



Diversity and Inclusion:  
Roadmap

Diversity and Inclusion Toolkit

**TEAM  
JERSEY**

**JERSEY  
EMPLOYER  
GROUP**

	Equality	Diversity	Inclusion
Definition	Equality of opportunity, difference doesn't matter	Difference recognised and emphasised but not leveraged	Difference seen as benefit to utilise, perspective & differences shared leading to better decisions
Strategy & Plan	Department strategy, based on risk management	People strategy, linked with talent management	Business strategy, driven by talent & customer needs
Leadership & Accountability	Owned by Human Resources (HR) Line Managers accountable for own action	Leadership sponsor, HR accountable for plan	Driven by most senior leader, built into personal/ business values & behaviours, everyone accountable
Stakeholder Focus	Internal - employees only	Internal & external (acknowledge benefit in connecting with customers)	Internal & external (driven by customer & therefore business needs)
Policy & Process	Based on legislation, lists Protected Characteristics (PCs), prescriptive, reactive	Based on best practice, tailored approach to PCs, proactive - contains tools & solutions	Based on innovation & personalisation, foundation of fairness but tailored inclusive approach for all
Communication & Engagement	From Diversity & Inclusion, one-way, policy focused, limited measures, difference not discussed as not recognised	From HR, best practice focused, measures taken, difference recognised, feedback sought, only positive stories shared	From leaders, business focused, 2-way, feedback encouraged, constructive debate embraced, driven by continuous improvement
Culture	Command & control, tolerance, compliance fear of standing out	Acceptance, acknowledgement of difference	Authentic, value driven, performance focused, open, collaborative, learning, trusting

## Equality

Result	Actions	Step
Establish sponsorship & direction	<ul style="list-style-type: none"> <li>Analyse available data to diagnose issues</li> <li>Develop high level D&amp;I business case and strategy</li> <li>Gain senior sponsorship</li> <li>Review people policies, practices and processes</li> <li>Build D&amp;I action plan, prioritising issues with legal risk or Clear business benefit</li> </ul>	Prepare
Build support & energy	<ul style="list-style-type: none"> <li>Start taking action, ensuring impact is measured with clear KPIs</li> <li>Consult with employees on plans, ensuring objectives and measures are clear</li> <li>Review business policies for exclusion issues</li> <li>Build larger network of internal sponsors (possibly steering group)</li> <li>Build external support network</li> </ul>	Mobilise
Reap rewards & gain momentum	<ul style="list-style-type: none"> <li>Engage workforce</li> <li>Monitor progress across organisation</li> <li>Use KPIs from initiatives to gain momentum, engagement and develop an organisation specific BC</li> <li>Learn from success/errors of other</li> </ul>	Realise
Embed new culture	<ul style="list-style-type: none"> <li>Build D&amp;I objectives into business strategy</li> <li>Communicate vision, strategy and plan to business (from leaders)</li> <li>Ensure actions are implemented</li> <li>Establish effective feedback mechanism for D&amp;I issues (possibly engagement survey)</li> <li>Communicate progress, evidence of culture change &amp; commercial benefits</li> </ul>	Embed
Maintain organisational success	<ul style="list-style-type: none"> <li>Strive for continuous performance</li> <li>Review and refine D&amp;I aspects of business strategy regularly</li> <li>Continue to communicate progress, celebrate successes and learning points internally and externally</li> </ul>	Sustain

## Inclusion