

POST
OFFICE

Inclusion Playbook



2024 (v2.0)

A Post Office guide providing simple yet powerful insights and ideas to help our people managers and colleagues create and manage inclusive teams.

You will encounter links throughout this document. If you have a printed copy and want to access the links, an electronic version of this document is available on the [Equity, Diversity and Inclusion](#) page of the hub.

Contents

Foreword from Karen and Hawa	3
Together we're building an inclusive culture	4
Proud of who we are	4
Our behaviours	5
Being an inclusive leader	6
What does it mean to be an inclusive leader?	7
Allyship is important	8
Practical ways that you can be an inclusive leader	9
Language that belongs	10
Behaviours that don't belong	11
Banter	13
Neurodiversity	14
Amplifying talent	15
Equitable hiring basics	16
Inclusive hiring – understanding your unconscious bias	17
Ask yourself the right questions	18
Measures of success	19
Further reflection	20
In conclusion	20



Foreword from Karen and Hawa



We owe our success to you and your teams – dedicated colleagues who create and manage the products and services our postmasters and customers rely on every day. It's essential that we continue to cultivate an environment where everyone feels empowered to be themselves and to thrive.

Our commitment to the Equity, Diversity, and Inclusion strategy has inspired the leadership team to reflect deeply on our behaviours and actions – and what is needed to build a truly inclusive business, setting the stage for a successful and sustainable future. We recognise that changing behaviours and mindsets can be challenging, but it's a journey worth undertaking and one we are determined to succeed in.

This Playbook is a powerful tool, offering practical steps we can all take to foster inclusivity within our business. While these actions may seem small, they have the potential to create significant, positive changes for those we lead, both now and in the future. Together, we can make a difference and build a brighter, more inclusive tomorrow.

Karen McEwan

The importance of Equity, Diversity and Inclusion cannot be overstated. It enriches our communities, workplaces, and lives by bringing together different backgrounds, experiences, and ways of thinking. That difference is the very fabric of our society.

The Playbook is a wonderful example of what can happen when being intentional about Inclusion, approaching this with an intersectional lens and being creative comes together in one place.

Since joining Post Office I have seen how every part of the business uses the Playbook to drive conversations on Inclusion. This version of the Playbook particularly showcases our new behaviours framework, which will drive our culture to serve Postmasters and customers.

Hawa



Together we're building an inclusive culture

Diversity – the power to unlock new ideas and new potential

For us to enjoy the benefits that diversity brings, we first need to ensure that our colleagues and customers feel welcome at Post Office, no matter what their characteristics. That means creating a culture where we embrace different perspectives, backgrounds and ideas. Above all, we want Post Office to be a place where:

- difference is valued
- everyone has a voice
- we think about who we invite to solve our challenges
- inclusion is just a part of how we work every day



Proud of who we are

Everyone is different – and that's something we value. Listening and being curious about different perspectives is at the heart of making Post Office more inclusive. Our approach is to act with intent when we think about our future; managers are encouraged to reflect on their bias that could get in the way of a fair process.

We aren't asking you to dramatically change who you are. We just ask that you reflect on and challenge your behaviours, work practices and processes to be more inclusive. It will take time to overcome societal barriers, challenges and our unconscious biases, but nothing will change if we don't challenge ourselves to 'be better'.



Our behaviours

Here at Post Office, we embrace the behaviours framework, which will drive our culture and transformation.

Our behaviours represent the essence and spirit of our business and the driving force behind our transformation; they support us in creating an inclusive and thriving culture that secures Post Office's success for the long term.

These behaviours are our guiderails and apply to us all. No matter what our job, work level or function – they are for us all.

These are the behaviours we know we need to succeed, not only in what we do, but in how we do it.

The behaviours are not optional – we all, no matter what our job, need to live and breathe the behaviours and we will hold ourselves and others to account when we see they are not being lived in the business.

Be curious



Ask the questions you think need to be asked and push for the truth if you ever think it is missing.

Move it forward



Keep momentum, pushing things closer to completion, and encourage others to do the same.

Own the outcome



Take responsibility, run with it and see it through.

Back each other



We support each other and embrace diversity to build an inclusive culture.

Being an inclusive leader

We're putting a lens over the key decisions our leaders make so we can be transparent about our inclusivity.

