



Module 4 (Part 3)

Building an Inclusive Company Culture in SMEs

Support Management to Deliver a Workplace of Belonging and Inclusivity.

www.projectdare.eu

This resource is licensed under CC BY 4.0



This project has been funded with support from the European Commission. This publication [communication] reflects the views only of the author, and the Commission cannot be held responsible for any use, which may be made of the information contained therein 2022-2-IE01-KA220-VET-000099060

This resource is licensed under CC BY 4.0





Discover the DARE Modules Learning Pathway:

Enjoy our learning blocks designed to help SMEs build diverse, equitable and inclusive workplaces. Unlock the power of how DEI to drive the sustainable success of your company. Our practical and interactive Modules deliver real life insights and case studies from a European perspective – Join us in creating workplaces and communities where everyone can thrive!

MODULE 1

Introduction: Diversities Reviving European Enterprises

Key Features: Overview and definitions of D&I in SMEs. 12 Dimensions of Diversity. Learning key competencies for business case delivery.

- Part 1:** Why D&I Matters for SMEs.
- Part 2:** Building D&I Competencies for SMEs.



MODULE 2

Inclusive Leadership Skills

Key Features: Develop inclusive leadership skills (e.g., Bias awareness and mitigation). Tap into the power of neurodiversity. Measure impact and build resilience.

- Part 1:** Prepare for Inclusive Change Through Leadership.
- Part 2:** Unlock Inclusive Leadership & Neurodiversity.
- Part 3:** Measure Leadership Impact & Build Resilience.



MODULE 3

Inclusive Talent Management for SMEs

Key Features: Inclusive advertising, recruitment and retention. Performance management and leadership succession planning.

- Part 1:** Attracting, Developing, and Retaining Diverse Talent.
- Part 2:** Creating Inclusive Job Descriptions & Adverts.
- Part 3:** Inclusive Selection, Interviewing, and Offer Strategies.
- Part 4:** Employee Talent Development and Retention.
- Part 5:** Performance Management and Feedback.
- Part 6:** Succession Planning and Leadership Development.



MODULE 6

Inclusive Community Engagement for SMEs

Key Features: Learn the six core principles of inclusive community engagement. Understand the four layers to community context and prepare an effective Engagement Framework and Action Plan.

- Part 1:** Foundations of Inclusive Community Engagement.
- Part 2:** Understand & Engage Your Community.
- Part 3:** Ensuring Inclusive Engagement through Shared Value.
- Part 4:** Prepare for an Effective Community Engagement Framework.
- Part 5:** Create a Community Engagement Framework & Action Plan.



MODULE 5

Inclusive Marketing For SMEs

Key Features: Embed inclusivity into branding. Understand the needs of diverse audiences. Craft strategic inclusive marketing campaigns.

- Part 1:** The Power of Inclusive Marketing for SME Brands.
- Part 2:** Understand Your Customers and Overcome Marketing Barriers.
- Part 3:** Crafting Inclusive Marketing Campaigns.



MODULE 4

Building an Inclusive Company Culture in SMEs

Key Features: Build an inclusive company culture. Design and deliver a strategic cultural change audit, review policies and practices and empower teams through reward and recognition.

- Part 1:** Understand and Build an Inclusive Company Culture.
- Part 2:** Design and Deliver a Strategic Cultural Change Audit.
- Part 3:** Support Management in Creating a Workplace of Belonging.
- Part 4:** From Policies to Practice: Cultivating a Culture of Inclusion.
- Part 5:** Empower Teams Through DEI Collaboration, ERGs, and Recognition.



YOU ARE HERE

Introduction DARE to Module 4

Building an Inclusive Company Culture in SMEs

Module 4 covers key areas when building an inclusive company culture in SMEs.

Part 1: Learn the benefits of DEI for SMEs and assess your workplace's inclusivity to create a strong foundation for belonging and equity.

Part 2: Design and implement tailored cultural audits, using surveys and engagement strategies to analyze workplace inclusivity and drive meaningful change.

Part 3: Equip line managers and team leaders with strategies to foster belonging, psychological safety, and inclusivity within diverse teams.

Part 4: Transform existing policies into actionable strategies to challenge exclusive behaviours, develop effective DEI frameworks, and embed inclusivity into daily operations.

Part 5: Empower collaboration through Employee Resource Groups (ERGs), recognition programs, and inclusive leadership to build stronger, more cohesive

Section 1

Understand and Build an Inclusive Company Culture

Section 2

Design and Deliver a Strategic Cultural Change Audit.

Section 3

Support Management to Deliver a Workplace of Belonging and Inclusivity.

Section 4

From Policies to Practice: Cultivating a Genuine Culture of Inclusion.

Section 5

Empowering Teams Through DEI Collaboration, ERGs, and Recognition



Part 1
Part 2
Part 3
Part 4
Part 5

M4:Part 3

Part 3 explores the foundations of workplace inclusivity and belonging, focusing on psychological safety as a cornerstone for collaboration and belonging. By exploring leadership practices, employee perceptions, and inclusive behaviors, this module equips participants with practical supports and strategies to close the inclusivity gap. Leaders will learn to promote open communication, implement inclusive policies, and drive diversity, equity, and inclusion. The resources and supports provide actionable solutions, insights and steps to guide leaders to create thriving workplace cultures that prioritise well-being, enhance team dynamics, and drive sustainable business success.

03

Support Management to Deliver a Workplace of Belonging and Inclusivity.

- ❖ Introduction and Importance of Creating a Workplace of Belonging and Inclusivity
- ❖ **Survey Results, Core Business Area 1: Employee Satisfaction & Inclusion.** Survey Insights and Strategic Solutions.
- ❖ **Role of Leaders:** Enabling Psychological Safety and Understanding the Challenges of Diverse Teams.
- ❖ **Survey Results, Core Business Area 2, Enable Line Managers and Team Leaders To Create Inclusive Workplaces.** Survey Insights and Strategic Solutions.
- ❖ **The Importance of Line Managers and Team Leaders in their Daily Activities and Behaviours:** Bringing a Team from Homogeneity to Inclusivity

Learning Objectives

1. Define the concepts of **belonging, inclusivity, and psychological safety** in the workplace.
2. Identify the importance and **responsibilities of line management**, team leaders and employees in creating an inclusive culture that moves from homogeneity to inclusivity
3. Access **solutions, resources, tools and supports** to challenges identified in the survey and facilitate workplace culture and inclusion.
4. Understand how managers can **shape an inclusive culture** through daily actions and behaviours. Learn the different **techniques and tools** to help them achieve this.
5. Recognize and **address behaviours** that hinder collaboration in diverse teams.



02

Address Workplace Barriers to Inclusivity

1. **Assess the Survey Results** to discover Inclusivity, Barriers, Issues And Priorities
2. **Develop An Inclusive Strategy** Supported by an Action Plan and Inclusive Policies
3. **Provide Resources and Supports** Systematically to Management, Leaders, Teams And Employees to Facilitate an Inclusive Workplace Culture

Core Business Area 1

Creating an Inclusive Safe Operational Workplace For Employees

This means building an environment where all employees feel valued, respected, and connected, regardless of their background or role. It goes beyond diversity, focusing on inclusion by empowering everyone to contribute meaningfully and feel their input matters.



Inclusion isn't just a moral legal imperative—it's a business strategy.

Promoting and delivering inclusivity in the workplace is an essential aspect of good people management. A D&I Strategy reinforces the company's commitment to creating working environments and cultures where every individual can feel safe, have a sense of belonging, and is empowered to achieve their full potential.

Whilst legal frameworks vary across different countries, like the Equality Act 2010 provides legal protection for nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

However, an effective EDI strategy should go beyond legal compliance and take an intersectional approach to EDI, which will add value to an company, contribute to the wellbeing and equality of outcomes and impact on all employees. This section will further explain what what workplace equality inclusion and diversity (EDI) means, what it looks like and how to identify any barriers or challenges. It demonstrates how an effective strategy is essential to an company's business objectives. It looks at the rationale for action and outlines steps companys can take to implement and manage a successful EDI strategy

Closing the Inclusive Culture Gap

Assess survey responses and come up with solutions and resources to address gaps and weaknesses.

Creating a truly inclusive workplace requires more than just collecting feedback—it demands meaningful action.

First assess the survey responses to identify gaps and weaknesses in your company's culture policies, and practices. This process allows us to turn insights into impactful solutions, addressing barriers to inclusion while reinforcing our strengths.

Second, Develop a D&I Strategy & Implement Action Plan. A dedicated D&I Strategy and Action Plan is essential. It provides a framework for action, ensuring that initiatives are not just responsive to immediate challenges but focus on creating long-term, meaningful change. This approach helps companies move beyond surface-level efforts to address deeper systemic inequalities and bridge the gaps in areas such as belonging, fairness, leadership commitment, and workplace behaviours.

Without a strategy, you cannot determine and evaluate the performance or measure the inclusion and diversity of your business. By measuring your business's diversity, equity, and inclusion when it matters most, you can make informed, effective, and confident decisions that will promote your small business.

Initially the process can be difficult: Implementing and measuring DEI can be a difficult task for small firms. However, if a small business truly wants to compete in the market, it must execute this. With the contentment and well-being of your staff taken into account, the next problem a small business has is determining how to measure these three important tools. This Module focuses on 4 core business areas so that you understand what is essential and to get your business in healthy shape.

Third, implement the required supportive resources, robust policies, and tailored initiatives to create an environment where every employee feels valued, respected, and empowered.

A new survey by GetApp, polling 1,000 directors and managers of SMEs, has found that only 46% of firms have a policy in place for responding to workplace discrimination.

4 Core Business Areas Addressed to Bridge the Inclusive Culture Gap

The next section delves into what to consider including in your DEI strategy and action plan. It reviews the survey responses in relation to 4 core business areas and helps you prioritise and address areas of concern with strategic solutions and suggestions. It also outlines how to provide the necessary support and resources to tackle challenges effectively and enable continuous improvement.

Section 1 Employee Belonging, Inclusive Perceptions & Feelings

Section 2 Leadership and Management

Section 3 Policies and Practices

Section 4 Workplace behaviours

35% of women
feel a sense of
belonging at work,
compared with 40% of
men
(EY 2024)

SMEs Failing Their Staff On Diversity & Inclusion Support

A study found that while firms were hosting diverse workforces, many were doing too little to sustain that.

A majority of **77%** of managers and directors stated there was diversity in their workplace, compared to **18%** admitting it was not diverse enough.

