

radley yeldar.

# Driving *D&I*

Diversity reporting with impact

# Radley Yeldar exists to create a world that *believes in business*

Building on earlier work helping to **Demystify D&I** and communicate on sustainability without dipping into cliché, this document exists to help you build belief in your organisation's diversity and inclusion work through engaging and effective reporting. Through first-hand research and case studies, we'll explore some of the common pitfalls in D&I reporting, and practical steps to get it right.

## **This report is for you if you are:**

- A senior leader
- HR or People professional
- Responsible for any part of the reporting process
- Responsible for communicating any part of the D&I story

*Read on, and let's begin.*

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Not everything that is faced can  
be *changed*. But nothing can  
be changed until it is *faced*.

**James Baldwin**  
*Writer and Activist*

It's been over three decades since Baldwin wrote those words. For better or worse, they still feel as *relevant as ever*.

The last two years have seen a groundswell in the discussion of what it means to both face up to issues of equality and fairness in our society, and how we begin to go about changing it for the better.

The institutions and employers that make up our society carry a lot of weight in these discussions – and as a result – there is a comparably heavy responsibility on their shoulders to say the right thing, and then hold themselves accountable for doing the right thing too.

*Accountability is essential as part of any programme of change. But when the challenge is so complex, the discussions so emotionally charged, and the definition of progress so fluid – how can leaders hope to keep up? How can they offer a true picture of where their organisation stands – and where it is going next? How can businesses build a sense of belief in their brand purpose?*

This report offers a solution in the form of clearly communicated, engaging, and utterly driven D&I reporting. It's based on first-hand research and interviews, practical examples from across a multitude of industries, and 30+ years of Radley Yeldar's reporting experience.

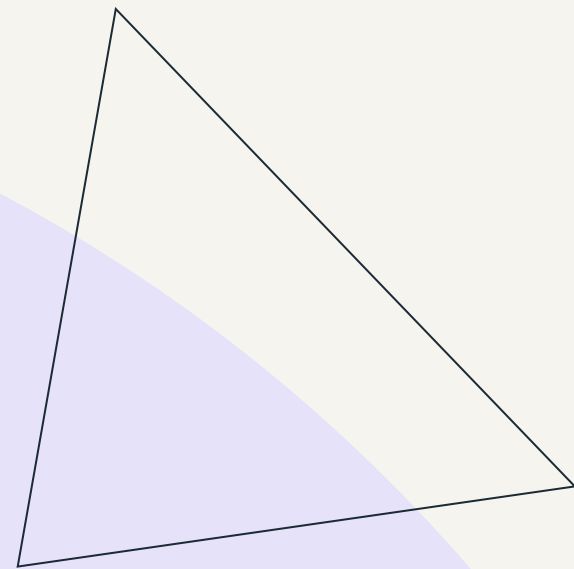
This is a resource for the C-suite, for people professionals, and anyone engaged in telling their organisation's D&I story. It's made up of tools, principles, and practical tips for you to make the case for a better way of talking about your D&I agenda. Whether you're already changing, or just beginning to face up to the journey ahead, it's time to use reporting to drive you forward to a more authentic, meaningful, and effective D&I conversation.



# What is *D&I* reporting?



A common definition for *diversity* and *inclusion* in this context is as follows:



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*Diversity* is about recognising difference. It's acknowledging the benefit of having a range of perspectives in decisionmaking and the workforce being representative of the organisation's customers.

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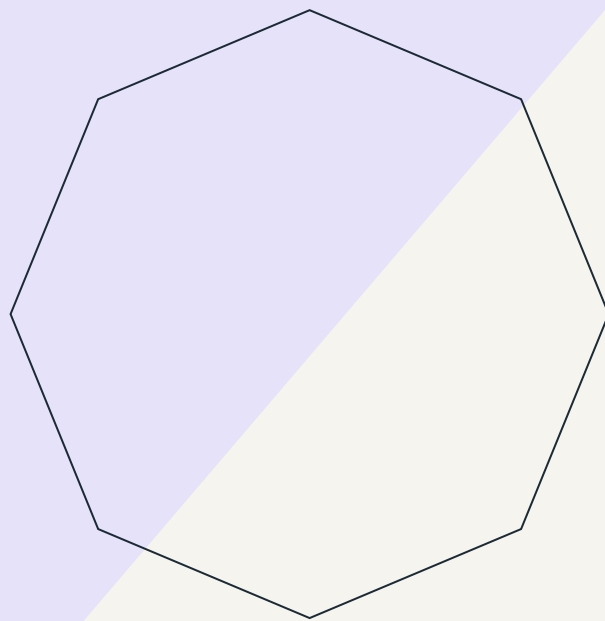
*Inclusion* is where people's differences are valued and used to enable everyone to thrive at work. An inclusive working environment is one in which everyone feels that they belong without having to conform, that their contribution matters and they are able to perform to their full potential, no matter their background, identity or circumstances.

► CIPD 2021



You may also hear some organisations include reference to equity, or belonging to ultimately create a fair and welcoming workplace for everyone – no matter their identity.

# But what do we mean by *reporting*?



When we talk about reporting, we're referring to the process of sharing a transparent picture of diversity and inclusion, as it currently stands within an organisation, and giving details of the wider strategy and next steps that can be expected. This has the benefit of evidencing an organisation's commitment to D&I, and providing a data-driven rationale for further improvements.

At the time of writing, there is a breadth of mandatory and voluntary reporting frameworks: from gender pay gap reporting, to the Hampton-Alexander and Lord Parker reviews. Due to the significance of social impact (or the 'S' in ESG), D&I is also crucial to sustainability reporting frameworks. We know these initiatives are having an impact. For instance, thanks in large part to targets set as part of the Hampton-Alexander Review, by the end of 2020 all FTSE 350 businesses had an average of 33% female representation at board level. This breadth of frameworks tells important, but isolated stories. Indeed it's likely that in the near future (or indeed present depending on when you read this) – ethnicity pay gap reporting will also be mandatory – leading to further change.

*But beyond these frameworks, how, what, and where companies report on the state of their diversity and inclusion becomes a broad spectrum, with minimal guidance available. We've seen reports that are nothing more than an Excel spreadsheet of numbers, and some that include almost no quantitative data at all.*

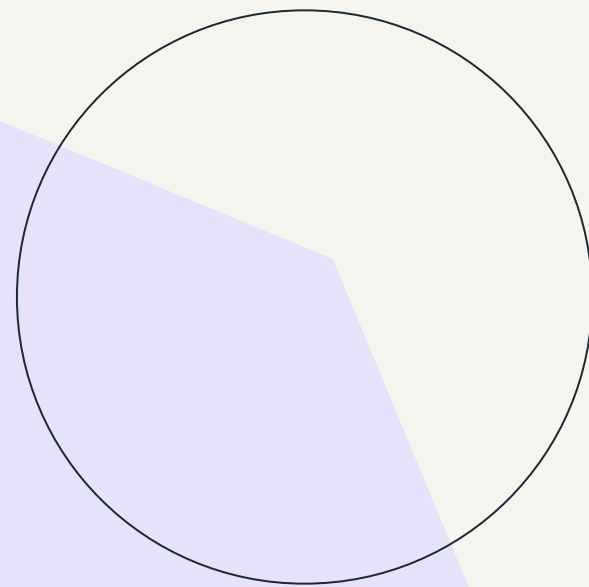
We've seen some that include a thorough exploration of intersectionality, disability, neurodiversity – and others that stick to ethnicity and gender.

