



HAYS Recruiting experts
worldwide

Issue 02 | Winter 2017/18

DIVERSITY & INCLUSION IN ACTION

**Creating environments where people are valued
and their voices heard**

CREATING A COMPELLING AND INCLUSIVE EVP

A critical step for any organisation, but something that can get forgotten

MEASURING THE IMPACT

What gets valued gets measured, and what gets measured gets done

Partnering with:



Charlotte Sweeney Associates

50 YEARS
POWERING THE WORLD OF WORK



WELCOME

Hays and Charlotte Sweeney Associates, both experts and leaders in their fields, have joined forces to share insights and examples of what works to support and enable organisations to build and leverage the value that difference and inclusion brings in all aspects of their business delivery.

In each quarterly newsletter, we will select two major D&I considerations and cut through the vast amount of information available. We will share with you our assessment on what really works and how to convert your commitment into progress.

In issue one we focused on 'Making the Business Case - the importance of articulating the commercial benefits for your organisation' and 'Inclusive Culture - what it is, why do we want it and how do we get one?' In this issue we delve into 'Creating a Compelling and Inclusive Employee Value Proposition' as well as 'Measuring the Impact - What Gets Measured Gets Done'.



Yvonne Smyth
Head of Diversity,
Hays UK



Charlotte Sweeney OBE
Managing Director,
Charlotte Sweeney Associates



OPENING DIALOGUES TRANSLATING POLICY INTO PROGRESS

[Click here to request your copy of the Hays Gender Diversity Report today](#)

Diversity is difference, every aspect that is unique and different about an individual and much more than characteristics such as gender and age.



Inclusion is creating environments where people are valued and their voices and opinions are encouraged and heard.

CREATING A COMPELLING AND INCLUSIVE EMPLOYEE VALUE PROPOSITION

Your Employee Value Proposition (EVP) is more than just the external face of your organisation; it is an expression of who and what you are as a company, your principles, your ethos and culture, your attitude towards both employees and potential hires. It tells the observer, whether internal or external, what your people mean to you and what they should expect from you as an employer.

It is vital that your Diversity and Inclusion strategy is integral to your EVP. You can have the most inspiring and impactful inclusion policies in the market, but unless that culture courses through your content, tone of voice and imagery, no one outside of your organisation will ever know it.

Having a compelling EVP can give your organisation a competitive advantage, enhancing your appeal to talent in a candidate-driven market. Make your proposition simple, clear, authentic and consistent with your wider brand personality.

WHAT DOES YOUR EVP COMPRISE OF AND HOW DOES A POSITIVE STANCE ON DIVERSITY AND INCLUSION MAKE ITSELF APPARENT?

It is certainly more than your reward and benefit structure but, as a starting point, these should be both fair and competitive. Your EVP can be summarised as every touch point you have with both your staff and potential hires, making it the sum of interaction between employee and employer.

A strong EVP starts at the top of the organisation; with vision and direction, but also demonstrable sponsorship. This top-down approach both defines the goal and mandates investment and adoption through the company hierarchy. Executive board sponsorship includes active participation in change governance and commitment to invest where necessary. At this level there is huge value in seeking guidance on how to build Diversity and Inclusion into your EVP goals, whether that is reflecting successful strategies or setting out targets for improvement.



MONITORING AND MANAGING IT

Consider how inclusion shapes your employee engagement; this will certainly include what and how you communicate, your performance management framework and, more fundamentally, how your organisation defines and recognises success. Ensure that your EVP illustrates how you highlight achievement across your employee population with clear objectivity and across all levels of contribution. Achieving this objective will necessitate effective policies and procedures in relation to inclusivity and a management team, which is both educated and monitored on adoption of your organisation's values. This could include meeting internal targets on diversity, managing adjustment requests proactively and leading their teams by example in driving a culture which enables and encourages self-actualisation across all employees.

“ Ensure that your EVP illustrates how you highlight achievement across your employee population with clear objectivity. ”

CELEBRATING SUCCESS

Leading from the front and celebrating good practice, particularly where individuals or teams continuously exceed expectations, is one of the most impactful ways in which to drive cultural change within your organisation. Even where change is not considered necessary, this focus on living and publicising your cultural strengths and commitment to a positive employee-employer relationship will drive rapid results in enhancing your EVP.

WHY IS IT IMPORTANT TO MAKE YOUR DIVERSITY AND INCLUSION STRATEGY A CENTRAL THEME IN YOUR EVP?

Putting it simply, talent is valuable, hard to find and of crucial importance to the growth and development of your organisation. And talent does not conform to a specific “type”. If your EVP is neither representing you as an employer of choice, nor one that understands the benefits of having a truly diverse workforce, then potential candidates with the skills you need may deselect themselves before you have an opportunity to engage with them fully; they may just assume that they will not be a good fit, or that limitations exist on how your organisation will recognise and value their talents and achievement. Your reputation will be influenced by what the observer reads, sees and hears about the company and its employees.