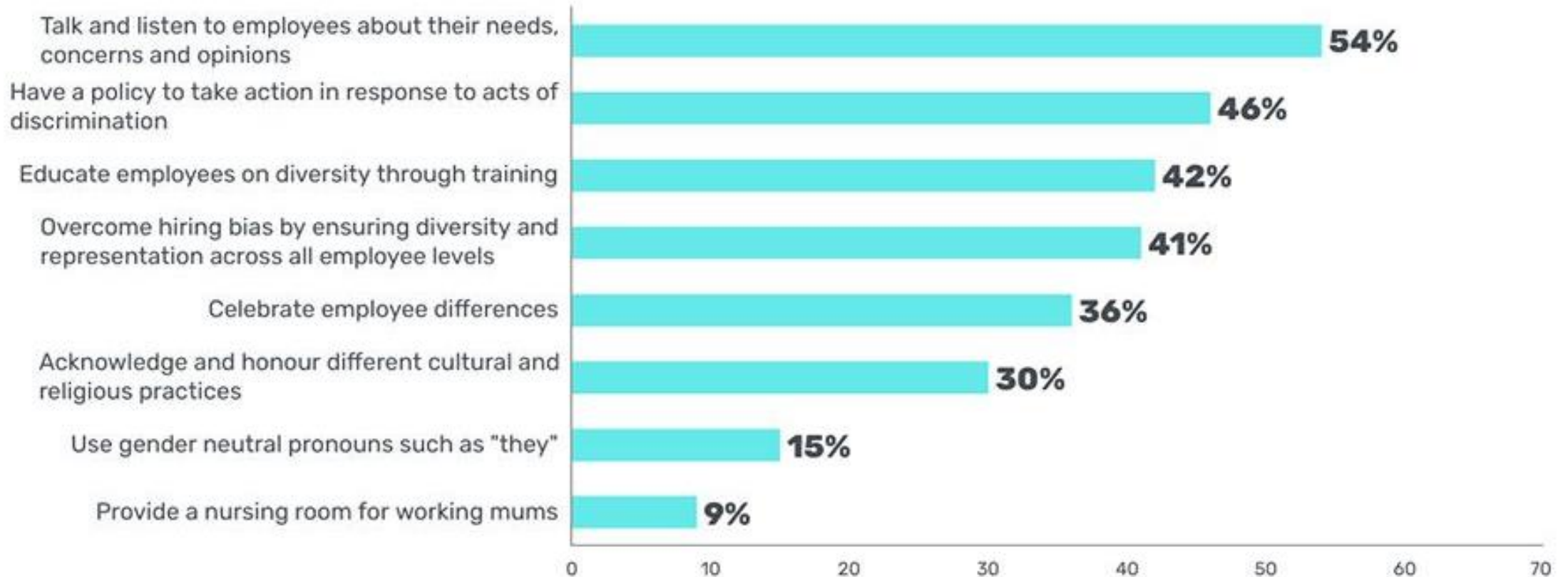
However, **51%** also admitted that their company still had significant work to do to improve diversity and inclusion.

Meanwhile, **33%** stated they would like to further educate employees on diversity via training. **19%** believe there is a gender pay gap in their company.

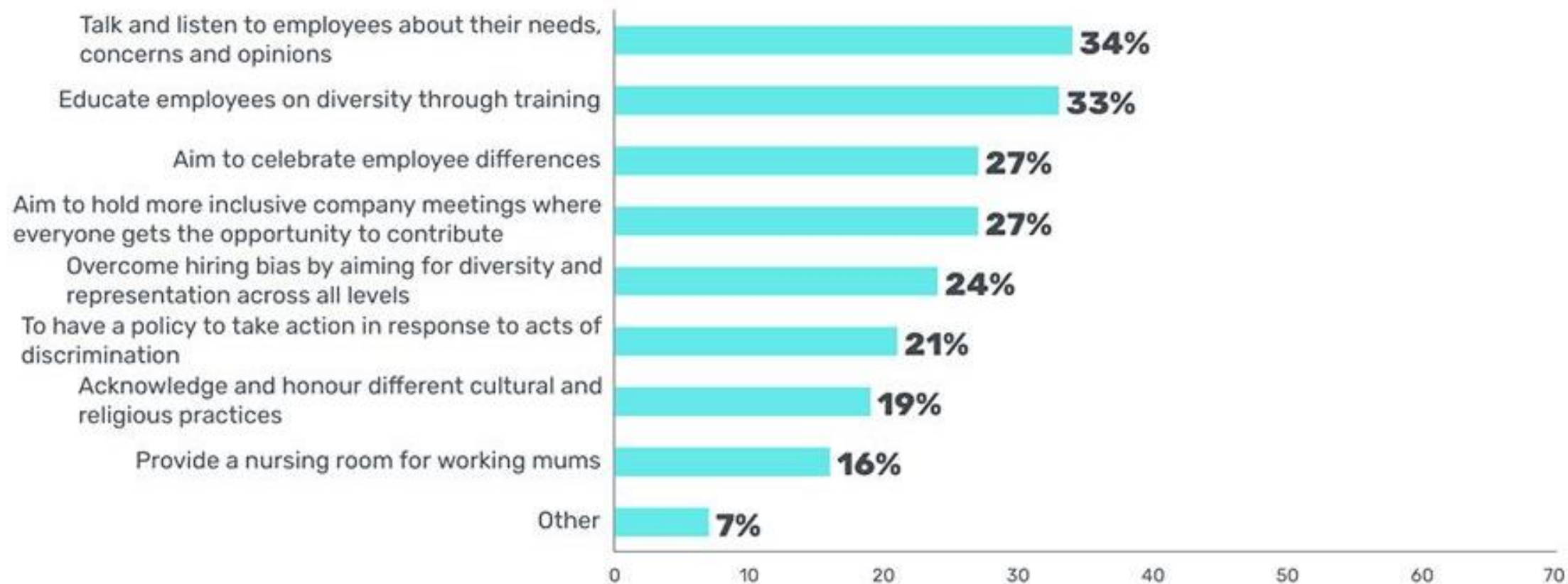
Source



Does Your Company Do Any of the Following in Regards to Being an Inclusive Workplace?



What Changes Would You Like To See Within Your Company?



DEI is an operationalised and wide strategy. The aim, business practices, and policies of a corporation should reflect its commitment to furthering DEI activities. Doing this will not only foster diversity, equity, and inclusion but also actively promote DEI as a culture.

Addressing DEI issues benefits everyone: Making pay and social attitudes inclusive in the recruitment process, formerly marginalised demographics – such as the LGBT+ and BAME communities and women – could better engage with their work – providing a potential boost to financial performance of as much as 30%.

[Source](#)



Core Business Area 1

The Survey Results Are In!

Employee Satisfaction & Inclusion



This section helps you understand the insights from your survey responses related to employee belonging, inclusive perceptions, and feelings. It provides tailored solutions, support, and resources to enhance this core area. It identifies opportunities to improve employees' sense of belonging and ensure that everyone feels valued, respected, and included. The tools and resources here are designed to help create an environment where employees feel connected and empowered, contributing to a more inclusive and supportive workplace culture.

Section 1 Inclusive Culture Survey

Employee Belonging, Inclusive Perceptions & Feelings

Survey Questions

Potential Responses

Potential Solutions

1. Do you feel that you **belong and are valued** as part of this company?

❖ **Good:** *"Strongly Agree" or "Yes"*

- **Address Exclusion:** Implement focus groups or anonymous feedback channels to understand why employees feel undervalued or uncomfortable.
- **Promote Inclusion:** Organize team-building activities or recognition programs to celebrate diverse contributions.
- **Training:** Offer inclusivity and psychological safety training for employees and leaders.

2. Do you feel **comfortable expressing** your ideas and opinions at work?

Indicates employees feel valued and comfortable expressing opinions and see efforts to promote inclusivity.

Supports and Resources

3. Do you believe the company **actively promotes** a culture of inclusivity and belonging?

❖ **Bad:** *"Disagree", "Strongly Disagree" or "No"*

Indicates feelings of exclusion, discomfort in sharing ideas, and a lack of visible inclusivity efforts.

- ❖ **Psychological Safety:** Communication Tip Sheet for People Leaders
- ❖ Partner with DEI support companies and local councils to develop inclusion strategies.
- ❖ Use tools like [Culture Amp](#) to monitor employee sentiment and measure progress.
- ❖ Host **workshops** on active listening and empathetic communication.



Introduction: Creating a Culture of Belonging and Inclusivity in the Workplace

In today's dynamic and diverse business environment, having a sense of belonging and inclusivity is not just a desirable goal—it is essential for the success of any company, including small and medium enterprises (SMEs). A culture of belonging ensures that employees feel valued, respected, and connected to their workplace, while inclusivity empowers individuals to express their ideas and perspectives without fear of judgment or exclusion.

For SMEs, where teams are often smaller and more interconnected, cultivating such a culture can have a profound impact. Employees who feel they belong are more engaged, motivated, and productive, which in turn drives innovation and business growth. Inclusivity further strengthens workplace relationships by encouraging collaboration and open communication, allowing diverse perspectives to thrive.

By actively promoting these values, SMEs can create an environment where every employee feels heard, valued, and supported—laying the foundation for a positive workplace culture that contributes to the long-term success of the company.



Definition and Need: Creating a Culture of Belonging and Inclusivity in the Workplace

For companies, creating a culture of belonging and inclusivity means intentionally building an environment where every employee feels respected, valued, and connected to the company, regardless of their background, role, or identity. It involves ensuring that everyone has an equal opportunity to contribute, share their ideas, and feel safe being their authentic selves at work.

