DIVERSITY & INCLUSION

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15 SOCIAL MEDIA’S IMPACT ON CULTURAL BIAS

Discover 5 things inclusive leaders do differently.
Download your inclusivity assessment: gtnr.it/incl

Learn more on page 4.
DIVERSITY & INCLUSION

Employers’ biggest barriers to improving diversity

Recruiting and developing employees who fit neatly into a pre-defined culture can create a one-dimensional workforce, and this attitude needs to change for businesses to be truly inclusive.

Iman Amarni

“There’s a completely untapped pool of people who are being com-" "pletely ignored because people are making "assumptions,"" she says. ""Quite often people look in their bubble and then come across different pro-" "pels — they Band-Aid on your problems, but you just ""do it again and again."

She cites the case of a young employee who had worked at ""The Times"" for several years and had been ""completely ignored because people are making ""assumptions,"" she says. ""Quite often people look in their bubble and then come across different pro-" "pels — they Band-Aid on your problems, but you just "“do it again and again.""
Inclusivity leaders do differently

Inclusivity leaders do differently

Create a safe space where people have been to talk. The goal is to create a setting where everyone can share their thoughts and feelings. Inclusivity leaders do not just speak, they listen. To make the “psychological safety” routine, inclusivity leaders consent seek different perspectives, take up diverse and inclusive views from different backgrounds and ask for and accept生活中 varying communication and work styles, inclusivity leaders do not just speak, they listen. To make the “psychological safety” routine, inclusivity leaders consent seek different perspectives, take up diverse and inclusive views from different backgrounds and ask for and accept varying communication and work styles, inclusive leaders are different.

Inclusivity leaders are diverse people who are highly appreciative of the unique viewpoints and voices of their employees. They believe that diversity and inclusion in their organizations lead to better business outcomes.

Leaders who are inclusive build inclusively and those teams clearly outperform all other teams

Diversity and inclusion impacts employee performance

Leaders who are inclusive build inclusively and those teams clearly outperform all other teams. With inclusivity, teams have risen by 17 per cent since 2011 as inclusion and inclusion. To encourage participation, they leverage employee resources groups and partners with them on diverse and difficult D&I topics and current events.

High diversity and low inclusion

Teams with high diversity and high inclusion scores significantly outperform teams with high diversity but low inclusion.

Inclusion teams—where all members are treated fairly, have equal access to opportunities, and supported equal access to opportunities, and supported development and success—are the persistent problem, how can they be encouraged and what circumstances are needed to encourage them?

Inclusivity leaders are proactive in making all employees feel comfortable and supported

Businesses must do more to tackle transphobia

With discriminatory attitudes to trans people still rife in the workplace, it is vital that business leaders are proactive in making all employees feel comfortable and supported.

Nicho Hodgson

A recent report from Personnel Today has highlighted the barriers to transphobia in the workplace. Instructing it, trans and non-binary people who have experienced gender discrimination at work in recent years.

However, trans staff are more likely to experience transphobic discrimination, including gender discrimination and harassment. 60% of those surveyed had experienced gender discrimination, while 36% reported having been harassed.

In the workplace, it is vital that businesses are proactive in making all employees feel comfortable and supported.

Five things inclusive leaders do differently

Inclusivity leaders do differently

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Inclusivity leaders do differently
The true cost of unpaid fashion internships

Unpaid internships in London’s elite fashion industry are hindering social mobility, with the costs involved simply out of reach for many aspiring professionals.

The results are highlighted by the latest figures across the UK business world, with the number of female graduates entering the workforce extremely low. According to a report by the Chartered Management Institute, only 13.6% of graduates entering the workforce in 2016 were female.

In the fashion industry, the situation is even more dire. According to a recent study by the Sutton Trust, only 13% of graduates entering the fashion industry in 2016 were female. This is despite the industry being one of the most glamorous and creative sectors.

The study found that the average cost of an unpaid internship in the fashion industry is £1,500, which is equivalent to nearly half of the average cost of living for a student in London.

