

### Ready to begin

One of the first steps in activating a Diversity & Inclusion (D&I) plan is to develop a D&I policy which will set out in concrete terms what you want to achieve and the environment you commit to creating in partnership with your employees. Typically, the policy will reflect the strategy you have agreed, in terms of your vision and your goals, and will also reflect your values programme, where one is in place. For a policy to be really successful it needs to reflect the culture of your organisation – or the culture you aspire to create, and should also be written in a tone of voice that will be appealing to your employees and also make the policy – and the behaviours you want it to drive – more accessible and authentic.

### What should your policy include?

You might start by using your introduction to define what you mean by D&I. You can talk about why it is important to your organisation and summarise what diversity and inclusion in the workplace means for your employees and stakeholders. Consider outlining the benefits of D&I from business, social and ethical, employment and legal perspectives e.g. attracting and retaining diverse talent, promoting inclusion, enhanced morale, and compliance. Look at organisations which you admire for their ethics and inclusion and see what they provide under their Diversity & Inclusion Policy.

Examples: -

- Commonwealth Group - Workplace Diversity refers to the variety of difference between people in an organisation. Diversity encompasses acceptance and respect. It is an understanding that everyone is unique and a recognition of our individual differences. These can include ethnicity, gender, sexual orientation, age, physical abilities, family status, religious beliefs, perspective, experience, or other ideologies
- Google - Having a diversity of perspectives leads to better decision-making, more relevant products, and makes us stronger and produce better more innovative work
- IBM - IBM's enduring commitment to diversity is one of the reasons we can credibly say that IBM is one of the world's leading globally integrated enterprises. We also understand that diversity goes beyond fair hiring practices and protection for all employees. It also includes a focus on how those disparate pieces fit together to create an innovative integrated whole. We call this approach 'inclusion'. While our differences shape who we are as individual IBMers, our share corporate culture and values remain central to our mutual success
- AIB - Embedding diversity across our organisation helps us to be the best that we can be in our thinking, our decisions, and our outcomes. It is fundamental to our aim to be a successful organisation that all our customers and our people can believe in. By respecting, developing and harnessing the talents of all our employees, we commit to creating an inclusive and supportive organisation that delivers a superior experience for all our customers, provides an extraordinary place to work for our employees, and brings an appropriate financial return for our shareholders and the economies within which we operate

## Policy Statement

Including a policy statement can be very powerful as it outlines your organisation's commitment to D&I and the change in culture you are aiming to create. Explain your aims – for example, to create a workforce that is diverse, promotes positivity, and instils a can-do attitude in everyone, irrespective of their differences. State that you are opposed to all forms of unlawful and unfair discrimination. Think about the language you are using – make sure it is inclusive

Examples:

- Commonwealth Group - Diversity is increasingly seen as an asset to organisations and linked to better economic performance. It is an integral part of how we do business and imperative to our commercial success. The Group recognises that our people need to reflect our customers and local communities. We understand that building a diverse and inclusive workforce will result in improved service for our customers and return for our shareholders. Additional research shows that the most engaged employees are those working in an open, fair, and diverse environment
- Google is committed to bringing together people – in our workforce, our industry and on the web – who have a broad range of attributes, experiences, and points of view. We believe our differences make us stronger, and produce better more innovative work
- IBM thinks about diversity the way we think about innovation – both are essential to the success of our business. When we innovate, technology becomes smarter for clients and creates new opportunities for growth. When we incorporate diversity into our business, we create better innovations and outcomes. IBM has embraced diversity and it gives opportunities for IBMers and our clients to achieve their full potential

To promote commitment to Diversity and Inclusion, many organisations have used their Policy Statement as a stand-alone document which is signed by senior management and is displayed on noticeboards, in reception areas and on websites.

## Scope

State who the policy refers to e.g. all employees (current and former and employed in parent company, various subsidiaries, and divisions if appropriate), contractors, suppliers, customers, and other people who come into contact with the organisation etc.

## Standards

These standards or principles are what your organisation totally commits to. Ideally, here you should: -

- Outline the type of work environment your organisation aims to create, i.e. one free of discrimination and prejudice.
- Make it clear that everyone will be treated fairly, with respect, and will be given equal opportunity in every aspect of their working role.
- State what the organisation is promising in terms of pay, recruitment, progression, special needs etc. For example, when selecting for employment, promotion, training it will be based on the individual's own merits. Their aptitude and ability will determine their suitability for the role; it will not be affected by their gender, age, status (civil, family, marital), sexual orientation, disability, race, religion, membership of the traveller community or membership of a trade union.
- Provide a list of points that summarise your main attitudes, values and aims where diversity and inclusion are concerned e.g. to create an environment in which individual differences and the ways in which everyone contributes is recognised and valued.