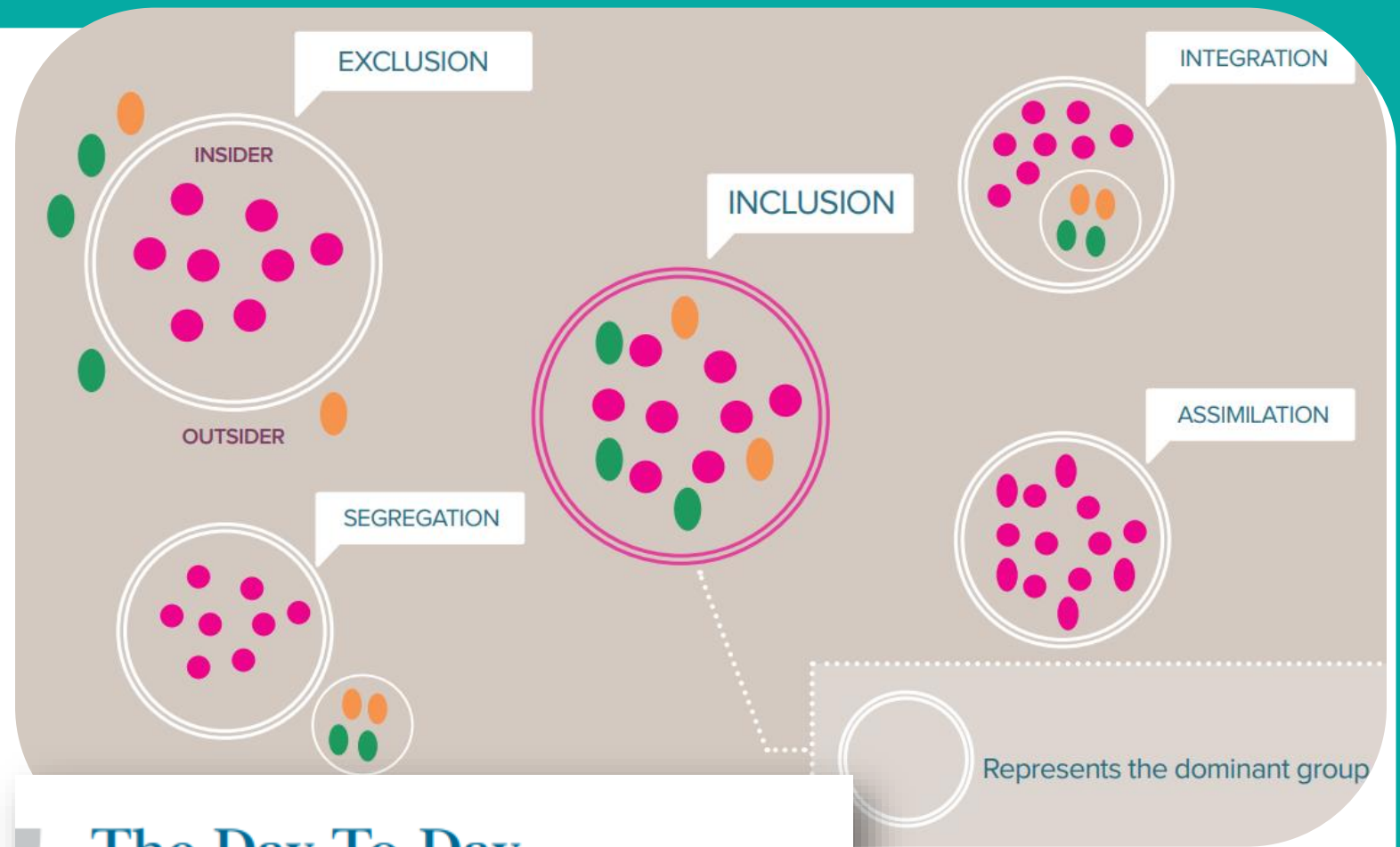
This culture goes beyond surface-level diversity efforts and focuses on inclusion, where differences are embraced and leveraged to foster collaboration and innovation. Employees are not just "invited to the table" but are empowered to participate meaningfully and feel that their contributions matter.

The purpose of cultivating such a culture is to create a workplace where employees thrive both individually and collectively. In SMEs, where personal interactions and collaboration are critical, an inclusive culture builds trust and significantly strengthens employee morale and loyalty. Companies are in a better position to attract, retain, and develop top talent. Additionally, such cultures promote fairness and equity, which align with broader societal values and contribute to a company's long-term success and reputation.



Day to Day Experiences of Workplace Inclusion and Exclusion

- ❖ The Returns On Inclusion And Costs Of Exclusion
- ❖ Employees Want It Yet Employers Struggle to “See” It
- ❖ Employees’ Day-to-Day Reality: Inclusion and Exclusion Coexist
- ❖ Bringing Inclusion Into View: Solutions for Leaders



The Day-To-Day Experiences of Workplace Inclusion and Exclusion

[Read Report](#)

Source Jump Solutions for Equality at Work

Diversity is a mix. Inclusion is making the mix work.

Andrés Tapia

Global Diversity & Inclusion Strategist And Thought Leader At Korn Ferry



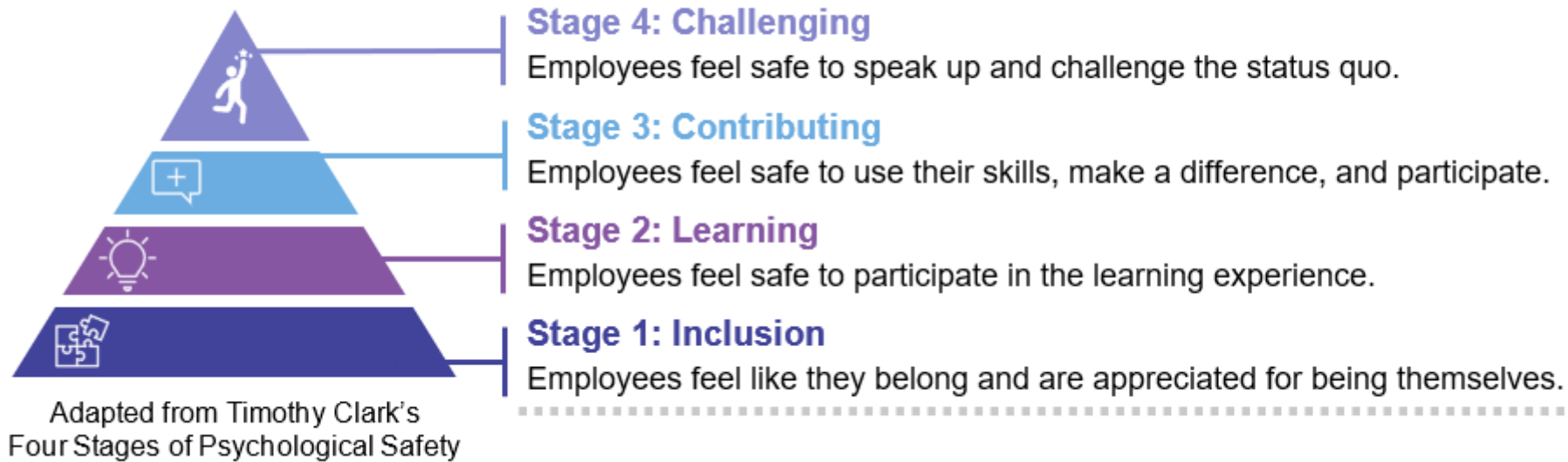
Inclusion makes diversity stick. We need workplaces to have a culture where everyone feels like they belong, are included and that their opinion matters.

Research shows that if employees have to adapt their style or personality to fit into a dominant culture, they are not able to bring their whole selves to the workplace. Very often they choose to cover or mask their individual differences to avoid negative stereotyping, exclusion or harassment. They change their behaviours or compromise their values specifically to fit in and gain acceptance. Also known as “assimilation” or “illusion”, this adapted behaviour comes at a price.

Workplace Psychological Safety

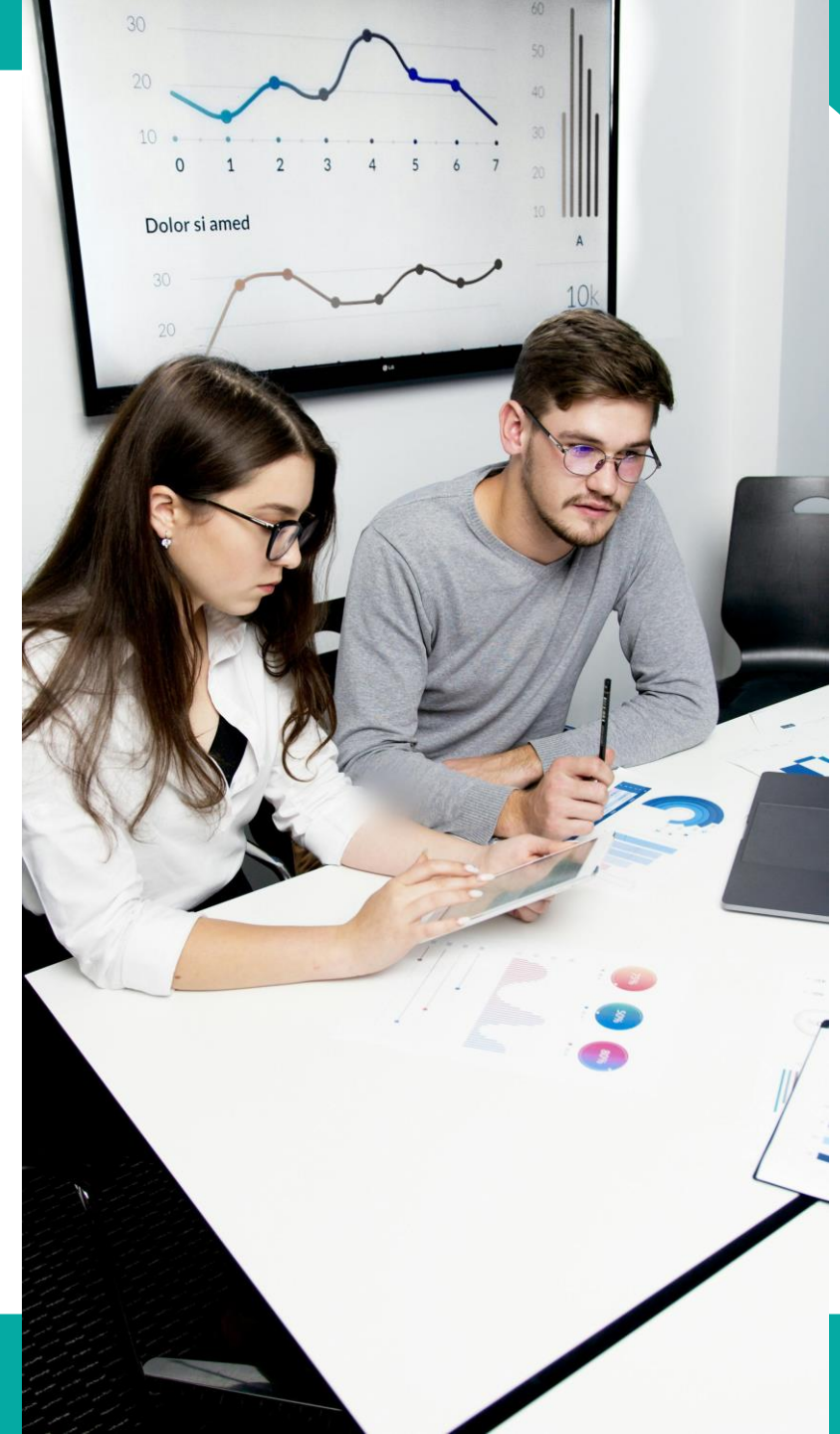
Psychological safety is defined as the feeling of being able to speak up, take risks, and be yourself without the fear of negative consequences.

There are **four distinct stages** of psychological safety: each builds on the previous one. Psychologically safe leadership practices help facilitate upward progression through the stages.