The definition of D&I reporting might seem clear, but how it should be expressed is not. And sadly, that means more than a mix and match approach to selecting content – it threatens the very purpose of the entire process.

# The *problem*



# Diversity and inclusion reporting doesn't exist in *isolation*.



Inclusion and diverse representation links into your sustainability strategy, your people strategy, your central brand purpose. It should be a transparent look at how the organisation is living up to its commitments in all these areas. And this is where the challenges start.

With issues like racial and gender equality rightly coming to the fore of public discourse, companies can feel a huge pressure to present a positive image – even if it doesn't match reality.

In addition, businesses with a global footprint face added challenges in reporting. Cultural attitudes to issues of race and gender, differences in accepted terminology, local legislation around diversity data gathering, and general sentiment around whether inclusion is the responsibility of businesses, government or society all contribute to making D&I hard to grasp across geographies.

Even within a single industry, benchmarking against competitors may not be all that useful if the whole sector is struggling to improve.

Efforts are then further complicated by internal structures and ESG priorities.

Perhaps you already share D&I metrics as part of an annual report, where the D&I content can get lost in a sea of data. Perhaps responsibility for reporting sits across multiple business functions – meaning there is no clear overarching narrative. Perhaps even ownership of the data collection process sits across several groups, unwilling or unable to share a single source of truth.

All of this leads to D&I reporting which does not have a clear purpose or an intended audience. That does not have a consistent narrative or accessible data. And ultimately: it does not drive meaningful action. This has impacts on your business; from damaging trust and losing the engagement of your employees, to harming belief in your brand's purpose externally.

There shouldn't be a need to talk about the business case for diversity and inclusion - that case has been consistently made for the better part of a century - but with billions already invested in D&I initiatives worldwide, reporting certainly has a role in justifying the investment and demonstrating impact.



In the *Data overview* section of this report, you'll find statistics that explore this problem in more detail – for instance how over 90% of people surveyed stated that their main audiences for D&I reporting included their own employees, yet fewer than 49% included employee stories and perspective. This sums up the situation neatly: there is at best a misalignment of purpose and action, and at worst, D&I reporting without a destination.

# Case study

# Wates

**A male-dominated industry with 13% overall female representation, the construction industry needs more balance in its workforce.**

Wates know that to be truly sustainable, its talent pipeline needs to move from homogenous pools to diverse candidates from varied backgrounds to guarantee long-term success.

Striving to become a business where everyone is welcomed, included and connected, Wates Group published its Inclusion & Diversity strategy in 2019; activating multiple, ambitious initiatives to improve employees' experience.

RY helped Wates communicate its industry-leading approach to inclusion; first with a communications audit and engagement plan, then by crafting an I&D narrative, developing internal communications content and creating a microaggressions campaign.

Early 2022 marked the I&D strategy's midpoint, which Wates seized as an opportunity to demonstrate accountability on progress toward 2025 targets. We helped develop a report showcasing the initiatives and activities achieved in a two-year timeline, distilled diversity data into infographics and positioned progress from leaders' points of view.



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*In the I&D change process, every small action matters. The challenge in reporting is being able to demonstrate how every small action is connected to the impact it is cumulatively building towards. RY have helped us share our story and demonstrate the revolving of cogs towards positive sustainable change.*

**Nikunj Upadhyay**  
Group Inclusion & Diversity Director



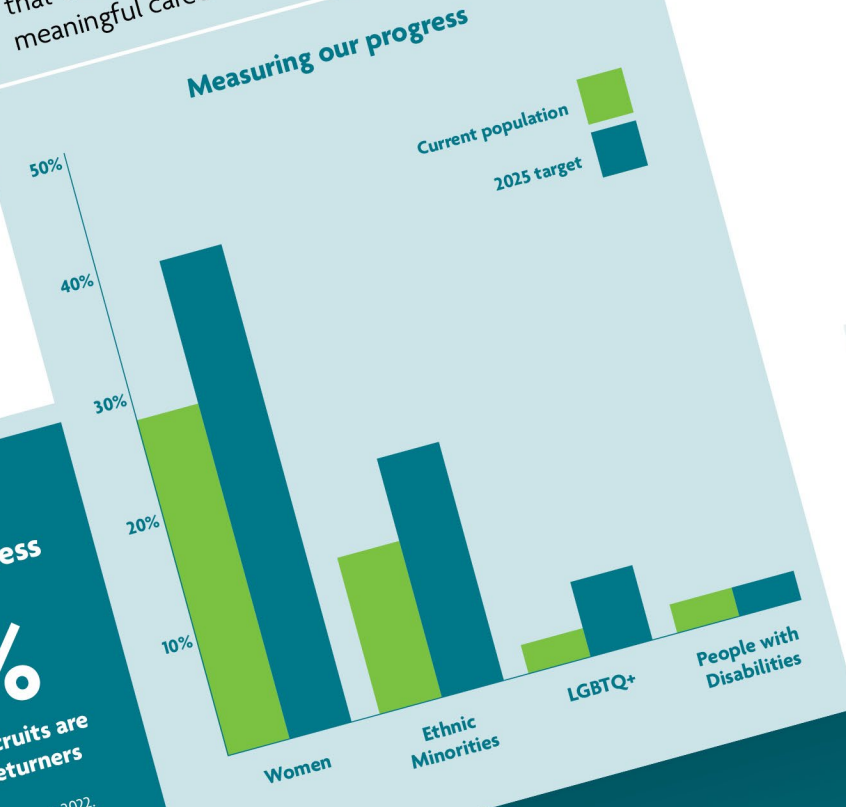
Above: Wates Microaggressions poster campaign  
Following page: Wates I&D Report

# Our goals for improving diversity at Wates

WHERE ARE WE **TODAY** vs. WHERE WE WILL BE **BY 2025**  
Our targets as defined in our 2019 I&D strategy

Women*	29% vs. 40%
LGBTQ+**	3% vs. 5%
Ethnic Minorities*	12% vs. 20%
People with Disabilities**	3% vs. 3%

**Our aim for inclusion at Wates**  
Wates' aim is to be an organisation where every colleague feels psychologically safe and knows that they can be themselves, while building a meaningful career of choice.



**32%** Female Early Careers (latest intake) vs **39%** Ethnic Minorities

**50%** of early career intake are female vs **5%** of new recruits are career returners

\* Current figures are correct as at December 2021 and are based on non-operative population. \*\* Self identification data from the latest Inpulse, our employee engagement survey.

While we still have a long way to go on our journey, we have made great strides since we first published our I&D strategy in 2019. Our timeline shows the many activities that have taken place over the last two years to improve Inclusion and Diversity at Wates.



## Our key inclusion activities

### Refreshing our Family leave policies

Effective from May 2020, our refreshed family friendly policies are market-leading and progressive, enabling parents and carers to be with their family for key life events. Updated policies include:

- Maternity Leave**  
52 weeks fully paid, with 26 weeks full pay, 13 weeks Statutory Maternity Pay (SMP) and 13 weeks SMP equivalent
- Enhanced Adoption and Shared Parental Leave**  
Market-leading levels of enhanced pay, with flexibility of usage – not pinned to the birth or adoption date
- Paternity/Partner Leave (PPL)**  
Eight weeks paid leave. Renamed PPL to recognise modern families, this is offered in addition to, rather than sharing with Maternity/Adoption Leave. In its first 18 months 71% of PPL users have taken the full entitlement, with 95% taking more than statutory leave
- Bereavement Leave**  
Enhanced from five days to two weeks. To offer flexibility and support, bereavement leave can be taken in two blocks within a year of the bereavement
- Carer Leave**  
New leave type for colleagues to utilise in caring for immediate family with up to four weeks of unpaid leave per year. To offer flexibility, leave can be taken one day at a time

## 2020

Wates certified Disability Confident Committed

**Launch of updated Family Leave Policies**  
"Taken together these policies show a ground-breaking intention to enable colleagues to combine their work with their other life commitments, including family in all its forms. As advisors supporting the policy launch, every question we have asked about the detail has been answered in a way that shows most flexibility and most interest in supporting colleagues. They have also shown a strong commitment to making policies inclusive, insisting on language that recognises the diversity of family life in the 21st century."  
Bright Horizon UK, leading provider of Childcare Solutions and Work Life Balance

Wates celebrates inaugural Inclusion Month  
Our first annual Inclusion Month was launched to coincide with National Inclusion Week, and featured a range of activities, webinars and internal news stories focused on inclusion. Around 10% (306) of colleagues engaged with these activities.