If you've ever questioned why someone was hired, or another was promoted, it's because you're looking for meaning and the values behind the decisions that were made. As a leader, we need to anticipate those questions and be sure we challenge the bias that gets in the way of us considering different options, and involving different groups of people, when making our decisions. Ultimately, the process behind our actions needs to be crystal clear.

Post Office has many 'inclusive policies' that you should ensure you're familiar with. Inclusive policies and guidelines can be found on the ED&I Hub.

Here are some points to help you reflect on your inclusive decision-making:

How do you make decisions on:

FLEXIBILITY?

Have you ever provided flexible working options for new roles or promotions?

- Are you a role model for flexibility?
- Can you give an example of when you've helped someone progress by using a flexible working pattern?
- Do you still think flexible working is only for people like working parents?
- Can you think of a time when you've left the office to pick up your children or make a personal appointment?
- Do you actively encourage days to work from home?
- Familiarise yourself with the [Post Office Flexible Working policy](#) which can be found on the PeopleHub

How do you make decisions on:

PAY AND REWARD?

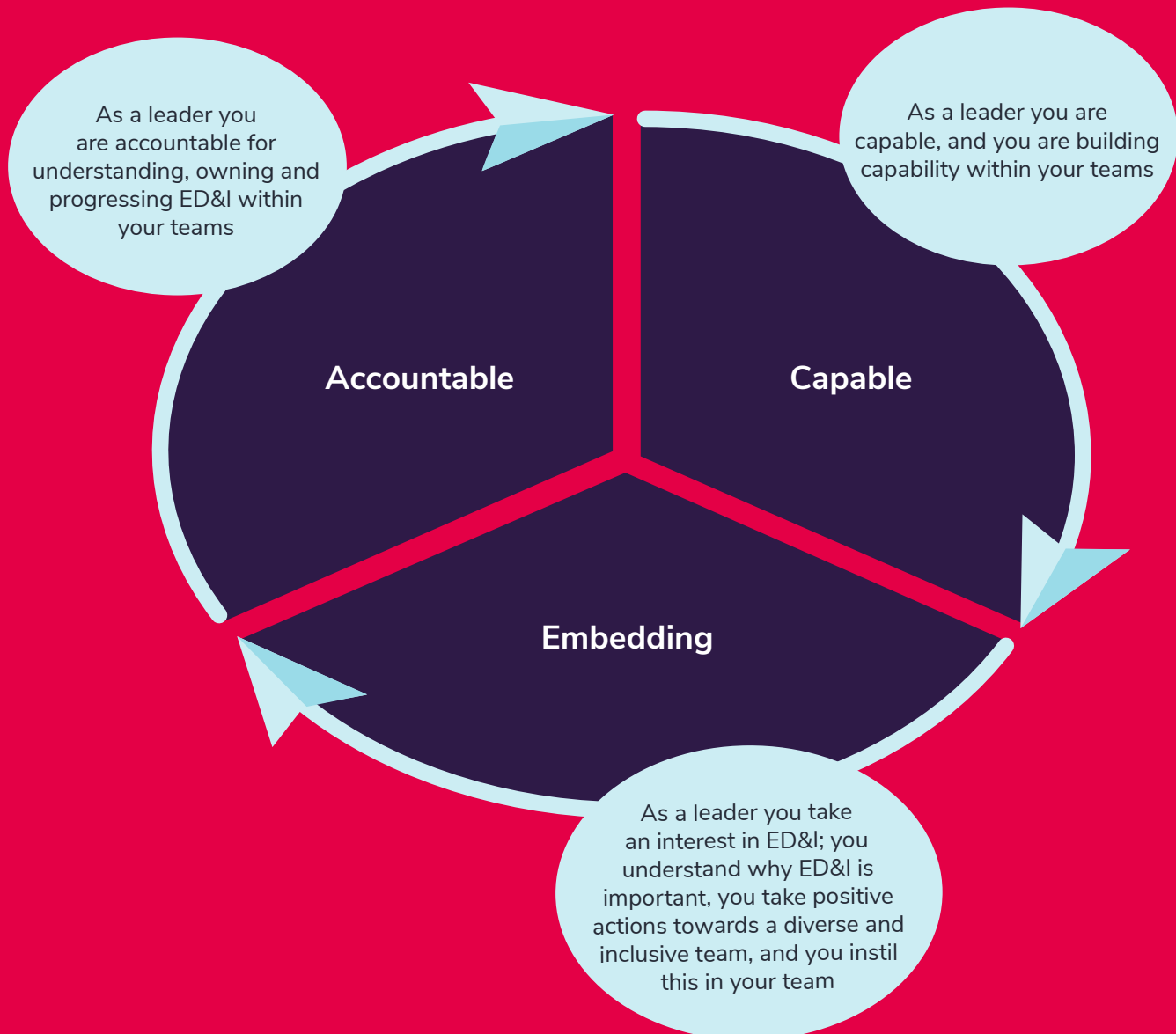
1. All management-grade roles in Post Office are evaluated and benchmarked against external market data. Your People Partner can help ensure that the Reward team is engaged to support with this.
2. We aim to be a 'median' payer in the market, but we also consider the internal relativities within the team, business unit and the grade band in general when giving recommendations.
3. If in doubt or you want advice on an offer or a salary review, speak to the Reward team or your People Partner in the first instance.



