



DIVERSITY, EQUITY & INCLUSION

Creating Balance & Belonging



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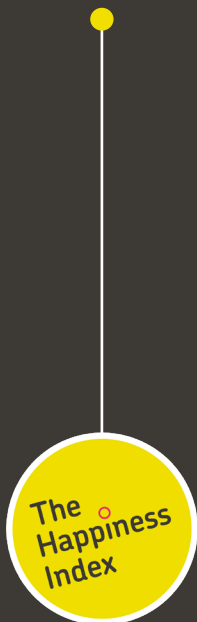
Introduction

Welcome to our Diversity, Equity & Inclusion eBook!

If you're just getting started with DE&I, it can feel overwhelming. Across 10 chapters we've shared everything you need to know about DE&I in the workplace. We've covered why it's important through to launching your own programme. Plus, measurement!

If you want to jump straight in, you can check out our [Equality of Voice Survey!](#) It empowers you to easily benchmark and measure diversity, equity and inclusion within your organisation.

This is one of a series of free Ebooks covering the future of work, data and all manner of HR-related topics... [Check Them Out!](#)



Defining Diversity, Equity & Inclusion

Diversity, equity and inclusion (DE&I) is a hot topic within HR circles. There's been an increased push from organisations around the globe to create DE&I strategies. It's easy to let the acronym become a buzzword that doesn't mean anything. But it means something to us here at The Happiness Index.

We believe that a focus on diversity, equity and inclusion will help organisations to empower their people to be their true selves at work. We call this "Freedom to be Human" and it's our company vision. So what does DE&I mean and what might it look like in your organisation?

Let's start with some quick definitions. We'll begin by looking at what DE&I actually stands for.

Defining Diversity

When we talk about diversity, we're talking about all the things that make us human. Every individual within an organisation is made up of a wide range of intersecting unique identities. When we talk about a diverse organisation, we're referring to a workplace where people from a range of different races, ages, backgrounds and genders come together to create a thriving team.

Defining Equality

Traditionally the E in DE&I stands for equality. An organisation that values equality focuses on giving all their employees equal access to jobs, progression and opportunities regardless of who they are and what intersecting identities they hold.

Defining Equity

More and more frequently the E in DE&I stands for equity. Organisations that champion equity understand that everyone has different needs and experiences. They appreciate that individuals will have different requirements and access to different opportunities to allow them to flourish. Therefore some people have natural advantages/disadvantages, so offering equal chances won't necessarily balance the scales. True equity is almost impossible to achieve, but that doesn't mean it's not the right thing to work towards.

Defining Inclusion

Inclusion is the third step in the process. A diverse organisation is one where lots of unique individuals come together. An equal or equitable organisation is one where individuals' needs and experiences are addressed. An inclusive organisation is one where individuals' unique needs and experiences are built into the processes, spaces, policies and products of the organisation. This means that everyone is fully able to take part in life within an inclusive organisation.

What Does DE&I Look Like in Practice?

Increasingly organisations are aware of the importance of DE&I strategies, but what does it mean within an HR context?

When brought together, DE&I typically means a strategy that is spearheaded by HR and leadership teams. This strategy usually has the aim of building out an organisation's processes, spaces, policies, tools and technology to reflect its DE&I goals.

One thing to remember is that DE&I, like most interesting and engaging projects, is a process, not a destination. It's not something you'll ever completely tick off the to-do list. Particularly if you're aiming for equity. Remember how we said equity is almost impossible to achieve? That's because inevitably when the individuals at your organisation change, you'll have to address the unique needs and experiences of your new individuals and so the process continues. But please don't be deterred!

Samuel Hurley | Founder | Novos

Being a gender-balanced organisation with a multicultural workforce, we measure 'employee happiness' valuing it more than performance. To ensure inclusivity and continuous improvement of our culture, we run programmes, through The Happiness Index, to listen to every single member of our team and take everyone's ideas to fuel our collective growth.