Wates publish Gender Pay Gap report, despite COVID-19 pausing mandatory requirements

**Kick off of gRace and Allies network, Wates' Race and Ethnicity-linked network**

**Launch of the Microaggression education pilot in Construction**  
Senior leaders were tasked with running microaggression education sessions across their projects as part of this pilot. The conversations led to the insight that for sustained powerful, peer learning approach may be even more powerful. Hence a pivot to an approach to upskill site based colleagues to drive action on microaggressions. The pilot reinforced the importance of balancing top-down with bottom-up, peer learning approach to encourage conversation at both ends of the organisation. We re-launched with a new pilot in October 2021.

**Reverse Mentoring Programme launch**  
Our Reverse Mentoring programme pairs White leaders with colleagues from underrepresented ethnicities (Black, Asian, Mixed Ethnicities and Other Ethnic Groups) to support a deeper understanding of how race shapes individuals' lived experience. Our CEO and members of the Group Executive Committee have been mentees among the two cohorts of 12 pairs to date. The programme has so far proven to be a powerful enabler, inspiring action with the potential to change organisational norms and culture, one conversation at a time.

**Launch of the recruitment pilot in Construction**  
In our Construction business units from October 2020 to March 2021, we trialled new recruitment interventions to help debias our process.

**Launch of Parents and Carers Together (LGBTQ+ network)**

Wates joins Building Equality

**Wates hold first Race & Ethnicity Listening Group**  
Wates held its first Race & Ethnicity Listening Group with colleagues from Black, Asian and Minority Ethnicities to acknowledge systemic inequities perpetuating exclusion and understand lived experiences in order to create a more equitable experience for all employees at Wates.

**Launch of iLead: Inclusive Leadership Programme**  
Creating an inclusive workplace begins with intentional action. To support leaders in building their inclusive leadership skills, we offer a 2-part Inclusive Leadership Programme. 'iLead' aims to build understanding of how our bias and privilege intersect with decision making, provide tools and resources to spot and change non-inclusive behaviours such as microaggressions. Inclusive behaviours such as microaggressions change small positive behaviour changes. To date, all of Wates' iLead programme and 50% of our iLead programme

**Launch of Anti-Racism Plan**



## A message from Nikunj U...

The past 18 months have been a social crisis with many challenges. However, it is also an opportunity for those already working towards a more equitable society. The way forward is to work together on our own organisation to create a more equitable society for all. Exhausted every project...



# *Data* overview

**The data we gathered was from the thoughts and opinions of people with HR decision-making authority within their company. The majority of the sample skewed to full-time employees (85%) via a natural fallout, with the remaining sample working in part time positions.**

Half of the respondents worked in companies with 250 employees or fewer, and the other half comprised of people working in businesses with 251-2000+ employees. Just under half of the sample (48%) were involved in or responsible for their company's D&I initiatives, but larger proportions of the sample were involved in hiring/recruitment (79%), training and development (74%) and employee engagement (70%).

### The main themes found within our data are as follows:

**There is tension between the report audience and the information that is presented to them**

- Of those who are responsible for D&I initiatives and report on it, 92% state that the report is read by employees, but just under half of those who report on D&I (49%) include employee voices, stories or interviews.
  - This was highest for those with the following responsibilities
    - Sustainability (59%)
    - Stakeholder/annual reporting, employee engagement, and D&I (53%)
    - Training and development (52%)
    - Hiring & Recruitment (51%)

**Perceptions of D&I transparency don't translate into practise**

- 4 in 5 (80%) respondents said their organisation is transparent about its D&I data but only 5% of those who report (and are responsible for D&I initiatives) say it's published publicly on their website and only 3% share it via media release.

- This also shows a disparity between the overall view from those who think D&I reporting is important to appeal to diverse candidates (62%). The question therefore remains, how are candidates supposed to find a company's D&I data without public access?
- However, 30% want to improve their D&I reporting efforts by publicising the report more widely, and a further 22% understand their organisation needs to be more transparent to improve - so it could be a strategy that will be implemented in the coming years.

**Is there a lack of confidence in D&I strategy?**

- 52% of those who report on D&I say it's important to do so, in order to be held accountable for their plans. However, only 53% of those who report share their D&I strategy in their report, which is even more surprising considering 66% claim they have a clear strategy in place.
- This could be due to the fact that more than 40% said they feel their organisations could collect more diversity and inclusion data, which begs the question – how much D&I data is needed for a good D&I strategy?

### Key takeaway

This data demonstrates the clash of mismatched purposes, audiences and stakeholders

# Introduction to our *findings*

By this stage, it might all be feeling a little *doom and gloom*.

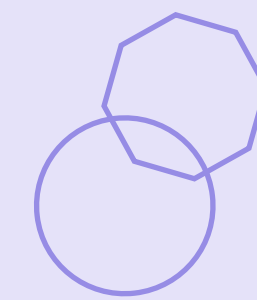
While there are certainly issues with the way many organisations currently approach D&I reporting, there is also a lot to cheer. A huge amount of work is being done, resources are being made available, and a great many tireless champions of D&I are finally being listened to. We don't need to reinvent the wheel – we just need to point them in the same direction.

In this next segment, you'll find six D&I reporting principles. These are practical

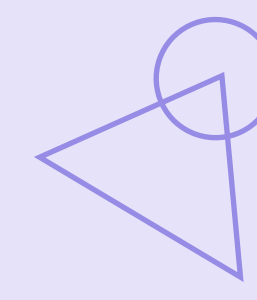
distillations of the research we've carried out, blended with our own experience supporting organisations on their reporting journeys.

Each of these principles includes data and examples to help you make a case for your approach, and practical steps you can take to drive forward the D&I reporting practice at your organisation.

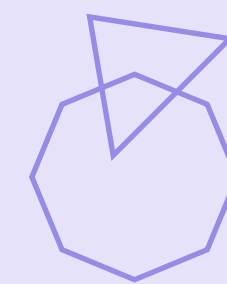
## Overview of the *six principles*



Principle 01  
There is no *'best'* route



Principle 02  
What is your *destination?*



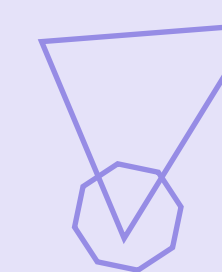
Principle 03  
Read from the same *roadmap*



Principle 04  
Use a *varied* toolbox



Principle 05  
Data *drives*, but action *changes*



Principle 06  
Transparency drives *trust*

# Case study bp

## Reimagining energy on a global scale is a mission that needs everyone's input.

Creating an organisation that attracts and retains diverse talent within an equitable and inclusive employee experience requires more than a tick-box exercise – it requires true transparency.

