

# EMPLOYER OF THE FUTURE

Being an inclusive employer survey report



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# Introduction

As part of our Employer of the Future campaign, we've been taking an in-depth look at inclusion and talking to employers across a range of sectors about meaningful ways to support employees as individuals.

We received responses from 100 organisations across a range of sectors, providing valuable insights on how different employers are progressing on their inclusivity journeys. An overwhelming 80% of you told us that inclusion is either already a focus area for your organisation or is a growing topic of conversation, which is encouraging.

This report provides a snapshot of the survey findings, together with tips on how you can help your organisation become a more inclusive Employer of the Future.

Thanks to everyone who contributed.

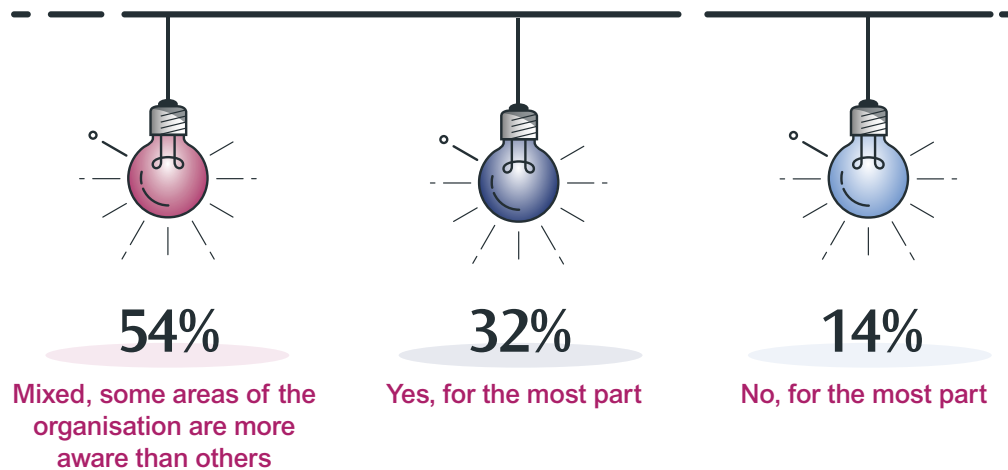


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## Awareness and training

**Do you think there is an understanding within your organisation of the difference/s between diversity and inclusion?**



Inclusion goes to the heart of employees' sense of belonging in the workplace; a feeling that they are being valued and supported as individuals. However, it is often mentioned in the same breath as diversity, meaning there can be confusion about what it means in practice. Whilst over 85% of you reported at least some level of understanding within your organisation of what inclusion is, over half of you feel that some areas of your workplace are more clued up than others. This highlights the importance of continued education and awareness across all levels of your organisation.

**Do you think senior leadership in your organisation demonstrates awareness and commitment to inclusion?**



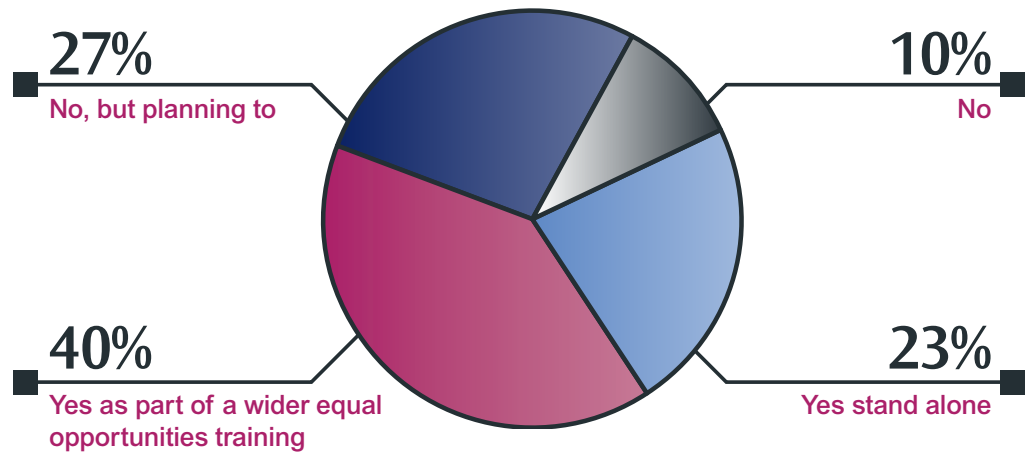
Think senior leadership in your organisation demonstrate awareness and commitment to inclusion



Think senior leadership in your organisation could do better to demonstrate awareness and commitment to inclusion

Inclusion isn't just a topic for HR professionals – it can and should be embraced and championed by everyone! With this in mind, 63% of you think that your senior leadership teams could do better at demonstrating awareness and commitment to inclusion. This is a crucial area for improvement as leadership behaviours and 'top down' role modelling are key to embedding a truly inclusive culture.