What does it mean to be an inclusive leader?

An Inclusive Leader is a curious leader. You don't know everything or have the answers to everything, but you have a growth mindset that leads you to be curious and to ask for help when you need it.

As a leader, if you need to know more, refer to the **Learning and Development catalogue** which has many modules on Diversity and Inclusion. If you can't find what you're looking for, then reach out to the ED&I team.



Allyship is important

Allyship is the act of using your voice and your actions to identify and address the oppression, biases and barriers that people from across different communities experience.

Being an ally means advocating for people and communities that experience continued marginalisation and under-representation due to their identities – these people may include disabled people, people from the LGBTQ+ community, religious groups, people of different ethnic backgrounds and people who identify as women professionals.

Allyship is a role that we must actively engage in, either visibly or behind the scenes. If we want to call ourselves allies, we must commit to taking an active role in doing the work – even when it feels difficult or uncomfortable.

We as leaders, mentors, sponsors, team members, colleagues and friends must commit to being better allies if we truly want to create workplaces and a society that are inclusive and equitable.

Allyship may seem daunting, but our solidarity makes a difference. Every drop in the ocean matters when it comes to creating more inclusive workplaces and a more inclusive society.

This is an excellent video to help you understand why allyship is important.



Practical ways that you can be an inclusive leader

- Introduce ED&I conversations into team meetings by talking about:
 - Important religious and cultural events
 - Lived experiences
 - Unconscious bias
 - Why ED&I is important
 - Inclusive policies at Post Office
- Encourage participation in our Diversity Network Groups which are:
 - Affinity: Women and Gender Equality
 - Be You: Disability
 - Complexions: Race, Culture and Religion
 - Prism: LGBTQ+
- Share your ED&I objectives
- Encourage your team to learn about and participate in ED&I activities
- Establish a sense of belonging for everyone
- Be an empathetic leader; listen and support
- Prioritise 'culture-add' over 'culture-fit'
- Learn to identify and eliminate microaggressions from your behaviour and that of your team
- Allow the team time to get to know each other
- Our [Learning Catalogue](#) has a range of modules to improve your awareness and understanding of specific characteristics, or ED&I in general
- Be curious and don't be afraid to ask for help if you need it

What can you do to broaden your horizons?

- Branch out and connect with colleagues who are different from you. Make an effort to speak with them and be more social with people outside of the co-workers that you regularly interact with
- Attend meetings or events that expose you to members of different communities
- Ask questions that get people to open up; this can be as simple as listening and then responding with a question that invites the other person to expand. When you seem genuinely interested in other people's lives, they are more likely to let their walls down and show you their true selves
- Consume different media. Look for podcasts, TV shows, books and movies where the people involved have different identities to you
- Follow a diverse group of people on social media – don't stick to the things that you already like and are comfortable with



Language that belongs

The things we say – and the words we choose – are vital to helping people feel part of our team.

Language is always evolving, so what's inclusive today may change tomorrow. For that reason, we can't give you a specific list of dos and don'ts, but here are a few things to be mindful of:

Acronyms can be confusing

These can be hard for people outside your team to understand, and they may be afraid to speak up and ask what you really mean; don't use them unless you're sure everyone in the room understands.

Try not to use jargon

It can be difficult for those whose first language isn't English, while people with autism may interpret things very literally.

