SPACE SECTOR EDI GUIDANCE PACK

NEW VOICES IN SPACE

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Space Scotland

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Disclaimer

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1 EDI in the Space Sector

1.1 Introduction

The purpose of this guide is to provide a better understanding of the various aspects which need to be considered to become a more inclusive and diverse organisation. With the launch of recent national strategies across various sectors as well as the striking lack of skilled talent in the space as well as other sectors, in the UK as well as internationally, it is even more important to understand the composition of good teams, inclusive work cultures, and good working practices which improve talent retention and attraction. The intention of this guide is to highlight the benefits that can come from a diverse workforce and show why diversity is a strength. While the business case for diversity and inclusion has been made multiple times already, many aspects of diversity are still seen as deficiencies, a deviation from the norm and not something to appreciate and value. We, the new voices of space Scotland, want to change this paradigm and provide guidance on how to create a more human centred organisation which is inclusive and makes the best out of the human capital.

As the department dealing with "Human Resources", the central resource around which a human centred organisation is built, HR form an important foundational cornerstone. As can be evidenced, the difference between a great institute and a good one is often HR. However, there can be many issues before an organisation manages to hire proper HR, for example start-ups with tight budgets. In established organisations with an established HR department, HR must also fight against the expectation of working solely for the reputation of the organisation (which might centre exclusively around senior management, board and majority demographics) rather than working to empower each and every employee.

This document is primarily targeted towards HR professionals or other senior executive leadership in space start-ups; however, it can be used by anyone in a managerial or leadership position wanting to get management buy-in for EDI efforts. While it is impossible to capture each and every detail that should go into EDI considerations in an

organisation, this document provides a comprehensive introduction to the various issues that form the vertices of a human-centred organisation adopting sustainable innovation practices.

Support and services for policy writing are offered to Space Scotland members through companies New Voices has collaborated with.

1.2 The Bigger Picture

"*If you want to have cool technology, it is better to be social than smart.*"
A quote by Joseph Henrich in The Secret of our Success; this was true even before recorded history but is a much more important message for everybody who develops technology in the interconnected and changing world. Taking on diverse perspectives will become key to coordinate and develop innovative, sustainable technology that allows organisations to thrive and address the challenges ahead. With work changing and routine jobs on the decline, finding more sustainable ways to utilise an organisation's human capital will be one of the great challenges of the 21st century. Making use of the cognitive diversity within an organisation will no longer be optional but essential for survival. Would organisations benefit from becoming more human centred to allow better utilisation of the cognitive diversity within the organisation? Understanding the benefits that come from a diverse workforce is essential for change of the organisation employee strategy and increase innovation and resilience. A good understanding of the myriad of factors that inform EDI (Equity, Diversity and Inclusion) in the workplace, coupled with functional and clear EDI policies and practices can help in

1. Increasing the skill of your team and improve decision making
2. Innovation through recombination of heuristics and increased cognitive diversity
3. Ability to access different markets
4. Improving brand repudiation
5. Attractiveness as employer

1.3 Emergence of a sustainable organisational culture

Diversity is talent, this may sound paradoxical but is a mathematical and empirical fact. Increasing an organisation's diversity will ultimately lead to a heightened ability to innovate - more accurately predict outcomes of complex processes and allow the organisation to thrive and survive in a volatile, uncertain, complex, and ambiguous (VUCA) world. In recent years, we have seen increasingly that organisations which lack diversity (where everyone looks and thinks alike) are already struggling and will not be able to meet the demands of future challenges.

Diversity is often already present in one way or another in many organisations, but it is often misunderstood leading to situations where employees cannot unfold their full potential. This is not only unfortunate for the employee but also a loss for the organisation. Human capital is the most important asset of any organisation and understanding its many diverse aspects should be an item very high on the list of strategic goals. In order to utilise the diverse human capital, it is important that the workplace is inclusive. Inclusiveness allows people to bring their whole self to work and gives diversity real impact.

