Valuing people through diversity and inclusion

Code of practice for organizations
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreword</td>
<td>iii</td>
</tr>
<tr>
<td>Introduction</td>
<td>1</td>
</tr>
<tr>
<td><strong>Figure 1</strong> — Framework for valuing people through diversity and inclusion</td>
<td>2</td>
</tr>
<tr>
<td>1 Scope</td>
<td>3</td>
</tr>
<tr>
<td>2 Normative references</td>
<td>3</td>
</tr>
<tr>
<td>3 Terms and definitions</td>
<td>3</td>
</tr>
<tr>
<td>4 Getting in/starting the relationship</td>
<td>6</td>
</tr>
<tr>
<td><strong>Figure 2</strong> — Actions to value and increase diversity of people attracted to working on behalf of or engaging with the organization</td>
<td>7</td>
</tr>
<tr>
<td>4.1 Implementation in the organization</td>
<td>7</td>
</tr>
<tr>
<td>4.2 Communication with customers/clients</td>
<td>10</td>
</tr>
<tr>
<td>4.3 Contracting with supply chain partners</td>
<td>11</td>
</tr>
<tr>
<td>4.4 Engagement with communities</td>
<td>11</td>
</tr>
<tr>
<td>5 Staying in/continuing the relationship</td>
<td>11</td>
</tr>
<tr>
<td><strong>Figure 3</strong> — Actions to value and increase diversity of people continuing to work on behalf of or engaging with the organization</td>
<td>12</td>
</tr>
<tr>
<td>5.1 Implementation in the organization</td>
<td>12</td>
</tr>
<tr>
<td>5.2 Communication with customers/clients</td>
<td>18</td>
</tr>
<tr>
<td>5.3 Contracting with supply chain partners</td>
<td>18</td>
</tr>
<tr>
<td>5.4 Engagement with communities</td>
<td>19</td>
</tr>
<tr>
<td>6 Moving on/leaving the relationship</td>
<td>19</td>
</tr>
<tr>
<td><strong>Figure 4</strong> — Actions to ensure that the act of individuals moving on does not undermine the pursuit of diversity and inclusion</td>
<td>20</td>
</tr>
<tr>
<td>6.1 Implementation in the organization</td>
<td>20</td>
</tr>
<tr>
<td>6.2 Communication with customers/clients</td>
<td>22</td>
</tr>
<tr>
<td>6.3 Contracting with supply chain partners</td>
<td>22</td>
</tr>
<tr>
<td>6.4 Engagement with communities</td>
<td>23</td>
</tr>
<tr>
<td>Annex A (normative) Framework for leading and supporting the implementation of this British Standard</td>
<td>24</td>
</tr>
<tr>
<td>Annex B (normative) Developing a management system to manage changes prompted by this British Standard</td>
<td>25</td>
</tr>
<tr>
<td>Annex C (normative) HR and workforce policies</td>
<td>26</td>
</tr>
<tr>
<td>Annex D (normative) Framework for establishing relationships with customers/clients</td>
<td>28</td>
</tr>
<tr>
<td>Annex E (normative) Framework for establishing relationships with supply chain partners</td>
<td>30</td>
</tr>
<tr>
<td>Annex F (normative) Framework for establishing relationships with communities</td>
<td>32</td>
</tr>
<tr>
<td>Annex G (normative) Performance evaluation</td>
<td>34</td>
</tr>
<tr>
<td><strong>Figure G.1</strong> — Framework of measures to capture activity and progress</td>
<td>35</td>
</tr>
<tr>
<td><strong>Table G.1</strong> — Description of measures contained in Figure G.1</td>
<td>35</td>
</tr>
<tr>
<td><strong>Table G.2</strong> — Indicative performance measures in relation to getting in/starting the relationship (Clause 4)</td>
<td>36</td>
</tr>
<tr>
<td>Annex H (informative) Legislation in relation to diversity and inclusion</td>
<td>38</td>
</tr>
<tr>
<td>Bibliography</td>
<td>40</td>
</tr>
</tbody>
</table>
Summary of pages
This document comprises a front cover, and inside front cover, pages i to iv, pages 1 to 40, an inside back cover and a back cover.
Foreword

Publishing information

This British Standard is published by BSI Standards Limited, under licence from The British Standards Institution, and came into effect on 30 April 2017. It was prepared by Subcommittee HCS/1/1, National human capital standards, under the authority of Technical Committee HCS/1, Human capital. A list of organizations represented on these committees can be obtained on request to their secretary.

Use of this document

As a code of practice, this British Standard takes the form of guidance and recommendations. It should not be quoted as if it were a specification and particular care should be taken to ensure that claims of compliance are not misleading.

Any user claiming compliance with this British Standard is expected to be able to justify any course of action that deviates from its recommendations.

It has been assumed in the preparation of this British Standard that the execution of its provisions will be entrusted to appropriately qualified and experienced people, for whose use it has been produced.

Presentational conventions

The provisions of this standard are presented in roman (i.e. upright) type. Its recommendations are expressed in sentences in which the principal auxiliary verb is “should”.

Commentary, explanation and general informative material is presented in smaller italic type, and does not constitute a normative element.

Where words have alternative spellings, the preferred spelling of the Shorter Oxford English Dictionary is used (e.g. “organization” rather than “organisation”).

Contractual and legal considerations

This publication does not purport to include all the necessary provisions of a contract. Users are responsible for its correct application.

Compliance with a British Standard cannot confer immunity from legal obligations.
Introduction

This British Standard provides a framework and recommendations for valuing people through diversity and inclusion. It indicates how organizations can develop objectives, behaviours and measures that go beyond the minimum rights stated in law and increase the diversity and inclusion of people in or engaging with organizations.

The standard has been developed using BS 76000 as a foundation. BS 76000 provides a management system for realizing the full value that people bring to an organization through their capabilities, knowledge, skills, networks, experience, behaviours and attitudes. This standard identifies the leadership commitment and behaviours required to value diversity and inclusion in all organizations. It provides organizations with the means of developing their own objectives, behaviours and measures for capturing the effectiveness of their approach. It is recognized that all organizations (including SMEs and micro-businesses) are likely to tailor objectives, behaviours and measures to their particular operations, context and aspirations for diversity and inclusion. Some example measures are included.

This British Standard is based on the principles set out in BS 76000 for valuing people in an organization, which are:

a) people working on behalf of the organization have intrinsic value in addition to their protections under the law or in regulation, which needs to be respected;
b) stakeholders and their interests are integral to the best interests of the organization;
c) every organization is part of wider society and has a responsibility to respect its social contract as a corporate citizen and operate in a manner that is sustainable;
d) a commitment to valuing people who work on behalf of the organization and to meeting the recommendations of this standard which is made and supported at the highest level; and
e) each principle is of equal importance.

These principles, taken together, form a holistic approach to valuing diversity and inclusion. They take this particular British Standard beyond the human characteristics protected by law in the Equality Act 2010 [1] and public sector equality duties, to capture individual difference, life experience, social context and historical and cultural exclusion. This standard also encourages dialogue on these issues with a broad range of stakeholders and indicates an approach for an organization to take to recognize, value and embed diversity and inclusion within its operations and relationships with customers/clients, supply chains and communities.

In common with BS 76000, “valuing people” is not confined to the calculation of directly quantifiable monetary value, transactional utility or short-term return on investment. The term is used in recognition that “value”, defined as the inherent and unique merit and worth of people, connotes the actual or potential contribution that people at all levels in the organization make as a result of their unique capabilities, knowledge, skills, networks, experience, attitudes and insights. This standard reflects the belief that recognizing and respecting the value of people beyond the minimum rights stated in law has long-term personal, organizational and societal benefits.

The way in which an organization values its people and stakeholders is at the heart of its success. Figure 1 illustrates how diversity and inclusion can be valued in each of the three phases through which people and organizations interact (whether they are working for the organization, working on behalf of the organization or engaging with the organization as a customer/client or members of the community), namely:

- getting into organizations/starting the relationship (see Clause 4);
• staying in organizations/continuing the relationship (see Clause 5); and
• moving on/leaving the relationship (see Clause 6).

Figure 1 — Framework for valuing people through diversity and inclusion

The phrase “working on behalf of an organization” is deliberately used to acknowledge that it includes those who might be working on behalf of organizations through agencies, subcontractors and self-employment arrangements. The quality of a product or service often relies on the manner in which agencies, subcontractors (and others in the supply chain) value the diversity of the people they employ, or hire, to perform the work on behalf of others. The purpose of this standard is to provide a set of recommendations for influencing, engaging, consulting and aligning diversity and inclusion expectations within supply chains.

The phrase “engaging with the organization as a customer/client or members of the community” acknowledges the importance of the relationship that exists between these stakeholders and the organization for the sustainability of its operation.

This framework highlights the opportunities that exist for dynamic, creative dialogue between these parties related to diversity and inclusion. Such dialogue can inform the improvement of policies, procedures, practices and behaviours associated with diversity and inclusion within organizations and associated supply chains, and ultimately support the ongoing development of products and services provided by the organization.

This British Standard recognizes that the control and influence over the development of diversity and inclusion is strongest in organizations with a directly employed workforce, but that its application can be strengthened through stakeholder engagement.

• 4.1, 5.1 and 6.1 set out objectives, policies, processes, practices and behaviours that support diversity and inclusion within an organization.
• 4.2, 5.2 and 6.2 indicate how customers/clients can be involved.
• 4.3, 5.3 and 6.3 indicate how supply chain partners can be involved.
• 4.4, 5.4 and 6.4 indicate how communities can be part of valuing diversity and inclusion.
In addition, this British Standard acknowledges the need for:

1) leadership commitment in actively supporting a culture that acknowledges the value of diversity and inclusion (see Annex A);
2) a management system to manage the changes prompted by this standard in a structured and effective manner (see Annex B);
3) workforce policies and practices that support key aspects of this activity (see Annex C);
4) a framework for establishing relationships with customer/clients (see Annex D);
5) a framework for establishing relationships with supply chain partners (see Annex E);
6) a framework for establishing relationships with communities (see Annex F); and
7) a systematic approach to measuring, monitoring, analysing and evaluating performance in relation to diversity and inclusion (see Annex G).

This British Standard assumes knowledge and adherence to appropriate legislation in relation to anti-discrimination and the protection of individuals identified by certain characteristics (see Annex H).

1 Scope

This British Standard provides a framework for holistic approaches to diversity and inclusion that enable an organization to demonstrate its commitment to valuing people in its widest sense. It is intended to facilitate the fairness and dignity of all at work.

*NOTE* This British Standard is informed by and supports the principles contained in BS 76000, which specifies high-level strategic requirements for a management system for valuing people.

This British Standard provides recommendations for reviewing, assessing and undertaking a competent and principled approach to diversity and inclusion that encompasses:

- people management and development;
- the evolution of more inclusive policies, procedures, practices and behaviours within organizations supporting supply chain capability and diversity; and
- the building of productive relationships with others, be they customers or clients or people within communities.

