



# Module 4 (Part 4)

## Building an Inclusive Company Culture in SMEs

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



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## 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**

Part 1

### Section 2

**Design and Deliver a Strategic Cultural Change Audit.**

Part 2

### Section 3

**Support Management to Deliver a Workplace of Belonging and Inclusivity.**

Part 3

### Section 4

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

Part 4

### Section 5

**Empowering Teams Through DEI Collaboration, ERGs, and Recognition**

Part 5

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# M4:Part 4

This module, Cultivating a Genuine Inclusive Workplace Culture goes beyond policies and practices. It emphasises that creating a genuinely inclusive workplace requires more than implementing policies—it demands cultural change. While policies provide a framework, authentic inclusivity emerges from employee behaviours, leadership commitment, and a shared company ethos. This module explores how to align diversity and inclusion (D&I) efforts with core business values, creating an environment where employees feel valued, respected, and empowered to contribute meaningfully.

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

- ❖ The Role of D&I Policies and Practices and Developing Practical Actionable D&I Policies.
- ❖ **Survey Results, Core Business Area 3, Inclusive Policies and Practices:** Survey Insights and Strategic Solutions.
- ❖ Challenging Existing Policies to Embed Inclusion into Company Culture
- ❖ **Survey Results, Core Business Area 4: Addressing Exclusive Workplace Behaviours.** Survey Insights and Strategic Solutions.
- ❖ Identify and Address Different Exclusive Workplace Behaviours
- ❖ Practical Implementation Strategies

## Learning Objectives

- Understand the importance of embedding inclusivity into company culture.
- Identify the limitations of policy-driven approaches and address exclusionary practices.
- Recognise and mitigate unconscious biases and exclusive workplace behaviours.
- Develop and implement comprehensive discrimination and harassment policies.
- Promote inclusive behaviours through targeted training and employee engagement.
- Create a workplace culture where D&I is authentically practised and embraced.

# Core Business Area 3

## Inclusive Policies and Practices



Only **20%** of employers say they critically review their **people management policies and company operations** to ensure they are fair and inclusive.

Just **30%** of the senior decision-makers who responded to the survey said that a **commitment** to a D&I workplace is articulated in their company.

Just **37%** of companies **use I&D data to change** their people management approach.

# Core Business Area 3

## The Survey Results Are In!

### Policies and Practices



This section helps you understand the insights from your survey responses related to inclusive policies and practices. It provides tailored solutions, support, and resources to strengthen this core business area. By analyzing the data, we identify opportunities for policy improvements and offer practical strategies to ensure your policies and practices promote inclusivity, diversity, and fairness. The tools and resources provided here are designed to help you create a supportive and equitable environment for all employees.

## Section 3. Inclusive Policies and Practices

| Survey Questions                                                                                                                          | Potential Responses                                                                                                                                                          | Potential Solutions                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6. Are <b>recruitment and hiring processes</b> in the company fair and unbiased?                                                          | Good: "Yes" to Questions 6, 7, and 8.                                                                                                                                        | <ul style="list-style-type: none"><li>▪ <b>Audit Practices:</b> Conduct a comprehensive review of policies and practices in recruitment, promotion, and accommodation to ensure equity and fairness.</li><li>▪ <b>Transparency:</b> Share metrics and success stories about fair hiring and promotions.</li><li>▪ <b>Accommodations:</b> Create a formalised process for employees to request accommodations and ensure accessibility in all areas.</li></ul> |
| 7. Are <b>opportunities for promotions, raises, and training</b> distributed equitably?                                                   | Bad: "No" or "Not Sure" to Questions 6, 7, and 8.                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 8. Does the company <b>accommodate the needs</b> of employees with disabilities, caregiving responsibilities, or other unique challenges? | <b>Indicates that processes are perceived as fair and accommodations are available.</b><br><br><b>Suggests a lack of transparency, fairness, or accommodation practices.</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                           |                                                                                                                                                                              | <ul style="list-style-type: none"><li>▪ <b>Supports and Resources</b></li><li>❖ Tools like <b>Jobvite</b> or <b>Greenhouse</b> can help reduce bias in hiring processes.</li><li>❖ Leverage <b>Employer Disability Toolkit</b> for creating inclusive policies. (See resource on the course page)</li><li>❖ Consult with accessibility experts for guidance on workplace accommodations.</li></ul>                                                            |

## To Be Effective D&I Needs to be Part of the Company Culture

**Diversity & inclusion help businesses do better:** Creating a positive, inclusive work environment is vital where everyone can influence, share knowledge and have their perspective valued. It is key for employee satisfaction, retention and well-being. It's crucial because inclusion allows different perspectives to be heard, irrespective of the nature of that difference. Tapping into this can only help business make better decisions and understand their customers – both vital for businesses that want to continue to thrive and innovate into the future.

**Inclusivity is not a tick box exercise:** Inclusion must be embraced authentically, starting from the top. Senior leaders should model inclusive behavior not just as a policy, but as a genuine commitment that benefits both the business and its people. Inclusion should never be seen as a checklist; it should be woven into the fabric of company culture. If leaders engage in exclusionary behavior, it sends the message that inclusion is not truly prioritized, undermining its importance and impact across the company.



# Policies & Practices Are Important But Can't Create An Inclusive Workplace Alone

**Policies and practices can't create an inclusive company alone:** Policies and practices alone are not enough to create an inclusive company. Inclusion policies might be in place, but if the company doesn't value difference, or has a clear power imbalance, where only one group can get ahead, positive change is unlikely. Inclusion requires more than policies; it demands a cultural shift. True inclusion depends on active leadership, collective effort, and aligning values, beliefs, and social norms to foster a genuinely inclusive environment.

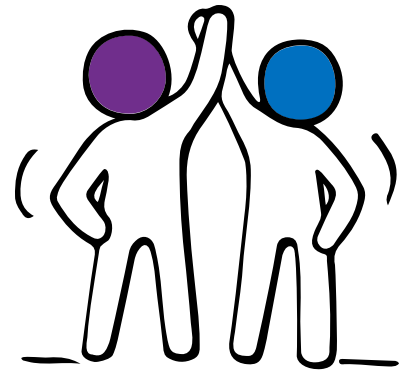
**Policies need strong commitment and action:** Effective inclusion starts with strong policies and a commitment to diversity, ensuring inclusivity guides all company decisions. Policies must address the unique challenges faced by specific groups, such as workplace discrimination or barriers to inclusion, and provide tailored solutions, like flexible hours or disability accommodations. This demonstrates a genuine dedication to D&I. However, policies alone aren't enough—they must be actively implemented, supported by an inclusive culture, and consistently practiced to drive meaningful change.



# All Policies and Practices Need to be Challenged

**Inclusion must be embedded into the company's way of doing things, not just HR's role:** Inclusion should be systematically embedded across all aspects of the company, reflected in its values, mission, and day-to-day practices. It must involve all stakeholders and extend to areas like performance management, where D&I objectives are tied to KPIs, rewards, and leadership appraisals. Professional development and specific competencies are essential to support this integration. Employee feedback should also assess inclusion efforts, ensuring accountability and continuous improvement.