### Does your organisation run training for employees on inclusion?



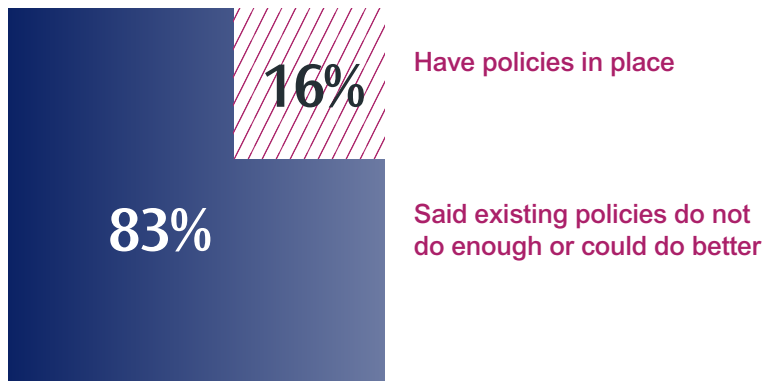
Traditionally, inclusion has either been overlooked as a training topic altogether or reduced to a passing mention in wider equal opportunities training. Whilst only 23% of you reported having stand-alone inclusion training within your organisation currently, a further 27% have this in the planning. Investing time in stand-alone training is a positive step to take, as ensuring that employees have a deep understanding of inclusion will provide a solid foundation for the next stages of your journey.

## Action points

Where to start	Where to go next
<p>Begin a conversation appropriate to your organisation about inclusion – what it is, benefits and importance. Our Employer of the Future report (<a href="https://www.trowers.com/-/media/files/brochures/employer-of-the-future.pdf">https://www.trowers.com/-/media/files/brochures/employer-of-the-future.pdf</a>) may help to set the scene.</p> <p>Gather as much information and data as you can to help with conversations about inclusion, including this report and other information about what employers are doing elsewhere. Our weekly 'Trowers Tuesday' sessions cover lots of inclusivity focused topics and are free to attend.</p>	<p>Introduce targeted inclusion training for all employees. Format is less important than content; face to face courses, group online training and e-learning can all play a role.</p> <p>Find ways to engage more deeply with your leadership team on inclusivity and improve awareness: attending leadership meetings, presenting data and strategy on inclusion, appointing inclusion allies/champions within the leadership team. Every small step can help on the journey.</p>

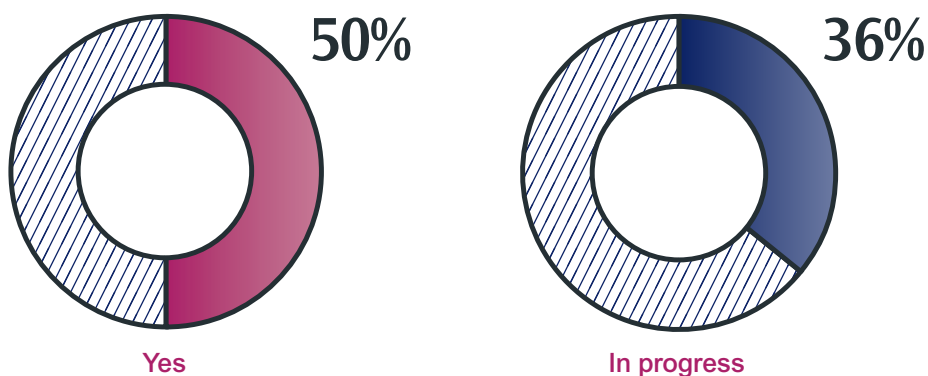
## Policies and implementation

**Do you think your organisation's employment policies and procedures do enough to facilitate an inclusive culture?**



Over 80% of you acknowledge that your policies and procedures need attention; either they are not doing enough to facilitate an inclusive culture or there is room for further improvement. Whilst policies and procedures will not facilitate inclusion in themselves, having a transparent and accessible suite of documents will provide a practical starting point for building and maintaining a more inclusive workplace. 16% of you feel that your policies and procedures are up to scratch in this area, which is a great platform to build on.

