

Talking Inclusion With Series 3 – Podcast 2 : Diversity Data

Intro Talking Inclusion with Ariel Chapman

Ariel Welcome to Talking Inclusion With, from Inclusive Employers.

I'm Ariel Chapman, my pronouns are he and him, and I'm a senior consultant at Inclusive Employers, and your host.

Our podcasts are for anyone who has an interest in inclusion and diversity. We share life stories and experiences, learn about best practices, and hear practical advice from employers, from our guests, and Inclusive Employers inclusion and diversity experts. Before we introduce our guests, in case you don't know us, we are Inclusive Employers - Our Mission is to make every workplace an inclusive employer, where every colleague values difference, and everyone is able to contribute their skills and experiences fully to their organisation. Together we're taking action towards more inclusive workplaces and celebrating progress towards making inclusion an everyday reality for everyone.

We're releasing this podcast on the first day of National Inclusion Week 2023 – So what is National Inclusion Week, and why is it important?

Eleven years ago, we at Inclusive Employers launched National Inclusion Week. It started as a small event, encouraging members to engage with inclusion in their workplaces.

It has grown exponentially to reach thousands of organisations, and millions on social media. We've seen in real time how some small seeds can grow into great trees, and this is our hope every year for National Inclusion Week, that organisations old and new can make inclusion an everyday reality by planting a small seed.

It provides a space and a starting point for discussions around inclusion and diversity in your organisation and can be used to generate or launch ideas.

National Inclusion Week is also a time for everyone in the organisation to get involved in Inclusion & Diversity !

Leaders, managers, teams, and individuals can all take part, take action and make an impact in their organisation.

Every year, we celebrate National Inclusion Week with a theme. The theme aims to provide a focus for the week, to support your overall Inclusion and Diversity agenda. This means the theme usually reflects what we think organisations need to be thinking about - This could be looking at unity, action, the power of now and much more, and we hope that the theme answers some burning questions or provides some clarity around issues you are already thinking about.

This year's theme, Take Action Make Impact, centres around encouraging immediate action – not next year, in six months, or next month, but now.

This is an ever-continuing process. Necessary action to be a more inclusive workplaces will be constant and consistent, it is never 'one and done', so we wanted to include something in the theme this year that reinforced this while encouraging organisations to think beyond action.

During this special podcast, we will delve deeper into our first daily action: Take action – engage your employees with **one of our** sponsors, Corella.

Today, I'm joined by Louise Lee, Strategic People Partner at Corella, the Software developers for the energy industry. Welcome Louise.

Louise: Hi

Ariel: And I'm also joined by our Inclusive Employers Senior Inclusion and Diversity Consultant, Raquel Silvester. Hi Raquel.

Raquel: Hello everyone.

Ariel: So before we discuss ways in which we can engage our colleagues in inclusion, Raquel, I'd like to speak to you about the importance of this first daily action.

Raquel: There are different ways to ensure that employees feel engaged throughout the organisation's lifecycle. The first top tip I would suggest is to invest in building relationships of trust.

So asking colleagues to engage is not enough. If we think of a time in life we bothered, let's say, to engage, we know that we did so because we felt it was worth it.

So within our organisations, how are we going to make engagement worth it? As employees, we need to know why we are being called to engage, how the information shared through engagement is going to be used, and what difference it will make. So the later one... what difference it will make being a key determinant point to people's engagement.

So it is key as well to make the intention clear and the process meaningful. So when we, and when I say we, as human beings, feel that we are making a difference, we are having a say, and we are being listened to, we feel engaged, we feel included. And when this is a positive experience, we will naturally give more of ourselves, as feeling included creates a sense of ownership, so we are in it together, let's say. And this is key for effective and productive teamwork.

But of course, there is a deeper story behind employee engagement and we also know that groups of employees who have had a negative

experience or have been historically excluded or underrepresented will have higher levels of disillusionment, and when this is the case levels of engagement are lower.

So there's a quote I really love by Arundhati Roy that says "there's no such thing as the voiceless there are only the deliberately silenced or the preferably unheard".

So there's some food for thought there but once again it highlights the importance of investing time and effort in building trust. So as a key element to re-engaging employees and as you restore trust, you want to create spaces where colleagues feel psychologically safe, so by that we mean spaces where people can voice their frustrations, experiences, needs, aspirations, without fear of judgment or retaliation. So that is psychological safety.

