



Diversity Mark Accreditation Guidance Notes



Bronze Diversity Mark

The Bronze Diversity Mark accreditation requires you to submit 3 targets for independent assessment to progress Gender Diversity within your organisation. You set your own targets, strategy, and implementation plan.

Target 1 - Your first target should be 'Develop an Equality, Diversity, and Inclusion Strategy' unless a strategy is already in place.

The aim of this activity would be to have a living document which outlines the values, principles, and goals of the business when it comes to Gender Diversity and Inclusion. Your strategy should include how Diversity and Inclusion links to your company values, core operating model and growth strategy. *Please refer to the sample target on pages 4 and 5.*

If you already have a strategy in place, a legitimate target might be to 'Review and Refresh our Equality, Diversity and Inclusion Strategy'. The assessment panel would expect you to focus on new data and survey inputs, with an increased or renewed focus on measurable outputs and outcomes - in particular, focussing on Gender Diversity.

You decide which additional targets to submit after analysing internal data and consulting with key stakeholders.

To retain the Bronze Diversity Mark, and work towards achieving Silver the Assessment Panel suggest that you consider the following points:

1. How will you measure progress?
2. What specific evidence and metrics can you use to report back each year?
3. How can you incorporate responsibility for Gender Diversity and Inclusion at all management levels in your organisation?
4. How can the leaders in your organisation be visible champions for Diversity & Inclusion?
5. How can you be an influencer within your sector and the wider community?



Silver Diversity Mark

Organisations can apply for the Silver Diversity Mark accreditation after maintaining Bronze for at least 2 years. At Silver level the assessment panel will expect you to demonstrate significant measurable progress on Gender Diversity. You submit two new wider diversity targets at this stage (5 targets in total).

You choose the two areas of wider Diversity to focus on at this stage from: LGBTQ / Disabilities / Race & Ethnicity / Age Diversity / Social Mobility



Target Guidance Notes

Target: Is your target specific?

Date to be achieved

MONTH/YEAR Is the target completion date at least a year from now?

What is your rationale for choosing this target?

Please use bullet points and use this space to help the assessment panel understand your motivation and reason for choosing this target, why it is relevant at this stage on your journey and explain the current state of play.

Does your rationale relate to your own company data or research? For example you may wish to refer to any relevant data in the Gender Breakdown Table. If relevant, you may wish to drill down further and utilise role specific demographics, recruitment and promotions data or trends, staff survey results or feedback from underrepresented groups. It may also be useful to refer to historical data (if it is available) to look for trends and for comparison purposes.

Example

If an organisation’s target were to increase applications from females for roles within software development, they may wish to add a table in this section to assist in painting a picture.

<u>Software Development Roles</u>	<u>Men</u>	<u>Women</u>	<u>Totals</u>
In role Oct 2020	27 (90%)	3 (10%)	30
Left within the last 5 years	8 (54%)	7 (46%)	15
<u>Jan 2019 – Sept 2020</u>			
Applications for new roles	58 (93%)	4 (7%)	62
Shortlisted for interview	23 (92%)	2 (8%)	25
Offered	6 (100%)	0 (0%)	6

By completing an exercise like this you might spot trends which can assist in developing the target for example:

- 1) How do the three females feel in a mostly male environment?
- 2) Can they, or other females provide feedback via a working group to assist in developing a more gender-neutral workplace? Would it be possible for them to consider a bring your daughter to work day to get feedback from the next generation on how to develop gender neutral working environments?
- 3) How might they attract a higher percentage of applications from females? This could be a metric. Have they considered unconscious bias at recruitment stage, language and role models used, where they are advertising for jobs, education outreach, girls’ schools, and colleges etc?



- 4) With just 3 females in these roles and 7 having left employment within the last 5 years – what are the reasons for them leaving? Did the company carry out exit interviews? If not, this could be an action going forwards to look for trends.
- 5) Have they carried out an anonymous survey within the organisation to understand the motivations, values of the workforce and any potential barriers?
- 6) Have they considered a diverse working group or employee led network to assist in identifying barriers, developing policies and actions?
- 7) Do men in the organisation understand the vast benefits of Gender Diversity for employees and the employer?

By drilling down into data you will probably think of new actions which will inform further targets.

At present you might not have a system for monitoring and tracking data enabling you to easily identify trends. If not, you may wish to consider a method of tracking data moving forwards – this could inform a target at the start of your journey.