Try not to make assumptions

If the person you're talking to says they are in a relationship, say 'partner' instead of assuming they have a boyfriend, girlfriend, husband or wife.

'Guys'

This term is outdated, and excludes any women present; use terms like 'everyone' or 'folks'.

It's okay to say...

Black, Asian, gay, lesbian, Muslim and Jewish (etc.) when talking about people if it's relevant. If you're talking about an individual, it's better to use their name. It's not ok to make these words plural (blacks, gays, etc.). Making the word plural like this is dehumanising and it's better to say 'black people' or 'Jewish people'.

He/she/they

When referring to a specific person whose gender pronoun you know, it's okay to use 'he', 'she' or 'they'. If you are not sure of a person's gender pronouns, it's best to ask; if it's easier for you, you can simply refer to the person by their name. Including your pronouns on your email signature can also help break the stigma and help your colleagues feel included.

Use the word 'women' rather than 'female'

'Female' is a scientific term that refers to (scientific) sex. It reduces women to their reproductive abilities and downgrades them to 'scientific' status. It has a very singular definition that fails to capture the complexity, value and intersectionality of women.

Try not to downplay the impact of mental health and neurodiversity

Terms like OCD, bipolar, psycho or schizo make reference to real illnesses that people experience, and you never know what someone is going through. Describing something as 'mental' is also offensive and outdated language to use.

We won't always get it right - but it's okay to make mistakes

There is no one-size-fits-all approach and personal preferences will vary. If we are in any doubt, we just need to ask what people prefer.

Pronouncing people's names

If you're not sure how to pronounce someone's name, ask them politely. If you have a name that people often get wrong or is an uncommon name, you could add the phonetic spelling to your email signature; this also helps people include you by feeling more confident to say your name during conversations, both in your presence and when you're not there.



Behaviours that don't belong

Non-inclusive behaviours and microaggressions

At the heart of an inclusive workplace is respect and trust. It means that we understand we can be our authentic selves without fear of reprisal, judgement or negative consequences. There are many ways for leaders to demonstrate inclusive workplace behaviours. If practised consistently, these inclusive workplace behaviours foster a professional environment where people feel valued, recognised and heard. These positive behaviours create a working environment that contributes to business success. Creativity and innovation soar, teams become more dynamic and effective, and the company brand appreciates in value, not only for the products and services, but also as a place to work. Retention increases and churn goes down. It will be a win-win.

Examples of non-inclusive workplace behaviour:

1. **Blaming others** for difficulties and not shining the light on your own communication styles and behaviours.
2. **Poor non-verbal communication.** Not being present for the person who is seeking contact. This is closely linked to a closed-door hierarchical policy. This includes things like responding to messages and emails while you're in a meeting with someone else.
3. **Inappropriate tone of voice.** Aggressive, patronising, condescending or sneering tone of voice.
4. **Inattentive listening.** Interrupting, talking over, criticising in public. The "cc" button is something that is used frequently to publicly humiliate or shame someone by including managers and peers unnecessarily. Not paying attention, multi-tasking when talking to someone (checking emails while on a call or in a meeting). Leave your smart phone in your pocket even when walking the corridors so that if you run into someone you are present for them.
5. **Making assumptions before checking the facts.** Ask open questions to get behind the presenting issue. Another behaviour which tends to follow this is making accusations. "You are always late. You are lazy and not interested in this job." Try "You seem to be struggling with timekeeping. What's going on for you?"
6. **Playing favourites.** Not treating people the same based on race, religion, gender, size, age, personality or country of origin or even personal preference. Consistency is very important to an inclusive workplace.
7. **Hijacking someone else's idea.** Taking credit for someone else's work and passing it off as your own. Even worse is to own the idea and let the originator do the hard work!
8. **Any kind of harassment or bullying.** Bullying, teasing or harassment based on differences in race, religion, body size and shape, gender, age, personality or country of origin or even personal preference. The list is endless.
9. **Verbal abuse.** Name calling, shouting, verbal abuse and insulting others. Not following basic etiquette – saying please or thank you. It is always the small things that make a difference.
10. **Unfiltered comments or jokes.** Making jokes or remarks related to difference, whether this is race, religion, gender, size, age or country of origin. In a multi-cultural setting speaking in a language that others may not understand.
11. **Command and control supervision.** Micro-managing: not giving a person autonomy to manage their own workload or trusting them to meet deadlines. Assigning unrealistic deadlines rather than collaborating to reach mutual agreement.



