DIVERSITY FORUM
Inclusive Social Investment

Connect
Fund
Building a better social
investment market

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The Diversity
Forum Toolkit

Practical resources

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the
social
investment
consultancy

Introduction

This toolkit is aimed at any social investor and social investment organisation interested in promoting diversity and inclusion.

As the social investment sector, our ambition is to address inequalities and disadvantage in the UK and promoting diversity and inclusion in its broadest sense should be an essential part of this. Our thinking on diversity is informed by the idea of equality and a fundamental belief that difference – whether it be a protected or unprotected characteristic – makes for richer experiences, workplaces and decisions. A group of individuals have come together to create the Diversity Forum with the aim of improving diversity and inclusion among social investors in the UK. In particular, 40 social investors have come together to form the Diversity Champions, a peer network committed to driving diversity within their own organisations.

The Diversity Forum commissioned Inclusive Boards to produce the research report 'Inclusive Impact', which scrutinises the state of diversity in social finance. It demonstrates a clear need for diversity promotion in the sector, especially in leadership roles. When women from BAME background hold only 2.8% of directorship positions, and 18% of directors attended Oxbridge universities (while less than 1% of the UK population did), it is clear that the social investment sector does not represent the community it is trying to serve.

This toolkit is authored by The Social Investment Consultancy, the host of the Diversity Forum. The idea of the toolkit came from the Forum's journey in 2018 and experience organising many sector-wide convenings. Thanks to contributions from Diversity Champions and Inclusive Boards, and the experts we interviewed for this toolkit. Special thanks to the Connect Fund for making the production of this toolkit possible.

Using This Toolkit

This Toolkit, once complete, will be licensed via Creative Commons so that it is an open-source document for the social investment sector. Diversity and inclusion is a broad topic, and we have prioritised the five topics below based on consultation with Diversity Champions on what they need the most help with.

This Toolkit contains the below sections:

Some definitions

Diversity is any dimension that can be used to differentiate groups and people from one another.

Inclusion is an organisational effort and practices in which different groups or individuals having different backgrounds are culturally and socially accepted and welcomed, and equally treated.

Equality is ensuring individuals or groups of individuals are not treated differently or less favourably, on the basis of their specific protected characteristic, including areas of race, gender, disability, religion or belief, sexual orientation and age.

Equity is an approach that ensures everyone accesses the same opportunities.

Intersectionality approach

We also take an *intersectionality* approach in the understanding of diversity and inclusion. Intersectionality considers that various forms of identities, such as class, race, sexual orientation, age, religion, disability, and gender, do not exist separately from each other but are interwoven together. This approach is essential so that we do not leave anyone behind. Those experiencing multiple forms of disadvantage can often find themselves silenced unless an intersectionality approach is fully embedded - for example, among disabled people, disabled women may feel more marginalised than disabled men; among women, women from ethnic minority backgrounds may have different struggles from white women. This means that our agenda cannot be studied, understood, or practiced from a single standpoint, and it may make it hard to pinpoint where to start. However, this approach ensures that we are tackling the deep power structures that engender inequality and reinforce each other (despite being often invisible to many of us).

Caveat

Promoting diversity and inclusion is not an easy task: it involves understanding and challenging a well-established system of structural discrimination perpetuated through unconscious biases and internalised norms. It commands patience and a willingness to reflect on one's own place in the structure of power. This is why there is no simple and straightforward solution with guaranteed efficiency.

With this caveat in mind, the Diversity Forum toolkit aims at giving social investment organisations a better grasp on how to approach the issue and where they could start. However, it does not replace the necessary but slow, reflective and always-improving process of promoting diversity. This toolkit seeks to balance the short-term solutions (or quick wins) and the long-term ones.

Finally, this is the first version of the toolkit, and it covers only limited aspects of what bringing diversity and inclusion entails.   For example, the toolkit does not tackle the issue of progression, even though it is a crucial one for the social investment sector. As the Inclusive Impact research shows, the industry uniquely lacks progression routes, which is hindering diversity at senior and board level. However, this area requires more research and practice that will come out of continuous dialogues within the Diversity Champions network. If you have any feedback or consideration for future content to be added, please fill in this feedback form.

Know the law

Our idea of diversity goes beyond people with protected characteristics to include other types of difference, such as economic background. However, when engaging with diversity in the workplace, it is essential to know the law.

In the UK, for an alleged act of discrimination to be unlawful, it must be made on the grounds of one of the 9 protected characteristics: Age, Disability, Gender Reassignment, Marriage / civil partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex, Sexual orientation (Equality Act 2010)[1].

There are **6 main** forms of discriminations[2].