**All existing policies need to be challenged for 'exclusionary' practices:** companies must critically evaluate existing policies and practices to identify and address exclusionary elements. Leverage companyal data tracked over time to assess inclusivity and gather insights on accessibility and barriers. Collaborate with representatives from across the business to collect feedback, ensuring a comprehensive understanding of how policies and behaviours impact diverse groups.



## **Inclusivity is All About People First Policy and Practices are Only A Support Measure.**

People are fundamental to business success, and creating an environment where everyone can meaningfully contribute simply makes sense. Inclusion is fundamentally about individual experience and allowing everyone at work to contribute and feel a part of an company, not the practice of 'including' diverse groups in the workplace.

First companies must minimises bias by ensuring that opportunities and resources at work aren't influenced by group identity or demographic differences. Next, it enables people, regardless of their differences, to work together effectively and avoid stereotyping.



# Policies and Strategies Must Address Both Surface and Deep Level Diversity

**Surface-level vs. deep-level diversity:** Surface-level diversity typically focuses on visible demographic differences, such as age, ethnicity, and gender. In contrast, deep-level diversity delves into the differences in attitudes, beliefs, and values. Achieving true inclusion requires a comprehensive approach that goes beyond simply counting demographic diversity. It involves understanding how biases and group dynamics shape employee experiences of being valued, included, or excluded within a company.

To create meaningful change, Diversity & Inclusion (D&I) strategies must clearly define the issues they aim to address at both surface and deep levels. For example, while revising job ads to attract a more diverse candidate pool can boost diversity in recruitment, it doesn't tackle deeper issues like the barriers to inclusion at the interview stage or the challenges employees may face once they are part of the company. A holistic approach that addresses both the talent pipeline and workplace culture is essential for genuine inclusion and improving the overall employee experience.



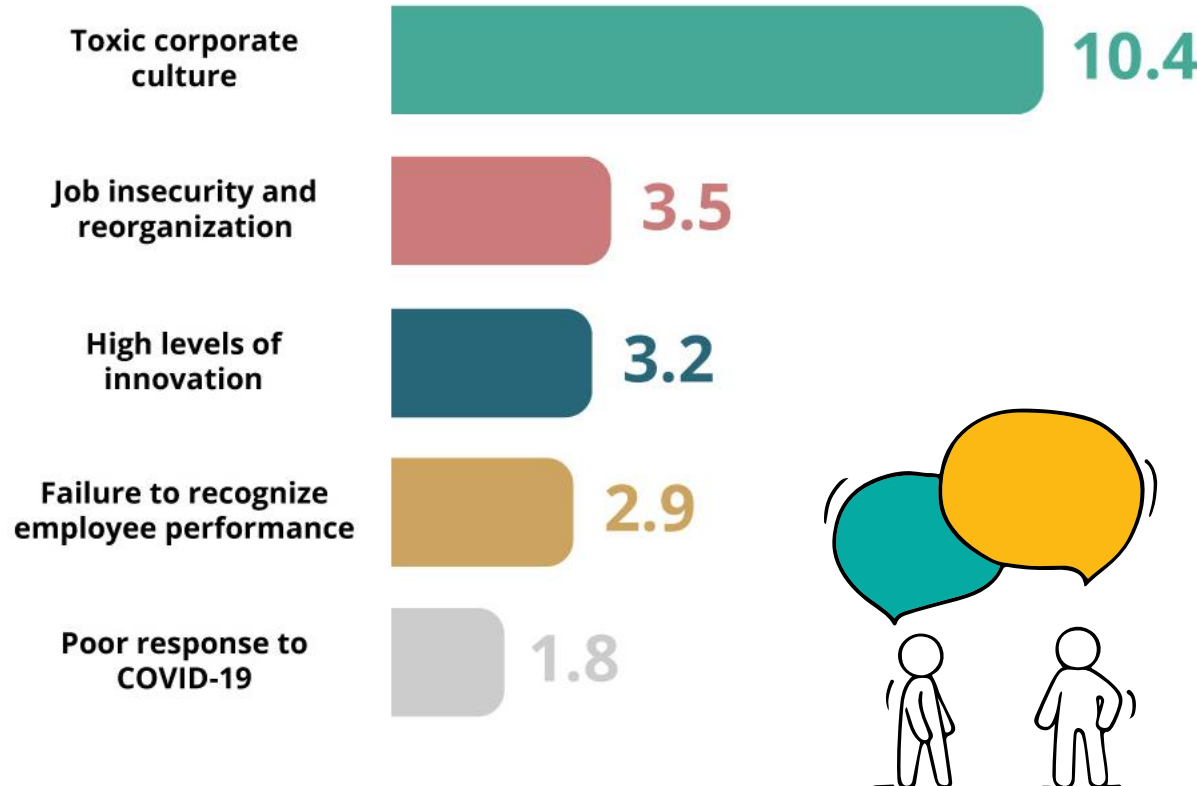
# Make DEI a Priority

## Make Inclusion a Pillar of Your Company Culture

One of the best employee retention strategies is creating an inclusive culture for all employees.

*Employees who feel included are almost three times as likely to feel committed to their employers and pursue development and promotion.*

Although compensation issues are a leading driver of attrition, a study by MIT's Sloan School of Management found that toxic corporate culture was more than 10 times as powerful a factor.



Source: MIT Sloan Management Review

## Show Commitment with a D&I Policy Goals

### Some example goals might include:

- ☐ We do not tolerate any discrimination or harassment
- ☐ To be an employer of choice for all people
- ☐ To ensure fair and equal access to opportunities and resources, and to equitably reward and recognise work and contributions.
- ☐ To encourage and support employees to bring their whole selves to work.



# Create a Safe Inclusive Workplace Culture

**Key steps that you can take to encourage a safe, respectful, and inclusive workplace culture:**

- ❑ Set the culture of your business by writing a **D&I policy** with values and a mission statement that reflects D&I values and equal opportunities and how you will embed them in the business moving forward.
- ❑ A well-crafted **mission statement** will help you make decisions that are consistent with these values. With this in place, efforts towards diversity and inclusion are more likely to be successful.

**TIP:** Include the diversity statement on your website describing your commitment, tell a story of an existing marginalised employee, highlight impacts to date, awards achieved etc., which can attract more diverse clients, collaborators and employees who share your values.



## Creating an inclusive culture requires involvement at all levels

- ❖ **Staff feedback is critical:** Involve employees to facilitate reflection on what inclusion means to them in their day-to-day role and how it reflects on business operations and company company values.
- ❖ **Get employee perspective on inclusivity:** Actively involve staff to reflect on what inclusion means in their roles and how it aligns with companyal values. *‘People who feel recognised as different but equal, and feel able to be their true selves, are highly motivated and at ease, provided they experience solidarity from their peers’.*
- ❖ **Communicate D&I Policies:** Cleary communicate the policies in place to support diversity and inclusion at work, why they are important and support employees and managers to access and embed these policies.
- ❖ **Empower Line Managers:** Provide training and resources to help managers effectively implement D&I policies and practices. Assess managerial capabilities at all levels, identifying development needs to enhance their ability to foster inclusivity.



## RESOURCE: 22 Strategies and Tips for Creating Inclusive Workplaces

An inclusive workplace is a sure way to show respect for each employee and increase employee engagement. However, creating and maintaining an inclusive workplace culture requires efforts from all team members. Here are key strategies and tips for creating inclusive workplaces.