- Reinforce your sentiments and intolerance towards discrimination - including the fact that disciplinary action will be taken against those that breach your policy.

## Implementation

The process should also include a plan for

- Communication and promotion of policy – internal e-mail/mailshot with information about where the policy can be found e.g. staff website, employee handbook.
- A commitment to the policy at every level of the organisation, including at the very top e.g. displaying a signed copy of the Policy Statement in prominent positions
- Diversity and inclusion training provided to all staff – build diversity into management programmes, team building exercises and induction courses to increase awareness of the need to handle different views, perceptions, and ideas in positive ways.
- An agreement, understanding and support from all your employees for the policy’s implementation – for example, the induction programme can educate your new employees about the organisation’s values and policies.
- An explicit willingness to challenge and, where necessary, discipline those who do not follow the policy – introduce mechanisms to deal with all forms of harassment, bullying and intimidating behaviour making clear that such behaviour will not be tolerated and setting out the consequences of breaking the organisations behaviour code.
- Although it can be easier to track activities and numbers, it is more compelling to measure impacts or outcomes. Use engagement surveys to see how have attitudes, perceptions or behaviours changed after the introduction of your policy, and review as necessary

## Sponsors & Owners

Includes names and titles of policy sponsors and owners, including a senior escalation process for speaking out on policy failures or concerns. It’s important to be clear about who is responsible for the policy and your expectations of stakeholders such as D&I Board, managers, employees, unions etc. to uphold the policy and act within the standards and principles.

Indicate when the policy is effective from and the timelines for review e.g. annually or if legislative change requires a review.

## Resources

- <https://www.ibec.ie/>
- <https://www.teni.ie/>
- <http://www.seechange.ie/>
- <http://www.ihrec.ie/>
- Ireland's Diversity Charter <http://www.diversity-charter.com/diversity-charter-ireland-charter.php>

## Some areas of legislation that you need to be aware of

Employment Equality Acts 1998-2015

Equal Status Act 2000-2015

Non-discrimination is a principle in the primary law of the EU (Articles 18 and 19 of the Treaty on the Functioning of the EU (TFEU) and Title III of the Charter of Fundamental Rights of the EU).

Directive 2000/43/EC prohibits direct and indirect discrimination based on racial or ethnic origin

Directive 2000/78/EU prohibits direct and indirect discrimination based on religion or belief, disability, age, and sexual orientation

Directive 2004/113/EC implements the principle of equal treatment between women and men in the access to and supply of goods and services

Directive 2006/54/EC implements the principle of equal opportunities and equal treatment of men and women in matters of employment and occupation

Directive 2014/95/EU requires companies with more than 500 employees to publish information relating to their diversity policy

# Sample Policies donated by 30% Club Members



This document has been prepared as a suggested aid for any organisation on their Diversity journey. It has been developed by 30% Club members as a suggestion rather than as formal advice. We hope you will find it useful on your journey

# Diversity and Inclusion Code Sample 1

## Introduction

Diversity is about what makes each of us unique and includes our origins, backgrounds, personality, life experiences and beliefs. It is a combination of the visible and invisible differences that shape our view of the world, our perspectives, and our approach in all aspects of our lives. It is strongly grounded in individual respect and links very closely to our brand values. Inclusion is the extent to which we feel valued and included. It links very strongly to our engagement themes and reflects our brand values.

## Our Statement:

Embedding diversity across our organisation helps us to be the best that we can be in our thinking, our decisions, and our outcomes. It is fundamental to our aim to be a successful organisation that all our customers and our people can believe in. By respecting, developing and harnessing the talents of all our employees, we commit to creating an inclusive and supportive organisation that delivers a superior experience for all our customers, provides an extraordinary place to work for our employees, and brings an appropriate financial return for our shareholders and the economies within which we operate.

## Scope:

This policy applies to all our employees

## Our Standards

As an organisation we aim to ensure that:

- All employees are treated fairly, and decisions on recruitment, pay, terms & conditions, training & development and performance appraisal are based solely on objective and job-related criteria
- Career progression is based on merit and objective assessment of performance and suitability.
- Working practices reflect the needs of a modern and agile workforce and our policies support the achievement of a work life balance and the caring needs of parents and those with other caring responsibilities
- Periods of absence for maternity and paternity leave are supported and fully integrated into normal career planning
- Talent investment is inclusive and promotes the availability of a range of pipeline talent and skills for all roles, particularly at senior levels
- • Team and committee structures include a diverse range of skills and representative voices, to support inputs, decisions, and more comprehensive outcomes
- • We make every effort to accommodate those with any special needs, such as those with either mental or physical disabilities
- • We raise awareness of our own unconscious biases and challenge communications, policies, advertisements, practices, and procedures in terms of fairness and equality for all
- • We respect everyone's ideas and work together to develop and support open communication and feedback mechanisms
- • We respond quickly and responsibly to any complaints of discrimination, victimisation, intimidation, harassment, bullying or misconduct

## As an employee I can expect to:

- Be treated with dignity and respect.