**Does inclusion feature as part of your organisation's broader ESG policy or strategy?**



Environmental, social and governance (ESG) criteria are becoming important levers for organisations across all sectors. Inclusion plays a fundamental role in ESG and should take centre stage in the 'S' development of ESG strategies and policies. But only 50% of you are reflecting this currently, with 36% of you still working towards a structured ESG policy or strategy. As the ESG conversation gathers pace, this is an area where HR professionals can add tangible value.

Do you think your organisation’s day to day management practices do enough to facilitate an inclusive culture?



Think your organisation is doing well



Think your organisation is not doing enough or could be doing better

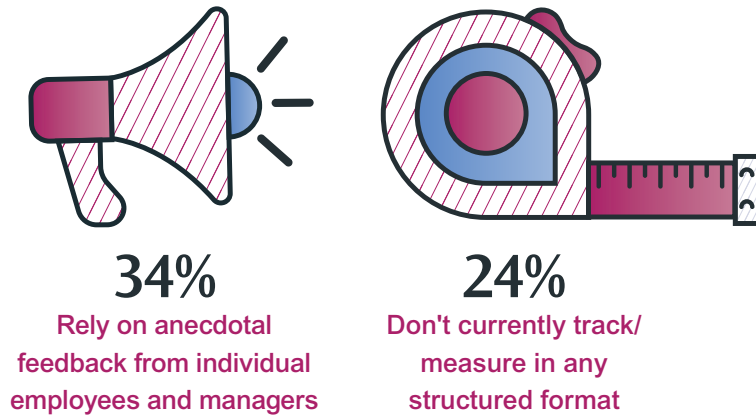
The most impressive suite of policies and training will not help to facilitate inclusion if the core values are not lived in practice. Again, over 80% of you recognised that your organisation could do better to ensure that inclusivity flows through day to day management practices. Culture is key when it comes to practical implementation; employers can’t simply tick the boxes on training/policies then ignore what is happening at the coal face.

Action points

Where to start	Where to go next
<p>Undertake an inclusion policy audit: identify what policies you are missing, where you could do better and what resources you need to fill gaps.</p> <p>Ensure that your training on inclusion contains practical examples and case studies of how management practices can foster (and undermine) greater inclusion.</p>	<p>Upskill on ESG and consider how you can weave inclusion into the thread of the ESG conversation in your organisation.</p> <p>Speak to your employees and managers to find out where the inclusion ‘pinch points’ lie in day to day practice for your organisation – you can then start to develop an action plan led by the data.</p>