For leaders, this space may demand patience to listen, to understand, and curiosity to rethink, to re-learn as you take in different perspectives and experiences. You may feel the urge to move past negative experiences, to focus in the present and future, but I invite you to sit in that discomfort for a bit longer. It may feel pointless at times for both parties, not to forget, it's an effort from both parties, and that may feel pointless at times, but it is needed in this process of, let's say, organisational healing. And these are the joys and challenges of employee engagement in general, but today we will explore employee engagement with diversity data in particular.

So the same principles apply, so when collecting diversity data, careful consideration must be given to what data will be collected and how. The legalities of collecting data, especially those in a global organisation, is important to take into consideration, as well as the reasons for the collection of data. So why you are collecting it, how it is going to be used, and when this is communicated effectively to employees, it increases the likelihood of disclosure, which is another key element that perhaps we will touch upon today.

So it is also good practice to involve stakeholders within the organisation, such as employees, forums, networks, unions, in the decisions made about what data to collect, how to collect it, and how it will be used. So when, again, people have been engaged, during the decision-making process, they and others as well, knowing about the engagement, will be more prone to engage with the end result. So engagement takes time and effort, but when done right, can lead to a virtuous cycle of inclusion and participation, and then we as organisations have the return on investment.

Ariel: Thank you Raquel and I love what you said there about ... having to sit in discomfort sometimes and I think that's key to inclusion work. I know there's a quote I often share when delivering allyship training that if it doesn't feel uncomfortable you're probably not doing it right and I think that's probably the same for almost all inclusion work that at times it will feel uncomfortable.

And wherever employers are in their inclusion journey from beginners to those with more established strategy there are ... always ways to develop and improve that employee engagement and that takes sitting with discomfort sometimes but inclusion is very much a journey and it very much takes time and that's okay.

Music Break

Ariel: One of the first ways to implement an inclusion strategy is by engaging employees, by launching a campaign to collect diversity data, so having limited or missing data can make it challenging to know where to start with your inclusion work and what challenges the organisation faces from an inclusion perspective.

So Raquel, what is diversity data?

Raquel: So diversity data is demographic information collected on employees, both current employees and prospective employees.

So for example, during recruitment, we may collect diversity data from candidates as well. And this information relates to protected characteristics and the Equality Act 2010 in the UK, and additional characteristics related to fostering an inclusive workplace.

So just for you to know, Inclusive Employers has a Diversity Data Guide which members can use as a resource. So this guide has been developed to help inform organisations on how to gather more robust diversity data and to help dispel myths and fears that colleagues may have about disclosure.

Diversity data usually helps organisations understand who forms the workforce and who is missing. So in terms of age, caring responsibilities, disability, ethnicity, gender, religion, sexual orientation, and so on. So, the more robust this diversity data is, the more it helps in providing insight into strengths to build on and the gaps to address by targeting diversity and inclusion actions. So questions like, for example, how representative our workforce is of the populations we serve, or of our clients, or even of the community we are located can be analysed through diversity data, which usually then leads to intentional positive action, for example.

Ariel: So Louise, tell us about Corella. Where are you in your inclusion journey and how have you communicated with your staff about why they should disclose their diversity information?

Louise: Sure. So Corella, we were established in April 2021 as an independently owned business. We are here really to bring private investment to fuel innovation within the gas market, the energy sector. We are here really to remove those complexities and the energy market is really complex and help them obviously move towards that net zero future aspiration.

And we do that, processes, data and people. We're based in Solihull West Midlands, so we're a UK based firm, we have our people from all over the country because we operate in a hybrid working model post COVID. So our people get that flexibility to work from home, but also centrally located in our offices.

If you've not heard of us, you will definitely have heard of our customers. We partner with people like Centrica, National Grid, Xoserve and Eon. And we have a combination of people doing like technical and non-technical role and that's very important actually when I talk to you about our journey.

So we do have obviously, IT technical software developers within our business, but equally so we have people within customer ops roles, financial accountancy, marketing, project managers and obviously HR as well.

I would probably say we are probably at the intermediate stage of our inclusion journey if I take sort of your descriptors. As part of our initial I & D journey, around 2020, one of the recommendations was actually to create a standalone I & D role, somebody to lead that work. And so that's where I joined the business in January 2021.

And so that's when I wrote the strategy in the first few months of joining the business. It's a five-year strategy, as you said, inclusion work takes a lot of time, we are aiming to deliver a number of things by 2025.