- Direct: a person is treated less favourably because she/he has or is associated with a protected characteristic. Also includes discrimination by association (a person is discriminated against because associated with someone who has one of the protected characteristics).

- Indirect: a person with protected characteristic suffers a disadvantage under a provision that applies to everyone (if the provision is not legitimate and proportionate).

- Perception of discrimination: a person suffers from discrimination because of the belief that she/he has one of the protected characteristics.

- Failure to make reasonable adjustments

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[1] Equality Act, 2010. https://www.legislation.gov.uk/ukpga/2010/15/contents
[2] ACAS. The Equality Act 2010: Guidance for Employers. http://www.acas.org.uk/media/pdf/8/a/Equality-Act-2010-guide-for-employers.pdf

- Harassment: hostile, degrading or humiliating conduct against someone with protected characteristics; can be of sexual nature. This includes harassment by co-workers and clients/users.

- Victimisation: a person is subjected to detriment because she/he has made a 'protected act'(e.g. bringing claim for discrimination).

The protection against discrimination extends across all aspects of employment relationship. When recruiting, be careful of the wording of recruiting document (including job ads). Ask if reasonable arrangements are needed – even at interview stage

Positive action actively encouraging candidates from certain groups to apply is not illegal if done within the definition of positive action. Learn more about it on p.7, under the Recruitment section.

Recruitment

Given the constraints in resources among social investment firms, this section looks at practical tips and tools that will make your organisation attractive to diverse candidates.

1. Setting up the stage: Changing recruitment policy

- **Be clear and set targets.** Establish your definition of diversity – why would you want diversity? How does it relate to your company's mission and values? You can compile the answers to those questions in a *diversity policy* and *diversity statement*. It is also recommended to think about some "targets" (percentage of employees from underrepresented groups that you would like to have in your team). There is no exact percentage you could rely upon to determine whether your team is diverse or not. However, you should aim to have a team that reflects the demographic composition of the country you are operating in. Bear in mind that London, for example, has a more diverse population that the rest of the UK.

  The Office for National Statistics provides official statistics on the demographic composition in the UK on:
  https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/ethnicity /articles/ethnicityandnationalidentityinenglandandwales/2012-12-11

- **Value lived experience and unconventional career paths.** As diverse candidates come with diverse backgrounds and career paths, you will have to identify the experience or skills that you usually value in a candidate, and decide which are really necessary. For example, if you overlook lived experience and focus only on professional and academic achievements, you might tend to select candidates from similar backgrounds and with similar skills. This might prevent you from building a diverse team, and more generally from hiring people with great potential and skills you do not already have.

- **Positive Action**. Taking steps to encourage/help people with protected characteristics is allowed if one of these conditions apply:

  - The participation of people with that characteristic is disproportionately low.

  - Persons with a protected characteristic suffer a disadvantage connected to the characteristic.

  - Persons with a protected characteristic have particular needs that people without that characteristic do not have.

  Employers are allowed to:

- Take protected characteristic into account when deciding who to appoint to a job (**only if candidates are equally qualified**).

- Offer internships or placements for a particular group, reserve places on a training course and offer mentoring and development programmes. Knowing that diversity in the sector is most needed in senior positions, providing junior staff with opportunities to take on more responsibilities is one part of the solution.

- **Think about a Guaranteed interview scheme.** To show your commitment to giving people with disabilities more opportunities, you can join the Disability Confident Scheme created by the UK Government. One aspect of this programme is to guarantee that all disabled candidates who meet the minimum standards (60% of the key criteria) will be invited for an interview. The final decision will be made on merit.

Toolbox

- ACEVO's resources on racial diversity in the charity sector: ACEVO has published a report to commit to address the diversity deficit in charity leadership: https://www.acevo.org.uk/sites/default/files/Recruitment%20charter%20HTML_0.htm They also have started a networking site on Loomio for anyone interested in sharing practical resources. If you are interested to learn more please contact Kristiana.Wrixon@acevo.org.uk
- Diversity Statement: describes the reason why you believe that diversity is beneficial to your organisation in 50-75 words.
- Diversity Policy (or Equality and Diversity Policy): outlines your strategy to promote diversity (including positive action and processes to avoid and respond to cases of discrimination), it should be 4-7 pages. For example: https://www.naturalpower.com/wp-content/uploads/2014/05/Equality-Diversity-Policy.pdf
- UK Government Disability Confident Scheme: https://www.gov.uk/guidance/disability-confident-how-to-sign-up-to-the-employer-scheme
- Guide to positive action in recruitment and promotion under the Equality Act (UK Government): https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/85046/positive-action-recruitment.pdf

2. Starting the process: Improving job description

- **Make it neutral.** It might be invisible to a lot of people, but the way you draft your job description matters. The use of a certain vocabulary (e.g., "young graduate" or "mature") might have a discouraging effect on potential candidates because they do

not feel they have a chance. Likewise, the use of pictures featuring a specific type of person can give wrong ideas about who you are looking for.