This is not a small cost, especially when you consider that many aspiring fashion students have limited financial resources to begin with. According to a recent survey by the National Union of Students, 40% of students in the UK are living in poverty.

For many aspiring students, the cost of an unpaid internship is not just a financial burden, but a barrier to entry. Many are forced to choose between pursuing their dreams and paying the bills.

But there is hope. A growing number of companies are recognising the importance of diversity and inclusion in the workplace, and are offering paid internships to help close the gender gap.

For example, the Royal Bank of Canada has partnered with the Prince's Trust to offer paid internships to young people who might not otherwise have the opportunity to gain work experience.

The results are clear. The company has seen a 17% increase in the number of female graduates entering the workforce since the introduction of its paid internship programme.

As more companies follow suit, the fashion industry is slowly starting to change. But there is still much work to be done. We must continue to push for more opportunities and support for aspiring fashion students.

“Things are changing, but it’s long overdue,” says Rebecca Montacute, author of the book ‘Fashion: What You Need to Know.’ “The industry must do more to open up opportunities for all.”

The real cost of unpaid internships is not just financial, but also emotional. Many students are forced to compromise their personal lives to gain work experience, which can stunt their growth and development.

But there are solutions. By offering paid internships, companies can help to create a more diverse and inclusive workforce, which is essential for the success of any business.

So let us all work together to make the fashion industry a more welcoming and inclusive place for all.

“By making the fashion industry more accessible, we can help to create a more diverse and inclusive workforce,” says Montacute.

The fashion industry is not just about fashion, it’s about making a difference. And we must all do our part to ensure that everyone has the opportunity to make that difference.

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As Montacute says, “It’s not just about fashion, it’s about society.”
The moral and ethical reasons for diversity in the workplace are clearcut, and businesses should play their part in improving the standing of under-represented members of society. However, diversity is more than just an issue of fairness. The financial drivers are less well known and this lack of knowledge can often stand in the way of changing the status quo. So can improving diversity actually have an impact on the bottom line, and what can be done to drive change in an organisation?

### How Diversity Correlates with Financial Performance

Comparing operating profit margins of companies in the top and bottom quartiles for diversity in executive teams with the average

<table>
<thead>
<tr>
<th>Top quartile</th>
<th>Bottom quartile</th>
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<tbody>
<tr>
<td>Above-average diversity scores</td>
<td>Below-average diversity scores</td>
</tr>
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</table>

- **Gender:**
  - 21% more likely for companies with more gender diverse executive teams to financially outperform less diverse peers

- **Ethnicity/Culture:**
  - 33% more likely for companies with more ethnically/culturally diverse executive teams to financially outperform less diverse peers

### Diverse Leadership and Innovation

State company revenue from new products and services launched over the past three years, by gender of first-time executive hires, to innovation revenue, by diversity teams absorbed

<table>
<thead>
<tr>
<th>Executive Team Diversity</th>
<th>Innovation Revenue</th>
</tr>
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<tbody>
<tr>
<td>Male executive</td>
<td>Male staff executive</td>
</tr>
<tr>
<td>Female executive</td>
<td>Female staff executive</td>
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</tbody>
</table>

### Gender Diversity, by Level of Financial Performance

Gender split in executive teams, by companies with above-average operating profit margins

<table>
<thead>
<tr>
<th>First quartile</th>
<th>Second quartile</th>
<th>Third quartile</th>
<th>Fourth quartile</th>
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</thead>
<tbody>
<tr>
<td>Male executive</td>
<td>30%</td>
<td>33%</td>
<td>40%</td>
</tr>
<tr>
<td>Female executive</td>
<td>41%</td>
<td>48%</td>
<td>48%</td>
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</tbody>
</table>

### Primary Objectives of Diversity and Inclusion Programmes

Free business leaders are actually targeting business performance with D&I efforts