So we've broken, I suppose, five years. It's a long time you have to break that down, don't you, into individual years. I think six must be that kind of lucky number because I came up with six strategic focuses. So everything that we do, all the initiatives and the operational improvements and the strategies align to these six areas; education awareness, data . . . love data, driven from the top because you cannot have a successful I & D work within your business without the leadership input. Also advocates, allies and sponsors, operational improvements because the things that we need to do operationally and improve to help us and finally targets and measures, you know how do we know that we're doing good work and so what I've done is then split that over kind of the five years.

The first year was about setting up our foundation. hence the reason we're going to talk about data. The second and third year, and the third year is where we're at the moment, was about building that

momentum. And the fourth year of the strategy, will be next year, will be reviewing it and refreshing it, like where are we at? Does it still work? Is it going to be fruitful at the end? And then 2025 is the final push. Sorry, not to say that you stop there, but we're going to then review that after the five years.

So it's a long-term strategic view but also creates flexibility then with each year to respond and then adapt obviously to external factors, internal factors. So yeah, that's where we are at the moment.

Ariel: Thank you. And I love that you were talking about how you've built in time for review and that you will adapt as you need to as you go along.

I think I've seen lots of organisations sometimes have a strategy without review points in it or without kind of having any flexibility there because one of the things I love about working in inclusion is that there's always better ways of doing things all the time. So it always has to be flexible and it should be able to adapt to the needs of the business. So it's great that you've worked that into your strategy. So at Corella, how did you decide what diversity data to collect?

Louise: Great question. So I think it helped because I was brand new to the organisation. And if we could take you back to January, 2021, we were definitely still in lockdown. So I couldn't actually see or feel the business. I couldn't walk around the floors. I didn't have any idea. So it's a starting point. And so for me, I had to know who our business were, who were, you know, what it was made up of. And I suppose really I was fortunate that gender, we had already, and we were obligated to report because the size of our organisation is part of the gender pay gap. Age, I got by default just because people have to put their date of birth in and would have that legally, but I wanted to then expand that, and I think, Raquel, you touched on that, about the protected characteristics. And what I wanted as a starting point is to look at that, to understand the full breadth of who our people were, and that's where I think even back in the early days, I suppose, the intersectionality of that comes in because people are multifaceted. And yes, you could have easily have gone with gender because as a tech

organisation, we know that it's hugely underrepresented from a female perspective, but I wanted to do so much more than that because for in order to be really successful, we needed to have a breadth of data to understand much more deeply who our people were, because within gender, there's going to be other aspects of diversity will impact, won't they, in terms of inclusion or exclusion and obviously that element of diversity.

So that's why we decided, protected characteristics, obviously there is a legal requirement there as well and what that plays out. So that was the first one and that really helped us then collate that.

Ariel: And also, you know, you can't, what you would speak in there about people have different identities as well. So you can't just collect one or just focus on one single identity or one protected characteristic. It just makes sense, you would look at everything because obviously we don't live in silos. We don't have just one part of our identity. So what did you do with your data once you'd started to collect it, once it was coming in? How... what did you do with it? How did it help to inform your decision making?

Louise: Well, if I take you probably to step back to say, how we got people to even complete that data, because it's the first time our people had even been asked that. And I think going back to Raquel, I think you touched this right from the outset, is to explain the why.

So when I first came on board, I did a piece of communication around the value of diversity. So touching on the business enablers, companies outperform, et cetera, but equally so, then tagging into that around engagement, improved retention, kind of explaining, why is I & D so important to a business, to you? Why should it be important to you?

And then for me, then it was then going and explaining to set us off on our journey, we have to set these foundations, we have to understand who we are. And explaining the 'why' diversity data is really important to collect. Because what I'm mindful of and was mindful of is incredibly personal to people. Because for some individuals, they have never

shared this stuff with their colleagues before, their line manager, even people like myself in HR.

We have to build that element of trust. We have to explain why we're doing it and the value of doing it. And then more importantly, what we're going to do with that data.

So I gave them the assurances around where it was going to be stored, how it was going to be stored, what it was going to be used for, the types of people that would have access to that data. And so I set out providing a communication to the business and to ask people to do that but also explaining that it's a starting point. It helps us report and track on our progress, it gives us an idea of where we're missing, gaps that we have, what to focus on.

