

Equality Benefits Tool

Your Customers and You: Realising the Benefits in the Private Sector

introduction

Section 1

Investing in Equality and Diversity Makes Good Business Sense: The Proof

Section 2

Other Companies Have Tried It

Section 3

Getting Started

Section 4

Rate Your Performance on Equality for Your Customers

Section 5

What the Law Requires You to Do

Section 6

Benefits are Best for Equality Competent Companies

Templates

- Template A: **Equal Status Policy**
- Template B: **Equality Action Planning**
- Template C: **10 Steps to Equality and Diversity for Your Company**
- Template D: **Equality and Diversity Toolkit**
- Template E: **Equality and Diversity Customer Service Audit**
- Template F: **Including Equality and Diversity in the Workplace Environment**
- Template G: **Ways of Measuring Business Benefits of Equality and Diversity**
- Template H: **Measuring Implementation of Equality and Diversity at Organisational Level**



THE EQUALITY AUTHORITY
AN TÚDARÁS COMHIONANNAS



Introduction

Equality makes sense for business. Research has proved that investing in equality:

- contributes to the bottom line;
- builds a company's reputation with existing and potential customers;
- improves productivity;
- increases innovation and effective decision-making within companies;
- avoids costly legal battles that sap staff morale and damage the company's reputation with customers.

These days, businesses are faced with the following challenges:

- How to secure a competitive advantage?
- How to secure more customers?
- How to retain customers?
- How to do more with less.

Ireland's population and customer base are more diverse than ever. According to Census 2006, 11% of the population was non-Irish and 467,926 were over 65. Investing in equality helps a company to know its customers better, an essential step in retaining existing market share. It also helps companies to appreciate the potential within new markets. Making your premises disability-friendly may gain you new customers among people with disabilities and older people with disposable income. If you adapt your premises and a new customer with a disability is able to buy a product or service from you that s/he has not been able to get up to now, that customer is likely to be very satisfied with your business and to remain a loyal customer for the future.

Equality = New Customers

Community pharmacies undertaking a project to make their premises and services more accessible found that they got much more business from new customers with disabilities than they had anticipated. Customers with disabilities tended to buy a wide range of products at the pharmacies that had made efforts to meet their needs, becoming a valuable part of the pharmacies' business.

**Irish Pharmacy Union / Equality Authority:
Accessibility for Customers with Disabilities in
Community Pharmacies (2008)**

Navigation

- Main Contents

- Next Page

- Previous Page

- Next Section

- Previous Section

Print Instructions

To print this section:
print pages 02 - 03

Introduction

The tools featured are adapted from tools specifically tested on private sector companies in Ireland and internationally.

These tools will enable you to:

- develop an organisational approach to embedding equality and diversity in your customer service;
- audit your company to assess your company's current performance on equality and diversity for customers;
- create a workplace culture supportive of equality and diversity for customers;
- measure the impact of investing in equality and diversity.

Navigation

[- Main Contents](#)

[- Next Page](#)

[- Previous Page](#)

[- Next Section](#)

[- Previous Section](#)

Print Instructions

To print this section:
print pages 02 - 03

Section

1

Investing in Equality and Diversity Makes Good Business Sense: The Proof

[Main contents](#)

[Next page](#)

[Previous page](#)

[Next Section](#)

[Previous Section](#)

Section 1

Investing in equality and diversity can improve a company's business performance.

Research by the Equality Authority and the National Centre for Partnership and Performance in 2008 found that companies that invested in equality and diversity recorded increased productivity and innovation. The companies surveyed included multi-national and indigenous companies based in Ireland operating in a range of sectors.

Investment in equality and diversity led to increases of 6.5% in labour productivity and 7.9% in workforce innovation for the companies sampled.

Companies that invested in an overall package of strategic human resource management, diversity and equality, partnership and flexible working systems recorded the highest gains in terms of labour productivity and workforce innovation. They recorded an increase of 14.8% in labour productivity. In the companies surveyed, the gain in labour productivity for the company amounted to €299,992 per employee. Implementing a package of strategic human resource management, diversity and equality, partnership and flexible working systems increased workforce innovation by 12.2%. In the companies sampled, the increased workforce innovation generated on average €556,200 in sales from new products and services per company. This figure does not include potential future returns.

Patrick Flood et al.: New models of high performance work systems: the business case for strategic HRM, partnership and diversity and equality systems, Equality Authority / National Centre for Partnership and Performance (2008)

Equality - Positive for Business: the Results

- Evidence from 76 US minority-friendly firms indicated that these firms outperformed the market by achieving superior financial performance measured by return on investment, sales and equity.
- A study of the diversity of FTSE 100 directors in the UK found that there was a very strong link between high market capitalisation and the appointment of minority ethnic directors.
- A study of 353 Fortune 500 companies found that those with the highest female representation in senior management positions had 35% higher return on equity and 34% higher total return to shareholders than those with the lower level of female representation.

Kathy Monks: The Business Impact of Equality and Diversity, Equality Authority / National Centre for Partnership and Performance (2007)

Navigation

- Main Contents

- Next Page

- Previous Page

- Next Section

- Previous Section

Print Instructions

To print this section:
print pages 04 - 05

Section

2

Other Companies Have Tried It

[Main contents](#)

[Next page](#)

[Next Section](#)

[Previous page](#)

[Previous Section](#)

Section 2

Making the Most of Staff Expertise

BT in the UK has a system where members of its disabled employee network are consulted on new BT products to make sure that they are fully accessible. The BT lesbian, gay and bisexual network has also advised on targeting products to the LGBT community. (**Equality and Human Rights Commission: An Employer's Guide to Creating an Inclusive Workplace**)

When Cavan and Kildare County Councils undertook projects to make their services accessible to people with disabilities, they found that they got lots of good ideas from their own staff across their organisations. Developing a system for consulting staff about the project ensured that they got good ideas from all staff, not just those directly involved in services for people with disabilities. (**Equality Authority: Dara has the Craic**)

Are you making the most of the staff expertise in your organisation?

Do your staff have good ideas about equality?

Have you a system for consulting staff on improving your equality performance?

Think about what you say

North Wales Police have a ground rules initiative which spells out 10 behaviours and attitudes that are expected from staff in the workplace. One of these is 'think about what you say and how you say it'. All staff are also required to produce a document showing how they consider equality in their job. This helps staff to think about their own job and the equality issues that they will face. (**Equality and Human Rights Commission: An Employer's Guide to Creating an Inclusive Workplace**)

These initiatives ensure that staff show respect to members of the public and reduce the risk of offensive behaviour towards customers.

The initiative also helps to get staff to see the relevance of equality in their jobs.

Have you a code about how staff should interact with customers?

Are your staff trained to 'think about what they say and how they say it'?

Do your staff ever consider the equality issues that arise in their jobs?

Navigation

- Main Contents

- Next Page

- Previous Page

- Next Section

- Previous Section

Print Instructions

To print this section:
print pages 06 - 07

Section

3

Getting Started

[Main contents](#)

[Next page](#)

[Previous page](#)

[Next Section](#)

[Previous Section](#)

Section 3

Your company may be starting on its road to equality or it may have a long track record on equality. That will determine your next steps. Your next steps can be small or large depending on your company's capacity.

If you have never taken action on equality and have limited resources for action

You could:

- Review a sample of organisational policies to see if they mention equality;
- Consult staff to get their views on how to include equality better in what they do;
- Hold a focus group of customers to get their views on your services / products;
- Talk to representative groups of some of the equality grounds to get their views on equality and your company;
- Look at the websites of equality organisations to see what advice they can give;
- Ask the Equality Authority for advice.