- Work in an environment that actively promotes inclusion and makes me feel valued, where I can express my opinions and have the opportunity to be heard
- Have support from my manager and colleagues in accessing agile & smart working arrangements appropriate to my business area
- Have access to continuous development and new career opportunities based on my personal merit and skills
- Feel supported in times of difficulty such as bereavement, illness, physical or mental difficulties or changes in personal circumstances.
- Be protected from any form of discrimination and never to be treated less favourably or disadvantaged in any way based on gender, gender re-assignment, age, civil status, family status, marital status, sexual orientation, disability, race, religion, membership of the traveller community or membership of a trade union. Policy Implementation

This policy is effective from dd/mm/yyyy. It replaces any previous policies/ statements on Diversity or Equality and complies with legislative and regulatory requirements in all the jurisdictions in which we operate. This code operates as part of a suite of standards that support our Code of Conduct.

## Equal Opportunities and Diversity Policy – Sample 2

### Introduction

The Company is committed to policies and practices that provide equality of opportunity for every employee; protect the dignity of employees; promote respect for others at work. All employees are required to take personal and individual responsibility to comply with these policies and behave in a non-discriminatory way and not to participate in any acts of inappropriate behaviour, harassment or bullying. As regards Diversity this is a broader concept that builds upon the progress made through equal opportunities. Everyone is different and diversity is about recognising, respecting and valuing the differences we each bring to work. Equal opportunities and diversity work together by addressing the inequalities and barriers faced by people in under-represented groups and by valuing, learning, and benefiting from the diverse cultures in society and our employees.

### Procedure

The Company is committed to a policy of equal opportunities and diversity in employment. All employment decisions in the Company are based on merit, abilities, suitability, and qualifications. The Company will not tolerate discrimination, bullying, harassment, or sexual harassment by one employee or group of employees against another or others for any reason. Discrimination is defined as the treatment of a person in a less favourable manner than another person is, has or would have been treated, on any of the nine grounds listed below. Discrimination can also be taken to have occurred, when a person is treated less favourably by virtue of their association with a person who is a member of one of these nine groups subject to applicable legislation, no employment practices, treatment or decisions will be influenced or affected by an employee's:

1. Gender
2. Marital Status
3. Family Status
4. Sexual Orientation
5. Religious belief or lack of religious belief
6. Age
7. Disability or the nature of disability
8. Race, colour, nationality or ethnic or national origin
9. Membership of the Traveller community

The Company is committed to promoting a good and harmonious working environment where every employee is treated with respect and dignity, and in which no employee feels threatened or intimidated. Implied in all the Company's contracts of employment is a commitment to equal pay for equal work. Training and promotion are open to all employees of the Company. Decisions are based on the existing skills, knowledge and behaviour required to perform a job to Company standards, and those required in the future. Any employees with questions or concerns about any type of discrimination in the workplace are requested to bring these issues to the attention of their immediate manager or any other manager for resolution. Employees can raise concerns and make reports without fear of reprisal. All complaints will be treated confidentially as far as practicable. All employees are required to take personal and individual responsibility to comply with this and related policies, and behave in a nondiscriminatory way and any employee contravening this policy and unlawfully discriminating against another employee or potential employee will render himself or herself liable for disciplinary action, up to and including termination of employment.



## Statement on Diversity

- The Company is committed to creating a culture in which diversity is promoted actively and in which unlawful discrimination will not be tolerated.
- The Company recognises the business benefits of having a diverse community of employees and to this end, is working towards building and maintaining an environment which values diversity.
- The Company appreciates that all employees are different and that these differences can bring about business advantage to the Company. Diversity management incorporates the following principles:
- Diversity refers to any factor that makes people different, both visible for example race and invisible for example communication style.
- It involves attracting the people the Company needs into the future thereby preventing skill shortages.
- It requires the involvement of all employees of the Company, especially managers to manage well and to reflect the principle of respecting differences among employees. It promotes an environment within the Company where differences are recognised and valued among employees.
- It creates an environment where employees will work more effectively and efficiently to the benefit of the Company and the employee.
- The aim of diversity is to ensure that in carrying out its business activities, The Company will have due regard to:
  - Promoting good relations between people of a diverse background.
  - Eliminating unlawful discrimination between people of a diverse background.
  - Ensure that all employees should participate fully in the work of The Company and embrace its diversity.
  - Employees should reflect the diversity of talent, experience, and skills of employees of a diverse background and acknowledge the contributions and efforts that a diverse workforce achieve and therefore contributing to the success of The Company.

