

6 Ways to Nurture Inclusion Throughout the Employee Lifecycle

Too often, diversity is attempted without inclusion. Here are six ways in which you can build inclusive practices for a better employee experience that ensures a diverse workforce with real staying power:



1

Review Your Hiring and Promotion Practices for Bias

By standardizing and anonymizing your approach to hiring, you can weed out some of your biases:

- Use a blind recruitment process: remove names and demographic indicators from applications.
- Experiment with more neutral (e.g. less aggressive) word choices.
- Dare to challenge long-standing but discriminatory policies such as mandatory retirement ages.
- Consider which characteristics have been left out of your DE&I policies.
- Enforce your policies.

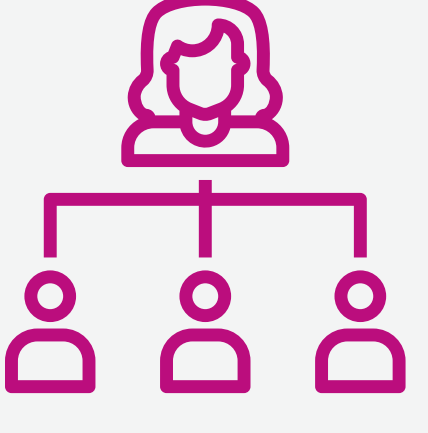


2

Create a Diverse Pipeline Through Retention

Maximizing retention is an important part of how businesses create a culture—inclusive or otherwise:

- Use internships and co-op work arrangements—they often have better retention rates.
- Ensure a diverse intake into these schemes.
- Continue to develop and invest in these individuals.
- Instill inclusive values into all new hires via training, messaging, and action.



3

Build Diversity and Inclusion at Different Stages In Your Organization

Inclusion must be multigenerational—initiatives must work for and with all age groups in your organization:

- Don't depend solely on the mainstreaming of Millennial and Gen Z values around diversity, equity, and inclusion.
- Don't overlook employee age as an important DE&I factor in its own right.
- Perform an age- and stage-inclusive reassessment of policies across:
 - Recruitment
 - Assessment
 - Retention
 - Compensation
 - Life-long learning
 - Health
 - Retirement
- Invest in reskilling options for employees at all career stages.
- Run “returnship” programs that broaden options for groups returning to work (e.g. from parental leave or retirement).



4

Emphasize Cross-Cultural Opportunities

The potential for cross-generational exchange is immense, and fits into a wider picture of cross-cultural opportunity:

- Purposefully create diverse teams: widen the number of perspectives and the pool of cultural knowledge.
- Provide a range of mentorship opportunities both within and across cultural boundaries.
- Utilize ‘reverse mentorship’—where younger employees share ideas around not just technology but strategic issues, leadership, and their approach to work.
- Establish and work with Employee Resource Groups (ERGs).
- Give every ERG an executive sponsor who can advocate for them and relay information to the wider executive team.
- Encourage cross-ERG collaboration and the participation of allies.
- Develop and offer training programs tailored to different management and employee levels that focus on inclusive communication and behaviors.



5

Use Diversity and Inclusion as an Engine for Business Success

Achieving diversity in age, ethnicity, and gender (and maintaining it through inclusion) helps you attract new markets, exceed financial targets, and become more innovative and agile overall.

- Ensure that if you market your business on a commitment to diversity, that you have inclusive policies and a diverse workforce benefiting from them.
- Examine your supply chain for practices that contradict your DE&I stances.
- Be prepared to answer difficult questions about diversity if your leadership team isn't diverse.
- Don't try to fake authenticity.



6

Remember Pay Equity

It's difficult to convince someone that they are valued and empowered to grow and achieve when you don't pay them as well as their similarly qualified peers or close off opportunities for progression that those same peers receive.

- Fulfill your pay transparency obligations under current laws.
- Push for greater than mandatory transparency—the law will catch up sooner rather than later.
- Use the plentiful data, technology, and services available to monitor, and correct unfair pay practices.
- Take a proactive approach to correct pay differences—don't wait for reporting time!