This approach focuses on diversity and inclusion in organizations of all sectors, sizes, types and stages of development.

This standard recognizes that each organization is different and that decision-makers need to determine the most appropriate approach according to their organization’s context.

This British Standard is intended to be used by any responsible person(s) involved in organizational leadership and management. It is also relevant to stakeholders, including a directly employed workforce, contracted workers, trade unions or workforce associations and networks, community leaders, customers, clients and investors.

2 Normative references

There are no normative references in this document.

3 Terms and definitions

For the purposes of this British Standard, the following terms and definitions apply.
3.1 audit

systematic, independent, documented process for obtaining documented information, statements of facts or other relevant information and assessing them objectively to determine the extent to which the audit criteria are fulfilled

NOTE An audit can be an internal audit (first party) or an external audit (second party or third party), and it can be a combined audit (combining two or more disciplines).

[source: BS 76000:2015, 3.1]

3.2 diversity

characteristics of differences and similarities between people

NOTE 1 Diversity includes factors that influence the identities and perspectives that people bring when interacting at work.

NOTE 2 Diversity can foster learning from others who are not the same, about dignity, respect and inclusiveness for everyone, and about creating workplace environments and practices that foster learning from others to gain advantages of diverse perspectives.

[source: BS ISO 30400:2016, 9.1]

3.3 documented information

information required to be controlled and maintained by an organization and the medium on which it is contained

NOTE 1 Documented information can be in any format and media and from any source.

NOTE 2 Documented information can refer to:

• the management system, including related processes;

• information created in order for the organization to operate (documentation); and

• evidence of results achieved (records).

NOTE 3 In this British Standard, documented information can refer to evidence of the defined organizational values and behaviours that support diversity and inclusion.


3.4 flexible working

any kind of working that is considered to be outside a traditional working pattern

NOTE 1 This includes changes to the time, location and contractual arrangements of work.

NOTE 2 A traditional working pattern is one including features such as fixed hours, fixed location, fixed desk and face-to-face interaction by default.

[source: PAS 3000:2015, 2.1.6, modified]

3.5 inclusion

practice of including all stakeholders in organizational contexts

NOTE 1 Stakeholders from different groups are to be accepted and welcomed (e.g. offered opportunities on the basis of abilities, talents and skills).

NOTE 2 Legislation exists protecting people identified with certain characteristics (see Annex H). Other differences that are not protected in law, but which can lead to exclusion, include visible and non-visible factors such as social background, language/dialect, culture, work-style, personality and bodily appearance.

NOTE 3 Commitment to the valuing and inclusion of all the ways people are different requires a transparent approach that goes beyond legal compliance and embeds and sustains wider cultural change.
3.6 management system

set of interrelated or interacting elements of an organization to establish policies and objectives and processes to achieve those objectives

NOTE 1 A management system can address a single discipline or several disciplines.

NOTE 2 The system elements include the organization’s structure, roles and responsibilities, planning, operation, etc.

NOTE 3 The scope of a management system may include the whole of the organization, specific and identified functions of the organization, specific and identified sections of the organization, or one or more functions across a group of organizations.

3.7 organization

person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its objectives

NOTE The concept of “organization” includes, but is not limited to, a small/micro and medium business, company, corporation, firm, enterprise, authority, partnership, charity or institution, or part or combination thereof, whether incorporated or not, public or private.

3.8 outsource

make an arrangement where an external provider organization provides or performs part of an organization’s function or process

NOTE An external providing organization is outside the scope of the management system, although the outsourced function or process is within the scope.

3.9 policy

intentions and direction of an organization as formally expressed by its top management

3.10 risk

effect of uncertainty on objectives

NOTE 1 An effect is a deviation from the expected – positive and/or negative.

NOTE 2 Objectives can have different aspects (such as financial, health and safety, and environmental goals) and can apply at different levels (such as strategic, organization-wide, project, product and process).

NOTE 3 Risk is often characterized by reference to potential events and consequences, or a combination of these.

NOTE 4 Risk is often expressed in terms of a combination of the consequences of an event (including changes in circumstances) and the associated likelihood of occurrence.

NOTE 5 Uncertainty is the state, even partial, of deficiency of information related to, understanding or knowledge of an event, its consequence, or likelihood.
3.11 social groupings

groups of people recognized by law, self-identification or self-organization, who share a set of similar characteristics that are defined through demographic attributes or societal exclusion

NOTE People can identify with more than one characteristic, or social grouping, and might have intersecting identities. This could lead to experiences that are different to those experienced by the majority of a social grouping.

3.12 stakeholder

person or organization that can affect, be affected by, or perceive themselves to be affected by a decision or activity

[SOURCE: BS 76000:2015, 3.24]

3.13 top management

person or group of people who directs and controls an organization at the highest level

NOTE 1 Top management has the power to delegate authority and provide resources within the organization.

NOTE 2 If the scope of the management system covers only part of an organization then top management refers to those who direct and control that part of the organization.

NOTE 3 Where an organization has a non-hierarchical structure top management implies ultimate decision-makers, who might be business owners or partners.


3.14 unconscious bias

implicit or unintended influence of social background, cultural environment and personal experience in decision making

3.15 under-represented

disproportionate absence or recognition of people from social groupings

NOTE Under-representation of social groupings can be an indication of exclusion and could lead to subsequent disadvantage.

3.16 value

merit and worth of people due to their unique knowledge, skills and abilities

NOTE In this British Standard, “inherent value” refers to the principle that people are valued for who they are; not just because they deliver monetary value or money equivalents to their organization.

[SOURCE: BS 76000:2015, 3.26]

4 Getting in/starting the relationship

COMMENTARY ON CLAUSE 4

This clause assumes that, in accordance with Annex B, organizations have a) assessed the context of their business and organization and identified the opportunities and risks of valuing diversity and inclusion, and b) established their aims and objectives in regard to diversity and inclusion. This clause sets out the objectives, policies, processes, practices and behaviours that enable an organization to communicate, consult, engage and influence stakeholders in valuing and increasing the diversity of people attracted to working for or on behalf of the organization, and engaging with the organization as a customer/client or member of the community.

Figure 2 recognizes that the control and influence over the development of diversity and inclusion is strongest in organizations with a directly employed workforce and that the objectives, policies,
processes, practices and behaviours are to be implemented within an organization, but that processes of consulting, communicating and engaging with customers/clients, supply chains and communities are also required before change can be implemented outside of the organization.

Figure 2 — Actions to value and increase diversity of people attracted to working on behalf of or engaging with the organization

4.1 Implementation in the organization

COMMENTARY ON 4.1

This subclause sets out the objectives, policies, processes, practices and behaviours that can help an organization to minimize bias in recruitment and selection such that it is fair and accessible and better able to attract and acquire a skilled, talented and diverse workforce. It is assumed that organizations are operating within a framework for leading and supporting the implementation of this British Standard in accordance with Annex A, a management system in accordance with Annex B, a suite of overarching workforce policies in accordance with Annex C, the frameworks for establishing relationships with customer/clients, the supply chain partners and the community in accordance with Annex D to Annex F and performance evaluation in accordance with Annex G.

Attention is drawn to relevant legislation in this area, such as the Equality Act 2010 [1]. As outlined further in Annex H, this Act protects individuals identified by certain characteristics (protected groups) from discrimination and permits organizations to take proportionate positive action measures if people with a protected characteristic are at a disadvantage, have particular needs, or are under-represented in any activity or type of work.

4.1.1 Job design

COMMENTARY ON 4.1.1
As part of an integrated approach to workforce strategy, job analysis/design is a process of deciding on the contents of a job in terms of its objectives, duties and responsibilities, and how these are achieved ethically and in alignment with organizational values.

During job design, the organization should ensure that:

a) flexibility is built in to the job design process to cater for people from diverse backgrounds (e.g. reviewing how a job is described so any gender-specific language or terminology is removed and how a job is performed to accommodate individual needs);

b) competencies are taken into account, as well as qualifications and specific experience; and

c) there is full consideration of the opportunities for different contractual arrangements, working patterns and locations.

4.1.2 Job requirements and candidate expectations

The criteria against which candidates are to be assessed and the methods of assessment should be decided early on and communicated to each candidate. These should focus on the skills, abilities, competencies and qualities required for a specific job.

Job specification requirements should be clearly defined in the job description and should focus on the purpose of the job.

Organizations should ensure that, if the selection process is to include assessments (for example, psychometric tests), candidates are informed of the format and process, and these assessments are job specific, fit for purpose, proportionate, valid and reliable and do not present a barrier to access. Such assessments should be designed to minimize the need for adjustments, but where they are required these should be accommodated to ensure candidates can participate.

4.1.3 Candidate search and shortlisting process

COMMENTARY ON 4.1.3

How and where organizations advertise work opportunities is important to facilitating widening participation and delivering the approach to diversity and inclusion. Educational opportunities and achievements can often be related to family and social background and a “who you know” rather than “what you know” recruitment culture is a significant barrier to social inclusion and mobility.

A proactive approach to candidate sourcing should be applied to enable organizations to optimize all avenues for the supply of future skills needs, including:

a) work experience/trials;

b) apprenticeships;

c) job shadowing;

d) work placements;

e) internships;

f) school leaver recruitment;

g) graduate recruitment;

h) retraining and reskilling;

i) redeployment; and

j) resettlement and return to work programmes.
A variety of mechanisms should be used to attract talent, rather than single sources. The organization should be aware of the strengths and weaknesses of those mechanisms used in either maintaining the status quo of a workforce profile or improving its diversity.

To broaden outreach and attract candidates from a wider pool of people, organizations should ensure that:

1) opportunities are promoted broadly and transparently using a range of methods and media, such as organization websites or notices at its publicly accessible premises; national, local and social media; government and private employment agencies and through community involvement and links with schools, colleges and universities and other training providers;

2) private recruitment agencies have a clear understanding of the jobs being advertised, the organization’s culture and its commitment to diversity and inclusion and any priorities of the organization in addressing under-representation;

3) private recruitment agencies have a clear commitment to diversity and inclusion and are able to demonstrate this in measurable and transparent ways via audit results that show the broadest pool of candidates being attracted and put forward;

4) the wording of advertisements accurately describes the purpose and objectives of the job and is inclusive;

5) associated advertising imagery reflects a diverse workforce (actually employed or aspired to); and

6) the application process, whether paper or technology based, is wholly accessible, available in different formats and easy to use.

Organizations should promote their values and benefits via key messages and recommendations from the current workforce and contractors, using inclusive language and imagery.

Organizations should regularly review and evaluate the effectiveness of approaches taken and these approaches should be changed where the desired results have not been achieved.

Organizations should reach out to under-represented groups of people by providing targeted activities to support their preparation for the recruitment and selection process. The rationale for such approaches should be evidence based and their effectiveness in yielding diverse applicants should be reviewed, evaluated and communicated regularly.