Inclusivity has many distinct aspects, some of which are not directly visible such as the organisational culture, some are physical such as offices and work equipment. The organisational culture is an important aspect of how inclusive a workplace can be. The culture of an organisation emerges from the shared values and beliefs which result in behaviours that can be observed. A culture which welcomes and celebrates people of diverse backgrounds but also where they can learn from each other and work collaboratively rather than competitively will allow everybody to voice their opinion and contribute to the success of the organisation.

This does not happen overnight, and it is important to make sure:

1. People are not only selected in relation to their individual talents but also in relation to the organisation's wider goal.
2. There is fostering of an inclusive and psychologically safe work environment requires a level of open mindedness and the ability to learn, these two aspects should be an integral part of the HR strategy and should be considered during interviews.
3. The work environment is accessible, works for everybody and can be adjusted to individual needs.

1.4 Space Supporting the Sustainable Development Goals

Despite the growing global economy and the technological progress observed in the past decades, there are still many societal challenges that need to be overcome to enhance human development. The United Nations, involving more than 190 Member States, has developed the 2030 Agenda for Sustainable Development to address these challenges in the form of 17 Sustainable Development Goals (SDGs) with 169 associated specific targets.

The importance of the role of Earth Observation (EO) and geolocation (provided by GNSS) in supporting the achievement of the development goals is recognised by the UN. However, the potential of space in supporting the SDGs is much wider. Space-based services and technologies are key in understanding climate change and during the full disaster management cycle; only two examples among countless applications to which space can contribute to.

EDI Related Sustainable Development Goals (SDGs) Supported by Space

● **SDG 2 (Zero Hunger)**: space-based data derived from remote sensing and other applications are used to advance sustainable agriculture through technological development, planning, and monitoring of agricultural production.

- **SDG 3 (**Good Health & Well-Being): spatial analysis can be used to identify the ecological, environmental, climatic, and other factors that can have a negative effect on public health or can contribute to the spread of diseases.

- **SDG 4 (Quality Education)**: United Nations Office for Outer Space Affairs (UNOOSA) programmes and initiatives provide capacity building, education, research and development support, and technical advisory services, which have helped to reduce the gap between the industrialised and developing countries.

- **SDG 5 (Gender Equality)**: UNOOSA is working on a dedicated 'Space for Women' project, with the goals to strengthen and deliver targeted capacity-building and technical advisory activities; and to encourage women and girls' involvement in science, technology, engineering, and mathematics (STEM) education.

- **SDG 15: (Life on Land)**: space technologies allow the evaluation of the natural environment to protect biodiversity, study ecosystems and evaluate the extent of illegal logging and mining, as well as wildlife qcrime.

- **SDG 17 (Partnerships for Goals)**: UNOOSA intends to capitalise on the technological and innovative skills of the private sector to benefit developing countries and to deliver the Access to Space Initiative to deliver the SDGs. For this initiative, experiments are to be designed and constructed by institutions in developing countries, which specifically address the SDGs.

Useful Information and References:

https://unric.org/en/sdg-2/

1.5 What does it mean to consider Equality, Diversity, and Inclusion?

1.5.1 Key issues in EDI

While it is important to understand and explore the barriers to equality or the business case for diversity, this has now been explored in depth and in an evidence-based manner by various researchers, consultants and experts over the years and can be accessed from various sources online. New Voices also include with this document details of organisations who can be called upon for organisation specific training. This EDI guidance document focuses on short yet comprehensive introductions into the various aspects of EDI in a workplace and what employers can do to progress it. This is a complex and multifaceted area; therefore, we must focus on six priority areas identified in our workshops with EDI professionals:

1. Understanding organisational context and adapting EDI approaches accordingly
2. Getting buy-in and commitment to EDI
3. Making use of people data to guide and evaluate action
4. Using diversity training effectively
5. Managing the tension between 'organisational fit' and diversity, the role of positive action approaches

1.6 The Challenge - where to start

A common challenge when designing equality, diversity, and inclusion (EDI) interventions is knowing where to start. Should professionals tackle recruitment bias through training programmes? What about growing an inclusive culture? How about plugging the huge gaps in monitoring data? Equality, diversity, and inclusion issues can present themselves in many ways, so knowing what to fix can seem difficult or even impossible – and the result can sometimes be practices or interventions that are disconnected or even ineffective.