[CHECK OUT SOME CUSTOMER SUCCESS STORIES](#)

WHY is DE&I So Important?

HR teams can't always prioritise the work they want to do without buy-in from leadership and their organisation. So let's talk about why DE&I is important.

The first and most pressing reason to invest in DE&I is because it's the right thing to do! We can (and will!) share all the data behind DE&I but you should do it because it's part of being a good human and a responsible employer. Now let's look at the data and neuroscience behind DE&I...

The Data Behind DE&I

Many studies demonstrate that DE&I programmes are beneficial for your people, recruitment/retention rates and even your bottom line. But what exactly are the benefits of diversity, equity and inclusion in the workplace?

Companies with higher-than-average diversity had 19% higher innovation revenues - Harvard Business Review

The research tells us that diverse groups are more likely to be creative in their problem solving. This is because solutions are at their most creative when many different insights are combined to create something unique. By working with diverse team members a group is likely to lean towards complex ideas that provide holistic solutions. This will solve problems for everyone, rather than just a few!

Companies in the top-quartile for gender diversity on executive teams were 21% more likely to outperform on profitability and 27% more likely to have superior value creation - McKinsey

Neuroscientific research shows that gender diverse teams are more likely to include all participants. This means that one person is less likely to dominate the conversation and you're more likely to reach solutions which work for the whole group. Although the McKinsey report was looking specifically at leadership groups, this study can (and should!) be applied more widely. Any group working towards shared goals will perform better when it is more diverse.

Cognitive diversity enhances team innovation by 20%

- Deloitte

Beyond gender and race, thinking about people with different educational backgrounds, as well as neurodiverse teams, can help innovation within your organisation. This is cognitive diversity. Teams which think differently will come up with different and unique solutions to problems. They will create products and processes which are beneficial to more people, and therefore more profitable!

50% of underrepresented employees stated that they see bias as part of their day-to-day work experience

- The Quantum Workplace

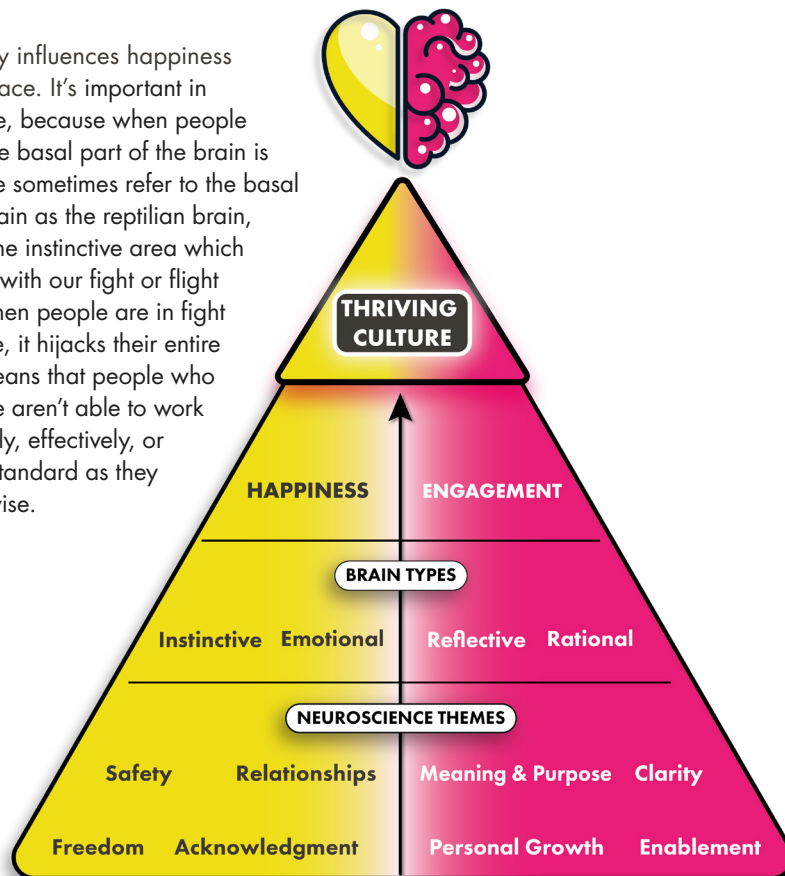
Despite these facts about the effects of diversity on organisations' bottom lines, we still see in research time and time again that employees face bias every day. It's important to try to work to mitigate this for two reasons. Firstly, in order to retain talent, and secondly, to get the most out of your whole team. We will explore this further in the next section...

