Creating truly inclusive environments
Sarah Guerra
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My Approach
My approach

- Evidence based and outcome focussed
- Personal storytelling
- Whole system
- ZOUD
- Strategic and Opportunistic
The King’s Context

*Our vision is to make the world a better place.*

We have been making the world a better place for almost 200 years. Since our foundation in 1829, King's students and staff have dedicated themselves in the service of society.

One university, five campuses, nine faculties…

Staff 8840  
Students 30,565  
• Undergraduates 18,255  
• Postgraduates 12,315
Benefits

• Productivity and innovation. Diversity widens viewpoints and takes different ideas and perspectives into account creating richer solutions, obtaining better results and maximizing productivity, innovation and creativity.

• Employee attraction and retention. Recruiting from a diverse pool of candidates increases an employer’s chances of finding the best person for the job. Employees that feel valued and respected and that are part of an inclusive work environment are less likely to leave.

• Minimize financial and reputational costs associated with employment discrimination claims.

• Increased market share – students need to feel we are representative of them

• Increase employee satisfaction

• Improved employer brand and reputation. Fair treatment is important to employees and improves the organization’s public image.

• A positive and healthy work environment. D&I done well leads to an atmosphere of respect, mutual understanding, tolerance and enhanced teamwork.

• Opportunities for employee growth and development
D&I Overview & Business Case at King’s

Vision 2029 sets out a roadmap for King's ambition to provide an exceptional student experience and be an employer of choice integral to that is recognising, celebrating and improving our diversity and inclusion.

Key outcomes include

- Attracting and retaining a representative workforce
- Ensuring breadth of the workforce is productive and feels valued and able to contribute
- Attracting and retaining a diverse student population
- Successful outcomes for breadth of student body
- Belief internally, externally and internationally that King’s is a place that welcomes diversity and where anyone with talent can thrive.
Current D&I Priorities

- Ensure solid foundations, basic compliance and tackle risks
- Improve accountability, leadership and decision making
- Improve management capability
- Staff disability inclusion
- Tackling bullying harassment and sexual misconduct
- Establish baseline/identify benchmarks
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<td>Student Ambassadors Consent Matters Active Bystander training It Stops Here Academy Discourse Response training</td>
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Leadership, Accountability, Governance
**Objectives**

- **King’s strategic decisions include active, demonstrable considerations for PCs based on data**
- **D&I business intelligence is available on demand**
- **Legal Compliance under Equality Act**
  - All proposals to SMT, RERC, and Council include EA
- **Recognition and reputation through accreditation**
  - REM Bronze 2019
  - AS Silver 2020
  - ¼ AHSSBL Bronze 2024
- **Develop visible Diversity & Inclusion strategy for King’s**
- **D&I Council and SMT sign off by 2019/20**
- **Increase capability of D&I at King’s**
- **All managers to attend Diversity Matters and receive HR briefings**
- **Recognition and reputation through accreditation**
- **Transparency and trust of decisions**
- **Implement ISH Prevention Strategy for B,H&D**

**Projects**

- **Equality Analysis Framework**
- **D&I business intelligence**
- **Disability Inclusion**
- **Athena SWAN**
- **Race Equality**
- **Stonewall WEI**
- **Disability Inclusion**
- **Diversity & Inclusion Policy Suite**
- **D&I Training Suite**
- **D&I functional alignment**
- **D&I Governance**
- **It Stops Here Culture Change**

**Behaviours**

- **Embedded consideration of PC groups**
- **Proactive interrogation of self serve Power BI**
- **Disabled staff are supported by LM, colleagues and HR**
- **Local areas ‘own’ D&I in Functional model**
- **All staff behaved inclusively and act by D&I policies**
- **Support for staff from protected groups**
- **Working across boundaries**
- **Consistent experience of inclusion at King’s**
- **Following D&I decision making processes**
- **Staff disclose and report B&H behaviours**

**Outputs**

- **Reduced barriers for PC groups**
- **Informed and equipped leaders**
- **Disabled staff are supported to work effectively**
- **Maintain AS reputation**
- **Clear staff behaviour, rights and responsibilities**
- **Women and BME staff are retained and progress**
- **Consistent experience of inclusion at King’s**
- **Fair and transparent D&I decision making**
- **Campus is safe, welcoming and inclusive**