To be sure your description is neutral, ask different stakeholders outside the organisation to give their opinions on your job description (especially if they belong to an underrepresented group in your organisation).

- **Limit the list of requirements to a few "must-haves."** The longer the list of requirements, the shorter the list of applicants. If you are asking for 10 years' experience in the sector and a Master's degree, you are probably discouraging a swathe of excellent candidates. Remember also that ***lived experience*** is just as valuable as career experience - not everyone with something useful to offer will have been to university or followed a 'conventional' career path.
"Beware of expecting a particular profile at the expense of candidates who have considerable potential" (Green Park, Kai Adams).

- **Emphasise your commitment to diversity.** Include an equal opportunities statement, in which you make clear that you welcome applications from underrepresented groups (such as persons with disabilities, women, people from BAME background and so on) and they are encouraged to apply. Also, include a reference to your website for candidates to learn more about your team and culture. If possible, illustrate your job description with pictures from your or a diverse team, so that it is visually clear that you expect a diverse range of candidates to apply.

    Toolbox
    - Remove gender-coded language with ***Gender Decoder***: (http://gender-decoder.katmatfield.com/)
    - With ***Textio***, create job listings that remove unconscious bias and are engaging for a diverse set of candidates (https://textio.com/)
    - If you do not have pictures from your team, Unspash, Pexel and Pixabay offers a large array of royalty free images.

3. Being transparent

- **Be transparent about your recruitment process.** Any recruitment process aims to secure the best candidates for the job. Be transparent about how the final decisions are made, what the evaluation criteria are, who the interview panels consist of, and so on. This builds trust in the organisation among candidates, especially diverse candidates. It also reduces the possibility of any bias impacting the process.

4. Promoting to diverse candidates

- **Publicly state your intentions** by including your Diversity Statement at the end of the job description. Ensure that it is clear that candidates from diverse backgrounds are being sought for their skills and contribution- to fill a role with a genuine mandate for change, not merely to 'represent' a particular sector of society (Green Park, Kai Adams).

Shishir's experience:

Shishir went into the social investment from the charity sector and was hired after meeting his future employer at an event. During this informal interview process - which requires the courage to "put oneself out there" - he felt that his potential as a person was truly valued.

Shishir's advice for employers from the social investment sector is to hire candidates from a broader range of industries. Instead of looking exclusively at financial and professional services sectors (e.g. investment, law, and consulting), they should also try to attract talent from fields such as the development and charity sectors. According to his own experience, people with a deep understanding of social change and the ability to research social issues were often too rare in the sector, but essential to review and improve investment strategies.

- **When choosing a recruitment agency, ask about their Diversity Policy.** If they are signatories to the **REC's Diversity Pledge** or have undertaken the rigorous assessment of the Diversity Assured Recruitment Model, this is a good indication that they will provide you with a diverse list of candidates.

- **If you already use an agency, include diversity requirements.** Be very clear about the fact that you want to be provided with a diverse list of candidates. Specify what do you mean by "diverse": for example, you want at least 20% of the candidates to be from underrepresented groups. If the agency does not deliver to your diversity standard, you can ask for them to bring forward another list of candidates. How do you define your requirements? A general rule is that the diversity of your company and leadership should reflect the demographic composition of the country or city you are operating in. For example, in the UK, a diverse list of candidates should include about 20 % of candidates who are BAME.

- **Advertise widely and in specialised networks.** It is important to avoid advertising only to a particular group and try to reach applicants who might not normally apply but are nonetheless qualified. One way to reach those potential applicants - and to show that you care about their input - is to advertise in specialised networks such as:

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Women candidates:

- ***Women in Social Finance (WISF):*** womensocialfinance@gmail.com
- ***Women in Banking and Finance***: https://www.wibf.org.uk
- ***Women in the City Afro-caribbean Network***: http://www.wcan.co.uk
- ***Black Women in Finance***: https://www.linkedin.com/company/bwif-blackwomeninfinance/
- ***National Alliance of Women's Organisations:*** admin@nawo.org.uk

Ethnic minority candidates
- ***Voice for Change:*** info@voice4change-england.co.uk
- ***Race on The Agenda***: rota@rota.org.uk

Disability candidates
- ***Voluntary Organisations Disability Group:*** info@vodg.org.uk
- ***Business Disability Forum***: enquiries@businessdisabilityforum.org.uk

LGBT+ candidates
- ***Open Finance***: LGBT equality in finance: http://openfinancenyc.org
- ***Inter Bank:*** The Financial Services LGBT forum: http://www.interbanklgbtforum.co.uk

There are also agencies or jobs boards worth looking at, such as ***Inclusive Boards*** (http://www.inclusiveboards.co.uk/opportunities/), ***Rare Recruitment*** (https://www.rarerecruitment.co.uk) (for Board Members). ***Timewise*** (https://timewise.co.uk/about-us/) (for Mid-Level roles) attracts candidates interested in part-time work (mostly because of care responsibilities). If there are networks which should be listed here, please let us know through the feedback form.

