Equality and Diversity in the Workplace

CONSTRUCTING EXCELLENCE

acas making work work

Equality and Diversity Checklist

A Policy and implementation	Circle your score	Comments
A1 Do you have an equal opportunities policy that is understandable and accessible by everyone? Consider: ● Does the policy provide a clear definition of the terms Equality and Diversity? ● A clear statement of the standards of behaviour, language and practices that the firm will not accept ● Reviewing existing recruitment processes ● A simple statement supported by measurable targets and actions, e.g. use of this toolkit ● An exploratory letter issued to employees when they join ● Named responsibilities for ensuring the policy is carried out ● A guidance document giving further support to the policy detailing processes to be applied to recruitment, complaints, etc. ● Who has responsibility for carrying it out? ● Collect monitoring data to measure if your policies are working.	*Monitoring* 5 4 3 2 1 0	
A2 Do the policy requirements extend to suppliers and if so how is this implemented?	*Attainment* 5 4 3 2 1 0	
A3 Who has responsibility for the policy i.e. is it clearly a senior management responsibility?	*Attainment* 5 4 3 2 1 0	
A4 Is a policy reviewing process in place and implemented regularly?	*Attainment* 5 4 3 2 1 0	
A5 Does everyone know the equal opportunities policy and how to deal with breaches of it? Consider: ● Inclusion in new start inductions including who to approach to report breaches ● Inclusion in employee surveys, on Intranet, notice boards and posters providing training to all staff ● Establishing staff champions and use of trade union representatives to assist implementation and impact ● Notification of a point of contact to approach initially, and what actions they can take if the duty of confidentiality is broken, timescale for complaints, etc.	*Monitoring* 5 4 3 2 1 0	
A6 Are there regular reviews of the impact of the policy, involving staff?	*Monitoring* 5 4 3 2 1 0	
A7 Is your strategy effective? Consider: ● Have policy targets been met? ● Track performance trends ● Feedback of effect and regular review into policy development.	*Monitoring* 5 4 3 2 1 0	

Key to the scoring system – circle a number in the score column

	ATTAINMENT		MONITORING		YES / NO
5	Fully – implemented and works well.	5	Actions follow the monitoring process.	5	Yes
4	Mostly – measurable progress is being made.	4	Evaluation of monitoring occurs but few demonstrable actions follow.	4	
3	Partially – implemented not fully functional.	3	A monitoring process provides information to managers.	3	
2	Poorly – process exists but does not work adequately.	2	Comprehensive monitoring is in place throughout.	2	
1	Hardly – little effort has been made.	1	A monitoring system is in place it requires work to implement fully.	1	
0	Not at all – No effort has been applied yet.	0	No monitoring system is in place.	0	No

A	Policy and implementation (cont.)	Circle your score	Comments
A8	Facilities and welfare arrangements are reviewed periodically against the needs of the current workforce. This might include consideration of the following: ● Types of food available ● Standards of hygiene ● Disabled access ● Recognition of prayer times.	*Monitoring* 5 4 3 2 1 0	
A9	Religious Customs. Are your employees' religious practices taken into account in the equality and diversity policy issued at the beginning of the contract? Consider the following: ● Holiday arrangements ● Religious/cultural practices ● Clothes – hard hats for turbans, people who can't wear leather boots, etc.	*Attainment* 5 4 3 2 1 0	
A10	Do you take steps to ensure that employees, customers, clients and suppliers understand what is meant by your equality and diversity policy? Consider: ● Coverage during staff inductions ● Appropriate supportive training ● The frequency of review with staff ● Asking your suppliers if they have Equality and Diversity policies.	*Monitoring* 5 4 3 2 1 0	
A11	All employees take ownership of the firm's equality and diversity policies.	*Attainment* 5 4 3 2 1 0	
	Total score for this section		
	Average score for section (divide total score by 11)		

