



Diversity 4 Inclusion – Turning Dialogue Into Action

in collaboration with

The Diversity Network and Lean-In Jersey









Supported by









Diversity & Inclusion – Establishing Real Change 14th February 2020





"What if we don't change at all ... and something magical just happens?"



TDN Research Week

• The Idea

To try to improve the issue of lack of D&I data in Jersey with a team of volunteers blitzing as much research as possible in 3 days.

The Research Objective

To understand the D&I climate in Jersey

• The Research Approach

To split the task force into two groups looking through both a corporate and community lens.

Proactively searching the internet and contacting a range of organisations to ask them to contribute their data and research.



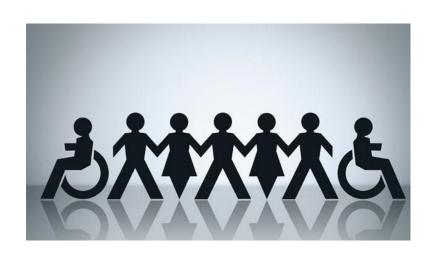
The General Findings

Statistics

- Some information is available through last census (but data very old now)
- More work to be done. A lot of datasets out there – but never been connected.
- Only 2 companies (from across Jersey industries) volunteered their data
- Companies more comfortable filling out a survey

Barriers

- Don't collect the data
- Being the first one to share



Spotlight Findings

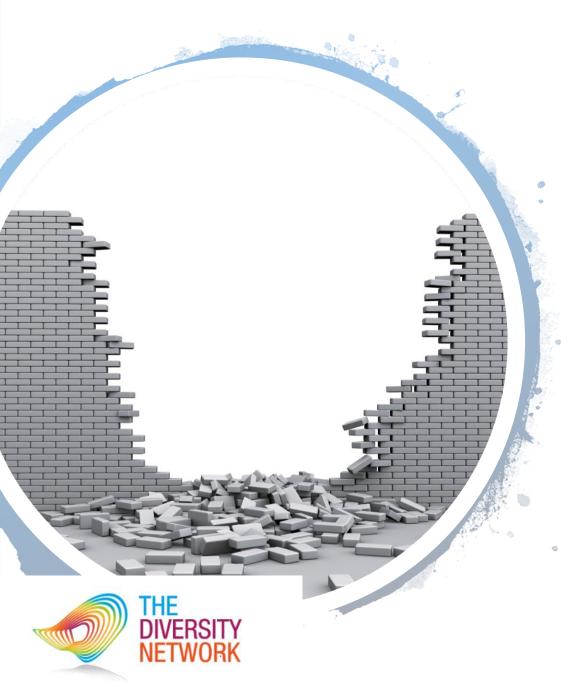
So what do we know about the D&I climate for some in Jersey?

Disability

 Employment is very difficult to access in Jersey if you have a disability. C.14% of all Jersey residents have a disability.
 62% of respondents with a disability or severe impairment found it difficult to gain paid work.

Gender

- If you are a women over 20, from a lower socio-economic background, Jersey is probably not an inclusive place to work. Especially if you also have child-caring responsibilities.
- In professional occupations (50/50 men and women), you are half as likely to be in a managerial role if you are a woman.



Spotlight Findings

Barriers to work

At the end of 2019, Jersey had 880 people unemployed & registered as actively seeking work. Of those, **the greatest barriers to work were**:

Confidence/low self-esteem 28%

Duration of employment 26%

Poor communications skills 12%

The greatest personal limitations were:

Mental illness 23%

Criminal record 15%

Caring responsibility 12%

On 31 December 2019, more females (510 individuals) than male (370 individuals) were registered as ASW.



Spotlight Findings

Our Future Talent

- 24% of children in our schools do not have English as a first language
- 13% of children of school age have a Special Educational Need.
- 22% of children in our schools receive Jersey Premium

How are we helping these children to break down the barriers to opportunities in our workplaces and enriching our future workplaces?

The D&I Maturity Model: Where is Jersey?



Diversity & Inclusion Maturity Model

"D&I is important to our success".

Organisation:

tracked.

Leadership:

All leaders own and

throughout the business.

D&I is a strategic objective for

communicate the D&I strategy

All leaders held accountable for achieving D&I KPI's.

the organisation. KPI's are

developed and achievement

"D&I has to be done, so we do it". Strategic

Compliant

Unaware

Organisation:

"What's the point of

D&I"?

No desire to address D&I. No policies in place.

Leadership:

Unaware / uninterested in D&I. Maintain the status quo. Like-for-like.