Social Media
Don't forget to post your job openings on LinkedIn and Twitter.

5. Improving recruitment processes

- **Remove unconscious bias. "**Unconscious biases are the automatic, mental shortcuts used to process information and make decisions quickly."[3] They can reduce your ability to make objective (and fair) decisions, especially regarding certain groups who are the victims of widely spread stereotypes. For example, having more doubts about the mathematical abilities of a woman than about those of a man (even though they have had the same training), could be the effect of unconscious bias.

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[3] https://rework.withgoogle.com/subjects/unbiasing/

Online or face-to-face trainings are available for hiring managers. See our "Induction and Training section" and the toolbox below.

- **Try blind recruitment**. Blind recruitment is the process of removing any or all identification details from your candidates' resumes and applications. It limits the number of factors that can lead to biased decisions. To set up a blind hiring process, you can ask candidates to complete their application in a form (e.g., Google Form) without communicating their name, gender or ethnicity when responding to questions (e.g., experience, education). You can collect data about these characteristics in the same form, but they must not be shared with the hiring team.
Alternatively, most of the recruitment software on the market allow you to hide some of the candidate's characteristics (e.g. BeApplied).

> ***Testimonial from Big Society Capital:***
> *BSC has used BeApplied as part of the hiring process for five of our key roles. BeApplied is a great system, it has helped us tackle our diversity agenda, it has provided us with useful statistics, it allows us to track candidates and enables us to communicate via the system. The feedback has been very good – candidates have spoken highly of the experience and hiring managers have found it very user friendly.*
> *- Sarah Davies, Talent Specialist*

- **Focus on competencies**. Another way to mitigate the impact of bias is to remove the use of CV and application letter. By using an application form that focuses on skills, you will avoid falling into the trap of valuing university rankings or last names more than actual competencies. This is what Fearless Futures did, a social justice training organisation. Their form also asks about candidates' access requirements and points to instructions from the Government's Access to Work programme (https://www.gov.uk/access-to-work).

  Example of competency-based application form:
  https://www1.essex.ac.uk/careers/essexapplication/documents/competency-based_form.pdf

- **Try to stick to 'core questions' for interviews.** Even though it makes sense to adapt your questions to the interviewees' answers, you might give some of them an advantage by asking questions that are more likely to demonstrate their skills. As much as possible, assess candidates on the same grounds.

- **Use a diverse interview panel.** The minimum number on the panel should be at least two people, with a gender-balance and team members from different ethnicity,

background and lived experience. As a general rule, try to make the panel as diverse as possible. It minimizes the impact of unconscious bias and create a welcoming dynamic for candidates with diverse characteristics.

- Remove unconscious bias when CV sifting with *BeApplied* (https://www.beapplied.com) and when reviewing job candidates' online materials with *Unbias Me* (available as Chrome extension).
- Checklist for removing unconscious bias from job description, by NCWIT: http://www.ncwit.org/sites/default/files/resources/ncwitchecklist_reducingunconsciousbiasjobdescriptions.pdf

6. Monitor the diversity of your candidates

- **Check if you are making your improvements**. You certainly know the characteristics of people you hire, but it is essential to keep track of other candidates as well. It allows you to see whether your pool is diverse and whether candidates with a certain type of characteristics were repeatedly rejected (and in this case, why?).

  Use an equality and diversity monitoring form to gather data from candidates. You can gather data on candidates easily by creating an **application form** (it will also save you time and ensure that everything is in one place).
  Remember that the information provided must be kept fully confidential and the accessibility must be strictly limited in accordance with GDPR.

- The NHS has created an accessible equality monitoring form, with infographics, which you may like to consider as a template: https://www.england.nhs.uk/wp-content/uploads/2017/01/ais-equality-monitoring-er.pdf

Induction and Training

Promoting diversity starts with building a good understanding of the challenges at stake, especially in the workplace. For new employees and Board members coming on board, using the induction opportunity and making sure that they read the diversity policy to set the right tone and expectations is also encouraged.

We have listed some induction training options for you to access as part of your induction and training - for staff members as well as Board members. Please give us your feedback if you find particular resources listed here helpful, or if you have other resources you'd like to add.