B	Recruitment and promotion	Circle your score	Comments
B1	Standard equality of opportunity marks, e.g. Disability Symbol, Equal Opportunities Statements, etc. are in place for all recruitment undertaken.	*Attainment* 5 4 3 2 1 0	
B2	Does your company take measures/steps to improve liaison with the under represented groups? Consider: ● School mentoring schemes ● Liaison with local community, including involvement with particular projects, e.g. those promoting women, black, Asian, etc. in the construction industry.	*Attainment* 5 4 3 2 1 0	
B3	Action is taken to broaden the usual pool of potential recruitment. Consider: ● Jobs advertised as widely as possible ● Women (including those who want to return after bringing up a family) ● People with disabilities – you may need to adjust working arrangements to help suitable recruits ● Ethnic minorities ● Older workers ● Unemployed people, including those from outside the normal travel to work area for your business – you may want to offer help with transport ● Former staff including those who retired early ● Temporary or interim managers ● Does recruitment literature encourage applications from under-represented groups?	*Attainment* 5 4 3 2 1 0	
B4	Selection for jobs and promotion is visibly transparent and based on clear competence criteria. Consider: ● Establishing a job specification and realistic performance criteria (including physical and mental requirements) for the essential tasks in a given job role (e.g. don't advertise for people able to lift 10kg when 98% of work requires lifting only 5kg)	*Monitoring* 5 4 3 2 1 0 (continued next page)	

B Recruitment and Promotion (cont.)	Circle your score	Comments
(B4 cont.) ● Recording scores and evidence against performance criteria during interviews (or asking agencies to do this) ● In your recruitment & promotion literature do you encourage candidates to identify any concerns that may prevent them competing on equal terms, e.g. access to the interview room, food, etc? ● More than one person conducting all interviews.		
B5 Are the opportunities for employing disabled people fully explored? Consider: ● That people have varying degrees of ability and disability ● Type of work ● Reasonable adjustments ● Improvements in company image and reputation.	*Attainment* 5 4 3 2 1 0	
B6 Interviewer training in equality and diversity. Do you provide training in equality and diversity issues to all those involved in interviewing for recruitment and/or promotion?	*Monitoring* 5 4 3 2 1 0	
B7 Staff networking. Does the company encourage opportunity for networking with staff from similar groups? Consider: ● Discussion forums/social opportunities ● Space on the Intranet ● Company newsletter ● Interaction with other local employers in the region, etc.	*Attainment* 5 4 3 2 1 0	
B8 Induction training in diversity. Does induction training include the policy and other awareness issues when they first start work for the firm or move to a new job within the firm?	*Attainment* 5 4 3 2 1 0	
B9 All new starters on a project are made aware of any particular cultural matters applicable to it.	*Monitoring* 5 4 3 2 1 0	
B10 Do all employees have equal access to training?	*Attainment* 5 4 3 2 1 0	
Total score for this section		
Average score for section (divide total score by 10)		

C Harassment, bullying and discrimination	Circle your score	Comments
C1 There is a clearly understood policy on bullying, harassment and offensive behaviour. Consider: ● Reporting bullying and harassment ● Do you have grievance and discipline procedures that meet the statutory minimum? ● Display of offensive images ● Coercion, isolation or freezing out ● Unwelcome remarks about appearance ● Inappropriate shouting or language ● Persistent criticism ● Setting impossible deadlines and overly large workloads and setting work that is inappropriate to the employee's level of skill ● Banter including racial or sexual humour.	*Attainment* 5 4 3 2 1 0	
C2 Managers deal effectively with harassment, bullying or offensive behaviour complaints. Consider: ● Are managers aware of the procedure for reporting harassment? ● The time taken to investigate the allegation ● Response to person making the complaint ● Effectiveness of the remedy.	*Attainment* 5 4 3 2 1 0	

C Harassment, bullying and discrimination (cont.)	Circle your score	Comments
C3 Can you demonstrate that the harassment policy had been properly communicated to all employees and partners in the supply chain, and that all staff have been trained on its application? Consider: ● Inclusion in new start inductions ● Regular reviews involving staff of the impact of the policy ● Monitoring of measurable actions, applications interview selections and current workforce ● Inclusion in employee surveys, on Intranet, notice boards, posters and exit interviews ● Establishing staff champions and use of trade's union representatives to assist implementation and impact.	*Attainment* 5 4 3 2 1 0	
Total score for this section		
Average score for section (divide total score by 3)		