The Neuroscience of Diversity, Equity & Inclusion

Within our **Neuroscience Model** we rely on 8 neuroscience themes. We're going to walk you through the most relevant themes that link with Diversity, Equity & Inclusion.

Safety

Safety directly influences happiness in the workplace. It's important in the workplace, because when people feel unsafe the basal part of the brain is activated. We sometimes refer to the basal part of the brain as the reptilian brain, because it's the instinctive area which is associated with our fight or flight response. When people are in fight or flight mode, it hijacks their entire brain. This means that people who don't feel safe aren't able to work as productively, effectively, or to as high a standard as they would otherwise.



We often link our vision of **#FreedomToBeHuman** with the safety neuroscience theme. This is because if people feel that they are able to bring their full human selves to work every day, whatever that means to them, their fight or flight response is less likely to be activated. This means they'll be more able to produce great work and they'll be happier.

But it's not all about happiness. To perform at their best and thrive at work, your whole team needs to be engaged.

Enablement

Enablement is a key theme here, this is because if you have a diverse team they're going to have diverse needs. Ensuring everyone has the resources they need to succeed at their roles within your organisation will help everyone perform to the best of their abilities. Blanket solutions don't work for diverse teams, because the needs of each individual will be unique.

By giving people what they need to succeed, including a manageable workload for their circumstances, you'll be able to make the most out of your team. Part of giving your team what they need to succeed is also ensuring that they have sufficient opportunity to collaborate.

Personal Growth

Personal growth is another key area to consider when it comes to diversity equity and inclusion in the workplace. In fact it might be one of the most important! You want every single member of your team to grow and flourish. No one hires team members to see them struggle. But it also has benefits for your wider organisation. Ensuring that your whole team can see a diverse team modelled in their leadership will help you retain and attract the best possible talent. Plus, as we've seen, diverse leadership teams also lead more successful organisations.

People who don't feel safe aren't able to work as productively, effectively or to as high a standard as they would otherwise

Diversity, Equity & Inclusion in The Workplace

All too often we see diversity, equity & inclusion efforts which concentrate solely on hiring practices. While recruiting a diverse team is important, there's so much more to DE&I than the recruitment piece. Let's take a holistic look at what it should look like.

DE&I needs to really take root in four main areas in order for you to be able to fully embrace and promote it in the workplace.

Policies

Sometimes people think policies are the be all and end all of DE&I. But policies are not enough in their own right, and should be used in conjunction with the other aspects in this eBook. It's also important that policies are actually being adopted and lived in practice. Listening to your people will help you to understand this.

That said, policies such as flexible working, hybrid working, absence, parental leave and so on, will all have a huge impact on whether people with diverse needs will be able to accept jobs within your organisation. And whether they'll stay!

Another thing to consider when it comes to your policies is how accessible they are - ensuring that your whole team is able to easily find and access your policies is key. Make sure they're written in clear, concise language and are available in all languages in which your team operates. You might also need to consider whether they're accessible to people with different learning or neurodevelopmental needs.

Spaces

The physical and virtual spaces in which your company exists are super important when it comes to diversity, equity and inclusion. Thinking about the diverse needs of your team and helping to support these within your workplace will help your whole team feel safe and productive.