- ❑ **Encourage good leadership** to portray good example and demonstrate inclusive behaviours.
- ❑ **Encourage contributions from a diverse workforce** to strengthen their voices and enable inclusion.
- ❑ **Set up clear inclusion policy and guidelines** to show you are serious about inclusivity.
- ❑ **Nurture an empathetic workplace culture** so everyone feels they matter and are understood.
- ❑ **Provide inclusion training** to help employees become aware of any unconscious bias and its impact.
- ❑ **Regular research to understand your team's needs**, this data is pivotal to ensure you are aligned.
- ❑ **Invest in employee resource groups** (covered in the next section) to strengthen inclusivity
- ❑ **Provide diverse experience opportunities** to teach employees the importance of inclusion.
- ❑ **Introduce workers to inclusion policies** so it is easier to adapt to inclusive practices.
- ❑ **Implement inclusion standards** to ensure engagement, understanding and consistency.

[Resource: Teambuilding.com: Full List and Detail.](https://www.teambuilding.com/resources/22-strategies-and-tips-for-creating-inclusive-workplaces/)

## RESOURCE: 9 Examples of Inclusive behaviours in the Workplace

Learn about the nine inclusive behaviours you can put into action today.

- ☐ **Hiring from a variety of different backgrounds** to build a diverse team.
- ☐ **Survey employees regularly** to gauge satisfaction levels.
- ☐ **Develop a clear inclusive system** to address misunderstandings.
- ☐ **Give everyone a chance to speak during meetings** to hear different ideas and perspectives.
- ☐ **Create a safe space for employees** to feel respected.
- ☐ **Encourage mentorships across departments** to expose employees to new learning opportunities.
- ☐ **Celebrate multicultural holidays** so employees can learn more about each others backgrounds.
- ☐ **Continually re-evaluate pay structure and hiring requirements** so you are transparently promoting inclusivity.
- ☐ **Become aware of your unconscious biases** so that even the best leaders are aware and can establish a culture of inclusion in their teams.

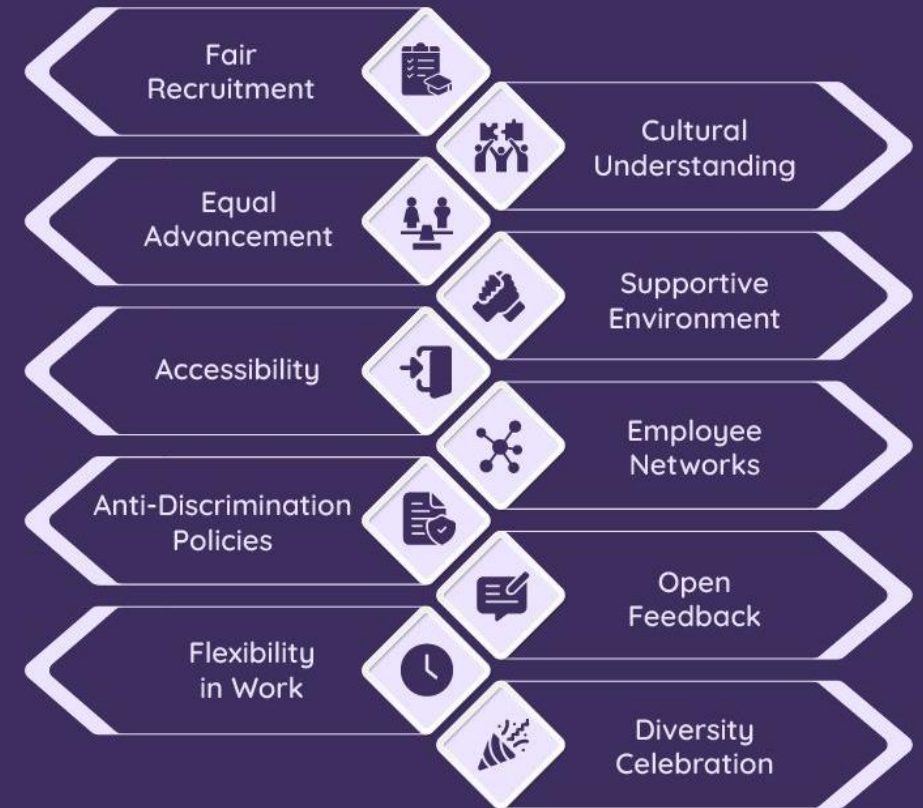
[Resource: Coach Diversity: Full List and Examples](#)

## RESOURCE: Creating An Inclusive Workplace Policy: A Comprehensive Guide

Having an inclusive workplace where everyone feels valued, respected and able to be their true selves isn't just about being nice, it's about unlocking everyone's full potential so the whole team can succeed together. Creating an inclusive workplace policy is like building a foundation for a positive work environment where everyone can thrive. Whether you're just starting or looking to improve your current policies, this guide will show you how to create a place where everyone feels they belong. Start today by assessing your current practices, engaging with your employees, and implementing thoughtful policies that promote inclusion at every level.

[Resource: TruWorthWellness: Inclusive Workplace Policies](#)

### Elements of Effective Inclusive Workplace Policy



# RESOURCE: Inclusive Policies, Practices and Procedures

Workplace policies outline principles and responsibilities that both managers and employees need to adhere to. They ensure a consistent approach to procedure and help formalise what is expected of employees across the business. This resource focuses on four sample policies and procedures;

1. Non-discrimination policy
2. Accommodations and accessibility policy
3. Family, caring and parenting policy
4. Well-being policy

[Resource: RICS Org](#)

## Non-discrimination policy

The purpose of a non-discrimination policy is to establish a framework to promote equal treatment, fairness and inclusivity in an organisation or a specific context.

In the UK, a policy would aim to prevent discrimination based on protected characteristics as defined under the [Equality Act 2010](#).

### What is discriminatory behaviour?

Bullying and harassment are when someone tries to intimidate or offend someone else. It can take verbal, physical, written or electronic forms. RICS' Rules of Conduct prohibit any member from bullying, victimising or harassing anyone.

Examples of these prohibited behaviours include undermining or picking on someone, denying someone training or promotion opportunities, spreading malicious or insulting rumours, sabotaging work or treating someone unfairly.

If you are based outside the UK, use the applicable law and regulations to help define your policy.

By setting out a zero-tolerance policy for harassment and discrimination, an organisation will give its employees confidence that all reports of poor behaviour will be taken seriously.