If you have an equality officer and want to go to the next level of equality

You could:

- Ensure that staff receive training on equality and diversity;
- Check to ensure that the content of existing equality and diversity training is adequate;
- Prepare or refresh your equal status policy for customers (see TEMPLATE A);
- Develop a system to ensure that equality is included in decision-making on new products or services.

Navigation

- Main Contents

- Next Page

- Previous Page

- Next Section

- Previous Section

Print Instructions

To print this section:
print pages 08 - 09

If you want to get the full benefits of investing in equality

You could:

- Undertake an equality audit of your customer services (see TEMPLATES D and E);
- Develop an equality action plan (see TEMPLATES B and C);
- Take action to ensure that your workplace culture promotes equality and diversity (see TEMPLATE F);
- Introduce a system to measure your equality performance (see TEMPLATES G and H).

Key Tips

Start to take action now. The longer you leave it, the harder it will be for your company to get the benefits of investing in equality.

Make sure that there is organisational commitment for what you plan to do. Your equality initiatives need to remain in place even if you move to a new job.

4

Section

Rate your Performance on Equality for your Customers

[Main contents](#)

[Next page](#)

[Previous page](#)

[Next Section](#)

[Previous Section](#)

Section 4

- 1.** Is your company aware that investing in equality for your customers can yield benefits for your business?
- 2.** Has your company taken action to find out the equality needs of your customers?
- 3.** Has your company ever engaged with organisations representing customers from across the nine equality grounds to find out the equality needs of customers or potential customers?
- 4.** Does your company know if there are barriers preventing potential customers from accessing your goods and services?
- 5.** Do you have any feedback mechanisms to enable customers or potential customers from across the nine equality grounds to rate your goods and services?
- 6.** Is your company fully compliant with the Equal Status Acts 2000 to 2008?
- 7.** Does your company combat discrimination against all customers and potential customers?
- 8.** Does it promote equality of access to your goods and services for customers and potential customers?
- 9.** Does it make reasonable accommodation for customers or potential customers with disabilities?
- 10.** Does your company have an equal status policy outlining its commitment to equality for customers?
- 11.** Have you a system for implementing the equal status policy?
- 12.** Have you allocated responsibility for implementing the equal status policy to a particular employee or employees?
- 13.** Is there top-level commitment to implementing the policy?
- 14.** Is it clear to your employees that managers in your company take seriously the task of implementing the policy?
- 15.** Have you a system for reviewing the policy?
- 16.** Do you have indicators for measuring your performance on equality and diversity?
- 17.** Are equality and diversity integrated in business planning and objectives?

Navigation

- Main Contents

- Next Page

- Previous Page

- Next Section

- Previous Section

Print Instructions

To print this section:
print pages 10 - 11

Section

5

What the law requires you to do

[Main contents](#)

[Next page](#)

[Previous page](#)

[Next Section](#)

[Previous Section](#)

Section 5

The Equal Status Acts 2000-2008 cover equality in the provision of goods and services while the Employment Equality Acts 1998-2008 cover equality in relation to employment across nine equality grounds.

Equality Grounds

Discrimination is prohibited on the following nine grounds:

- **Gender:** a man, woman or transsexual person;
- **Civil status:** covering a person who is single, married, separated, divorced or widowed;
- **Family status:** covering a person who is pregnant, a parent of a person under 18 or the resident primary carer or parent of a person with a disability;
- **Sexual orientation:** covering a person who is gay, lesbian, bisexual or heterosexual;
- **Religion:** covering different religious belief, background or none;
- **Age:** this applies to persons over 18 except for the provision of car insurance to licensed drivers under that age;
- **Race:** encompassing race, skin colour, nationality or ethnic origin;
- **Traveller community:** covering people who are commonly called Travellers and identified by Travellers and others as people with a shared history, culture and traditions, identified historically as a nomadic way of life;
- **Disability:** covering people with physical, intellectual, learning, cognitive or emotional disabilities and a range of medical conditions.

Navigation

- Main Contents
 - Next Page
 - Previous Page
 - Next Section
 - Previous Section
-

Print Instructions

To print this section:
print pages 12 - 14

The Equal Status Acts 2000-2008:

- promote equality;
- prohibit discrimination (with some exemptions);
- prohibit sexual harassment and harassment;
- prohibit victimisation;
- require reasonable accommodation of people with disabilities;
- allow a broad range of positive action measures.

The Equal Status Acts 2000-2008 apply to people / organisations who:

- buy and sell a wide variety of goods;
- use or provide a wide range of services;
- obtain or dispose of accommodation;
- attend or are in charge of educational establishments.

There are separate provisions on discriminatory clubs.

Discrimination

There are three types of discrimination covered by the Acts:

Direct discrimination: is defined as the treatment of a person in a less favourable way than another person is, has been or would be treated, in a comparable situation on any of the nine grounds which exists, existed, may exist in the future or is imputed to the person concerned.

Indirect discrimination happens where there is less favourable treatment by impact or effect. It occurs where people are refused a service, for example, not explicitly on account of a discriminatory reason but because of a provision, practice or requirement which they find hard to satisfy.

Section 5

Discrimination by association happens where a person associated with another person (belonging to the discriminatory ground) is treated less favourably because of that association.

Reasonable Accommodation

Business providing goods and services must do all that is reasonable to accommodate the needs of a person with a disability. However, they are not obliged to provide special facilities or treatment when this amounts to more than a nominal cost. Nominal cost depends of the size and resources of the business involved.

Navigation

- Main Contents

 - Next Page

 - Previous Page

 - Next Section

 - Previous Section
-

Print Instructions

To print this section:
print pages 12 - 14

Section 6

**Benefits are best for equality
competent companies**

[Main contents](#)

[Next page](#)

[Next Section](#)

[Previous page](#)

[Previous Section](#)

Section 6

Why your organisation should become equality competent

Equality benefits are strongest when an organisation develops its equality competence in a structured way. An ad hoc ad hoc approach is much less effective in achieving optimal results.

What are equality competent companies?

Equality competent companies are those with structures, policies, practices and procedures into which equality is embedded as a matter of course.

Four ingredients which must be in place for the company to be equality competent:

- Equality framework;
- Equality policies;
- Equality committee;
- Equality and diversity training.

Organisational Framework for Equality

The organisational framework for equality should set out the organisation's procedures for ensuring that it does not discriminate against either its employees or its service users/customers. It should address how the organisation will develop a culture and practice that values equality and diversity. It should establish how the organisation will make the adjustments necessary across the nine equality grounds to ensure full equality in practice.

Equality Action Plan

The development of an equality action plan is the best way of ensuring that the changes necessary to create a pro-equality organisational culture are achieved.

The equality action plan establishes equality objectives to be pursued by the organisation with targets and timescales that will enable progress to be tracked.

These objectives should be based on an equality review of current policies and practice. The review should be done in partnership with trade unions or employee representatives.

You should recommend that the organisation develop as a key action in its organisational framework for equality:

- An employment equality policy to cover equality for employees;
- An equal status policy to cover equality for service users.

What is an Employment Equality Policy?

An employment equality policy is a statement of commitment by the organisation identifying actions to be taken to promote equality and to prevent discrimination with regard to the employees of the organisations.

It should cover the following areas:

- The overall structure for achieving progress on equality issues;
- Recruitment and the advertising of jobs;
- The interview process;
- Job orientation and job induction;
- Career promotion and progression.