Accessibility ramps and disabled toilets are a legal requirement in the UK. But this is the bare minimum - think about whether people with mobility needs will be able to access everything. Can they make themselves a drink, access a fridge to store their lunch and enter meeting rooms easily? This is important for current employees, but make sure you ask those who are attending interviews about their needs for your space too.

Making spaces accessible isn't all about mobility or physical needs. Think also about whether you have a safe space where new mothers can express milk or feed their baby, where people of faith can pray, or where people with sensory processing needs can find peace and quiet.

Virtual spaces are also important, but all too often are forgotten. Thinking about ensuring that virtual meetings have subtitles enabled, taking care to keep key meetings to core hours and providing recordings, and including pronouns on signatures and name badges are all simple ways to make your virtual spaces safe and accessible for everyone.

Making spaces accessible isn't all about mobility or physical needs. Think also about whether you have a safe space where new mothers can express milk or feed their baby, where people of faith can pray, or where people with sensory processing needs can find peace and quiet.

Diversity, Equity & Inclusion in The Workplace

Processes

Many of our key processes within the HR space are important to consider. In particular, performance reviews and discipline processes are areas which should get particular scrutiny. Ensuring there are tools in place to mitigate the effects of any implicit bias.

Recruitment is a key process to consider when thinking about DE&I. This starts from when you create your job listing. Check your advert for gendered or discriminatory language, and also think about where the job is listed to attract candidates with a diverse range of backgrounds. We use a blind recruitment process, removing names, addresses and ages from CVs so candidates are reviewed without demographic data.

Thinking about onboarding processes can also help with the inclusion portion of DE&I. Making your onboarding processes accessible and inclusive will help everyone feel fully welcomed and engaged in your processes, and sets the scene for them to bring their authentic selves to work.



Technology & Tools

Legally we have to make reasonable adjustments to technologies and tools to make them accessible to everyone. Again, this is the bare minimum. Ensuring that everyone can also use the technology and tools without feeling like they're being excluded or othered is very important.

As a technology company we feel very strongly about everyone being able to use tech. In fact, it's part of our "Freedom to be Human" vision. This means not only thinking about physical accessibility when it comes to our product, but also inclusion of other identities. For example, our Equality of Voice Survey includes a range of gender options to choose from. These kinds of considerations are essential to keep in mind when choosing any technology platform that your team will access.

One thing to bear in mind when it comes to technology is that it's not necessarily free from bias. Technology is built by people and people are biased. If you're using AI tools in any of your processes, it's important to put checks and balances in place.



How to Promote Diversity, Equity & Inclusion

Creating a safe, inclusive and productive space for your entire team is more than writing a diversity, equity and inclusion strategy. This chapter outlines useful tips that will help you to promote diversity, equity and inclusion in your workplace.

Foster Psychological Safety

We've talked before about the importance of fostering psychological safety, but it's particularly important when it comes to promoting diversity, equity and inclusion. Creating a space where all your people feel safe and welcome regardless of their identity will help you hire and retain the best and most diverse talent, but it will also help you create a successful and productive workforce.

Promote a Healthy Work-Life Balance

Work-life balance is important for everyone's mental health, but it can be particularly important for people of marginalised identities. If you're looking to promote diversity, equity and inclusion within your workplace, you'll need to ensure that your culture supports a healthy work-life balance for everyone.

Model Inclusivity

It's really important that HR and leadership teams model inclusivity. This may include sharing your pronouns with your team and in email footers, being open and honest about mental health, and setting clear boundaries for your paid time off.

Understand Your Team's Identities

Although not everyone will be ready to be "out" at work, there are identities which will be obvious to you. As an HR person or leader, take the time to understand what it means to be a person of colour, a working mother, a blind person or a wheelchair user with the individuals in your team. In larger teams employee surveys are key to understanding how your people really think and feel.

Signpost Relevant Policies & Support Clearly

Once you've understood your team's identities, you'll have a clearer idea of what support and policies they may need. However, you may not be aware of all their identities, and they may change. For this reason it's key to clearly signpost all the policies and support available to your team.