Organizations should shortlist on the basis of the job and person specifications, and what is required to carry out the function of the job.

At each stage of the shortlisting process, managers should actively monitor outcomes to identify any patterns of inclusion or exclusion and enable rectification of any bias or exclusion. A full audit trail should be available to demonstrate the decision-making process.

Where curriculum vitae (CVs) or structured application templates are employed, the shortlisting process should employ methods to remove identifying information such as gender, age, etc. to retain objectivity and reduce the influence of bias.

### 4.1.4 Selection process

**COMMENTARY ON 4.1.4**

As outlined further in Annex H, attention is drawn to the Equality Act 2010 [1], which permits an employer to take a protected characteristic into consideration when deciding whom to recruit, where people having the protected characteristic are at a disadvantage or are under-represented.
Despite documented flaws, including the potential for conscious and unconscious bias, recruitment interviews remain the most popular selection tool; if used, interviews should be undertaken by an interview panel that, as far as possible, reflects the diversity of candidates being sought.

NOTE To ensure fair process, the panel would ideally be no less than three people, fully trained in recruitment, selection and diversity awareness.

The interview panel should commit to a set of structured, comparable interview questions and associated measures that relate directly to performance in the job, and which are applied to all candidates to ensure consistency.

Tasks set (in workplace or assessment centres) as part of the selection process should reflect the requirements of the job and be administered in a systematic way by experienced selectors to ensure objectivity and consistency and ensure candidates have an equal opportunity to demonstrate their abilities.

4.1.5 Appointment decisions and feedback

Appointments should be made on the basis of individual, evidenced skills, abilities, competencies and qualities required for the job in question and all candidates should be evaluated against these criteria prior to the organization undertaking any checks that are deemed security relevant for the job.

The final decision-making process should be based on the collated information and scores from each selection/assessment activity. Where possible, an independent third party should be involved in the scoring and decision-making process to help reduce the influence of any bias on the part of those involved in interviewing.

As a part of the policy and process, organizations should provide and seek feedback to and from all candidates, ensuring that:

a) feedback on interview performance is constructive, tailored and developmental;

b) general statements such as “you were very good, but somebody else was just better” are avoided; and

c) feedback from successful and unsuccessful candidates is used to improve the recruitment and selection process and the experience of future candidates.

4.2 Communication with customers/clients

COMMENTARY ON 4.2

This subclause aims to enable customers/clients to be part of the process of attracting a skilled, talented and diverse workforce. It is assumed that organizations are operating within the framework for establishing relationships with customer/clients given in Annex D.

Organizations should inform customers/clients of the intentions of the organization to implement objectives, policies, processes, practices and behaviours in accordance with 4.1 within it and its supply chain (see 4.3).

Organizations should consult customers/clients regarding the implications of implementing 4.1 and 4.3 for the product/service that is provided and, where appropriate, agree a mechanism for integrating common goals related to these into the service/product delivery arrangements.

Organizations should explore the potential for working together to further improve diversity and inclusion and increase the diversity of people getting into organizations and building customer relations with the organization.

NOTE As indicated in Annex D, this standard recommends the development of shared diversity and inclusion objectives with customers/clients to support a) the implementation of 4.1 within an organization; b) the diversity of its customers and (c) innovation in its products/services. Progress in respect of 4.1 and 4.2 could be measured
through workforce and customer satisfaction surveys and the monitoring of diversity in relation to workforce recruitment and new customers.

4.3 Contracting with supply chain partners

COMMENTARY ON 4.3

This subclause aims to enable organizations in the supply chain to be part of the process of attracting a skilled, talented and diverse workforce. It is assumed that organizations are operating within the framework for establishing relationships with supply chain partners given in Annex E.

Organizations should inform their supply chain partners of the intentions of the organization to implement objectives, policies, processes, practices and behaviours in accordance with 4.1 within it and its supply chain.

Organizations should consult supply chain partners regarding the implications of implementing 4.1 within it and its supply chain.

Organizations should explore the potential for working together to further improve diversity and inclusion and increase the diversity of people getting into organizations and beginning commercial relationships with the organization.

Organizations should design contractual arrangements that enable the implementation of 4.1 for people working on behalf of the organization.

NOTE As indicated in Annex E, this standard recommends changing procurement processes where this could enable a) supply chain partners to attract a more diverse workforce; and b) more diversity of supply chain partners. Progress in respect of 4.1 and 4.3 could be measured through satisfaction surveys and monitoring recruitment of workforce within supply chains and the recruitment of new suppliers.

4.4 Engagement with communities

COMMENTARY ON 4.4

This subclause aims to enable communities to be part of the process of attracting a skilled, talented and diverse workforce. It is assumed that organizations are operating within the framework for establishing relationships with communities given in Annex F.

Organizations should inform communities of the intentions of the organization to implement objectives, policies, processes, practices and behaviours in accordance with 4.1 within it and its supply chain.

Organizations should explore the potential for working together with communities to improve diversity and inclusion and increase the diversity of people getting into organizations and beginning commercial relationships with the organization.

NOTE As indicated in Annex F, community engagement might help identify potential future candidates, customers and supply chain partners. Progress in respect of 4.1 and 4.4 could be measured through recruitment, customer and supplier diversity in relation to the identified community.

5 Staying in/continuing the relationship

COMMENTARY ON CLAUSE 5

This clause assumes that, in accordance with Annex B, organizations have a) assessed the context of their business and organization and identified the opportunities and risks of valuing and increasing the diversity of people who work on their behalf; and b) established their aims and objectives in regard to diversity and inclusion. This clause sets out the objectives, policies, processes, practices and behaviours that enable an organization to communicate, consult, engage and influence stakeholders in valuing and
increasing the diversity of people staying and developing within organizations and ongoing commercial relationships.

Figure 3 recognizes that the control and influence over the development of diversity and inclusion is strongest in organizations with a directly employed workforce and that processes of alignment, contracting and engagement are a prerequisite for interventions to value people through diversity and inclusion developed with continuing customers/clients, supply chain partners and communities.

Attention is drawn to relevant legislation in this area, such as the Equality Act 2010 [1]. As outlined further in Annex H, this Act protects individuals identified by certain characteristics (protected groups) from discrimination and permits organizations to take proportionate positive action measures if people with a protected characteristic are at a disadvantage, have particular needs, or are under-represented in any activity or type of work.

Figure 3 — Actions to value and increase diversity of people continuing to work on behalf of or engaging with the organization

5.1 Implementation in the organization

COMMENTARY ON 5.1

This subclause sets out the objectives, policies, processes, practices and behaviours that can help an organization to provide an environment that is conducive to the development, retention and progression of a skilled, talented and diverse workforce. It is assumed that organizations are operating within a framework for leading and supporting the implementation of this British Standard in accordance with Annex A, a management system in accordance with Annex B, a suite of workforce policies in accordance with Annex C, the frameworks for establishing relationships with customers/clients, the supply chain and the community in accordance with Annex D to Annex F and performance evaluation in accordance with Annex G.
5.1.1 Induction
Organizational diversity and inclusion policies and practices should be presented and reviewed as part of the induction programme. As part of this, the commitment of top management to promoting diversity and inclusion should be emphasized, together with the duties and responsibilities of everyone in the workforce.
Opportunities should be provided for inductees to provide input to further develop and enhance the organization's policies and practices.
Individuals should be encouraged to report to management any particular characteristics that might necessitate adjustments to be made to jobs and expectations. Any data provided to management should be collated sensitively, so that no one individual is identified, and monitored to identify any under-representation or the effectiveness of recruitment activities.

5.1.2 Appearance
Within the confines of a dress code, or where no specific dress code exists, people should be given reasonable opportunity for personal expression in terms of appearance or dress as long as it does not inhibit them from doing their job in the particular context within which they work.

NOTE 1 Examples of personal expression could include religious symbols, as well as tattoos or piercing.
NOTE 2 Attention is drawn to relevant legislation in this area, such as the Equality Act 2010 [1] and the Human Rights Act 1998 [2].
Where an organization introduces a dress code or a change in any existing code, it should be underpinned by a sound business case or health and safety reason(s) and be developed in consultation with the workforce and applied fairly.
Where an organization provides clothing, it should be appropriate to gender and cultural needs and be fit for purpose. Any uniform should be developed in consultation with the relevant stakeholders.

5.1.3 Job quality
Adjustments to jobs should be made, where appropriate, to encourage the retention and progression of a talented, diverse and inclusive workforce.
Jobs and the job design process should be regularly re-evaluated to enable changes to take place in a timely manner to accommodate the potential needs of individuals.
Spaces and opportunities for social contact and interaction with other people should be provided whenever possible as a means of supporting a diverse and inclusive workforce. Spaces and places should be accessible by all to ensure all individuals feel their needs are catered for and they are included (for example, the provision of multi-faith or contemplation rooms).
Peer-to-peer networking, team/project working and other means of peer social support and communication should be encouraged.
Where team working forms part of working arrangements, attention should be paid to team dynamics to ensure that differences do not lead to social exclusion.
Workload systems should be fair and transparent to the workforce and changes to them should be discussed with appropriate stakeholders. Adjustment to workload should be evaluated for individuals unable to meet job requirements due to their particular situation. Any adjustments should be made in a consistent and transparent manner. Excessive or unreasonable workloads should be avoided.
People should not face pressure to attend work, or to do work from home or another location, when ill or signed off from work.
Open application to internal job opportunities, project or secondment roles or job rotation should be encouraged and facilitated.

5.1.4 Working time

As part of an organization's commitment to stability and sustainability, contractual working time arrangements should aim to be a balance between the needs of the organization and the workforce, and should be effectively managed, transparent and kept under review. As far as possible, working hours should be compatible with the right to a life outside of work.

These factors should be taken into account when work is “outsourced” or people transferred to other contractual arrangements.

Sustainable flexible working arrangements should be made available to everyone so they can reconcile work with other commitments they might have outside of work, such as caring responsibilities. Requests for reasonable bespoke arrangements that fall outside any current pattern of flexible working within present policies should be given serious consideration.

Organizational policies should set out the support available from the organization and line managers to people who work in a flexible mode.

There should be opportunities to re-negotiate long-term working arrangements to allow for changing circumstances and needs.

The workforce should be given reasonable notice of the requirement to change schedules of work or to work extra hours to allow scope for rearranging other commitments, including care arrangements.

Whenever practicable, reasonable breaks from work should be given to allow for prayer. The right to request extended unpaid leave in connection with bereavement and adjustment to working time to allow participation in key cultural and religious events should be promoted.

NOTE Attention is drawn to relevant legislation in this area, such as the Working Time Regulations 1998 and the right to request flexible working.

5.1.5 Pay and reward

Opportunities for increments in pay should be based on criteria that are fair and transparent to everyone in terms of access to opportunities and achievement.

Pay and conditions should be regularly reviewed for all, with policies and processes in place to benchmark against comparable roles internally and externally, systematic job evaluation and the involvement of appropriate stakeholders to ensure pay discrimination and unfair disparities can be addressed through the setting of organizational targets.