Resources	Overview	Good if...	Link
Google: Raise awareness about unconscious bias	The toolkit includes a facilitator guide and presentation material, which will enable you to deliver training to your team.	If you have the time to learn and adapt the toolkit to your company – but it's free!	https://rework.withgoogle.com/guides/unbiasing-raise-awareness/steps/give-your-own-unbiasing-workshop/
Skill Booster: video-based training courses	The catalogue includes trainings on discrimination, sexual harassment, inclusive leadership and micro-behaviours.	If you are looking for digital training, typically if you want to train large teams. The engaging videos also make it easier to deliver the training to an audience of novice.	https://www.skillboostersvideo.com/workplace-skills-training-videos/?_sft_product=fun-freebies
CIPD: Managing diversity and Inclusion In-house short courses	Short course, 1 day. The course will help you approach the design and implementation of diversity policies, familiarise you with some legal principles and tips to make your workplace more open.	You have training budget and you want to be sure that your employees understand the issue in-person and have the opportunity to ask questions.	Please enquire via +44 (0)20 8612 6202, or email training.hotline@cipd.co.uk.

AKD solutions: Equally Yours	Legal knowledge as well as good practice are taught through a game experience, where participants are put in situations they could face every day. The game addresses a wide range of issues related to diversity promotion (such as legal issues and best practices). You can either mandate a facilitator to come or train your own facilitators (1 day).	You have resources and you want to make your training sessions engaging and entertaining. If you decide to send your own employees for a training, you also have the possibility to repeat the experience.	http://akdsolutions.com/portfolio_page/equally-yours/
Edx: Introduction to Inclusive talent acquisition	This course gives hiring managers and recruiters the tools they need to attract, interview and onboard a diverse team, including candidates with disabilities. Co-developed with Harvard Extension School.	You don't have a lot of resources and time: the course takes 2-3 hours to complete and offers concrete call to actions.	https://www.edx.org/course/introduction-inclusive-talent-acquisition
TrustLab: Inclusive Leadership Lab	The Inclusive Leadership Lab is a yearlong process with monthly half day sessions that are split between expert input on specialist themes and peer coaching designed to help participants apply learning to real life Diversity and inclusion challenges in their day to day work.	You have an engaged, internal champion who wants to drive this work forward, but his/her leadership needs cultivation.	E-mail to find out more hello@trustlab.org.uk.

Example course: Skills Booster

Combining powerful original drama with expert analysis from Professor Binna Kandola and Dr. Nic Hammarling of leading UK business psychology consultancy Pearn Kandola, this new course from Skill Boosters will look at:

- The benefits of being an inclusive organisation
- How to build an inclusive culture
- The skills necessary to be an inclusive leader
- Why inclusive teams are more productive
- How to tackle the impact of unconscious bias in the workplace
- How inclusive leaders can promote better relationships and ensure fairer and more sustainable decision-making in the workplace

Monitoring and Learning

Now that you and the organisation have a better understanding of diversity and inclusion through training, how do we continue to create change on an ongoing basis? This is when monitoring and learning become important. We have included some best practices approaches in this section.

1. Equality and Diversity Planning

- **Creating a Plan.** This is one of the hardest parts as diversity is indeed complex, and some organisations may feel they have to pick a certain diversity strand to focus on in creating an Equality and Diversity Plan. Creative Scotland has put together a comprehensive guide on how to develop an equality and diversity plan, and while it was developed for the arts sector, it is generally applicable to the wider social sector: https://www.creativescotland.com/__data/assets/pdf_file/0009/36477/FINAL-EDI-Toolkit.docx.pdf

    - Section 4 contains eight essential steps in creating the plan;

    - Section 5 contains the key components of the plan;

    - Section 6 discusses how to monitor the plan on an ongoing basis; and

    - Section 7 contains useful templates.

- **Plan ahead.** When discussing this experience with Diversity Champions, most said that it is important to develop a board diversity strategy, with a 3-5-year timeframe. It is also essential to start planning at least a year out from a trustee vacancy coming up to ensure you have a good pipeline of potential candidates from as wide a pool as possible.

- **Add to risk register.** Diversity and inclusion can often slip in terms of priorities, especially in Board and Senior Management Team meetings. Some Diversity Champions noted that adding diversity to risk register is crucial to keep the focus sharp. Bear in mind that lack of diversity leads to poor decision-making and therefore imposes strategic risks.

2. Industry benchmarking

- **Participate in the benchmarking** effort within the industry and beyond. It is important to compare companies against each other to learn what kind of practices are successful.