12. **Indirect communication.** Gossiping or creating rumours: not dealing with issues directly via constructive communication but discussing behind closed doors or around the water cooler. Undermining someone's reputation with hints and innuendo.
13. **Excluding or ignoring.** Withholding information that would help a person be successful, cutting them out of email chains or meetings. A lack of transparency can be a power play to create insecurity and manipulate. This is a form of psychological abuse.
14. **Criticising more than you praise.** Not receiving recognition is a common factor for burnout in both men and women. Remember to say, 'Great job you did there' or 'thanks for your help in getting that over the line'.
15. **Inconsiderate scheduling.** Organising events outside core hours at times which will impact a specific demographic, e.g. breakfast meetings which may impact parents.
16. **Being a bystander.** Failing to intervene and stage an upstander intervention when a specific incident takes place. Allowing contentious issues to fester.
17. **Letting ego win.** Focusing on symbols or wording of communication which overtly displays personal authority
18. **Inappropriate social events.** Always holding team events with themes that will negatively impact a specific demographic. e.g. rock climbing could impact older workers or the physically less able, always going to the pub could impact people who don't drink alcohol. It can sometimes be a challenge to find something that is appropriate for everyone in your team; in these instances it's important to cycle through different types of events. Hold them in different places, at different times, in different venues; make an effort to ensure everyone in your team has a turn, whilst keeping inclusion in mind.
19. **Creating division not cohesion.** Playing colleagues off against each other for stretch assignments or results. Using uncertainty to manipulate.
20. **Not respecting other people's time.** Being late for meetings and talking over others. Not taking personal responsibility: blaming the system, others or the hierarchy.
21. **Inappropriate behaviour at social events.** Make yourself familiar with the 'Work Related Social Events' policy. Remember that you are still considered to be 'at work' and need to behave appropriately and inclusively.

If you want to learn more about Micro-behaviours we offer a module in our [Learning Catalogue](#)





Banter

Many of you will enjoy banter with your colleagues. Office banter can be fun and helps to build relationships.

In many cases office banter will help break down barriers and make us more comfortable around each other – which can lead to better communication and teamwork. **It is very important, however, that this type of communication remains appropriate and does not become harassment or bullying.**

Does this mean that you can't make jokes around the office or when you're outside the office with colleagues? No, it doesn't, but the basic rule is that any jokes, remarks, or banter that might be offensive to another employee should be avoided. We all have different views, feelings and levels of sensitivity about certain matters, and you must make a conscious effort to be respectful of your colleagues' views.

Here are seven practical steps to take into consideration when 'bantering' with colleagues:

1. Think before you speak – would it be funny if someone said the same thing to you?
2. Don't pick on someone's insecurities - nobody should be picked on, especially for their insecurities.
3. Be aware whether someone is clearly not enjoying the 'banter' – if they're not: STOP.
4. Don't laugh along if you're not finding it funny – you're essentially adding fuel to a fire.
5. Saying something is 'just banter' doesn't mean it is – there's a line. Don't cross it.
6. If in doubt – ask. Take your colleague aside and check if you are overstepping.
7. Keep in mind – it's not about how a comment is intended, it's about how it's received.

Neurodiversity

You may have colleagues in the team who are neurodivergent; neurodiversity refers to the different ways our brains are wired and process information.

It is used to describe alternative thinking styles such as dyslexia, dyspraxia, dyscalculia, autism and ADHD. Somewhere between 15-20% of the population has a neurological difference.