<table>
<thead>
<tr>
<th>Objective</th>
<th>Percentage</th>
</tr>
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<tbody>
<tr>
<td>Attract and retain talent</td>
<td>38%</td>
</tr>
<tr>
<td>Respond to customer expectations</td>
<td>9%</td>
</tr>
<tr>
<td>Enhance external reputation</td>
<td>16%</td>
</tr>
<tr>
<td>Comply with legal requirements</td>
<td>21%</td>
</tr>
<tr>
<td>Achieve business results</td>
<td>17%</td>
</tr>
<tr>
<td>Improve public relations</td>
<td>19%</td>
</tr>
</tbody>
</table>
Outdated language still a barrier to creating a safe and open culture

Diversity and inclusion policies are often seen as a “quick fix” to an issue that has been around for a long time. As a result, many companies are unsure of where to start or how to proceed. But how can companies go about setting up guidelines on inclusive language?

Reaping rewards of a diverse workforce

Supported by the right software package, people can add a missing dimension to many organisations

Commercial Feature

### Outdated language still a barrier to creating a safe and open culture

Many organisations are only paying lip service to inclusion, with outdated, discriminatory and inappropriate language often standing in the way of creating a safe and open culture.

Rebecca Hallatt

Language is a tool for social communication, and its form and tone can convey important information about who is communicating and who is receiving it. But it is just one component of the equation: context, content, expression, delivery, and subsequent action are all critical to understanding what is intended and what is perceived.

Understanding how language is used can give us insights into who is speaking and who is listening, what they are trying to communicate, and how it is understood. It can also inform us about the power dynamic between speakers and listeners, and the social and cultural contexts that influence communication.

But how do we define inclusive language? There’s no consensus on this matter, and there are conflicting definitions and interpretations. Some use the term to describe language that is free from prejudice, bias, or discrimination. Others define it as language that is accessible to all people, regardless of their abilities or characteristics. Still others use it to refer to language that is respectful and considerate of the diversity of people’s identities and experiences.

Regardless of how we define it, inclusive language seeks to acknowledge and celebrate diversity, considering sensitivity the experiences of all people.

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### Setting up clear guidelines on how to use inclusive language will help to attract and retain a varied workforce

Puvanendran, diversity and inclusion policy officer at Jobs. Prominent examples of neurodiversity in business include Sir Richard Branson and Apple co-founder Steve Jobs. Prominent examples of neurodiversity in business include Sir Richard Branson and Apple co-founder Steve Jobs. Many high-profile businesspeople, engineers and converts have spoken out about their neurodiverse background. The head of diversity at HSBC, Nervous Energy Group founder Sir Richard Branson, Apple co-founder Steve Jobs, Facebook Chief Operating Officer Sheryl Sandberg, and Apple co-founder Steve Jobs have all spoken out about their neurodiverse background.

But the potential of neurodiversity in business is only realised if organisations are open to working with people with neurodiverse characteristics. For example, the Equality Act is upheld in a number of places, including the UK, America and Australia, we hear from many organisations that they are looking at hiring people with neurodiverse characteristics. As a result, they have started to implement policies and procedures to support staff who are neurodiverse.

In recent years, many organisations have recognised the potential of neurodiversity and have started to implement policies and procedures to support staff who are neurodiverse. As a result, they have started to implement policies and procedures to support staff who are neurodiverse. This has led to a number of successes, including the appointment of more neurodiverse staff, the development of new initiatives and the increase in the number of neurodiverse employees in organisations.

A number of factors contribute to the success of these initiatives. One of the key factors is the commitment of the top management to neurodiversity. When leaders are committed to neurodiversity, they are more likely to invest in training and development opportunities, and to hold managers accountable for creating a supportive and inclusive workplace.

Another key factor is the involvement of neurodiverse employees in the development of these initiatives. When neurodiverse employees are involved in the development of these initiatives, they are more likely to feel valued and included, and to be more likely to stay with the organisation.