Listen to Your Team

As well as regular DE&I surveys, always-on listening is key to understanding how your people are thinking and feeling in the moment. This will allow you to be more agile in how you support your team. Using an always-on listening tool such as our Employee Voice Survey is great for this, but shouldn't replace regular catch ups with managers.

Provide Learning Opportunities

Help your entire team to grow and understand each other through regular learning opportunities. These could include things like organised cognitive bias training, informal conversations with peers, or access to books or other resources. This will help your whole team support and value each other.

How to Promote Diversity, Equity & Inclusion

Diversify **Events And Socialising**

Make sure you're planning social events that include everyone. Making sure not everything revolves around alcohol is important as often people feel left out if they don't feel comfortable going to the pub. Being respectful of everyone's dietary preferences and allergies is also key!

Consider Your **Rewards & Benefits Package**

Is yours inclusive or is it designed around the needs of a white married male? There are simple things you can offer like flexible public holidays which can make a big difference. These schemes allow your team to take off the days most meaningful for them, rather than assuming everyone celebrates Christmas and Easter.

Normalise **Personalisation**

Every single person on your team is a unique individual, whether they identify with any specific identity. Normalise personalised workstation set up, gender neutral customisable uniforms or protective equipment, and flexible hours. These will all help everyone feel like they fully belong in your workplace.

Respond to **Feedback**

If your team approaches you with feedback or suggestions, try not to be defensive but come to a solution. Not all feedback or suggestions are applicable, but explaining why or coming to a compromise can make people understand they're being listened to and taken seriously.





How to Launch a DE&I Programme

Let's look at the steps that we believe are key to ensuring you lay the framework for a successful, impactful and measurable SE&I strategy that will work hard for your organisation and your people.

Simply writing your DE&I strategy isn't enough to ensure its success. We've shared some tips on creating strategy that supports your team and your organisation. However, to get the most out of it, here are some things to think about when launching your strategy...

Leadership Buy-In

Sharing your strategy with your leadership team is key to success. You will need them to be fully bought in and behind your vision for your organisation.

We recommend bringing key stakeholders in on the strategy as early as possible. They don't need to be involved in writing or designing the strategy. But, allowing them to see the thinking and reasoning behind the work often helps them understand the vital importance of a strong DE&I programme.

Having leadership support in place early will play a big part in ensuring the success of a strategy. Not only will it help you ring fence resources, budgets and time for the strategy - but it also has a strong influence on how much your people buy into your strategy.

Your people are your best asset! Having strong procedures, policies and structures in place is only going to work for your organisation if your team follows and supports them

Employee Buy-In

Having leadership buy-in is important, but if your team isn't on board, then your strategy is unlikely to succeed! You need everyone to understand the goals and aims for your strategy - from interns to team leaders. This will not only make your HR or people team more accountable for delivery, but will also help ensure that your programme has the fertile ground it needs to thrive.

The importance of employee buy-in when it comes to how successful you will be should be clear. Your people are your best asset! Having strong procedures, policies and structures in place is only going to work for your organisation if your team follows and supports them.

We believe the best way to ensure employee buy-in is by making them part of the programme from the word go. Consulting your team via [relevant employee surveys](#) which allow you to see what they want and need and get their thoughts, feelings and ideas will create a solid foundation for your programme.

Clear Goals & Milestones

One of the most important things you need to ensure you have in place when implementing a new strategy is a good understanding of what success looks like and how you will measure progress. Hopefully these will have been clearly defined when creating your strategy, but part of the implementation process should be sharing your goals and communicating what milestones you expect to reach and when.

Goals and milestones keep your team accountable, but also create psychological safety for your people. By explaining your expectations, and what will be delivered - you can support your team through organisational change.

Understanding what success looks like and when changes will start to be seen will also motivate your team, and help you to keep driving momentum. At The Happiness Index, we're big believers in celebrating successes... and reaching key milestones is the perfect opportunity to do this!

