Diversity & Inclusion Scorecard

Create and manage

		Target Population	Current Population	Acquisition	Promotions	Attrition
1 Gender	Executive Level	35%v ▼	21%	25%	22%	8%
	Senior Management	45% ▼	31%	35%	35%	11%
	Pipeline	50% ▼	40%	40%	27%	14%
	All Staff	**50% ▲**	**52%**	**32%**	**29%**	**12.5%**
2 BAME	Executive Level	10% ▼	0%	0%	0%	0%
	Senior Management	15% ▼	2%	15%	8%	10%
	Pipeline	20% ▼	12%	22%	15%	15%
	All Staff	**30% ▼**	**22%**	**18%**	**11.5%**	**12.5%**
3 LGBT	Executive Level	NA ■	4%	0%	15%	8%
	Senior Management	NA ■	2%	15%	25%	11%
	Pipeline	NA ■	6%	25%	10%	14%
	All Staff	**NA ■**	**12%**	**20%**	**18%**	**12.5%**
4 Disability	Executive Level	NA ■	0%	0%	0%	0%
	Senior Management	NA ■	0%	10%	10%	0%
	Pipeline	NA ■	8%	10%	10%	13%
	All Staff	**NA ■**	**19%**	**9%**	**10%**	**13%**

5 Age

	Up to 24	25-34	35-44	45-54	55-64	65 and Over	Not Known
All staff	8%	25%	34%	16%	12%	4%	1%

6 Work Status

	Full-Time %	Part-Time %
All staff	90%	10%

Value

1. We are committed to attracting, developing and retaining people from diverse backgrounds

2. I am treated fairly and with respect

3. I believe that everyone is given equal opportunities for personal and career development

4. Having a diverse workforce is integral to our success

5. My line manager holds employees accountable for inclusive behaviour

Leverage

What have been the business benefits to D&I? *Example:*

- *Introduced diversity training for all external suppliers as part of supplier diversity programme*
- *Hosted diversity workshop for all agency recruitment partners on unconscious bias in recruiting*
- *Introduced mandatory inclusive recruitment training for all hiring managers*
- *Sponsored and participated in sector-wide Diversity festival*

Create

Identify target population, current population and progress against current population for demographic representation of minority groups:

- Gender shows the % of women split into three sub-levels as well as the overall representation of women, shown as the current population and target population with exceeding target /on track /off track indicators

- BAME (Black, Asian, and minority ethnic) shows the % of BAME employees split into three sub-levels as well as the overall representation of BAME employees, shown as the current population and target population with exceeding target /on track /off track indicators

- LGBT (Lesbian, Gay, Bisexual and Transgender) shows the % of LGBT employees split into three sub-levels as well as the overall representation of LGBT employees, shown as the current population and target population with exceeding target /on track /off track indicators

- Disability shows the % of disabled employees split into three sub-levels as well as the overall representation of disabled employees, shown as the current population and target population with exceeding target /on track /off track indicators

Manage

Data to show representation of minority employee groups as well as how minority employees are moving through the organisation (e.g. promotion or attrition)

- Age shows the % of total workforce employees split by age group

- Work Options shows the % of full time and % part workers. This can be extended to include more flexible work options if data is available (e.g. job share)

- Acquisition is the % of minority population hired split into three sub-levels as well as the % total of hires for the minority group at all levels in the organisation

- Promotion is the % of minority population promoted split into three sub-levels as well as the % total of promotions for the minority group at all levels in the organisation

- Attrition is the % of minority population that have left the organisation and not replaced (shown here as overall attrition) split into three sub-levels as well as the % total of leavers (not replaced) for the minority group at all levels in the organisation

Value

Using data contained within your employee engagement survey can help measure the inclusiveness of your organisations, ask questions that:

- Ask about attitudes, values and behaviours towards diversity and inclusion at the organisation level (or of senior leaders)

- Ask individuals how fairly they are treated (overall or by their manager)

- Ask about opportunities for development and progression

- Ask about manager behaviours (e.g. challenging behaviours and holding individuals to account)

- Data can be displayed according to the response outputs of survey

- Data can be based on annual survey results or where pulse surveys exist, updated more frequently

Leverage

Show qualitative initiatives such as participation in internal initiatives and external events, new client engagement opportunities or impacted supplier relations, such as:

- # of client engagement opportunities through targeted D&I events (dinners, conferences etc.)

- Joint activities with third-party suppliers such as training, recruitment workshops or community outreach initiatives

- Outlining training programmes and participation and completion rates

- Sponsorship of external events, conferences, awards etc. that create greater employee brand awareness