What is an Equal Status Policy?

An equal status policy is a statement of the organisation's commitment to equality, diversity and non-discrimination for customers or service users from across the nine equality grounds. It should identify the actions to be taken by the

Navigation

- Main Contents
 - Next Page
 - Previous Page
 - Next Section
 - Previous Section
-

Print Instructions

To print this section:
print pages 15 - 17

Section 6

organisation to prevent discrimination, to accommodate diversity and to promote equality in the provision of goods and services.

How should these processes be implemented?

It is essential to establish an Equality Committee to support the implementation of the organisational framework for equality.

The Equality Committee should have the following terms of reference:

- To sustain a focus on the employment equality and equal status policies in all sections and at all levels of the organisation;
- To ensure that the commitments included in the employment equality and equal status policies are implemented;
- To support the development of an equality action plan;
- To keep the employment equality and equal status policies under review;
- To report to senior management on the progress made in implementing the commitments in the employment equality and equal status policies.

Navigation

[- Main Contents](#)

[- Next Page](#)

[- Previous Page](#)

[- Next Section](#)

[- Previous Section](#)

Print Instructions

To print this section:
print pages 15 - 17

- The Equality Committee on which trades unions or employee representatives should be represented;
- Top level management support;
- An equality officer(s). An equality officer – or officers – should be allocated responsibility for driving the implementation of the equality action plan.

Equality and Diversity Training

An equality and diversity training strategy should be developed. This strategy should identify the range of staff training needs in terms of equality.

Implementation

- If the equality commitments in the employment equality and equal status policies are to be implemented successfully, there should be 3 separate drivers for equality:

Equality Templates

- Template A: [Equal Status Policy](#)
 - Template B: [Equality Action Planning](#)
 - Template C: [10 Steps to Equality and Diversity for Your Company](#)
 - Template D: [Equality and Diversity Toolkit](#)
 - Template E: [Equality and Diversity Customer Service Audit](#)
 - Template F: [Including Equality and Diversity in the Workplace Environment](#)
 - Template G: [Ways of Measuring Business Benefits of Equality and Diversity](#)
 - Template H: [Measuring Implementation of Equality and Diversity at Organisational Level](#)
-

Main contents

[Next page](#)

[Next Section](#)

[Previous page](#)

[Previous Section](#)

Templates

Template A

- Template B
- Template C
- Template D
- Template E
- Template F
- Template G
- Template H

Navigation

- Main Contents
- Next Page
- Previous Page
- Next Template
- Previous Template

Print Instructions

To print this template:
print pages 19 - 23

Template A: Equal Status Policy

Introduction

The purpose of [insert name of company] equal status policy is to:

- Identify [...] commitment to combating discrimination, accommodating diversity and promoting equality.

This equal status policy reflects [...] commitment to meeting its obligations under the Equal Status Acts 2000 to 2008 which prohibit discrimination (including harassment, sexual harassment and victimisation) in the provision of goods and services to members of nine equality grounds (gender, civil status, family status, religion, age, disability, sexual orientation, race and membership of the Traveller community).

This policy has been developed in consultation with staff and customers from across all of the nine grounds and from local organisations representing groups experiencing inequality.

Statement of Commitment

Equality

[...] seeks to ensure that the goods and services that it provides:

- are free from discrimination, sexual harassment, harassment and victimisation;
- accommodate diversity across the nine grounds covered by the equality legislation and meet needs that are specific to particular groups of customers;

- make reasonable accommodation for customers with disabilities;
- seek to benefit all customers from across the nine grounds by promoting equality and implementing positive action measures where necessary.

[...] will not tolerate discrimination, sexual harassment, harassment or victimisation of customers by employees and non employees, such as other service users or contractors. Such behaviour may lead to disciplinary action (in the case of employees) or to other sanctions such as suspension of contractors or exclusion from our premises (in the case of non-employees).

Mainstreaming

[...] seeks to ensure that the needs of customers from across the groups covered by the equality legislation are taken to account in the planning, design and delivery of its programmes.

Other policies

This policy should be read in conjunction with [...] other policies (specify).

Complaints

A complaints procedure is established under this equal status policy. [...] will treat all complaints by service users with fairness and sensitivity and in as confidential a manner as possible.

Templates

Template A

- Template B
- Template C
- Template D
- Template E
- Template F
- Template G
- Template H

Navigation

- Main Contents
- Next Page
- Previous Page
- Next Template
- Previous Template

Print Instructions

To print this template:
print pages 19 - 23

Taking Action

Communication with Customers

Materials

Information, course and other materials produced for and by [...] will be provided in a relevant and accessible manner to customers from across the nine grounds. This includes using:

- Different formats such as Braille and large print;
- Different media such as an accessible website;
- Different languages.

Promotional Materials

Materials produced to promote [...] activities will be non discriminatory and will communicate the company's commitment to equality for customers.

Direct Contact

In its direct contact with service users, [...] seeks to ensure that:

- Customers are dealt with in a considerate, courteous and professional manner;
- Customers experience a harassment free environment;
- Language barriers are effectively addressed, including through the use of interpreters;
- Reasonable accommodation is made for people with disabilities.

Customer feedback

[...] encourages the participation in their feedback systems of customers from across the nine grounds and from

organisations representing groups experiencing inequality. These feedback systems include comment cards, website questionnaires, service user panels and regular meetings with representative organisations.

Accommodating diversity

[...] will accommodate the diversity of customers across the nine grounds by:

- Actively identifying and addressing customer needs across the nine grounds;
- Providing reasonable accommodation for customers with disabilities;
- Ensuring flexibility in the provision of goods and services so as to allow for the diversity of customers to be accommodated;
- Taking positive action measures to promote equality in practice for disadvantaged persons by providing facilities, arrangements, services and assistance required to cater for the special needs of customers.

Reasonable accommodation of people with disabilities

[...] seeks to anticipate the requirements of customers with disabilities (including those with physical, intellectual and sensory disabilities and mental health issues) and to ensure that customers with disabilities are not excluded by physical, systemic, attitudinal or communication barriers. [...] takes steps to assess the needs of individual customers with disabilities and to identify how best to meet these needs.

[...] seeks to ensure that:

- The physical environment in its buildings and surrounding grounds are accessible and free from barriers (specify how);

Templates

Template A

- Template B
 - Template C
 - Template D
 - Template E
 - Template F
 - Template G
 - Template H
-

Navigation

- Main Contents
 - Next Page
 - Previous Page
 - Next Template
 - Previous Template
-

Print Instructions

To print this template:
print pages 19 - 23

- Goods / services are provided using flexible systems, trained staff and clear procedures;
- Alternative methods of making services / goods available are provided where appropriate and reasonable;
- Communication strategies and materials are accessible;
- Staff communicate effectively with customers with disabilities and do not display patronising attitudes or make assumptions about people's abilities or inabilities.

[...] seeks to provide an environment where, in dialogue with staff, a person with a disability can identify their needs and how these can be met.

Promoting equality

[...] will conduct an equal status review at appropriate intervals. These reviews will examine:

- The current diversity of customers;
- Staff and service user perceptions of equality and diversity issues and the [...] performance in addressing these.

[...] will prepare an equality action plan on foot of the equal status review.

Implementation

Management is responsible for implementing this policy and for ensuring that customers do not experience discrimination, that diversity is accommodated and that equality is promoted for customers.

All staff should cooperate in the development and implementation of policies and procedures to promote equality for customers.

Non employees should also cooperate with this policy.

