

DIAL GLOBAL, Ipsos MORI, UpReach, UN Global Compact

Diversity and Inclusion Study: FAQ

### Why are we running this survey?

Ipsos MORI, DIAL Global, UN Global Compact, upReach and EY are running this survey in order to understand more about Diversity and Inclusion within the leadership teams of the UK's largest employers.

The questions ask about D&I policies, priorities and leadership representation across ten facets of diversity – Race and Ethnicity, Sexual Orientation, Gender, Socio-economic status, Age, Disability, Nationality, Religion, Mental Health and Parenthood.

The aim is to gather the most comprehensive picture to date across these ten facets. Our expert partners have advised on the questions: The Parker Review (Race and Ethnicity), Stonewall (Sexual Orientation) The Hampton-Alexander Review (Gender), upReach (Socio-Economic Status), The Centre for Aging Better (Age), Business Disability Forum (Disability), Global Future (Nationality), Equality and Human Rights Commission (Religion and Belief), Minds at Work (Mental health) and Power of the Parent (Parenthood).

The data will be used to measure and monitor progress over time on each of the facets by asking the survey on an annual basis.

### Who has been invited to take part?

The UK's top 500 companies by turnover and largest public sector institutions.

An email invitation has been sent from Ipsos MORI CEO, Ben Page, and DIAL Global CEO, Leila McKenzie-Delis, to your CEO.

They may wish to ask an HR or D&I leader within the organisation to complete the survey on their behalf.

### How long will it take to complete?

The survey will take approximately 30-45 minutes to complete. You do not have to do this in one sitting. You can save your answers and return at any time to complete the questionnaire. Answers are only received by us when you click the submit button at the end of the survey.

### When should the survey be completed by?

The survey will close on August 14 2020.

### What does the survey ask?

The survey questions are included at the end of this FAQ document.

### How will the results be published?

The aggregated and anonymised results will be published in October in a white paper called the McKenzie Delis Packer Review and will be made public. The data of individual organisations will not be identifiable. It will be aggregated with the data submitted by the other organisations taking part. By taking part in the survey you are agreeing to your data being used in this way.

### Will we receive a personalised report for our organisation?

Yes. At the end of the survey, before submitting your answers, you will be asked if you would like to receive a summary of your results benchmarked against the aggregated results of the other organisations taking part. If you would like to receive the benchmark summary, you will receive it after the white paper is published in October.

### Will the name of my organisation appear on a list of those taking part?

Only if you give your express permission at the end of the survey (please see Question 11 below)

### I/we did not receive the original email invitation with survey link, can you resend?

Of course. Please contact [Ellie.Shaw@ipsos.com](mailto:Ellie.Shaw@ipsos.com) or [Alicia.Harrop@ipsos.com](mailto:Alicia.Harrop@ipsos.com) and we will resend to you as soon as possible.

Thank you for your time in reading these FAQs.

Please do not hesitate to contact Ellie Shaw, Research Director ([Ellie.Shaw@ipsos.com](mailto:Ellie.Shaw@ipsos.com)) if you have any further questions.

## THE SURVEY QUESTIONS

### **Introductory Questions**

Q.0.2A How many positions are there in your Leadership Team?

By Leadership Team we mean the members of the Executive Committee and those senior leaders who are Direct Reports to Executive Committee members. Sometimes it's referred to as the 'C-suite plus one'. The Executive Committee are responsible for managing and running a company. It typically comprises of the Chief Executive, Chief Financial Officer and leaders of other key functions – including Legal and Operations. The Executive Committees Direct Reports are those individuals that report directly to the Chief Executive, CFO and other functions day to day.

Source: Hampton Alexander review.

Q.0.2B. How many positions are there on your Board?

Q.0.3A. Does the organisation have a clear strategy on Leadership Team diversity?

1. Yes
2. No
3. Don't know

Q.0.3.B Which of the following does the organisation's strategy on Leadership Team diversity specifically mention?

1. Ethnicity
2. Gender
3. Sexual orientation
4. Socioeconomic status
5. Age
6. Disability
7. Nationality
8. Religion
9. Mental health
10. Parenthood
11. None of the above
12. Don't know

## Section 01: Race and Ethnicity

Questions about race and ethnicity in partnership with the Parker Review. The Parker Review is an independent review which urges business leaders to improve the ethnic and cultural diversity of UK Boards to better reflect their employee base and the communities they serve.

