

# Diversity & Inclusion



Jersey



# Diversity & Inclusion



Jersey

## What is the IoD Diversity & Inclusion Charter?

Our aim is to provide a simple route map that will enable any employer, whatever its size and industry and wherever they are on their 'D&I journey', to make real progress in diversity and inclusion.

The Charter is built on the following principles for an inclusive workplace:

- Everyone should feel they belong
- Everyone should have the opportunity to thrive
- We should all treat others fairly and inclusively
- Discrimination and bias should be challenged
- Inclusion is at the heart of great leadership
- Organisations should be courageous in challenging the status quo

Although these underlying principles are universal, the Charter itself is not prescriptive. The solutions will be different for every organisation, and so the examples of good practice included in each stage of the Charter are intended to provide employers with practical ideas and inspiration rather than a set route.

We hope the IoD Diversity & Inclusion Charter will help to bring our members together to discuss and debate 'what works', and to support each other in our collective journey to greater inclusion across the whole of our business community.

# Diversity & Inclusion Charter Journey

## Integrating D&I into our culture

Policies and procedures are reviewed through the lens of D&I and solutions are developed together. Diverse and inclusive role models are visible across the organisation and progress is monitored by the Board. The organisation engages with the wider community to support D&I.



## Engaging & committing

The Board and senior management actively champion D&I and a policy and/or strategy has been established. Commitment to the Charter is clearly demonstrated internally and externally.

## Always pushing the boundaries

All employees are accountable for D&I and diversity is core to decision making processes. Bold leaders challenge the status quo, celebrate success and continually seek to develop innovative solutions to progress D&I - both internally and externally. The organisation places people above profit.



## Engaging and Committing



The Board and senior management actively champion D&I and a policy and/or strategy has been established. Commitment to the Charter is clearly demonstrated internally and externally. Example milestones include:

- The Charter has been signed by a member of the Board/senior management team.
- The Board/senior management has demonstrated its resolution to implement and be accountable for a D&I Strategy/cultural change programme.
- There is a D&I Strategy in place that is actively monitored by the Board/senior management.
- A diverse D&I Committee is established to drive progress across the organisation.
- Employee-led working groups are established to ensure a diverse range of voices are heard and included in the process of identifying solutions and supporting meaningful cultural change.
- Robust D&I reporting & KPIs are established and reviewed at the highest levels of the organisation.
- Internal and external communications show clear commitment to diversity and inclusion.
- Responsibility and accountability for diversity and inclusion are clearly assigned to individuals, including on the Board/senior management team.
- A budget and/or resources to support the D&I strategy/cultural change programme have been designated.
- D&I goals have been clearly articulated and employees demonstrate an understanding of them.
- Internal research/data analysis is conducted to better understand diversity and inclusion across the organisation and benchmark progress.

# Integrating D&I into our culture



Policies and procedures are reviewed through the lens of diversity and inclusion and solutions are developed together. Diverse and inclusive role models are visible across the organisation and progress is monitored by the Board. The organisation engages with the wider community to support diversity and inclusion.

Example milestones include:

- The organisation shares key data externally, such as its gender pay gap review and action plan.
- HR processes and procedures are reviewed and updated to remove the potential barriers to inclusion and encourage greater diversity and inclusion in all aspects of the employee life cycle.
- Activity is in place to increase the awareness and capability of all staff in relation to supporting diversity and inclusion.
- Diverse and inclusive leaders are identified, valued and nurtured through recruitment, learning and development, promotion and reward.
- Employee-led working groups are established to ensure a diverse range of voices are heard and included in the process of identifying solutions and supporting meaningful cultural change.
- Robust D&I reporting & KPIs are established and reviewed at the highest levels of the organisation.
- Under-represented groups are actively supported and championed - time and resources are dedicated to this.
- A positive attitude towards flexible working is part of the culture – not just a policy for a few.
- Family friendly legislation and policies are championed for all parents and carers.
- Relationships are developed externally, for example with schools and third sector organisations, to support greater diversity and inclusion in the local community.
- Long-term programmes are established to support a range of diversity and inclusion issues across the organisation, e.g., parental leave coaching, mentoring schemes.
- Diversity and inclusion related KPIs are monitored by the Board/senior management team, and they are accountable for delivering long term action plans to support delivery of D&I goals and cultural change.
- The Board will ask the difficult questions and constructively consider progressive solutions, e.g., positive action to achieve equity, challenging senior colleagues or clients who do not demonstrate inclusive behaviours.

## Always pushing the boundaries



All employees are accountable for D&I and diversity is core to decision making processes. Bold, inclusive leaders challenge the status quo, celebrate success and continually seek to develop innovative solutions to progress D&I - both internally and externally. The organisation places people above profit. Example milestones include:

- Integrated employee programmes are seen to deliver tangible outcomes in diversity and inclusion.
- All employees feel comfortable to admit and learn when their actions or behaviours do not support an inclusive culture. There is visibility of corrective action when it is required, especially at the top of the business.
- There is significant progress against KPIs and targets, but leaders and employees are continually seeking new ways to build on this progress.
- A feedback culture, based on trust and respect, exists and employees are accountable to each other.
- The organisation aspires to be a 'disruptor' – innovative and boldly challenging the status quo in order to continuously improve its diversity and inclusion.
- Board/senior management team members are perceived externally as thought leaders in diversity and inclusion, and the organisation is a role model to other employers.
- The organisation proactively contributes internal know-how and data to help other employers with their D&I strategies.
- The organisation's values and behaviours are rooted in an ethos of valuing people above profit – and this is demonstrated in the decisions and behaviours of its leaders on a daily basis.