

Defining and measuring ‘inclusion’ within an organisation

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Question

What is considered best practice for both defining and measuring ‘inclusion’ within an organisation?

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1. Introduction

This report provides a rapid review of definitions of organisational inclusion, and how best to measure it. Although the term ‘diversity’ was not included in the question, many of the resources were found to explore the term in a way that was deemed relevant to the current query.

The scope of the report did not allow for complex judgements to be made about the quality of the body of evidence, or of the strength of individual pieces of evidence. However, it should be noted that in writing this report, a large number of resources were used that would not be considered ‘evidence’ under the stipulations contained within the UK Department for International Development’s How to Note on Assessing the Strength of Evidence . Therefore, caution should be taken in using this report as a basis for assumptions about what best practice might look like to define and measure inclusion within an organisation. This report was written in five days. It is designed to provide a brief overview of the key issues, summarised within the time permitted. The author recognises that the review process was non-systematic and non-exhaustive. All the

The K4D helpdesk service provides brief summaries of current research, evidence, and lessons learned. Helpdesk reports are not rigorous or systematic reviews; they are intended to provide an introduction to the most important evidence related to a research question. They draw on a rapid desk-based review of published literature and consultation with subject specialists.

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resources included were in English, no more than 10 years old, apart from two older resources that were included as they were deemed to be relevant. Most helpdesk reports are guided by suggested reading and comments from a number of subject experts. Despite a number of experts being contacted, only one expert responded with guidance.

2. Overview

Defining inclusion

Inclusion involves utilising difference to benefit the organisation (ENEI 2017). Inclusion embraces the concepts of awareness, acceptance, respect and understanding. Inclusion is defined by equal opportunity to for participation. Each individual must be valued for his or her distinctive skills, experiences and perspectives. Inclusion is also about creating a global community (Diversity Best Practices 2009).

Inclusion within organisations involves fostering an environment that allows people with different backgrounds, characteristics, and ways of thinking, to work effectively together and fulfil their potential. To achieve an inclusive culture, people must feel valued, listened to and respected (Wallace and Pillans 2016). Inclusiveness is an environment that maximises the diversity of all employees (Janakiraman 2011). Inclusion involves organisational practices that ensure that the backgrounds of different groups or individuals are culturally and socially accepted, welcomed and equally treated. For individuals within an organisation, inclusion is a sense of belonging based on respect and being valued (GDP 2017). Inclusion for organisations is driven from grass roots, but steered from the top (ENEI 2017). Inclusive leaders must challenge biases, whilst being aware of their own unconscious biases. They must take responsibility for inclusion and hold all employees accountable for inclusion in the workplace (ENEI 2017). For inclusion to work, organisations must create an atmosphere that espouses supportive energy and commitment. Individuals must be engaged and valued (GDP 2017).

Organisational inclusion can fluctuate due to changes in priorities and focuses. Inclusive organisations must continue to push for continuous improvement (ENEI 2017). Inclusion involves the continuous search for value and full, effective utilisation of the richness of diversity among stakeholders (Diversity Best Practices 2009). Inclusion involves getting diversity to work for positive outcomes (GDP 2017). Inclusion is the lever that leads to change (Janakiraman 2011). In this context, diversity is the mix of individuals (Janakiraman 2011, GDP 2017).

Diversity

Defining diversity is not straight-forward (Wright et al 2014). It has contested definitions (Aperian Global 2015). Diversity can be understood as an evolving concept (Kreitz 2008). At its core, it involves valuing everyone in the organisation as an individual. Diversity recognises that everyone is unique and that each person may have different personal needs, values and beliefs (CIPD 2017, Diversity Best Practices 2009). It focuses on significant differences that distinguishes one individual from another (Kreitz 2008, GDP 2017). As well as being specific to each individual, it is also contextual, as it is defined through societal constructs (Kreitz 2008).

Diversity involves respect for and appreciation of differences and is implemented by laws and policies (GDP 2017). Legislation relevant to diversity sets minimum standards with regards to age, disability, race, religion, gender and sexual orientation among others (CIPD 2017).

Understandings of diversity must be broader than just race, gender and ethnicity (Diversity Best Practices 2009). Diversity strategies must go beyond legal compliance by contributing to employee well-being and engagement. Undertaking diversity interventions for cosmetic reasons is misguided and can result in undesirable outcomes. Strategies must be both consistently fair but also flexible and inclusive, as well as supporting business objectives (CIPD 2017). Diversity involves barrier-free and all-inclusive operations (Diversity Best Practices 2009).

