SUPPORTING DIVERSE AND INCLUSIVE WORKPLACES

- Attract a Diverse Workforce
- Recruit for Inclusive Attitudes
- Manage Individual Biases
- Create Inclusive Policies
- Focus on Your Leaders
- Diversity Promotes Success

Diversity Promotes Success
**Attract a Diverse Workforce**

**Diversity** refers to the compositions of demographic differences among individuals in an organisation. Individual differences include gender, ethnicity, religion, nationality, age, sexual orientation, educational backgrounds, job position and tenure.

**Inclusion** refers to the extent to which employees are encouraged to participate in the workplace.

**PROMOTE AN INCLUSIVE BRAND:**

- Write an inclusive job advert.
- Pick images wisely.
- Highlight role models from diverse backgrounds.
- Mention your approach to diversity.
- Advertise on a range of mediums.
- Track the impact of different channels on application diversity.
- Mention salary is negotiable.
- Reference or include links to inclusive policies.
- Focus on the relevant skills for the role.
- Be aware of your own biases.
- Include a company overview in your adverts.

**Increasing diversity is an effective way to reduce stereotypes and support inclusion.**
Research shows that cognitive ability, personality, and emotional intelligence are associated with behaviours that support diversity and inclusion.

The ability to understand complex information and see connections between ideas.

Openness to experiences and interest in learning new information.

Compassion and empathy for others.

Interest in socialising and engaging others.

Self-awareness and authenticity.

Emotional management and resilience.

AVOID DISCRIMINATION IN YOUR RECRUITMENT AND SELECTION TOOLS

The World Economic Forum acknowledges that "technology is no longer simply "neutral" with regard to diversity, equity and inclusion". Inclusive selection tools include:

- Design that optimises readability.
- Technology that supports screen readers.
- Colour combinations that are optimised for colour blindness.
- Subtitles and transcripts for those with hearing impairments.
- Untimed assessments for learning disabilities.
- Keyboard shortcuts for those with mobility issues.
- Non-binary gender options.
- Different language options.
- Intuitive design to limit biases from experience with technology.
- The effect of social media and gaming experience on results.
- Regular analysis to ensure solutions are inclusive.
**Manage Individual Biases**

“If HR professionals and policy writers should be aware how their own personal ideologies play a role in the creation of policy”

- *(Sirdar, 2020)*

### If you:

- Believe that sexual orientation and gender are private.
- Value traditional approaches.
- Have low self-esteem.
- Are private and less interested in engaging with others.
- Place value on security.
- Value a system that emphasis self-interest and competition.
- Believe in stereotypes.

### You might:

- Be less likely to create an LGBTQI+ policy.
- Be more likely to have negative attitudes to workplace diversity.
- Have prejudice attitudes towards employees who are:
  - female
  - older
  - from an ethnic minority
  - have a disability.
- Increases the likelihood that others feel overwhelmed, nervous, anxious, worried, fearful, and experience psychological responses such as elevated cortisol, increased adrenaline, increased blood pressure and other cardiovascular response.
- Hinder a person’s openness and utilisation of feedback and lower their performance.
- Increase in turnover.
- Increase the likelihood that other’s experience issues with mental health.
An inclusive environment is one where people feel that they belong, are valued, and can share their ideas.

To feel included, individuals need to feel unique and different from others in their direct work environment as well as feel like they belong to that same environment.

Leaders are the critical drivers of the communication and implementation of HR practices. Your leaders are the gatekeepers to a successful policy.

RESEARCH SUGGESTS THAT THE BEST POLICIES:

- Focus on all beneficiaries rather than a minority, e.g. flexible working practices for all employees rather than just women.
- Aligns with the strategic goals of the organisation and are supported and role modelled by senior leadership.
- Emphasis “why” inclusion is important.
- Are flexible on “how” inclusion is achieved, creating a strong image of the ideal environment but giving people the flexibility to apply it to their situation.
- Promote a constructive dialogue about mutual tolerance of opposing views.
- Are cautious and careful about if and how affirmative actions are implemented, the messaging conveyed, and the implications for perceptions and engagement from the minority and the majority. For example, quotas can leave the majority feeling that what they bring to the table is no longer equally valid and undermine the purpose of inclusion.
- Are mindful of the images that are presented in the organisation and how they affect stereotypes.
- Consider whether the facilities and infrastructure support accessibility.
- Inspire your leaders to become ambassadors for diverse and inclusive environments.
- Utilise unconscious bias training.
- Are actively managed with all employees taking responsibility to create an inclusive environment.
Focus on Your Leaders

The way people feel influences their thinking, behaviour, and performance. Leaders are responsible for creating an environment where individuals feel included, supported, and motivated to achieve.

Inclusive environments are created when leaders:

- Display authentic leadership.
- Build strong relationships with their team.
- Help employees feel included when they first start in a position.
- Signal equality when making decisions.
- Respect and emphasise their team members individual value.
- Demonstrate emotional intelligence.
Diversity Promotes Success

Companies leading in their geography and industry for diversity, equity and inclusion are 25-36% more likely to perform on profitability – The World Economic Forum.

DIVERSITY AND INCLUSION IS ASSOCIATED WITH INCREASES IN:

- Performance
- Engagement
- Creativity and innovation
- Decision making
- Organisational Commitment
- Motivation
- Employee well-being
- Job satisfaction
- Employee willingness to go the extra mile
- Feelings of pride
- Positive work attitudes

THE COST OF NOT BEING INCLUSIVE:

- Increased Turnover
- Negative health outcomes
- Defensiveness towards feedback
- Job withdrawal
- Excessive Stress
- Internal conflict
- Reduction in career ambitions
- Discrimination
OPRA PSYCHOMETRIC ASSESSMENTS
are built to support various user considerations

- Vision Impairments
- Hearing Impairments
- Learning Disabilities
- Limited Technology Experience
- Gender non-binary Options
- Ethnicity
- Colour Blindness

DIVERSITY & INCLUSION TRAINING

- Learn about schemas, heuristics, and cognitive biases.
- Explore how we understand diversity and individual differences.
- Discuss strategies for developing a culture of inclusion.

PARTNERING WITH YOU TO SUPPORT DIVERSE AND INCLUSIVE WORKPLACES

LEADERSHIP DEVELOPMENT

REAL TIME ANALYTICS

- Review the diversity of candidates and subsequent success of recruitment campaigns.
- Analyse the effect of cut-off scores.
- Use data to align your diversity initiatives to strategic goals.

Talk to your local OPRA consultant about increasing diversity and inclusion in your workplace.


Hebl, M. R., Martinez, L. R., Skorinko, J. L., Barron, L. G., & King, E. B. (2014). To be or not to be; and to see or not to see: The benefits of LGBT identity consciousness for organizations and employees.