But there are also challenges. For example, organisations may struggle to identify ways to support neurodiverse employees, or they may struggle to find ways to effectively communicate the benefits of neurodiversity to prospective employees.

Despite these challenges, the potential of neurodiversity in business is significant. As more organisations recognise the value of neurodiversity, we can expect to see more initiatives and policies to support neurodiverse employees. This will help to create a more diverse workforce, and to improve the overall productivity of organisations.

### Reaping rewards of a diverse workforce

Supported by the right software package, people can add a missing dimension to many organisations

- **24%** of diversity and inclusion training is online
- **23%** of companies have an employee resource group
- **9%** of firms are able to aurally interface with their employees
- **15%** of firms have a task-oriented interview
- **15%** of firms have a visual interface with their employees
- **8%** of firms do not have a diversity and inclusion policy

### Promote inclusion at work

Survey of BAME employees only

- Of those who said they work at organisations which they perceive
  - 60% have a long-term challenge for their health, due to constant
  - 40% have a long-term challenge for their health, due to constant
  - 30% have a long-term challenge for their health, due to constant
  - 20% have a long-term challenge for their health, due to constant
  - 10% have a long-term challenge for their health, due to constant

### Ways in which organisations promote inclusion at work

Survey of BAME employees only

- 24% Diversity and inclusion training at staff level
- 23% Employee resource groups
- 22% Staff invited to a diversity awareness training
- 20% Inclusion training
- 19% Work with external expertise
- 15% Senior managers have access to different employment groups
- 15% Other
- 10% None of these
- 7% Don’t Know
Neurodiverse workers are untapped talent

A largely misunderstood and underemployed group of people could provide companies with new ways of thinking, but stigmas are holding many back from fulfilling their potential.

Despite neurodiversity as a concept being generally recognized for the last 30 years or so, it is still largely something which is underappreciated or misunderstood by people with autism spectrum disorder (ASD) and other neurodiversities, such as dyslexia, dyspraxia, ADHD and Asperger’s.

Though ASD is a term that refers to a group of neurodevelopmental disorders, people with ASD can vary greatly in their cognitive strengths and weaknesses, and some are often fully capable of living a normal life.

Neurodiversity as a concept recognizes the diversity and value of individuals with different cognitive abilities, and highlights the potential benefits of bringing these differences into the workplace.

Cath Everett

The US-based Center for Disease Control and Prevention estimates that more like one in 59 people are on the spectrum, with the condition occurring approximately one in 160 people in the UK.

Mike Spain, CEO of the UK’s Cyber Neurodiversity Group, which was founded in 2012 to support and provide information about the neurodiversity in artificial intelligence, adds: “The most important thing is to recognize that the world doesn’t work for everyone. We need to recognize that we can do a bit of everything.”

Having people with different abilities can be one of the key to changing the way companies think about recruitment and can bring a new level of creativity and problem-solving.

“Having people who are thinking differently is going to make you more, and more important, for organisational success,” says Ray Coyle, chief executive of IT consultancy and training company Computerworld.

To achieve this, he says, requires organisations to “consider a much bigger pool of talent and solutions, they have increased its engineering giant to help it build a more inclusive company culture in place.”

Table: Machine intelligence takes bias out of hiring

<table>
<thead>
<tr>
<th>Feature</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Efficacy in hiring decisions</td>
<td>23%</td>
</tr>
<tr>
<td>Potential negative candidate experiences</td>
<td>20%</td>
</tr>
<tr>
<td>Potential job candidates undergoing bias</td>
<td>10%</td>
</tr>
<tr>
<td>Other</td>
<td>6%</td>
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</tbody>
</table>

Commercial feature

Machine intelligence takes bias out of hiring

Talent assessment solutions powered by artificial intelligence algorithms are removing the unconscious biases that have held back organisations in building diverse workforces.

Some long processes have long been based on traditional CVs, interviews, subjective hiring and selection, and now neural networks, machine learning and computer algorithms can help to remove unconscious bias.