Diversity has been defined inclusively as individuality. Diversity is any attribute that makes an individual unique that does not interfere with effective job performance (Diversity Best Practices 2009). Diversity characteristics can be divided into the areas of personality, internal characteristics, external characteristics and organisational characteristics (Kreitz 2008). Diversity involves respect, valuing differences, and representation. It is shaped by civilization orientation, national identification, organisational factors, societal formation, individual identification, and personality/style (Diversity Best Practices 2009).

Measuring inclusion and diversity

Decisions about inclusion interventions should be based on evidence. Consideration is needed for how impact can be measured, and what data can be collected (Wallace and Pillans 2016). Diversity interventions must be measured in a similar way to other business operations (Brenman 2012). Organisations should have a diversity metrics system to accurately and objectively measure their progress in achieving employee diversity (Lauring and Ross 2004). However, measuring diversity is not straight-forward (Wright et al 2014). Inclusion programmes can prove difficult to measure (Brenman 2012). Measuring diversity can be challenging, as characteristics such as values, beliefs, knowledge and skills can be hard to define. Also, when analysing data on diversity and inclusion, it is not always clear what the appropriate level of diversity is. Regional representation may differ from national legislation (Urwin et al 2013).

Data on diversity and inclusion must be treated with caution as it is usually context-specific and inherently unreliable for cross-organisational comparisons (Wright et al 2014). The body of evidence on diversity practices is small and many articles are based on case studies or anecdotal stories (Kreitz 2008). Case-study evidence often focuses on diversity initiatives to reduce staff turnover and/or improve staff engagement. Much of the diversity literature fails to consider the issue of metrics. Even large meta-studies often fail to clearly define their measures and metrics of interest. Too often, diversity literature focuses solely on measuring the proportion of women within an organisation, rather than exploring a wider definition of diversity (Urwin et al 2013).

Measurement is an important part of any diversity programme. Metrics must be developed to track progress toward goals and senior leaders must be held responsible for progress (Kreitz 2008). Diversity measures should not focus just on where organisations are, but how far they have come (Lauring and Ross 2004). Data can be used to indicate effectiveness over time of ongoing diversity programmes (Brenman 2012). Multiple practices can be used to measure diversity and inclusion (Aperian Global 2015). A variety of different measures of diversity are used and advocated by different parties. Diversity can be measured in absolute and relative terms. Comparing data on diversity can be problematic as different data sets may be measuring different things (Wright et al 2014).

A diversity audit can indicate gaps in business strategy (Kreitz 2008). The 'diversity scorecard' approach and metrics of diversity density have been developed (Wright et al 2014). Top

management must review diversity scorecards on a regular basis for them to be effective (Lauring and Ross 2004). The Herfindahl-Hirschman Index (HHI) provides a good indication of increasing diversity (Urwin et al 2013). Data from surveys may be used as an indication of diversity. Diversity performance measures are typically practitioner-based rather than theoretically-driven. Benchmarking can help to monitor employee diversity objectives (Lauring and Ross 2004). However, benchmarking emphasises comparison. It may be difficult to compare across organisations due to different contexts. Benchmarking may, however, be a catalyst for change, triggering action (Wright et al 2014).

Traditional metrics of inclusion and diversity include measuring workforce representation, data on minorities, and the documentation of diversity (Brenman 2012). Measurements must go beyond looking at turnover rates and other numbers to give a useful indication of inclusiveness (Aperian Global 2015). Measurements for diversity have become more sophisticated. Inclusion and diversity programmes could be measured in terms of relationships between staff, and labour relations. Surveys and employment data could be used to measure diversity. Measures focusing on productivity, innovation and creativity, job satisfaction, career development, retention, pay disparities, exit interviews and company rankings can feed into the evaluation of diversity programmes (Brenman 2012).

For diversity and inclusion metrics to be successful, they must be linked to business outcomes and linked to the organisation's goals. Progress towards inclusion must be aligned with overall success. In addition, metrics must track representation in recruitment, retention, and advancement, in addition to considering underlying determinants of engagement. Quantitative engagement surveys can be used to assess obvious and nonobvious engagement factors. Employee engagement with diversity and inclusion interventions should be measured. Expectations must be made accessible, installing an ethos of accountability. Where appropriate, diversity and inclusion metrics can be integrated into other business practices (Diversity Best Practices 2009).

