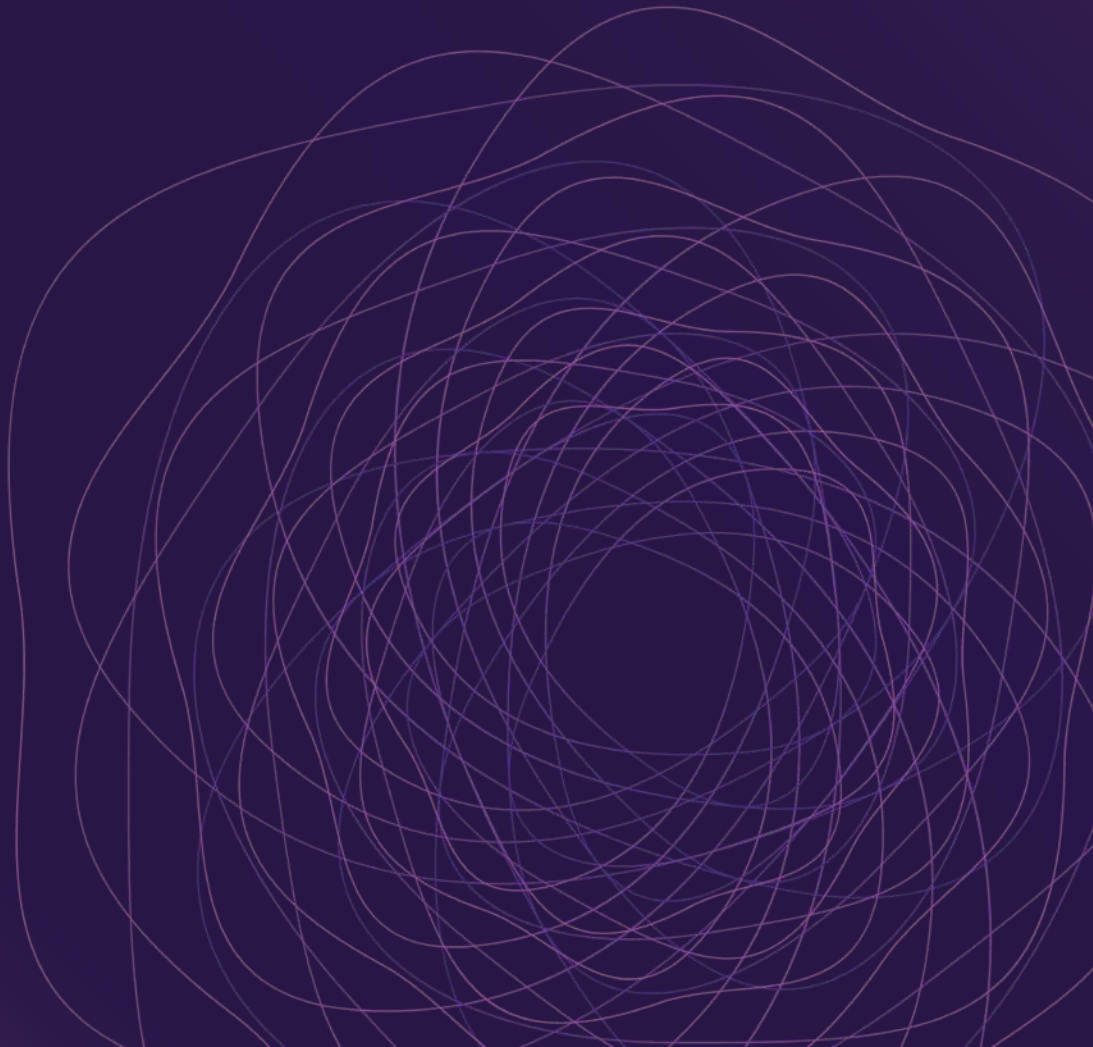




Diversity Mark

Example Targets for
Submissions





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Sample Targets

Please note that these sample targets are provided to give an indication of the level of detail expected; however, organisations should develop unique, tailored targets that reflect their specific needs and circumstances, and always refer to the Diversity Mark Guidance Notes for comprehensive guidance throughout the application process,

Reach out to the Diversity Mark team if you require assistance or support.