**Benefits**

- **PC groups included and considered**
- **Accessible, intuitive D&I business intelligence**
- **Disabled staff valued and able to succeed**
- **Maintain REM reputation**
- **All staff know their rights and responsibilities**
- **Sector leading diversity of staff**
- **Consistent D&I approach, shared learning**
- **Transparency and trust of decisions**
- **Long term reduction of B,H&D**
**WIP D&I Benefits Map**

**Projects**

- **Safe guarding**
  - Safeguarding policy
  - Definition of vulnerable adults

- **D&I Pay Gaps Response**
  - Actions communicated
  - Understanding cause of pay gaps

- **Advise and internal consultancy**
  - Local issues have skilled D&I input
  - Consistent advice

- **Communication**
  - Twitter, Blog
  - Webpages

- **Networks**
  - D&I Practitioners Network
  - D&I Leads Network

- **Community**
  - Parents & Carers Network
  - Disabled Staff Network
  - BME Staff Network

**Outcomes**

- **Behaviours**
  - Recognition of responsibility for vulnerable adults
  - Fair recruiting, managing and staff promotion
  - Read and act on communication
  - Colleagues work across D&I function
  - Staff take responsibility and are active bystanders
  - Engage and act as D&I ambassadors

- **Outcomes**
  - Risks for vulnerable adults managed
  - Reduction in pay gap
  - Informed, D&I literate colleagues
  - More effective, coordinated D&I activity
  - Staff are informed, involved and have a voice
  - PC and D&I groups feel supported and valued

**Benefits**

- Reduced risk
- Staff retention, fairness, fewer legal claims
- Increase staff engagement
- Improved efficiency
- Increased staff engagement
- PC groups used as sounding board

**Objectives**

- Achieve compliance and duty for safeguarding vulnerable adults
- Reduce Gender Pay Gap and Ethnicity Pay Gap
- Raise D&I profile at King’s to be an employer of choice and improve experience of current staff
- Create and enable networks for Parents & Carers, Women, BME staff, LGBT+
- Create and enable networks around Athena SWAN, D&I leadership

**Governance & Policy**

**Data & Reporting**

**Accreditation & Benchmarking**

**Building organisational capacity & capability**

**Partnership, Advisory & Consultancy work**

**Developing Communities & Networks**
Compliance, Data & Equality Analysis
Compliance

Employers have obligations under the Equality Act 2010 as an employer and as a public sector organization.

- Direct Discrimination
- Indirect Discrimination
- Harassment
- Victimisation
- NI specific ones
Compliance

King’s has further duties under the Public Sector Duty requirements.

- Eliminate Discrimination
- Advance Equality of Opportunity
- Foster good relations between different groups within King’s community
- Demonstrate due regard for equality in policies, processes, practices and procedures

King’s also has Specific Duties, including:

- Publish relevant, proportionate information showing compliance with Equality Duty
- Publish Equality Objectives
Data and Decision Making

Understanding and planning the ‘Size and Shape’ of King’s is the foundation stone to achieving Vision 2029.

- Data points for every stage of life cycle
- Use data to answer institutional questions
- Evidence decisions
- Evaluate impact of changes
Data - Information Flow

- Candidate / Colleague discloses equal opportunities data OR data capture on life cycle point
- HR captures equal opportunities data – data is connected with staff file
- Reporting via IDA / future CoreHR dashboards
- Data insights into staff lifecycle, ability for **Statutory Reporting** as our duty under Equality Act 2010
- D&I targeted activity to improve diversity
- Accreditation for **Athena SWAN, Race Equality Charter Mark, Business Disability Forum, Workplace Equality Index**
- Accreditation required for **REF 2021, £100+ million from NIHR, levers for Wellcome Trust, Horizon 2020**
What is Equality Analysis?

Equality Analysis is the systematic consideration of the effects of new or changing policies, practices, projects or services on different groups within King’s.

Equality Analysis should be part of the planning process for all policies, practices, projects or services, and are used to identify possible consequences of decisions on our community.