An organisation's overall diversity and inclusion strategy should be regularly audited, reviewed and evaluated for progress. Qualitative data should be used to chart progress and show business benefits. Actions should be tracked and initiatives evaluated. Employee surveys can be used for this. Diversity objectives can be included in job descriptions and appraisals, and recognise and reward achievement. Success in diversity and inclusion should be celebrated and learning opportunities from failures identified. Success and failure should be used as building blocks for further progress (CIPD 2017).

3. Defining inclusion

The Employers Network for Equality & Inclusion (ENEI 2017) states that inclusion is where difference is seen as a benefit to utilise; and where perspectives and differences are shared, leading to better decisions. They argue that inclusion is customer driven, steered from the top and encourages innovation. Leaders drive inclusion and role model the behaviours expected to create a truly inclusive workplace. Inclusive leaders are aware of their own unconscious biases and actively seek to minimise their impact, whilst also challenging the biases of others. Full inclusion can often be fleeting, as organisational pressures cause priorities to change and focuses shift. Inclusive organisations push for continuous improvement, driven by senior leaders who take responsibility for disability and inclusion and hold all employees accountable for inclusion in the workplace. Full inclusion is a temporary state that few organisations will ever

achieve. Inclusive organisations recognise this and understand that a drive for continuous improvement is in the best interest of the organisation, employees and stakeholders (ENEI 2017).

The Chartered Institute of Personnel and Development (CIPD 2017) argue that diversity is about valuing everyone in the organisation as an individual. Legislation exists to set minimum standards with regards to age, disability, race, religion, gender and sexual orientation among others. However, for a diversity strategy to be effective it must go beyond legal compliance and seeks to add value to an organisation, contributing to employee well-being and engagement. To be successful, strategies must reflect that everyone is unique and that each person may have different personal needs, values and beliefs. A 'one-size-fits all' approach to managing people will fail to achieve fairness and equality of opportunity for everyone. Good people management practice demands that people propositions are both consistently fair but also flexible and inclusive in ways that are designed to support business needs.

CIPD (2017) define managing diversity as valuing everyone as an individual. This includes valuing people as employees, customers and clients. Recognising and valuing diversity is central to good people management practices. Human resources practitioners have an important role to play in creating inclusive workplaces. Diversity strategies must support business objectives and strategies to add real value to business performance. Ticking the diversity box just for cosmetic reasons is misguided and can result in undesirable outcomes. Organisations need to be both diverse and inclusive to gain positive outcomes.

Kreitz (2008) describes diversity as an evolving concept. It is specific, as it is focused on an individual, and contextual, as it is defined through societal constructs. Diversity is often defined as any significant difference that distinguishes one individual from another. Diversity characteristics are often divided into four areas: personality (e.g., traits, skills, and abilities), internal characteristics (e.g., gender, race, ethnicity, intelligence, sexual orientation), external characteristics (e.g., culture, nationality, religion, marital or parental status), and organisational characteristics (e.g., position, department, union/nonunion).

Aperian Global (2015) state that diversity means different things to different people, and that different organisations will apply those definitions to their companies respectively.

Diversity Best Practices (2009) argue that diversity and inclusion is not a buzz word but a business imperative tied directly to the business case of organisations. In best practice companies, diversity and inclusion is not only viewed as an asset to the organisation and employees, it is a necessity. The following definitions were published by Diversity Best Practices (2009) and come from corporate examples of diversity statements:

- Abbott Laboratories - Simply defined, diversity recognises similarities and differences. Inclusion builds a foundation where employees can reach their full potential by embracing concepts such as awareness, acceptance, respect and understanding.
- Dell – Diversity is characterised by similarities and differences, it can be defined more broadly than just race, gender and ethnicity. It's about diversity of thinking, leadership, skill set and style. Diversity represents a way of doing business that is barrier-free and all-inclusive, allowing the unique ideas, experiences, cultures and backgrounds of all our people to come together for creating the most innovative products and best customer experience.