Q.1.1 Does the organisation...

1. Report progress against measurable objectives for Leadership Team ethnic diversity across time?
2. Specify Diversity in Leadership Team succession planning?
3. Have stated initiatives for increasing ethnic diversity within the Leadership Team?
4. Have a member of your senior leadership team act as an executive sponsor or formal senior champion for a BAME employee network.

Q.1.2. As far as you are aware, what number of your Leadership Team self-identify as...

1. White European
2. BAME. By BAME we mean employees who identify as being from a Black, Asian or Minority Ethnic background
3. Prefer to use another category (for example, mixed ethnicity)
4. Decline to share ethnic identity

Q.1.3. As far as you are aware, what number of your Board self-identify as...

1. White European
2. BAME. By BAME we mean employees who identify as identify as being from a Black, Asian or Minority Ethnic background
3. Prefer to use another category (for example, mixed ethnicity)
4. Decline to share ethnic identity

Q.1.4. Do you have outreach programmes to recruit BAME talent?

1. Yes
2. No
3. Don't know

Q.1.5 Do You publish your ethnicity pay gap?

1. Yes
2. No
3. Don't know

**Section 02: Sexual orientation**

Questions about sexual orientation in partnership with Stonewall. Stonewall work directly with institutions to help them create inclusive, equal and inspiring environments. They ensure that institutions understand and value the huge benefits brought to them by LGBT people and to empower institutions as advocates and agents of positive change.

Q.2.1A. Does the organisation gather and monitor data on the sexual orientation of its Leadership Team?

1. Yes
2. Not
3. Don't know

Q2.1B. Thinking about the data gathering on sexual orientation, does...

1. The data gathering question include 'Bi' as an option?
2. The data gathering include 'I use another Term' as an option?
1. Yes
2. No
3. Don't know

Q. 2.2. Do the following statements apply to the organisation?

1. A member of your senior leadership team acts as an executive sponsor or formal senior champion for an LGBT employee network.
2. A representative of your senior leadership team has met periodically with an LGBT employee network over the past year.
3. In the last year, the organisation has internally shared the stories of any visible LGBT role models from the leadership team.
4. A member of the senior leadership team has reviewed and/ or approved an LGBT inclusion Strategy in the last year.
5. Senior leader recruitment includes LGBT inclusion-based competency requirements.
1. Yes
2. No
3. Don't know

### Section 03: Gender

Questions about Gender in partnership with the Hampton-Alexander Review. The Hampton-Alexander Review is an independent review body, dedicated to increasing female representation on UK boards and in senior leadership positions.

Q.3.1 Does the organisation...

1. Report progress against report progress against measurable objectives for Leadership Team gender diversity across time?
  2. Specify gender diversity in Leadership Team succession planning?
  3. Have stated initiatives for increasing gender diversity within the Leadership Team?
  4. Have a member of your senior leadership team act as an executive sponsor or formal senior champion for a gender focussed employee network
- 
1. Yes
  2. No
  3. Don't know

Q.3.2. As far as you are aware, what number of your Leadership Team self-identify as...

1. Female
2. Male
3. Prefer to use another term (for example, non-binary)
4. Decline to share gender identity

Q.3.3. As far as you are aware, what number of your Board self-identify as...

1. Female
2. Male
3. Prefer to use another term (for example, non-binary)
4. Decline to share gender identity

**Section 04: Socioeconomic status and Education**

Questions about Socioeconomic status and education in partnership with upReach. upReach is a Social Mobility Charity, dedicated to supporting students from less-advantaged backgrounds to secure top jobs. Many employers partner with upReach to improve the socio-economic diversity of their workforce, or to support their wider diversity and corporate social responsibility objectives.

Q. 4.1 Do the following statements apply to the organisation?

1. Internships and entry level positions are actively promoted to young people from under-represented backgrounds.
  2. The organisation collects and monitors data on socio-economic background (parental qualifications, type of school attended, eligibility for free school meals).
  3. The organisation uses contextual recruitment practices to support applicants from underperforming schools and less advantaged backgrounds.
  4. The organisation uses the Relative Education Attainment Level (REAL) contextual recruitment tool.
  5. The organisation would be interested in learning about the work of upReach, a charity which works to improve social mobility by creating the conditions for undergraduates from less advantaged backgrounds to access and sustain top graduate jobs.
- 
1. Yes
  2. No
  3. Don't know

Q. 4.2 Which of the following type of university did your CEO attend for their undergraduate degree?

1. Oxbridge
2. Russell Group
3. UK Non-Russell Group
4. Non-UK University
5. They did not attend university
6. Don't know

## Section 05: Age and Generation

Questions about Age and Generation in partnership with the Centre for Ageing Better. The Centre for Ageing Better aims to support older people to be in fulfilling work by helping employers create age-friendly workplaces and improve support for older jobseekers. It aims to change policy and practices, informed by evidence, to improve health, housing, communities and employment for older people.

