

Career progression and development



'What's often ignored is that diversity is not only a pipeline or recruiting issue. It's an issue of making the people who do make it through the pipeline want to stay at your company.'

Andrea Barrica, CEO & founder of O School

Set objective and fair performance evaluation criteria



Establish clear performance evaluation criteria that are objective, measurable and aligned with job responsibilities and organisational goals.



Ensure that the criteria are fair and unbiased, avoiding any language or requirements that could disadvantage certain individuals or groups.



Use consistent and standardised evaluation processes across all employees to minimise bias and promote fairness.

Assess and identify potential talent



Conduct a comprehensive assessment of the organisation's talent pool, including identifying high-potential employees from diverse backgrounds who possess the skills, experience and potential for leadership roles.



Implement objective criteria and evaluation processes to identify and recognise talent without biases or assumptions based on race, gender, ethnicity or other protected characteristics.



Develop and nurture diverse talent



Create targeted development programmes and initiatives to provide individuals from underrepresented groups with the necessary skills and experiences for leadership positions.



Offer mentoring programmes, coaching, job rotations, stretch assignments and training opportunities that enhance the capabilities of diverse talent.



Encourage cross-functional and cross-cultural experiences to broaden perspectives and foster well-rounded leaders.

Build inclusive leadership competencies



Provide training and development opportunities for current and emerging leaders to enhance their understanding of diversity and inclusion and to build inclusive leadership competencies.



Offer workshops or learning sessions focused on unconscious bias, cultural intelligence, effective communication and fostering an inclusive work environment.



Set expectations for leaders to actively champion diversity, equity and inclusion, and incorporate these principles into their decision-making processes.

Provide regular feedback and coaching



Foster a culture of ongoing feedback and coaching that supports employee development and growth. Feedback in a performance review should not be a surprise.





Encourage managers to provide timely and constructive feedback, focusing on behaviours and performance rather than personal characteristics.







Offer training and resources to enhance managers' coaching skills and cultural competence, enabling them to provide feedback in an inclusive and respectful manner.

Monitor progress and accountability

-  Establish metrics and tracking mechanisms to monitor progress towards diversity goals in succession planning.
-  Regularly review and evaluate the effectiveness of the succession planning process in promoting diversity and inclusion.
-  Measure your gender pay gap, ethnicity pay gap and any other characteristics, and track the gaps across the levels of your organisation. Organisations with more than 250 employees based in the UK **must publish their gender pay gap.**

Recognise and reward a range of contributions

-  Recognise and value a variety of contributions, including both individual achievements and collaborative efforts.
-  Avoid a one-size-fits-all approach to recognition and rewards, considering different ways individuals may contribute to the organisation's success.
-  Tailor recognition and rewards to reflect the diverse needs and preferences of employees, considering cultural differences and individual circumstances.
-  Ensure transparency in the reward and bonus structure by using pay bands and non-discretionary bonus structures.

Tools



Factorial: [How to create a customised career development plan for each employee](#)



People Management: [How to conduct an equal pay audit](#)



Indeed: [A guide to coaching vs managing](#)



Toggl: [How to conduct a talent or skills gap analysis](#)



reWorked: [The power of procurement in influencing DEI](#)

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