- Eastman Kodak – Diversity refers to the degree and depth of richness represented by the population of people supporting Kodak, along the dimensions of civilisation orientation, national identification, organisational factors, societal formation, individual identification, and personality/style. Inclusion is the search for value and full, effective utilisation of the richness of Kodak’s board of directors, customers, employees, and external business alliances.
- Hewlett-Packard - Diversity is the existence of many unique individuals in the workplace, marketplace and community. This includes men and women from different nations, cultures, ethnic groups, generations, backgrounds, skills, abilities and all the other unique differences that make each of us who we are. Inclusion means a work environment where everyone has an opportunity to fully participate in creating business success and where each person is valued for his or her distinctive skills, experiences and perspectives. Inclusion is also about creating a global community where HP connects everyone and everything through our products, services and our winning workforce.
- Johnson & Johnson - Global diversity is defined as a variety of similar and different characteristics among people including age, gender, race, religion, national origin, physical ability, sexual orientation, thinking style, background and all other attributes that make each person unique.
- Target Corporation - Diversity is defined inclusively as individuality. This individuality may include a wide spectrum of attributes such as personal style, age, race, gender, ethnicity, sexual orientation, gender identity or expression, language, physical ability, religion, family, citizenship status, socioeconomic circumstances, education and life experiences. Diversity is any attribute that makes an individual unique that does not interfere with effective job performance.
- Coca-Cola - Diversity is defined as respecting individuals, valuing differences, and representing consumers and the markets where we do business.

GDP (2017) describe inclusion as an organisational effort and practices in which different groups or individuals are culturally and socially accepted, welcomed and equally treated. This is despite having different backgrounds such as national origin, age, race and ethnicity, religion/belief, gender, marital status and socioeconomic status to the less tractable dimensions of educational background, training, sector experience/organisational tenure and personality. Inclusion is a sense of belonging that involves feeling respected and valued for who you are as an individual or group. Inclusion involves feeling a level of supportive energy and commitment from others so that you can do your best at work. The process of inclusion engages each individual and makes people feel valued which is essential to the success of the organisation. Through inclusion, individuals function at full capacity and feel more valued and included in the organisation’s mission. This culture shift creates higher performing organisations where motivation and morale soar.

GDP (2017) defines diversity as any dimension that can be used to differentiate groups and people from one another. Fundamentally, diversity means respect for and appreciation of differences in age, gender, ethnicity, religion, disability, sexual orientation, education, and national origin that are implemented by laws and policies. Diversity is the mix; inclusion is getting the mix to work well together.

Wallace and Pillans (2016) define an inclusive culture as an organisational environment that allows people with different backgrounds, characteristics, and ways of thinking, to work

effectively together and to perform to their highest potential. They go on to explain that in an inclusive culture, people feel that their contribution is valued, and their voice is listened to and respected. Diversity is often focused on increasing the numerical representation of minorities in the workforce, while inclusion is about creating an environment that values the different contributions that a diverse workforce can bring. A survey of Corporate Research Forum members found that only a third of respondents reported that their organisations had a clear definition or set of criteria to guide their inclusion efforts.

Janakiraman (2011) defines inclusiveness as the quality of the organisational environment that maximises and leverages the diverse talents, backgrounds and perspectives of all employees. Diversity in the global context can be defined as visible and invisible differences, thinking styles, leadership styles, religious background, sexual orientation, age, experience, culture and other factors. In this context, diversity is the mix, while inclusiveness is the lever.

4. Measuring inclusion

As indicated above, diversity and inclusion have a variety of definitions. Wright et al (2014) argue that the measures of diversity used and advocated by practitioners, academics and consultancy-based writers also differ. Comparing quantitative data on diversity can be problematic because different data sets may be measuring different things. Benchmarking and diversity performance measures are more practitioner-based than theoretically-driven. Benchmarking techniques emphasise the comparative dimension of organisational diversity performance. However, even if it is possible to design diversity measurement tools, it is less easy to measure diversity across organisations without taking their separate contexts into account. Metrics collected in surveys may give an indication of the level of diversity across organisations.

Wright et al (2014) argue that diversity can be measured in absolute and relative terms. A range of concepts have been developed to measure the ways in which diversity, and progress towards it, can be tracked. These include diversity 'scorecards', measurements of 'diversity density' and 'auditing'. The benchmarking process may be a catalyst for change, triggering action. Defining and measuring diversity is not straight-forward and is prone to producing data that needs to be used with care. Measures of performance are clearly context-specific; and measures of individual performance are inherently unreliable for cross-organisational comparisons.