NOTE 1 Attention is drawn to relevant legislation for equal pay reporting.

The organization should proactively evaluate appropriate adjustments for pay, rewards and other terms and conditions of employment, including sickness absence processes, to enable continued employment, redeployment or re-engagement, wherever possible.

The organization should set individual and collective diversity and inclusion objectives in any performance assessment/reward process, with particular attention given to management performance, with regular monitoring against all objectives.

Organizations should provide clear and transparent guidance to managers setting diversity and inclusion objectives as part of the appraisal process.
Analysis should be undertaken of any bonus or rewards programme to review whether there is any unconscious bias against any group of people. This should be based on an assessment of both processes and outcomes.

**NOTE 2** Attention is drawn to the existence of relevant legislation in this area on minimum and living wages.

### 5.1.6 Promotion

**COMMENTARY ON 5.1.6**

As outlined further in Annex H, attention is drawn to the Equality Act [1], which permits an employer to take a protected characteristic into consideration when deciding whom to promote, where people having the protected characteristic are at a disadvantage or are under-represented.

Promotion processes should be transparent and widely communicated.

Promotion criteria should be transparent and justified in relation to the job requirements.

Promotion processes and outcomes should be monitored and evaluated regularly with the involvement of appropriate stakeholders to ensure they do not uphold unfair practices or put members of particular groups at a disadvantage.

Targeted opportunities should be provided to members of under-represented groups to better prepare them for the process of promotion. Such action should be underpinned by statistical analysis of under-represented groups and the justification widely communicated.

### 5.1.7 Performance appraisal

The performance framework and associated descriptors should be clear and transparent to everyone and should enable managers to make fair appraisal assessments, balancing judgement of past performance with the need and opportunity for development.

Performance appraisals should be confidential and kept separate from promotion processes.

Regular reviews should take place and reasonable adjustments should be made, where appropriate, to performance targets to accommodate individual needs in ways that are fair and transparent.

Performance targets should take account of diversity and inclusion objectives and priorities.

Appraisal objectives and reward mechanisms for managers should reflect the achievement of specific diversity and inclusion related objectives.

Any managers involved in performance assessments should be trained in making objective assessments which reduce the influence of bias.

### 5.1.8 Support mechanisms

#### 5.1.8.1 Peer support networks

Peer-to-peer support networks (on- and off-line) are good for both individuals and the organization; support and resources should be provided to facilitate the formation and continuation of internal and external workforce networks. The importance of these networking opportunities should be promoted during induction.

Organizations should support people who are members of protected or under-represented groups in finding support networks they identify with.

#### 5.1.8.2 Individual support

Coaches and mentors should be provided with training to enable them to understand diversity and inclusion policies and to create awareness and appreciation of particular needs and challenges that some people might face.
A suitable pastoral mentor or coach should be assigned, especially for members of protected or under-represented groups, particularly those with intersecting identities (i.e. people who identify with more than one characteristic). Different methods of delivering coaching and mentoring to suit varying groups and individuals should be evaluated and adopted as appropriate.

Support and resources should be provided to facilitate the formation and continuation of workforce networks for members of protected or under-represented groups of people to meet any identified role models and to further their collective work-related needs and interests.

Coaching and other forms of support, including group-based peer support, should be available in particular for under-represented groups.

### 5.1.9 Learning and development

The organization should ensure that everyone has appropriate access to learning activities and that a range of delivery methods and learning methodologies are made available.

Everyone should be given training in awareness of diversity and inclusion to create ownership of the approach and to promote relevant leadership behaviours. Everyone should be given the opportunity to provide input into the content and methods in diversity and inclusion training.

Everyone should be made aware of and encouraged to take part in any training and development during working hours. Organizations should adapt training and learning methods to accommodate the needs of the workforce.

Any organized learning activity should be evaluated by all participants. Evaluation should provide opportunities to make comments about any diversity and inclusion issues raised either within or by the training session.

To support full participation in the organization, people should be given access to organizational systems and appropriate training and support in how to use them. Any assumptions concerning peoples’ employees’ proficiency in and access to the use of technology (e.g. that everyone is on social media, or has a PC/laptop at home) should be avoided.

Managers should be supported and trained to deal with diversity and inclusion concerns within the team. Leadership training should be provided to enable managers to adapt their management style for managing diverse teams, with the aim of creating an inclusive environment and reducing the influence of bias in the management process.

### 5.1.10 Relationships (colleagues and supervisors)

Managers and top management should routinely demonstrate their personal commitment to promoting diversity and inclusion within and beyond their organizations.

The organization should seek opportunities to increase the diversity of line managers and top management (as well as “externally facing” managers) who influence the design of policy, processes, products, services and internal culture.

During periods of leave of absence, the organization should take the initiative to maintain reasonable but sensible levels of contact and should treat absent people the same as all other members of the workforce with regard to job opportunities, training, benefits and social events.

Inclusion should be supported via professional and social events.

Events arranged by the organization, both formal and informal, should be sensitive to the needs of individuals.

The organization should work to ensure that, when at work, people are treated in a respectful and dignified manner and free from abuse, harassment, bullying and violence from any source.
Whilst welcoming manifestations of difference, the organization should have a dialogue with the workforce about uncivil behaviour. Management should clarify what behaviour is considered acceptable and what is not conducive to an inclusive environment. Any identified boundaries should be regularly revisited in the light of changing social norms and standards.

Managers should be exemplars or role models and should encourage their team to exhibit inclusive behaviour, undertake role model inclusive behaviour and challenge unacceptable behaviour.

An explicit organizational commitment to agreed behavioural standards should be expressed in internal policy documents. Policies should emphasize the commitment of top management to upholding these behavioural standards and also managers’ and individuals’ duties to comply with them, including the consequences of failing to uphold and comply with these standards.

A range of alternative routes should be provided for dispute resolution, including formal and informal processes and voluntary mediation where this is available.

There should be opportunities given to any stakeholder to file a formal complaint of breach of policy/standards. Complaints should be reviewed without undue delay and where standards might have been breached, they should be impartially investigated. Where proven, proportional action should be taken against the perpetrator/s. Vexatious or false accusations should not be tolerated. Complaints made in good faith should be investigated and complainants fully supported.

In the face of allegations, the organizational response should be to maintain a spirit of curiosity and enquiry to avoid perpetuating a "blame" or defensive culture or one that results in victimization of the complainant or witnesses.

NOTE Attention is drawn to the Equality Act 2010 [1] relating to victimization as a prohibited behaviour.

Necessary adjustments should be made to formal processes (including investigations) in relation to individual circumstances to facilitate access to and full participation in the process of investigation.

5.1.11 Voice and representation

COMMENTARY ON 5.1.11

Consulting on strategic objectives and cascading decisions throughout the organization can give the workforce a voice in the direction of the business. If an inclusive approach is taken in this process, there is less likelihood of groups or individuals feeling isolated or marginalized.

Attention is drawn to the existence of relevant legislation in this area, such as the Transnational Information and Consultation of Employees Regulations 2010 (amended) [4]; and the Information and Consultation of Employees Regulations 2004 [5].

The value that trade unions or workforce representatives bring to workforce voice and representation should be recognized and promoted. Recognition should also be given to the value of workforce networks as a means of people from under-represented groups being able to connect and seek mutual support from similar colleagues. Representatives, representative bodies and workforce networks should be treated with respect as the representatives of the workforce and partners in diversity issues.

Everyone should be provided with opportunities to give feedback to and actively participate in the development/revision of organizational policies and practices. This process should be ongoing.

Engagement surveys and focus groups should be adapted to measure the experience of protected or under-represented groups including the intersections between group membership. Organizational feedback should include relevant data on protected or under-represented groups and people with intersecting identities.
5.1.12 Health, safety and well-being

COMMENTARY ON 5.1.12

Attention is drawn to the existence of relevant legislation in this area, such as the Health and Safety at Work etc Act 1974 [6] and the Equality Act 2010 [1].

Regular risk assessments should be undertaken and adapted to address the needs of different roles/work environments/individuals and protected or under-represented groups. Any appropriate actions recommended should be taken.

The organization should be aware of the potential for stress and should be open to methods of mitigating it (e.g. modifying tasks or jobs or working with individuals to help develop coping resources). Attention should be paid to diversity and the needs of particular groups/individuals.

A positive safety climate characterized by shared understanding of the relative importance of safety, high levels of top management commitment and trust between workforce and management should be established. Barriers to developing a shared understanding associated with group difference should be addressed, e.g. language barriers.

Health and safety and emergency procedures within the organization should reflect the varied needs of individuals.

Organizational premises, facilities and services should respect and cater for the needs of different groups to foster individual dignity at work.

5.2 Communication with customers/clients

COMMENTARY ON 5.2

This subclause aims to enable customers/clients to be part of the process in retaining a skilled, talented and diverse workforce. It is assumed that organizations are operating within the framework for establishing relationships with customers/clients given in Annex D.

Organizations should inform customers/clients of the intentions of the organization to implement objectives, policies, processes, practices and behaviours in accordance with 5.1 within it and its supply chain (see 5.3).

Organizations should consult customers/clients regarding the implications of implementing 5.1 and 5.3 for the product/service that is provided and, where appropriate, agree a mechanism for integrating common goals related to these into the service/product delivery arrangements.

Organizations should explore the potential for working together to further improve diversity and inclusion and increase the diversity of people staying and developing within organizations and ongoing customers/client relationships.

NOTE Annex D, D.3 includes examples of joint working with customers/clients, such as two-way mentoring and job swaps, as a way of continually improving diversity and inclusion. Progress in respect of 5.1 and 5.2 could be measured through workforce and customer satisfaction surveys and annual monitoring of workforce and customer diversity.

5.3 Contracting with supply chain partners

COMMENTARY ON 5.3

This subclause aims to enable organizations within the supply chain to be part of the process in retaining a skilled, talented and diverse workforce. It is assumed that organizations are operating within the framework for establishing relationships with the supply chain given in Annex E.
Organizations should inform supply chain partners of the intentions of the organization to implement objectives, policies, processes, practices and behaviours in accordance with 5.1 within it and its supply chain.

Organizations should consult the supply chain regarding the implications of implementing 5.1 within it and its supply chain.

Organizations should explore the potential for working together to further improve diversity and inclusion and increase the diversity of people staying and developing within organizations and ongoing commercial relationships.

Organizations should design contractual arrangements that enable the implementation of 5.1 for people working on behalf of the organization.

NOTE Annex E, E.2 recommends creating working groups across organizations to share good practice and support each other’s activities and E.4 includes examples of joint working with supply chain partners as a way of continually improving diversity and inclusion. Progress in respect of 5.1 and 5.3 could be measured through satisfaction surveys of the workforce, customers and end users, monitoring of workforce/customer complaints, and annual monitoring of workforce diversity within the supply chain. Supplier diversity could be measured by size, location and majority ownership.

