



# Setting and Embedding I&D Targets

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Why Set Targets?

**As they say, what gets measured gets done!**

Definitions:

- *Targets* are voluntary, achievable, time-framed objectives that are set on a regular basis to focus the company's efforts on achieving improved outcomes
- *Quotas* are generally legally binding commitments to achieve a fixed proportion for representation for particular groups in the work place.

In this guide, we discuss setting and embedding targets. According to Gartner, prioritising a target which tracks progress over time is one of the top 3 factors to building sustainable diversity and inclusion in an organisation.



# Setting and Embedding I&D Targets: where to start?

## Understand your baseline data

A good place to start is to understand the demographics and experiences of your current people.

Collecting diversity data will help measure the balance of people in your work place. Collecting inclusion data will help assess if the employee experience is equal.

Both qualitative and quantitative data collection methods can be effective

Having a clear baseline will enable you to:

- determine the equity of your employment practices
- determine where you want to make improvements
- help you create the case for change
- monitor progress over time

## Useful Resources

[Collecting Diversity and Inclusion Data](#)

[How to gather workforce diversity data](#)

[Stonewalls guide to collecting diversity data](#)

[Survey questions for measuring inclusion in work](#)

## Understand the demographic you would like to reflect

When determining an appropriate target to set for your organisation, it may be helpful to consider the benchmarks available:

- What are the demographics of the countries your organisation operates?
- What are the demographics of your current customers and/or your desired market?
- What are the trends for your industry and competitors?
- What are the demographics of certain job families within the organisation (e.g. engineering, tech, design)

## Useful Resources

[Women on Boards - UK Government Paper](#)

[UK Ethnicity Facts and Figures](#)

[Diversity and inclusion in UK tech companies - Tech Nation](#)

[Engineering UK Key Facts and Figures](#)

## Consider what to measure

What are the opportunities within your organisation and which areas you would like to improve? What is your baseline data telling you are the priorities? Examples of what you could measure include:

- All stages of the recruitment process
- Employee Representation
- Customer Representation
- Talent Management
- Retention
- Progression
- Access to development
- Talent pipelines
- Employee Engagement
- Inclusion survey outcomes

## Data Categories

Depending on the size of your organisation, you may need to separate your targets into sub-sections such as: entry level, management level and senior level and set different targets depending on your start point.

## Assess where you are as an organisation

Consider using the I&D maturity model to assess where you are.

Targets do not always have to be a KPI linked to a demographic or protected characteristic such as gender, ethnicity or disability.

Successful targets can be action based, such as:

- Establish a D&I committee with an exec sponsor
- Develop employees' cultural awareness through online learning and workshops
- Review policies to ensure they are inclusive and free from discrimination and bias
- Implement a transitioning at work policy

## Useful Resources

[Deloitte Maturity Model](#)

[Korn Ferry Maturity Model](#)

## Leading and lagging targets

A mix of leading and lagging targets will help you both keep track of the improvements you are making as well as help you focus on the areas where you can make a difference.

A leading target is generally something you can measure which is within your control, e.g.

- Number of recruiting managers who have undergone D&I training
- Number of CVs screened anonymously

A lagging target is usually the result of all your D&I actions, e.g.

- % women in leadership roles
- % improvement to the ethnic pay gap

## Useful Resources

[Leveraging leading and lagging KPIs to step change inclusion and diversity](#)

[Leveraging the Power of Metrics](#)

# Setting and Embedding I&D Targets: How to Embed?

Once you have an idea of where you are currently and what is a realistic and stretch target based on your benchmark data, what are the next steps? We have shared elements to consider based on our experience of working with organisations across a variety of sectors.

## Key points to consider

- Appoint an executive sponsor: someone who is passionate about creating a level playing field for talent and has credibility and influence in the organisation
- Ensure you are clear on who is the ultimate decision maker
- Establish a review framework to determine how and when the targets will be monitored
- Understand what is involved in tracking targets and ensure you have the support and bandwidth to do this
- Where possible use data the organisation already collates
- Be transparent with the targets and the progress made against them. Agree what will be shared internally with employees and what will be shared externally with customers, stakeholders, investors etc.
- Create compelling communications to explain why the D&I targets are important, what the company is seeking to achieve and what is in it for your employees
- Engage the middle management as they will be key to successfully embedding targets
- Embed targets into individual objectives and help all employees identify ways in which they can personally contribute to improving D&I
- Remember quotas will not drive a behavioural change. Consider targets which will support a change in behaviour
- Link some or all of the targets to executive pay to demonstrate true commitment from the top.