Wallace and Pillans (2016) suggest basing decisions about what inclusion interventions to take on evidence. Before initiatives are implemented, careful consideration needs to be given to how the impact can be measured, and what data can be collected.

Best practices are practices that are most appropriate under the circumstances. They include techniques or methodologies that, through experience and research, have reliably led to desired or optimum results. Many articles on diversity best practices rely on case studies or anecdotal stories to support assertions. Only a small body of empirical research assesses particular diversity practices to determine whether they will produce desired or optimum results. According to the U.S. Government Accountability Office (US GAO) measurement is an important part of any diversity programme, with a set of quantitative and qualitative measures being employed to measure the impact of various aspects of a diversity programme. Organisations must develop strategic plans to promote diversity. These plans must include clearly defined goals tied to gaps identified through a diversity audit and the business goals. Metrics must be developed to track

progress toward those goals. Managers must then be held responsible for meeting (or failing to meet) these goals (Kreitz 2008).

In a post for the Workforce Diversity Network, Brenman (2012) argues that metrics can be used to evaluate how well an organisation is doing on its diversity and inclusion programme. Data can be used to indicate effectiveness over time of ongoing diversity programmes. Benefits from organisational diversity and inclusion programmes can prove difficult to measure. The impact of such programmes could be measured in terms of relationships between staff, labour relations, reduction of negative incidents and more diverse hiring. Surveys for employees, combined with employment data, can be used to measure diversity. Other metrics that could be used include productivity, innovation and creativity, job satisfaction, career development, retention, pay disparities, performance on exit interviews, ranking of company in terms of best places to work, and becoming an employer of choice.

Brenman (2012) states that traditional or foundational metrics of inclusion and diversity include measuring workforce representation, money spent on minorities, and the documentation of diversity activities and training. With inclusion now being understood to relate to strategic business advantage, measurements for diversity have become more sophisticated. Diversity should be measured with the same kind of scrutiny that business operations have commonly received. It is possible to measure higher retention rates brought about through building a more inclusive culture. Reductions in absenteeism due to the fostering of an inclusive culture for everyone can also be measured.

Lauring and Ross (2004) argue that organisations should have a diversity metrics system to accurately and objectively measure their progress in achieving employee diversity. Organisations should be using these tools to measure not just where they are, but how far they have come and how far they have to move up to the next level in terms of employee diversity. Benchmarking of this nature serves as an important instrument to monitor employee diversity objectives. A diversity scorecard can also be developed to grade an organisation's diversity efforts on a scale. Diversity scorecards should be submitted at least quarterly to the top management for review.

According to Aperian Global (2015), one of the lessons that can be learnt from how top global companies approach diversity and inclusion is to use multiple practices and measures. Measuring the impact of diversity and inclusion interventions must go beyond looking at turnover rates and other numbers. Measurements can include employee responses and consistent feedback about policies. Chemistry firm BASF uses a talent dashboard so its leaders can gauge inclusion progress by asking comprehensive questions about their thoughts on the hiring process and retention trends. This approach encourages employee participation.

Diversity Best Practices (2009) argue that desired business outcomes must determine an organisation's measurement priorities. The logical sequence of questions are:

- At the highest level, what is the organisation seeking to accomplish?
- What are the critical success factors?
- How do diversity, inclusion, and engagement affect the success factors?
- What do diversity, inclusion, and engagement have to do with achieving the critical successes that will lead to the organisation's overall success?
- What specifically will diversity, inclusion, and engagement success look like?

- Where does the organisation stand with all of this currently? What is the current state? What is working or not working? Why? What data do we already have? What additional data do we need to collect?
- Given where the organisation is currently, where does it need to go next? What behaviours must change? In other words, what now needs to happen with respect to diversity, inclusion, and engagement, so that the organisation's overarching critical success factors are achieved?
- What actions must be taken to achieve the desired results? What are the tactics for moving from the current state to the desired future state?
- What data will tell us if the required changes are happening, including behaviour changes? What data will tell us if the changes are having the intended impact?