But also then it helps us design and has done the benefits that we offer and the tailored solutions and how we might need to respond to our people and some of the policies that we implement as well. And so from that, and I was very fortunate if it was timing wise as well, we implemented a new HR system. And so at that time, we launched that collaboratively with my people services team to say, actually, can you go in and update your details? But in the meantime, there's some other options that you can report on. And so we got that. So that's the hard thing is getting your existing population. But then we included that obviously within the recruitment process. So then moving forward, and it probably is more expected now as part of a recruitment process that your details, and again, it's voluntary, isn't it to ask people to share that with you.

And so I think the results that I came through with March this year, which is a year on from when we first started, 88% of our data fields are now completed. And sexual orientation has seen the most increase since we began, an increase of 9%, followed actually by religion, which is now increased by 8%. And that's where it's important with the targets and measures, because often people set targets, but measures of how successful you are as well is what I call like proxy indicators. So where completion rates go up, disclosure rates go up as well. So that's

another thing that we have been looking at. So that's what we set out. And then we continually explain to people why we're doing this, why we're asking and share the disclosure rates as well. So I've seen some real positive uptake on that.

Ariel: That's wonderful and I know a lot of the ... I mean, I've worked in inclusion for nearly a decade and collecting data is always one of the biggest challenges and having people share something that is deeply personal and they could be sharing something at work. I mean, I think if we think about sexual orientation, could be sharing something at work that they might not necessarily be able to share at home or with their friends. So it's always one of the more difficult things to engage colleagues in. And I wanted to just come to Raquel because there's some great best practice examples there from Louise but have you got some tips on how to engage colleagues in collecting data?

Raquel: I love what Louise was saying about understanding the data, and then monitoring the data as well, so that you can see the improvement or identify the gaps and keep on adding more efforts, but having that feedback loop and employees to feel that the data is being used and being of benefit to everyone. It's one of the key elements to keep the engagement going.

But of course, the prior engagement in terms of the decision making. So how do you decide what data to collect and when are you going to collect? Because sometimes there's a number of questionnaire surveys, internal surveys and external, so we don't want to overburden people as well. But having that ... prior engagement so that people feel consulted and ensuring that process is meaningful as well. So keeping that flow of information and people are part of that effort I think is key, in then keeping and building that relationship of trust and ongoing engagement. So then disclosures are reduced, more engagement and participation, more refinement on the questions that are asked. So the overall engagement I think is key in this process.

Ariel: I was reflecting on this early before this episode, I think early on in my inclusion career, nearly a decade ago, I perhaps avoided talking about data because I didn't really see its value. And I think I thought it was a little bit dull.

But now I find it absolutely fascinating. And accurate data really is key to be able to measure success, but yeah, work out where you need to go as an organisation. It's the framework for all, future inclusion work.

I know earlier Louise you were talking about onboarding and people within the organisation completing their diversity data, but Louise, how did you use your staff survey to better understand inclusion and belonging at Corella?

Louise: So whilst diversity data is really important, we absolutely have to do it, you can't just collect that and monitor that alone, because if you want to have a complete picture of how you measure up, how successful you're being in your inclusion work, the impact you're having, what you've still got left to do, you've got to measure what I call the inclusion part. So you have to measure diversity, but you also have to measure inclusion.

For me, inclusion is your enabler, for diversity, it reveals the culture of your organisation, it shares with you how your people are feeling, their perception, and that's really important because you can have reality, the facts of what diversity data shows you, but there could be a perception that's equally as important and whether then absolutely people feel engaged, they feel like they belong here as well. And it's one of the things I said in the early days, particularly to the exec team, I said, "listen, you need to be aware, you can have a diverse workforce because we want to increase the diversity but not an inclusive culture and that's not good".

But equally worrying is probably where we started. We had an amazing inclusive culture, but our diversity of our workforce kind of just wasn't there. So again, you've got to be careful and know what to expect when

you're measuring this. So we again had an opportunity that we changed the way that we did our engagement survey.

So we've gone to what we call more of the Pulse Survey. So it comes out every Monday. It takes about five, 10 minutes to complete. They're like a number of questions, five questions everybody gets. And that was proving really successful as an engagement tool.

We received strong completion rates. It was in real time rather than, you know, like this sort of every three, six months service at a lot of organisations and we had done previously. Well, that's by the time you've analysed the results, put an action plan in, you know, people are on past that now it's all changed.