Decision makers need to be confident that all potential impacts on protected groups are considered, and be able to provide assurance that decisions do not unintentionally discriminate or disadvantage groups within the King’s community. Equality Analysis explores the possible unintended consequences of changes on our King’s community, and enables all staff at King’s to strengthen positive impact and mitigate or justify adverse impact.

Equality Analyses demonstrates our due regard under the Equality Act 2010.
1. Identify objectives and outcomes for new / changing policy, practice, project of service.

2. Gather data and assess for gaps. Collect additional data if required. Analyse all data including stakeholder feedback.

3. Assess impact using EA template, and identify barriers / impacts on protected characteristic groups.

4a. Positive impact identified.
4b. Negative impact identified.
4c. No differential impact identified.

5b. Stop, mitigate or justify actions.

6. Document findings.

7. Consult on final changes.

8. Complete EA form including sign off and sending to diversity@hct.ac.uk

9. Monitor and review for impact
Benchmarking
Benchmarking frameworks

Self-Assessment Frameworks provide:
• Systematic approach to assess own maturity
• Ability to benchmark
• Recognition for success and progress

Self-Assessment Frameworks use:
• Data analysis to identify issues of inclusion and barriers to diversity
• Action Plans to address issues and barriers
• Feedback from assessment and actions to contribute to continual improvement
“The Race Equality Charter directly challenges the notion that higher education institutions are not racist… The introduction of the Race Equality Charter is a significant step in addressing racial inequalities in higher education”

Prof. Kalwant Bhopal, White Privilege: The Myth of a Post-racial Society
Activity since July 2017

- 2017 Student & Staff Race Equality Surveys
- Race Equality Action Plan Audit
- 16 Month Action Plan August 2017 – February 2019
- Staff & Student Focus Groups and Consultation
- Forming King’s Race Equality Writing Group
- Sharing our work with the sector
- Supporting King’s most senior leaders with Race
- Dialogue to Action video
Stubborn Issues for Race Equality at King’s

• Ethnic diversity of the professoriate and lectureships.

• Managing sensitive discussions of race, racism, and race equality at King’s.

• Continuing to close King’s Attainment Gaps.

• Robust people data (grievances & disciplinary action by ethnicity; recruitment & selection data).
Disability Inclusion
King’s definition of disability is based upon the Equality Act (2010):

Someone is disabled if they have a physical or mental impairment that has a 'substantial' and 'long-term' negative effect on their ability to do normal day-to-day activities. People with progressive conditions are also included in this definition.

Equality Act (2010) requires King’s to have due regard to the needs of disabled staff and students = legal case.
Disability Standard Self-assessment

King's partnered with the Business Disability Forum to complete an online benchmarking tool (Nov 2017). Task & Finish Group was set up & sponsored by President and Principal Ed Byrne including survey.

Findings:
• Stronger commitment to disability equality and inclusion
• Improving disability-related know-how of staff
• Strengthening existing policies & processes - adjustments
• Increasing staff feedback opportunities and stakeholder engagement.
• Developing data collection processes to monitor the effectiveness of disability-related processes and policies.
Understanding King’s disabled staff experiences

Disability Staff Survey
In October 2017, King’s conducted its first ever Disability Survey for staff. This provided an opportunity for staff to inform King’s understanding of disabled staff experiences.

Findings:
- 29% of survey respondents reported having 2 or more disabilities. All types of disabilities were represented in the survey sample, with 32% respondents reported having a mental health condition.

- Disabled staff feel unsupported in their role - this includes support they receive from their managers, as well as general advice and guidance notably about King’s adjustment process.

- Disabled staff have little confidence in King’s to declare their disability.
**Why use a Maturity Model?**

Provides organisations with:

1. A measure for auditing and benchmarking
2. A measure of progress against objectives over time
3. An understanding of strengths & weaknesses
4. Opportunity to consult & collaborate with stakeholders

(Proenca and Borbinha, 2016)
King’s Disability Inclusion Maturity Model:

Improve how we recruit, support & retain disabled staff

- **Transform** disabled staff experiences.
- **Cross-university** activity mapped and measured against clear success indicators.
- Structured shift to evidence led **best practice** & benchmarked to national standards.
- Move away from ad-hoc style of working, towards **anticipatory, innovative** agenda.
- **Accountability and transparency** - implementation group & committee/board.
- **Engage** disengaged/new stakeholders – **shared responsibility** to drive change.

