



AVENIR

GROWTH+SUCCESS VIA DIVERSITY + INCLUSION



5 Steps to Data-Driven DEI

#CompleteInclusion

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We know that the best way to influence the executive team is through hard evidence – not just generic evidence that talks about the business case for DEI, but real data from their organisation. You can't beat it.

However, it isn't always easy to get hold of. Firstly, you may not have the systems or processes in place to collect data about your employees, and secondly, employees can often be sceptical about offering their personal information for fear of what it could be used for.



In this guide, we have created a simple and easy 5 step approach to developing a data-driven DEI strategy.

Step One

Who, What, Where & Why?

Before starting any sort of data-gathering exercise, it is crucial to know why and what you're researching. Without knowing this, you won't be able to effectively capture the data you need and your data-collection methods can quickly become confused.

The questions you need to ask before conducting surveys are:

- **WHO?** - who are you targeting in the survey? If it is everyone in your organisation then what key groups will you focus on for sub-reports or data pull-outs. Women? Those of an ethnic minority background? Employees with caring responsibilities?
- **WHAT?** - what are you looking for exactly? For example, are you looking for differences in wellbeing between employee groups, or to know if leadership is perceived differently in different parts of the organisation?
- **WHERE?** - where are you targeting your research i.e. which divisions, teams or regional offices? Even if you will survey the whole organisation, which areas or locations do you want sub-reports on?
- **WHY?** - why are you carrying out this research? For the survey to be effective you need to have a strong idea of what the results will be used for, and how they will feed your DEI strategy, and the business strategy.

This may sound overwhelming at first, but Avenir is here to help here to help guide the process the process. Our initial meetings will support you identify the answers to these questions, which we will use to tailor our Complete Inclusion Diagnostic so the report we produce is exactly what you need.

Action



Gather your key stakeholders and gain their perspective on the Who, What, Where and Why questions.



Contact us to discuss what you need from the DEI review, and we will help you develop a robust research strategy to meet your needs.



Step Two

Executive Team Buy-In

One of the most important drivers for any organisational strategy is buy-in from the senior leadership team. Without the senior leaders actively advocating the DEI strategy and review, it is unlikely to have the desired impact for the organisation. After all, **if the senior leaders don't pay attention to it, why should your employees?**

For this reason, it is important you communicate with the executive team all the benefits of the DEI survey and how it can inform strategy. To help you with this, Avenir always meet your executive team to generate trust and confidence in the process. You can also look to your competitors to see what they are doing and demonstrate how your organisation can be a DEI market leader.

Once buy-in has been secured, a member of the executive team should take the role of DEI Sponsor to demonstrate the Board commitment and ensure DEI is always on the agenda. An appropriate team should also be assembled to advocate for and execute the strategy.



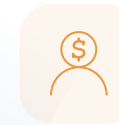
Action



Ensure your executive team have space to discuss and debate why the inclusion survey is needed, and how it can inform the DEI strategy.



Work with us to ensure the design of your survey will answer the executive team's questions (and yours).



Appoint an executive sponsor and assemble a steering committee to help execute.

Step Three



Communicate, Communicate, Communicate

If your employees receive a questionnaire unexpectedly that asks them questions about who they are as a person (race, gender, age group etc.) and also about how they find working for the organisation (e.g. do you feel supported? etc.), then they may be sceptical about what their answers will be used for.

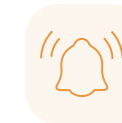
For this reason it is important that you **clearly communicate why and what you're measuring** and to do so in a timely manner. Pledging to share the findings of the review with your workforce, and indeed the public, can be a great way to gather support from your employees and build trust that you're asking these questions for the right reasons. A Q&A session for those particularly concerned can also help to alleviate employee cynicism.

The best forms of communication occur when they happen from a variety of sources. Emails can be left unread and announcements from management can be forgotten if they're not written down. The best communication strategy will be one where **employees are told multiple times and from multiple channels**. Speeches from senior leadership will reinforce the authenticity behind the DEI agenda, whilst emails can provide employees with further information to digest at their own pace.

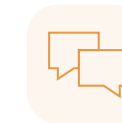
Action



Announce the intentions for the survey beforehand via a variety of channels.



Remind employees at regular intervals about the why the survey is taking place and what to expect.



Offer a Q&A session shortly before launch.



Remind employees about the survey intentions, confidentiality and anonymity when it launches.

Step Four



Conducting and Analysing the Survey

In many respects, this is the easiest part for you. Avenir will create the bespoke survey based on the review strategy we created together. So with your employee base expecting the survey, and being well aware of the intentions behind them, we can go live.

The survey will typically remain open for around one to two weeks to allow all employees to have a chance to complete it. This window also allows you to send reminders.

Avenir will then analyse and collate the data using methods that keep intersectionality in mind.

Assuming we have enough people in each diversity category to ensure anonymity, we can offer insights into, for example, not just how Black employees and women experience their workplace, but how Black women in particular experience it. A female employee may experience sexism in the workplace, and a Black employee racism, but a Black female employee may experience both racism and sexism simultaneously, making her experiences more complex. By accounting for this, **the insights we give you will be both more accurate and more useful** for informing your strategy.

Action



Launch the survey



Continue communicating throughout by reminding people to complete the survey



Avenir will provide reports detailing the insights of the research

Step Five

Develop your DEI Strategy

You will need to re-convene your executive team to discuss the DEI statistics of your organisation and recommendations offered in the report. Avenir always facilitate this meeting with the executive team as often there are further questions related to the survey findings which we can answer (or conduct further analysis to answer).

We will advise on an initial outline of what and how your DEI strategy can be created to address any issues discovered from the survey. However, **it's important that the DEI strategy is owned by the executive team**, steering committee and other key stakeholders, so their involvement in further developing the strategy is vital to gaining traction.

The strategy should be formed of a series of short-, medium-, and long-term goals. It is imperative these goals and the DEI strategy are embedded into the wider organisational strategy and grounded in the results of the review. This will ensure that the organisation will remain committed to solving the issues found.

If you previously pledged to report the results of the review to your employees or the public, it will be worth waiting until these strategies and goals are devised. This then demonstrates you are proactively addresses any gaps or issues found.

Action



Read and digest the results of the audit.



Meet with the executive team to discuss the results and consider the priority areas.



Develop these into a series of short-term, medium-term and long-term goals and a wider DEI strategy.



If pledged to, release the findings, and an appropriate amount of the strategy and goals, to the employees/public.

Complete Inclusion Diagnostic

We want to help you **feel confident** about your DEI strategy and that you are placing your time, energy and resources in the places that will make the most difference.

Through our powerful online survey, you will understand how different people, across a range of diversity categories, experience your workplace.



We will give you vital information about:



Individual Inclusion e.g. how much I feel valued and accepted at work



Perception of the Organisation e.g. how much I think the organisation listens and takes on board feedback.



Leadership Behaviour e.g. how much I think senior leaders role-model inclusion



Team Behaviour e.g. how much I feel a sense of belonging to my team



Perception of Fairness e.g. how much I believe our internal processes and opportunities to be fair to all.



Perception as People Manager .g. how much people managers feel the organisation supports them to act in an inclusive way

Growth + Success
via
Inclusion + Diversity



AVENIR

Please get in touch to speak to one of our consultants to find out how we can support you on your diversity, equity and inclusion journey: hello@avenirconsultingservices.com

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