If you just pay lip service to Diversity and Inclusion, it doesn't matter what policies, affinity groups, training or communications you put out there, you'll never shift that dial. Your EVP defines what your company wants to be associated with as an employer, and if that doesn't resonate with a diverse talent pool, if expectation doesn't match reality, then you'll find yourself constantly pushing against the tide.

MEASURING THE IMPACT WHAT GETS MEASURED GETS DONE

It is a truth universally acknowledged that what gets valued gets measured, and what gets measured gets done.

Measuring the impact of the work done in D&I is really important and one of the key areas that, too often, is kept at a very basic level. For example, whilst it's good to track how many people attend networking events (and many companies do track this), you also need to assess the actual impact of the events.

When thinking about the right impact measures this isn't just about reporting on the number of people you have at various levels within the company by diversity characteristic. That is an important part but take a step back and consider the following questions before deciding what the rights measures are for your organisation:

- What do you want to achieve?
- What do you already know?
- How will you know when you have got there?
- What data points (quantitative and qualitative) will support the above?
- Where are your 'pressure points' or areas of concern within your organisation?
- What additional insights are required?
- How does this help to create your own business case for Inclusion and Diversity?

The responses to the above will set you on the right track to consider what the specific measures are that will enable you to measure the right components for your company. In addition, there are a small number of golden rules to consider as you identify and create the right impact measures.

1. Be clear on what is important for your organisation: what you measure will depend on your organisation. This will be governed by what information is currently available and what you need to know to track progress against your strategy. There will be a standard set of measures which are relevant for the majority of employers such as:

- employee demographics (by characteristic, level),
- employee opinion survey data (by specific questions and perception gaps of different characteristics depending on the question) and
- employee insights at different areas of the employee life cycle, such as exit interviews.

2. Measure diversity AND Inclusion: You need demographic data as well as engagement information. Some organisations fall into the trap of saying that D&I is really important and then only measure the diversity element. Ensure you are measuring the impact of all your actions on diversity AND inclusion.

3. Different measures for different geographies: The legislative and regulatory expectations and requirements are very different across the world. What we can ask in one country may be seen as culturally taboo in another and illegal elsewhere. When deciding what your impact measures are, consider what is possible in the different countries and jurisdictions you operate in.

4. Personalise your measurement journey: To be meaningful, what you measure will be directly linked to your strategy and not purely a duplication of what other companies are measuring. Some companies create their own 'D&I scorecard' and some may include the measures within the wider business scorecard. Focus on what works for wider business measurement and reporting within your organisation and see how that structure could be used for the D&I measures.

5. What you measure is also a journey: What you are able to measure at the beginning may be less than what you will ultimately want to measure. Ensure you are clear on the data and information you would ultimately like to have to measure the impact and add that into your wider D&I delivery plan. Also ensure that others know why the data is important and how it will be used.

“ What we can ask in one country may be seen as culturally taboo in another and illegal elsewhere. ”

Be innovative with how you measure the impact. What are the unique data points that are available to you, for example, measuring the responses and comments on external media platforms such as glass door. One client had launched a 'facebook' like facility where employees were able to share feedback and views about the company, they also had the ability to 'cloak' the comments so that the comment remained anonymous. We concluded that two effective measures would be (i) the quality of the comments and (ii) the reduction of cloaked comments - which would show if the culture was becoming increasingly inclusive.

GET IN CONTACT

At Hays, we're passionate about placing people in a role where they can flourish and succeed. By valuing diversity, we're better informed to find the right job to transform a person's life and the right person to transform an organisation.

We know from experience that different outlooks and contrasting experiences lead directly to increased creativity and performance. In turn, these positively influence the achievement of an organisation's ambition. Recognising and harnessing the dynamism of equal opportunity is an essential element of our leading expertise.

Enabling people and organisations to fulfil their potential. That's the power of diversity at work. For further information please contact:

Yvonne Smyth

E: yvonne.smyth@hays.com
T: 020 3465 0055

Charlotte Sweeney

E: info@charlottesweeney.com
T: 07825 454 853



Further resources are available on the **Creating Inclusive Cultures** app available on Apple and Android.



Charlotte Sweeney OBE is co-author of *Inclusive Leadership*. More information is available [online](#), and can be purchased from Amazon. *Inclusive Leadership* has been shortlisted for Management Book of the Year by The Chartered Management Institute (CMI).



hays.co.uk/diversity



HAYS Recruiting experts
worldwide

HAYS IS PROUD TO ACHIEVE THE NES ACCREDITATION



HAYS Recruiting experts
worldwide

has been certified

The National Equality Standard (NES) is one of the UK's most rigorous and prestigious accreditations for equality, diversity and inclusion (ED&I).

Diversity is integral to everything we do and this puts us in a small, select group of organisations nationwide to be accredited, recognising our long-term commitment to building a culture of meritocracy and diversity.

Through our expertise and partner network, we can help you recruit and retain a diverse range of talent.

To find out more about the power of diversity, please contact Yvonne Smyth at yvonne.smyth@hays.com or call her on 020 3465 0055.

hays.co.uk/diversity