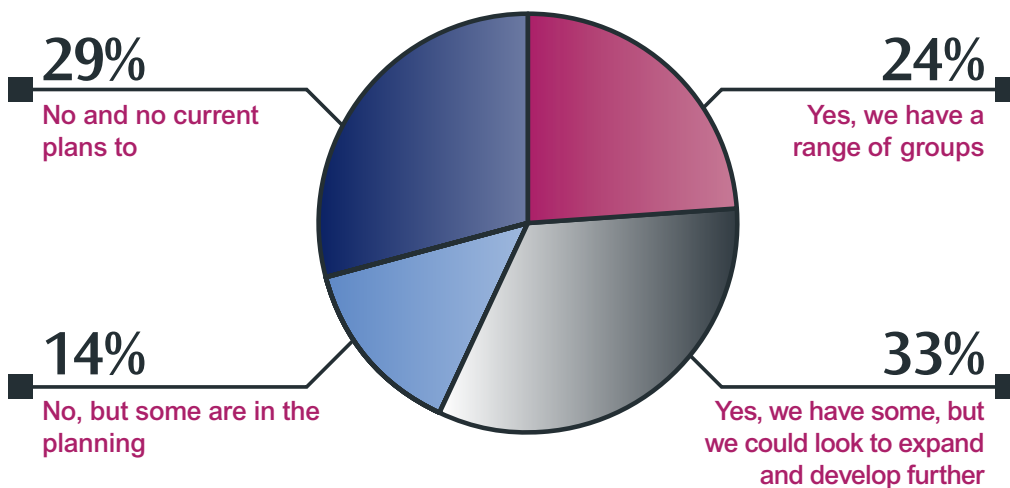
## Tracking and developing progress

### How does your organisation currently track/measure inclusion?



When it comes to inclusion, knowledge is power! However, nearly 60% of you told us that you either do not track/measure inclusion in any structured format or rely on purely anecdotal feedback. Whilst anecdotal feedback can play a useful role, the employers that also track inclusion through targeted data and tools will find it far easier to measure success, identify areas for improvement and speak credibly about their inclusivity journey.

### Does your organisation run any special interest groups or employee forums to promote inclusion?



Just over a third of you told us that you are not currently operating any employee-led groups, with a similar number saying that you are, but would like to expand on these. This is low-hanging fruit, as finding ways to actively listen to and engage with staff is a crucial part of enabling a more inclusive culture. Employee-led forums and networks can often be a very practical way to do this; helping to gather feedback, connect employees with each other and empower individuals to work in partnership with the organisation.

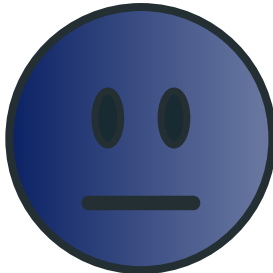


Does your organisation use positive action (e.g. during recruitment or promotion processes) to promote inclusion?



40%

Yes



34%

No, but planning to



26%

No or unsure

40% of you told us that your organisation is engaged in some form of positive action to promote inclusion, with almost the same number again having initiatives in the planning. This is another practical way that employers can help smooth the path to greater inclusion, particularly for individuals from traditionally underrepresented groups. Examples of positive action being taken included targeting role advertisements to specific groups (through choices of media, language of job descriptions/role profiles etc.), ensuring diversity and inclusion at shortlisting stage (including guaranteeing interviews for specific groups meeting minimum requirements for roles), running targeted training and mentoring initiatives and participating in inclusion focused schemes such as Disability Confident and Care Leaver.

Action points

Where to start	Where to go next
<p>Assess how you are currently measuring/tracking inclusion within your organisation and gather information about what steps you could take to introduce more structure (e.g. introduce inclusion focused questions in a wider employee engagement survey or project).</p> <p>Canvass views from employees on what employee-led forums or networks may be of value within your organisation. If your organisation is currently too small to run certain groups, consider if you can connect with other employers or resources in your sector to support employees in these areas.</p>	<p>Implement a targeted employee inclusion survey to track data on inclusion from employees and refresh this periodically to measure progress and identify areas for improvement.</p> <p>Speak to your leadership team about positive action in recruitment/promotion processes and the steps which may be appropriate for your organisation to implement.</p>

## Talk to us!

We'd love to hear your views on this survey and the steps you would like to take to see your organisation take to become a more inclusive Employer of the Future. If you need support, we are here to help; our flyer detailing ways we can help you on the inclusivity journey is here <https://www.trowers.com/-/media/files/legal-updates/being-an-inclusive-employer-flyer.pdf>. You and your colleagues can also add your details to our mailing lists for free content, including employment and pensions updates and invites to our weekly Trowers Tuesday webinars anytime.

## Employer of the Future

### The changing nature of the employer and employee relationship

A lot has changed in the workplace. The necessity of finding new, agile ways to work during the pandemic has brought many businesses up to speed with a trend that has been gaining pace for years. A combination of changing generational expectations, innovative technology that can help keep staff engaged and a more informed and assertive approach from employees to inclusivity and sustainability means employers are having to rethink every aspect of how they maintain a forward-thinking organisation.

We recently published a report we share our insights and observations about the key factors that are driving change in the workplace covering:

- Why employers must take positive steps to become modern employers, using tech, their staff and modern business processes to remain competitive or lose the edge in the modern world.
- How is the relationship between employer and employee changing and why?
- How can employers better engage their workforce?
- What makes an employer an inclusive employer?
- What will make an employer a successful, responsible employer of the future?
- What happens if employers fail to adapt?

Read the full report here: [www.trowers.com/employerofthefuture](https://www.trowers.com/employerofthefuture)



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