Aligns to Vision 2029, HR Transformation model and Principles in Action.
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<th>Level 2: Reactive</th>
<th>Level 3: Proactive</th>
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<td>LEADERSHIP: Commitment for Change</td>
<td>POLICIES &amp; PROCESSES: Building Capacity to Change</td>
<td>DELIVERY: Implementing Change</td>
<td>REVIEW: Monitoring Change</td>
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## Journey of long-term progress and strategic change …

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<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
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<tr>
<td>1</td>
<td>Basic</td>
<td>Reactive</td>
<td>Pro-active</td>
<td>Innovative</td>
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<tr>
<td>2</td>
<td>Ad-hoc</td>
<td>Minimal compliance</td>
<td>Anticipatory</td>
<td>External influence</td>
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<tr>
<td>3</td>
<td>Poorly controlled</td>
<td>Varied experiences</td>
<td>Planned</td>
<td>Focus on continual improvements</td>
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- 2018
  - indicator 1
  - indicator 2
  - indicator 3
  - indicator 4
- 2024
  - indicator 1
  - indicator 2
  - indicator 3
  - indicator 4
- 2029
  - indicator 1
  - indicator 2
  - indicator 3
  - indicator 4
Establishing King’s Maturity levels & developing action plan

- HR Transformation
- Collaboration, shared ownership & responsibility from King's Leaders
- Embed disability inclusion across services/functions
- Establish agreed maturity levels to inform action plan priorities
- Develop policy
- Priority focus
  - workplace adjustments
  - Continue to build credibility
  - Continue to build community
It Stops Here

Tackling bullying, harassment, sexual misconduct and religious based race hate.
Introduction

In 2015, King’s College and KCLSU partnered together to create It Stops Here.

It Stops Here aims to:

• Raise awareness about sexual misconduct, harassment and hate crimes and their impacts

• Improve support and reporting by reviewing our guidance, making reporting procedures clear and accessible, and delivering specialist training to front line staff

• Address and challenge behaviour that enables or encourages sexual misconduct, harassment and hate crime through delivering workshops and events that provide the tools to do so.
Public Sector Equality Duty and It Stops Here

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.

- Advance equality of opportunity between people who share a protected characteristic and those who do not.

- Foster good relations between people who share a protected characteristic and those who do not.
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<th>Annual Operations</th>
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<td>Data Capture Process</td>
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<td>Reporting Pathways</td>
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<td>Annual Data Report</td>
<td>Staff / Student Policy Review</td>
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<td>Barriers to Reporting Report</td>
<td>Active Bystander Workshops</td>
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<td>Disclosure Training - Hate Crime Adaptation</td>
<td>It Stops Here Events</td>
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Religious Based Hate Crime – National Context


- 40% increase in 2017-2018.

- Three quarters of all hate crime was "race hate", and 9% was religious hate.

- 52% of religious hate crime targeted at Muslims.

- Community Security Trust recorded more than 100 anti-Semitic incidents every month.

- ECHR working on a plan to tackle

- Sector specific pressure
### Current Challenges & Aspirations for Improvement

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Training
Leadership Matters

- Personal coaching
- Structural inequality training
- Subject specific development

Diversity Matters- Staff and managers

- New replaced the Unconscious Bias Workshops and Inclusive Working courses
- Delivered as 90-minute lecture open to all staff and as 3 hour workshop open to people with management responsibilities.
- Requirements of Equality Act 2010
- Benefits of inclusive working
- How to tackle unconscious bias, micro-aggressions and inappropriate language

Trans Matters at King’s

- Designed after a period of consultation with the trans community at King’s in October 2017
- Complemented by the Trans Inclusion Toolkit (available on D&I website)
- 90 minute workshop to help staff understand trans identities
- After completing Trans Matters we want staff to feel that they can engage with and support trans staff and students with confidence
Diversity Matters at King’s

Diversity Matters Training- Male and Female breakdown

- 27.46% Female
- 72.54% Male
Communities & Networks
What are our Communities & Networks at Kings?

Parents & Carers
At King’s College London

Athena SWAN

More than Mentoring
Why do we need staff networks at Kings?