For example, Stonewall created the Workplace Equality index (focus on LGBT) and compiled a list of companies who have made outstanding efforts to support their LGBT staff. You can submit evidence of your support to LGBT staff to Stonewell - if you are doing well enough, you might be included in the Top 100 list.

https://www.stonewall.org.uk/our-work/campaigns/top-100-employers-2018

Case Study: Joseph Rowntree Foundation

Joseph Rowntree Foundation has participated in the Stonewall's Workplace Equality Index in 2017. Their staff member leading the efforts shared their experience:
"It was a really useful process as the framework helps to scrutinise different aspects of an organisation's performance on different issues. For example how LGBT inclusive we are in our
  ● Recruitment process
  ● Policies and benefits
  ● Support for LGBT groups and Allies
  ● Community involvement
  ● Service delivery
  ● Senior leadership
We took the approach that we need to use the framework not just to improve how we perform on LGBT issues but other issues as well. For example, when reviewing our policies, we made sure they had update terminology for LGBT but also other equality groups. Another example is monitoring; we made sure we have monitoring systems (data we collect) that capture LGBT as well as other equality groups.
A word of caution, it is time-consuming as you are setting up baselines and introducing new processes, gathering existing evidence, etc. So, it is important that you have some dedicated resource to lead on it with support from other areas. I worked on it for six solid weeks over three months. Stonewall reps are really helpful and would come to your organisation to provide information on the process and more".

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3. Data Sharing

- **Sharing data is essential to understand the diversity problem in the sector.** Harmonisation makes it easier to share data between different organisations and facilitates analysis at sector-level. An example of data sharing in social finance is the Social Economy Data Lab Specification (SEDLS): http://spec.socialeconomydatalab.org/en/latest/. Diversity Forum will look to explore the possibility of an industry-wide benchmark for diversity in 2019.

- The Social Economy Data Lab Specification (SEDLS) aims to standardise the data collected in the field of social investment. Even though SEDLS focuses more on deal-level data and our focus here is on the investors themselves rather than investees, this tool represents a great example of how data sharing can be approached.

  The specification comprises a Schema, which describes the fields included in the specification (what data is collected and how it is named), guidance on how to publish the data, and codelists.

  The Schema defines the structure of an individual deal. This structure contains sections such as equity, projects or organisation, which in turn include subsections such as organisation type or end date.

  SEDLS uses a structured data model, but they indicate how to present the flat data (tabular data) so that it can be converted into structured JSON. Data templates (Google Sheets and JSON) are available to support data entry according to the Social Economy Data Lab Specification.

4. Learning

- **Learn from other sectors.** To improve, it is useful to look at what other sectors have done to increase diversity, and especially diversity at senior and board level.

  Inclusive Boards is a research and consulting agency but also acts as a board recruitment agency. They have worked across industries in search for the best way to promote diversity. Here are some examples:

  Sports sector: Inclusive Boards was brought in to support Tier 3 Sports England organisations to create diversity action plans. One of the programmes they launched is a *pairing organisation mentoring programme* – pairing those that are doing well and those that are lagging behind.

  What they learnt is that within recruitment, some of the quick wins are (1) to ***clarify the qualities that are desirable or essential***; (2) ***include hyperlinks*** so people can read more about the organisation; and (3) to ***include diversity statement***.

  Horticulture sector: The sector suffers from skills shortage due to lack of interest, making diversification effort even more complicated. They realised that the word horticulture doesn't mean much to communities. One of the key learnings included the need to ***assess the level of awareness about your industry among people you intend to serve (and recruit).***

Interrogating the skills that are really needed by your sector and questioning your own assumptions is also really important, as it might lead to welcoming a more diverse set of skills (and therefore, more diverse candidates).

- **Learn from charities and social enterprises implementing inclusive employment.** Aspire Oxford, Fusion Housing and Groundswell support people who have a history of homelessness, offending or substance abuse. On their own enterprise businesses, they create accessible, meaningful work placement and positions for people who face difficulties in finding job opportunities.

  With their inclusive employment approach, Aspire has achieved over 300% growth since 2012/13. Through the Fair Chance scheme, Fusion Housing supports young people who experienced homelessness and delivered social impact in at least three categories: Direct beneficiary impact through delivery, savings from lower reliance on public services, providing new ways to prevent young people becoming homeless. Groundswell involves homeless people in the delivery of solutions, allowing them to participate in peer research and client involvement.

  https://www.aspireoxfordshire.org

  http://www.fusionhousing.org.uk

  http://groundswell.org.uk

Influence and Culture

Promoting diversity is not just about making efforts to hire people from diverse background, it is about changing the way you approach diversity in the daily life of your company. Hence, culture is an important topic, and arguably, the most difficult one.