How to Launch a DE&I Programme

Measurement & Benchmarking

When launching your strategy you should include regular points to measure and benchmark against yourself and other similar organisations. This will help you make sure that the work you're doing and the initiatives you're launching are moving you in the right direction.

How frequently you measure progress will depend on how much resource you're dedicating to your DE&I programme and what the individuals on your team want and need. There isn't a one-size-fits-all cadence when it comes to measuring your progress. This might mean annually, or you may need to include follow-up surveys more frequently as well.

As your organisation changes, your people's needs will change too. By regularly taking your organisation's pulse regarding your DE&I strategy, you can ensure you're able to react to their needs.

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An Agile Approach

Even if you've taken the time to follow all the tips we've suggested when it comes to planning, writing and launching your DE&I strategy, sometimes it just doesn't work out the way you had anticipated. Maybe your team or their situations have changed, maybe they're not taking advantage of the initiatives you've created, maybe your organisation has grown. The important thing to remember is that this is normal!

As a team it's vital you understand that you might need to change course, and that doesn't mean you've failed! DE&I is all about the journey, not the destination! Being flexible and adaptable is key.

One thing we do suggest is that you flag this early with key stakeholders including leadership, your employees and even board members if you think it'll be helpful. If people understand you're taking a flexible approach they'll be more willing to shift and change with you and with your strategy.

As a team it's vital you understand that you might need to change course, and that doesn't mean you've failed! DE&I is all about the journey, not the destination! Being flexible and adaptable is key.

Why & What to Measure?

WHY Measure DE&I?

If you're trying to persuade your team to invest in measuring the impact of your DE&I strategy then you've come to the right place! In this chapter we'll cover why you should be measuring your strategy as well as giving you some ideas about what you could be measuring.

It's vital for the success of your programme to measure before, during and after launch. Here are some of the reasons:

Unlock the Power of Benchmarking

When you measure your progress towards your DE&I goals, you will be able to benchmark yourself against other organisations within similar fields or of similar sizes. We also allow you to benchmark against yourself. This means that you can keep a track of where you've been and where you're going.

Hold Yourself Accountable Against Your Goals

Setting goals should have been a key point in your strategy creation. We've told you before that DE&I is all about the journey not the destination, but it's important to know you're moving in the right direction. Ensuring you're hitting key milestones will help you to remain accountable.

Report Progress to Your Team

One of the key benefits of investing in a diversity, equity and inclusion programme is proving to your team that you're taking their happiness and engagement seriously. By keeping them in the loop when it comes to your progress, you'll be demonstrating this investment tangibly.

Keep Your Strategy Agile

What works for one organisation might not work for yours. What worked at one time might stop working. What you think is going to work might actually not have the desired impact. And that's completely normal. However, if you're not measuring the impact of your diversity, equity and inclusion strategy you won't know what's working and what isn't. So you won't be able to pivot to ensure you're doing more of the good stuff!

One of the key benefits of investing in a diversity, equity and inclusion programme is proving to your team that you're taking their happiness and engagement seriously.

Why & What to Measure?

WHAT to Measure

To get the most out of your DE&I strategy, there are a few things you should be measuring.

Demographic Statistics

Getting to know the identities that your team holds. You may want to understand factors such as the ages, ethnicities, genders, disability status, sexual orientation and religion of your team. How long people have been working with your organisation can also be really helpful to understand how your strategy is affecting your team. Collecting this data can be challenging, which is why *anonymity is vital*.

How Your People Think & Feel

Another important aspect when it comes to qualitative measurement of DE&I strategy is gaining a definitive idea of how your people think and feel. Understanding how your team's instinctive and emotional brain types are activated within the workplace are key to ensuring equity and inclusion within your organisation. You need to have a clear idea how people of different identities think and feel about working in your organisation and about your DE&I strategy.