5.4 Engagement with communities

COMMENTARY ON 5.4

This subclause aims to enable communities to be part of the process in retaining a skilled, talented and diverse workforce. It is assumed that organizations are operating within the framework for establishing relationships with communities given in Annex F.

Organizations should inform communities of the intentions of the organization to implement objectives, policies, processes, practices and behaviours in accordance with 5.1 within its organization and within its supply chain.

Organizations should explore the potential for working together with communities to improve diversity and inclusion and increase the diversity of people staying and developing within the organization.

NOTE As indicated in Annex F, community engagement should be ongoing, planned and properly resourced and implemented through a discrete community engagement policy. E.3 includes examples of community activities by the organization itself and by individual members. Progress in respect of 5.1 and 5.4 could be measured through workforce diversity in relation to the identified community; outcomes of community activities and the level of community-based complaints.

6 Moving on/leaving the relationship

COMMENTARY ON CLAUSE 6

This clause assumes that, in accordance with Annex B, organizations have a) assessed the context of their business and organization and identified the opportunities and risks of valuing and increasing the diversity of people who work on their behalf and b) established their aims and objectives in regard to diversity and inclusion. This clause sets out the objectives, policies, processes, practices and behaviours that enable an organization to communicate, consult, engage and influence stakeholders in ensuring that the act of individuals moving on from the organization, or organizations in the supply chain, does not undermine diversity and inclusion.

Figure 4 recognizes that the control and influence over the development of diversity and inclusion is strongest in organizations with a directly employed workforce and that the highlighted objectives, policies, processes, practices and behaviours are to be implemented within an organization, and
that processes of alignment, contracting and engagement are required (as a prerequisite) before interventions to value diversity and inclusion in relation to customers/clients, supply chains and communities.

Attention is drawn to the relevant legislation concerning redundancy, dismissal and retirement.

Attention is also drawn to the Equality Act 2010 [1]. As outlined further in Annex H, this Act protects individuals identified by certain characteristics (protected groups) from discrimination and permits organizations to take proportionate positive action measures if people with a protected characteristic are at a disadvantage, have particular needs, or are under-represented in any activity or type of work.

**Figure 4** — Actions to ensure that the act of individuals moving on does not undermine the pursuit of diversity and inclusion

### 6.1 Implementation in the organization

**COMMENTARY ON 6.1**

This subclause sets out the objectives, policies, processes, practices and behaviours that can help an organization to continue the practice of diversity and inclusion when individuals move on from the organization. It is assumed that organizations are operating within a framework for leading and supporting the implementation of this British Standard in accordance with Annex A, a management system in accordance with Annex B, a suite of workforce policies in accordance with Annex C, the frameworks that set out the basis of relationships with customer/clients, supply chain partners and the community in accordance with Annex D to Annex F and performance evaluation in accordance with Annex G.
6.1.1 Redundancy

Redundancies should be assessed in advance for their likely impact on under-represented groups, and monitored to identify any redundancy exercise that has a negative disproportionate impact on maintaining a diverse workforce and any reasons for this that might need rectification (e.g. bias in learning and development; coaching and mentoring).

6.1.2 Dismissals and resignations

Dismissals and resignations should be measured and monitored to ensure that there is not a pattern that might then be detrimental to maintaining a diverse workforce, or an organizational culture that is hostile or dismissive of diversity.

Evaluation and monitoring should be conducted on the reasons why individuals leave to enable organizations to identify improvements that can be made in methods of engaging with the workforce and in recognizing the needs of its diverse workforce.

6.1.3 Retirement

COMMENTARY ON 6.1.3

Attention is drawn to relevant legislation in relation to redundancy, dismissal and retirement.

Organizational policies and practices should support an age-diverse workforce and, as there is no longer a default retirement age, organizations should offer fair and flexible options for continued work that encourage older people to stay in work longer and continue to contribute to their full potential and maintain motivation and engagement. Organizations should recognize that while some people might wish and agree to retire at a certain age, others might prefer to work more flexibly as they approach retirement. Organizations should develop an ongoing policy effort to remove the barriers for those who want to stay in work beyond any age that is traditionally associated as a leaving point. This activity should include cultural attitudes, workplace flexibility and educational attainment, ensuring dignity at work, meaningful participation and inclusive practices.

When individuals do decide to retire from work, the organization should support the retirement decision by offering suitable retirement options and facilitating retirement planning discussions, making use of independent advisors and specialists where possible.

The organization should provide opportunities for a meaningful transition from work to retirement such as regular part-time work, casual work, work flexibility or less-demanding jobs with a reduced range of tasks.

Non-monetary benefits on leaving or retirement (e.g. alumni/workforce retirement associations or clubs) should be inclusive.

6.1.4 Exiting process

The organization should use confidential exit interviews as an opportunity to obtain feedback on policies and programmes aimed at ensuring people are valued. The desirability of having a suitably trained individual or an outside, independent party conduct the interviews should be taken into account.

Exit interviews and statistical information about leavers should be monitored to identify potential exclusions or trends.

Organizations should keep a record of how policy, procedures and behaviours are adjusted as a result of exit interviews.
Exit interviews should include questions as to whether the individual felt included and was given the opportunity to participate to identify if there is a culture of silence or lack of workforce voice.

NOTE This can help to inform the organization on the action that might be required to ensure a diverse and meaningful participation and inclusion from its entire workforce.

6.1.5 Succession planning
Succession planning should take into account the desirability of achieving and maintaining diversity at every level of the organization.

6.2 Communication with customers/clients
COMMENTARY ON 6.2
This subclause aims to enable organizations customers/clients to be part of the process for ensuring the practice of diversity and inclusion continues when individuals move on from the organization/supply chain. It is assumed that organizations are operating within the framework for establishing relationships with the customers/clients given in Annex D.

Organizations should inform customer/clients of the intentions of the organization to implement objectives, policies, processes, practices and behaviours in accordance with 6.1 within it and its supply chain (see 6.3).

Organizations should consult customer/clients regarding the implications of implementing 6.1 and 6.3 for the product/service that is provided and, where appropriate, agree a mechanism for integrating common goals related to these into the service/product delivery arrangements.

Organizations should explore the potential for working with customers to ensure that organizations continue the practice of diversity and social inclusion when individuals move on from working on behalf of organizations.

NOTE Progress in respect of 6.1 and 6.2 could be measured through workforce and customer exit surveys and the monitoring of diversity in relation to changes in the workforce and customer base.

6.3 Contracting with supply chain partners
COMMENTARY ON 6.3
This subclause aims to enable the organization and supply chain to continue the practice of diversity and inclusion when individuals move on from the organization/supply chain. It is assumed that organizations are operating within the framework for establishing relationships with the supply chain given in Annex E.

Organizations should inform supply chain partners of the intentions of the organization to implement objectives, policies, processes, practices and behaviours in accordance with 6.1 within its organization and within its supply chain.

Organizations should consult the supply chain regarding the implications of implementing 6.1 within its organization and within its supply chain.

Organizations should explore the potential for working within the supply chain to ensure that organizations continue the practice of diversity and social inclusion when individuals move on from working on behalf of organizations.

Organizations should design contractual arrangements that enable the implementation of 6.1 for individuals working on behalf of the organization.

NOTE Progress in respect of 6.1 and 6.3 could be measured through exit interviews within the supply chain, and monitoring of diversity in relation to any substantial changes in and within the supply chain.
6.4 Engagement with communities

COMMENTARY ON 6.4

This subclause aims to enable organizations to engage with communities to be part of the process in which organizations and the supply chain continue the practice of diversity and inclusion when individuals move on from the organization/supply chain. It is assumed that organizations are operating within the framework for establishing relationships with communities given in Annex F.

Organizations should inform communities of the intentions of the organization to implement objectives, policies, processes, practices and behaviours in accordance with 6.1 within it and its supply chain.

Organizations should explore the potential for working together with communities to continue the practice of diversity and inclusion when individuals move on from working on behalf of organizations.

NOTE Where appropriate the community engagement activities suggested in F.3 could be organized around succession planning. Progress in respect of 6.1 and 6.4 could be measured through exit surveys and the monitoring of diversity in relation to any changes in the organization or community.
Annex A (normative)
Framework for leading and supporting the implementation of this British Standard

COMMENTARY ON ANNEX A
In common with BS 76000, this British Standard recognizes that "leadership" is enacted in different ways in different organizational contexts. Further guidance on the requirements for and challenges of leadership in valuing people can be found in BS 76000.

A.1 Leadership and commitment
Top management (or accountable decision-makers) should recognize their status as role models or exemplars and should demonstrate leadership commitment and supportive behaviour.

Top management should also ensure that the organization's management system includes (or aligns) policies, objectives and processes to achieve diversity and inclusion. This should be achieved by:

a) understanding the economic and social imperative for a more inclusive approach and recognizing that poor understanding of this subject can be harmful and detrimental to the organization;

b) ensuring that the objectives and policy for diversity and inclusion are established through ongoing environmental scanning processes that take account of key changes to societal priorities, and diversity and inclusion activities are compatible with the wider strategic direction and objectives of the organization and vice versa;

c) integrating and embedding the principles of diversity and inclusion into the organization's business processes: for example, monthly management reporting, board papers, 360° stakeholder feedback, and internal communication such as intranet and workforce meetings;

d) ensuring that the resources needed for the integration and embedding of diversity and inclusion are identified and made available and sustained;

e) being aware that developing an approach might be more challenging than the implementation of other management policies; and

f) assuming a leadership role to model behaviour, influencing change and improvement amongst peer groups, supply chains, customers and communities wherever the organization operates.

NOTE In the context of this British Standard, references to "business" are taken to mean those activities that are core to the purposes of the organization's existence.

A.2 Establishing an effective diversity and inclusion policy
Top management (or accountable decision makers) should establish a policy for diversity and inclusion in the organization that:

a) is appropriate to the purpose of the organization, and is relevant and sustainable;

b) provides a framework for setting and reviewing objectives for the approach to diversity and inclusion;

c) is congruent with other organizational policies;

d) looks beyond the organization; and
A.3 Establishing organizational roles, responsibilities, accountabilities and governance authorities

Top management (or accountable decision-makers) should ensure that the roles, responsibilities, accountabilities and governance authorities needed to establish, integrate and ensure effective implementation of diversity and inclusion related policies are assigned and communicated:

a) within the organization;
b) to its customers;
c) to supply chain partners;
d) to communities and other stakeholders;

and that this information is regularly reviewed and retained as documented information.

Annex B (normative)
Developing a management system to manage changes prompted by this British Standard

COMMENTARY ON ANNEX B

In common with BS 76000, this British Standard recognizes that the use of a management system promotes a structured and thoughtful approach to valuing people at both strategic and operational levels of the organization. Further guidance on developing a management system for valuing people can be found in BS 76000.