D Work life balance	Circle your score	Comments
D1 Terms & Conditions of Service. These are as flexible as possible. Consider: ● Flexible working hours ● Career breaks ● Job shares ● Part-time work ● Equal pay (Note: this is a statutory requirement by law) ● Remote working ● Actively trying to accommodate the requirements of individuals.	*Attainment* 5 4 3 2 1 0	
D2 Do you offer maternity leave in excess of the legal minimum?	*Attainment* 5 4 3 2 1 0	
D3 Does maternity pay exceed the legal minimum?	*Yes/No* 5 4 3 2 1 0	
D4 Do you have a paternity leave policy?	*Yes/No* 5 4 3 2 1 0	
D5 Do you have an adoption leave policy?	*Attainment* 5 4 3 2 1 0	
D6 Do you encourage women to return after maternity leave?	*Attainment* 5 4 3 2 1 0	
D7 If so, do you offer additional training?	*Attainment* 5 4 3 2 1 0	
D8 Do you endeavour to keep in contact with women on maternity leave?	*Attainment* 5 4 3 2 1 0	
D9 Do you support parents wishing to take parental leave?	*Attainment* 5 4 3 2 1 0	
D10 Have you considered support for parents returning from maternity / paternity / adoption leave and career breaks? Consider: ● Flexible working hours ● Time-off for child sickness, etc. ● Remote working ● Closer to home working.	*Attainment* 5 4 3 2 1 0	
D11 Does your company provide childcare facilities for all working parents? Consider: ● Needs of male parents ● Possible group discounts for company employees and local nursery/crèche ● Facilities on-site ● Participating in voucher schemes.	*Attainment* 5 4 3 2 1 0	
D12 Support arrangements. Consider opportunities for employees to share problems. ● A helpline ● Networks and clubs ● Mentoring.	*Attainment* 5 4 3 2 1 0	
Total score for this section		
Average score for section (divide total score by 12)		

E	Monitoring	Circle your score	Comments
E1	Employee satisfaction surveys take place regularly. (Ref. RfP KPI 1 – Employee Satisfaction, and Workforce Satisfaction Toolkit)	*Monitoring* 5 4 3 2 1 0	
E2	Probationers are interviewed through the probationary period to check progress and deal with any concerns. (beneficial to both parties)	*Monitoring* 5 4 3 2 1 0	
E3	Process in place to ensure you know why people leave the company. Consider: ● An 'exit interview' to examine the underlying reason for departure is conducted by a person with appropriate training and in a confidential way ● Results are reviewed to identify trends and remedial action taken (Ref. RfP KPI 2 – Staff Turnover) ● Questionnaires sent to employees three to six months after they leave – not everyone will respond, but some people will give more and fuller reasons when consulted in this way ● Conduct interview / questionnaire for new employees to find out why they left their last place of work to make sure it doesn't happen again ● Employers ensure, where possible, employee's confidentiality will be maintained if any comments / feedback are recorded.	*Monitoring* 5 4 3 2 1 0	
E4	Do you monitor applications by gender / ethnicity / disability / age / religion or belief / sexual orientation to ensure that you are reaching a diverse pool of potential recruits? Consider: ● Applicants complete a separate form with details ● Application forms offered in a variety of formats, e.g. large print, Braille, languages, etc. ● Extent to which applications represent potential labour force make up ● Monitoring each stage of the selection and promotion process to ensure fairness is maintained.	*Monitoring* 5 4 3 2 1 0	
E5	Staff turnover is measured by gender, ethnicity / disability / disability / age / religion / or belief / sexual orientation. Results are reviewed to identify trends and remedial action taken (Ref. RfP KPI 2 – Staff Turnover).	*Monitoring* 5 4 3 2 1 0	
E6	Overall gender ratio is measured at each job grade / level. (from senior management to weekly paid site workers)	*Monitoring* 5 4 3 2 1 0	
E7	Overall ethnicity ratio is measured at each job grade / level. (from senior management to weekly paid site workers)	*Monitoring* 5 4 3 2 1 0	
E8	Overall disability ratio is measured at each job grade / level. (from senior management to weekly paid site workers)	*Monitoring* 5 4 3 2 1 0	
E9	Sexual orientation ratio is measured at each job grade / level	*Monitoring* 5 4 3 2 1 0	
E10	Age monitoring in 5 bands. (16-18, 19-25, 26-45, 46-55, 55+)		
E11	Number of grievances received. ● Do you review the number of grievances received? ● Do you take prompt action?	*Monitoring* 5 4 3 2 1 0	
	Total score for this section		
	Average score for section (divide total score by 11)		