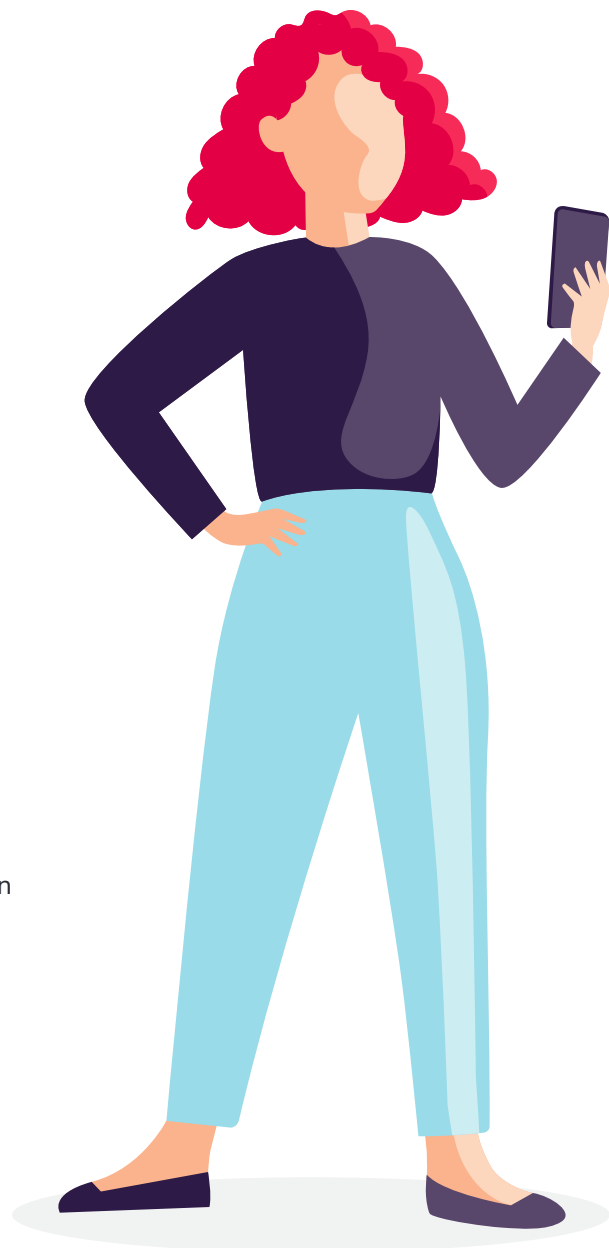
As a leader or colleague, be mindful of creating an inclusive and supportive environment. This can include providing adjustments or accommodation, fostering open communication, and promoting understanding and acceptance of different ways of thinking and processing information.

It's important to value the unique strengths and perspectives that neurodivergent colleagues bring to the workplace. Be curious, a good place to start is to have an open and comfortable conversation with your neurodiverse colleague on how they best work and receive information, and what support you can provide as a line manager to cater to this, as their working styles may differ from those of colleagues who are not neurodiverse.

If you want to know more, or have someone who is neurodiverse joining your team, we offer various neurodiversity training courses in our Learning and Development catalogue on Success Factors. You can also find more detailed information, including workplace strengths and challenges for specific neurodiverse conditions, [here](#).

Something else to consider is that it's likely there are people working here at Post Office who are not aware they're neurodiverse. The challenge we have is that without understanding the multi-faceted ways in which neurodiversity can impact an individual, it's easy to attribute certain behaviours to personalities. If you suspect that someone in your team could be neurodivergent, you could have a supportive conversation with them and offer an Occupational Health assessment.

If you want to know more, or have someone who is neurodiverse joining your team, we offer various neurodiversity training courses in our Learning and Development catalogue on Success Factors.



Amplifying talent

Our inclusive behaviour can help uncover and express the hidden talents of others.

By understanding different groups of people, we can discover qualities in them that we did not previously know of. This not only increases their confidence and self-esteem, but it could also unlock a talent that helps you solve a problem.

Mentoring and sponsorship are good ways that you can make hidden talent visible:

Mentoring is a relationship where a more experienced employee helps guide and shape another employee with less experience. Mentors offer advice and guidance, and can be a sounding board for mentees. They can help the individual make career decisions, work through a challenge, or be a role model for you to emulate. While mentorships have traditionally been a relationship between two individuals, other forms of mentoring can have the same benefits as a traditional mentoring connection.

Post Office offers a 'Mentoring Exchange Programme' and is always looking for new committed mentors and mentees; follow [this link](#) for more information on joining the mentoring programme.

Sponsorship, in comparison, is a relationship between a protégé and a person who has authority or influence which they can use to help them in their career development or advancement. A sponsor is an individual who can open opportunities to another individual. Sponsors are not only more experienced, but can also lift more junior colleagues to a higher level in the company. This could include talking about job opportunities, nominating them for boards or projects, and advocating for their advancement within the company to senior leaders or decision-makers.