Responsibilities of Employee Leaders include (and are not limited to):

- Making psychological safety an **explicit priority** by modeling psychologically safe norms and behaviours.
- Leveraging available resources to **connect employees with appropriate supports** while maintaining role boundaries.
- Applying inclusive leadership practices to create a **safe space** for all team members to participate.
- Monitoring team dynamics and **addressing negative** or detrimental behaviours in a timely manner



Start Here: Facilitate Psychologically Safe Communication

Building psychological safety is a shared responsibility that requires the commitment of HR, executives and senior leadership, people leaders, and employees. Employee actions are a direct reflection of leadership behavior. People leaders must consistently model expectations for psychological safety and demonstrate accountability to build ownership at the individual level. The following are some key leadership communication practices to build psychological safety:

- ❖ Ask open-ended questions and listen intently to understand feelings, values, and facts.
- ❖ Demonstrate vulnerability by admitting mistakes and sharing personal challenges and constraints.
- ❖ Ask for team members' input in decision making and explain how it contributed to the final decision.
- ❖ Invite employees, regardless of position, to respectfully challenge opinions and perspectives of their colleagues and leaders.

See Resources **Psychological Safety: Communication Tip Sheet for SME Leaders**

Next: Ask Questions to Employees to Build Psychological Safety

Use the following sample questions below to identify the team's current stage of psychological safety and areas for improvement:

- Do you feel that your **voice is being heard**? If not, what needs to change?
- How can I best support you in achieving your **learning and development goals**?
- Is there anything that **would be helpful** for me to explain or clarify?
- Do you feel comfortable **admitting mistakes**? If not, what needs to change?
- What are some barriers that are holding you back from **contributing to team meetings**?
- Do you feel comfortable **sharing your opinion** if it's different from the rest of the team's? If not, what needs to change?
- Do you have **any suggestions** as to what we should start doing as a team?
- Do you feel comfortable **raising issues/concerns**? If not, what needs to change?

See Resources for all questions **Psychological Safety: Communication Tip Sheet for SME Leaders**

Supports & Resources

McLEAN &
COMPANY

Psychological Safety: Communication Tip Sheet for People Leaders

Introduction: How to Use This Tip Sheet

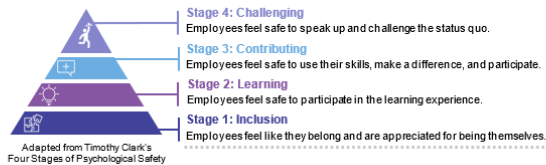
Provide this resource to people leaders to facilitate psychologically safe communication. This document provides best practices to help build psychological safety and sample questions for people leaders to leverage when communicating with employees. For additional information, refer to [Introduction to Psychological Safety for HR](#).

To use this resource, simply delete the introductory text and make changes as needed to customize information before using it within your organization.

Psychological safety framework

Psychological safety is defined as the feeling of being able to speak up, take risks, and be yourself without the fear of negative consequences.

There are four distinct stages of psychological safety, each builds on the previous one. Psychologically safe leadership practices help facilitate upward progression through the stages.



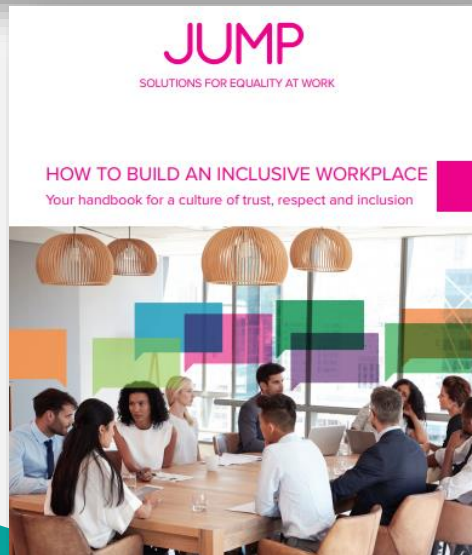
Psychological Safety: Communication Tip Sheet for SME Leaders

- ❖ Psychological Safety Framework
- ❖ Tips For Facilitating Psychologically Safe Communication
- ❖ 12 Best Practices When Communicating With Employees
- ❖ 9 Behaviours to Avoid When Communicating With Employees
- ❖ 16 Questions To Ask Employees To Build Psychological Safety (Source Mclean & Company) (See resource on the course page)

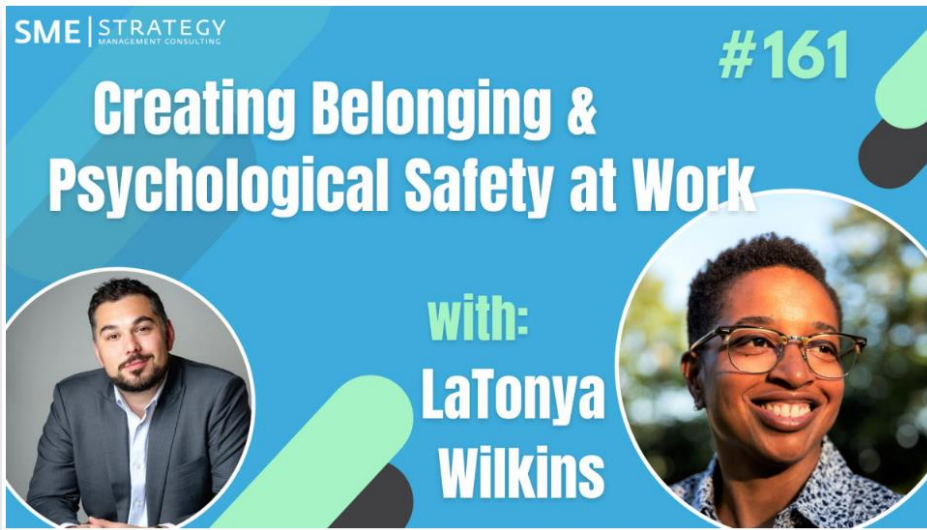
How to Build an Inclusive Workplace

A fantastic handbook designed to help you start your journey towards building a culture of trust, respect and inclusion. It covers many topics such as;

- ❖ How do companies achieve inclusion?
- ❖ Understand and manage unconscious bias
- ❖ Key steps for an inclusive culture
- ❖ How to assess if you have an inclusive culture (Source Jump) (See resource on the course page)



Supports & Resources



In this podcast, La Tonya (Change Coaches) discusses how she helps leaders create cultures of belonging.

1. Companies are undervaluing belonging—it's what employees truly want.
2. Current leaders are struggling to align their company's leadership agenda, personal goals, and DEI initiatives.
3. Achieving belonging and psychological safety takes effort but is worth it.

<https://www.smestrategy.net/blog/creating-belonging-psychological-safety-at-work>

10 Psychological Safety Exercises for Building a Stronger Team.

Psychological safety exercises that build trust promote open communication, strengthen team connections and create a safe and high-performing group dynamic. Examples include icebreaker games, active listening exercises, reflective sessions, and conflict resolution activities. This resource also provides psychological safety tools.

<https://www.spill.chat/company-culture/10-psychological-safety-exercises-for-building-a-stronger-team>

Supports & Resources

Session Guide: Build Psychological Safety in Your Team

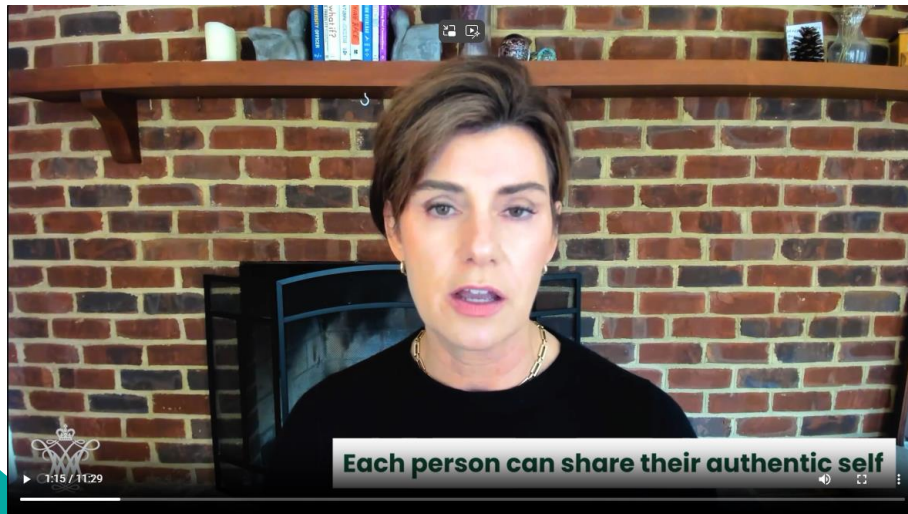
A session guide to help create a safe environment by encouraging team members to bring their authentic selves to work.

Session Guide: Hive Learning talk about the Three building blocks for safe environments and **psychological safety**.

1. **Frame Failure Productively**
2. **Make Feedback Frequent Helpful and Easy**
3. **Make Speaking Up Worth It**

Helps businesses create a workplace where people feel comfortable taking interpersonal risks, such as speaking up or giving feedback they know will be tough to hear.

<https://hivelearning.com/resources/psychological-safety/session-guide-build-psychological-safety-in-your-team/>



This article explains how to become an active listener, where you move from hearing to actually listening using different techniques, tools and methods:

<https://online.mason.wm.edu/blog/active-listening-inclusive-workplace?>

It also includes a video about Inclusive Leadership. Highlights include why Leadership and Psychological Safety is essential for a positive workplace culture. ([Link to Full Video](#))

Supports & Resources



Interview: Active Listening And Empathy For Better Working Relationships

Interview: Forbes talks to Dylan Taylor, Chairman & CEO, of Voyager Space Holdings about how to

- ❖ Actively Listen During Conversations
- ❖ Active Listening Skills
- ❖ How to Build Bridges with Empathy
- ❖ The Synergy of Active Listening and Empathy
- ❖ Applying these Skills in the Workplace

<https://www.forbes.com/councils/forbesbusinesscouncil/2023/07/28/active-listening-and-empathy-for-better-working-relationships/>

Psychological Safety in Diverse Teams. A Cornerstone for Company Success.