In 2021, we helped bp release its first standalone diversity and inclusion report. This is the next step on a journey to recognition as an industry leader, and a bp that better reflects the world around it.

Starting from scratch in reporting isn't easy. Especially when you've got a whole globe's worth of data, and a different message

or priority from every department. But by sticking to the principles in this report, we set a clear overarching narrative and struck a balance of focus between the current state of affairs and the plan for the future – resulting in a report which is engaging, dynamic, and above all drives their wider strategy.

bp's inaugural D&I report was well received internally and has set a strong foundation to continually build upon. It has achieved external recognition too, winning Strategic Comms Awards' Best Approach to D&I Reporting 2021 showing that just starting out is no barrier to success.

## Diversity, equity & inclusion report 2020

June 2021



Navigation: About bp | Our DE&I ambition | Putting DE&I into action | How we govern DE&I | Our data | About this report

**Our purpose is**  
*Reimagining energy*  
for people and our planet.  
We want to help the world reach net zero and improve people's lives.

**Our ambition** is to be a net zero company by 2050 or sooner and to help the world get to net zero. We've set out 10 net zero aims, five to get bp to net zero and five to help the world get there too.

**Our strategy** is to be an Integrated Energy Company focused on delivering value for customers. We expect to be a very different bp by implementing this strategy.

**Our sustainability frame** links our strategy to our purpose – to reimagine energy for people and planet. It focuses on three areas: net zero, people and planet.  
Read more at [bp.com/sustainability](https://bp.com/sustainability)

In addition to our 10 net zero aims, we have 10 more – five for people and five for the planet – developed following extensive engagement with stakeholders and connecting our actions to a broader set of societal issues.

**Our values**  
As our business transforms itself, our five values provide the frame of reference for the way we operate and behave.

- Safety
- Excellence
- Respect
- One team

Read more [bp.com/values](https://bp.com/values)

3 bp diversity, equity & inclusion report 2020

*“It was both refreshing and challenging to have a blank canvas – but our overarching guiding principle was our aim for increased transparency. The report is one of the ways we are keeping the company focused on DE&I and we want employees and others to hold us accountable for making progress by disclosing data and being transparent about where we need to improve.”*

**Alice Revels**  
Head of Corporate Reporting at BP

[Click here to download the report](#)



Principle 01

# There is no *'best'* route

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*There are many ways  
to report D&I – find  
one that makes sense for  
your business*

When it comes to communicating your business' D&I strategy and progress toward achieving it, there is no *silver bullet* or a 'best' way to communicate.

## Principle 01

We've worked with an array of organisations; and just like the diverse individuals within them, no two are the same. Each business has its own unique blend of employee population, industry challenges, local legislations and cultural nuance.

All are at different points of their D&I journeys, with different priorities and indicators of progress. And with a unique destination, your roadmap will be equally personal.

Communicating your D&I progress authentically begins with situating your strategy within a wider business context. Does your D&I agenda fit under your 'people' pillar, or ladder up to social impact and sustainability? Are you communicating in your brand's tone of voice?

The way we see it, right now there's only 'emergent practice', rather than 'best practice'. Different forms of reporting suit different organisations based on their level of data maturity, purpose, and intended audience. Some use a standalone report entirely focused on D&I, others cover it through their annual reporting suite, or their sustainability reporting. Understanding your ambitions and using quality content is a more effective first step than trying to find a one-size-fits-all format.

*“Don't just copy what other organisations are doing, you have to be looking at yourself as an organisation. Link it back to your values, hold yourself to account... because that is something that should be part of your D&I strategy anyway.”*

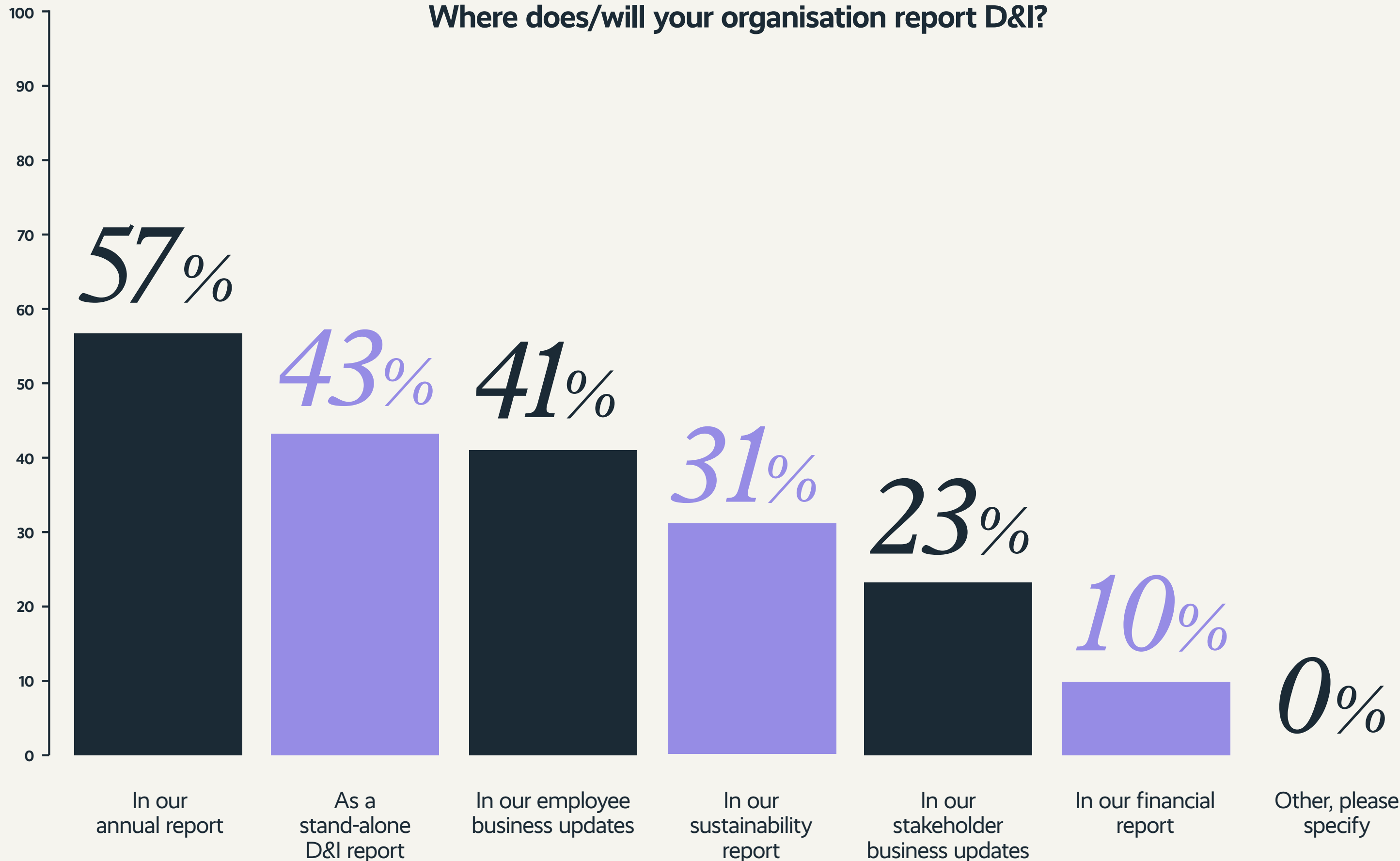
**D&I Lead, RY D&I Reporting Roundtable, 2021**

Take Monzo for instance; which regularly publishes a detailed, data-driven, standalone diversity report. The aim is for its employee population to closely mirror the makeup of the London population, and it tracks progress against this through an advanced data gathering capacity. It communicates through a series of animated graphs that show year-on-year progress, complete with emoji and the straight-talking tone of voice that delights its (millennial and gen-z) customers.

