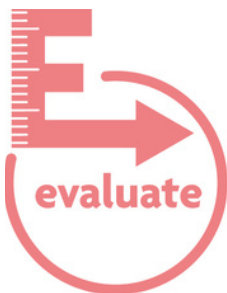


Evaluate Pillar **Inclusive Employers Standard**

The Inclusive Employers Standard is built upon six pillars of inclusion, which serve as its framework. These pillars—Engage, Equip, Empower, Embed, Evaluate, and Evolve, determine the success and impact of inclusion efforts within the workplace.

In 2024, we kicked off an event series in which we met and focused on one pillar at a time. In our third event, we examined the evaluate pillar. Here are our results from the event.



The evaluate pillar explores how you utilise data and feedback to understand and increase the positive impact of inclusion activities on the employee experience and wider organisation.

Understanding the impact of inclusion is vital to success. It is important that all the effort, time and money you are investing into your inclusion activities are translating into positive changes for your people.

What is impact measurement?

Impact measurement is the process of quantifying the long-term organisational change as a result of a particular action or activity. Understanding the impact of your inclusion activities ensures you are focusing on what will have the most meaningful and sustainable change for your organisation.

How do you measure impact?

Measuring inclusion can often seem like an impossible task, how do we capture feelings or emotions? but there are so many ways you can approach impact measurement in inclusion.

Your immediate thought might be feedback, testimonials and stories, this is qualitative data. Qualitative data is a great way of capturing the detail of your impact and how it has affected people directly. This is great for inspiring people and storytelling, but not as useful for understanding financial impact or wider cultural change.

You may also think of attendance number, engagement scores or grievance numbers, this is quantitative data. Quantitative data can help you understand a wider picture and put a numerical value to inclusion change. Whilst quantitative data is great for highlighting patterns and gaps, it doesn't always allow for the deeper context needed to understand the reason for a pattern.

This is why truly effective impact measurement is a mixture of both approaches. Using data from recruitment, HR systems and surveys to identify any patterns or barriers, then using personal stories and testimonials to understand the deeper context. This approach ensures you are able to make the most informed decisions and have the most meaningful impact, but also illustrates why good quality data is so vital for progressing inclusion. Without high quality data across diversity characteristics and the employee lifecycle, quality evaluation is just not possible.

When should you measure impact?

As often as you like is the simple question. We would advise you to explore your impact on a regular basis that works for your rate of change, that might be annually or it might be monthly.

It is also important that you are sharing this insight with your whole organisation. The detailed analysis and reports might be more focused at the board and leadership team. However, it is always good to share inclusion development insights in a simpler form with the whole organisation. You may want to share a simple infographic or data visualisation to help the wider organisation understand how your inclusion work has progressed or any changes that have been made.

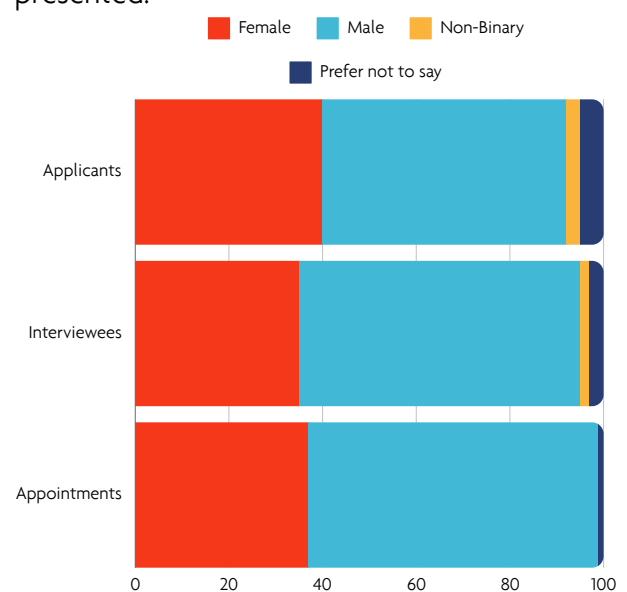
Using Evaluation to Build a Stronger Recruitment Process

For this event we were joined by Chris Buckley and Nicky Shearer from East Midlands Railways, who in 2023 achieved Gold in the Inclusive Employers Standard. They shared how they have used data and inclusion insight to evaluate their recruitment process and overcome a wide range of challenges. Here are some of the amazing insights and tips Chris and Nicky shared.

Tip 1: Present your data visually

“Back in 2015 one of our sister train operating companies (TOCs) was already working with Inclusive Employers, who had advised how to display their recruitment data. They were kind enough to share this information with us and we stole this with glee and continue to use this every evaluation period to review the fairness of our recruitment processes.”