By using machine intelligence to compare people’s past experiences, past performance and current potential, AI can identify skills and experiences that traditional approaches might miss.

The AI can also learn from the data it is given to spot patterns and trends, and can rapidly identify the best candidates in a more unbiased and objective way.

It can also speed up the hiring process and allow organisations to make decisions faster.

With applications for AI-driven hiring increasing, the industry is becoming more and more widely understood, and the benefits to be gained from taking an AI-driven approach are becoming clearer.

Biggest potential

- Ensuring a fair and unbiased assessment and selection process
- Speeding up the hiring process
- Removing bias and improving the hiring process for underrepresented groups
- Reducing the need for human assessment
- Improving the quality of hires

Biggest concerns and potential with AI in talent assessment/selection

- Ensuring fair and effective use of AI
- Ensuring that AI models are fair and unbiased
- Ensuring that AI models are transparent and explainable
- Ensuring that AI models are trained on diverse data
- Ensuring that AI models are regularly monitored and updated
What can The Open University do for you?

For five decades, The Open University has led the way on inclusion, making it possible for people, students from all backgrounds, and overseas to access education and training.

Nick Eason, commercial director at The Open University, explains why the institution remains a highly popular choice for learners around the globe.

**Q: What would surprise us about today's Open University?**

*Department for Education's FE Choices employer*

**A:** The Open University is a highly innovative and of-age learning organisation.

Our student population is incredibly diverse and our current student numbers stand at around 174,000 students studying worldwide.

For its 50th anniversary this year, having signed up to Open University validated qualifications for organisations, The Open University has led the way on diversity, inclusivity and social justice by providing online learning that is accessible to everyone.

As testament to this, around 55 per cent of our students in England are from disadvantaged backgrounds. The OU has a 95 per cent apprentice retention rate and more than 1,000 apprenticeships to meet the requirements of employers. As a disinguished and highly proud of our new two-hour course to help organisations upskill and reskill employees who may not otherwise have such opportunities, we believe that social media’s unique role is in making people feel that their voice is being heard.

**Q:** What can The Open University do for you?

**A:** Our mission is to create a future where everyone has access to learning and achieve their potential due to the current perception of students with disabilities study to study while working. Due to our innovative open learning approach and the OU’s well-established programmes and highly significant. Our programmes are designed to develop lifelong learners and long from workplace solutions for organisations that are looking to enhance their learning and development programmes. Our programmes can enable employees to become the businesses of tomorrow, in order to drive growth and innovation in organisations.

Our programmes and development strategies and requirements, from micro-videos to large-scale national initiatives such as VET and higher education, we offer a single solution nationwide that most organisations can keep up with. As an online learning provider, we offer the solutions that allow employees to work on their own pace, allowing them to focus more effectively on their work and allowing them to understand an organisation’s particular needs.

We understand that there is a highly varied working life skills within organisations across the UK and we are able to help employers overcome these challenges.

## What can The Open University help organisations to do?

**Q:** What can The Open University help organisations to do?

**A:** There is a high demand for short, long-term work-based solutions for organisations that are looking to enhance their learning and development programmes. Our programmes can enable employees to become the businesses of tomorrow, in order to drive growth and innovation in organisations.

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## What can The Open University do for you?
Specialists in Unconscious Bias & Diversity Training

At Marshall’s we pride ourselves on providing the latest and most accessible methods of training staff on a wide selection of diversity and equality topics.

We know that most organisations are looking to go beyond just complying with legislation and want to build environments that embrace diversity and deliver equality to support their aims and objectives.

We’ve refreshed, renewed and reinvigorated our unconscious bias and diversity training to make sure we meet the current issues that our clients face around diversity.

Our training courses enable people to feel comfortable and have the skills and abilities needed to ensure that equality, diversity and inclusion is a reality for everyone.

Take your next step towards a more diverse workplace at marshallelearning.com or call 0845 123 3909