Organisation:

Addresses D&I only as far as legislatively required. Basic data collected. Base line policies developed.

Leadership:

Does not own D&I responsibility.

D&I responsibility usually sits with a select few (i.e. HR).

"D&I is part of everything we do".

Integrated

Organisation:

All policies and practices reflect and reinforce the D&I strategy. Organisation actively supports underrepresented groups.

Leadership:

Leaders have strong D&I knowledge and integrate this in all activities.

"We're leading D&I best practice"

Disruptive

Organisation:

Organisation ideologically supports D&I and demonstrates leading corporate citizenship in this area

They are innovative and courageous in challenging the status quo.

Leadership:

All leaders challenge their own thinking and the thinking of others.



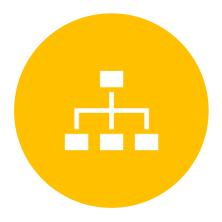
Our Approach to Turning Dialogue into Action







USE UNCONSCIOUS BIAS TRAINING TO START A CONVERSATION....



DE-BIAS YOUR PROCESSES AND PROCEDURES



From Compliant...to Strategic



Awareness raising & buy-in from Senior Leadership Team. Clear high level aims in plain-speak:

- more diverse talent identified and recognised;
- equal opportunity for all talent;
- one team/break down silos



starting point: what is the current experience of staff?

- awareness raising
- line management buyin to D&I;
- feedback workshops;
- employee engagement survey



Strategy in place and actions identified:

- employee-led approach to de-biasing processes and procedures
- design & trial of new recruitment process
- measurement and accountability



Santander's D&I Strategy

D&I Strategy

Attract and retain from a diverse pool of talent (Implement Recruitment actions)

Secure an inclusive workplace culture (Implement Comms & Engagement actions)

Develop a diverse pool of talent (Implement L&D & Talent Management actions)

Leverage D&I in the marketplace in partnership with customers, suppliers & communities

Management awareness, commitment, skills and behaviour

Santander Values & Business Plan



Highlands College – Inclusion Defined

- Working Environment
- Engagement
- Vibrant learning environment
- Balance
- Valued and supported
- Communal
- Autonomy





Sky – International Best Practice

"Get the CEO involved. Set goals and metrics. Keep it simple and focus on small things. Talk about it and promote it."

Chris Stylianou, Chief Operating Officer (UK and Ireland), Sky,

No.3 in the Inclusive Top 50 UK Employers





Sky: Strategic...Disruptive

How:

- Sky's Women in Leadership Programme: 50/50 shortlists for senior positions & tailored leadership development
- Sky News has a 2 week work experience programme targeting aspiring journalists from minority or financially disadvantaged backgrounds.
- Employee networks which promote dialogue and a sense of community among workers.
- Variety of communication methods to embed an inclusive culture to ensure message is real and not just from HR, eg senior staff sharing experiences





Measuring success: Monitors the impact of its approach on engagement and retention.

- Employee engagement survey
- An inclusion dashboard, which provides a demographic overview of the organisation



US Law Firms – Cultural Change

Collectively adopted the 'Mansfield Rule' as a measure –

 30% of applicants considered for leadership and governance roles, equity partner promotions, formal client pitch opportunities and senior lateral positions must be women and people from other minority groups, including ethnicity, disability, LGBTQ+.

This has lead to cultural change with 65% of participating firms seeing a notable increase of diverse lawyers into equity partnership.



US Law Firms – Collaboration

'Move the Needle Fund' – a collaboration between key firms investing in significant diversity efforts over 5 years and setting aggressive, public firm-specific diversity goals.

This has lead to firms:

- > feeling empowered to experiment with innovative methods
- > sharing their findings with each other and the wider community.
- investing in new approaches to hiring, work/life integration, work allocation, sponsorships, promotions and performance management, comp and bens
- hiring a dedicated 'Diversity Developer' to provide expert support and coaching to partners as they implement their annual plans and goals.

5 Steps To Establishing Real Change

Increase Awareness

- Demographics
 - Employee experience
- Understanding of the imperatives

Leadership

- Hook the CEO
- Value inclusive leadership
- Be intolerant to exclusive behaviours

De-Bias Processes & Procedures

- Identify goals & break them down into actions.
- Be employee-led

Measure

- Stick at it!
- Measure & monitor
 - Re-visit
 - Listen
 - Evolve.

Collaborate Externally

- Share your data & best practice
- Engage to change deep seated cultural barriers



Be bold and be innovative. Push boundaries. This is exciting and an opportunity for huge competitive advantage! #BeTheChange





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