Filtering Data

Being able to filter your data so you can accurately understand how people of different and intersecting identities think and feel is absolutely vital to understanding the impact of your investment. Ensuring that everyone feels that your strategy is designed to support and uphold their freedom to be human is the only way you can be sure of the success of your strategy.

The previous three elements are most important when considering your DE&I strategy. However, for those further along on their journey we also suggest measuring:

Exit & Onboarding Data

Having robust onboarding and exit interviews which deliver quantitative as well as qualitative data can be really key in understanding the impact of your DE&I data. Understanding why people joined your organisation, what in your onboarding strategy has encouraged them to stay, and what has contributed to them leaving is invaluable. This data can be used to support the development of your strategy and to underpin its success. However, we see this as a more advanced step, as it introduces variables and complexity.

Another important aspect when it comes to qualitative measurement of DE&I strategy is gaining a definitive idea of how your people think and feel. Understanding how your team's instinctive and emotional brain types are activated within the workplace are key to ensuring equity and inclusion within your organisation.



How to Measure DE&I Data

So we've covered the why and what to measure in the previous chapter but what about the all important, HOW?

Here are some important things to consider when measuring your DE&I Strategy:

Recipient Anonymity

Not everyone will be willing to "out" themselves publicly at work, or feel safe claiming their identities. This means that anonymity is key in getting accurate data. Our platform does this in two ways. Names or email addresses are never associated with responses and organisations are only able to see aggregate data of over more than 5 responses - we call this our Golden Rule. HR teams are also able to engage in anonymous conversations with respondents through our Closing the Feedback Loop tool.

Data Safety

Since much of this data is extremely sensitive, it's really important that any data that's collected is stored safely. Using free tools can compromise this so that's an important factor to consider when deciding how to collect the data. We take data security extremely seriously, and that means as an HR or leadership team, this is something that's taken off your plate.

Ease of Interpretation

Many people find data hard to analyse. Our dashboards take a lot of the stress out of data analysis, as our downloadable reports help your team to easily interpret the results of your surveys. You are also able to filter your results easily so you're able to see how different identities responded to your surveys.

Actionable Data

The final and most important factor in deciding how to measure your data is ensuring that the data you're collecting is actionable. Our surveys are designed to give you actionable insights both through your quantitative and qualitative data. This means you'll be able to use the results to improve and action your strategy.

In short, the correct questions and tools are very important in ensuring that the data you gather when measuring your DE&I strategy is accurate. This is where we come in. We can ensure you're collecting the right data, that you're able to interpret it correctly and easily, keep the data safe and ensure anonymity.

Many people find data hard to analyse. Our dashboards take a lot of the stress out of data analysis, as our downloadable reports help your team to easily interpret the results of your surveys

What is Intersectionality & How Does it Apply?

Intersectionality plays an important part in our current understanding of DE&I. But what does it actually mean, and how does it apply to the workplace?

What is Intersectionality?

The term intersectionality was first coined in 1989 by Kimberlé Crenshaw to describe how different characteristics interact with each other. Some people are more discriminated against, or conversely more privileged, because of the unique intersections of their identities.

Typically, we think of cisgendered, white, men as being more privileged. However, if they are also gay and disabled, this could lead to discrimination. These are some of the ways in which different characteristics and identities might interact to create unique situations.

Why is it Important in the Workplace?

Microaggressions (and macro-aggressions) in the workplace can be particularly damaging. Discrimination at work is also more likely to impact people's remuneration and therefore their wider quality of life. Let's look at an example. In England and Wales, according to the ONS annual population survey for 2019, those who identified as Indian earned more per hour than White British people. With an average hourly salary of £14.43 compared to £12.49. However, Indian women earned only £12.39 on average. In fact, the survey showed that women, on average, earned less than men, regardless of ethnicity.

Thinking about how you support those with different intersecting characteristics or identities is really important for your DE&I strategy.

How Can You be Aware of it in Your DE&I Strategy?

