

occupop

**Beginner's Guide:**  
**Diversity and Inclusion**  
in the Workplace



# Introduction

## Diversity and Inclusion in the Workplace

Selling the value diversity & inclusion (D&I) in the workplace is an easy one when you look at the numbers. According to a **Forbes** insight survey, **58% of companies reported a decrease in employee turnover, 67% reporting improved company morale and 77% of companies reported increased productivity when diversity & inclusion strategies were implemented.**

Aside from the statistics, creating an inclusive and diverse environment results in a fairer, more balanced workplace, increased innovation and ultimately, profitability for the company.

It is important that companies realise that they can't shift completely in one day, companies should set clear diversity goals and strategies, ensuring these are embraced from senior management down and reflected company-wide. Though the responsibility to create programs and enforce policies on D&I generally fall with HR, if there isn't buy-in from everyone, inclusion doesn't work.

In order to help your business, and employees, thrive, we've created this guide on how to encourage diversity and inclusion in the workplace.

1. Tackle bias company-wide
2. Focus on culture add
3. Revise your job descriptions & benefits packages
4. Use technology to improve diverse candidate selection
5. Form a diversity & inclusion council.
6. Implement D&I employee networks
7. Be transparent about diversity & inclusion goals

# Tackle Bias

## Company-Wide

The first step in creating a more diverse and inclusive workplace is acknowledging that bias, conscious or unconscious, exists. Biases exist for everyone in some form or another, it is natural human nature but it is important to recognise what these are and learn ways to overcome them.

Given that HR is involved in the hiring process, HR should be given priority when it comes to recognising bias and providing appropriate training. Once completed, the proven model can be implemented across the entire company, particularly from a leadership level down. This training should be updated and revisited by all employees on a regular basis.

**Business insider** recently carried out research and found that **20 cognitive bias exist that influence individuals decision making**. Some of these include:

- **Confirmation bias:** only listening to information that confirms our bias.
- **Choice-supportive bias:** the tendency to support your choice even if expectations aren't met.
- **Survivorship bias:** focusing only on survivorship examples.

Additionally, according to **Harvard**, there are 13 hiring biases that commonly affect hiring decision making. The **Harvard Implicit Association Test** is a great starting point to uncover what bias exist within your organisation and will give you the insights needed to create tailored training courses.



# Focus on Culture Add

According to **HubSpot**, hiring teams should be moving away from the idea of “culture fit” during recruitment.

This is because many companies make the mistake of hiring a candidate who looks, thinks and acts like the current team in an attempt to achieve a culture fit.

As Sabrina Clarke, Principal at **SYPartners**, says, “‘Fit’ can be dangerous, because it can exclude. You have to first be able to identify and bring to life your organisational values, mission and purpose, and define ‘fit’ so that it adheres to those. You have to define it differently.”

Hubspot recommends **redefining culture “fit” as culture “add.”** This type of candidate can bring something new and diverse to your workplace, which can result in improved innovation and a better company culture.

According to **SHRM**, **employees should feel comfortable bringing their full selves to work, and you need to create a work environment that values every employee’s differences.** In order to do this, think of how a candidate’s different background, beliefs or behaviours may have the potential to be an addition to your culture, rather than how they may or may not fit in with your current workplace.



# Revise Your Job Descriptions & Benefits Packages

Diversity & inclusion should be top of mind when creating recruitment strategies. To encourage a diverse workforce to want to work for you, you need to ensure you are speaking to candidates in a way that demonstrates you are a diverse and inclusive place to work, as well as offering them job benefits that reflects what a more diverse workforce needs.

Including a more holistic benefits package that encourages a diverse workforce will demonstrate your understanding of what individuals need to be successful. Some benefits include:



Flexible working schedules



Paid-paternity & partner leave



Individual led learning & development opportunities

Review your job descriptions with diversity & inclusion in mind, ensuring your D&I mission is included and removing any wording that might infer bias:

- ✓ Highlight your companies diversity & inclusion mission at the start.
- ✓ Remove any reference to gender.
- ✓ Revise the use of certain words that can be off-putting for somebody to apply i.e. domination, challenging etc.
- ✓ Consider removing the necessity for high-level college degree or masters unless the role absolutely requires it.
- ✓ Include references to collaboration, teamwork and equal opportunities .
- ✓ Ensure your careers page and social & professional networks demonstrate your diverse and inclusive culture .

# Use Technology to Improve Diverse Candidate Selection

There are a number of ways to use technology to your advantage when it comes to removing bias at the candidate selection stage, including:

**Blind screening:** using screening software, companies now have the ability to anonymise information that may lead to bias, for example: education, gender or ethnicity. In fact, a study by **Pandologic** found that **candidates with minority-identified names received 30-50% fewer callbacks and job offers.**

**AI CV shortlisting:** a common misconception is that AI will create bias but an effective AI technology relies only on the recruiter themselves to set out clear parameters for measurement i.e. your job requirements. Revising your job descriptions based on the previous chapter will help you overcome potential biases from your AI technology.