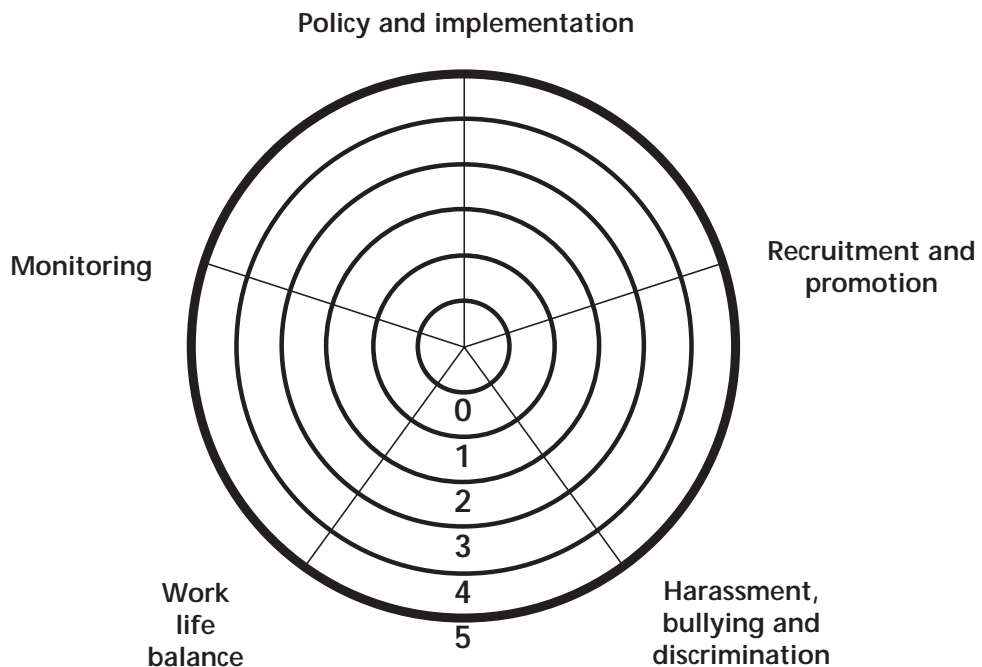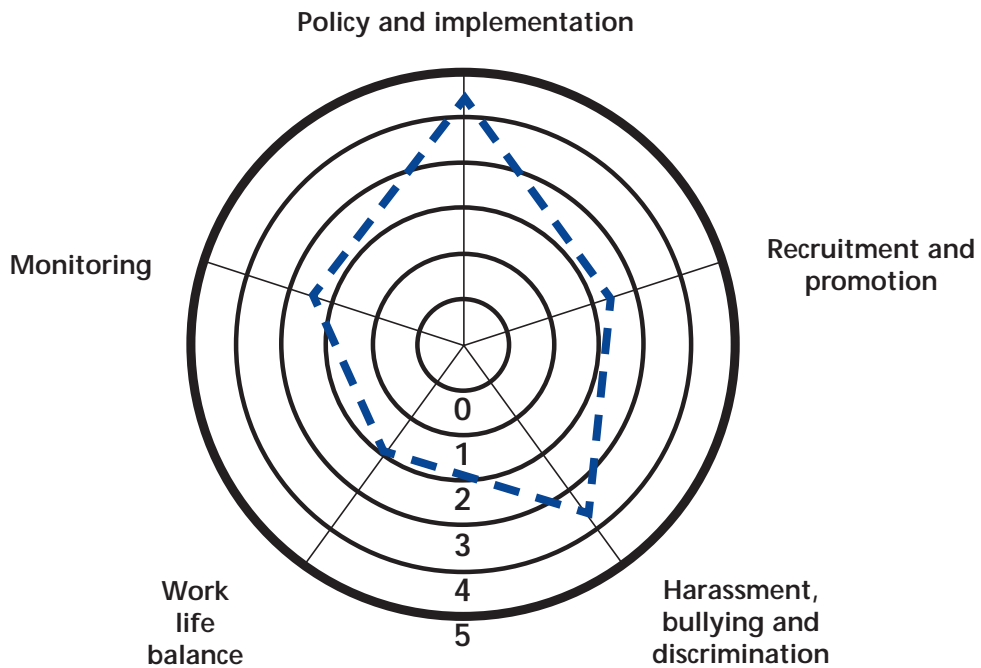## Key to the scoring system – circle a number in the score column

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Equality and Diversity Checklist – Radar Chart

This radar chart gives a clear picture of the firm's overall benchmark performance. To complete the radar chart, take the average benchmark score for each of the 5 performance indicators ('soft measures'), plot each result on the appropriate axis of the radar chart and join with a line.

Measurement: 0 = Not at all   5 = Fully

EXAMPLE

OUR RESULTS

Delivering individual, corporate and
industry excellence in construction