When filtering and analysing your survey results and data, it's important to think about how different characteristics intersect within your organisation. Thinking about whether all people feel safe in your workplace, or whether those who are mothers or identify as LGBTQ+ feel less included.

Another aspect to think about is ensuring that your provisions serve everyone in your organisation. For example, menstrual health provisions may not be applicable to trans or intersex women. Similarly, your maternity policy might not support employees in same sex relationships. When creating any policy or process it's important to think about what intersections might be at play.



What is Intersectionality in The Workplace?

What Identities Are Important to Consider?

We recommend you look at different characteristics together... in other words, you take an intersectional approach.

Six identities and characteristics you should consider:

1. Race

Regardless of how well you believe people of all races are treated within your organisation, it's worth keeping a finger on the pulse when it comes to how your team is thinking and feeling here. Our recent report, [Advancing Racial Equity](#), shows the impact that race has on those of various intersecting characteristics and identities.

2. Gender

There are various ways that employees can be disadvantaged within the workplace. From parental leave to menopause support, there are many things you can do to mitigate disadvantages based on gender. Remember to listen to the specific needs of your team.

3. Sexual Orientation

Although not everyone is out at work, those who are can be at a disadvantage. Not to mention the fact that not being out at work can put up barriers to happiness and engagement. Our [LGBTQ+ glossary](#) may help you to understand the various identities included here.

4. Age

Both younger and older employees can be disadvantaged. This often depends on the sector you're working in - sometimes tech can be discriminatory to older people, while experience can be prized in other industries.

5. Disability

Those with disabilities - both physical and neurological - can be disadvantaged in the workplace. This can lead to a lack of inclusivity for individuals holding these identities.

6. Religion

Understanding the needs of people who follow different religions can be important to help include and support your team. Those who need to take time to pray, who celebrate different holidays or feel they cannot take part in social activities because they don't drink can be at a disadvantage.

Catch up with one of our experts to find out how our [Equality of Voice Survey](#) can help support your DE&I strategy



Measure Your Impact With The Happiness Index



Equality of Voice

Gain an understanding of the diversity, equality and diversity that already exists in your organisation and learn how to support all your people better with our Equality of Voice Survey. [Learn More](#)

Employee Voice

Stay proactive and agile to the needs of your neurodiverse team by using our always-on listening offering - Employee Voice. [Learn More](#)



Racial Equity

Made in partnership with [HR rewired](#) - Our Racial Equality Survey has been designed by DE&I and neuroscience experts to help you to empower all your people to discuss racial diversity and equity subjects. [Learn More](#)

“Move from intent to meaningful action
to be anti-racist, equitable and kind.”

- HR rewired



Contact Us

We'd love to stay in touch with you! Click on the icons to follow us on our main social channels.

Alternatively:

Let's talk +44 (0) 203 389 5977

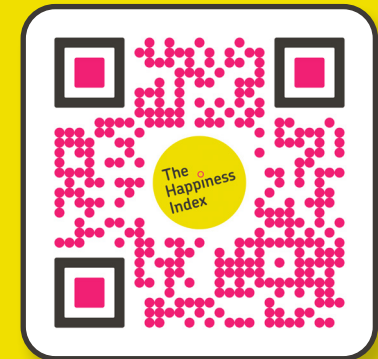
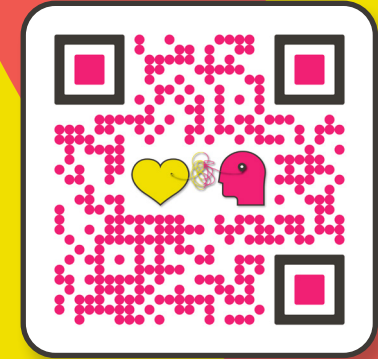
Email us [Click Here](#)

The
Happiness
Index

Join our community...
Happiness & Humans

Join us and follow our
journey... **All the icons are
clickable hyperlinks**

Book a demo with one of our
experts... **You won't regret it ;)**





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