Moreover, those passionate about improving diversity and inclusion with one's organisation may often be the ones most affected by the issues. They may not be in decision-making roles but building their influence can help them create change from within.

This section shares some tips from leading diversity and inclusion practitioners on this topic.

Tips from Fearless Futures

Fearless Futures uniquely works within organisations to engage people in critical thinking to understand and challenge the root causes of inequalities and to grow powerful new leadership and design for transformative change.

- **Start by questioning your own privileges** and think about those two key ideas: *"Privilege is invisible to those who have it"* and *"Privilege is when something isn't a problem because it isn't a problem to you personally."*

    Given this, you can see how troublesome privilege is when it comes to generating solutions and policies for people other than ourselves our experience and our positions in the world.

- **Think about the "The Paradox of Privilege and Power"**: those who have the power to end injustices (because of their privileges and position in the hierarchy) are precisely those who are:

    - Oblivious to the other side of their experience (and the material reality of oppression(s))
    - Focused on their intentions over their impact in the world
    - Invested in the ideas of the status quo because it serves them and their comfort
    - Reluctant to being informed of how their behaviour perpetuates harm and oppressions
    - Implicitly and explicitly trained to preserve their position of power and privilege (even though they might not be aware of it)

- **Challenging the status quo is difficult**. To do it properly, you should not be afraid to:

    - Lean into discomfort
    - Give up being right about how much more you know about someone's experience

- Invest time in capacity-building to better understand the nuanced, complex and context-informed ways inequities show up, and your role in them
- Be prepared to prioritise your impact over your intention, and design processes, policies and solutions that honour that.

Toolbox

Here are some links to help you design inclusion into your practice:

1. Six reasons why we at Fearless Futures are just not into unconscious bias

2. 10 Ways to be Absolutely Sure Your D&I Endeavours will Fail

3. We want practical solutions!

4. Stepping on people's toes and the tale of (not) prioritising impact over intention

Tips from Bates Wells Braithwaite

- **Celebrate events** such as International Women's Day, Black History Month, Mental Health Week, and many more.

- **Create an internal culture that brings people together** and encourages people to share their diverse experiences, through a varied programme of grassroots-led, partner supported events.

- **Listen to your people –** ask them what works and what they need and devise your policies accordingly, for example on part-time working**.**

Case Study: Equality Diversity and Inclusion ("EDI") at Bates Wells Braithwaite

Who are we?

We're Bates Wells Braithwaite, a top 100 legal practice and consultancy. We work with clients big and small – from tech start-ups to global household names – and advise more charities and social enterprises than any other UK legal firm. We put making a positive impact right alongside making a profit. This is why we are the first UK law firm to achieve B Corporation Certification. We are determined to do the right thing and to look for better - for our clients and for our people.

What do we do, and why?

Our dedicated, partner-led Diversity and Inclusion Forum ("DIF") does these things (and more):

1. Inclusivity events, devised and led by our people, including PRIDE week and Black History Month, as well as events around Mental health awareness, religious and political diversity, and gender identity and gender relations.

   Some examples:

- We noted from our diversity survey that some of our staff identify as a different gender to that attributed to them at birth. We used the occasion of international men's day to host an event exploring modern masculinity, gender identity and gender relations.
- We organised a 'Political Inclusivity roundtable' led by supporters of different political parties. We celebrated the plurality of those views and showed that "We are far more united and have far more in common with each other than things that divide us" (Jo Cox MP).

2. Improvements to the diversity of our firm, including expanding our Outreach Programme, which widens access to professional careers, by providing school students and refugees with access to our people, our offices and our work.

3. Asking our people to share what they know, for example holding consultations on part-time working and creating guidance to improve the experience of part-time workers.

Leadership

Last but not least, many studies on diversity and inclusion have demonstrated that successful efforts require attention and endorsement from the top. This section features tips for organisations to consider nurturing inclusive leadership.

- **Show your public commitment.** There are multiple schemes you can sign up to, and after signing up, you can demonstrate your commitment on your website, and/or in your e-mail signature:
    - Diversity Forum's Manifesto: https://www.diversityforum.org.uk/manifesto/
    - HM Treasury's Women in Finance Charter: https://www.womeninfinance.org.uk/c7cad15e-2694-42a1-a8ef-0450a104f08c
    - The Disability Confident employer scheme: https://www.gov.uk/government/collections/disability-confident-campaign
    - ACEVO's Racial Diversity in the charity sector: https://www.acevo.org.uk/2018-publications-and-reports/racial-diversity-charity-sector
    - Institute of Fundraising's Manifesto for Change: https://www.institute-of-fundraising.org.uk/library/manifesto-for-change/?preview=true

- **Create the internal space for reflection.** Salma Raheem, a researcher with a Ph.D. in Employment Relations and Organisational Behaviour from the London School of Economics, shared findings from her research on the conditions required for diverse teams to thrive. In her Ph.D. study, she found that leaders ought to promote and allow for time and space and a conducive environment for individuals to share their perspectives and information. Information elaboration, in turn, supports feelings of cohesion and satisfaction as well as reduce conflict in diverse work contexts.