A senior member of staff or an equality officer has responsibility for promoting the effective implementation of this policy.

[Actions to implement the policy will be included in the organisation's strategic plan / business plan.]

Communicating this Policy

[...] is committed to communicating this policy to:

- All staff;
- Customers;
- Potential customers;
- Business contractors;
- Trade unions;
- Local organisations representing groups experiencing inequality.

This policy will be communicated through:

- Publication and dissemination of the policy;
- Provision of training on the policy to all staff;
- Display of the policy in public areas of the organisation;
- Reference to the policy in all business contracts;
- Reference to the policy in information materials;
- Staff handbooks.

Templates

Template A

- Template B
 - Template C
 - Template D
 - Template E
 - Template F
 - Template G
 - Template H
-

Navigation

- Main Contents
 - Next Page
 - Previous Page
 - Next Template
 - Previous Template
-

Print Instructions

To print this template:
print pages 19 - 23

Equality Infrastructure

Equality Committee

An Equality Committee / Equality Action Team / Working Group on specific equality issues will support implementation of this policy.

It should have the following terms of reference:

- To sustain a focus on the employment equality and equal status policies of the company;
- To ensure that the commitments included in the employment equality and equal status policies are implemented;
- To support the development of an equality action plan;
- To keep the employment equality and equal status policies under review;
- To report to management on the progress made in implementing the commitments in the employment equality and equal status policies.

Equality and Diversity Training

[...] undertakes to develop an equality and diversity training strategy to develop a programme of training aimed at providing staff with:

- A knowledge and understanding of the equality infrastructure and equality policies for their company;
- Information on the Employment Equality Acts 1998 to 2008 and the Equal Status Acts 2000 to 2008;
- Awareness of the differing needs of groups that experience inequality across the nine grounds covered by the equality legislation;

- Skills to enable them to promote equality, combat discrimination and accommodate diversity in their interaction with other employees and with customers;
- Skills to assess the needs of customers with disabilities as well as those of customers across all nine grounds.

Customer Officer and Complaints

A ... staff member will have responsibility to ensure that:

- customers with disabilities have their needs assessed and are reasonably accommodated;
- the needs of customers from across the nine grounds are assessed and reasonably accommodated;
- the complaints procedure is managed in relation to allegations of discrimination or of failure to make reasonable accommodation.

[...] will maintain an accessible system for dealing with any complaints under this policy. This system will be fair and as confidential as possible.

The complaints procedure will involve:

- a fair and transparent investigation of all complaints;
- Timescales within which customers will receive responses to complaints.

This system does not affect the individual's right to bring a complaint under the Equal Status Act 2000 to 2008.

Monitoring and review

[...] will actively seek feedback from customers and staff on the implementation of this policy.

Templates

Template A

- Template B
- Template C
- Template D
- Template E
- Template F
- Template G
- Template H

Data will be collected to identify the degree to which the policy is successfully promoting equality for customers. The data collected will be treated in confidence and will comply with data protection legislation.

The operation of this policy will be evaluated on a regular basis and this policy will be updated accordingly.

[... will report on the implementation of this policy and of its equality action plan in its annual report.]

Navigation

- Main Contents
 - Next Page
 - Previous Page
 - Next Template
 - Previous Template
-

Print Instructions

To print this template:
print pages 19 - 23

Templates

- Template A

Template B

- Template C
- Template D
- Template E
- Template F
- Template G
- Template H

Navigation

- Main Contents
 - Next Page
 - Previous Page
 - Next Template
 - Previous Template
-

Print Instructions

To print this template:
print page 24

Template B: Equality Action Planning

Nine Steps to Embedding Equality in Your Organisation

Phase 1: Begin Process

Step one: Secure management support

Step two: Provide initial equality training for staff involved in equality action planning

Phase 2: Gather Information

Step three: Review equality performance of the organisation

Step four: Consult with groups representing the nine equality grounds

Phase 3: Undertake Equality Action Planning

Step five: Develop equality action plan based on your equality review and the consultation process with equality groups

Step six: Develop or amend organisational policies where necessary as part of your equality action plan

Step seven: Provide equality training for staff of your organisation

Step eight: Implement the equality action plan

Step nine: Monitor your equality action plan

Templates

- Template A
- Template B

Template C

- Template D
- Template E
- Template F
- Template G
- Template H

Navigation

- Main Contents
 - Next Page
 - Previous Page
 - Next Template
 - Previous Template
-

Print Instructions

To print this template:
print page 25

Template C: 10 Steps to Equality and Diversity for Your Company

- 1.** Develop awareness and knowledge of equality and diversity issues.
- 2.** Develop a systematic approach to equality and diversity in your organisation.
- 3.** Create an organisational culture based on equality and diversity.
- 4.** Provide leadership from the top.
- 5.** Designate responsibility.
- 6.** Develop an equality-friendly recruitment process.
- 7.** Promote equality through staff development and training.
- 8.** Develop and provide equality-friendly services.
- 9.** Develop a collaborative approach.
- 10.** What gets measured gets done - monitoring and evaluation.

**Irish Hospitality Institute / Equality Authority / D.I.T.
Tourism Research Centre: 10 Steps to Equality and
Diversity for the Irish Hospitality Sector (2008)**

Templates

- Template A
 - Template B
 - Template C
- Template D**
- Template E
 - Template F
 - Template G
 - Template H

Template D: Equality and Diversity Toolkit

(Model produced by Athlone Chamber and Collane HR for the Athlone Promoting Workplace Equality Project)

Topic Areas

1. Sales & Marketing
2. HR
3. Finance
4. Operations
5. R&D (Innovation & Creativity)
6. IT
7. Strategy & Planning
8. Product
9. Social
10. Environmental

Key to Scoring

1. **SD** Strongly Disagree

2. **D** Disagree

3. **N** Neither Agree nor Disagree

4. **A** Agree

5. **SA** Strongly Agree

Rate your business on a scale of 1 to 5



1. Sales & Marketing

Our company's Equality & Diversity policy ...

Supports dynamic customer access and interface

1 2 3 4 5

Policy: We ensure access to facilities (sales space, amenities, etc.), products and access to sales people to all of our customers regardless of ability / disability, language barriers or across cultural barriers. Our dynamic approach combines fixed mechanisms (such as policies, structural design (e.g. wheelchair ramps)) and ad hoc responses by staff according to the need presented.

Evidence: Design standards of our facilities, layout, signage, products, training standards for staff, customer comments, etc

Measurement Areas: Increased (foot) traffic, sales, reduced complaints, increased customer satisfaction

Uses experience to inform on-going customer care training

1 2 3 4 5

Policy: We apply what we learn from our customers when solving day to day customer problems, from feedback to up-selling and other sales techniques, etc. and update our training programmes in order to make us even more effective in selling to a diverse customer base

Evidence: Sales reports and product trend analysis, customer comments and other feedback, staff briefing notes / meeting agendas or minutes, training standards

Measurement Areas: Increased (foot) traffic, sales, reduced complaints, increased customer satisfaction

To print this template:
print pages 26 - 38

Templates

- Template A
- Template B
- Template C

Template D

- Template E
- Template F
- Template G
- Template H

Navigation

- Main Contents
- Next Page
- Previous Page
- Next Template
- Previous Template

Print Instructions

To print this template:
print pages 26 - 38

1. Sales & Marketing (continued)

Our company's Equality & Diversity policy ...

Expands our customer base



Policy: We capitalise on the diversity among our staff to develop product ideas or marketing techniques that appeal to a wider or different market / customer base.