While that works for London-centric Monzo, a more established financial organisation with sites across the UK may face legacy people systems that can't collect specific data, a larger, more dispersed population, and may be content with a culture that's not quite as open as Monzo's.

Of survey respondents who reported on their D&I activity, annual reports were the most popular format (57%), with 43% sharing progress in a **stand-alone report**. For many businesses, data was spread across several different documents.

Where does/will your organisation report D&I?



# Top tips

**Before planning your communication method, think about:**

- What progress indicators are laid out in your D&I strategy?
- What content and data do you have available?
- Who will be reading your report and what do they need to know?
- How will your communication be published and how will it be shared?

Principle 02

# What is your *destination?*

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*Understanding why you  
are reporting and what  
you want to accomplish  
is essential*

A report is ultimately a *piece of communication*. Its purpose is to transmit information, or an idea, or a story – or all of the above.

To have any hope of doing those things successfully, a report needs to have a clear reason to exist and drive towards it with every page.

This might sound obvious – perhaps even patronising to the modern internal communications professional. But it bears repeating. Our data clearly shows there is a fundamental misalignment between what leaders want D&I reporting to do and how they go about setting it up.

Our research shows that the largest audience for D&I reporting is internal – with 96% of readers being current staff or stakeholders. Despite this, by far the most common reason given for the importance of reporting on D&I (selected by 62% of respondents) was to appeal to a diverse range of candidates. There is a disconnect between action and intention – between the outcomes we want and the content we include to achieve them.

Perhaps this isn't surprising. As with any initiative that touches multiple business functions, there may be a number of voices with differing ambitions who want to have their say. But this hazy approach has a knock-on effect – with ill-defined ambitions comes inconsistent messaging – ultimately resulting in an unconvincing end product, aimed at everyone and pleasing no one.

Uniting an organisation's breadth of voices behind one purpose – and one central message – can be a struggle. But rather than spending time trying to pluck a concept out of thin air, you may already have the answer you need.

If your organisation has a comprehensive diversity and inclusion strategy and brand purpose, then the focus, narrative and messaging within your reporting should follow in the direction that has already been set.

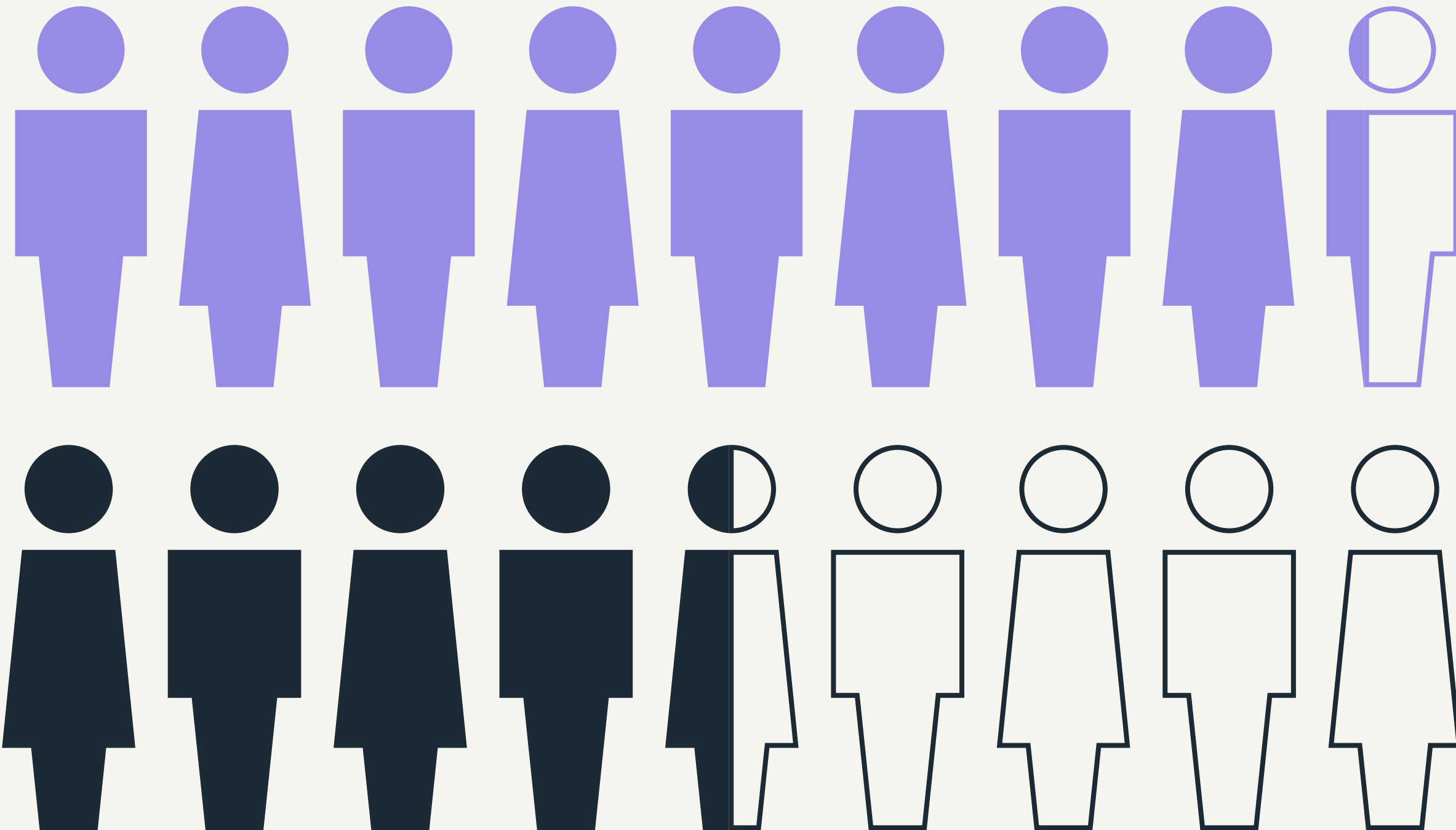
A great example of this can be found in eBay's 2019 D&I report, where the wider strategy of using technology to power economic inclusion is clearly articulated at the beginning and throughout the report. The result is a piece of communications which feels like a cohesive product, and ultimately drives the wider organisation's D&I agenda.

Perhaps the argument was made most succinctly by a D&I professional on one of RY's recent industry panels:

*“You have to go back to your purpose. What problem are you solving, who are your audience, and why are you doing this reporting? Once you have that you'll know what data, narrative, and content you need to include”.*

**D&I Lead, RY D&I Reporting Roundtable, 2021**

Of those who are responsible for D&I initiatives and report on it, **92%** state that **the report is read by employees**, but just **under half** of those who report on D&I (**49%**) include **employee voices/stories/and interviews**.



92%

state that the report is read by employees

49%

Include employee voices, stories or interviews

## Top tips

- Start with your wider D&I strategy and brand purpose and let that guide the focus of your report.
- Creating a D&I strategy from scratch is something which could fill a report on it's own. If you're just starting out, there are a few important things to consider:
  - Your strategy should be for the long-term, addressing current challenges but connecting to an enduring organisational mission
  - While it should be focused and practical – it shouldn't centre solely on one aspect (i.e. women in leadership) over the many others relevant to your business

Principle 03

# Read from the same *roadmap*

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*With multiple stakeholders feeding in, everyone needs to tell the same overarching narrative*

At RY, our vision is to create a world that *believes in business.*

Principle 03

Our formula for achieving this is a combination of evidence and inspiration – balancing rigorous disclosure (data) with effective engagement (narrative) – which is how we approach sustainability reporting: you cannot have one without the other.