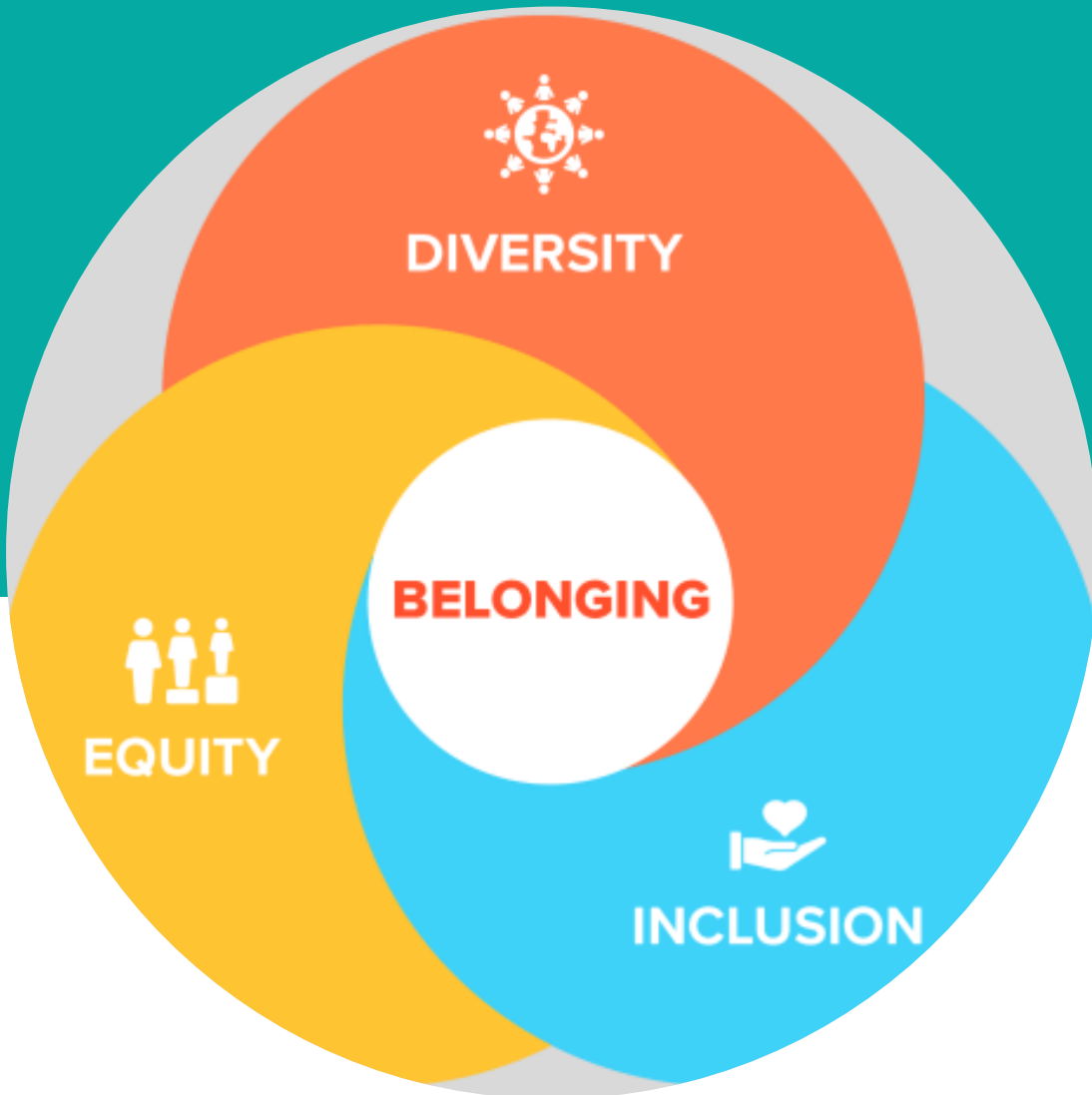
This Resource talks about

- ❖ Understanding Psychological Safety
- ❖ The Challenges in Diverse Teams
- ❖ HRs Role in Cultivating Psychological Safety
- ❖ Practical Strategies to Enable Psychological Safety
- ❖ Implementing Change Steps for HR & Guide to Conflict Resolution
- ❖ Everyone's Role in Cultivating Psychological Safety

<https://www.lumohealth.care/blog/fostering-psychological-safety-in-diverse-teams?>

Core Business Area 2

Enable Line Managers & Leaders To Create Inclusive Workplaces



Enable line managers and team leaders to fulfil their key role in creating inclusive workplaces. Provide them with the tools, training, resources and supports needed so that they can nurture their teams and achieve company performance.

The next section provides the necessary solutions, actions and training required to address the challenges managers and SMEs face in achieving a healthy D&I workplace culture.



The Survey Results Are In!

Core Business Area 2

Line Management and Team Leaders

This section helps you understand the insights from your survey responses related to enabling line managers and leaders to create inclusive workplaces. It provides tailored solutions, support, and resources to strengthen leadership practices. It identifies areas for improvement and offers strategies to equip managers with the skills needed to develop and enhance inclusivity, lead diverse teams, and promote a respectful work environment. The tools and resources here are designed to empower leaders to drive positive change and create an inclusive culture.

Section 2. Line Management & Team Leaders

Survey Questions

Potential Responses

Potential Solutions

4. How would you rate **your Line Manager or Team Leader's commitment** to fostering an inclusive workplace?

❖ **Good:** *"Excellent" or "Good" ratings for leadership commitment and "Always" or "Frequently" for managers demonstrating inclusive behaviours.*

Indicates leadership is effectively managing and cultivating inclusivity.

5. Does your Line Manager or Team Leader **demonstrate inclusive behaviours** (e.g., values diverse perspectives)?

❖ **Bad:** *"Poor" or "Very Poor" ratings for leadership and "Rarely" or "Never" for managers*

Highlights issues with leadership accountability and lack of inclusive behaviours.

- **Leadership Accountability:** Set diversity and inclusion KPIs for leadership tied to performance evaluations.
- **Inclusive Leadership Training:** Provide training programs on inclusive management practices, such as unconscious bias and equitable decision-making.
- **Visibility of Commitment:** Regularly communicate leadership's commitment through actions, such as hosting listening sessions or sharing progress reports.

Supports and Resources

- ❖ Use platforms like **Harvard Manage Mentor** for leadership training on diversity.
- ❖ Partner with consultants like **Franklin Covey** to embed inclusive leadership frameworks.
- ❖ Develop mentorship programs connecting diverse employees with leaders to encourage inclusion.

Introduction: Line Managers and Team Leaders are Responsible for Ensuring Inclusivity in their Teams

Building an inclusive workplace is not just about meeting diversity goals; it is about creating a culture where every employee feels recognised, respected, and empowered to contribute fully. This commitment begins with Top Level Leadership and the Executive Level but is carried out day-to-day by line managers, who play a vital role in shaping the work environment and influencing the behavior of their teams. Module 2 Covers Inclusive Top Level Leadership and Executive Management.

While Top Level Leadership and Executive Management is responsible for setting the strategic direction and ensuring that inclusivity is prioritized at the company level, line managers are crucial in translating these goals into tangible actions within their teams. Their ability to model inclusive behaviours, value diverse perspectives, and promote a sense of belonging among all employees directly impacts team dynamics and overall company culture.

The success of inclusivity efforts ultimately relies on the commitment of Top-Level Leadership, Line Managers and Team Leaders working in tandem to create a workplace where inclusivity is not just a value but a practiced norm at every level of the company.

Need for Inclusive Line Management & Team Leaders

Executive Management sets the tone for inclusivity, but it is line managers who are responsible for translating those high-level values into everyday actions. While Top Management can create policies, strategies, and initiatives that prioritise diversity, equity, and inclusion (D&I), line managers and team leaders are the ones who directly influence the experiences of their teams. Their actions and attitudes play a significant role in shaping how inclusive an individual's day-to-day work experience will be.

For example, line managers and team leaders are responsible for fostering a work environment where diverse perspectives are not only welcomed but actively encouraged, and where every employee feels valued for their unique contributions.

Moreover, line managers and team leaders are responsible for identifying and addressing any barriers or biases that may exist within their teams, ensuring that all employees have equal opportunities for development and advancement. The quality of their relationships with employees, their ability to listen and act on feedback, and their efforts to create a safe space for diverse ideas are what ultimately determine the success of inclusivity initiatives at the grassroots level.



Employees Need to Support Inclusivity to Support Management

Employees, in turn, play an essential role in supporting and reinforcing these efforts. When employees see that their managers are committed to creating an inclusive environment, they are more likely to feel motivated and confident in contributing their ideas and perspectives. It is the combined efforts of Executive Management, line managers, team leaders and employees that lead to a truly inclusive culture.

Management must ensure that line managers and team leaders are equipped with the knowledge, tools, and support needed to lead inclusively, while line managers must engage actively with their teams, listen to feedback, and implement changes that promote an inclusive and equitable environment.

Employees should also be encouraged to participate in inclusion initiatives, provide constructive feedback, and advocate for a workplace where all voices are heard and respected. When all levels of the company understand their role and take responsibility for embracing inclusivity, it becomes deeply embedded in the workplace culture.

72% of employers agree or strongly agree that managers deal with any discrimination, bullying or harassment issues promptly, seriously and discreetly.

81% of employers say that when it comes to discrimination reports raised, **31%** said race/ethnicity, **28%** said sex and **20%** said disability.

Turnbull et al. highlight a broad range of behaviours and beliefs needed for inclusive management. These competencies for managers include being sensitive to diversity issues, having integrity when relating to differences, interacting positively with differences, valuing differences, promoting team inclusion, and embedding inclusion into ways of working.



Managers Must Shape Inclusive Cultures Through Daily Actions

Line manager and employee relationships play a vital role in building inclusion. Not only do line managers implement Diversity and Inclusion (D&I) policies through their people management practices, but their treatment of staff and active inclusion in decision-making all significantly influence the day-to-day team environment and overall inclusion. Managers and line managers set the tone for inclusion by authentically modelling inclusive behaviour. Their commitment is essential to creating an inclusive workplace. By treating employees fairly and respectfully, actively involving all team members in decision-making processes, and encouraging contributions from everyone—especially those in lower-status roles—they directly shape team dynamics and enable inclusion.

How?

- ❖ **Role Model Inclusive Behaviours:** They must role-model inclusive behaviours consistently and daily with no exceptions in their own work and demand it from others. They must practice empathetic listening, validate diverse viewpoints, give everyone a voice, treat everyone equitably and openly address bias, participate in diversity training, and promote collaboration.
- ❖ **Promote Open Communication:** Provide a safe space and hold regular open conversations about inclusion, team culture, and improvement areas. Encourage feedback by providing anonymous channels for team members to share ideas or report issues.
- ❖ **Inform Management:** They need to inform management of the necessary approaches to enable businesses to prioritise an inclusive culture. Regularly revisit policies and practices to refine and enhance inclusivity.



Transitioning Teams from Homogeneity to Inclusion

Managers need to shift from a homogeneous team identity to cultivating an inclusive one. It's important to strike a balance between building a strong team identity that ensures individual team members feel valued for their unique skills and abilities. Creating a team identity is not about 'sameness' or creating a homogenous team – rather, it's about creating one where diverse viewpoints are valued and respected. No team is truly homogenous – everyone is 'different' in some way. By adopting an intersectional approach that recognizes and supports employees as individuals, is the first step to becoming more inclusive. Cultivating inclusive teams demands deliberate efforts and strategic leadership, moving beyond a uniform or homogeneous mindset to one that embraces a diverse team and inclusive workplace environment.

How?

