

## Your D&I Strategy



### **DIVERSITY & INCLUSION**

To successfully achieve diversity in leadership at your organisation, you need a strategy and a plan of action.



#### **Diversity**

is the range of human differences, including but not limited to race, ethnicity, gender, gender identity, sexual orientation, age, social class, physical ability or attributes, religious or ethical values system, national origin, and political beliefs.



#### **Inclusion**

is involvement and empowerment, where the inherent worth and dignity of all people are recognised. An inclusive workplace promotes and sustains a sense of belonging; it values and practices respect for the talents, beliefs, backgrounds, and ways of living of its employees.

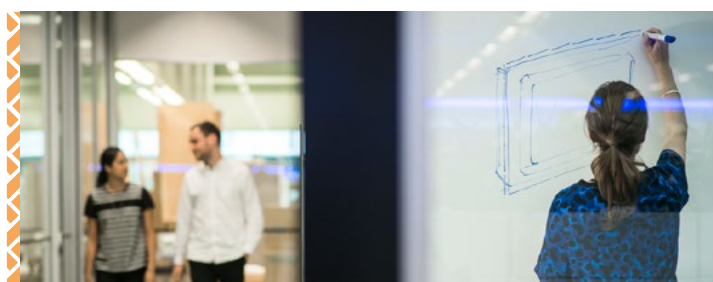


#### **WHAT IS A WORKPLACE DIVERSITY AND INCLUSION STRATEGY?**

*A diversity and inclusion strategy tells you where you are now, where you aspire to be in three to five years, and sets out an action plan to get there.* It focuses on which areas of your company need priority attention to achieve your goals for diversity and inclusion. It hardwires diversity and inclusion into everything you do, committing everyone in the organisation to a plan of action.

*“Unless women are intentionally included, they will be unintentionally excluded.”*

DR JACKIE BLUE,  
EQUAL EMPLOYMENT OPPORTUNITIES COMMISSIONER



## WHY DIVERSITY AND INCLUSION?

A diversity and inclusion strategy tells you where you are now, where you aspire to be in three to five years, and sets out an action plan to get there.

- ✔ It focuses on which areas of your company need priority attention to achieve your goals for diversity and inclusion.
- ✔ It hardwires diversity and inclusion into everything you do, committing everyone in the organisation to a plan of action.

***“You’ve got to treat the diversity issue as any other business problem. You measure it - and set yourself targets.”***

DAVID MCLEAN, CEO WESTPAC

## HOW TO DEVELOP A STRATEGY

*Your Diversity and Inclusion Strategy should outline your vision and tell you which areas need priority attention. It should also explain why and how diversity and inclusion underpin your overall business mission or vision, and how they align with your values.*

- ✔ Start by defining what diversity and inclusion mean to the people at your organisation.
- ✔ Create a list of bold but achievable goals that are essential to achieving your vision. Between five and ten is usually about right.
- ✔ Use the data you hold on your current workforce as a baseline, to show you where to focus your energies and where you are making progress.
- ✔ Identify your immediate priorities, which may reflect groups requiring priority attention (e.g. women, Maori) and cover each stage of employment (e.g. recruitment, performance review)
- ✔ Set out the time period covered by the strategy, with a commitment to review and renew the strategy.

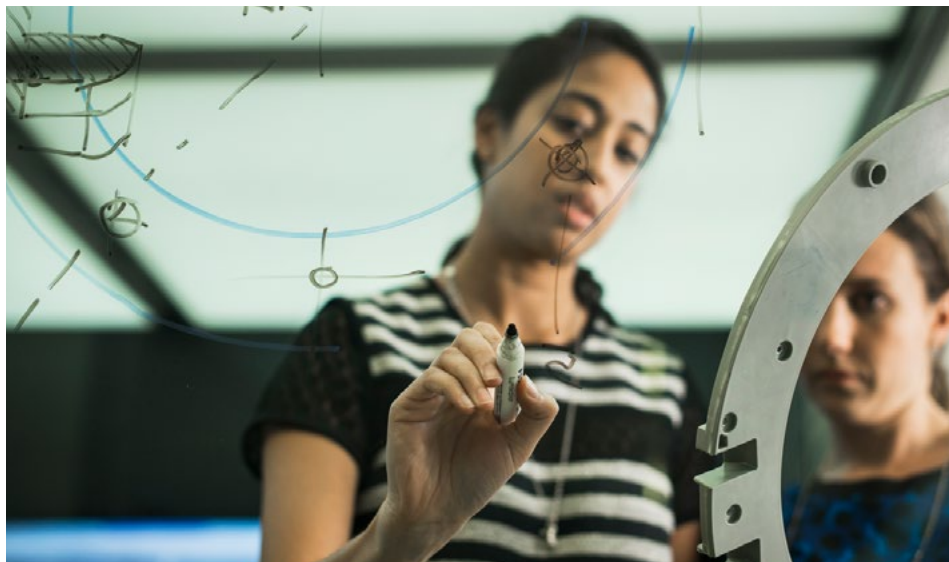


You will need a road map to support this strategy. This plan may be part of the strategy, or in a separate document. It should cover the specific actions you will undertake to achieve the goals you have set out.

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## MEASURING PROGRESS



### Examples we love:

- Diversity is our first line of defence, Government Communications Security Bureau and New Zealand Security Intelligence Service Diversity and Inclusion Strategy 2017-2020, 2017
- BBC: Diversity and Inclusion Strategy, Diversity includes everyone, 2016-20



Developing clear targets and metrics on diversity is critical for organisations in ensuring focus and prioritisation, and understanding what works. Externally reporting on those metrics allows organisations to benchmark their efforts, and enables stakeholders (investors, customers, employees) to make informed choices.



For a practical guide on how to collect, analyse and report on your gender and ethnicity workforce and Board data, refer to the **Champions for Change Diversity Reporting Guidelines**.