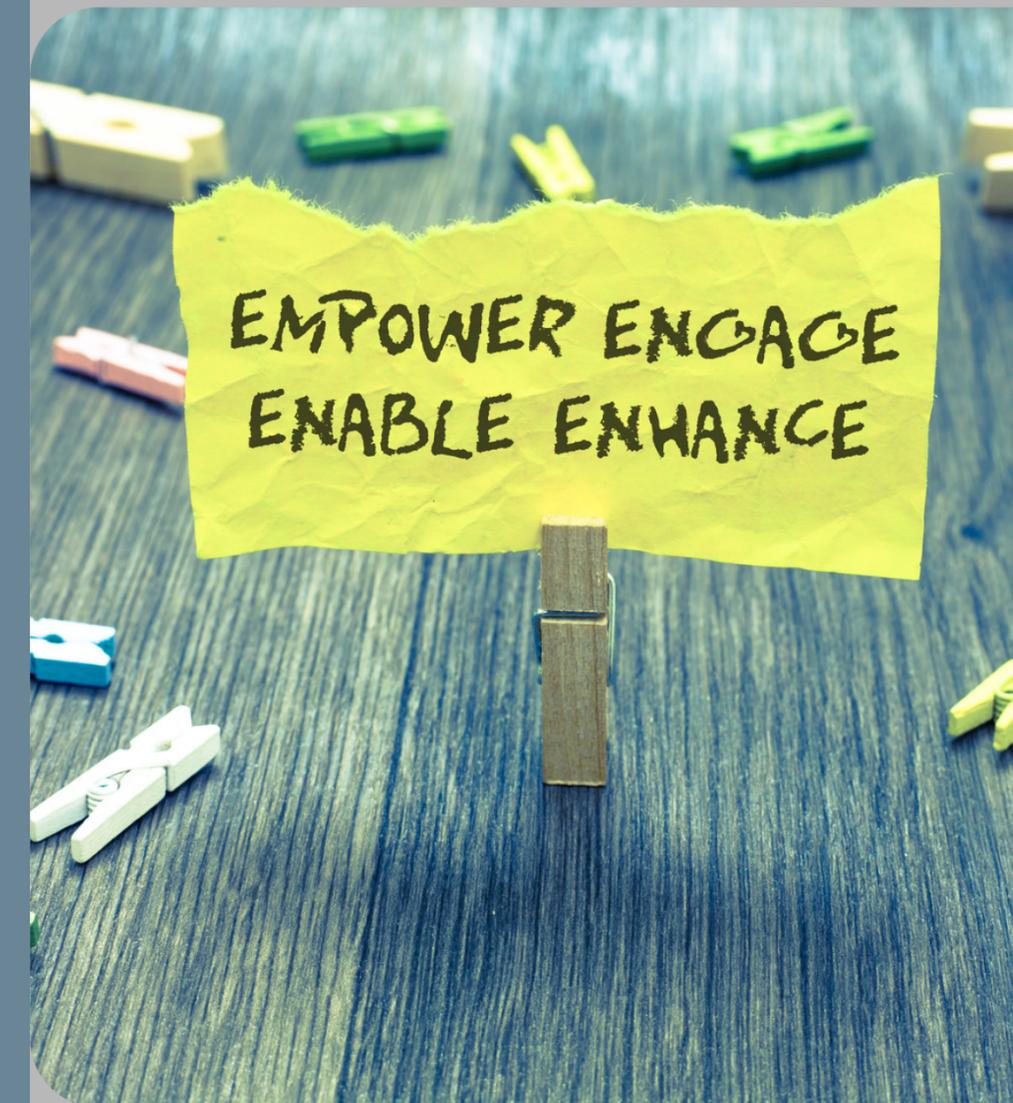
## Useful Resources

[Do's and don'ts of setting targets](#)

[Communication example: Sky sets ambitions 2025 target](#)