Sample Target 1 – ED&I Strategy

First Submission – What Specific Outcome do you Wish to Achieve?

We will develop an Equality, Diversity & Inclusion Strategy within the first year

Date to be achieved

September 2026

Why have you chosen this target?

We have never had an ED&I Strategy, and we know that development of a Strategy, in collaboration with our people is the best place to start on this journey.

We want a shift in culture so that everyone in our organization (from entry level to board) understands and values the importance of Diversity and Inclusion.

In Early 2024 we launched our first Employee Engagement Questionnaire to determine the levels of engagement within our workforce, results from this will be our baseline.

- This initial survey has a rating of 64% for Employee understanding on ED&I and 68% for the question... 'Do you believe that people from diverse backgrounds have equal opportunities for advancement within the organization?'

Coupled with external research which indicates that diverse businesses perform better encouraged us to analyse our staff make-up.

We now recognize that we have an imbalance in Gender and wish to understand and act, to ensure that we identify and remove any barriers to ensure that anyone, regardless of their gender can participate at all levels in our organization.

- Men are currently underrepresented below management level - 78% women / 22% men
- Women are currently underrepresented at Management level and above - 82% men / 18% women

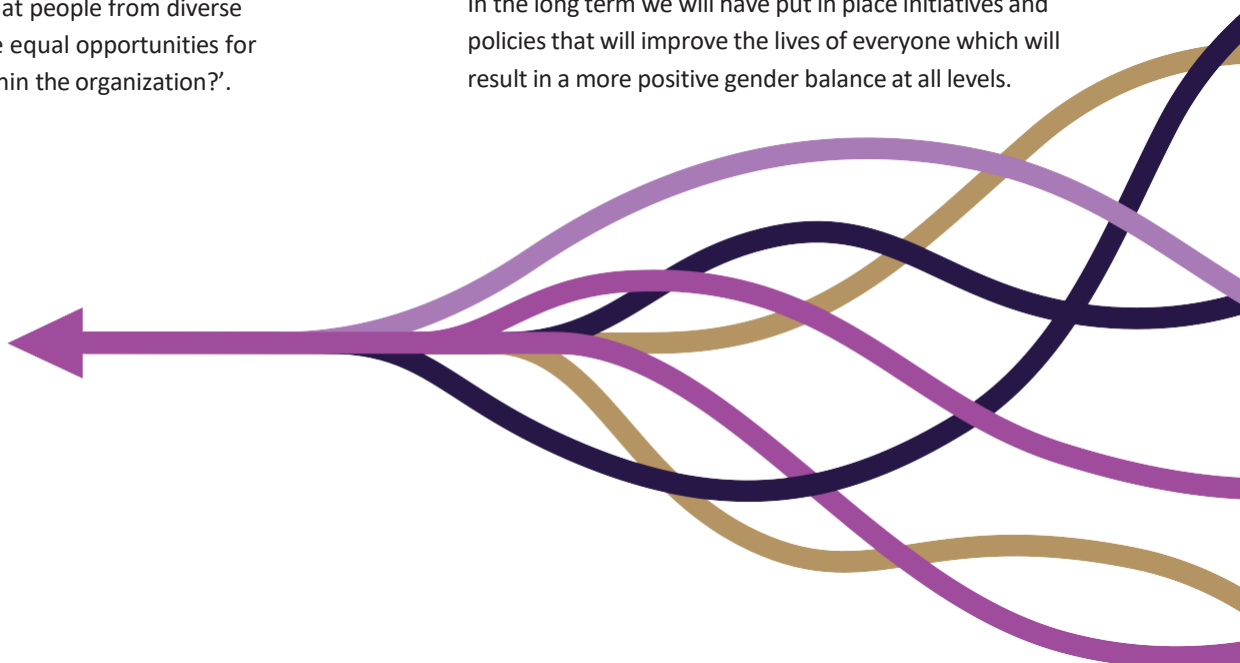
This target will help us lay the foundations and understand our internal data and any barriers to underrepresented genders/groups.