Evidence: Staff records, meeting agendas / minutes, suggestion programme records, purchasing requests, stock lists, marketing design and finished material

Measurement Areas: Customer analysis, increased (foot) traffic, sales reports, customer comments, customer requests, increased customer satisfaction

Appeals to our market



Policy: We use our equality and diversity position as a lever to enhance our company image or brand.

Evidence: Marketing materials, corporate level awards, publicity, web content, customer comments, press ratings, consumer guides, etc.

Measurement Areas: Customer feedback, market analysis

Enhances our market position.



Policy: We use our equality and diversity position, directly or indirectly, to capture a larger market share.

Evidence: Sales trends, market reports

Measurement Areas: Customer feedback, market share analysis, consumer reports

Enhances our status within the marketplace



Policy: We use our equality and diversity position to add substance and credibility to award nominations, as part of national and international standards packages and to all our community based programmes / initiatives.

Evidence: Industrial or sectoral award nomination packages, standards and ratings applications and assessments, community based news and awards, press releases, supply chain audits

Measurement Areas: Feedback on submissions, receipts of awards and standards, etc.

Adds to our competitive edge



Policy: We have specific plans, policies and procedures for applying our equality and diversity position toward creating a competitive advantage.

Evidence: Strategic planning documents, AGM minutes and reports, internal communications / memorandums, marketing plans and guidelines, promotion drafts, etc.

Measurement Areas: Competitor analysis, market share analysis and trends, supply chain audits

Templates

- Template A
- Template B
- Template C

Template D

- Template E
- Template F
- Template G
- Template H

Navigation

- Main Contents
- Next Page
- Previous Page
- Next Template
- Previous Template

Print Instructions

To print this template:
print pages 26 - 38

2. HR

Our company's Equality & Diversity policy ...

Informs job descriptions and person specifications.

1 **2** **3** **4** **5**

Policy: We ensure job descriptions and person specifications are not based on stereotypes; we use these documents to point us to the right person and the right characteristics.

Evidence: Job descriptions, person descriptions, recruitment records, employment statistics

Measurement Areas: Employee diversity

Informs advertising of vacancies.

1 **2** **3** **4** **5**

Policy: We vet our job advertising to ensure the right people are not discouraged from replying.

Evidence: Job advertisements, CVs received, diversity reflected in applications and interviews

Measurement Areas: Employee diversity

Informs internal promotions

1 **2** **3** **4** **5**

Policy: We promote for potential and not just for past performance. For us potential means adaptability to emerging markets and trends as well as maturing product lines.

Evidence: Strategic plans, policy documents, instructions for promotion panels, promotion records, etc.

Measurement Areas: Management diversity

Informs 'performance enhancing' policy development (i.e. Work-Life Balance)

1 **2** **3** **4** **5**

Policy: We work to implement measures that improve productivity by releasing the pressure of concerns outside of employment as quickly as possible and allowing people to really focus on their work when work requires focus.

Evidence: Work-life balance policy, procedures and measures

Measurement Areas: Employment records (attendance, absenteeism, sick pay, etc), employee suggestions, staff grievances, accommodation requests, feedback and appraisal documents, etc.

Is reflected in benefits provided to employees? (insurance, bonuses, pensions, etc.) (see also Finance)

1 **2** **3** **4** **5**

Policy: We ensure all benefits are accorded to the position and not the person and that benefits are tailored to generate maximum impact for the individual.

Evidence: Records relating to benefits, contracts or Statements of Terms and Conditions of Employment

Measurement Areas: Employment records, employee suggestions, staff grievances, accommodation requests

Templates

- Template A
- Template B
- Template C

Template D

- Template E
- Template F
- Template G
- Template H

Navigation

- Main Contents
- Next Page
- Previous Page
- Next Template
- Previous Template

Print Instructions

To print this template:
print pages 26 - 38

2. HR (continued)

Our company's Equality & Diversity policy ...

Guides internal reviews of policies and procedures (work patterns, absences, instances of incapacity, etc.)

1 **2** **3** **4** **5**

Policy: We ensure policies are applied according to merit on a case-by-case basis in order to maximise the impact and effectiveness of any personnel measures taken—there are no 'cookie cutter' responses to 'individual' needs.

Evidence: Policies and policy reviews, grievances, disciplinary records, personal productivity measures, etc.

Measurement Areas: Policy and procedure effectiveness, employment records, employee grievances, production records, quality records, etc.

Encourages employee participation in company based social activities

1 **2** **3** **4** **5**

Policy: We encourage harmony among staff by being creative in team building, recreation and other activities.

Evidence: Records of events and participation, event committee minutes and records, grievances, disciplinary records, team performance records, team and personal productivity measures, etc.

Measurement Areas: Event attendance and feedback, employee complaints or grievances, suggestion programme inputs, production records, quality records, etc.

Inspires opportunities (time and space) for personal expression and enhances morale

1 **2** **3** **4** **5**

Policy: We encourage reasonable and responsible personal expression that balances individual rights with respect for others; we encourage open debate on opinions, honest exploration of fact and avoid positions that stifle innovation and creativity.

Evidence: Employee satisfaction, morale indicators, product innovation, creativity, problem solving, grievances and complaints, disciplinary records, personal productivity measures, etc.

Measurement Areas: Morale and satisfaction, product innovation, problem resolution, employment records, employee grievances, production records, quality records, etc.

Moderates or mitigates management responses to individual issues as appropriate

1 **2** **3** **4** **5**

Policy: We consistently evaluate the impact of management decisions on staff and strive to balance the needs of the many (including the long-term interests of the company) against the needs of the few. All staff decisions are taken with the future in mind. Diversity and equality are established as key long-term interests

Evidence: Internal reviews, supply chain audits, management meeting minutes, employment records, strategic plans

Measurement Areas: Employment records, employee grievances, production/productivity records, quality records, etc.

Templates

- Template A
- Template B
- Template C

Template D

- Template E
- Template F
- Template G
- Template H

Navigation

- Main Contents
 - Next Page
 - Previous Page
 - Next Template
 - Previous Template
-

Print Instructions

To print this template:
print pages 26 - 38

3. Finance

Our company's Equality & Diversity policy...

Influences financial decisions (productivity vs. bottom line cost)

1 **2** **3** **4** **5**

Policy: We recognise the cost of creativity, innovation and opportunity and the implicit importance of individual contributions in these areas to the overall success of the business. We constantly evaluate contributions, current and potential, and weigh financial decisions accordingly.

Evidence: Corporate accounts (daily, weekly, monthly, annual), employment related financial records (including individual performance and cost analysis such as 'profit per employee'), planning documents, cost analysis, performance trends and forecasts, etc.

Measurement Areas: Profitability trends and forecasts

Allows us to place a premium price on our product

1 **2** **3** **4** **5**

Policy: We use our equality & diversity position to add value to our goods / services and to lever higher prices from the marketplace.

Evidence: Market analysis, pricing strategies, brand recognition and association, tendering, etc.

Measurement Areas: Customer opinion, market opinion (includes competitors, supply chain, alliances, etc.)

Allows us to optimise our volume

1 **2** **3** **4** **5**

Policy: We use our equality & diversity position to create broader demand for our goods / services.

Evidence: Market analysis, order analysis, customer feedback

Measurement Areas: Preferred provider status, special requests and orders, etc.

Enhances our cost effectiveness

1 **2** **3** **4** **5**

Policy: We use our equality & diversity position to generate a broader range of ideas and initiatives for reducing or optimising costs of sales.