Harassing behaviour includes, but is not limited to:

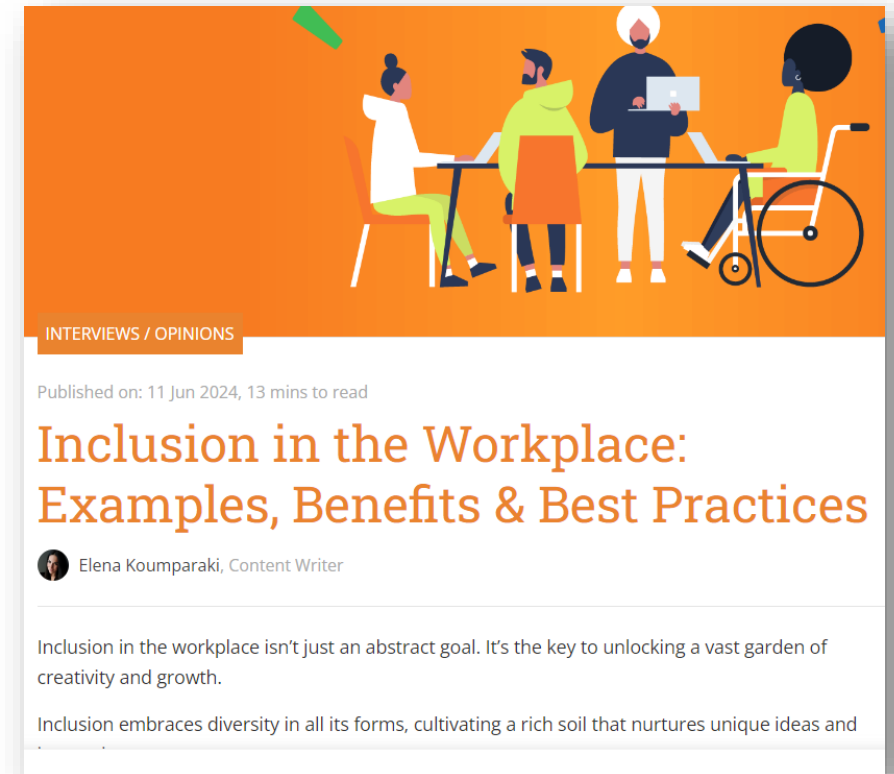
- making employment decisions based on protected characteristics
- creating a hostile work environment based on protected characteristics
- retaliation against individuals who raise concerns related to discrimination
- failure to provide reasonable adjustments for individuals with disabilities, as required by law

## RESOURCE: Inclusive Examples, Benefits, Tools and Best Practices.

This resource explores how to create an inclusive workplace where everyone can thrive. Turning a garden of possibilities into a flourishing reality. It covers.

1. What is an inclusive workplace?
2. Why you should care about inclusion in the workplace
3. Benefits of inclusion in the workplace
4. Challenges of engaging an inclusive workplace
5. Effective ways to measure inclusion in the workplace
6. Inclusion in the workplace examples
7. Best practices for workplace inclusion
8. Necessary tools to achieve an inclusive culture
9. The path forward for inclusive workplaces

[Resource: Talent Learning](#)



# Core Business Area 4

## Employee Engagement & Behaviours



Inclusive workplace employee behaviours are essential for creating an environment where all individuals feel valued, respected, and empowered to contribute their best work. When employees embrace inclusive behaviours—such as being open-minded, collaborative, and supportive—they help build a culture of equality and mutual respect. This leads to improved team dynamics, greater employee satisfaction, and a stronger, more company culture.



# Core Business Area 4

## The Survey Results Are In!

### Employee Engagement & Behaviours

This section helps you understand the insights from your survey responses and provides tailored solutions, support, and resources to strengthen your core business areas, focusing on inclusive workplace behaviours. By analysing the data, we identify improvement opportunities and offer strategies to enhance inclusivity, ensuring your workplace aligns with diversity, respect, and equality. The tools and resources here aim to empower you to create a more inclusive environment, improve team dynamics, and drive positive change within your company.

## Section 4. Employee Workplace Behaviours

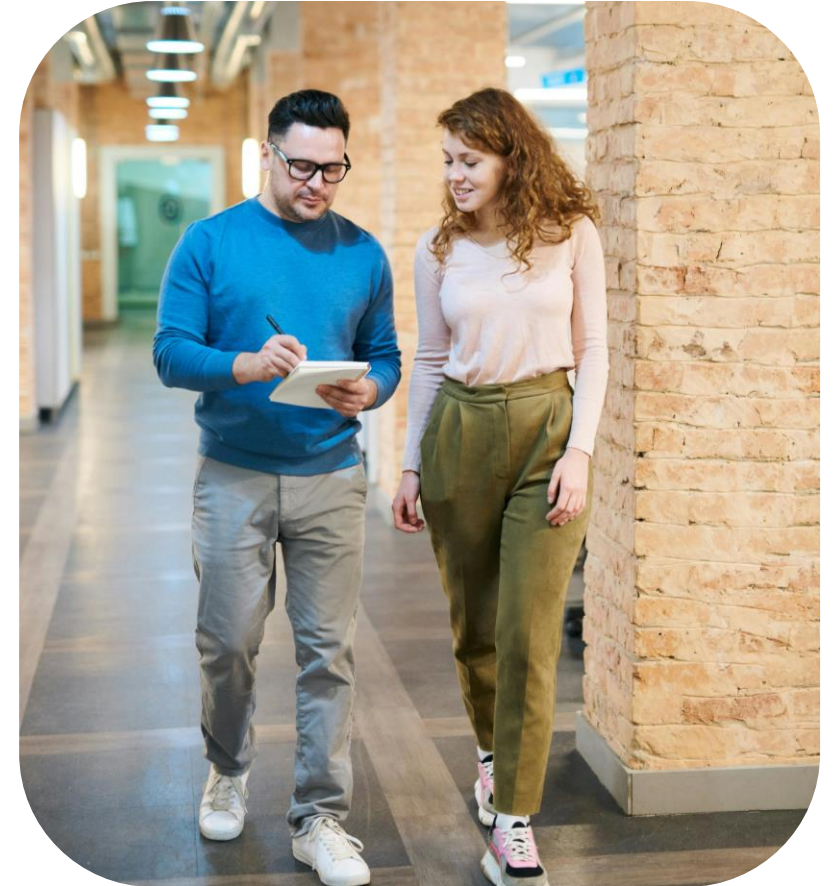
| Survey Questions                                                                                            | Potential Responses                                                                                                                                                                               | Potential Solutions                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 9. Have you ever witnessed or experienced <b>exclusionary, discriminatory</b> , or biased behavior at work? | <b>Good:</b> "No" to Question 9 and "Yes" to Question 10.<br><br><i>Indicates a positive, inclusive environment and prompt conflict resolution.</i>                                               | <ul style="list-style-type: none"><li>▪ <b>Address Bias:</b> Develop and enforce a clear anti-discrimination policy, ensuring it is accessible to all employees.</li><li>▪ <b>Incident Reporting:</b> Establish a safe, anonymous reporting system for discriminatory behaviours.</li><li>▪ <b>Conflict Resolution:</b> Train HR and managers in conflict resolution and restorative practices.</li></ul> |
| 10. Are <b>conflicts or issues</b> related to inclusion addressed promptly and effectively?                 | <b>Bad:</b> "Yes" to Question 9 with examples of discriminatory behavior, and "No" to Question 10.<br><br><i>Reveals issues with discriminatory incidents and ineffective conflict resolution</i> | <h3>Supports and Resources</h3> <ul style="list-style-type: none"><li>❖ Partner with companies like <b>EEOC</b> or <b>Workplace Fairness</b> for policy guidance.</li><li>❖ Use tools like <b>EthicsPoint</b> to set up anonymous reporting systems.</li><li>❖ Train managers with resources from <b>CIPD</b> or <b>LinkedIn Learning</b> on conflict management.</li></ul>                               |



# 8 Key Elements of an Inclusive Workplace Culture

According to Limeade, an inclusive workplace culture has eight key elements:

1. **Having a voice:** employees who have the safe space to provide their opinion will be more likely to speak up
2. **Belonging:** providing a sense of belonging increases the connection an employee has with their company
3. **Uniqueness:** everyone is different, and companies will do well to treat employees as individuals with unique opinions, experiences, strengths, and goals
4. **Feeling valued:** an employee will have a better sense of their value when they feel that their unique self is appreciated



## 8 Key Elements of a Workplace Culture

5. **Learning and development:** an employee will feel like their company cares when they have access to education and the opportunity to grow within the company
6. **Collaborative environment:** collaborative environments can break down silos and increase productivity and camaraderie
7. **Access to resources:** resources like support from managers, employee resource groups, work environment guides, and increased transparency lets employees know that their company is committed to diversity & inclusion
8. **Strategic alignment:** alignment from all departments, specifically including the leadership team helps to ensure an inclusive environment



# Manage Negative Employee Non Inclusive Behaviours:

Start by Connecting,  
Recognising & Supporting  
Your People



Creating a thriving workplace starts with fostering connections, celebrating achievements, and supporting your team.