Who Will Benefit?

In the short-term our Board, SMT and employees will begin to understand the benefits of this journey, and that ED&I will benefit everyone and ultimately improve our workplace culture and performance.

Our Board will have the data and information to support our Strategy and action plan.

In the long term we will have put in place initiatives and policies that will improve the lives of everyone which will result in a more positive gender balance at all levels.





Diversity Mark

Action Plan - Each action should be specific and measurable	By When	Who is responsible
1) Appoint one person at senior level to be responsible & accountable for Diversity and Inclusion at Board Director Level, and ED&I to be included on the board meeting agenda going forwards	Sept 2025	MD
2) Steering committee to be set up to coordinate project by owning Director with a diverse range of colleagues ensuring inclusion of a representative from HR, Marketing and IT.	Oct 2025	Director with ED&I ownership
3) Connect with a Diversity Mark Buddy, meet with the Equality Commission, BITC and other supportive networks for advice and guidance in developing our Sstrategy.	Nov/Dec 2025	SteerCo
4) In collaboration with HR and IT – gather an analyze internal HR and engagement data to help us understand the gender imbalance then establish a system for utilizing this data for benchmarking, measuring and reporting (see target 2)	Feb 2026	HR Director
5) Open staff session to be run to focus on 3 areas – attraction and retention, progression and development, health and wellbeing	March 2026	SteerCo
6) Finalise strategy based on data analyses and feedback from open sessions – to be signed off and approved by the Board	May 2026	Director with ED&I ownership
7) Develop comms plan and Public Launch for the ED&I strategy (including whole-Company events with speakers from BITC, WIB/DM and other DM member organizations to reinforce our commitment to ED&I, gather feedback)	June 2026	Head of Comms.
8) Draft and roll-out Events and Comms plan to cover 2025/26. Elicit feedback and adjust from feedback as required	August 2026	SteerCo / Director with ED&I ownership





How will you measure success and Evidence Progress?

What does good look like to us? We aim to have

- A committed steering group, made up of 10 employees across all levels and departments who are given the opportunity to put in the effort to this agenda.
- A calendar of monthly activities supporting the development of under-represented groups in our business
- Individuals stepping up to lead, taking responsibility and driving the inclusivity agenda both for themselves and other women in our workplace. A talent pipeline of individuals ready for opportunities

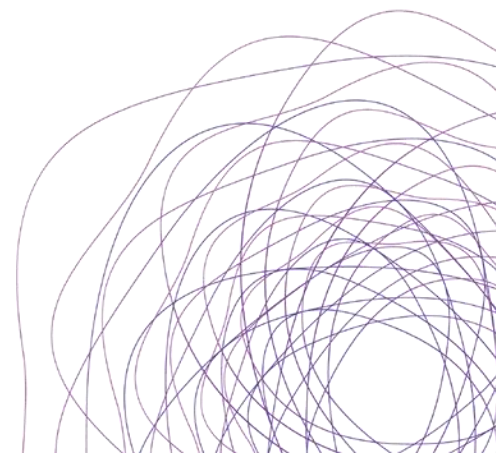
Success will also be measured by 90% employee participation in activities organized by our Steering Committee and other events with support from Women in Business, and Business in the Community.

We will monitor the performance of individuals that attend and actively participate in the programme and track and report their progress at every opportunity.

We will also track our Employee survey results to show increases on our two key questions:

For employee understanding on ED&I our target is to grow from 64% to >75% by the end of 2026.

Additionally, for the question 'Do you believe that people from diverse backgrounds have equal opportunities for advancement within the organization?', we aim to grow from 68% to >75% by the end of 2027.





Sample Target 2 – Women’s Network

First Submission – What Specific Outcome do you Wish to Achieve?

We will Establish a Women’s Network by end 2027 and aim to recruit 15% (30 female employees) of our Workforce to the Network within 6 months of launch.

Date to be achieved

October 2027

Why have you chosen this target?