Evidence: Internal reviews and audits, annual accounts, continuous improvement programme records, management meeting minutes, suggestions, strategic plans

Measurement Areas: Target related performance trends, process improvement, etc.

Templates

- Template A
- Template B
- Template C

Template D

- Template E
- Template F
- Template G
- Template H

Navigation

- Main Contents
- Next Page
- Previous Page
- Next Template
- Previous Template

Print Instructions

To print this template:
print pages 26 - 38

4. Operations

Our company's Equality & Diversity policy ...

Informs the design of production / operations related facilities and equipment

1 **2** **3** **4** **5**

Policy: We consider equality & diversity related issues when planning upgrades to facilities and equipment (including issues such as access requirements, ease of use, hygiene & toileting, special dietary requirements, additional space requirements, etc.).

Evidence: Internal reviews and audits, strategic plans, facility reviews and plans

Measurement Areas: Performance trends, process improvement, productivity and utilisation rates.

Facilitates clarity in all internal communications

1 **2** **3** **4** **5**

Policy: We monitor all our communications, internal and external, to ensure our messages are never lost, confused or left unclear because of differences in perspectives relating race, religion, ethnic origin or other significant aspect of diversity.

Evidence: Quality reviews, incident investigations and reports, site safety records, grievance and disciplinary records

Measurement Areas: Performance trends, wastage, rework, etc.

Implementing technology

1 **2** **3** **4** **5**

Policy: We consider the impact of difference when introducing new technologies to the workplace.

Evidence: Internal reviews and audits, continuous improvement programme records, management meeting minutes, suggestions, strategic plans

Measurement Areas: Rework, productivity, cost efficiency.

Influences the selection of mentors and advisors

1 **2** **3** **4** **5**

Policy: The ability to recognise and understand the impact of equality and diversity on interpersonal communications and relationships is a key criterion when selecting, appointing and training mentors, business advisors and in-company trainers.

Evidence: Personnel plans, advertisements, position criteria, position / performance evaluations, etc.

Measurement Areas: Learning retention and implementation, process improvements, etc.

Influences the training of trainers

1 **2** **3** **4** **5**

Policy: We incorporate equality & diversity into all training for trainers including formal training courses and on-the-job training.

Evidence: Training plans and records, calls for tender, trainer specifications

Measurement Areas: Training participation, learning retention and implementation, process improvements, etc.

Templates

- Template A
- Template B
- Template C

Template D

- Template E
- Template F
- Template G
- Template H

Navigation

- Main Contents
 - Next Page
 - Previous Page
 - Next Template
 - Previous Template
-

Print Instructions

To print this template:
print pages 26 - 38

4. Operations (continued)

Our company's Equality & Diversity policy ...

Drives high performance operations (includes scheduling, timing, procedures)

1 **2** **3** **4** **5**

Policy: We recognise the impact of equality & diversity on individual and team performance and use our knowledge of our people to create and maintain a high performance work environment.

Evidence: Team training records, performance objectives and relating planning and development documents; personnel schedules, staff grievances and complaints

Measurement Areas: Target related performance trends, reliability and attendance

Influences operations related management decisions

1 **2** **3** **4** **5**

Policy: We ensure our decisions respect and capitalise on the diversity of our staff.

Evidence: Management training documents and records, management reports

Measurement Areas: Target related performance trends, process improvement, employee morale, suggestion programmes and process improvement inputs

Templates

- Template A
- Template B
- Template C

Template D

- Template E
- Template F
- Template G
- Template H

Navigation

- Main Contents
 - Next Page
 - Previous Page
 - Next Template
 - Previous Template
-

Print Instructions

To print this template:
print pages 26 - 38

5. R&D (Innovation & Creativity)

Our company's Equality & Diversity policy ...

Is a determining factor in defining the make-up of design and innovation teams

1 2 3 4 5

Policy: We choose team members for the breadth of experience, insight and perspective they can bring to bear on any given project, task or problem. We recognise the value of both traditional and non-traditional thinking and therefore work to increase the diversity of our contributors.

Evidence: Team rosters, instructions and outputs

Measurement Areas: product or service innovation

Drives 'blue ocean' type conceptual thinking*

1 2 3 4 5

Policy: We understand that 'old thinking' does not spawn new ideas. We continually work to allow every person in the company to be part of our 'idea factory' and to contribute to our future.

Evidence: Team assignments, suggestions, process and product improvement recommendations, rewards and incentives programmes, etc.

Measurement Areas: Product and service innovation, new markets, wider market space, etc.

Templates

- Template A
- Template B
- Template C

Template D

- Template E
- Template F
- Template G
- Template H

Navigation

- Main Contents
 - Next Page
 - Previous Page
 - Next Template
 - Previous Template
-

Print Instructions

To print this template:
print pages 26 - 38

6. IT

Our company's Equality & Diversity policy ...

Informs system design

1 **2** **3** **4** **5**

Policy: We ensure all our IT systems are adaptable. We use technology to encourage access, participation and contribution.

Evidence: IT Strategy / plans, purchasing specifications, etc..

Measurement Areas: Productivity, reliability, efficiency, communications, etc.

Informs equipment and software decisions

1 **2** **3** **4** **5**

Policy: We challenge suppliers to prove the accessibility and adaptability of their product / system and tap into our diversity to trial new equipment, programmes and services.

Evidence: Product specifications, test results, communications records, requests for tender, etc.

Measurement Areas: Employee satisfaction, morale, efficiency, purchasing effectiveness

Forms the cornerstone of accessibility (user friendliness) considerations

1 **2** **3** **4** **5**

Policy: We understand that a person's ability to make a contribution depends upon their access to information, communication, learning, tools and equipment.

Evidence: Product specifications, test results, communications records, requests for tender, etc

Measurement Areas: Employee satisfaction, morale, efficiency, purchasing effectiveness, personal performance

Templates

- Template A
- Template B
- Template C

Template D

- Template E
- Template F
- Template G
- Template H

Navigation

- Main Contents
 - Next Page
 - Previous Page
 - Next Template
 - Previous Template
-

Print Instructions

To print this template:
print pages 26 - 38

7. Strategy & Planning

Our company's Equality & Diversity policy...

Is a determinant composition of decision making teams

1 **2** **3** **4** **5**

Policy: We choose team members for the breadth of experience, insight and perspective they can bring to bear on any given project, task or problem. We recognise the value of both traditional and non-traditional thinking and therefore work to increase the diversity of our decision makers.

Evidence: Team rosters, instructions, personnel records, awards and recognition

Measurement Areas: Innovation and creativity, problem solving, in-house solutions.

Is used to expand options and opportunities

1 **2** **3** **4** **5**

Policy: We view equality & diversity as a source of new and different opinions, as a means to achieve clearer and broader interpretation of facts.

Evidence: Internal communications, meeting minutes, personnel records, etc.

Measurement Areas: Problem solving, in-house solutions, reputation within the sector, perceived value

Is a source of creativity and innovation

1 **2** **3** **4** **5**

Policy: We view equality & diversity as a portal to greater ingenuity and as a means to broaden our perspective of our product, market and systems.

Evidence: Meeting minutes, internal communications, product specifications, product improvement records, marketing strategies, suggestion programmes, personal appraisals, etc.

Measurement Areas: R&D output, patents, product innovation, leading market position, market share, market niche, development costs, etc.

Results in new approaches and ways of thinking

1 **2** **3** **4** **5**

Policy: We reflect our approach to equality and diversity in changes to products, our customer base and our systems.