## Responsibilities for Diversity Statement

All employees are responsible for promoting this diversity statement, HR will review regularly. Employees should familiarise themselves with this diversity statement and thus ensure that employees of a diverse background are recruited, promoted and recognised in all their achievements towards the success of Canada Life. Where an employee feels he or she is being discriminated against or not being afforded equal opportunity during their work he or she should bring this to the attention of HR. For the successful implementation of this diversity statement Canada Life will seek to assess the impact of this statement on employees to ensure that real improvements are being made in promoting diversity throughout the Company and employees are encouraged to provide feedback to Human Resources periodically.

## Group Policy on Equality through Diversity – Sample 3

### Introduction

This document outlines our policy on equal opportunities in the workplace for all employees. The aim of the policy is to provide equal opportunities by managing diversity. The idea of diversity is based on recognising that a modern workforce is made up of people with different characteristics such as gender, civil status, family status, sexual orientation, religion, age, disability, race and membership of the Traveller community. As a group, we believe that by valuing and promoting diversity, we are providing a workplace where people enjoy work because of the challenges and personal development they will receive.

### Managing diversity

To achieve equal opportunities, we need to prevent discrimination in the workplace. As a group, we do not treat employees differently because of their gender, civil status, family status, sexual orientation, religion, age, disability, race, and membership of the Traveller community. We value diversity by encouraging individual contributions and the development of employees so that they can meet their potential and make a bigger contribution to the organisation.

### Workplace discrimination and the law

We are fully committed to meeting the Employment Equality Act, 1998, 2004. In line with the act, we will not treat anyone unfairly because of their gender, civil status, family status, sexual orientation, religion, age, disability, race, and membership of the Traveller community. Harassment on each of the nine grounds is also banned under the act.

### Recruiting, selecting, and promoting staff

The aim of any selection process is to find the right person for the job. It is our policy to make sure that this process is fair and professional. This means that the selection process must provide equal opportunities for everyone who meets the selection conditions, and that we will not discriminate - directly or indirectly - for any of the reasons set out in the Employment Equality Act 1998, 2004 and referred to above. When advertising vacancies, we will be careful to use language that does not discriminate so that everyone who meets the selection conditions is clear that they have equal opportunities in the selection process.

Part of the selection process (for internal vacancies as well as external recruitment) usually includes interviews. When assessing candidates, interviewers will not ask questions about personal, family, or other circumstances which are unrelated to the candidate's ability to do the job. We will make sure that everyone involved in holding interviews will be briefed thoroughly on meeting this policy. If we need to assess whether personal or family circumstances will affect a candidate's ability to do a job effectively, for example, whether they are willing to transfer, the interviewer should discuss this fairly and in a similar way with all candidates. We know that, while not being willing to move from one working location to another may be a problem at a certain point in a person's career, we should not assume that this will always be the case. We will regularly review our selection conditions to make sure that we are not discriminating against any group of employees. All staff are entitled to discussions about their career prospects and advancement and encouragement for their future development.

### Career and personal development

We aim to provide a workplace which promotes equal opportunities to all employees. We will encourage all employees equally to take part in self-development and training so they can compete for promotion.



We will assume that all employees are interested in progressing their careers or receiving opportunities to do so unless they tell us otherwise. It is important that nominations for training courses reflect the appropriate development of skills for all categories of employees covered by the policy.

### **Performance review and feedback**

The performance review and feedback (appraisal) process will be fair. This means that:

- we will plan all performance review meetings to follow the structured guidelines on carrying out the review process.
- discussions should not discriminate against anyone.
- the documents to support the process should focus on your ability to do your job, your performance, your career, and your development.
- we will encourage all staff to consider themselves for jobs and promotions which they have the relevant experience and ability for.
- we should not assume that family commitments lead to limited career goals; and
- we will give staff equal access to training which is relevant to their job.

### **Language and illustrations in internal and external group documents**

We want to promote our philosophy of equality generally through all our publicity and marketing material and internal forms and documents, for example, training literature and application forms. These documents should not discriminate against anyone either directly or indirectly.