A clear narrative starts with a clear strategy. Get your strategy right, and establishing what you need to tell your audiences about your progress becomes a lot clearer. But what happens when you don't have the data you desire? You might be working across international markets where legislation dictates you're not allowed to ask people about their personal attributes. You may have changed learning management systems, and now don't have a baseline measure for uptake on your new inclusive leadership course. And a dispersed workforce might mean you're not sure how many employees are taking advantage of your enhanced parental leave policies.

That's where having a clear overarching narrative can help to fill the gaps. If you don't have the data, share your narrative instead. Good, connected, consistent and cohesive narrative, imbued with your brand's tone of voice, can put your challenges in context and reframe any shortcomings that your data may leave.

A good story will explain where you have been focusing your attention, where you are on your journey, and where you're headed next. It helps turn the data and decisions you've presented into an engaging narrative

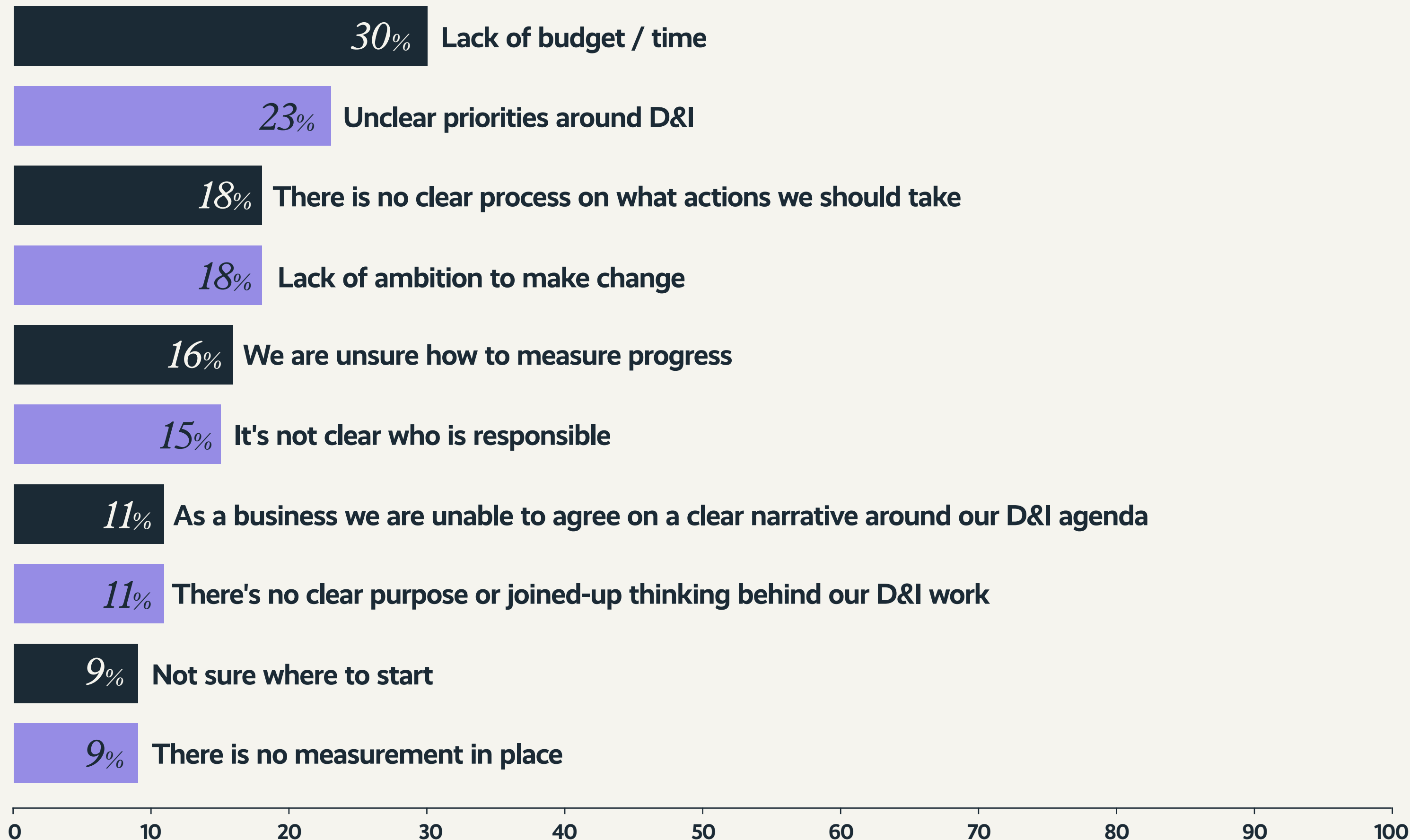
for your audience to digest. It can also situate your work on inclusion and diversity in the wider picture of your broader social and environmental purpose for the company; connecting the dots on purpose, values, sustainability and employee experience.

*“Stories are data with soul”*

**Brene Brown**



In your organisation, **what are the biggest barriers preventing you from achieving your D&I ambition**, with joined up strategy, measurement and reporting?



## Top tips

**When assembling your reporting content, consider referencing the following in your narrative:**

- What data do you have, what data can you collect now, and how will you go further in future?
- What challenges do you face in collecting data and coursecorrecting your approach to inclusion?
- What legislation, market forces and cultural norms affect your business in this space?
- What measures have you implemented in addressing diversity that may not have yielded results yet?
- Where are you on the maturity curve towards where you feel you ought to be?

Principle 04

# Use a *varied* toolbox

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*Data, strategy, and  
storytelling all have  
their place – a good  
balance is key*

Organisations report on D&I across a wide spectrum of formats. From data heavy spreadsheets to narrative-dominated web pages; it's clear there isn't a *one-size-fits-all approach* to how the story should be told, or what content should be included.

Once again, it's clear there is a gap between who organisations want to communicate with, and how they are going about it. The most common audience for D&I reporting is a company's own employees (92%) – yet less than half (49%) of those reporting include employee voices, stories or interviews. Beyond the need to represent the people our reports are serving, there is a wider issue at play here: the need to balance the tools we are using to communicate.

At present the most commonly included element is data with 66% of respondents including visual or numerical information. This is followed by strategy (53%) and narrative (47%). This shortfall is of significant concern, demonstrating that a great number of businesses are not telling the full story. Numbers alone are not enough – as noted communications theorist **Nancy Duarte** states:

*“Data slides are not about data – they're about the meaning of the data.”*

**And we need to provide that meaning ourselves.**

Sharing a consistent framing story about where your organisation has started and where it is going allows you to give context to the raw data – highlighting the significance of where you have achieved success and sharing learnings from where you have not. Introducing your wider strategy and explaining how decisions are driven by the data you've collected builds trust in your

organisation's capacity to learn and progress, validating the utility of the entire D&I reporting process.

Additionally, it's worth considering the voices that you are including in your report – and whether they support or undermine your argument. If inclusion is a key focus, then meaningful input from a diverse range of people across your business is infinitely more engaging and demonstrative of your organisation's commitment than a series of leadership messages. We see a great example of this in Facebook's 2020 D&I report, which effortlessly blends data, strategy, narrative and authentic employee storytelling to create a product that is greater than the sum of its parts.

When the D&I report is released, **how is it publicised?**



## Top tips

- Aim for a balance of data, strategy, narrative, and first person storytelling.
- To find the right balance consider your key audience and what they want to see.
- Show how the reporting process drives the strategy forward.