These pillars enhance morale, collaboration, and innovation, driving long-term success. Let's explore strategies to effectively connect, recognize, and support your people.

# Build Cultural DEI Change by Connecting, Recognising & Supporting Your People

**Building a thriving DEI culture and workplace begins with enabling genuine connections, recognising contributions, and providing unwavering support for your team.**

These three pillars—**connection, recognition, and support**—are the foundation of a positive and productive company culture.

By embracing meaningful engagement, celebrating the unique strengths and achievements of individuals and teams, and addressing the diverse needs of your workforce, you create an environment where everyone feels valued and respected. This commitment not only boosts morale and trust but also fuels innovation, collaboration, and sustained success. Let's delve into strategies to effectively connect with, recognize, and support your people while championing DEI principles.



# Pillar 1: Connection For Positive Employee Behaviours

When considering **employee inclusive behaviours**, the three pillars of **connection, recognition, and support** play a crucial role in shaping an inclusive workplace culture. By integrating these three pillars, companies can create a more inclusive culture where all employees feel valued, empowered, and motivated to contribute their best work. Here's how each pillar can be applied:

- **Inclusive Communication:** In an inclusive workplace, employees engage in open, respectful communication where everyone's voice is heard. When all employees feel free to express their opinions without fear of dismissal, it provides better understanding and collaboration.
- **Building Relationships Across Differences:** Employees actively work to build connections across differences, such as culture, gender, and experience. They understand that diverse relationships promote a more cohesive team environment.
- **Team Collaboration:** Creating opportunities for collaboration across diverse groups helps employees build strong connections that transcend traditional workplace boundaries and fosters an atmosphere where everyone's contributions are valued.

**Addressing Negative Behaviours:** Negative behaviours like exclusion or marginalising others can be addressed by awareness of communication styles and encouraging more inclusive language. Managers can provide training and resources on how to communicate with respect, emphasizing that language should be inclusive and avoid stereotyping.



## Pillar 2: Recognition for Inclusive Behaviours

- **Acknowledging & Valuing Diverse Contributions:** Employees in an inclusive workplace recognise and celebrate the unique contributions of their colleagues. They understand that diverse perspectives improve problem-solving, creativity, and innovation.
- **Promote and Celebrating Fair Recognition All Employees:** It's important to ensure that recognition programs are not biased toward certain groups or demographics but are inclusive of all individuals, taking into account the diversity within the team. Inclusive employees ensure that recognition and praise are given equitably, acknowledging achievements without bias toward gender, race, or any other identity characteristic.
- **Inclusive Leadership:** Leaders can practice inclusive recognition by intentionally spotlighting the achievements of employees from historically underrepresented groups, ensuring that everyone's hard work is acknowledged.

**Addressing Negative Behaviours:** If recognition is biased or skewed toward certain groups, it can lead to feelings of resentment or disconnection. Negative behaviours like favoritism or biased recognition can be mitigated by implementing structured recognition programs that assess contributions fairly and transparently. This ensures all employees feel valued, regardless of their background.



## Pillar 3: Support for Inclusive Behaviours

- **Offer Equal Opportunities for Growth:** Offering equitable access to training, mentorship, career advancement, and resources ensures that all employees, regardless of background, have the support they need to succeed. Inclusive employees support one another and strive to create an environment where everyone has access to resources to succeed.
- **Encouraging Collaboration and Teamwork:** In an inclusive workplace, employees work collaboratively, sharing knowledge and ideas freely, with an understanding that each team member's success contributes to the whole team's success.
- **Safe and Inclusive Work Environment:** Employees should feel supported in expressing their authentic selves. This means creating an environment where diversity is not only accepted but encouraged, and where inclusive behaviours are actively supported.

**Addressing Negative behaviours:** Negative behaviours such as sabotage, lack of collaboration, or hoarding information can be counterproductive in an inclusive workplace. To address these behaviours, managers can set clear expectations for teamwork and inclusivity, providing training on the importance of collaboration and supporting mutual success. Regular team-building activities and transparent communication can also help discourage behaviours that create division.



# Self Efficacy & Inclusion

Researchers suggest that inclusion is related to self-efficacy, that is, someone's belief that they can do their job, and is supported by feeling like part of a team, presumably because it helps the individual feel like a valued team member.



## Dealing with Hostile Or Negative Employees can Lead to Immeasurable Consequences.

Negative employees can make a workplace unhealthy and hostile. First indicators are mostly low team morale or decreased productivity.

According to Harvard Business Review, leaders in Fortune 1,000 firms spend **13%** of their work hours dealing with the consequences of workplace negativity.

**48%** of employees experiencing work negativity intentionally reduce their work effort.

Negativity or hostility in the workplace costs businesses **€3 billion** each year.

The bottom line is failing to deal with a toxic employee can lead to immeasurable consequences.

## How to turn hostile attitudes and non inclusive behaviours around?

**Understanding the root cause** is crucial before addressing the behaviour. Often negative attitudes stem from personal issues, lack of clarity, work related frustrations, lack of motivation, feeling unheard or not valued.

**Have an open mindset** and make them aware of their behaviours and impact and how they do not reflect company behaviours and performance.

**Focus on a Solution:** Ask them to share their reasons, perspectives and solutions to the issues they complain about. This approach empowers them and shifts the focus from complaining to action.

**Implement a Performance Improvement Plan (PIP)** if an employee's negativity persists despite your efforts, include expectations, timeline for improvement and consequences.

# Identifying and Addressing Exclusive Workplace Behaviours



This involves recognizing actions, attitudes, or practices that exclude or marginalise individuals based on their identity, such as race, gender, or background. It is crucial to understand and address these behaviours because they can undermine morale, hinder collaboration, and perpetuate inequality. By addressing exclusive behaviours, companies can foster a culture of respect, equality, and trust, leading to improved employee behaviours and ultimately an inclusive culture.

# Conscious and Unconscious Bias

**People are often unaware of their bias:** Unconscious and conscious biases can significantly impact employee interactions, decision-making, and performance evaluations. In an inclusive workplace, employees are encouraged to recognise and challenge their biases to ensure that these do not influence their behavior toward colleagues unfairly. Negative behaviours like favoritism, stereotyping, and inequitable treatment can often stem from unconscious biases.

- ❑ **Solution:** companies can address this by offering regular bias-awareness training, implementing structured hiring, promotion, and performance appraisal processes, and encouraging employees to reflect on their assumptions and behaviours.