B.1 Understanding and assessing the context of the organization in relation to diversity and inclusion

Organizations should assess the context of their business and organization and identify the opportunities of increasing diversity and inclusion of people working on behalf of their organization and with their customers/clients, supply chain partners and communities.

Organizations should also identify the risks of not addressing diversity and inclusion in any of these relationships.

NOTE Attention is drawn to the Equality Act 2010 [1]. As outlined further in Annex H, this Act protects individuals identified by certain characteristics (protected groups) from discrimination and permits organizations to take proportionate positive action measures if people with a protected characteristic are at a disadvantage, have particular needs, or are under-represented in any activity or type of work.

B.2 Planning

When planning the policies, objectives, processes and practices to implement, the organization should take into account the scoping of the organizational context (see B.1).

Organizations should establish and document objectives for increasing diversity and inclusion within the organization.
B.3 Support

The organization should determine and provide the resources needed for the establishment, implementation, maintenance and continual improvement of approaches around diversity and inclusion in the organization.

The organization should seek collaborative opportunities to share resources to influence change inside and outside of the organization with supply chain partners and any other mutual stakeholders.

**NOTE** Resources include the competence of those responsible for the operation of diversity and inclusion policies, including behaviour, attitudes and aptitude, of persons doing work that affects or can affect the implementation and performance of diversity and inclusion policies. Applicable actions could include, for example, the provision of training to, the mentoring of, or the reassignment of currently employed persons; or the hiring or contracting of competent persons.

People throughout the organization, its customers/clients and within the supply chain should be made aware of the policies for diversity and inclusion in the organization and their contribution to the effectiveness of these policies.

B.4 Operational plan and control

The organization should establish processes to enable the planning, implementation, integration and control needed to implement its approach to diversity and inclusion. This should include establishing a process for the implementation of planned changes and the documentation of information required for customers/clients, supply chain partners and communities.

B.5 Performance evaluation

The organization should design, establish, implement, maintain, monitor, measure and continually update and improve the aims, objectives, policies, processes, practices and behaviours in relation to diversity and inclusion (see D.4, E.5, F.4 and Annex G).

Annex C (normative)

**HR and workforce policies**

**COMMENTARY ON ANNEX C**

This annex sets out the HR and workforce policies that can help to enable organizations to meet their strategic objectives in relation to diversity and inclusion.

C.1 Establishing policies

An effective suite of HR policies should be established to support diversity and inclusion. These policies should cover areas including but not limited to the following:

a) diversity and inclusion;

b) dignity at work (bullying and harassment);

c) whistleblowing;

d) grievance and discipline;

e) redeployment and redundancy;
f) health and well-being;
g) flexible working arrangements;
h) workplace environment;
i) reasonable adjustment/managing disability;
j) recruitment and selection (see C.3);
k) familial leave and other leave arrangements; and
l) learning and development.

These policies, covering all aspects of diversity and inclusion in the organization, should:
1) be available as documented information;
2) be communicated to all people within the organization to make them aware of their individual opportunities and responsibilities in their implementation;
3) be available to stakeholders as appropriate; and
4) be reviewed regularly.

NOTE In addition to HR policies, the governance arrangements put in place to oversee the approach to diversity and inclusion can extend their activities to assessing other suites of policies that might be relevant to diversity and inclusion, for example:

- an organization’s operations, e.g. health and safety processes;
- its assets and facilities management;
- any procurement and commercial arrangements; and
- customer relations management.

C.2 Business/workforce planning and organization design

Organizations should develop a strategic workforce plan (an overview of workforce patterns, critical skill requirements and trends). This plan should identify the optimal shape of the organization, its capacity for change in the context of the external operating environment, labour market and demographic changes and its succession planning element. Diversity should be built into the succession plan.

Organizations should use their workforce plan and up-to-date workforce data and analytical capability to ensure that they are equipped to deal with demographic changes and changes in the business and wider environment, and are properly and fairly resourced to deliver the strategic aims and objectives of the business. Progress in delivering on this plan should sit on the organizational management agenda.

C.3 Recruitment and selection policy

Organizations should develop a recruitment and selection policy that embraces diversity and inclusion and mobilizes resources to enable the inclusion of under-represented social groupings.

Organizations should identify in this policy the processes, practices, behaviours and scope of resources to enable objectives to be met.

The policy should establish a process in relation to the declaration of any conflict of interests between possible candidates and members of the organization.
The policy should identify minimum levels of training deemed necessary to enable people involved in recruitment and selection to be aware of appropriate processes, practices and behaviours that enable the achievement of fair and accessible recruitment and selection.

This policy should identify the approach to be adopted to ensure that the shortlisting and recruitment of candidates for all jobs is based on what is required to carry out the function of the job and is complementary to the strategic workforce objectives of the organization.

The policy should identify a review process that enables active monitoring of outcomes at all stages of the recruitment and selection process to enable rectification of any bias or exclusion of under-represented groups.

Annex D (normative)
Framework for establishing relationships with customers/clients

COMMENTARY ON ANNEX D

This annex provides a framework for establishing relationships with customers/clients. Specific recommendations for supporting diversity and inclusion in each of the three phases through which people and organizations interact are given in Clause 4, Clause 5 and Clause 6.

By taking an inclusive approach to valuing people who work on behalf of the organization and within customer relationships, organizations can acquire a leadership position in promoting innovation within their service and product offerings to maximize market value. The cycle of consulting, responding, aligning and innovating can identify shared opportunities and risks for organizations and their customers. For example, addressing risks such as skills shortages, changing demographics and divided communities might provide the resilience and sustainability needed to build longevity into both the organization, the customer and the customer relationship.

D.1 Communication

Organizations should inform the customers/clients of the intentions of the organization to value people through diversity and inclusion. Organizations should identify the full range of objectives, policies, processes, practices and behaviours they are implementing, or intending to implement, within the organization and with its supply chain partners.

D.2 Consulting and integrating common goals

Organizations should consult with their customers/clients regarding the implications of implementing the policies identified in this British Standard. The consultation activities should include:

a) measuring the inclusiveness of existing strategic operational and commercial arrangements; and

b) agreeing shared goals for diversity and inclusion.

Through consultation, the organization and its customers/clients should obtain a deeper understanding of each other's objectives for diversity and inclusion and, where appropriate, include a range of these into the contractual arrangements and customer relationship management plan that
govern the relationship. The visibility of shared diversity and inclusion objectives within customer relationship arrangements should include:

1) the illustration of shared objectives;
2) support mechanisms for the organization and its customers/clients to realize these benefits;
3) reporting mechanisms to monitor success;
4) baseline ambitions for diversity and inclusion within the customer relationship;
5) bidding and procurement mechanisms aligned to the consultation and response periods;
6) agreed diversity and inclusion objectives and outcomes within the service/product delivery contract;
7) commercial and financial arrangements to support and enhance the agreed activities and objectives; and
8) an action plan to collaboratively improve and enhance product and service development that better serves the organization and customer user groups.

**D.3 Exploring further potential**

The organization and its customers/clients should explore the potential for working together to further improve diversity and inclusion; these activities can be extensive and could include:

a) two-way mentoring with customers/clients, involving all levels within the organization;
b) shared event hosting with customers/clients, with borrowed expertise in functional meetings from the organization;
c) job swaps to gain a deeper understanding of the challenges and opportunities that exist;
d) vertical reward and recognition, e.g. awards, financial, reputational, new business development;
e) joint marketing exercises; and
f) new product and service development to improve efficiency and reduce waste in the relationship.

This is not an exhaustive list and should be tailored to the sector in which the organization and its customers/clients operate.

**D.4 Commitment to improve**

A suite of performance indicators should be developed with customers/clients to achieve common goals; it might include the following measures, where these are known to be impacted by the effects of diversity and inclusion:

a) 360° feedback on projects and service delivery at the outset, in the interim and at the end of the cycle;
b) customer satisfaction surveys;
c) end-user satisfaction surveys;
d) monitoring and reporting on shared diversity and inclusion objectives;
e) monitoring and reporting on workforce diversity;
f) monitoring and reporting on supplier diversity;
g) productivity and waste reduction;
h) number of complaints and how quickly these are discharged; and
i) methods of communication and its effectiveness.

The learning from this performance measurement and reporting should allow for continuous improvement and the application of good practice.

---

**Annex E (normative)**

**Framework for establishing relationships with supply chain partners**

**COMMENTARY ON ANNEX E**

This annex provides a framework for establishing relationships with supply chain partners. Specific recommendations for supporting diversity and inclusion in each of the three phases through which people and organizations interact are given in Clause 4, Clause 5 and Clause 6.

By taking an inclusive approach to procurement and commercial relationships, organizations can acquire a leadership position in influencing change in the communities where they operate. This inclusive approach can be replicated through procurement of the supply chain so that, over time, organizations that operate within communities can increase their value, not only to communities, but also to each other. By aligning strategic objectives through communication, engagement and contracting, greater outcomes can be delivered. Addressing risks such as skills shortages, changing demographics and divided communities might provide the resilience and sustainability needed to build longevity into both the organization and its supply chain partners.

**E.1 Communication**

Organizations should begin communication at an early stage to enable the influencing of policies, behaviours, processes and practices to achieve greater diversity with supply chain partners.

Organizations should communicate the imperative for a more inclusive commercial relationship.

Organizations should identify and communicate the extent to which the aims and objectives of diversity and inclusion are operational and embedded in their commercial relationships with supply chain partners.

**E.2 Consulting**

The organization should seek agreement with supply chain partners on the processes, procedures and behaviours to govern, measure and continuously improve the activities put in place to increase workforce diversity and workplace inclusion.

As part of the engagement process, the organization should satisfy itself of the competence of commercial partners to understand, control and monitor their performance with regards to diversity and inclusion and should put mechanisms in place to build capacity within the supply chain to enable them, in the event that the supply chain partner lacks understanding or resource, to:

a) govern – require and enable shared policies and processes to improve the efficiency and effectiveness of the relationship;

b) measure – agree what the outputs are and put in place mechanisms for reporting and measuring the impact of the processes and procedures; and
E.3 Contract

Following agreement and alignment of diversity and inclusion objectives between supply chain partners, the organization should design appropriate contractual arrangements. The procurement of commercial relationships should include the following:

a) the provision of a suitable diversity and inclusion policy, process and set of required behaviours, or the adoption of policies of the procuring organization;

b) the provision of a sustainable procurement policy to ensure that all reasonable measures have been taken to report on and eliminate modern slavery;

c) reasonable weighting in the procurement process to allow the supply chain partner to mobilize new processes and procedures to attract and retain a more diverse workforce;

d) for large companies, the intention to monitor and report on workforce diversity and the willingness to adopt new procedures to improve diversity and inclusion. For smaller companies, the intention to report on ownership diversity and the willingness to adopt new procedures to improve diversity and inclusion;

e) evidence of an appetite to support each other’s development and growth (e.g. developing common training events and content); and

f) a requirement to share good practice and demonstrate leadership of diversity and inclusion amongst peers and via industry representation organizations.