Principle 05

# Data *drives*, but action *changes*

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*Numbers offer a  
snapshot of life as is,  
but they don't chart  
a path forward  
in isolation*

Data sits at the heart of reporting. It has the power to *inform*, to *guide*, to *motivate*, and *demystify* – but sharing data by itself isn't enough.

## Principle 05

It isn't enough to simply know that you have achieved or missed your targets. Data might act as a signpost, but it's still up to us to drive the progress forward.

Just under half of our survey respondents stated that strategy isn't something that they include in their current D&I reporting. This is potentially a huge, missed opportunity – especially given that over 40% of respondents also stated that making their strategy well known is important to them.

*“We have insight-led, actionable insights... so data aside, how are you actually driving the change? How are you contributing? How are you leading it?”*

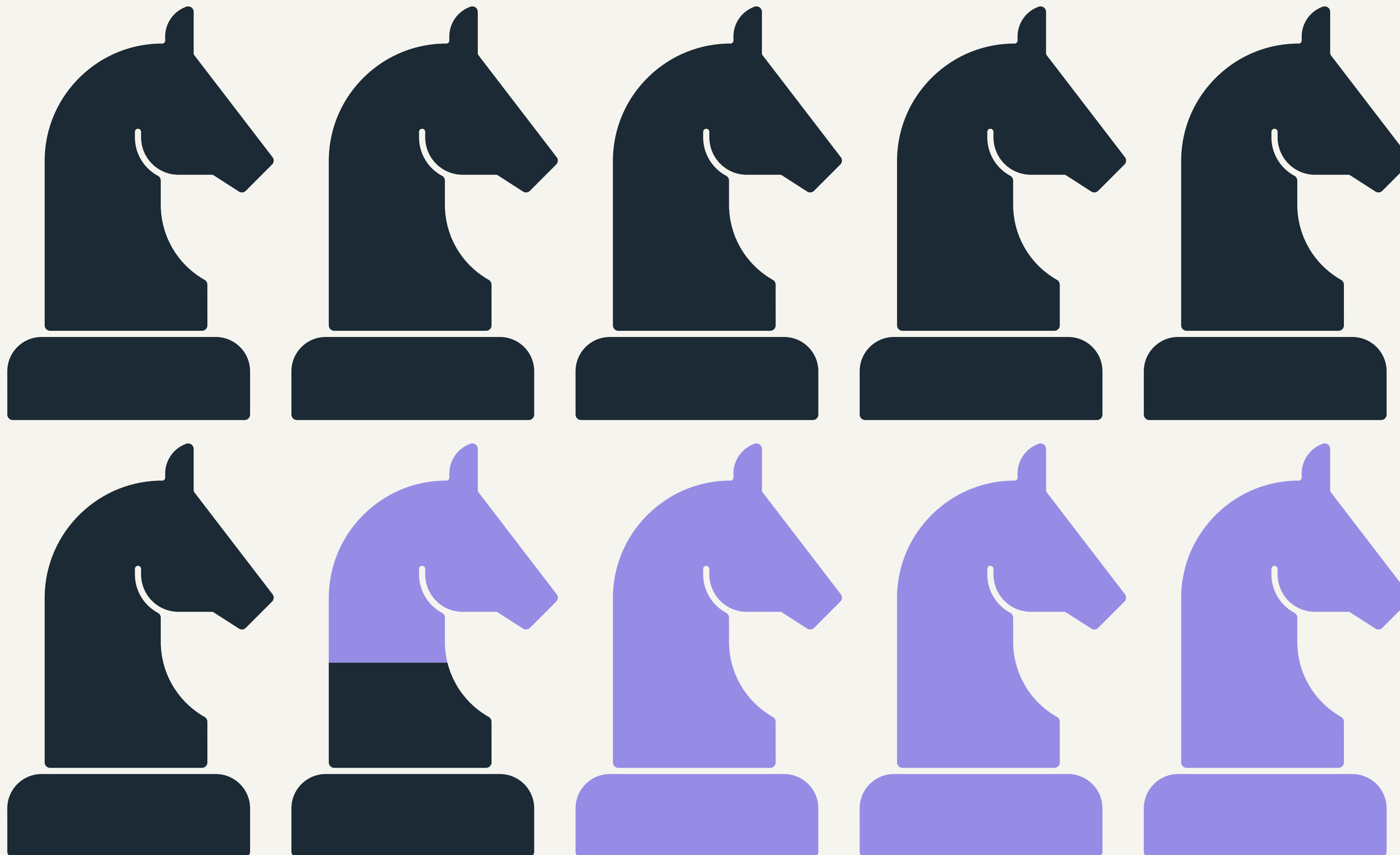
**D&I Lead, RY D&I Reporting Roundtable, 2021**

This principle may be contextual to the way you have decided to report on D&I. There may be little room in an annual report for anything beyond the essential data. But nonetheless, sharing a clear strategy with detailed points of action makes your commitment tangible and allows your organisation to hold itself accountable in future reports. It also focuses the audience on the positive i.e. what you're doing to improve, rather than the potential negative of things as they currently are.

RBC's 2019 Diversity and Inclusion Report is a great example of a narrative led by action, rather than fluffy statements or impenetrable data. More than simply adding context to the data, the areas in which actions are being taken (i.e. building and maintaining a pipeline of diverse leaders) provide the overall structure for the report – resulting in a strong focus on progress, though perhaps at a cost to overall transparency and evidence of success.

Interestingly, there are also examples of concrete actions organisations have taken to demonstrate their commitment to transparency beyond sharing data. For instance Admiral Group has signed up to various external commitments, such as the Race at Work Charter. Actions like this also serve to show how companies are standing for change beyond their own walls and driving for broader social impact.

**Only 65%** of those who think it's important to show strategy in a D&I report are actually showing strategy in their report.



## Top tips

- If you have a D&I strategy in place – share it.
- Share the concrete actions your organisation is making to affect change.
- If any targets have been missed, or setbacks experienced, explain what you've learned, and how you'll overcome them going forward.

Principle 06

# Transparency drives *trust*

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*Being open about setbacks as well as success builds engagement and ultimately action*



For a report to meet its purpose, for its narrative to stick, for its audiences to buy in to its findings and its recommendations – it needs to *inspire trust*.

Principle 06

Trust is a fickle commodity – hard to build and easy to squander – especially in an area under scrutiny, like diversity and inclusion. One simple thing organisations can do to rebuild, grow, and maintain the trust of its audiences: report transparently.

This can be a challenge for the same reasons D&I itself can be a challenging topic for companies to explore – fear of saying the wrong thing, lack of data to give an accurate picture and stakeholder pressure to present a perfect image. But bowing to a false narrative is a false economy. Especially when your audience is made up largely of your own people, who will be able to compare the narrative presented to their own lived experience.

Interestingly, 80% of the people and D&I professionals we surveyed stated that their organisations were indeed transparent. But if we look to a source closer to frontline employees we see a different story. Recent research\* has shown that nearly a third of people do not trust their employer enough to engage in D&I data collection – increasing to nearly two-thirds where progress on the issues was perceived as slow.

It's clear that low levels of trust not only erodes the impact of a report, but also engagement with the very process itself. So how can companies get this right? PwC's 2020 Diversity & Inclusion Transparency Report is a great example of organisational openness. Transparent in more than just name – the report goes into detail on what

hasn't worked, and where they need to improve. The result is a clear message that the business is holding itself accountable to its promises.