**Managers need to address their bias:** Bias –both conscious and unconscious – means that the experience of work will differ between employees. Managers may need to address the idea that their ‘own assumptions and expectations about how people “should” think and act is a basis for success’ And, general approaches can only be effective if decision-makers are aware of, and manage, their own biases.

- ❑ **Solution:** People management practices should be evaluated for bias; for example, do progression and promotion or voice practices promote inclusion?



# Conscious and Unconscious Bias

**Promote Accountability:** Employees and managers should be held accountable for their actions, especially when their behaviours contradict the values of inclusivity. Companies can introduce systems for reporting and addressing bias-related issues, ensuring that employees are actively involved in creating a more inclusive and fair workplace.

**Inviting Marginalized Voices:** In an inclusive workplace, all employees are encouraged to share their ideas, regardless of their position or background. Negative behaviours that silence or marginalise certain groups, such as speaking over others or dismissing contributions from underrepresented employees, should be actively addressed.

**Addressing Systemic Inequities:** Negative behaviours can also stem from deeper, systemic inequalities within the company. To address this, leaders need to actively review and revise company policies to ensure they are fair and inclusive. This might include revisiting promotion criteria, pay structures, or access to development opportunities.



# Identify and Address Exclusive Workplace Behaviours

| What the Behaviour Looks Like                                                                                                                                                                                                                                                                                                                                                   | How to Address Them                                                                                                                                                                                                                                                                                                                                               |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Microaggressions:</b> <ul style="list-style-type: none"><li>• Making dismissive comments or jokes about someone's identity, culture, or background.</li><li>• Interrupting or talking over underrepresented individuals in meetings.</li><li>• Assuming someone's capabilities or preferences based on stereotypes.</li></ul>                                                | <ul style="list-style-type: none"><li>❖ Educate employees on what microaggressions are and their impact through training programs.</li><li>❖ Encourage open dialogue to help team members recognize and address their own biases.</li><li>❖ Managers should model inclusive communication by actively listening and ensuring everyone's voice is heard.</li></ul> |
| <b>Exclusionary Practices:</b> <ul style="list-style-type: none"><li>• Leaving certain team members out of key meetings, projects, or decision-making processes.</li><li>• Forming cliques that isolate individuals based on gender, ethnicity, or other characteristics.</li><li>• Using language or jokes that alienate individuals from feeling part of the group.</li></ul> | <ul style="list-style-type: none"><li>❖ Establish clear processes to ensure everyone is included in relevant opportunities and decision-making.</li><li>❖ Promote team-building activities that build connections across diverse groups.</li><li>❖ Create an inclusion charter for the team, setting expectations for behavior and accountability.</li></ul>      |

## What the Behaviour Looks Like

### **Favoritism or Nepotism:**

- Giving certain employees preferential treatment, such as promotions, assignments, or praise, based on personal biases.
- Overlooking the contributions of certain employees while regularly recognising others.

### **Disregarding Different Communication Styles:**

- Favoring outspoken employees while undervaluing quieter team members.
- Ignoring language or cultural barriers in communication.
- Assuming silence equals agreement or disengagement.

## How to Address Them

- ❖ Implement objective performance evaluations and transparent promotion criteria.
  - ❖ Provide training to managers to reduce bias in decision-making.
  - ❖ Encourage peer recognition systems where employees can celebrate each other's achievements.
- 
- ❖ Encourage different communication styles by creating safe spaces for employees to express their thoughts (e.g., anonymous feedback options).
  - ❖ Provide cultural competency training to foster better understanding of diverse communication approaches.
  - ❖ Regularly check in with team members to ensure clarity and inclusion in discussions.



| What the Behaviour Looks Like                                                                                                                                                                                                                                                          | How to Address Them                                                                                                                                                                                                                                                                                                                                                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Tokenism:</b></p> <ul style="list-style-type: none"> <li>• Including diverse employees in teams or projects but not valuing their input.</li> <li>• Highlighting one individual as the "face" of diversity without systemic changes to ensure broader representation.</li> </ul> | <ul style="list-style-type: none"> <li>❖ Focus on genuine inclusion, ensuring diverse employees are empowered to contribute meaningfully.</li> <li>❖ Diversify leadership and ensure decision-making teams reflect a range of perspectives.</li> <li>❖ Avoid singling out individuals to represent an entire group; instead, celebrate diversity holistically.</li> </ul> |
| <p><b>Resistance to Change:</b></p> <ul style="list-style-type: none"> <li>• Pushback against inclusive initiatives with comments like, "This is just how we've always done it."</li> <li>• Dismissing diversity efforts as unnecessary or a low priority.</li> </ul>                  | <ul style="list-style-type: none"> <li>❖ Communicate the business and cultural benefits of diversity and inclusion to all employees.</li> <li>❖ Highlight success stories and case studies where inclusion has driven innovation or success.</li> <li>❖ Involve employees in shaping inclusion initiatives to encourage ownership and buy-in.</li> </ul>                  |

| What the Behaviour Looks Like                                                                                                                                                                                                                                                                                                            | How to Address Them                                                                                                                                                                                                                                                                                                                                                       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Biased Workload Distribution:</b></p> <ul style="list-style-type: none"> <li>Consistently assigning mundane or "office housework" tasks (e.g., note-taking, organizing meetings) to specific groups, such as women or junior staff.</li> <li>Overlooking certain employees for challenging or high-visibility projects.</li> </ul> | <ul style="list-style-type: none"> <li>❖ Focus on genuine inclusion, ensuring diverse employees are empowered to contribute meaningfully.</li> <li>❖ Diversify leadership and ensure decision-making teams reflect a range of perspectives.</li> <li>❖ Avoid singling out individuals to represent an entire group; instead, celebrate diversity holistically.</li> </ul> |
| <p><b>Resistance to Change:</b></p> <ul style="list-style-type: none"> <li>Rotate administrative tasks fairly among all team members.</li> <li>Set up systems to match employees to projects based on skills and career development goals.</li> <li>Regularly review workload distribution to ensure fairness.</li> </ul>                | <ul style="list-style-type: none"> <li>❖ Communicate the business and cultural benefits of diversity and inclusion to all employees.</li> <li>❖ Highlight success stories and case studies where inclusion has driven innovation or success.</li> <li>❖ Involve employees in shaping inclusion initiatives to encourage ownership and buy-in.</li> </ul>                  |

## What the Behaviour Looks Like

### Inappropriate Humor or Language:

- Making jokes or comments that target a person's gender, ethnicity, age, or other personal traits.
- Using insensitive or exclusive terminology in professional settings.

### Unequal Access to Development Opportunities:

- Providing certain employees with more access to training, mentorship, or networking opportunities than others. Assuming some employees don't want or need professional growth opportunities based on stereotypes.

## How to Address Them

- ❖ Establish a zero-tolerance policy for discriminatory or offensive language.
- ❖ Provide training on appropriate workplace communication.
- ❖ Encourage employees to call out inappropriate behavior respectfully and without fear of retaliation.
- ❖ Offer equal access to training, mentorship, and career development programs.
- ❖ Regularly discuss career aspirations with all employees to identify opportunities for growth.
- ❖ Track and review who is participating in development initiatives to ensure inclusivity.