Through our collaboration with our Diversity Mark Buddy and insights gained from another organization further along in this journey, we hope that this network will play a vital role in empowering women, providing a safe space for them to connect, and helping us shape supportive and inclusive policies. We know that this is a vital step particularly when looking at the data below.

- We have received less than 10% of applications from women for operational roles consistently looking back at data over the last 2 years.
- Women are still underrepresented at Middle Management and above, with a gender imbalance of 78% men and just 12% women.

Who Will Benefit?

The immediate benefit will be to our women employees as they build their support network, develop themselves and their working relationships.

The network will amplify women’s voices within the organization, ensuring their perspectives are considered in decision-making and policy development.

Peer Support and Networking: Women will have the opportunity to connect with like-minded colleagues, fostering a strong sense of community and shared purpose.

Our longer-term aspiration is to see more Women leaders and women role models in operational roles in the Organisation and that we have an effective, successful Women’s Network in place who can help drive change where this may be needed.

Our specific longer-term aim is to have Board-level advocacy and active engagement with our first Network, with buy in at Board level for development of new Networks/ERG’s due to the success of the first one.

Action Plan - Each action should be specific and measurable	By When	Who is responsible
1) Identify a Leader Sponsor with assistance from our Board	Nov 2026	MD
2) Set up our ERG Leader Group and Core Team	Nov 2026	Sponsor
3) Determine our Terms of Reference (ToR), Mission Statement and Goals in collaboration with a Diversity Mark Buddy – refer to Diversity Mark for good practice.	Jan 2027	ERG Ldrs & Core Team
4) Review ToR, Mission and Goals with our Sponsor and present to our Board for approval	Feb 2027	ERG Ldrs & Core Team
5) Create distinct branding and detailed plan for 2027/2028, including Launch of ERG, Goals and Mission	March 2027	ERG Ldrs & Core Team
6) Hold Launch Event and recruit Members	May 2027	ERG Ldrs & Core Team
7) Working Groups Launch with specialisms in Comms, Strategy, working with Members	Q3 2027	ERG Ldrs & Core Team
8) Establish regular and mandatory meeting cadence for Leader Group and Core Team(s) and Report Monthly to our Sponsor & Quarterly to the Board	Sept 2027	ERG Ldrs & Core Team



How will you measure success and Evidence Progress?

A committed Leader and Core Team, made up of employees across all levels and departments who are given the opportunity to put in the effort to this agenda.

A calendar of activities supporting the development of under-represented groups.

Individuals stepping up to lead, taking responsibility and driving the inclusivity agenda both for themselves and other women in our workplace.

Working Groups who will identify areas of improvement and create proposals for ways to resolve, eg, lack of women applying for promotion may be helped by setting up a Mentoring Program

The aim for 12 months out is to encourage a talent pipeline of individuals ready to take opportunities as they arise.

Success will be measured by:

- Membership and participation in the Women's Network: our target is to have 15% of our women Employees active in the ERG within 6 months of launch – 25 women, increasing to 40 within one year
- Events every second month for female development and open sessions to gather feedback
- As we mature, we will look to encourage our members to speak at our events and participate in external events to showcase our talent
- Getting our ERG members involved in assisting recruitment drives to encourage more women applicants, especially at the Junior/Graduate levels
- We will monitor the numbers of women joining the Organisation and the numbers of women applying for promotion as we believe these are our key indicators of success. We will set a baseline as new women joiners over the last 24 months and women applying for internal promotion over the last 24 months. We will report back on changes from the baseline, we would aim to show a 5% growth in external applications and 10% growth in women applying for internal promotion





Sample Target 3 - Economically Inactive

Submission – What Specific Outcome do you Wish to Achieve?

We want to set the foundations for recruiting and opening doors to individuals that are currently economically inactive –to recruit 10 individuals in this category within 2 years.

Date to be achieved

December 2027

Why have you chosen this target?

- We believe that we have made progress on ED&I internally within our Organisation and now wish to make tangible progress on a societal level
- We held discussion groups with all levels of employees and the top-scoring initiatives from the discussions was around opening doors for people that are currently out of work due to caring responsibilities and disabilities
- Economic inactivity in Northern Ireland currently stands at 27.1%, which compares to 21.6% in England, 23.1% in Scotland and 28.3% in Wales – this target will help us widen the talent pool

Who Will Benefit?

