

# Diversity at Royal Mail



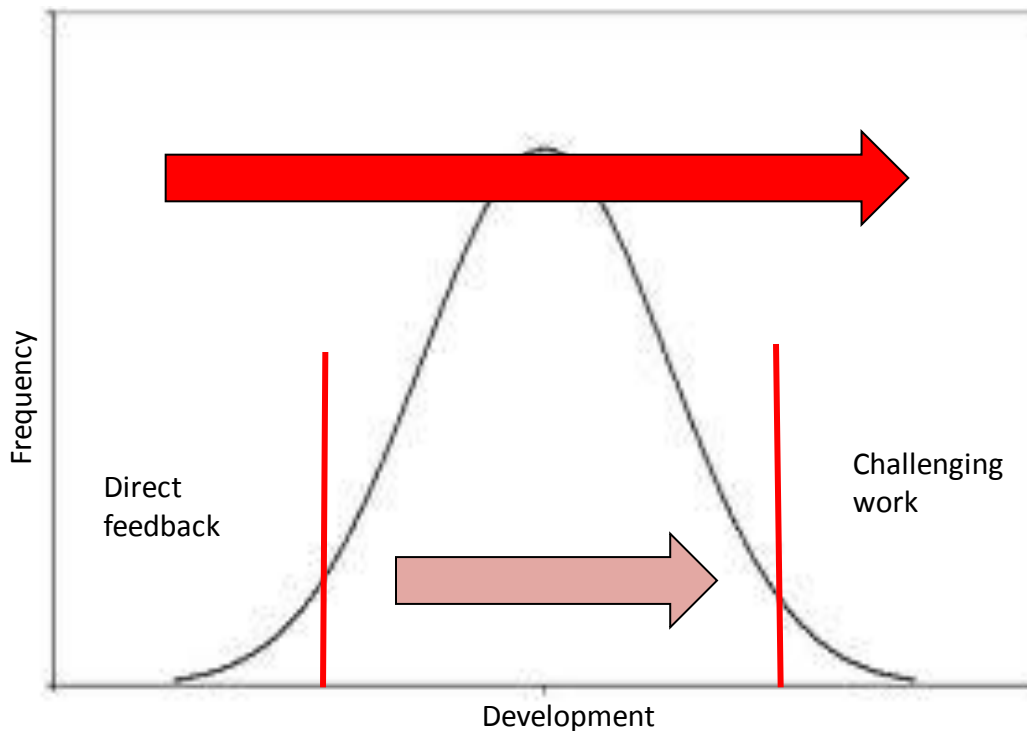
**Diversity is...**

**Inclusion is...**

# Affinity Bias

Individuals and groups gravitate to people like them...

**Commonness** leads to **Comfort** which leads to **Trust** and some people being seen as more **Competent**



## Impacts:

1. Who we hire
2. Who we listen to and whose opinions we value
3. How we allocate work
4. The way we provide feedback
5. Informal support (including flexible working opportunities); coaching, mentoring and sponsorship we provide
6. Access to networks



Royal Mail

# All Decision-makers

- Leadership
- HR
- Hiring managers
- Assessors



# Diversity Leadership

- Diversity Audit
- Diversity Council
- Culture and Values
- Diversity leadership objectives
- Benchmarks – short and long term planning
- Unconscious Bias

# Internal – diversity measures

- Unconscious Bias
- Diversity business case
- Diversity objectives
- Diversity benchmark targets (and MI reporting)
- Employee networks (Disability, LGBT, BAME, Gender Youth, Parents and Carers)
- Diversity strategy and action plan (incl sponsors)
- B&H Campaign
- Self declaration
- Exit interview analysis and on-boarding surveys

# Resourcing Strategy for Transformation

## Strategic Intent

Enable organisation success and competitive differentiation through the attraction, placement and retention of a diverse and talented workforce

## Drivers

1. Redefine Royal Mail as an Employer of Choice
2. Incorporate values and behaviours expectations into resourcing and marketing tools and collateral
3. Identify new sources of diverse talent externally and internally
4. Create an accreditation framework and revised tools for assessment and recruitment panels
5. Create a best in class on-boarding and placement experience
6. Ensure internal succession fulfilment and accountability
7. Manager accountability for diversity placement and retention achievements

## Enablers

- |   |  |
|---|--|
| 1. Use of social media                          | 10. Assessor accreditation                           |
| 2. Diverse external talent pools                | 11. Recruitment manager accreditation                |
| 3. Internal talent pools                        | 12. Unconscious bias awareness                       |
| 4. Career development portal                    | 13. Assessor review                                  |
| 5. Recruitment collateral                       | 14. Deploy on line talent database                   |
| 6. Talent Programmes – Grads, Apprentices, STEP | 15. Exit interview analysis for short term attrition |
| 7. Succession targeting                         | 16. Assessor panel review                            |
| 8. Short term attrition review                  | 17. Balanced shortlisting                            |
| 9. Succession Planning                          | 18. Springboard alumni                               |
| 10. Supplier review                             | 19. Assessor material review                         |

# Recruitment

- Unconscious bias to all recruitment teams
- Balanced shortlisting
- Assessor materials refresh
- Assessor audit and training refresh
- Balanced assessment panels (where possible)
- Careers website refresh
- EVP and resourcing collateral
- JCP
- Search firms – code of conduct





# Learning

What learning could you take from the RMG case study to help you to embed diversity and inclusion in your business?

# Individual bias control actions

1. Challenge bias viewpoints when you hear them
2. **Take a few risks** by allocating a challenging piece of work to someone whose potential you haven't previously recognised.
3. **Listen for attributions:** how do people explain the causes of individual performance?
4. **Listen for language:** Words like 'gravitas', 'presence' or even 'potential' are often loaded with assumptions
5. **Have a coffee with someone** who is very different from you (age, seniority, gender, background etc). Ask for their ideas or view on a subject without giving yours first!

# System level bias control actions

1. Introduce '**Blind**' decision-making
2. Find some **good role models** in the business. E.g. those working flexible hours. Use these stories as challenges to traditional viewpoints
3. Develop **sponsorship programmes**
4. **Quality assure a performance reviews** by pressing the writer for hard evidence for their assertions and grading.
5. **Increase accountability:** Holding individuals to account increases vigilance

# Actions

What one or two actions could you take away to help to reduce unconscious bias in your business?



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