### **Combining work and life responsibilities**

We know that staff with responsibilities outside work may, at certain times in their careers, find it more difficult to combine work with these commitments. With this in mind, we will continue to look at schemes which will make this easier.

### **Collective agreements**

Any collective agreements which we and the trade unions representing staff enter into should take account of this policy and promote equal opportunities.

### **Not keeping to the policy**

If you feel that we are not keeping to this policy, you should tell either your manager or the Human Resources Department. If you believe that you have been, or are being, discriminated against, you can follow the grievance procedure.

## Workplace Equality Policy – Sample 4

### INTRODUCTION

The document sets out the Company policy in relation to workplace equality in accordance with the Employment Equality Act 1998 - 2011. The Company is committed to ensuring equality of opportunity in all employment related matters and to providing a workplace that is free from discrimination in the areas of gender, marital civil status, family status, sexual orientation, religious belief, age, disability, race, or membership of the traveller community, harassment, sexual harassment, and/ or victimisation. The Company reserves the right to review, revise, amend, or replace the contents of this policy and to introduce new policies and procedures from time to time to reflect the changing needs of the Agency. In cases where policies and procedures may be out of line with relevant legislation, the relevant legislation always takes precedence.

### SCOPE

This policy applies to all employees of the Company. An employee of the Company is defined as any person who has a contract of employment with the Company (including without limitation a fixed term or specified purpose contract) regardless of the entity or Business Unit to which they are assigned to work and regardless of the hours they work.

### GENERAL POLICY

The Company is committed to equal opportunity of employment and all employment decisions will be based on merit, qualifications, and abilities. Employment related decisions will not be influenced or affected by an employee's gender, civil status, family status, sexual orientation, religious belief, age, disability, race, or membership of the traveller community. Through the Company's Dignity at Work policy, the Company fully endorses a working environment free from discrimination, harassment, sexual harassment, workplace bullying and/or victimisation.

### SHARED RESPONSIBILITY

The Company is committed to recruitment, employment, training and promotion practices and policies that are free from barriers, both systemic and deliberate, that discriminate against any person on any of the grounds above. All recruitment, employment, training, and promotion decisions made will be based on employees' abilities and qualifications required to perform the job effectively, to the standards required by the Company both now and in the future. It is the responsibility of every manager to support and communicate the Workplace Equality policy. All employees must be familiar with and act in accordance with the requirements of this policy and must accept their personal responsibility to comply with this policy including maintaining acceptable standards of behaviour at all times towards all colleagues.

### EQUALITY

The Company is committed to ensuring equality of opportunity in all areas of employment and will not discriminate in employment related matters on any grounds in the areas of; access to employment or recruitment; equal pay or terms and conditions of employment, social and recreational programmes; Company sponsored training, experience opportunities, or vocational training; promotion, re-grading or classification of jobs; dismissals, lay-offs, transfers or references.

### DISABILITY



The Company recognises that employees with a disability may require reasonable accommodation or equipment, or modifications to the work environment. Appropriate measures that may be considered by the Company include adaptation of premises and equipment; patterns of working time; distributions of tasks; the provision of training or integration resources. The requirements of job applicants and existing members of staff who have or have had a disability will be reviewed to ensure that whatever possible reasonable accommodation is made to enable them to enter into or remain in employment with us, within the parameters of the Employment Equality Acts 1998-2011. The Company will consider any appropriate measures in consultation with the employee in an attempt to make such reasonable accommodations within the parameters of the legislation. Workplace Equality Policy – Sample 4

### **GENERAL PRINCIPLES**

The Company will always state ‘The Company is an Equal Opportunities Employer. Appropriate measures can be taken at interview stage to accommodate the needs of candidates with disabilities.’ in any form of advertising for a job either internally or externally. Any employee who feels that they have been treated unfairly in terms of access to employment, conditions of employment, training, work experience, promotion or reclassification of posts should follow the Company’s Grievance Procedure. Employees who act or behave in a manner contrary to the spirit of this policy may be subject to disciplinary action, up to and including dismissal. The Company will endeavour to ensure that all employees involved in making employment related decisions will be provided with training and guidance to ensure that they understand their position, the Company policy, and legal requirements. When recruiting, full job descriptions will be prepared, outlining requirements that are essential for the job in questions. Non-essential qualifications/ skills/ knowledge will be described as ‘desirable’.

### **BREACH OF POLICY**

Breach of this policy will be taken seriously by the Company and may be dealt with in accordance with the Company Disciplinary Procedures. Disciplinary action up to and including dismissal may be taken.

### **QUERIES**

Any queries in relation to this policy should be raised with the Head of HR.