- ❖ **Value Diversity & Celebrate Inclusivity:** Recognise the unique efforts and inclusive successes of team members. Acknowledge that each team member brings unique skills, experiences, and perspectives. Actively seek diverse team members in terms of gender, ethnicity, age, abilities, and experiences. Seeks a diverse team (age, gender, ethnicity and experience)
- ❖ **Ensure Psychological Safety:** Create safe spaces where team members feel safe sharing their ideas, voicing concerns, and being authentic without fear of judgment or retaliation.
- ❖ **Build Strong Flexible Team Identity:** Create a unifying vision and team cohesion avoiding the push for homogeneity. Where teams confidently share goals and ideas, celebrate each other's contributions and different perspectives are celebrated.



How?

- ❖ **Educate & Accommodate Diverse Teams:** Provide training, mentorships, professional development, and accommodations tailored to individual needs.
- ❖ **Measure Inclusivity:** Use metrics to track progress in creating a more inclusive team.

75% of companies aren't addressing disability diversity ([EY 2024](#))



Transitioning Teams from Homogeneity to Inclusion

Managers need to shift from a homogeneous team identity to cultivating an inclusive one. It's important to strike a balance between building a strong team identity that ensures individual team members feel valued for their unique skills and abilities. Creating a team identity is not about 'sameness' or creating a homogenous team – rather, it's about creating one where diverse viewpoints are valued and respected. No team is truly homogenous – everyone is 'different' in some way. By adopting an intersectional approach that recognizes and supports employees as individuals, is the first step to becoming more inclusive. Cultivating inclusive teams demands deliberate efforts and strategic leadership, moving beyond a uniform or homogeneous mindset to one that embraces a diverse team and inclusive workplace environment.

How?

- ❖ **Value Diversity & Recognise Uniqueness:** Acknowledge that each team member brings unique skills, experiences, and perspectives. Actively seek diverse team members in terms of gender, ethnicity, age, abilities, and experiences. Seeks a diverse team (age, gender, ethnicity and experience)
- ❖ **Ensure Psychological Safety:** Create safe spaces where team members feel safe sharing their ideas, voicing concerns, and being authentic without fear of judgment or retaliation.
- ❖ **Build Strong Flexible Team Identity:** Create a unifying vision and team cohesion avoiding the push for homogeneity. Where teams confidently share goals and ideas, celebrate each other's contributions and different perspectives are celebrated.

Support the Unique Needs of Diverse Teams

Diverse teams have a range of unique skills, experiences and perspectives that need to be supported. Supporting their unique needs is not just a moral imperative; it is a strategic advantage that drives innovation, creativity, and resilience. For managers to get the best out of diverse teams to tackle problems from multiple angles, generate fresh ideas, and develop solutions that cater to a broader audience they need to actively support inclusivity. Managers must recognise and address the unique needs of their team members to ensure everyone feels valued, respected, and empowered to contribute.

How?

- ❖ **Nurture an Inclusive Environment and Culture:** Create an inclusive, supportive environment where diversity is welcomed, there is trust and open communication, everyone feels valued, and their contributions are appreciated regardless of their differences. Adapt resources and policies to address diverse needs within the team. Managers need to know when to engage with inclusive practices and know what approach is optimal.
- ❖ **Address Exclusive behaviours:** Managers must be skilled in recognizing and addressing both conscious and unconscious biases that can influence workplace interactions and decisions. They play a crucial role in enabling an environment where all employees are treated with dignity, fairness, and respect. This involves addressing exclusionary or discriminatory behaviours whenever they occur. Managers should actively challenge existing exclusionary practices, taking steps to rectify them while also educating employees on the importance of inclusivity and equity.



How?

- ❖ **Embraces Innovation and Creativity:** So that diverse perspectives are better equipped to think creatively and solve complex challenges.
- ❖ **Ensure Voices are Heard and Needs are Supported:** Managers should ensure every team member has a platform to voice opinions and concerns, whether through informal discussions or formal channels. This improves retention as employees feel more likely to stay, satisfied and motivated.
- ❖ **Examine Hiring, Promotions, and Task Allocations:** To ensure they are fair and inclusive.
- ❖ **Flexible:** Provide flexible working hours and patterns compared to traditional full-time, offer different location models to enable better inclusion of workers from different backgrounds and circumstances.



Managers Challenges	Company Challenges
<p>28% managers say they are not given the time and resources needed to demonstrate a tangible commitment to I&D</p>	<p>How can line manager roles be designed to balance operational demands with a focus on good people management, including inclusion and diversity?</p>
<p>Only 29% of managers have I&D as part of their performance objectives and do not understand how it improves company performance or their careers.</p>	<p>How can line managers understand both the business and employee benefits of having a fair and inclusive workplace, including equality of opportunity?</p>
<p>47% of managers say that inclusion and diversity considerations take a back seat to operational imperatives</p>	<p>How can line managers performance be judged on people management capability and role-modelling fair, supportive and inclusive behaviours?</p>
<p>58% of managers say they are not sure if they have the right skills to be inclusive and diverse</p>	<p>How do you train and support managers with D&I management skills to manage their team in a fair, compassionate and inclusive way, giving them the confidence, flexibility and trust to respond to individual needs and circumstances?</p>
<p>45% of managers say they do not know what is involved in I&D training</p>	<p>What training and development opportunities related to I&D would most benefit the leadership team in your company?</p>

1. Unclear Role & Inefficient Resources

Business Challenge

28% managers say they are not given the time and resources needed to demonstrate a tangible commitment to I&D

How can line manager understand their D&I roles better and how to design their role so it is balanced with operational demands and has a focus on good people management that is D&I focused?

Strategic Solutions & Actions

Design Line Managers Roles and Provide them with the Resources They Need to Balance Operational and D&I People Management

✓ Clarify D&I expectations and prioritise tasks

❑ **Action:** Define **clear roles and responsibilities** that delineate operational tasks from people management duties. First rewrite line managers' job descriptions, include specific tasks such as team development, mentoring, and promoting a respectful and inclusive workplace culture. Make I&D and employee development key metrics in performance reviews. Encourage accountability by tracking KPI progress and provide constructive feedback and support where necessary.

Example: KPI increase the representation of underrepresented groups in promotions and leadership roles by 15%.

Unclear Role & Inefficient Resources: Strategic Solutions & Actions

- ✓ **Ensure D&I people management, is not treated as an optional add-on but as a core responsibility.**
- ❑ **Action:** Equip managers with actionable metrics and tools to integrate inclusion and diversity into day-to-day management practices.
Example: Surveys to assess employee sense of belonging, inclusion and fairness in the workplace. Include specific questions about psychological safety and leadership inclusivity.
Example: Google Sheets/Excel Templates are simple tools for tracking team demographics, marginalised engagement and progress.
- ❑ **Action:** Establish measurable inclusion and diversity goals for each team and communicate these goals as a shared responsibility.
Example: Set targets for creating safe spaces for dialogue and monitor the level of engagement and success.
Example: Provide Unconscious Bias Training for staff and track attendance, understanding and implementation.

Unclear Role & Inefficient Resources: Strategic Solutions & Actions

✓ **Ensure D&I people management, is not treated as an optional add-on but as a core responsibility.**

❑ **Action:** Evaluate managers on their ability to create equitable opportunities, support diverse team members, and address inclusion-related challenges.

Example: Conduct a Manager Self Assessment: Ask managers to reflect on their practices, including challenges faced and strategies used to address them.

Example: Scenario Evaluation: Evaluate how managers respond to hypothetical or past scenarios involving equity and inclusion challenges.

Example: Training Completion: Track manager participation in I&D training programs and how they apply the learning to their teams.

❑ **Action:** Regularly track progress, gather employee feedback, and conduct audits to assess how managers are performing in fostering an inclusive culture.

❑ **Action:** Encourage line managers to hold frequent one-on-one and team meetings to understand individual needs and address barriers to inclusion. Get them to use these check-ins to identify opportunities to better equity and inclusion in the workplace.

Unclear Role & Inefficient Resources: Strategic Solutions & Actions

✓ Embed Inclusion into Day-to-Day Operations

- ❑ **Action: Integrate inclusion into business processes:** Rather than treating inclusion as an "extra" task, weave it into existing activities such as team meetings, project planning, and performance reviews.
- ❑ **Action:** Make inclusive leadership and behaviours part of their KPIs performance objectives so that inclusivity becomes a priority rather than an additional burden.

✓ Provide Practical Tools and Resources

- ❑ **Action:** Provide accessible guides and templates as quick-reference tools like checklists for inclusive decision-making, meeting inclusivity, and addressing biases in recruitment or promotions.

Example: A "Meeting Inclusivity Checklist" to ensure all voices are heard.

Example: Competency Frameworks: Develop a D&I competency framework and log that includes specific behaviours, such as active listening, empathy, equitable decision-making, and conflict resolution.

- ❑ **Action:** Automate where possible by integrating automation tools. Use digital platforms to streamline routine administrative tasks, freeing up time for people management.

Example: Tools like Slack, Monday.com, or PeopleHR can simplify workflows.

Unclear Role & Inefficient Resources: Strategic Solutions & Actions

✓ Reduce Workload Pressures

- ❑ **Action: Delegate administrative tasks:** Provide managers with administrative support or delegate non-critical tasks to other team members. Ensure access to collaborative tools to reduce admin burdens.
- ❑ **Action: Prioritise inclusion over perfection:** Encourage managers to focus on incremental progress in inclusion rather than aiming for perfection in all areas.
- ❑ **Action: Streamline Operational Processes:** Automate routine tasks where possible and delegate non-critical responsibilities to free up time for people management.

✓ Create Support Networks for Managers

- ❑ **Action: Peer support groups:** Establish forums or peer networks for managers to share challenges, ideas, and solutions related to inclusion.
- ❑ **Action: One-on-one coaching:** Offer personalized support through coaching sessions that address their unique challenges.

Example: Monthly check-ins with HR or a dedicated inclusion officer.

Unclear Role & Inefficient Resources: Strategic Solutions & Actions

✓ Encourage a Culture of Support, Feedback and Collaboration

- ❑ **Action:** Build a company culture that values collaboration and open communication. Evaluate, communicate and support managers on how to create equitable opportunities, support diverse team members, and address inclusion-related challenges.

Example: Offer HR and Managers I&D toolkits, templates, training and access to I&D consultants or professionals to assist with implementing inclusive practices.

- ❑ **Action:** Implement systems for employees to provide feedback on their line managers, particularly regarding inclusivity and support. Use this feedback to help managers refine their approach and address gaps

Example: Develop resources to help managers navigate D&I people management such as conducting inclusive performance reviews, addressing marginalised employee concerns, or promoting work-life balance.

- ❑ **Action: Streamline Operational Processes:** Automate routine tasks where possible and delegate non-critical responsibilities to free up time for people management.
- ❑ **Action:** Create a dedicated inclusion and diversity team or resource group to support line managers.