Evidence: Meeting minutes, internal communications, product specifications, product improvement records, marketing strategies, suggestion programmes, personal appraisals, etc.

Measurement Areas: Product differentiation, increased demand, market share, market niche, development costs, etc.

Templates

- Template A
- Template B
- Template C

Template D

- Template E
- Template F
- Template G
- Template H

Navigation

- Main Contents
 - Next Page
 - Previous Page
 - Next Template
 - Previous Template
-

Print Instructions

To print this template:
print pages 26 - 38

8. Product

Our company's Equality & Diversity policy...

Facilitates product differentiation

1 **2** **3** **4** **5**

Policy: We capitalise on the diversity of our staff to set our products apart from those of our competitors.

Evidence: Meeting minutes, internal communications, product specifications, product improvement records, marketing strategies, suggestion programmes, personal appraisals, etc.

Measurement Areas: Product differentiation, increased demand, market share, market niche, development costs, etc.

Improves our products / services

1 **2** **3** **4** **5**

Policy: We tap into the creative genius of diversity in order to expand the application of our products and services, to adapt our products to alternative markets or to identify improvements and upgrades to our existing products / services.

Evidence: Internal communications, meeting minutes, product reports, product improvement records, marketing plans and strategies, promotions, marketing and promotional materials, etc.

Measurement Areas: Expanded market or new markets, increased market share, market niche, development costs, etc.

Results in the development of new products, services or markets

1 **2** **3** **4** **5**

Policy: We tap into the creative genius of our diversity in order to develop new product ideas.

Evidence: Product specifications, R&D records, etc.

Measurement Areas: New products or services, market niche, etc.

Templates

- Template A
- Template B
- Template C

Template D

- Template E
- Template F
- Template G
- Template H

Navigation

- Main Contents
 - Next Page
 - Previous Page
 - Next Template
 - Previous Template
-

Print Instructions

To print this template:
print pages 26 - 38

9. Social

Our company's Equality & Diversity policy...

Guides our community involvement initiatives

1 2 3 4 5

Policy: We tap into the diversity of our staff to achieve a greater understanding of the communities our business operates in and supports; to add credibility our work in the local community and to make our community service more effective and generate a greater positive impact.

Evidence: Strategic plans, community relations activities and records, local demographics and related statistical information

Measurement Areas: Public perception of brand, corporate image in the community, compliance

Templates

- Template A
- Template B
- Template C

Template D

- Template E
- Template F
- Template G
- Template H

Navigation

- Main Contents
 - Next Page
 - Previous Page
 - Next Template
 - Previous Template
-

Print Instructions

To print this template:
print pages 26 - 38

10. Environmental

Our company's Equality & Diversity policy...

Informs our environmental impact policies

1 2 3 4 5

Policy: We tap into the diversity of our staff to achieve a greater understanding of our environment; to add breadth and perspective to our understanding of the impact of our business on the environment, to understand how issues like climate change, energy consumption and pollution affect different groups and to provide us with a greater awareness of how our efforts are perceived among different sectors of the community.

Evidence: Strategic plans, product development records, environmental plans and impact statements, community related communications, publicity, staff suggestions, compliance measurement records

Measurement Areas: Public perception of brand, corporate image in the community, compliance

Templates

- Template A
- Template B
- Template C
- Template D

Template E

- Template F
- Template G
- Template H

Navigation

- Main Contents
- Next Page
- Previous Page
- Next Template
- Previous Template

Print Instructions

To print this template:
print pages 39 - 42

Template E: Equality and Diversity Customer Service Audit

(Model adapted from the Westmeath Equal's Equality and Diversity Healthcheck)

Planning and Delivery of Customer Services

| Level 1 - Getting Started | Level 2- Good Practice | Level 3 - Best Practice |
|--|---|--|
| <p>A written policy and procedures are in place about equality and diversity in service planning and delivery.</p> <p>This includes a statement identifying the organisation's customers.</p> <p>The policy and procedures refer to existing and potential customers across the nine equality grounds.</p> <p>The policy and procedures are circulated to all staff.</p> <p>The process of developing the policy considers reasonable accommodation for people with disabilities.</p> <p>A feedback and complaints procedures and an investigation procedure are in place to investigate claims of discrimination in customer service and these are formalised, accessible, transparent, well publicised and easy to use.</p> <p>An employee disciplinary procedure is in place to deal with proven cases of discrimination in customer service.</p> | <p>Policy and procedures about equality and diversity in service planning and delivery are prominently displayed and accessible to staff and customers and are implemented.</p> <p>The policy and procedures are explained to all staff as part of induction.</p> <p>The policy and procedures also refer to the organisation's suppliers and contractors and are clearly communicated to existing and prospective suppliers and contractors.</p> <p>The policy and procedures are regularly reviewed to ensure that they meet legislative and good practice requirements and consistently and fairly implemented.</p> <p>Personnel responsible for service planning are trained in equality and diversity and their implications for customer service.</p> | <p>Policies and procedures about equality and diversity in service planning and delivery are prepared and regularly reviewed based on input from management, staff, customers and organisations representing customers.</p> <p>Customer service is monitored across most of the nine equality grounds.</p> <p>The planning and delivery processes examine uptake by specific groups and allows for positive action where groups are under-represented.</p> <p>The policy and procedures are produced in accessible formats (e.g. Braille, a range of languages etc.).</p> <p>The organisation only deals with suppliers and contractors with equal opportunities policies and procedures on equality in customer goods and services.</p> |

Templates

- Template A
- Template B
- Template C
- Template D

Template E

- Template F
- Template G
- Template H

Navigation

- Main Contents
 - Next Page
 - Previous Page
 - Next Template
 - Previous Template
-

Print Instructions

To print this template:
print pages 39 - 42

Access to Services

| Level 1 - Getting Started | Level 2- Good Practice | Level 3 - Best Practice |
|--|---|-------------------------|
| <p>Buildings are physically accessible for those with mobility difficulties.</p> <p>Information is provided in accessible ways and in ways that accommodate diversity (i.e. variety of formats and languages).</p> <p>Disability access is considered when designing or renting new buildings.</p> | <p>An access audit is carried out and areas needing improvement are identified and addressed.</p> | |

Templates

- Template A
- Template B
- Template C
- Template D

Template E

- Template F
- Template G
- Template H

Navigation

- Main Contents
 - Next Page
 - Previous Page
 - Next Template
 - Previous Template
-

Print Instructions

To print this template:
print pages 39 - 42

Data

| Level 1 - Getting Started | Level 2- Good Practice | Level 3 - Best Practice |
|---|--|--|
| All documentation relating to equality and diversity in service planning, access and delivery is held for a year and complies with data protection legislation. | <p>Monitoring systems are in place to assess progress in achieving targets.</p> <p>Customer service is monitored across some (less than half) of the equality grounds.</p> <p>Barriers to usage (i.e. attitudinal, physical, communication, institutional) are identified and actions to address needs are identified and implemented.</p> <p>Data and information gathered are analysed, reported and fed to management and into the organisation's business and equality planning processes.</p> <p>Processes to gather equality information indicate why, by whom and how the information will be used.</p> | <p>Use of services is monitored across most equality grounds.</p> <p>External evaluations of equality in customer service are undertaken.</p> <p>Results are reported at relevant organisational planning fora and included in key publications such as the annual report.</p> |