**Psychometric testing:** great teams are built when both hard and soft skills are considered. With the rise of remote working, soft skills such as adaptability, communication and collaboration are more necessary than ever. Psychometric testing helps you to accurately see how an individual would add value in a team, looking at their personality in a psychological non-bias manner.

**Recruitment analytics:** when considering diversity in hiring, using metrics such as CV source will allow you to pinpoint avenues that are bringing in diverse candidates, giving you the opportunity to focus on these avenues going forward.



# Form a Diversity & Inclusion Council

In order to ensure that everyone in your workplace is held accountable and actively encouraged to promote D&I, create a diversity and inclusion council or committee.

This council should act as a type of task force dedicated to diversity & inclusion, and **it should include members from various ethnicities, genders, ages, departments and skill levels.**



Your council should have genuine workplace influence and the power to ensure that:

- ✓ Company leaders allow everyone's voice to be heard and opinions to be considered.
- ✓ Managers are trained and held accountable for any actions that go against D&I policies.
- ✓ Underrepresented groups have the necessary support and resources.
- ✓ Employees have a safe space to voice their concerns.
- ✓ The recruitment process focuses on company-wide D&I goals.

D&I councils should also be involved in **goal-setting for hiring, retention and the development of your workplace.**

A good idea is to have members meet quarterly to review company feedback, troubleshoot challenges, and address employee engagement problems with underrepresented employee groups.

# Implement D&I employee networks

According to **Deloitte's diversity and inclusion framework**, creating employee networks, such as resource or outreach groups, is one of the key strategies for successful workplace D&I.

You should make it easy for your employees to access and participate in your diversity & inclusion programmes. The **Wall Street Journal** suggests implementing **employee resource groups (ERGs)** that operate as an opportunity for employees to learn and grow.

Make the most out of these groups by:



Inviting senior employees to get involved in order to increase awareness



Appointing a Chief Diversity Officer



Providing a toolkit or guidelines for employees to create new ERGs

Here are two examples of how leading companies have created and promoted D&I employee networks in their workplaces:

1. The technology company **Lenovo** implemented a number of employee groups and initiatives that champion minorities and underrepresented workers. These groups include: Women in Lenovo Leadership, Black Leaders Achieving Success in Technology, Hispanics of Lenovo Association and New and Expectant Mothers Outreach, to name just a few.
2. At the mobile communications company **T-Mobile**, employees have the opportunity to participate in company-wide employee network groups, as well as local diversity and inclusion chapters across the country. What's more, **the company experienced higher retention rates with employees who actively participated in these groups.**



# Be Transparent About D&I Goals

Being transparent about the gender, age and race breakdown of your company will motivate you to maintain a good mix. While diversity & inclusion is about more than just statistics, **numbers and percentages are a good starting point to ensure that you are fostering a diverse and inclusive workplace.**

More and more companies are becoming vocal about their equality and diversity agendas. Similarly, government institutions are introducing frameworks to ensure that employees adhere to these agendas. In the UK, for example, **companies with 250 employees or more are required to publish their gender pay gaps,** according to **CNBC.**

Post your employee demographics, as well as any D&I groups, initiatives or achievements you've made, on your blog or company careers page. **Sharing your D&I goals, and successes, shows employees that you respect their differences and their place in your company.**

Jennifer Kim, Head of People at Lever suggests creating a channel for D&I in your company's communication tool. "At **Lever**, we have a Slack channel called "inclusion" where employees share D&I articles and news. Make it present and establish a norm for talking actively about D&I in the workplace, and employees will follow!"



# Key Takeaways

1. Set transparent D&I strategies and goals, ensuring these are embraced company-wide.
2. Provide ongoing training to tackle naturally occurring biases.
3. Create a recruitment process that removes bias, utilise technology to help you do this.
4. Focus on add rather than fit.
5. Create a council that promotes and monitors D&I.
6. Provide a safe space for communication on diversity and inclusion.



## Bonus tips!

- ✓ Create and promote a strong anti-discrimination policy.
- ✓ Target diverse job boards to attract more diverse candidates.
- ✓ Acknowledge employees religious and cultural practices, allowing leave on these days, where possible.
- ✓ Make diversity & inclusion part of performance review.

# About Us

Occupop streamlines your entire hiring process so you can focus on creating a diverse and inclusive workplace.

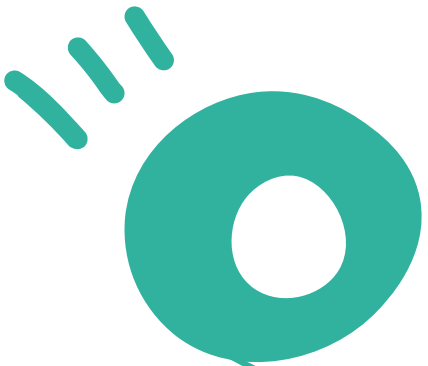
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