our leaders and managers create environments where people can bring their whole selves to work
-



Culture

- I feel comfortable being myself at work
 - I feel my organisation is committed to making this a great place to work
-



Strategic development

- My organisation has clear targets which supports the inclusion strategy
 - I feel my organisation knows where there are areas of inequality
-



External impact

- Our organisation thinks about inclusion in every engagement with stakeholders (e.g. clients, customers, suppliers, service users)
- People in my organisation treat customers, clients and suppliers in an inclusive manner, no matter what their background

Inclusive communications checklist

This checklist will aid you in your planning and execution of communications.

- ☐ **Stakeholders**
Identify who your stakeholders are. These may be internal and/or external. Understand your audience and tailor messages to specific groups where applicable to ensure positive impact. Consider particular individuals or groups who may have influence over the content of the message, i.e. if you are requesting for the audience to take action on something, getting influencers on side to aid completion of the action is extremely helpful.
- ☐ **Consultation**
Take the time to consider whether consultation for a communication is required before publication. Consider what it is you need to say and what you need the audience to do if anything. Is consultation going to aid the positive impact of the message? Think about who you need to consult with and ensure wherever possible that the group reflect the audience you are trying to reach in order to provide you with a well-rounded view.
- ☐ **Imagery**
Images are extremely powerful when communicating; getting the image right can boost the message, but getting it wrong can have quite negative effects. Ensure you are using images that are reflective of the message you are trying to communicate and of the population you are trying to reach.
- ☐ **Words and phrases**
Make sure that words and phrases used in your message are not only accurate, but also inclusive in nature. Check the appropriateness of the content of your message for your audience. Sharing draft content with individuals within the audience and gaining feedback prior to publication is advised, particularly if the communication is sensitive in nature. Please refer to the Resources page for further guidance on inclusive language.
- ☐ **Governance**
Having an agreed structure for checking and approving communications before publication is a worthwhile activity prior to sending out any communications. Having the right people review and approve any messages will safeguard against errors being published. Consider the structure and people you need to have involved in making these decisions and be clear on expectations of each individual/group. Review this governance structure regularly to ensure it is fit for purpose.
- ☐ **Methods of communication**
Consider how you will deliver messages; what methods do you have at your disposal that your audience can access? Consider multiple channels to ensure the message is received. Utilise your network of people to disseminate messages, but be clear on what is expected to ensure messages are not distorted. You can also track if communications are received and read through some online tools, consider if having the analytics for a given communication might be useful.
- ☐ **Timing**
Carefully consider when and how often you will communicate messages. Setting up a communications and engagement plan is recommended; this can be shared and checked through the governance structure before any communications are published; it can also identify any gaps in your communications and keep you on track to maintain momentum.
- ☐ **Review and feedback**
Regular review of your communications is vital to ensure messages are getting through and landing in the way they were intended. Gain feedback from your audience and ensure any actions to improve communications are shared to help build trust.

Communications templates

Stakeholder map

Stakeholder	Influence	Impact	RACI	Communication format	Communication regularity	Relationship owner (if applicable)
Role/group [examples below]	How much influence the stakeholder has over decisions/communications	How much impact the decisions/communications have on the stakeholder	Are they to be... responsible, accountable, consulted, or informed	How will communication take place with this stakeholder	When and how often communication will take place	Who will drive the relationship to get the best outcomes
	High; medium; low	High; medium; low				
Leadership						
All employees						
Specific internal teams/networks						
Line manager population						
Employers (network)						
Customers						
Suppliers						

Communication and engagement plan

Message to be communicated	When it will be communicated	Audience	How the communication will be delivered	Consultation required?	Imagery required	Status	Feedback/ review
High level summary of what is to be communicated; informing and/ or call to action	Dates and times (if applicable)	Groups/ individuals to receive the message	Methods of communication to be used; email, team talks, apps, intranet, web site, notice boards, flyers, influencers etc.	If required, note who the consultation needs to be with and when it needs to take place	What, if any, images might be required to support the messaging?	Not started; In progress; Completed; Delayed; Cancelled	Summarise or link to notes from feedback and/or review





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