MENTORING

Studies show that mentoring is key to unlocking inclusion. Everyone gets a new perspective.

Do you mentor people who are like you? Are they within your comfort zone or from a 'familiar' network?

It's hard to be what you can't see. People from underrepresented groups may find it more challenging to aspire to or put themselves forward for opportunities. Do you mentor anyone from underrepresented groups? Who can you bring into important discussions, or introduce to influential people, who wouldn't usually get access?

SPONSORSHIP

As a leader, you can use your influence to shape the future of a hidden talent through sponsorship.

We've all heard statements like 'They just need to get themselves out there.' It's said with the best intentions, but if we want others to recognise the talents we know they have, we can do more to help, such as:

- Speak their name when they're not around
- Share their career goals with people that matter
- Recommend them for additional projects
- Talk about what you've learned from them
- Invite them to high-profile meetings
- Give them speaking slots
- Endorse them publicly
- Give credit for good work they have done

Why not set yourself a challenge and actively sponsor one or two people? As we can see, it's easy to do. Some examples include speaking about them in a positive way, giving credit to their work, recommending them to work on special projects, inviting them to leadership team meetings to present on something they've delivered and in general being their salesperson.

You can also refer to the [Post Office Talent Hub](#) for information on how to identify and develop internal talent.

APPRENTICESHIPS

Apprenticeships are a great way to nurture and develop talent.

Apprenticeships are a combination of training and study (with at least 20% of time spent building new knowledge, skills and behaviours for apprenticeship) and range on average from 12 to 48 months – a great way to combine working, learning, and earning! Typically, each apprenticeship is a mixture of online and classroom training and regular meetings with a skills coach. Throughout the duration of the apprenticeship, the apprentice will learn and apply new skills to their day job, building a portfolio as they go and completing an assessment at the end of the programme.

You can find more information about apprenticeships on [People Hub 2](#)

Equitable hiring basics

Inclusion is a shift in mindset, a determination to be a better ally and to do better every day

At Post Office we want to give everyone a fair go. We don't support positive discrimination, or hiring to meet targets, but it's important to put in the effort to ensure that we give everyone a fair go.

Here are some easy actions for you to consider when hiring someone new for your team:

- When recruiting, **always follow the recruitment and onboarding policy**
- Before recruiting, **review the job description and check your requirements**; is a degree genuinely necessary, or could experience give the skills required? Do not list a specific number of years' experience required
- **Ask about adjustments** that may be needed for the interview and discuss this with your TA Partner before the interview. The TA Team will advise if a candidate has applied through the disability confidence scheme
- Refer to and use the **Post Office interview guides** when interviewing for a vacancy or promotion. The interview should be the same for every candidate, regardless of their gender, race, age or disability
- **Pair with an interview partner who is different from you**; pairing with an interview partner who looks or thinks differently from you can help balance our biases
- Refer to and use the **Post Office Interview Guides**.
- **Think about neurodiversity**. People's brains work in different ways. Allow time for people to process information and be flexible in your approach
- **Don't ask multiple questions at once**. Overloading the candidate with too much to think about may not draw their best response
- **Don't hire for 'Culture Fit'**. Hire for 'Culture Add' – who could give a different perspective, or help us push the Post Office values even further?

You represent our external brand, you are the ambassador

That means you're one of the first people they'll see, so you represent and influence our brand.

YOU ARE SHAPING OUR FUTURE

That means you get to decide who helps us reach our goals – not just now but in the future too.

For more information on Post Office recruitment and processes please refer to the **Post Office Talent Acquisition Hub**.

Inclusive hiring – understanding your unconscious bias

You have bias – we all do. It’s natural to be drawn to where we feel familiar; that’s why we need to recognise it, then challenge it.

There are many types of unconscious bias. Below are the biases that are most common during the interview process:

STEREOTYPING When we assume something of a person because they belong to a group.

HALO/HORN When we allow one strong point about the candidate to overshadow or influence everything else they say.

AFFINITY When we have a more favourable opinion because the person is like us.

CONTRAST When a stronger candidate interviews after a relatively weaker candidate and appears stronger than they actually are.

RECENCY When we recall the most recently interviewed candidates because our brains are hardwired to remember the newest details.