[Example of transparency: Lloyds Scorecard](#)

[How to set your company's Diversity and Inclusion goals](#)



# Setting and Embedding I&D Targets: Examples

## Unilever

○ Create a fairer, more socially inclusive world

Unilever has held diversity and inclusion at the centre of its business strategy for many years. They have identified their strategic priorities as gender, race, people with disabilities and LGBTQI+

[Strategy and goals | Unilever](#)

## BBC

○ Happy, treated fairly and doing outstanding creative work

The BBC has publicly shared its 2021-23 Diversity and Inclusion Plan. On page 16 of the PDF via the link below you can see the targets they have set, which are explained on page 17.

[BBC Diversity and Inclusion Plan](#)

## Virgin Atlantic

○ Be Yourself Campaign

Chief People Officer Estelle Hollingsworth shares how Virgin Atlantic believes that focusing on the inclusion of the whole workforce will achieve a richer talent portfolio.

[Be Yourself](#)

## Formula 1

○ Create a sport as diverse as the world in which we race

Following the #BlackLivesMatter movement, the F1 teams have combined forces through their We Drive as One campaign.

[We Race As One](#)

## Atos Bank

○ Be an inclusive, diverse and ethical employer of choice

Atos bank launched its comprehensive Diversity and Inclusion strategy in 2020. Their Expo 2020 also discusses the role of targets in the D&I agenda

[Atos Diversity and Inclusion Strategy](#)  
[Atos 2020 Expo](#)

## Other Examples of D&I Targets

- **Diverse candidates as a % of overall candidates** – Hilton and Restaurant Brands commit that 50% of candidates will be diverse
- **Diversity at interview stage** – VMware's CEO committed (on CNBC) to 'No job-hiring process will end unless a minority candidate is interviewed'
- **Diverse hires** – Mozilla commits to doubling the percentage of Black and Latinx representation of its 1,000-person U.S. staff
- **% of women hired in technical roles** – Intel commits to 'increase the number of women in technical roles to 40%' (of all roles)
- **Leadership appointments** – Facebook commits to a 30% increase in the number of people of colour in leadership positions over the next five years. Others who are doing this include Google/Alphabet Inc., HP Inc., Levi Strauss, Microsoft, Mozilla, RBC, Wells Fargo
- **Diversity and inclusion training** – At HPE, all managers are required to attend diversity and inclusion training. Expedia also do this.
- **Supplier diversity program** – The AT&T Supplier Diversity Team committed to spend \$3 billion with U.S. Black-owned suppliers by the end of this year
- **Creating a Diversity Council/Advisory Board** - General Motors and HPE
- **Investment in D&I causes** – Adidas committing \$120 million to causes related to ending racial injustice between now and 2025. Other who are doing this include Apple, AT&T, Facebook, Google/Alphabet Inc., Microsoft, Netflix, RBC, Yum! Brands

# The team that helped pull this pack together...



**Kunjal Tenna**

Director  
LT Harper

Kunjal is co-founder of LT Harper, a cyber focused recruitment and staffing business. Since starting the company she has been a passionate advocate of helping improve ED&I in the cyber sector.



**Rachel Collins**

Head of Inclusion and Diversity  
Colt Technology Services

Rachel Collins is Head of Inclusion & Diversity at Colt Technology Services, responsible for facilitating an environment where people can be themselves at work and feel valued for their unique contribution.



**Georgina Poole**

Co-Founder  
Post and Codes

Georgina is a co-founder of Post and Codes, a socially responsible consultancy established to support companies who are keen to make a difference and be at the forefront of innovative work practices. She is passionate about creating inclusive workplace cultures.



**Tim Kearney**

Portfolio Director  
Jefferson Wells/Experis  
Consulting

Tim creates D&I frameworks and tools for a variety of clients, along with offering consultations on D&I implementations and auditing.



**Ezgi Ellis**

People Partner  
On the Beach

Ezgi is a People Partner at On The Beach with a background in technology and talent management. She is leading the D&I initiatives across OtB Group with a particular focus on increasing diverse representation in tech.



**Laura Dawson**

CIO  
London School of Economics  
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A leader of information technology teams passionate about creating professional and enterprise ready cultures and changing the perceptions of IT.