Diversity Best Practices (2009) state that once an organisation has answered these questions, several themes usually become priorities for measurement:

1. Inclusion, Engagement, Productivity - Assessing the general climate with respect to full inclusion of all employees in the life of the organisation; assessing the emotional connection employees have to the organisation, which influences their willingness to demonstrate consistently high levels of contribution and commitment; assessing employees' perceptions of diversity and inclusion; and assessing how all of this ties to productivity.
2. Recruitment - Enabling recruiters and managers to develop and implement effective strategies for attracting and hiring a diverse workforce.
3. Retention - Enabling managers and other leaders to evaluate specific strategies for retaining high performers.
4. Development and Advancement - Assessing the effectiveness of learning and development efforts; determining which specific initiatives do the best job of effecting sustainable behaviour change and building capability in areas that are aligned with the organisation's long-term direction; ensuring that all employees have access to job assignments and advancement opportunities that require them to use the capabilities they develop. Measurement drives accountability; accountability drives behaviour change.
5. Market Impact - Determining how inclusive management practices impact sales, market share, or underlying cost structures.
6. Compliance - Managing the organisation to the standards established in Affirmative Action Plans, Equal Employment Opportunity guidelines, supplier diversity guidelines, etc.

Diversity Best Practices (2009) summarise best practice in measuring inclusion to include the following points:

1. Link diversity and inclusion metrics to business outcomes - diversity and inclusion metrics must be driven by the organisation's highest level goals. In order to have real value, diversity and inclusion initiatives must deliver progress in ways that are aligned with the organisation's overall success. Workforce impacts are secondary, relevant because they lead to these market impacts.
2. Leverage the power of engagement - aggressively and creatively measure engagement. Metrics must track representation in recruitment, retention, and advancement, but also

look at underlying determinants of engagement. Measure the effectiveness of communication at all levels, performance management and feedback mechanisms, development support, the job assignment process, other business processes, and infrastructure. Design quantitative engagement surveys to ask about obvious and nonobvious engagement factors. Make connections between engagement and other indicators of organisational effectiveness. Methodically measure the relative importance to their organisation of the various factors that bring about engagement, and target solutions accordingly. When necessary, hire experts to analyse data properly. Measure employee engagement with respect to diversity and inclusion.

3. Insist on Accountability – Whenever possible, collect baseline and/or external benchmark data before implementing a diversity and inclusion initiative to give a standard for comparison. In some instances, they may be able to establish an internal control group as their basis for comparison. Whenever possible, set expectations early about how measurement results will be used to hold employees accountable. Build a user-friendly infrastructure that gives visibility to metrics and makes individual and team performance standards clear. Position measurement success as being inseparable from performance incentives such as individual compensation, an employee resource group’s budget, or a marketing department’s advertising budget. Integrate diversity and inclusion metrics with other key metrics, for example, by including key diversity scorecard measures on their management dashboard.

Urwin et al (2013) report the large potential for variety in measures of diversity. The majority of diversity literature focuses on measuring the proportion of women within an organisation. With sex, the ideal split is regarded as 50/50. However, with other characteristics it is not always clear what the appropriate level of diversity is. Level of representativeness of the population as a whole is suggested, but regional representation may distort levels. For example, ethnic diversity in the UK varies dramatically across regions. The Herfindahl-Hirschman Index (HHI) which is a measure usually utilised in studies of market concentration - calculated by squaring the market share of each firm in a market, and then summing the result. The HHI can range from zero to 10,000 and when applied to the issue of diversity, it provides a good indication of increasing diversity (with each ‘firm’ replaced by an ethnic group in the calculations). However, this type of clarity is simply not apparent within the wider diversity literature and even large meta-studies often fail to clearly define their measures and metrics of interest. As characteristics such as values, beliefs, knowledge and skills are diverse, it is hard to clearly define what measures should be used to capture diversity. Similarly, potential business outcomes can vary related to differing levels of diversity. Case-study evidence often focuses on diversity initiatives to reduce staff turnover and/or improve staff engagement. Much of the literature focused on equality and diversity does not consider the issue of diversity metrics.

5. Measuring inclusion – tools, metrics and resources

Brenman (2012) provides the following list of possible metrics for diversity and inclusion:

- Percentage of minorities
- Increase in minority representation
- Increased representation of minorities at different levels of firm

- Employee satisfaction surveys
- Better relationships among diverse staff members
- Fewer discrimination grievances and complaints
- Fewer findings of discrimination by adjudicators and government agencies
- Improved labour relations
- Reduction of hate incidents
- More diverse hiring
- Improvements in productivity
- More innovation and creativity
- Improved job satisfaction
- More career development over time for underrepresented group members
- Use of bridge positions for lower level employees to bridge to professional positions
- Better retention
- Decrease in pay disparities
- More positive responses on exit interviews
- Higher ranking of the organisation in terms of best places to work
- Becoming an employer of choice
- Awards from special interest and advocacy groups
- Inclusion of diversity in corporate social responsibility efforts
- Independence and professionalism of the diversity officer

A book by Hubbard (2004) provides instructions, worksheets and examples to help organisations analyse and track the impact of their diversity initiatives to mobilise organisational strategic culture change. He argues that diversity should not be regarded as a programme, but as a systemic process of organisational change that requires measurement for organisational improvement and success.