Managing Equality and Diversity in Customer Service

Templates

- Template A
- Template B
- Template C
- Template D

Template E

- Template F
- Template G
- Template H

Navigation

- Main Contents
- Next Page
- Previous Page
- Next Template
- Previous Template

Print Instructions

To print this template:
print pages 39 - 42

| Level 1 - Getting Started | Level 2- Good Practice | Level 3 - Best Practice |
|--|---|---|
| <p>A written Equal Status Policy is in place.</p> <p>Responsibility for implementing the Equal Status Policy is identified.</p> <p>Customer service-related equality objectives, indicators and targets are communicated to all staff.</p> <p>All staff are given guidance and / or training on updates to relevant legislation and on the organisation's policies and procedures in relation to Equal Status.</p> | <p>An individual or group have organisational responsibility for equality and diversity in customer service.</p> <p>Equality in customer service objectives, targets, indicators and timeframes are agreed and reviewed at specified times with management and staff input and are communicated to suppliers, contractors and other agents acting on behalf of the organisation.</p> <p>Equality objectives on customer service are translated into an action plan.</p> <p>Supports are provided to enable the objectives, targets and timescales to be achieved.</p> | <p>The Equal Status Policy is available in a range of formats and languages.</p> <p>Equality in customer service objectives, targets, indicators and timescales are agreed and reviewed at specified times with management, staff and customer input.</p> <p>Equality and diversity in customer service is included in the organisation's business plan.</p> <p>Equality and diversity provision are regularly discussed at senior-level management meetings.</p> |

Templates

- Template A
- Template B
- Template C
- Template D
- Template E

Template F

- Template G
- Template H

Navigation

- Main Contents
- Next Page
- Previous Page
- Next Template
- Previous Template

Print Instructions

To print this template:
print page 43

Template F: Including Equality and Diversity in the Workplace Environment

Permeating Core Values

- nurture a strong workplace culture that includes equality as a core value.

Policies, Statements and Codes of Practice

- Develop and communicate equality and diversity policies covering areas such as:
 - respect for the individual;
 - valuing diversity;
 - equality;
 - anti-harassment;
 - work-life balance.
- Refer to the Equality Authority's Codes of Practice.

- Statements:

Include equality and diversity statements in communications:

- to employees, customers and stakeholders;
- on the company's website and in relevant advertisements;
- in annual reports.

Workplace Language / Dress Code

- Have a clear policy on workplace language;
- distinguish between 'slagging' and humour;
- explain and communicate the reasons for the policy;

- where appropriate, have a dress code and clearly explain the reasons if it is not possible to allow certain clothing (e.g. for health and safety reasons).

Acceptable Behaviour

- consult, decide and define unacceptable workplace behaviour;
- establish zero tolerance for unacceptable behaviour;
- train line managers and supervisors to deal with unacceptable behaviour;
- empower line managers and supervisors to take necessary action.

Informal Initiatives

- Include focus on equality and diversity in:
 - social activities (e.g. celebrate national holidays in canteen);
 - employee networks, notice board, intranet.

Openness, Communication, Respect and Inclusiveness

- Generate a culture of inclusion through respect and openness;
- Include focus on equality and diversity in organisational newsletters and in team-building.

Adapted from **IMI / Bizlabs: Cultural Diversity Toolkit (2008)**

Templates

- Template A
- Template B
- Template C
- Template D
- Template E
- Template F

Template G

- Template H

Navigation

- Main Contents
- Next Page
- Previous Page
- Next Template
- Previous Template

Print Instructions

To print this template:
print page 44

Template G: Ways of Measuring Business Benefits of Equality and Diversity

(Model adapted from The Business Impact of Equality and Diversity)

| Indicators | Measurement Methods | Value of Measure |
|---|---|--|
| Cost reduction | Absenteeism by specific groups (i.e. gender, age, ethnic groups); changes in expenditure on discrimination-related litigation costs | Shows short-term tangible benefits (can be linked directly to investment in diversity policies) |
| Access to new markets | Penetration of selected new markets (proportion of sales going to specific groups) | Indicator of a tangible short-term benefit from investment in equality and diversity policies |
| Improved performance in existing markets | Levels of customer satisfaction / loyalty with product / service and change over time | High-level operational indicator used to evaluate the overall effectiveness of the company. Qualitative assessment of contribution of equality and diversity |
| Global management capacity | Proportion of top management team / managers from non-traditional backgrounds | Enables managers to see if they are successful in creating a cohort of managers able to perform effectively in a diverse operating environment |
| Innovation and creativity | Performance of different types of key work groups – traditional versus non-traditional | Looks at differences in performance of diverse and non-diverse teams. Provides insights into the role of equality and diversity in product development processes |
| Reputation with government and other stakeholders | Attitudes of local communities towards organisation on key diversity / equality-related issues | Can help companies protect and enhance their reputation with stakeholders and to track changes over time |
| Marketing image | Customer attitudes in target markets towards the organisation – current and over time | Tracks changes in company image |
| Productivity issues | Productivity per employee compared to previous periods | Tracks contribution of equality and diversity to productivity |

Templates

- Template A
- Template B
- Template C
- Template D
- Template E
- Template F
- Template G

Template H

Navigation

- Main Contents
- Next Page
- Previous Page
- Next Template
- Previous Template

Print Instructions

To print this template:
print pages 45 - 46

Template H: Measuring Implementation of Equality and Diversity at Organisational Level

(Model adapted from The Business Impact of Equality and Diversity)

| Indicators | Measurement Methods | Value of Measure |
|--|---|---|
| Top management commitment | Management time spent on equality and diversity initiatives as % of total time; inclusion of equality and diversity outcome targets in performance contract | Provides an indicator of corporate leaders' commitment to the successful implementation of an equality or diversity strategy |
| Equality / diversity strategy and plan | Presence of an equality or diversity strategy; presence of an annual equality or diversity action plan (yes / no) | Confirms that corporate vision for equality / diversity has been codified as part of business direction; highlights effectiveness of implementation |
| Organisational policies | HR policies such as recruitment and staff development amended to take account of equality / diversity strategy (yes / no) | Confirms that HR policies take account of equality / diversity strategy providing guidance for managers and employees |
| Employment benefits | Presence of equality / diversity-related employment benefits (e.g. same-sex partner benefits / flexible working (yes / no); cost of these benefits | Indicates changes in working conditions necessary to attract and retain a diverse workforce; provides information on take-up of benefits and costs of such benefits |
| Managerial incentives | Presence of measurement processes to assess management performance on equality / diversity-related issues | Confirms alignment of managerial incentives to strategic goals in favour of equality / diversity |
| Organisational structures | Establishment of equality / diversity management structure (i.e. Equality / Diversity Action Team) | Ensures that business has structures to implement equality and diversity goals; enables progress on implementation to be tracked |
| Equality / diversity reporting process | Establishment of a system to monitor equality / diversity achievements by organisation | Establishes a feedback loop between strategy and implementation |

| Templates | Indicators | Measurement Methods | Value of Measure |
|--|------------------------|--|--|
| <ul style="list-style-type: none"> - Template A - Template B - Template C - Template D - Template E - Template F - Template G | Support networks | Presence of equality / diversity support networks (i.e. LGBT network, women in management network) | Provides members of disadvantaged groups with space to share experience and gain confidence |
| | Education and training | Participation in equality and diversity training by existing and new employees; | Helps change attitudes of staff towards equality and diversity policies; develops skills among employees on equality / diversity |

Template H

Navigation

- Main Contents
 - Next Page
 - Previous Page
 - Next Template
 - Previous Template
-

Print Instructions

To print this template:
print pages 45 - 46