E.4 Exploring further potential

Organizations should work together to further influence the adoption of more inclusive behaviours and the improvement of workforce and supplier diversity by planning increased supplier diversity activities:

a) measuring and improving workforce diversity;

b) measuring and improving supplier diversity by size, location, majority ownership;

c) organizing functions that would support the attraction of a wider supply chain pool;

d) reducing the value of contract tenders so that smaller organizations have access to supply chain opportunities;

e) actively seeking innovation from organizations outside of the traditional supply chain pool;

f) simplifying and making more accessible procurement administrative processes to support contract bid applications made by smaller organizations (e.g. where preferred supplier lists are created);

g) exploring the potential to procure from local communities as a means of aligning mutual objectives related to diversity and inclusion;

h) planning job swaps and two-way mentoring to better understand the challenges and opportunities that are peculiar to an individual organization, their workforce, suppliers and customers; and

i) exploring the potential to make the supply chain performance in relation to diversity and inclusion transparent, and public, so as to increase accountability, competition and overall improvement.
E.5 Commitment to improve

A suite of performance indicators should be developed with supply chain partners to measure success and failure; it might include the following measures, where these are known to be impacted by the effects of diversity and inclusion:

a) 360° feedback on projects and service delivery at the outset, in the interim and at the end of the cycle;

b) customer satisfaction surveys;

c) end-user satisfaction surveys;

d) monitoring and reporting and shared diversity and inclusion objectives;

e) monitoring and reporting on workforce diversity;

f) monitoring and reporting on supplier diversity;

g) productivity and waste reduction;

h) number of complaints and how quickly these are discharged; and

i) methods of communication and effectiveness.

The learning from this performance measurement and reporting should allow for continuous improvement and the application of good practice.

Annex F (normative)
Framework for establishing relationships with communities

COMMENTARY ON ANNEX F

This annex provides a framework for establishing relationships with communities. Specific recommendations for supporting diversity and inclusion in each of the three phases through which people and organizations interact are given in Clause 4, Clause 5 and Clause 6.

The breadth, scope and level of community engagement that organizations undertake differs depending on many factors, including the sector they operate in and whether they have legal or contractual responsibilities to fulfil. Some organizations include community work in social responsibility strategies, others also seek to reach outside of their business for more philanthropic reasons, some realize that community work can help in product or service development or to provide career enhancing opportunities for their own people. An effective approach is one that understands the value of combining a number of these objectives.

Community engagement might enable the taking up of opportunities to the mutual benefit of the organization and its communities. For example, identifying new markets or sources of investment; early engagement to identify potential future workforce; workforce upskilling through volunteering. Community engagement can also reduce risks, such as enhancing the physical environment to reduce fear, crime and social disadvantage.
F.1 General

Organizational leads involved in community engagement activity should:

a) understand the value of community engagement and be equipped to readily and effectively communicate the organizational business case;

b) develop a common message, theme or ethos for people to make use of when working in communities;

c) evaluate whether ambassadors or independent advocates would add value in any engagement event; and

NOTE There might be community links provided through any people who identify themselves as belonging to a particular community too, either acting as ambassadors or as conduits to reach out to groups that might be traditionally excluded.

d) review and evaluate engagement activities to ensure lessons learnt are used to improve practice.

F.2 Exploring further potential

Assessment should commence with the development of a holistic diversity and inclusion action plan. Any regulatory, legal or contractual community engagement that the organization is obliged to conduct should be identified, recorded and added to the scope.

Once the reasons for carrying out engagement have been agreed within the objectives of diversity and inclusion, the communities to be involved should be identified.

NOTE This work can make use of outputs provided by national and local government offices; third (or voluntary) sector organizations and also internal organizational resources such as customer base information and/or workforce knowledge.

This information should be included in the plan so that identified activities can be aligned to take place when they might prove most productive for the organization and the communities involved, e.g. to take account of events, festivals and celebrations. In addition, the financial and budget resources should be agreed within the organization.

F.3 Engagement

Effective engagement should be ongoing, planned and properly resourced. It should be delivered in a spirit of partnership and collaboration, experienced as a two-way process with opportunities provided to share information. Where dialogue takes place, any commitments agreed should be followed up, ensuring that when commitments or promises are made that they can be fulfilled.

NOTE Operational community engagement can take many forms. The activities encompassed in an engagement plan could include:

- public meetings;
- roadshows and focus groups;
- individual workforce activity, e.g. charity fundraising or volunteering days;
- publications, leaflets and letters;
- open days, exhibitions and drop-in sessions;
- surveys and questionnaires, e.g. online, postal or letter drop;
- social media opportunities; and
- site or place visits, e.g. schools or colleges to promote careers.
Organizations engaging in community engagement should:

a) implement a discrete community engagement policy, linked to the diversity and inclusion policy so that any engagement work does not drive inequality or disadvantage either through the strategic direction taken or the behaviours of people that are involved;

b) deliver engagement in a planned approach (ad hoc meetings might not be as successful as arranged sessions);

c) ensure that any individuals involved allow participants to have a say and demonstrate active listening skills;

d) where relevant, implement a transparent methodology for recording and collecting outcomes; and

e) develop a system or process for acknowledging community contributions made including complaints or areas of concern.

F.4 Commitment to improve

Outcomes and performance in community engagement should feature in any regular organizational meetings that are held to discuss overall performance.

NOTE 1 Key performance indicators (KPIs) for community activity can be specifically developed in line with the strategy and activity plan but the success of what is delivered can also be seen in existing corporate measures, e.g. customer satisfaction levels, complaints received and recruitment timeliness.

The organizational delivery plan should be a dynamic document subject to regular review and update.

NOTE 2 Some organizations aim to include reports on the engagement activity carried out and its outcomes in annual performance publications. Where these are made public, they help to demonstrate value and commitment.

Annex G (normative)
Performance evaluation

COMMENTARY ON ANNEX G

In common with BS 76000, this British Standard recognizes the importance of a systematic approach for measuring, monitoring, analysis and evaluation of the performance of a management system to support changes prompted by this standard. Further guidance on performance management can be found in BS 76000. For the purposes of this British Standard, it is important to emphasize four components of a systematic approach to performance evaluation.

G.1 Monitoring, measurement, analysis and evaluation

The organization should have a systematic approach for measuring, monitoring, analysing and evaluating the performance of its policies, objectives and processes for diversity and inclusion.

NOTE 1 Figure G.1 provides a framework to enable performance to be measured and evaluated across each of the key areas of recommended activity. The framework suggests the location of process and outcome measures that enable:

- monitoring of performance within the organization and with stakeholders (1–24);
- measurement of leadership commitment to and integration of diversity and inclusion priorities within the organization and the supply chain (A, B, F, G);
measurement of joint activities with customers/clients, supply chain partners and communities (C, D, E); and
measurement of impact of all activities (KPIs).

Table G.1 provides a description of these measures.

The organization should plan what is to be measured, where and when, the measurement methods to be used and the competence requirements of the people who are to perform the measurements. This plan should reflect the diversity and inclusion priorities identified by the organization (see Annex A and Annex B). Measures should be identified that relate to specific priorities as well as providing a key indicator of overall impact and effectiveness in the form of a KPI.

NOTE 2 Indicative KPIs include:

- percentage of supplier contracts where specific diversity and inclusion provisions have been incorporated;
- spend with suppliers meeting diversity and inclusion priorities;
- workforce diversity in the organization and in supply chain partners;
- customer diversity; and
- levels of community engagement.

Table G.2 contains an example of indicative measures that could be used to capture more specific activity and progress in relation to getting in/starting the relationship. They are given as an example of how performance in relation to Clause 4 could be measured and reviewed.

Figure G.1 — Framework of measures to capture activity and progress

<table>
<thead>
<tr>
<th>Measures</th>
<th>Description of measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1–6</td>
<td>Range of measures to identify objectives, policies, processes, practices and behaviours within the organization supporting diversity and inclusion in relation to getting in/starting a relationship, staying in/continuing the relationship and moving on/leaving the relationship.</td>
</tr>
<tr>
<td>7–12</td>
<td>Range of measures to identify joint activities with the customer/client that support diversity and inclusion in relation to getting in/starting a relationship, staying in/continuing the relationship and moving on/leaving the relationship.</td>
</tr>
<tr>
<td>Measures</td>
<td>Description of measures</td>
</tr>
<tr>
<td>----------</td>
<td>-------------------------</td>
</tr>
<tr>
<td>13–18</td>
<td>Range of measures to identify objectives, policies, processes, practices and behaviours implemented within the supply chain to support diversity and inclusion in relation to getting in/staring a relationship, staying in/continuing the relationship and moving on/leaving the relationship.</td>
</tr>
<tr>
<td>19–24</td>
<td>Range of measures to identify joint activities with communities that support diversity and inclusion in relation to getting in/staring a relationship, staying in/continuing the relationship and moving on/leaving the relationship.</td>
</tr>
<tr>
<td>A</td>
<td>Range of measures to identify leadership commitment and supportive behaviours to ensure that the organization’s management system includes (or aligns) objectives, policies, processes, practices and behaviours to achieve diversity and inclusion.</td>
</tr>
<tr>
<td>B</td>
<td>Range of measures to identify extent of integration and coordination within the organization to support and influence diversity and inclusion within the organization and in relation to identified stakeholders.</td>
</tr>
<tr>
<td>C, D, E</td>
<td>Range of measures to capture the influence of the organization and the extent to which organizational priorities for diversity and inclusion have become part of communications with customers/clients, contracting process with supply chain partners and engagement with communities.</td>
</tr>
<tr>
<td>F</td>
<td>Range of measures to identify leadership commitment and supportive behaviours in the supply chain to ensure that supply chain partners’ management systems include (or align) objectives, policies, processes, practices and behaviours to achieve diversity and inclusion.</td>
</tr>
<tr>
<td>G</td>
<td>Range of measures to identify extent of integration and co-ordination within the supply chain partners to support and influence diversity and inclusion within the supply chain and in relation to identified stakeholders.</td>
</tr>
</tbody>
</table>