The Business Disability Forum provides tools to help organisations become disability inclusive. Their Disability Standard helps organisations to measure and improve their progress towards becoming disability-smart. This tool involves an evaluation that will enable organisations to understand in very practical terms what 'good' looks like across your organisation. It will also allow organisations to see what isn't working, and what must be done in order to get it right. The Disability Standard covers the following areas:

- Commitment - You promote your commitment to best practice on disability internally and externally.
- Know-how - You equip your employees so that they are confident interacting with disabled people, knowing what to do and how to do it.
- Adjustments - You anticipate the needs of disabled people and have a robust process for making any adjustments that might be needed by individuals.
- Recruitment - You attract and recruit disabled people, which gives you access to the widest talent pool at every level.

- Retention - You value all your employees, including those who are disabled or who become disabled, and are committed to their retention and development.
- Products and services - You value your disabled customers, clients and service users and address their needs when developing and delivering your products and services.
- Suppliers and Partners - You expect your suppliers and corporate partners to reflect and enable you to meet your commitment to disability best practice.
- Communication - When you communicate with disabled people, you are as inclusive as possible and whenever necessary you make adjustments for individuals.
- Premises - Your premises are accessible to people with disabilities and whenever necessary you make adjustments for individuals.
- Information and communication technology (ICT) - Your ICT is accessible and usable by disabled people and you also make adjustments for individuals.

CIPD (2017) recommend the following should be measured, reviewed and reinforced with regards to an organisation's overall diversity and inclusion strategy:

- Regularly audit, review and evaluate progress and keep qualitative data to chart progress and show business benefits.
- Use employee surveys to evaluate initiatives, to find out if policies are working for everyone, and to provide a platform for improvement.
- Track actions to see if they have had the intended results and make appropriate changes if necessary.
- Include diversity objectives in job descriptions and appraisals, and recognise and reward achievement.
- Benchmark good practice against other organisations and adopt and adapt relevant ideas where appropriate.
- Network with others from inside and outside your organisation to keep up to date and to share learning.
- Celebrate successes and identify learning opportunities from failures, to use them as building blocks for further progress.

A guide produced by CIPD (2012) draws on research and focus group discussions to provide insights into best practice in progressing diversity and inclusion in organisations. Driving diversity progress in organisations involves getting a range of diverse stakeholders to understand why and how inclusive approaches can increase competitive advantage. Developing these understandings will help business leaders to see inclusion as a business imperative. Driving diversity and inclusion needs a positive mind-set. In terms of measuring inclusion, the report includes advice from Stephen Frost, Head of Diversity and Inclusion (D&I), LOCOG, who states that any diversity programmes must be reviewed and adapted to progress. The experiential learning involved in diversity and inclusion is invaluable to capacity development. He advises that organisations should not be afraid to fail but, as long as failure is met with action to put things right. What has been done must be reviewed to improve. Members of your support networks should be consulted for advice and guidance as and when necessary.

The Employers Network for Equality & Inclusion (ENEI 2017) is an employer network that covers all aspects of equality and inclusion in the workplace. They support organisations by producing Employers' Guides and organising workshops on a variety of topics. They also provide a number

of tools including bitesize packs, which include learning materials for use in face to face training, email shots, newsletter articles or distribution as and when needed.

brap (2017) is described on its website as a think fair tank that inspires change to make public, private and voluntary sector organisations fit for the needs of a more diverse society. brap offers tailored, progressive and common sense approaches to equalities training, consultancy and community engagement issues. brap (2017) produced a quick start guide on Public Sector Equality Duty, which is intended to help public sector organisations understand a key measure in the Equality Act 2010. The public sector Equality Duty came into force in 2011. The Equality Duty ensures that all public bodies play their part in making society fairer by tackling discrimination and providing equality of opportunity for all.

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