So we had a lot of leaders now that had their own dashboards. They were monitoring it in real time. It was proving a really insightful and invaluable tool. And I think something Raquel touched on earlier is, is don't over survey your people. I'm like, well, why reinvent the wheel? So I went and asked, like, I need to actually include I & D questions in this survey. One survey, it comes out, you know, regularly. So I was able to include five questions and they are standard questions that our provider supplies because then it gives us a benchmark compared to other organisations that are taking part in this survey. So it provides a benchmark of where we stand. I can get to see comments as well because people can free text. And these are the standard sort of five I & D questions. I can look at them and respond to comments. I can tailor the work that I'm doing. I can see where and I report on that. So what's really important is what I also do with the data is I've created an I & D dashboard and I report on that. It goes through our board and our chief exec and board and they look at that every six months.

Here's where we are with the diversity data but actually this is what the inclusion measurement is showing and I can bring out verbatim comments. So we've had things like, well our top team seem very white male. Let's say for example, saying, look this is what the diversity data shows us, but equally so this is what people are seeing now, this is what they're commenting on now, this is equally as important. And so I

report on that as well. So absolutely I would advise any organisations, don't just get hung up on your diversity data, you have to measure the inclusion part as well. And an engagement survey is probably a really good way of doing that.

Ariel: Absolutely, and I love lots of free text in any inclusion or engagement survey, it's so important because the numbers only, you know, do only tell half of the story. And I know that if I filled in a survey or a diversity monitoring form for anything, it really means a lot when the questions, particularly around demographic details, are asked sensitively and that my responses will actually reflect my identity as well. It makes me really feel that I'm seen and that I belong.

Raquel - Have you seen evidence of how that sense of belonging is interlinked with inclusion?

Raquel: Yes, very much so, as Louise was mentioning and I wanted to highlight some of the points that Louise made.

So one of them is key and wonderful that Louise is having that practice, which is looking at the challenges and turning them into opportunities.

So with the data, we have that opportunity if we make the data insightful. So how we analyse that data, what we can read from that data with an open mind and open to the possibilities as well. So you mentioned the recruitment process. So great to analyse the sticky points. Who are we attracting to our organisation? Perhaps we are attracting diversity but then the sticky point is between shortlisting and interview. So we then can target action in relation to, for example, increasing knowledge in inclusive recruitment, debiasing the process and helping recruiting managers and colleagues with these points.

So it's really important to embed. But this link between the belonging and inclusion, like the chicken and egg, sometimes we may focus on diversifying our workforces but then it's like I heard once in a different podcast, bringing fish to a poison tank or toxic tank, the fish will die or will jump out. So it's really important that we have this parallel effort of

diversifying the inclusion, because inclusion without diversity is easy. If we all feel the same, think more or less the same, have the same approaches, then it's easy, isn't it?

But the challenge is really to bring in diversity, and it could be diversity of the protected characteristics that we were mentioning before; age, gender, ethnicity, religion, and so on, we can carry on, but also recognising and encouraging diversity of thought.

So when we have this inclusive but homogeneous group of people, it's really important then to focus on let's think differently. Let's take the moral duty to share a completely opposing opinion, for example, and what happens when someone voices a completely different opinion? Are we welcoming it? So building that psychological safety as well.

So this is the balance between belonging and inclusion but not forgetting that as we get more and more diversity, we will have to become better and better at conflict resolution, for example, in a good way. So we want that storm of ideas, but then how do we get to that consultation point where we are not attached to our idea, where we can build that outcome together and then the result is really more complete and more representative and taking in the different perspectives, because if we see the different perspectives as contributing to one reaching one reality, then we can really reach the best outcome, the best decision making.

But there's a number of research, particularly from Deloitte, from McKenzie, the report Diversity Wins, that really highlights the link between belonging and inclusion. And at Inclusive Employers, we also have the Inclusive Leaders Model. which highlights that link and at the center of inclusion is belonging and uniqueness.

So the challenges that we are presented is that people feel they belong to the group whilst bringing their best self, their unique self, most authentic self. So that is where we want to get the right balance between feeling part of the group whilst not having the need to mask, let's say, but being themselves. And the research that comes out shows

that the more people feel like they belong to the group whilst feeling they can bring their most authentic self, then the feelings of inclusion, of team collaboration, team performance, and then overall organisation performance is much higher as well.