- Fostering good relations (Equality Act 2010)
- Staff wellbeing and belonging
- Advocates of our work
- Communications & Engagement

"I've been lucky with the support I've received as a parent, now that my son is older and I have more time I want to give back and bring along those who are in the same position as I was a few years ago."

Em Fleming, Parents and Carers Representative

“The LGBTQ+ staff network is a place of equity, empowerment and education and aims to make King’s a better place for queer people. I've found it difficult to accept parts of myself in the past and I see it as an obligation to others to ensure no one feels the same way I did."

Josh Pullen, LGBTQ+ Staff Network Co-Chair (Community)
Conclusion - Creating truly inclusive environments
Key Questions Inclusive Leaders Ask Themselves

What I say?

How I act?

What I prioritise?

What I measure
With 24 locations on 4 continents, we have global reach.

Our offices operate together seamlessly across continents.

Europe
- Aberdeen
- Belfast
- Birmingham
- Dublin
- Düsseldorf
- Edinburgh
- Falkland Islands
- Glasglow
- London
- Madrid
- Manchester
- Munich
- Paris

Middle East
- Doha
- Dubai

Africa
- Johannesburg

Asia
- Beijing
- Hong Kong
- Shanghai
- Singapore

Australia
- Melbourne
- Perth
- Sydney
We have over 420 partners, more than 1600 lawyers, and more than 3000 People in total.
THIS IS MY SUIT. Color it gray or I will lose my job.
Our values define our business all day, every day

Approachable
We’re down to earth, approachable, and always treat each other with respect
Trust is vital to everything we do

Bold
We’re enterprising and willing to rise to the challenge
We innovate and think beyond conventions

Connected
We value relationships – across the firm, with clients and communities
We work in a diverse business and value different perspectives

We are a people business. Our values are inherent to our culture
We’ve won awards for our people and culture…

- Winner Diversity & Inclusion Award at BITC NI Awards 2018
- Included in The Times top 50 employers for Women list 2017
- Winner of ‘Best for Modern families 2016’ Top Employers for Working Families
- Winner ‘Inclusiveness’ Lex 100 2017/2018
There’s room for everyone in our firm

In 2017 & 2018 we were ranked top performing law firm and in 2018 2nd overall in the Stonewall Workplace Equality Index.

26% of our partners are female, so we’re on target to achieve our aim of 30% by 2020.

In 2017 69% of Partner promotions were female.
To promote and maintain a culture where our people bring their own personalities to work every day, are welcomed and respected, as are their lives outside the office.
LGBT+ Initiatives

• Our Network Group, Strong Leadership and Role Models
  – Senior level support with board level sponsorship
  – Senior role models – OutStanding
  – DiversCity – careers and mentoring for LGBT students
  – Graduate Recruitment tool creating a level playing field

• Active LGBT+ Allies Network
  – Annual LGBT+ Allies Conference
  – Reviewing policies – invaluable source of expertise
  – Helping design training programmes
  – Recommending changes
LGBT+ Initiatives (cont.)

• Committed Network of Allies
  – Meeting regularly, organising and attending talks, training and events – building awareness
  – Visibility - lanyards, allies mugs, allies listed on our internal sites, showing support
  – Networking with others – our internal LGBT+ network, Stonewall DCNI/Rainbow Project, WWP etc.
  – Belfast PRIDE
Are we there yet?

Our vision to achieve an inclusive workplace where everyone can be themselves, is a journey and we know we've still got a long way to go.

Our current focus is on:

• Increasing our understanding of gender identity to ensure we can support staff particularly with transitioning
• Mental health initiatives
• Continuing to recruit, develop and strengthen our Allies network
• Continuing to identify opportunities to network, share ideas, best practice and training
Our vision to achieve an inclusive workplace, is a journey and we know we've still got a long way to go.

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- Continuing to identify opportunities to network, share ideas, best practice and training
If you were asked, what the one thing your organisation does to champion diversity what would it be?

**L E A D**

- Driving culture change – true inclusion, across all offices and roles
- DCNI - Founding member
- Stonewall – WEI in GB, Launch in Belfast
- Brook Graham – D & I consultancy to support clients
- WWP and LWP – sharing best practice with others
- Real reward comes from creating a long lasting and positive impact within our workforce and the larger community