



Diversity & Inclusion Commitment

Principle 3: Measurement Framework

Leadership: Measures to take forward now

- The average percentage of leaders' direct reports who hold diverse characteristics
- The average percentage of leaders' direct reports who hold diverse characteristics
- The average percentage of leaders with inclusive behaviours as a formal/required competency

Characteristics to measure

- Gender
- Ethnicity

Measures to report next

- The average percentage of leaders who have been involved in an EDI mentoring/buddy scheme in the last 12 months
- The average percentage of leaders who have been active and visible EDI advocates and role models in the last 12 months

Attraction and Recruitment: Measures to take forward now

- The average percentage of diverse candidates at each stage of the recruitment process
- The average percentage of advertised roles that are inclusive by design, specification or bias free
- The average of advertised roles that used a range of channels to attract candidates

Characteristics to measure

- Gender
- Ethnicity



Measures to report next

- The average percentage of those that have conducted interviews in the last year that have completed D&I and bias awareness training

Retention - What can be reported now

- The average percentage of joiners by diversity characteristic (during the last 12 months)

Characteristics to measure

- Gender
- Ethnicity

Measures to report next

- The average percentage of leavers by diversity characteristic (during the last 12 months)
- The number of formal flexible working requests accepted in the last 12 months by diversity characteristic
- The average percentage of bullying and harassment, grievance and disciplinary cases upheld by diversity characteristic

Progression - What can be reported now

- The average percentage of roles filled by internal candidates by diversity characteristic

Characteristics to measure

- Gender

Measures to report next

- The average percentage of employees who have been promoted in the last 12 months by diversity characteristic
- The average percentage of those identified as high potential employees/included in management development programmes
- The average percentage of individuals taking training and development opportunities by diversity characteristic