To help you think more about inclusivity when hiring, ask yourself these questions before you begin:

- At which stages of the process could bias creep through?
- Have I already got in mind the type of person I’m looking for?
- Am I placing too much value on someone who will fit into the team the easiest?
- Am I trying to find someone like the person who was in the role before?
- Do I automatically dismiss candidates because of their education, previous employers or industry experience?
- How will I challenge the recruitment team to bring me people I’d usually not consider?

It’s a mandatory requirement for all hiring managers to complete Unconscious Bias training (every two years). It’s also mandatory for hiring managers to use the interview guides when hiring or promoting.

For some more information on unconscious (and conscious) bias during the interview process [here](#) and [here](#) are two good articles to get you started.

Please also refer to our **‘Best Interview Practice’** guide which has been updated (in July 2024) and an **Unconscious bias and Effective interview learning module** (please note that you will need to be logged into Success Factors to access [this link](#)).





Ask yourself the right questions

You can interrupt your natural bias by checking yourself until it becomes a natural part of the way you think and act.

Here are some techniques you can adopt and questions you can ask yourself to challenge your bias and check whether you're being as inclusive as you can be:

SUBSTITUTE

In your mind, swap one person for another and ask yourself if you would feel and respond in the same way:

- Would I be saying the same thing about a man?
- Would I be thinking this if they worked full-time?

SWITCH UP YOUR PERSONAL NETWORKS

List the top three people at Post Office who you would go to for advice or if you had a work related issue:

- Do they look or think like you?
- Do you actively seek out points of view different to yours, or is it too inconvenient?
- Who could you go to instead?

SEPARATE FACTS FROM ASSUMPTIONS

If you make assumptions you're missing half the story. When making decisions about projects, promotions or people, ask yourself:

- 'What do I actually know about this person?' as opposed to 'What's my feeling about them?'
- What facts from their experience can you use to make your decision?
- Do you make assumptions about what parents want from a career, or what they're able to do?



Measures of success

The Equity, Diversity and Inclusion (ED&I) team collects anonymised data to measure how Post Office is achieving its ED&I objectives from:

- Annual ED&I employee survey
- Monthly Diversity Dashboard – current and trend data collected from Success Factors
- Annual Ethnicity Pay Gap and Gender Pay Gap
- Tracking the % of employees from underrepresented communities

This information will highlight the positive changes we're making and reveal areas where we need to improve – and we welcome the opportunity to do better.

Success Factors Personal Data

We collect 'about you' data, which gives us an understanding of the different communities our employees belong to, such as ethnic group or sexual orientation; having this information helps inform our decisions and areas of focus.

Disrupting bias

Reflecting on 'about you' data in our everyday decisions, via our diversity dashboard, helps us to challenge and prompt our thinking in the moment. Are we always giving the same opportunities to the same types of people?

Measuring progress

As we move forward, we are developing ways to diversify our talent pools; analysing the 'about you' data in Success Factors is how we'll measure our progress. It'll show whether we're engaging and retaining under-represented and marginalised groups, and whether our representation is proportionate throughout all levels of the organisation. Encouraging your teams to keep their 'about you' data in Success Factors up to date helps us track our success and identify areas of opportunity.

Further reflection

Does each person in your team get equal access to you? Is your time driven by business demand or who you like to spend time with?

Do you take the time to develop your team? As a manager this is part of your role.

Who gets promoted based on potential and who gets promoted based on performance? Who's had to prove themselves again and again?

Does one person get the benefit of the doubt over others?

Who gets the 'glamour' work that opens doors and ignites careers? Who gets the unsung projects?

Do you always give credit to the actual person who completed the task – both when giving and receiving praise?

Do you feed compliments back to your team? Who are you nudging to put themselves forward for roles and opportunities?

Do you always go to the same people to help solve problems or present and own projects?

Do you know more about some people in your team than others, such as birthday, family and partners, interests?

In conclusion

Remember that being an inclusive leader means that you need to **do something**. It's not enough to read through this booklet and nod your head in agreement; **good intentions are not enough**. Why not reread the booklet and identify three or four things that you know you can **put into practice today**? Formulate in your head how you will make those changes and start now.

Also consider that although many of the things you have read may seem obvious, making changes to the way you work, and to inclusion, is something that will require **daily practice** until it becomes a habit. Stick with it, you may make a **life-changing difference to someone** in your team.

Make sure to communicate your commitments to your team; they can support with your actions and share your objectives.