**KPIs**: Small number of outcome measures that capture impact and effectiveness of all activities.

**Table G.2 — Indicative performance measures in relation to getting in/staring the relationship (Clause 4)**

<table>
<thead>
<tr>
<th>Measures</th>
<th>Purpose</th>
<th>Measurement/analysis</th>
<th>Indicative measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>To identify policies and processes within the organization supporting diversity and inclusion in relation to getting in/staring a relationship</td>
<td>Implementation of recommendations in this British Standard.</td>
<td>Percentage of Clause 4 recommendations adopted by organization. Percentage of those working on behalf of organization covered by recommendations disaggregated by contractual status.</td>
</tr>
<tr>
<td>4</td>
<td>To capture the outcome of diversity and inclusion activities within the organization in relation to getting in/staring a relationship.</td>
<td>Recruitment and selection data analysed by diversity strand and department. Feedback from candidates/new recruits. Progress against targets.</td>
<td>Diversity of candidates and new recruits. Workforce diversity (against targets).</td>
</tr>
<tr>
<td>7</td>
<td>To capture extent of activities with the customer/client that support an increase in diversity of recruitment/customer base.</td>
<td>Joint activities</td>
<td>Percentage of customers integrating common goals for diversity and inclusion.</td>
</tr>
<tr>
<td>Measures</td>
<td>Purpose</td>
<td>Measurement/analysis</td>
<td>Indicative measures</td>
</tr>
<tr>
<td>----------</td>
<td>---------</td>
<td>----------------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>13</td>
<td>To capture extent of activities within supply chain to support diversity within supply chain partners and increase diversity of supply chain partners.</td>
<td>Recruitment and selection policies in supply chain. Behaviours in supply chain. Influence within supply chain.</td>
<td>Percentage of supply chain partners that adopt recruitment and selection policies that support workforce diversity. Percentage of supply chain partners that adopt procurement policies to support supply chain diversity.</td>
</tr>
<tr>
<td>19</td>
<td>To capture extent of community engagement to support an increase in diversity and inclusion.</td>
<td>Community engagement plan and associated resources.</td>
<td>Percentage of candidate search and shortlisting processes linked with the community.</td>
</tr>
<tr>
<td>22</td>
<td>To capture outcome measures in relation to community engagement</td>
<td>Recruitment and selection data in relation to community and community-based schemes.</td>
<td>Percentage of candidates attracted through community links. Percentage of recruitment and selection from within community.</td>
</tr>
<tr>
<td>A</td>
<td>To identify leadership commitment and supportive behaviours</td>
<td>Workforce engagement surveys, attrition data, exit interviews, grievances and tribunals. Analysed by diversity strand and department to identify leadership accountability. Public reporting of diversity and inclusion targets and progress.</td>
<td>Named senior executive with responsibility for diversity and inclusion. Percentage of workforce rating leadership commitment to diversity and inclusion as strong. Percentage of exit interviews identifying lack of leadership commitment to diversity and inclusion. Percentage of grievances and tribunals attributed to limited diversity and inclusion. Regularity, breadth, depth and transparency in public reporting of diversity and inclusion.</td>
</tr>
<tr>
<td>B</td>
<td>To identify extent of integration and coordination within the organization</td>
<td>Monthly management reporting, board papers, executive dashboard, internal communications such as intranet and workforce meetings. Joint working.</td>
<td>Regularity, breadth, depth and transparency in monitoring and reporting progress on diversity and inclusion priorities. Regularity of joint working between HR, procurement, sales, corporate team on diversity and inclusion priorities.</td>
</tr>
<tr>
<td>C</td>
<td>To capture the extent to which organizational priorities for increasing diversity and inclusion have become part of communications with customers/clients, contracting process with supply chain partners and engagement with communities.</td>
<td>Customer communications. Contracts with supply chain partners. Community engagement.</td>
<td>Percentage of customer communications that identify diversity and inclusion priorities. Percentage of contracts that identify diversity and inclusion priorities. Evidence of meaningful engagement and collaboration with community organizations.</td>
</tr>
</tbody>
</table>
Measures | Purpose | Measurement/analysis | Indicative measures |
---|---|---|---|
F | To identify leadership commitment and supportive behaviours in supply chain. | Workforce engagement surveys (in organization and supply chain), attrition data, exit interviews, grievances and tribunals. | Workforce perception of leadership commitment to diversity and inclusion in supply chain partners. Percentage of grievances and tribunals attributed to limited diversity and inclusion. |
G | To identify extent of integration and coordination of activities supporting diversity and inclusion within supply chain. | Board papers, executive dashboard and internal communications such as intranet and workforce meetings. | Regularity, breadth, depth and transparency in reporting of diversity and inclusion by supply chain partners. |

The organization should decide which measures it wishes to report upon in the public domain.

Where possible, the collection and analysis of data on single identity social groupings (e.g. women) should seek to analyse the experience of people with intersecting identities (e.g. black, Asian and minority ethnic women).

*NOTE 3* Attention is drawn to the *Equality Act 2010* [1] and the responsibilities of the public sector to publish data in this area and to Directive 2014/95/EU [2] and the responsibilities of companies to document information.

**G.2 Internal audit**

Internal audits should be carried out by competent people within the organization against established criteria at agreed intervals, with the results reported to top management and other relevant stakeholders in a timely manner to allow corrective actions to be taken. Follow-up monitoring of audit findings should be established to ensure that identified issues are addressed.

**G.3 Management review**

Management reviews should be carried out to evaluate the overall performance of the management system to support changes prompted by this British Standard. The system should be evaluated in relation to its suitability, adequacy and effectiveness.

**G.4 Continual improvement**

The organization should actively seek and acquire knowledge about new practices to value people through diversity and inclusion. These should be evaluated to establish their potential benefit to the organization and should be incorporated into the system for supporting diversity and inclusion as appropriate.

**Annex H (informative)**

**Legislation in relation to diversity and inclusion**

This British Standard assumes that organizations are aware of current legislation in relation to anti-discrimination and the protection of individuals identified by certain characteristics (age, gender reassignment, marriage and civil partnership, pregnancy and maternity, disability, race, religion and belief, sex, sexual orientation).
At the time of publication, the above legislation is encompassed in the Equality Act 2010 [1]. This act also includes the public sector equality duty that requires all public bodies to tackle discrimination and provide equality of opportunity for all, with the general equality duty also applying to their procurement and commissioning of public work.

Attention is drawn to section 158 of the Equality Act 2010 [1] that permits organizations to take proportionate positive action measures if people with a protected characteristic are at a disadvantage, have particular needs, or are under-represented in an activity or type of work. Section 159 of the same Act permits an employer to take a protected characteristic into consideration when deciding whom to recruit or promote, where people having the protected characteristic are at a disadvantage or are under-represented. This can be done only where the candidates are as qualified as each other. The question of whether one person is as qualified as another is not a matter only of academic qualification, but rather a judgement based on the criteria the employer uses to establish who is best for the job which could include matters such as suitability, competence and professional performance.

In addition to anti-discrimination legislation, this standard assumes that organizations are aware of legislation that supports diversity and inclusion in other ways, for example: flexible working, minimum and living wages, health and safety, trade unions.

Up-to-date information on all the legislation related to employing people is available at: www.gov.uk/browse/employing-people (last viewed 27 April 2017).

Further explanatory information can also be accessed from:

- ACAS (Advisory, Conciliation and Arbitration Service), www.acas.org.uk (last viewed 27 April 2017); and

This standard also assumes that organizations are aware of the non-financial reporting requirements that form part of the Companies, Partnerships and Groups (Accounting and Non-Financial Reporting) Regulations 2016 [8].

Further support for organizations is available at:

- www.gov.uk/browse/business (last viewed 27 April 2017); and
- www.greatbusiness.gov.uk (last viewed 27 April 2017).
Bibliography

Standards publications

BS 76000:2015, Human resource — Valuing people — Management system — Requirements and guidance
BS ISO 30400:2016, Human resource management — Vocabulary
PAS 3000:2015, Smart working — Code of practice

Other publications

British Standards Institution (BSI)

BSI is the national body responsible for preparing British Standards and other standards-related publications, information and services.

BSI is incorporated by Royal Charter. British Standards and other standardization products are published by BSI Standards Limited.

About us
We bring together business, industry, government, consumers, innovators and others to shape their combined experience and expertise into standards-based solutions.

The knowledge embodied in our standards has been carefully assembled in a dependable format and refined through our open consultation process. Organizations of all sizes and across all sectors choose standards to help them achieve their goals.

Information on standards
We can provide you with the knowledge that your organization needs to succeed. Find out more about British Standards by visiting our website at bsigroup.com/standards or contacting our Customer Services team or Knowledge Centre.

Buying standards
You can buy and download PDF versions of BSI publications, including British and adopted European and international standards, through our website at bsigroup.com/shop, where hard copies can be also be purchased.

If you need international and foreign standards from other Standards Development Organizations, hard copies can be ordered from our Customer Services team.

Copyright in BSI publications
All the content in BSI publications, including British Standards, is the property of and copyrighted by BSI or some person or entity that owns copyright in the information used (such as the international standardization bodies) and has formally licensed such information to BSI for commercial publication and use.

Save for the provisions below, you may not transfer, share or disseminate any portion of the standard to any other person. You may not adapt, distribute, commercially exploit, or publicly display the standard or any portion thereof in any manner whatsoever without BSI’s prior written consent.

Storing and using standards
Standards purchased in soft copy format:
- A British Standard purchased in soft copy format is licensed to a sole named user for personal or internal company use only.
- The standard may be stored on one device provided that it is accessible by the sole named user only and that only 1 copy is accessed at any one time.
- A single paper copy may be printed for personal or internal company use only.

Standards purchased in hard copy format:
- A British Standard purchased in hard copy format is for personal or internal company use only.
- It may not be further reproduced – in any format – to create an additional copy.

This includes scanning of the document.

If you need more than 1 copy of the document, or if you wish to share the document on an internal network, you can save money by choosing a subscription product (see ‘Subscriptions’).

Reproducing extracts
For permission to reproduce content from BSI publications contact the BSI Copyright & Licensing team.

Subscriptions
Our range of subscription services are designed to make using standards easier for you. For further information on our subscription products go to bsigroup.com/subscriptions.

With British Standards Online (BSOL) you’ll have instant access to over 55,000 British and adopted European and international standards from your desktop. It’s available 24/7 and is refreshed daily so you’ll always be up to date.

You can keep in touch with standards developments and receive substantial discounts on the purchase price of standards, both in single copy and subscription format, by becoming a BSI Subscribing Member.

PLUS is an updating service exclusive to BSI Subscribing Members. You will automatically receive the latest hard copy of your standards when they’re revised or replaced.

To find out more about becoming a BSI Subscribing Member and the benefits of membership, please visit bsigroup.com/shop.

With a Multi-User Network Licence (MUNL) you are able to host standards publications on your intranet. Licences can cover as few or as many users as you wish. With updates supplied as soon as they’re available, you can be sure your documentation is current. For further information, email subscriptions@bsigroup.com.

Revisions
Our British Standards and other publications are updated by amendment or revision. We continually improve the quality of our products and services to benefit your business. If you find an inaccuracy or ambiguity within a British Standard or other BSI publication please inform the Knowledge Centre.

Useful Contacts
Customer Services
Tel: +44 345 086 9001
Email (orders): orders@bsigroup.com
Email (enquiries): cservices@bsigroup.com

Subscriptions
Tel: +44 345 086 9001
Email: subscriptions@bsigroup.com

Knowledge Centre
Tel: +44 20 8996 7004
Email: knowledgecentre@bsigroup.com

Copyright & Licensing
Tel: +44 20 8996 7070
Email: copyright@bsigroup.com

BSI Group Headquarters
389 Chiswick High Road London W4 4AL UK