Unclear Role & Inefficient Resources: Strategic Solutions & Actions

✓ **Align Manager and Team Goals with company Values**

- ❑ **Action: Peer support groups:** Establish forums or peer networks for managers to share challenges, ideas, and solutions related to inclusion.
- ❑ **Action: One-on-one coaching:** Offer personalised support through coaching sessions that address their unique challenges.

Example: Provide monthly check-ins with HR or a dedicated inclusion officer.

- ❑ **Action: Normalize Asking for Help:** Encourage managers to seek guidance when handling sensitive situations, emphasising that it's a strength, not a weakness.
- ❑ **Action: Support Trust Building:** Encourage managers to foster trust by being transparent, consistent, and supportive in their communication and actions.
- ❑ **Action: Empower Decision Making:** Train managers to use their discretion in adjusting workloads, schedules, or processes to accommodate individual needs.



Unclear Role & Inefficient Resources: Strategic Solutions & Actions

Provide Mental Health and Wellbeing Support

- ❑ **Action: Mental health resources:** Ensure managers have access to counseling or employee assistance programs to manage stress. Create safe spaces where managers can discuss challenges, ask questions, and share experiences with their managers and peers without fear of judgment.
- ❑ **Action: Flexible schedules:** Offer flexibility to managers, such as remote work options or adjustable working hours, to ease their workload.

Recognize and Reward Inclusive behaviours

- ❑ **Action: Positive reinforcement:** Acknowledge and celebrate managers who demonstrate inclusive behaviours, through recognition programs or awards. Also celebrate operations and team successes in achieving an inclusive team environment.

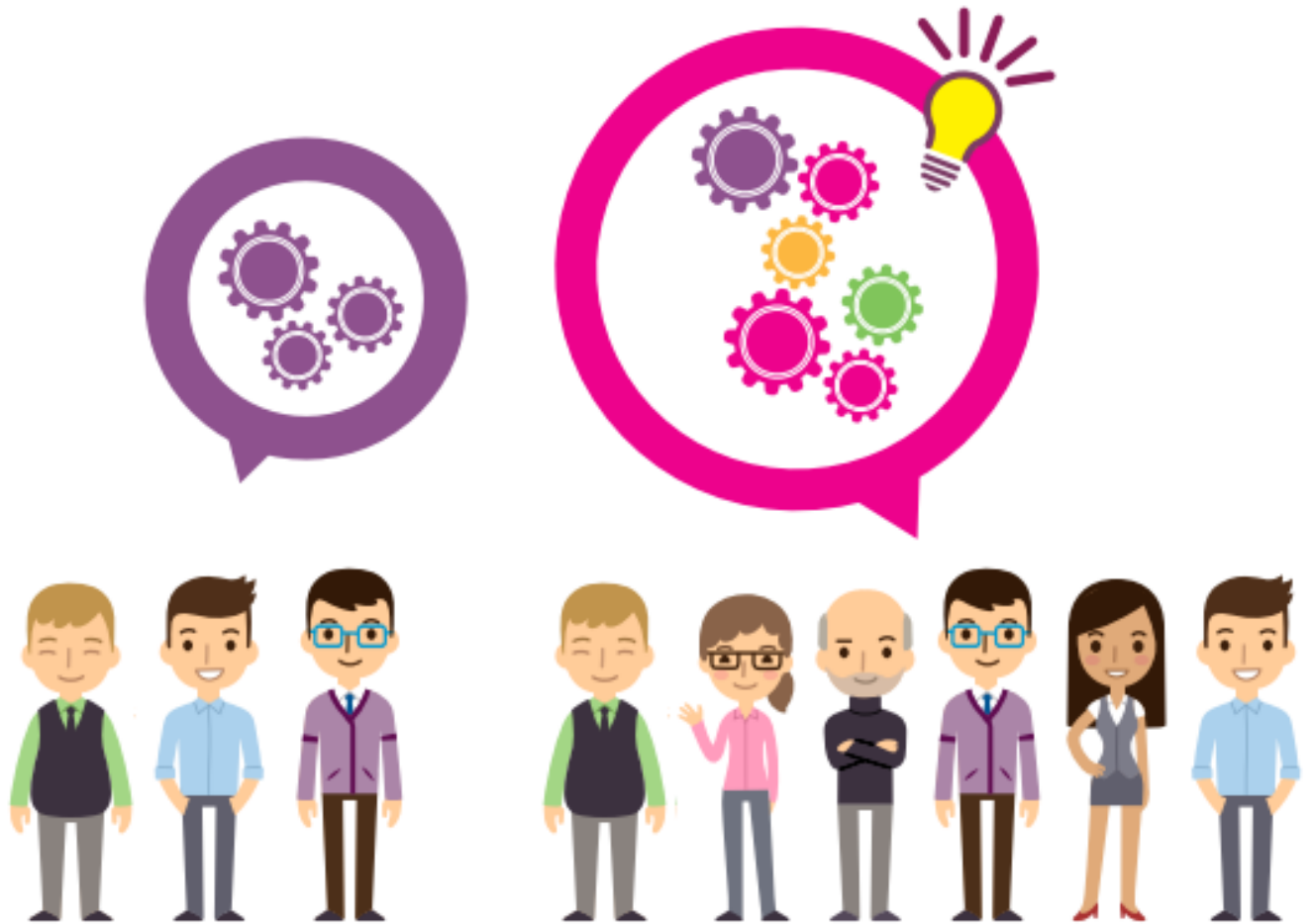
Example: Recognise and reward line managers who excel in creating inclusive environments, by showcasing them as role models in company newsletters or on I&D Recognition Walls.

Example: Career incentives: Link inclusive leadership to promotions or career development opportunities.

Inclusive Groups Get the Highest Scores

Groups where there is a higher number of women get the highest scores because they tend to be better at caring and sharing than men. By their presence they change the way people interact

*Émile Servan-Schreiber,
Supercollectif*



2. Lacking I&D Skills and Training

58% of managers say they are not sure if they have the right skills to be inclusive and diverse
45% of managers say they do not know what is involved in I&D training

Business Challenges

- How do you train and support managers with D&I management skills to manage their team in a fair, compassionate and inclusive way, giving them the confidence, flexibility and trust to respond to individual needs and circumstances?
- What training and development opportunities related to I&D would most benefit the leadership team in your company?

Strategic Solutions & Actions

✓ Provide Mandatory D&I Leadership Training

Action: Provide mandatory training programs to managers on inclusive leadership, cultural awareness, active listening, unconscious bias, conflict resolution, emotional intelligence and anti discrimination.

Example: Inclusive Leadership training will teach managers how to recognize and respond to different team member needs, including flexibility for work-life balance, mental health support, and accessibility.

Lacking I&D Skills and Training: Strategic Solutions & Actions

- ✓ **Offer Focused and Flexible Training Using Different Methods**
- ❑ **Action: Microlearning Modules:** Provide short, targeted training sessions (10-15 minutes) that fit into busy schedules. **Example:** Bite-sized e-learning on recognising unconscious bias or effective listening.
- ❑ **Action: Role-Playing Exercises:** Simulate challenging situations to build confidence in handling complex interpersonal scenarios compassionately.
- ❑ **Action: On Demand Training:** Make training accessible anytime, such as pre-recorded webinars or podcasts that can be consumed during commutes or breaks.
- ❑ **Action: Workshops:** Offer workshops to help managers and staff maintain their own mental health and resilience, such as Emotional Resilience, Mindfulness training or Stress Management workshops.
- ❑ **Action: One-on-One Coaching:** Provide managers with ongoing guidance and feedback from HR professionals or senior leaders.
- ❑ **Action: Mentorship Programs:** Pair managers with experienced leaders who excel in fair and inclusive people management to share best practices.

Proposed D&I List of Relevant Management Training

Training and development opportunities related to Inclusion and Diversity (I&D) for the leadership team should focus on enhancing their understanding, commitment, and ability to drive inclusive practices. Here's a comprehensive list of programs that would be most beneficial:

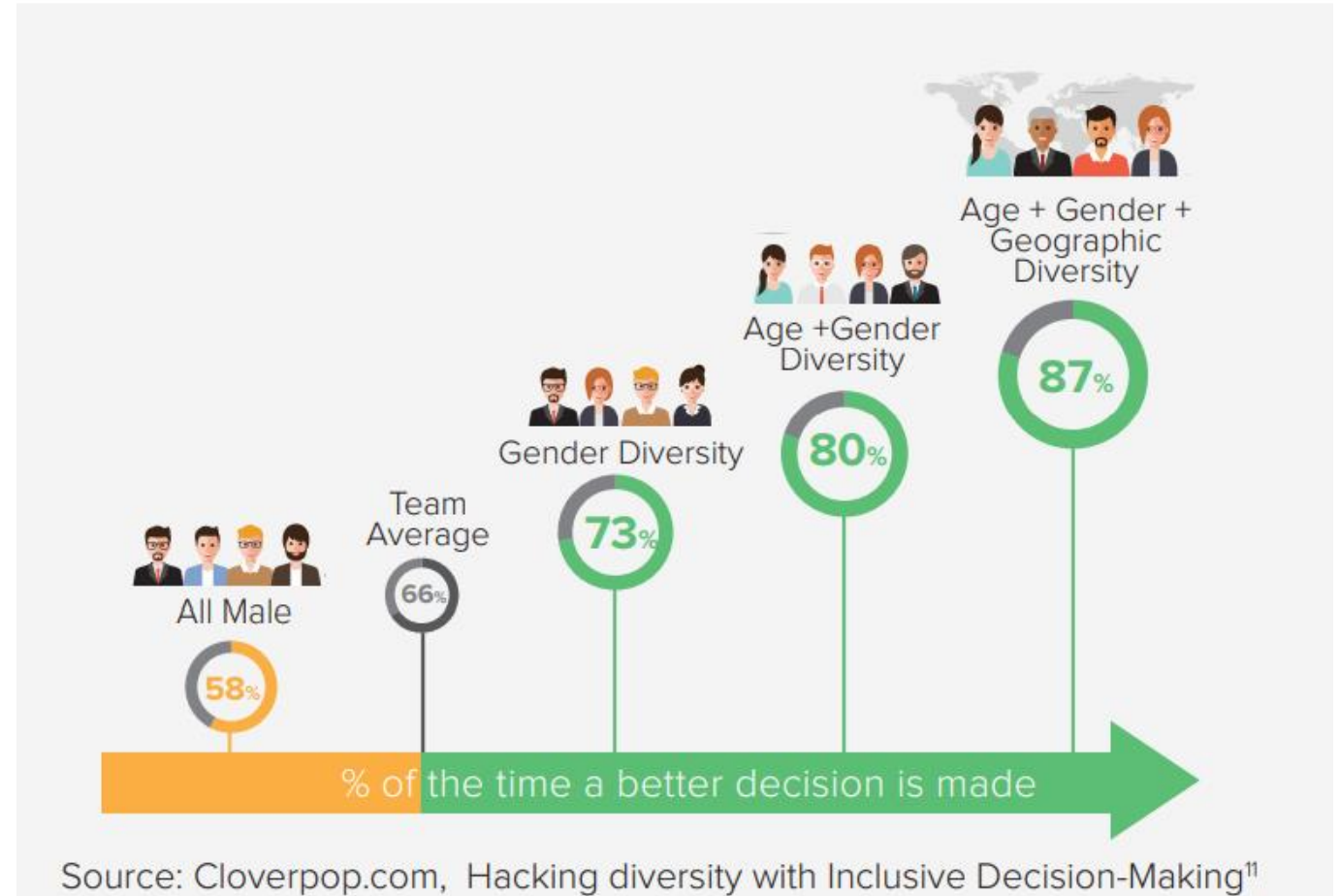
- Unconscious Bias:** Helps leaders identify and mitigate unconscious biases that may affect decision-making, team dynamics, and workplace culture e.g., in hiring, promotions or daily interactions.
- Inclusive Leadership Development:** Equip leaders with skills to create a culture where all employees feel valued, respected, and heard e.g., leading diverse teams and enabling psychological safety.
- Cultural Competencies:** Prepare leaders to navigate and manage cultural differences in a global or multicultural workplace e.g., cross cultural communication, understanding cultural nuances and values.
- Emotional Intelligence:** Strengthen leaders' abilities to empathize with team members, manage emotions, and handle sensitive situations with care e.g., building self awareness and empathy.
- Allyship & Advocacy:** Empower leaders to actively support underrepresented groups and champion I&D initiatives e.g., identifying opportunities for allyship in the workplace and advocating policy change.
- Anti-Discrimination and Legal Awareness:** Ensure leaders understand their responsibilities regarding workplace equality compliance with anti-discrimination laws and regulations e.g., handling harassment or discrimination complaints.

