

# CROSS ASSOCIATION FIVE PILLARS OF INCLUSION

Version 2  
Updated April 2024



## Pillar Commitments

To create a diverse team, department, or company you must first create an inclusive environment where everyone feels capable of achieving their potential.

While UK legislation sets standards to support protected characteristics (such as age, disability, race, religion, sex, and sexual orientation), an effective diversity and inclusion strategy goes beyond legal compliance and seeks to add value to an organisation and contribute to both an employee's wellbeing and engagement.

These pillars are designed to support you, your team, department, and/or company in developing Diversity, Equity, and Inclusion (DEI) processes and procedures.

These should also be underpinned by a clear DEI policy.

### How will the Pillar Commitments support you?

- ✓ They are designed to provide a framework for all, to ensure that you are implementing a good level of DEI in your business.
- ✓ They are intended to help you measure and identify any areas needing particular focus.
- ✓ Representatives who sit on an internal DEI working group can report back on progress against the below scale.

(Score from 0-4):



# RECRUITMENT & HIRING

IDENTIFY WAYS TO BRING DIVERSE TALENT INTO YOUR TEAM, COMPANY AND INDUSTRY AND WORK HARD TO ACHIEVE IT.

Focus Area	Principle	Who can action? (E.g. Yourself, Manager, HR, Director etc.)	Task	Initial Score (Score from 0-4)	Updated Score (Score from 0-4)
			Assess your company's and/or team's current level of DEI, and perceived appetite to improve.		
			Set a benchmark on the number of applications and/or interviews to be held with those from diverse backgrounds (e.g. 50% female, or 35% black & ethnic groups).		
			Create a Recruitment Policy that accounts for DEI measures outlined in this document.		
			Review job descriptions to appeal to diverse communities. E.g. removing gender descriptions, and educational requirements.		
			Include salary/salary bands in the job description.		
			Take a personalised approach to recruiting, such as researching and reaching out to diverse people directly.		
			Have a set process for interviewing so that each interviewee is asked the same questions, and their answers benchmarked against other candidates, rather than going with a 'gut feel', 'likeability' factor, or 'team fit'.		
			Ask attitude and behaviour-based questions, rather than experience based questions in interviews.		
			Have a clear onboarding process and take responsibility to ensure new recruits are able to perform successfully in the role.		
			Review flexible working policies to attract diverse talent.		
			Partner with universities, apprenticeship programmes and community groups to identify those from under privileged backgrounds and offer a career path into the industry.		

# DEVELOPING TALENT

Focus Area	Principle	Who can action? (E.g. Yourself, Manager, HR, Director etc.)	Task	Initial Score (Score from 0-4)	Updated Score (Score from 0-4)
DEVELOPING TALENT	IDENTIFY WHAT YOU WANT YOUR WORKFORCE TO LOOK LIKE AT ALL LEVELS AND WORK HARD TO ACHIEVE IT.		Identify levels of diversity you want to see in your own team/company (e.g. the percentage of black employees, female employees, older employees, etc.), and create a plan to achieve it.		
			Look at retention rates amongst diverse employees and aim to improve it (as a minimum, bring it to the same level as the company as a whole).		
			Mentor and/or coach employees with diverse backgrounds, at all levels of the business, to support their development and/or progression.		
			Champion and develop people outside of your immediate network/comfort zone.		
			Proactively find people with the right attitudes and behaviours for roles and coach them into it, rather than looking for people with existing experience.		
			Train all people managers on DEI.		
			Train all staff on DEI and incorporate it into induction programmes.		



# COMPANY CULTURE

Focus Area	Principle	Who can action? (E.g. Yourself, Manager, HR, Director etc.)	Task	Initial Score (Score from 0-4)	Updated Score (Score from 0-4)
	DESCRIBE THE CULTURE YOU ASPIRE TO HAVE, THEN WORK HARD TO ATTAIN IT.		Review the company values with staff and customers through a DEI lens and set performance objectives to ensure they're realised.		
			Create a DEI policy/statement with staff and customers. Openly communicate it such as publishing on the front end of your company website, on each event website, in exhibitor manuals, etc.		
			Create and/or update Policies to account for DEI inclusion. For Example: Menopause Policy, Anti-Discrimination Policy, Anti-Harassment Policy, Social Media Policy.		
			Minority staff are comfortable in communicating matters relating to DEI and believe they can reach their full potential and work to the best of their abilities.		
			Identify un/acceptable behaviours for your staff/employees to convey on DEI, in order to help those with a diverse background feel comfortable in the workplace.		
			Remove biased wording from communications and marketing campaigns, such as gendered terms.		
			Celebrate key DEI dates such as Black History Month, Chinese New Year and Pride week.		
			Explore suppliers and partners charities that align with your DEI policy.		
			Make yourself/your company publicly accountable for realising the DEI policy/statement.		
			Publish an annual progress report, or include in performance reviews, the measured improvements made in DEI.		
			Have initiatives in place to support employees giving back to the local community. E.g. Volunteer Day.		

# PARTNERS & SUPPLIERS

Focus Area	Principle	Who can action? (E.g. Yourself, Manager, HR, Director etc.)	Task	Initial Score (Score from 0-4)	Updated Score (Score from 0-4)
PARTNERS & SUPPLIERS	IDENTIFY WHAT A DIVERSE SUPPLIER BASE AND PARTNER GROUP LOOKS LIKE FOR YOUR COMPANY AND/OR EVENTS, AND WORK HARD TO ACHIEVE IT.		Review existing frameworks/models/policies to support working with more diverse partners/suppliers/agencies.		
			Research organisations for speakers and suppliers, who have a focus on equity and anti-bias.		
			Set benchmarks to achieve on the levels of diversity represented amongst partners, suppliers, speakers etc.		
			Champion suppliers, venues and exhibitors who have implemented processes that align with your own company's DEI policy and values.		
			Request suppliers' DEI policy when tendering and incorporate having one into how you award contracts.		
			Run a regular audit of your suppliers and vary the companies you tender with, to include those with diverse ownership or DEI values that align with yours.		



# LEADERSHIP & EMPLOYEES

Focus Area	Principle	Who can action? (E.g. Yourself, Manager, HR, Director etc.)	Task	Initial Score (Score from 0-4)	Updated Score (Score from 0-4)
	<p>IDENTIFY WHAT POSITIVE CHANGE LOOKS LIKE FOR YOUR COMPANY, THEN WORK HARD TO ATTAIN IT.</p>		<p>Take the time to become self-aware of your own personal biases. E.g. use the resources on the AEO, AEV, ESSA's DEI Hub.</p>		
			<p>Learn how to support dignified and effective conversations on DEI and know when to seek help where needed. For example, use a trained facilitator.</p>		
			<p>Engage with your staff to identify where your team/department/company can improve, without relying solely on surveys.</p>		
			<p>Invest in people managers so they know how to have a dignified conversation on DEI.</p>		
			<p>Invest in your own personal growth.</p>		
			<p>Recognise and value any positive work by those emulating the company's DEI values.</p>		
			<p>Ensure DEI is represented in external communications/event registrations/imagery/speaker panels/outreach programmes.</p>		
			<p>Identify ways to measure DEI training being put into practice such as setting objectives, adding goals into Personal Development Plans and/or Business Objectives, and using 365 feedback.</p>		