Companies have been most successful in driving diversity when they utilise a diverse working group of energetic and enthusiastic individuals to help drive activities within the organisation. Individuals can take ownership of some of the actions (to achieve your target) which will also assist them with their own personal development.

How will you achieve this target?

Action Plan

You should include milestones to be achieved in the months/quarters leading up to your target completion date and who is responsible, to be reviewed regularly with your Diversity working group.

Are your actions specific and measurable?

For example, If you just say...‘Focus on.....’ the panel will want to understand how you intend to focus.

By When

Who is responsible

VISION

What does good look like?

Paint a picture of your vision.

How will you measure success?

Use metrics referring to the current state of play and what you hope to achieve.

For longer term targets you might wish to include milestones here with what you hope to achieve each year up to the target completion date.

What is your long-term aspiration of the impact of this target on Gender Diversity?

Have you included your thoughts and aspirations on how this target will move the dial?

Be specific on your thoughts, for example ‘we will have a more diverse leadership team’ is a generic statement. You may wish to consider being more specific to help paint a picture for the assessment panel.

‘We know that by improving diversity in our leadership team we will make better decisions resulting in increased innovation. Therefore our ambition is to have 40% female representation at SMT & Board level by 2025.’

This will not be set in stone, but it will give the panel an understanding of your motivation and senior level buy in.



Sample Target

Target 1

Develop an Equality, Diversity, and Inclusion Strategy

When do we want to achieve this by?

12 months from now - by Jan 2022

Why have we chosen this target?

- We have never prioritised diversity and inclusion, and it is not on the agenda at board level
- We do not score well in the D&I question included in our employee engagement survey at 68.1 (this along with the work/life balance question would be the lowest scores)
- We want a shift in culture so that everyone in our organisation (from entry level to board) understands and values the importance of Diversity and Inclusion
- We want to achieve a positive gender balance across our organisation
 - *Men are currently underrepresented below management level - 78% female*
 - *Women are currently underrepresented at Management level and above - 82% male*
- This target will help us lay the foundations, understand our internal data, and understand any barriers to underrepresented genders/groups

How will we achieve this target?

SMART Action Plan	When?	Who will lead this action?
1) Appoint one person at board level to be the Diversity Champion - responsible & accountable for Diversity and Inclusion (D&I Champion)	Jan 2021	CEO
2) Diversity and Inclusion to be a Board meeting standing agenda item	Jan 2021	CEO
3) Meet with the Equality Commission for guidance on our strategy	Jan 2021	HR Director
4) Data analysis project <i>(see target 2)</i>	Project begins Feb 2021	Head of IT
5) Employee led D&I working group <i>(see target 3)</i>	March 2021	Diversity Champion
6) Anonymous survey to understand what is important to our employee base – when it comes to D&I	May 2021	HR Team



7) Review data and survey results with key stakeholders (Board, HR, Staff Working Group, Management)	July 2021	Diversity Champion
8) Draft strategy to be reviewed with all stakeholders	Sept 2021	Diversity Champion + HR Director
9) Final strategy sign-off	October 2021	CEO
10) Internal and external communication of strategy including: - CEO diversity strategy video - Internal event - workforce - Add strategy and video to website - Promote on all social media channels - Send newsletter to database - Staff newsletter	Nov/Dec 2021	Head of Comms
11) Implementation of the strategy	Year 2	Board & Diversity Champion

VISION

What does good look like?

- Our strategy will be easy to communicate and will include the following:
 - Our purpose and how this links to our company values
 - Our gender equality vision for the organisation
 - It will link to our growth strategy
 - Include measurable objectives linked to practical goals
 - It will promote active and inclusive leadership

By the end of the year we will have identified three new effective targets taking us into year 2 on this journey.

How will we measure success?

We will review our employee engagement survey results focussing on the Diversity & Inclusion question ‘How much of a priority is diversity and inclusion to senior leaders at this company?’ This scored 68.1 in 2020 and 67.2 in 2019 – we are hoping to see an uplift to 75 in 2021 and 80 in 2022.

What is your long-term aspiration of the impact of this target on Gender Diversity?

Effective delivery of this target will result in us moving forwards with some valuable initiatives to achieve a positive gender balance at all levels within our organisation and create an environment that is inclusive for everyone.

By 2025 we hope to achieve a gender balance of at least 70/30 at all levels (this figure will be reviewed after implementation of our strategy).

You can access over 100 reports and resources to assist you on this journey at the DMNI website

www.diversity-mark-ni.co.uk/further-reading/