## What the Behaviour Looks Like

### Unaddressed Bias in Decision-Making:

- Hiring, promoting, or awarding raises based on “fit” rather than objective criteria.
- Relying on “gut instincts” that may be influenced by unconscious biases.

### Unequal Access to Development Opportunities:

- Providing certain employees with more access to training, mentorship, or networking opportunities than others.
- Assuming some employees don’t want or need professional growth opportunities based on stereotypes.

## How to Address Them

- ❖ Use structured, objective criteria for hiring, performance reviews, and promotions.
- ❖ Train leaders on recognising and mitigating unconscious biases.
- ❖ Introduce diverse interview panels to reduce bias in recruitment.
- ❖ Offer equal access to training, mentorship, and career development programs.
- ❖ Regularly discuss career aspirations with all employees to identify opportunities for growth.
- ❖ Track and review who is participating in development initiatives to ensure inclusivity.



# Create a Safe Inclusive Workplace Culture

## Implement Discrimination and Harassment Policies

Creating a safe and inclusive workplace culture means enabling a workplace environment where all employees feel respected, valued, and free from discrimination or harassment, enabling them to thrive personally and professionally.

Implementing discrimination and harassment policies ensures clear guidelines for behavior, reinforces a commitment to diversity and equity, protects employee well-being, and promotes a workplace where everyone feels safe and included, ultimately driving productivity and engagement.

# Create a Safe Inclusive Workplace Culture –Implement Discrimination and Harassment Policies



**European  
Trade Union  
Confederation**  
ETUC  
Harassment  
and Violence at  
Work – a Guide  
for Businesses

Evidence suggests that workplace discrimination and harassment affects women more than men, and that this is compounded by other factors such as age, disability, ethnicity, and sexual orientation.

Companies looking to retain a diverse workforce must provide a safe, inclusive, and respectful workplace. One of the first steps is to address and prevent workplace discrimination and harassment. Key steps to prevent discrimination and harassment are to:

- 1) develop and implement industry standard discrimination and harassment policies, and
- 2) establish a safe and secure complaints process. With these in place, you provide employees the right to a safe and respectful workplace which is fundamental to supporting a diverse workforce and retaining talent.

# What Counts as Discrimination in the Workplace?



Discrimination is defined as less favourable treatment. An employee is said to be discriminated against if they are treated less favourably than another employee is treated, has been treated or would be treated, in a comparable situation on any of the above 9 grounds.

**Discrimination can be *direct* or *indirect*.**

To establish **direct discrimination**, a direct comparison must be made. For example, in the case of disability discrimination, the comparison must be between a person who has a disability and another person who does not. Or between two people with different disabilities.

**Indirect discrimination** is when practices or policies do not appear to discriminate against one group more than another but actually have a discriminatory impact. Indirect discrimination can also happen where a requirement that may appear non-discriminatory adversely affects a particular group or class of people.

## 9 Grounds of Discrimination and Harassment

There are **9 grounds for discrimination**, known as the *protected grounds*. These are:

1. **Gender:** includes man, woman or transgender (see 'legislation covering discrimination' below)
2. **Civil status:** includes single, married, separated, divorced, widowed people, civil partners and former civil partners
3. **Family status:** this refers to the parent of a person under 18 years or the resident primary carer or parent of a person with a disability
4. **Sexual orientation:** includes gay, lesbian, bisexual and heterosexual
5. **Religion:** means religious belief, background, outlook or none
6. **Age:** this does not apply to a person aged under 16
7. **Disability:** includes people with physical, intellectual, learning, cognitive or emotional disabilities and a range of medical conditions
8. **Race:** includes race, skin colour, nationality or ethnic origin
9. Membership of the **Traveller community**.

# Specific Situations Covered By Employment Equality Legislation

1. **Disability.** Employers must make reasonable accommodations for employees with disabilities. This includes providing access to employment and enabling people with disabilities to participate in employment including promotion, and training.
2. **Pregnancy-related** discrimination on the grounds of gender includes recruitment, promotion and general conditions of employment. Employees are also protected under maternity protection and unfair dismissal legislation if you are pregnant or have recently given birth.
3. **Equal pay.** Employment equality legislation provides for equal pay for like work. *Like work* is defined as work that is the same, similar or work of equal value. It is one of the terms that must be part of the contract of employment. A claim for equal pay can be made on any of the 9 grounds listed above.
4. **Harassment** including sexual harassment that is based on any of the 9 grounds is a form of discrimination in relation to conditions of employment. Bullying at work which is linked to one of the 9 discriminatory grounds above comes under employment equality legislation.
5. **Victimisation.** Employees are protected against victimisation if they bring a claim or are involved in a complaint of unlawful discrimination against you, their employer. This means that you may not penalise the employee by dismissal, unfair treatment or an unfavourable change in their conditions of employment.

# Develop a Discrimination and Harassment Policy

Developing and implementing discrimination and harassment policies is an essential step to prevent discrimination and harassment in the workplace. SMEs can adopt their own Discrimination and Harassment policies by

- Looking at other samples such as [Sample Bullying and Sexual Harassment Policy](#) or [Workplace Harassment Policy Sample](#)
- Writing their own by using the [free Anti-Discrimination Policy Template](#)

**At a minimum, discrimination and harassment policies should include:**

- ☐ A clear and unambiguous statement outlining the company's zero-tolerance approach to preventing discrimination, bullying and sexual harassment in the workplace.
- ☐ Definitions of discrimination and harassment.
- ☐ A summary of the legal obligations of employers and individuals.
- ☐ A summary of the responsibilities of all employees and leadership within the company.
- ☐ A clear process for reporting discrimination and harassment complaints.

# Actively Engage to Eliminate Discriminatory Behaviour

**Addressing discrimination** Although implementing discrimination and harassment policies is a critical step towards providing a safe and respectful workplace, policies alone are insufficient to prevent this behaviour from occurring.

Companies must actively engage to eliminate discriminatory behaviour and harassment for these policies to be effective. Further steps you can take in your workplace include:

- ❑ **Identifying possible risk factors** for discrimination and harassment, for example, where you have a staff member returning from parental leave or injury, or when making changes at work to accommodate new employees, who may have specific accessibility needs.
- ❑ **Identifying areas where discrimination has occurred.** SMEs can do this by conducting exit interviews with departing employees, conducting anonymous staff surveys, or by reviewing teams with high rates of staff turnover.
- ❑ **Providing discrimination and harassment training** to staff to ensure they understand their rights and responsibilities in the workplace. There are low-cost training options online.

# Establish a Complaints and Response Process

**Employers must establish a process for receiving and responding to discrimination or harassment complaints.**

For employees to feel comfortable raising issues of discrimination or bias in the workplace, processes must be in place that allow individuals to raise issues of discrimination and bias, and ensure these issues are heard and acted upon. Consider taking the following steps:

**Establish a complaints process** for employees to report discrimination. This process must be confidential, independent, and accessible to all employees. It must give at least two options for people to whom employees can report a complaint. The process should ensure that no victimisation can occur after a complaint has been made, and that the process has a defined timeline and is well-documented.

**Nominate at least two staff members as D&H Contact Officers** for employees to discuss D&H matters. Ideally, this should be someone other than the most senior leader of the business, to ensure staff are comfortable raising these matters. They should be trained and audited they are adhering to their role and guidelines.