It's this accountability that will ultimately drive your D&I work forward – as **PwC's US Chairman Tim Ryan** put it:

*“A big part of why I want to get the numbers out there is because I'm going to use them as a catapult to the next level. I want the pressure. We need the pressure.”*

80% of People and D&I professionals stated that their reporting is transparent – but anecdotally – **we know this isn't the case.**

# Top tips

- Don't hide shortcomings or missed targets – it damages trust and erodes action.
- Use areas for development as an opportunity to share concrete actions you'll take to improve.
- Transparency doesn't just mean honest. Your data needs to be presented in an accessible way for people to grasp the meaning behind it.

02-01-21 | WORKPLACE EVOLUTION

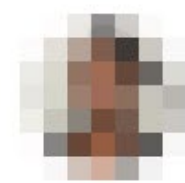
## Why so many companies' diversity numbers fall flat

Since 2014, tech giants have released diversity reports in the name of transparency—but those numbers can be misleading and provide an incomplete picture of a company's workforce.



Jul 20, 2017

We like the **statement** about ur commitment to "**diversity & transparency**". Now give us the stats of the policies approved in the last 3 years.



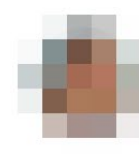
Jun 4, 2020

i'm glad so many brands and other wealthy organizations are being called out for their **lack of diversity, transparency,** and perfromative actions. we deserve the right to know every little thing about these places/people/companies that WE support financially  
[#BlackLivesMatter](#)



3

8



Rich people/ companies spend a lot of time setting up essentially fake things that are supposed to keep them in check -- the FB Oversight Board, the Giving Pledge, internal investigations. Sound like real accountability but are not.

## Diversity data isn't very transparent: What's the problem?

Fran Benjamin, Monique Cadle

7:50 PM GMT+1 • October 22, 2021



Here's the only specific reference to the bi community that I can find in all of the BBC's diversity and inclusion reports. LGB data is combined, which erases many bi community inequalities. Reports and programmes about the LGBT+ community are always bi erasing - that's biphobia.

### Visibility of LGBT staff and role models:

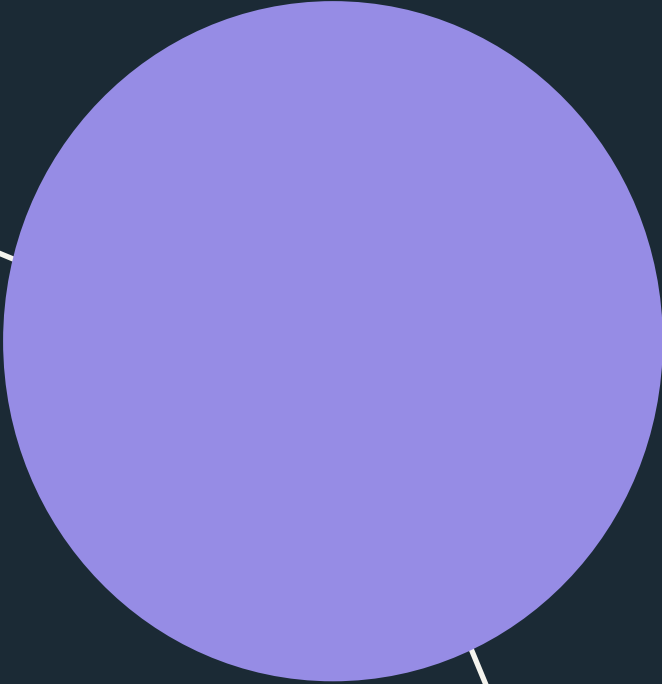
- There was an overwhelming feeling that gay men were much more visible than other identities within the LGBT community. Lesbians and gay women were not as visible and bisexuality was never referenced and often misunderstood. Staff are aware of the numbers of disclosed trans staff in the organsiation but they weren't aware of staff who identified as trans.

## Perfect company cultures are out, inclusivity and transparency are in

Companies that take action, even small steps, toward being better and more equitable workplaces will thrive in the long run.

By Ali Fazal | September 08, 2020 at 10:37 AM

# *Conclusion*



If our research and experience supporting a breadth of clients across multiple industries points to one thing above all else – it's that alignment is a prerequisite to any successful D&I report.

Alignment is where the process should start. That means alignment between stakeholders on the intended outcome, alignment on the overarching narrative you're sharing, and alignment with a wider organisational strategy and purpose.

As is the case with many of the topics carried within D&I, we know these are not always easy conversations to have. Collectively we are attempting to rewrite the rules of an unfair system. There is fear, pain and urgency. But a well-conceived and delivered piece of communication that reports on action and progress can give a context to these feelings, providing a shared understanding for strategy – and ultimately action – to take root and flourish.

Alignment is certainly where the process should start, but it's a broad piece to consider. As a first step **try asking some of your internal stakeholders one simple question – *what do we want our D&I reporting to do?*** The grouping of your answers will let you know where you're starting your journey and might give a hint of what you should be driving towards.

If you need any directions along the way – we're here to help. Get in contact with us at **hello@ry.com**

# Report *methodology*

### **FTSE100 Reporting Research**

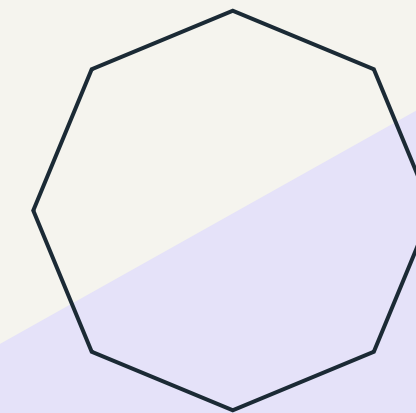
An audit was compiled by Radley Yeldar reviewing the reporting suite of the companies that make up the FTSE100, establishing which companies have reported on matters relating to diversity and inclusion (D&I), and where they have done so since 2017. Efforts were focused on pulling instances of companies reporting on D&I in a standalone report, recording where D&I content appears elsewhere in annual reports and/or sustainability reports, and how the information is being communicated. The list is reflective of reporting efforts published by May 2021, with an update in June 2021 to one entry in the review.

### **D&I Reporting Roundtable**

The anonymous quotes attributed to D&I professionals within this report were taken from the transcript of a roundtable discussion event conducted by Radley Yeldar, on the 21st July 2021. Attendees included a mix of professional experience and represented a breadth of industries. This discussion focused on a series of D&I reporting topics and ultimately led to the identification of the principles outlined in this report.

### **Survey Data**

Many of the findings within this report are based on primary data collected from 25th August 2021 – 13th September 2021 via an online survey of UK-based respondents. The survey was completed by 253 responses from both an external panel and our internal CRM network of clients. The 249 respondents collected via an external online panel were classified as HR decision-makers and 4 respondents were collected via our CRM were classified as being responsible or being involved for their diversity and inclusion (D&I) initiatives in their company. Both samples were defined via a series of non-leading qualifying questions to understand their employment status and position within the company. Due to the two definitions, both questionnaires included routing variations to ensure that respondents saw applicable questions or could opt out based on their experience.



radley yeldar.

Driving D&I: Diversity reporting with impact

We're Radley Yeldar, an  
*award-winning*, independent  
London and Birmingham-  
based creative consultancy  
with *more than 200*  
communications specialists.

We've been working with organisations of all shapes and sizes for over 30 years to help create a world that believes in business.

We can help you engage employees and stakeholders, deliver corporate communications and annual reporting, maximise your websites and develop content including film and animations ...and of course we're here to help you communicate around diversity and inclusion.

**Interested to hear more?  
We'd love to chat**

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