Proposed D&I List of Relevant Management Training

- ❑ **Measuring and Driving I&D Impact:** Teach leaders how to communicate the importance of I&D effectively and take action e.g., data driven decision making and continuous improvement strategies.
- ❑ **Conflict Resolution in a Diverse Workplace:** Equip leaders with skills to handle conflicts arising from differences in perspectives, or backgrounds e.g., mediation techniques and building team respect.
- ❑ **Equity and Fair Decision-Making:** Teach managers how to ensure fairness and equity in decisions related to hiring, promotions, performance evaluations, and resource allocation e.g., identify barriers to entry.
- ❑ **Disability Inclusion:** Provides managers with the knowledge and tools to support employees with disabilities, including reasonable accommodations and accessibility best practices.
- ❑ **Gender Equity:** Focuses on teaching managers how to eliminate barriers to gender equity, promoting balanced representation in leadership roles, and addressing gender bias in workplace dynamics.
- ❑ **Psychological Safety and Conflict Resolution:** Teaches managers how to create an environment where employees feel safe to voice concerns, share ideas, and challenge the status quo without fear of retaliation e.g., how to encourage open dialogue and constructive feedback.
- ❑ **LGBTQ+ Inclusion:** Guides managers on supporting LGBTQ+ employees through inclusive policies, language, and workplace practices e.g., understand their unique challenges and different pronouns.

The Collective Brain has an IQ We Can Measure It

The intelligence of a group isn't determined by the level of intelligence of its members, nor by the addition of the individual intelligences. The intelligence of a group is determined by the sensitivity to others (non-verbal communication) and equal speaking time.



Source Jump Solutions for Equality at Work

3. Unclear of Benefits to Company & Employees

Business Challenge

Only 29% of managers have I&D as part of their performance objectives and do not understand how it improves company performance.

How can line managers understand both the business and employee benefits of having a fair and inclusive workplace, including equality of opportunity?

Strategic Solutions & Actions

Line managers can understand the business and employee benefits of a fair and inclusive workplace through education, engagement, and experience.

- ✓ **Educate on the Business Case for Diversity, Inclusion and Equality**
- ❑ **Action: Demonstrate the Impact on Performance:** Share data and case studies showing how diverse and inclusive teams are more innovative, productive, and better at problem-solving.
- ❑ **Action: Highlight Financial Benefits:** Explain how fair and inclusive workplaces lead to higher employee retention, reduced recruitment costs, and improved customer satisfaction, positively impacting the bottom line.
- ❑ **Action: Link to companyal Goals:** Show how inclusion aligns with the company's mission, values, and objectives, making it a strategic priority.



Unclear of Benefits to Company & Employees

Strategic Solutions & Actions

✓ Educate on Employee Benefits

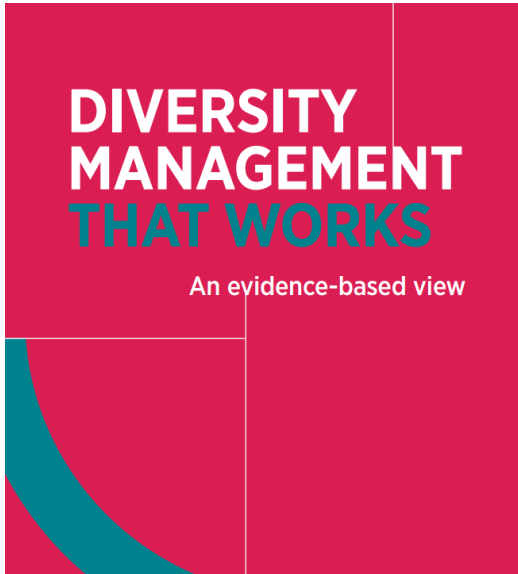
- ❑ **Action: Boosting Morale and Engagement:** Explain how employees feel more valued and motivated in an inclusive environment, leading to higher job satisfaction and loyalty.
- ❑ **Action: Promote Talent Growth:** Discuss how equality of opportunity helps individuals reach their full potential, which benefits both employees and the company.
- ❑ **Action: Creating a Healthier Workplace:** Highlight the link between inclusion, reduced workplace conflicts, and improved mental health and well-being.

✓ Educate on Manager Benefits

- ❑ **Action:** Highlight how effective people management, including inclusion, enhances their reputation as leaders and contributes to career growth.
- ❑ **Action:** Emphasise that fairness and equality reduce the risks of discrimination claims, reputational damage, and regulatory penalties, protecting both the company and their roles as leaders.
- ❑ **Action:** Celebrate and reward managers who demonstrate strong inclusive practices, reinforcing the importance of fairness and equality as key leadership traits.



Supports & Resources



Guide: Diversity Management That Works developed by The Chartered Institute of Personnel and Development (CIPD) to help facilitate businesses in D&I Management. Topics include;

- ❖ How to Plug Huge D&I Gaps
- ❖ How to Build an Inclusive Leadership Culture
- ❖ Different Training Interventions
- ❖ Effective Training Methods and What to Avoid

https://www.cipd.org/globalassets/media/knowledge/knowledge-hub/reports/7926-diversity-and-inclusion-report-revised_tcm18-65334.pdf

Diversity and Inclusion in Focus

A Business in the Community Ireland Publication.

This Publication provides statistics to highlight stark inequalities that exist within the employment market. It explores barriers and opportunities employees and companies face along with a suite of tangible actions that can make a real difference in building inclusive workplaces.

<https://bitc.ie/wp-content/uploads/2024/07/BITCI-Diversity-and-Inclusion-in-Focus-report.pdf>

Supports & Resources



Report: Bridging the Inclusion Gap

Reports the diversity profile of 60 companies with over 150,000 employees providing key data on inequality in Irish society.

- Business Case for Inclusion (e.g., ROI and Reputation)
- Understand Key Performance Indicators
- Progress Against Commitments
- How to Progress into the Future

<https://bitc.ie/wp-content/uploads/2024/07/Elevate-Report-2024-v10-Updated-17-06-1.pdf>



GUIDE: Company Findings on Diversity & Inclusion in the Workplace

- This survey report provides an overview of what employers are currently doing to improve inclusion and diversity in their workplaces and the practices they have found to be effective. It also highlights where more action is needed in terms of leadership and management and provides recommendations on how to address challenges.

https://www.cipd.org/globalassets/media/knowledge/knowledge-hub/reports/2023-pdfs/inclusion-at-work-exec-summary_tcm18-112951.pdf



HOW TO FACILITATE MEANINGFUL CONVERSATIONS ON RACE

GUIDE: How to Facilitate Meaningful Conversations on Race

- Cross Culture Learning
- Aligning Policies & Processes
- Calling Out Inappropriate Conduct

(See resource on the course page)



Courageous Conversations Team Activity Tool

GUIDE: Courageous Conversations

- How employees can have courageous conversations where they can informally share and provide constructive feedback

(See resource on the course page)

How to Create a D&I Strategy and Develop a Positive Work Environment

GUIDE: How to Create a D&I Strategy

- Learn how to create a D&I Strategy
- Develop a Positive Work Environment
- Develop Inclusive Practices

(See resource on the course page)

The Leader's Guide to Unconscious Bias

GUIDE: The Leaders Guide to Unconscious Bias

- Different Types and Examples
- Impact on Team Dynamics
- How to Mitigate

<https://www.coffeepals.com/blog/the-leaders-guide-to-unconscious-bias>

Learning Outcomes

1. Define the concepts of **belonging**, **inclusivity**, and **psychological safety** in the workplace and understand their significance in promoting collaboration and engagement.
2. Identify the critical roles and responsibilities of **line management**, **team leaders**, and **employees** in building an inclusive culture that evolves from **homogeneity** to **inclusivity**.
3. Access and utilize **solutions**, **resources**, **tools**, and **supports** to address challenges highlighted in the survey, enabling the facilitation of inclusive workplace culture.
4. Understand how managers can **shape an inclusive culture** through their **daily actions** and **behaviours**, using practical techniques and tools to support their efforts.
5. Recognise and effectively address behaviours that **hinder collaboration** in diverse teams for a more cohesive, inclusive and productive environment.



Well Done!

Module 4 Part 4

www.projectdare.eu

Part 4: From Policies to Practice: Cultivating a Genuine Culture of Inclusion.

Part 4 looks at the Inclusive Survey Audit Survey and provides solutions, supports and resources for:

- ***Core Business Area 3 Inclusive Policies and Practices***
- ***Core Business Area 4 Addressing Exclusive Workplace Behaviours***

Part 4 enables SMEs to transform current policies into effective policies with practical strategies to support an inclusive workplace culture.



This resource is licensed under CC BY 4.0



This project has been funded with support from the European Commission. This publication [communication] reflects the views only of the author, and the Commission cannot be held responsible for any use, which may be made of the information contained therein 2022-2-IE01-KA220-VET-000099060

This resource is licensed under CC BY 4.0