# Support Inclusion: Establish a Complaints and Response Process

**Provide access to information on support services** for individuals to contact. A list of company's and resources that can provide assistance. In cases where an individual's needs cannot be met within the workplace, engage with specialist external support services, e.g., LGBTIQ+ and disability services.

**Consider engaging an Employee Assistance Program (EAP).** EAPs provide confidential support to employees and in some cases are specifically targeted for small and medium businesses. Most provide access to counselling and support for employees, and many offer more services including company assessment, management consultation and crisis support. **Employee Resource Groups (ERGs):** Join or support ERGs (e.g., LGBT+, BAME, or disability networks) to provide a safe channel for voice and action.



# Manage Exclusive Employee Behaviours

## Implement Inclusive Training

Managing negative exclusive behaviours is crucial for creating a positive, productive, and healthy workplace culture. These behaviours—such as bias, discrimination, exclusion, and microaggressions—can undermine morale, hinder collaboration, lead to high turnover and limit the potential for innovation. Implementing targeted training is an effective way to manage and mitigate these behaviours, fostering an inclusive culture where all employees feel valued, respected, and empowered.

## Start: Allow Employees to Co-Lead with Inclusivity

**Inclusivity is not just the line managers' and leaders' role; it is ultimately everyone's responsibility. Everyone needs to work together and inclusively.**

**Start with D&I Training:** Make inclusion relevant to all line managers and employees. Ensure all employees understand what diversity and inclusion are about and how they relate to their working with others in the business. Make sure they understand that inclusion impacts everyone in their role and that it is everyone's responsibility to act in an inclusive way.

**Training is a legal obligation:** Training needs to be done from a liability standpoint so that the company can protect itself by demonstrating its efforts in the case of legal action. Further, in contrast to the view of diversity training backfiring, because it is prescriptive, some argue that training is a language that staff understand, especially in highly regulated industries where people are more likely to want clear instructions on what to do.

**Integrate D&I training into all training:** Build D&I themes into other training – for example on technical issues – to make it feel more integrated to employee development.

**Don't 'Sheep Dip':** Learning and development on diversity needs to be ongoing, not a cursory one-off exercise (the 'sheep dip' approach to training).



## Proposed D&I List of Relevant Employee Training

Here's a list of inclusive training programs for employees, designed to promote inclusion, equality, and diversity, with descriptions in the requested context:

- ❑ **Unconscious Bias Awareness:** Helps employees recognize and address unconscious biases that may influence their interactions and decisions in the workplace, such as in collaboration, teamwork, or customer interactions e.g., learn strategies that reduce bias and make fairer decisions,
- ❑ **Inclusive Workplace Behavior:** Teaches employees how to create an inclusive environment through respectful communication, active listening, and inclusive behaviours e.g., building empathy and using inclusive language.
- ❑ **Cultural Awareness and Sensitivity:** Enhances employees' understanding of cultural diversity, helping them collaborate effectively with colleagues and customers from diverse backgrounds.
- ❑ **Allyship:** Empowers employees to be allies by supporting marginalized groups and addressing inequities in the workplace e.g., how to recognise and challenge microaggressions and stereotypes.



## Proposed D&I List of Relevant Employee Training

- ☐ **LGBTQ+ Awareness:** Provides employees with an understanding of LGBTQ+ identities and the challenges faced by LGBTQ+ colleagues, enabling an inclusive environment for all.
- ☐ **Disability Awareness and Inclusion:** Educates employees about the importance of accessibility and inclusivity for people with disabilities in the workplace.
- ☐ **Generational Inclusion:** Encourages collaboration and mutual respect among employees from different generations, leveraging their diverse experiences and perspectives.
- ☐ **Microaggressions Awareness:** Educates employees on identifying, addressing, and preventing microaggressions to create a respectful and inclusive workplace.
- ☐ **Psychological Safety:** Helps employees understand the importance of psychological safety in fostering innovation, teamwork, and open communication e.g., feel empowered to share ideas without fear.



## Proposed D&I List of Relevant Employee Training

- ☐ **Anti-Discrimination and Harassment:** Educates employees on recognizing, preventing, and addressing discrimination and harassment in the workplace e.g., how to build a culture of mutual respect.
- ☐ **Gender Inclusion and Equity:** Focuses on building awareness of gender-related issues and promoting gender equity in the workplace e.g., understanding the impact of gender bias in the workplace.
- ☐ **Bystander Intervention:** Teaches employees how to intervene safely and effectively when witnessing inappropriate or exclusionary behavior e.g., recognising when intervention is needed and taking appropriate action.
- ☐ **Emotional Intelligence and Empathy:** Develops employees' emotional intelligence, enhancing their ability to understand and empathize with others e.g., active listening and how to reduce conflict.



## Proposed D&I List of Relevant Employee Training

- ✓ **Use different delivery methods** appropriate to the learning outcomes; these may include a mixture of online learning, face-to-face training workshops and in-depth experiential learning.
- ✓ **Make it relevant:** Consider how the training can be made relevant to each individual and their job role.
- ✓ **Evaluate training:** Continually evaluate the effectiveness of diversity and awareness training. Is it effective? Are issues repeating even after training? Are employees feeling more confident in the topics and know how to practically implement?
- ✓ **Introduce Check-ins and Feedback Loops**
  - ❑ **Action: Frequent Touchpoints:** Train managers to hold regular one-on-ones with employees to understand their needs and provide tailored training and support.
  - ❑ **Action: Feedback Mechanisms:** Implement systems for employees to provide anonymous feedback on how well managers are meeting their needs. Back it up with relevant training to support and close gaps.



# Supports & Resources



## GUIDE: Inclusive Language

- Understand offensive language
- How to talk about individual differences
- Learn different definitions

(See resource on the course page)



## TOOLKIT: EXPLORING ALLYSHIP

## TOOLKIT: Exploring Allyship

- This resource provides a set of practical tools that will enable you to proactively champion and sustain best practices in diversity, equity, and inclusion within your company

(See resource on the course page)



## GUIDE: Supporting Transgender in the Workplace

How employers can create an inclusive work environment where trans employees can fulfil their potential. (See resource on the course page)



## TOOLKIT: Employer Disability Toolkit

This Toolkit provides employers with key information relating to accommodating and supporting disabilities and employment.

<https://employersforchange.ie/Toolkits-for-Employers>

## Learning Outcomes

1. Demonstrate the ability to critically **evaluate and improve existing** D&I policies and practices.
2. Apply **strategies to embed** inclusion across company practices and leadership models.
3. Recognise **exclusive behaviors** that undermine inclusivity and implement measures to address them.
4. Create **actionable plans** to build a safe, inclusive and supportive workplace environment.
5. Leverage **employee engagement techniques** to sustain cultural change and promote inclusivity.
6. Effectively **measure and track** the success of D&I initiatives.



# Well Done!

## Module 4 Part 5

### Part 5: Empowering Teams Through DEI Collaboration, ERGs, and Recognition

*Part 5 focuses on engaging teams in DEI through collaboration, Employee Resource Groups (ERGs), and recognition programs. It includes strategies to promote inclusive behaviour, build ERGs for cultural ownership, and reward D&I champions. Participants will also develop intercultural competence and trust, form a deeper level of cultural understanding and team cohesion.*

[www.projectdare.eu](http://www.projectdare.eu)



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