Below is an example of how this data was presented.



Tip 2: Blind shortlisting works!

“We could see from our data, applicants from minoritised ethnic groups were at 16%, but at shortlisting dropped to 9% and on appointment dropped again to 4%. So we were curious as to what was going on there. There's a piece of research by [Marianne Bertrand](#) that showed bias around name had a significant impact on shortlisting outcomes. We were quite fortunate in that the applicant tracking system that we use for recruitment already had the functionality to turn on blind screening, which means that the recruiters can't see a person's name. So so we did. Afterwards we had 18% at application, 15% at interview and 11% at appointment. There was still an issue but it flattened the curve and made the process a lot more fair. It was a bit of a quick fix. Through identifying some appropriate research and evaluating our data and spotting the problem, we were also able to identify longer term fixes such as training around unconscious bias and representative recruitment panels.”

Tip 3: ‘See it to be it’ campaigns

“We engaged with our employee network groups to run what was later coined ‘See it to be it’ campaigns. This was an idea I got from cricket and the work of [Ebony Rainford-Brent](#). She talks a lot about showing people from particular backgrounds or groups doing the activity to help people see it can be a place for them.”

“We developed a video with [Temiloluwa](#), one of our black drivers, it's actually a really beautiful video. It shows a child, to show his boyhood dream and working through becoming a driver apprentice and training to be a driver. The campaign really landed well and increased the number of black applicants we had for our driver campaign at the time.”



“When we review the data around applicants from a minoritised ethnic groups we have significantly increased our proportion of applicants from 18% when we began looking at ways to increase the number of applicants from minoritised ethnic groups, up to 43% in 2024. I'm really pleased with the progress we've made in this area, our target for 2024 agreed with the Department for Transport was 27%. When these key campaigns are running I get particularly nerdy and excitable around monitoring the candidate data in detail, much to the annoyance of my Talent Team.”

“We also identified having a similar problems with female candidate attraction, and we've also been working since 2015 to drive female candidate attraction. But this is quite interesting from a data and evaluation perspective. We did a lot of the same things, changing the wording on job adverts, ‘see it to be it’ campaigns with a video featuring one of our female drivers who has come up from working as a customer welcome host, right up through the ranks to become a mainline driver. We saw our numbers increase and peak in 2022, then in post COVID society it's become hard to attract female applicants for our frontline roles. We've gone from 2015 to 2024 and we are actually back to the same place for female candidate numbers after the 2022 peak. But we are still able learn from it, it's okay to fail because you can still learn from the process and try something different”.

Tip 4: Beware of testing bias

“There is no industry standard for customer service psychometric testing, but to ensure we recruit people with good levels of attention and a good safety mind in safety critical roles we use the following tests the SAT (Safety Awareness Test) and SCAAT (Safety Concentration and Attention Test). Our talent business partner’s and hiring manager’s reported anecdotally that there was a drop off occurring when we conducted safety critical psychometric testing. We have been conducting the SAT & SCAAT tests digitally since 2021, this allowed us to map the results against people’s diversity data.”

“When exploring the data we found that applicants from minoritised ethnic groups were significantly less likely to pass than white applicants. This led to concerns, which we raised with OPC (the assessment body). Business psychologist Emily Wong from the OPC used EMR data to complete further analysis and data modelling, and found that there was a significant statistical difference in performance between Black and White candidates and White and Asian candidates on

the SAT and the SCAAT. This was likely due to a number of aspects in the test design, which had been developed from a white European cultural perspective. Following the findings of the research we worked with the OPC to explore the pass rates to find a pass rate for all applicants that did not unfairly disadvantage certain groups but maintained a high quality of skill.”

Tip 5: Plan, Do, Check, Act

Finally, Chris shared his love of the Shewhart model, otherwise known as the Plan-Do-Check-Act model, as a framework for regular quality control and keep your evaluation of inclusion progressing.

Plan - establish your process and desired outcomes.

Do - carry out the objectives you have identified.

Check - use your data and outcomes to establish if you achieved your goal or what changes need to be made to the process to allow you to do so.

Act - make the necessary improvements and start the process again.

Guest Speakers



Chris Buckley
Head of Organisation
Development
East Midlands Railway



Nicky Shearer
Organisation Development
and Culture Manager
East Midlands Railway

Helpful Resources

- [Diversity Data Guide](#)
- [Diversity Monitoring Form Guidance](#)

“Whilst it’s not journey complete, Gold accreditation certainly feels like a massive milestone for East Midlands Railway on the journey with Inclusive Employers, which started many moons ago in 2015”