

CASE STUDY

St Modwen

Our **10 CEO Commitments on Diversity** have been a flagship Real Estate Balance policy for more than five years.

Setting out 10 inclusive actions that each member CEO agrees to take on diversity, the Commitments are designed to be interpreted and implemented by our member organisations in ways that are most appropriate for them.

We know our members are all at different stages in their journey with the Commitments, so we wanted to showcase some of the fantastic work already taking place and inspire and encourage others to find new and creative ways of engaging with them.

Here, we look at Commitment number two with a contribution from Becky Cund, Head of HR Operations and Sustainable People Projects at St Modwen. Becky explains the steps the company has taken to collect diversity data and track and report progress – and how other businesses can use data intelligently and sensitively too.



Commitment 2

Gather your diversity data, track and report your progress, using your data to guide your priorities.

10 **CEO** Commitments on Diversity

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How did you implement this commitment?

Making data capturing easy and natural

For new employees we ensured that we captured their data at the point of onboarding. They are going to be highly engaged at this point and if capturing D&I data is seen as important and 'standard' as capturing their bank details or pension contribution, they will complete it. It is important to provide suitable categories.

For example, when offering a list of ethnicities, research and don't put groups of ethnicities together. Provide employees with the opportunity to have a free flow answer of 'preferred description' and always allow them the opportunity to select 'prefer not to say'. If this % is high, this alone indicates something about the trust across the organisation. When retrospectively capturing data for existing employees, the same applies but 'campaigning for completion' at every opportunity will help this.

This isn't an email from HR telling them to complete their data - use employee networks, D&I working groups and trusted colleagues to help explain why it is so important.

What were the outcomes?

All employees (starting with the line managers) have the same base line level of education on D&I

This isn't about 'sheep dip training' but ensuring that all employees understand the company's basic principles, expectations and D&I commitments. After we carried our D&I awareness training, over 90% of our participants recorded at the end that they thought D&I was an essential, very important or important part of their role and 98% stated that they thought that D&I was key to the success of St. Modwen.

Enlisting 'champions' across the organisation

Not only do senior leaders and CEO need to be fully supportive of D&I, so too do managers, employee champions and any other influential groups of people. D&I working group or allies networks (or both) have been invaluable. I guarantee that people will want to support and get involved but it is really important that they have a purpose, some scope, and perhaps even some budget to be able to make a difference. If they aren't given a voice or ability to make change, they will disengage.

How did you measure this?

The D&I training we've been running has been supported by pre and post attitude surveys and we are generally seeing a 20% shift in people's perception after that training. We could only measure this success as we captured data early on, so this is my top tip.

And remember that in order to analyse any data effectively, companies will ideally need to have captured at least 80% of their employee's data. What gets measured, gets monitored (but it's only useful if the data pool is valid).