Recent research indicates that 15% of those who are economically inactive would like to work, approximately 48,000 people here.

This target will help us lay the foundations for recruiting and training from the economically inactive and growing this in future years

- Lives will change – individuals will gain employment with us that might never have imagined this to be possible.
- Long term our diversity will improve resulting in diversity of thought and improved business outcomes
- Our organisation will prove the model and iterate more widely adding to our reputation as an inclusive employer – we will begin receiving more job applications from a much wider talent pool
- We will share our learnings with other Diversity Mark signatory organisations to help them increase their talent pool and support and encourage applications from economically inactive people

Action Plan - Each action should be specific and measurable	When?	Who will lead this action?
1) Sign up to the Belfast Business Promise/Greater Manchester Good Employment Charter/similar initiative with the aim to support the provision of good jobs, support sustainable local economies and build healthier cities	Jun 2024	HR Director
2) Our Board will select a relevant Charity Partner to promote social inclusion and training for those who wish to (re)enter the workplace	Aug 2024	CEO
3) Meet with the Equality Commission, Business in the Community and a Diversity Mark Buddy organisation for guidance on our Economically Inactive Inclusion strategy	Mar 2024	HR Director
4) Data analysis project to collect wider data on Gender, Age, Attrition, Sickness Absence This will be used to generate reports across the listed characteristics on our group of recruits as well as our wider employee base and, in time, will demonstrate the efficacy and highlight challenges on our overall ED&I initiatives	Project begins Mar 2024 with a target to complete of Q2 2026	Head of IT
5) Employee led ED&I working group to focus on Economically Inactive Inclusion, establish relevant Community Partnerships - Review Initial Plans with key stakeholders (Board, HR, Staff Working Group, Management)	April 2024	Diversity Champion



6) Draft Economically Inactive Inclusion strategy, including Training Program, to be reviewed with all stakeholders (Allocate resourcing and budget for New Strategic Training Program)	Sept 2024	Diversity Champion + HR Director
7) Final strategy sign-off	October 2024	CEO
8) Internal and external communication of strategy including: <ul style="list-style-type: none">- 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 2024	Head of Comms

How will you measure success and Evidence Progress?

What does good look like to us? Our Economically Inactive Inclusion strategy will be easy to communicate and will include the following:

- Our purpose and how this links to our company values; this will be an addition to our overall ED&I Strategy:
- Our Roadmap for setting up a Strategic Training Program to open doors to individuals that are currently economically inactive
- Our Plan to Recruit and Train new starts in the Program
- How we will Support our new starts throughout the process, including a buddy program
- Include measurable objectives linked to practical goals
- It will promote active and inclusive leadership

By the end of the year we will have identified a new target taking us into year 2 on this journey.

Success will also be measured by:

We will measure success initially via our recruitment and retention data. Our stated aim is to recruit 10 people; we will aim to recruit 20 to allow for some drop-outs in the process. We will have exit interviews with those who leave the program to understand any issues and put an improvement plan in place. We will survey our new starts bi-weekly throughout the training program to quickly highlight engagement and resolve issues.

Sample Target 4 - Mentoring/Professional Development

Submission – What Specific Outcome do you Wish to Achieve?

Introduce a Mentoring & Professional Development Programme, Recruit 30 Mentees, Assess Engagement and Career Impacts by Q2 2026

Date to be achieved

24 months from now - by Q2 2026

Why Have you Chosen this

target? We completed research to understand the underlying causes preventing within the organisation progressing to senior positions and identified a lack of robust development opportunities as a factor. Base data for gender breakdown in senior roles = 28% female.

Staff Survey feedback showed that 35% female respondents were more likely than male counterparts to indicate feeling they have fewer opportunities to take on challenging projects.

Furthermore, 23% female respondents identified being less comfortable in pushing themselves forward to make progress in the organisation.