Q. 5.1 To what extent, if at all, do you agree or disagree with the following statements related to the organisation...

1. The organisation has faced issues with managing age diversity at work
2. The organisation recognises the benefits of an intergenerational workforce
3. The organisation faces challenges with the retention and promotion of older workers
4. The organisation has measures in place to reduce age bias in recruitment
5. The organisation would consider a pledge to be an age friendly employer

1. Strongly agree
2. Somewhat agree
3. Neither agree nor disagree
4. Somewhat disagree
5. Strongly disagree
6. Don't know

Q. 5.2 Which, if any, of the following opportunities does your business offer to support later life working? Please select all that apply.

1. Opportunity for family/caring leave (in addition to statutory leave)
2. Opportunity to work from home
3. Opportunity to gradually reduce working hours/work part-time
4. Opportunity to change role types (re-train)
5. Training and development programmes specifically for older workers
6. Opportunity to take sabbatical leave
7. Peer support networks for older workers
8. Not applicable – my business does not offer any opportunities specifically to support later life working [
9. Other (please
10. Don't know

Q.5.3. How many of your board fall into each of the following age brackets?

1. Aged 35 and below
2. 36 - 49
3. Aged 50 and over



**Section 06: Disability**

Questions about Disability in partnership with the Business Disability Forum. Business Disability Forum is a not for profit membership organisation which brings business leaders, disabled people, and Government together to improve the lives and increase the economic participation of disabled people.

**ASK ALL**

Q.6.1 Do the following statements apply to the organisation?

1. The organisation has a process to ensure employees with disabilities and long-term conditions have the adjustments they need at work (this can include assistive technology, ergonomic equipment, or flexed working times).
  2. The organisation has communicated, and engaged, with the workforce on why disability inclusion is important to the organisation.
  3. Senior leaders in each area of the organisation ensure disability inclusion is factored into their business strategy.
- 
1. Yes
  2. No
  3. Don't know

**Section 07: Nationality**

Questions about Nationality in partnership with Global Future. Global Future is a leadership consultancy committed to helping organisations build openness, diversity and inclusion into the way they operate. The Global Future Think Tank supports the leadership consultancy in researching new insights across society, business and the arts to help drive the openness agenda.

Q.7.1A. Does the organisation collect data on nationality (i.e. country of origin) of employees?

1. Yes
2. No
3. Don't know

Q.7.1B. If so, is this data collected at multiple levels (e.g., entry, middle, senior, leadership team)?

1. Yes
2. No
3. Don't know

Q.7.2 Which nationality is your CEO?

## Section 08: Religion or Belief

Questions about Religion or Belief advised by the Equality and Human Rights Commission. Religion or belief is one of the nine protected characteristics in the Equality Act 2010. People have legal protection from being discriminated against because of religion or belief, or lack of religion or belief, under the Act.

Q.8.1. To what extent, if at all, do you agree or disagree with the following statements?

1. The Equality Act 2010 provides clear guidance for managing religion or belief requests in the organisation
  2. Employees in the organisation have raised religion or belief grievances that are difficult to resolve
  3. The organisation recognises the benefits of a diverse workforce which adheres to a wide range of religions or beliefs
  4. The organisation considers that the workplace should be a secular space and discussion about beliefs are not allowed
  5. Employees are able to speak openly about their beliefs in the workplace
- 
1. Strongly agree
  2. Somewhat agree
  3. Neither agree nor disagree
  4. Somewhat disagree
  5. Strongly disagree
  6. Don't know

Q.8.2 Does the organisation do any of the following? Please select all that apply.