- **Reflect on your diversity beliefs.** According to Salma Raheem, diversity beliefs can be categorised as follows:

1. The access-and-legitimacy perspective: this is often the entry point for any business interested in broadening access to markets and ticking the box in recruitment.

2. Synergy perspective: this identifies that the goal of diversity is to effectively use the information and knowledge brought to the organisation by diverse employees by challenging each other's perspectives in order to find innovative improvements (Dwertmann, Nishii and van Knippenberg, 2016).

3. Integration and learning diversity perspective: this sees that diversity creates a learning environment which an engaged workforce can make use of to enhance

organisational performance (Ely and Thomas, 2001). It means a fundamental change in how members of the organisation work, by using diversity as a resource for learning.

She encourages leaders to reflect on their diversity beliefs and move from the first perspective to the second and third perspectives so that diversity becomes part of the *being* of the organisation. Otherwise, diversity efforts may risk being seen as tokenistic, or misaligned. Her research shows that this perceived misalignment is one of the common motivators for diverse individuals to quit the organisation.

- **Be an inclusive leader.** Promoting diversity involves changing the way you manage your team and act as a leader. Inclusive Leadership involves tapping into your (diverse) team's strengths, instead of expecting everyone to have the same views and skills.

Tips from TrustLab

"In the same way that there is no final exam that certifies you as having become the best 'leader' you can be, there is no endpoint certificate for inclusion. It is essential to continue to learn, challenge, and grow in how we nurture inclusive working cultures. So much of the language that has emerged must continue to evolve as our understanding becomes more robust.

Participants from our Inclusive Leadership's inaugural cohort have found the cross-sector learnings to be particularly helpful."

Inclusive Leadership also involves an honest reflection of ourselves aided by our team members.

Tips from Dr. Salma Raheem

"In my research I find that an important point to mention is that most of us think we are inclusive by default and we don't really examine objectively if we are. In this regard, it is important to have this assessed by our team members rather than making the assumption that we are. This is where the findings about perceived discrimination plays a significant role as a source of conflict in diverse teams. Leaders may not be discriminatory but if perceived so because they are unable to create a culture of inclusiveness, the damage is done. Just like we train leaders in several critical areas of leadership, it is unfair of organisations to expect that all potential leaders will be aware of the level of inclusiveness - leaders need training and awareness, mentoring and clear organisational guidelines.

If done correctly, an inclusive climate creates a culture in which employees feel safe in engaging their personal identity (they bring their authentic selves to work instead of

pretending to be like others around them) and they feel included in critical organisational processes (Nishii, 2013). A climate for inclusion creates a culture which fosters a sense of safety in interpersonal risk taking (e.g."I feel confident to try innovative solutions in my organisation") and openness with which employees can enact and engage core aspects of their personal identity as well as the extent to which diverse perspectives of employees are actively sought and integrated in decision making (Nishii, 2013).""

- **Build external networks.** Most organisations in the social investment sector are too small to have their internal solidarity groups, which many big companies have (e.g., LGBT+ group, gender equality network, etc). As such, it is particularly important for the social investment sector to build external networks to support diverse individuals. The compelling example of Diversity Champions, as a peer network, shows that networks outside of the companies help individuals gather inspirations and improve on leadership skills.

  Another example is [Women in Social Finance](#), a peer network aiming at strengthening the presence of women in social investment. By exchanging ideas, advice, and by helping each other, women will be encouraged to participate and thrive in the sector. It is important for companies to recognise the value of such external networks, and support employees to join those networks - by providing them the time to do so, and/or providing them with the budget to join (if such networks entail a membership fee).

  There are other initiatives in the wider charity sector such as Charity Women (@CharityWomen) and InterCharity LGBT (http://intercharitylgbt.com/). If you know of any other, please do let us know through the feedback form.

Concluding Remarks

This toolkit is the Diversity Forum's first collective attempts to share insights and practical tools on how to improve diversity and inclusion in the sector. We are looking to update this toolkit at least once a year with additions of latest resources, and commentary from users of the resources.

Please leave your comment here: https://tsic.typeform.com/to/rkyY7z

If you have any feedback and/or proposed edits to the content, please fill in the feedback form. If you would like to contact the author of the toolkit, please e-mail bonnie@tsiconsultancy.com.