This presented a clear imperative to act

To achieve this target, we will implement a mentoring programme open to all female staff to provide access to suitable mentors on request:

As part of this, we will:

- Provide tailored training to willing senior mentors

- Match mentees with mentors according to specific professional and personal development needs
- Facilitate a minimum of two professional networking opportunities to provide all with access to meet senior leaders in business
- Elicit feedback at 6 monthly intervals from mentors and mentees to assess the progress, value of the mentoring scheme
- Gather data on the progress of our mentees and our wider female population with respect to applications for lateral and promotional moves

Who Will Benefit?

As this target is a direct response to known areas of concern, we anticipate that in the long-term this will result in many feeling they are more confident in their own abilities as well as increased job satisfaction. Our intent is to ensure there are clear development pathways for within the organisation so they have opportunities to progress to the extent that they would like to.

We also anticipate this will have a positive impact on our talent pipeline and succession planning, thus improving not only the opportunities available, but increase the likelihood of those opportunities being won by talented within the firm. This will then manifest as an increased number of females in Senior Roles within our organisation.



How will we achieve this target?

SMART Action Plan	When?	Who will lead this action?
1) Define and agree the scope of the mentoring programme and: <ul style="list-style-type: none"> Promote mentoring opportunity to senior individuals within the firm Recruit at least 2 Board and Senior Leaders as mentors Create a mentoring toolkit and provide further training Identify strengths of the mentors and areas of expertise 	Q4 2024	Female ERG & ED&I Leader
2) Advertise mentoring programme availability and: <ul style="list-style-type: none"> Host information session for prospective mentees Recruit Mentees from a targeted group, e.g. grades below Line Manager Create a toolkit to help mentees identify their goals Pair mentees with appropriate mentors according to the areas of strength identified in the mentors and areas for development identified by the mentee 	Q1 2025	Female ERG & ED&I Leader
3) Facilitate a minimum of two professional networking opportunities to provide access to meet other senior within the firm and learn about their career paths: <ul style="list-style-type: none"> Onboard senior to deliver a Q&A on their career, challenges they have overcome and advice Supplement with a structured internal networking session to facilitate cross-business interaction, upskilling and confidence-building Explore opportunities for additional networking sessions and mentoring opportunities with external organisations with a specific focus on gender diversity 	Q2 2025	Female ERG & ED&I Leader
4) Assess the success of the Program by bi-annual questionnaires to Mentors and Mentees: <ul style="list-style-type: none"> Baseline Questionnaire to be scheduled at kick-off to assess participant confidence and expectation on their next career step. Use this baseline to set expectations on improvement for future iterations Follow up questionnaire at 6-month intervals to show how/if the program is building confidence for mentees Couple these results with comparison reports on progression for those in the mentoring program and their peer group across the wider organisation 	Q2 2026	Female ERG & ED&I Leader



How will you measure success and Evidence Progress.

What does good look like to us?

In this context, our vision is to create a community which provides support to other throughout the organisation to empower them and illuminate their path for progress.

We believe mentoring is a powerful tool which can accelerate the careers of many in the long-term, whilst enhancing their job satisfaction in the short-term.

We believe this programme, in particular, it will be crucial for building the confidence in to push themselves forward and ensure they have the appropriate relationships at senior levels to help them do this.

Beyond this, we would like to be able to track the career prospects of the mentees to ensure it is complementing our ambitions to diversify senior leadership roles within the organisation to 35% by 2028.

- Success will be measured by participants based on the goals and agreements set by the mentors and mentees and, as such is a personal measure.
- Success for the program will be measured by a full annual evaluation of the programme which collates both quantitative and qualitative feedback of attendees and monitoring uptake amongst the female population
- We will also measure the change in applications for lateral moves or promotion from our employee base to get a variety of experience and aim for seniority. We will baseline from current baseline of 2 internal promotions to a 50% increase aspiration of 4 for females moving laterally or for promotion.



Sample Target 5 - Flexible Working

Submission – What Specific Outcome do you Wish to Achieve?

Make available and promote flexible and part-time working, target an increase of 20% for applications and an increase of 50% for approvals by Q2 2025.

Date to be achieved

12 months from now - by Q2 2025

Why Have you Chosen this target?