1. Allow employees to openly discuss their religion or beliefs
2. Take steps to ensure that managers are aware of the religion or belief needs of its employees
3. Permit employees to wear religious symbols and religious clothing in the workplace
4. Allow employees to take time off work for religious holidays and holy days
5. Provide a dedicated space or prayer room for employees with a religion or belief
6. Permit employees to establish religion or belief networks
7. Ensure that the dietary requirements of religion or belief groups are met at work
8. Provide support for food preparation and storage for religion or belief reasons
9. Collect and monitor employee data by religion or belief
10. None of the above
11. Other (please specify)
12. Don't know

## Section 09: Mental Health

Questions about Mental Health in partnership with Minds at Work. Minds at Work is a community-led charity which works to inspire and equip organisations to eradicate the stigma of mental illness and create a healthier working world.

Q.9.1. To what extent, if at all, do you agree or disagree with the following statements as they relate to the organisation?

1. The organisation recognises the importance of employee mental health in business success
  2. The organisation has a strong mental health strategy/plan for all employees which includes tackling stigma
  3. The organisation provides mental health training
  4. Leaders within the organisation speak openly about their lived experience of mental health conditions
  5. The organisation tracks and monitors absence, presenteeism, and leaveism to understand the impact of mental health, wellbeing and mental illness on individuals and the organisation
- 
1. Strongly agree
  2. Somewhat agree
  3. Neither agree nor disagree
  4. Somewhat disagree
  5. Strongly disagree
  6. Don't know

## Section 10: Parenthood

**SCREENER:** In the next section we have some questions about Parenthood in partnership with Power of the Parent. Power of the Parent works with businesses to support parents returning to work through strengths-based coaching and development.

Q.10.1 Does the organisation...

1. Externally publicise their offer to parents around maternity, adoption, shared parental and paternity leave?
  2. Offer an uplift on statutory maternity pay
  3. Offer an uplift on statutory paternity pay
  4. Offer an uplift on statutory adoption pay?
  5. Provide formal support for someone returning from parental leave (for example, coaching, returner workshops, mentoring)?
- 
1. Yes
  2. No
  3. Don't know

Q.10.2. To what extent, if at all, do you agree or disagree with the following statements?

1. The organisation recognises the benefits of having parents in the workforce
2. The organisation recognises that flexible working isn't just for parents
3. The organisation thinks there is value in helping parents prepare for, and return from, parental leave
4. The workforce feel that their career could stall if they have children while they work here
5. Line managers feel equipped to be able to support team members who are expecting a child or returning from parental leave
6. Parents in the workforce know what is on offer to support them in combining work and family life

## Final questions

Q11.A How often, if at all, has your CEO experienced the following problems at work?

1. Having their judgement questioned in your area of expertise
2. Being given unnecessary explanation of something in their area of expertise
3. Needing to provide more evidence of their competence than others do
4. Colleagues showing a lack of respect
5. Being excluded by colleagues of the other gender
6. Being seen as pushy or abrasive or difficult
7. Being seen as domineering or controlling
8. Receiving comments about their appearance or dress
9. Hearing demeaning remarks about themselves
10. Being interrupted or talked over
11. Being mistaken for someone at a lower level

1. Very often
2. Fairly often
3. Not very often
4. Never
5. Don't know
6. Prefer not to say

Q11.1 Do you give your permission for the name of your organisation to be included in the report in the list of organisations that took part?

1. Yes
2. No

Q11.2 As part of the white paper, DIAL GLOBAL will compile a list of the best performing organisations on each of the ten D&I facets covered in this survey. If your organisation is in the best performing group, do you give permission for your organisation to be included in that list?

1. Yes
2. No

Q11.3 Would you be willing to be a signatory to a letter that pledges action to address all aspects of Diversity and Inclusion?

1. Yes
2. No

Q11.4. Would you like to receive a personalised summary of where you are on each of the facets in comparison to your peers?

1. Yes
2. No

Q11.5. Would you like to be put in contact with our research partners to understand how they can best support your diversity & inclusion efforts?

1. Yes
2. No

Q11.6. Would you like to offer any feedback on this survey to aid the design in future years?

1. Yes

2. No

Q11.6.1 What feedback would you like to give?

Q11.7 Are there any members of your Leadership Team or other employees that you would like to showcase in the McKenzie-Delis Packer Review as champions of diversity & inclusion?

1. Yes
2. No

Q11.8 Are there initiatives or strategies at the organisation that have been particularly successful for promoting diversity & inclusion that you would like to propose as case studies for the McKenzie-Delis Packer Review?

1. Yes
2. No

End