But for this to happen, we need inclusive leaders, like Louise was mentioning and Ariel, leading from the top, role modeling those behaviors of self-awareness, self-reflection, challenging their own biases, being curious about others, listening to understand and definitely being humble to learn and relearn. So there's a clear link between belonging and inclusion.

Musical Break

Ariel: Before we end this podcast, let's recap the important messages behind engaging with colleagues and inclusion strategies.

So Louise, over to you first, what's one piece of advice that you would offer to organisations wanting to start with engaging colleagues?

Louise: I think probably going back to what I said originally is the 'why', is laying it out there I think particularly if your start at your journey is the business case. But then I would also say you've got to win hearts as well as minds, because yes we're here in work but ultimately this is deeply personal, it's emotive and so you've got to go for both I believe. It's winning hearts and minds, but actually laying out the case for inclusion, diversity and also the risks of not doing this. And then I think it's around, so we've got to start somewhere. So let's start with knowing who we are. And I think that would be my biggest advice to people is explaining the importance, and then how you compare. And what I do continually now is I've started with the data. And when I present my own internal data back, so it's not just going to our board, but also our own people, they can see the data. I use that continually where we compare with external. And even when I've been doing discussion forums, they're my let's talk about, we talk about different elements of diversity and inclusion. I always start with data going, right, here's the facts, this is what we are, this is what it says externally. And they're

very powerful and hopefully then you get your own people to fall in love with data to the point where I'm now getting people going, so what are we then and how are we looking at the moment and how do we compare?

So naturally you find that you're impassioning others. So if you start explaining why almost like you you make it more interesting around the data. You show people what your data is. You engage people in that conversation, and I would advise any organisation, don't be afraid to show your data. Show where they fall short. Obviously you keep it anonymous, but where you fall short, where you actually are better than what you thought you were and where you may identify issues, and therefore it should inform people, this is why we're doing this as a result of, so that would be hopefully in a concise and nutshell way to explain to and to give you some advice.

Ariel: And Raquel, I have the same question to you.

Raquel: Yes, I'll pick on what Louise was mentioning about understanding who we are as an organisation.

So I would add to the 'who we are', plus 'where are we at'. So to compliment what Louise was suggesting, understanding what is the history of engagement within the organisation.

And as we explain the why's and bring people in through how it's going to be used, the value of it and how to continue to keep informed and be engaged. Also, what are the lessons that we've learned so far? What are we going to do differently? Because then we can overcome and reach those that have had a negative experience with engagement or are frustrated with engagement or not again, why bother?

So when we share the lessons learned and what we are going to do differently, perhaps we are bringing in those with greater levels of disillusionment.

And another point that I would like to suggest for those who are already collecting data, I think what we hear from a group of different organisations and different industries is the quality of software, the quality of dashboards.

So if anyone out there is a software developer, what we need is a great software package, that enables organisations to have and to build in an intersectional approach to data. So not just to see what is the gender, what is the age as different graphics, let's say, within the dashboard, but to be able to see gender and age together in one analysis map. To see sexual orientation and age together, for example, or gender and different roles within the organisation, or career progression. So it would really be good to have this intersectional approach, and then we can really understand the compounding levels of discrimination or lesser opportunities, perhaps, within the organisation, and that will be really important for the growth of inclusion and inclusion work.

Ariel: Wonderful. So I think as well as hopefully getting whole new software systems that we can all benefit from, it's great to hear you both there talking about transparency, and you know who we are, and then what you are actually going to be doing with that data so where we're at and that openness builds trust and the more trust you have in the organisation the more likely that people will complete their demographic data, the more likely that they'll get engaged with inclusion work. So it's great to hear those messages from you both there.

So a huge thank you to Louise Lee, a strategic people partner at Corella, and our Inclusive Employers very own Senior Inclusion and Diversity consultant, Raquel Silvestre, thank you for joining me today.

Please tune in for Day 3 of National Inclusion week, where we have another special podcast, with one of our National Inclusion week sponsors, NHS Employers.

We'll discuss our third daily action, 'Take Action, Empower your Employees with the Power of Voice'.

For more information about National Inclusion Week, visit the Inclusive Employers website at [inclusiveemployers.co.uk](https://www.inclusiveemployers.co.uk).

When you register, you'll gain access to a free place on our dedicated National Inclusion Week webinars, a comprehensive toolkit with support and guidance and much more.

And remember to follow the campaign on social media, and use #takeactionmakeimpact, and #NationalInclusionWeek2023. And don't forget to tag Inclusive Employers.

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