This year we carried out some internal and external research on the value and challenges for promoting flexible and part-time working. We wanted to understand some of the underlying causes and contributing factors preventing our female employees progressing to senior positions, including the lack of applications for senior positions. Additionally, we want to understand if flexible working can promote female retention and we will track progression and retention for this Target.

One of the root causes we identified was uncertainty about the extent to which flexible working is valued or accepted and if it was regarded as a barrier to progression.

From small discussion groups we were able to establish that over 50% of our employees believed there may be a stigma attached to working flexibly.

We therefore want to champion flexible and part-time working as a valued way of working for all employees at all levels in the Organisation.

Who Will Benefit?

In the short-term we aim to build awareness and enthusiasm within our workforce regarding the benefits of flexible working.

Our longer-term aim is to eradicate any stigma or bias that can affect the job satisfaction and prospects of who work flexibly and to see this reflected at all levels of our Organisation. We believe that this will benefit anyone with caring responsibilities which will ultimately improve their lives resulting in an improved work life balance and the ability to remain in employment.

Beyond this, we want to ensure that facilitating flexible working practices will make us an Employer of Choice in the local market, ensuring we have increased interest from anyone with caring responsibilities and increased retention of our existing workforce. This will be best demonstrated by improved retention of our female workforce; we would aim to see a 10% improvement in retention figures over 3 years.



How will we achieve this target?

SMART Action Plan	When?	Who will lead this action?
1) Identify flexible working uptake according to business area: <ul style="list-style-type: none"> • Analyse existing data on flexible working and correlate uptake with business area • Consult on factors affecting uptake with relevant personnel • Embed factors within communications campaign 	Q3 2024	HR Data Analyst ED&I Leader
2) Design and deliver an internal communications campaign to dispel myths and promote positive examples: <ul style="list-style-type: none"> • Create a calendar of activity embedding the above identified cultural and attitudinal barriers • Identify appropriate senior individuals who can be used as role-models and success stories of flexible working 	Q4 2024	Comms Dept ED&I Leader
3) Review recruitment processes from job design to on-boarding to promote availability of flexibility and flexible working: <ul style="list-style-type: none"> • Develop a job design check-list for hiring managers which includes flexibility as a standard consideration • Complete a review on job descriptions, job adverts and internal processes to remove potential areas of unconscious or conscious bias • Where possible, demonstrate our receptiveness to flexibility as standard through our agencies and direct adverts 	Q1 2025	Recruitment Leader ED&I Leader
4) Integrate flexible working into the firm's learning and development skills programme for line managers <ul style="list-style-type: none"> • Identify skills gaps of line managers which impact flexible working (e.g. managing remote teams) • Using lessons learned from Covid-19, include training on managing working from home and how this can assist with flexible working practices • Once identified, produce relevant training materials required to upskill line managers in this area 	Q1 2025	L&D Dept ED&I Leader



How will you measure success and Evidence Progress?

What does good look like to us?

- Cultural and behavioural changes supporting changes to policies and practise. Create a culture that accepts and respects different ways of working, accepting that all have a value in our Organisation
- Removing any roadblocks to our people applying for flexible working, whether perceived or obvious
- Showing our success stories of flexible working, both internally and externally
- Ultimately, all Job openings being posted as flexible working opportunities

We will measure success by:

- We will track flexible working requests made and approved and will analyse those that are declined and the reasons for the refusal. If additional training for line managers is indicated, we will complete this training
- We would like to see increased awareness and uptake by senior leaders from current 2 employees.
- Success will also be measured by the anticipated increase in the number of roles advertised that are receptive to flexible working which will open doors to people that are currently economically inactive due to caring responsibilities. We know that we receive on average 50 applicants per role and would like to see this on average increasing to 70 applicants.
- Our targeted measure for this goal is based on current data, where 10% of total employees applied for flexible working last year (23 applications), with 35% of those applications (8) being accepted. We aim to increase the number of applications by 40% (to 32 applications) and will conduct a thorough review of all applications, setting a goal to raise the acceptance rate to 75% by the end of 2026.





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