Good intervention design is only possible when the problem itself is fully understood. Going straight to the solution can cause real issues: resources are wasted, programmes are ineffective, and stakeholders lose interest, or are even harmed. A recent study conducted by CIPD, creating Inclusive Workplaces, showed that a key step lies in mapping the issues themselves before exploring what works. HR must be evidence-based in developing strategies and practices.

Evidence comes from four sources in particular:
1. Data from the organisation
2. Scientific publications
3. Professional expertise
4. The views of key stakeholders such as employee committees

All these types of evidence are critical to improving decision-making. But bringing this together is sometimes a real challenge. Information may be inaccessible, data in HR systems might be of poor quality, scientific research can seem impenetrable, and there might be a lack of available inclusion expertise. Often the nature of the inclusion problem itself just is not well understood, and without enough information about the problem, it is almost impossible to implement an effective solution.

2 Legal Requirement - The Equality Act 2010

The Equality Act 2010 legally protects people from discrimination in the workplace and in wider society. It replaced previous anti-discrimination laws with a single Act, making the law easier to understand and strengthening protection in some situations. It sets out the different ways in which it is unlawful to treat someone.

2.1 Protected Characteristics

What is a protected characteristic? In the UK, everyone has the right to defend themselves from various prejudices, and the law is specific that businesses maintain diversity and good moral conduct. According to the Equality Act 2010, protected characteristics are aspects of a person's identity that make them who they are. It's worth noting, while this legislation doesn't offer protection for revealing a protected characteristic, it's still unlawful to treat an employee differently after revealing one.

The act defines nine:
1. Age
2. Disability
3. Gender reassignment.
4. Marriage and civil partnership.
5. Pregnancy, maternity, miscarriage/stillbirth.
6. Race
7. Religion or belief.
8. Sex
9. Sexual orientation.

Note: Neurodiversity, although not explicitly mentioned in the equality act, is also a protected characteristic. In the UK neurodiversity such as Dyslexia, Dyspraxia and Autism is considered a difference.

3 Diversity

Diversity comes in many different shapes and sizes. In the context of human beings, diversity has many different dimensions. Many groups are often underrepresented often due to a bias that they might not fit in and think too differently.

To promote diversity at the workplace it is advisable to allow the formation of committees and support groups to produce a strategy and develop plans to improve support and inclusion. Ideally these groups should be a part of the wider EDI strategy and be a part of the EDI committee.

3.1 Neurodiversity

Neurodiversity is the concept that people vary in relation to how they process and interpret information and solve problems. Neurodiversity comes in many forms, and some are more common than others.

- Dyslexia 10 - 20% of the population
- ADHD 5 - 10% of the population
- Dyspraxia 5% of the population
- Autism 1 - 2 % of the population

Most up-to-date information on addressing the diverse needs of neurodiverse employees can be found by visiting websites of organisations dedicated to the specific neurodiversity. Below a list of UK organisations:

- British Dyslexia Organisation, provides information on Dyslexia and Dyscalculia
- National Autistic Society
- ADHD Foundation

3.1.1 Dyslexia

Dyslexia is one of the most common forms of neurodiversity and is estimated to be present within 5 - 20% of the population. Dyslexia varies among people and should be

considered as a spectrum. People with dyslexia may struggle with written communication but also following verbal instructions which is believed to be due to a limited verbal working memory which affects their phonological loop and the ability to accurately rehear information in their mind. Accurately reproducing written information is therefore a challenge.

People with dyslexia often have their strengths in other areas like the interpretation of visual information, storytelling, abstract problem solving and better interpersonal skills.

A workplace that does not overly rely on written communication and allows a more graphical approach to information representation would allow people with dyslexia to be more successful and bring in their talent. It is important to note that dyslexia is not a mental impairment and has no effect on a person's intelligence, therefore it should be considered as a difference and not a disability. Most recent research conducted by the University of Cambridge suggests that dyslexia and other neurodivergent traits are necessary for the evolution of humanity and that people with dyslexia are specialised for exploration.

The strength of dyslexia:
- Creativity, Invention and Discovery
- Strong memory for stories
- Excellent puzzle-solving skills
- Brilliant spatial reasoning
- Great conversationalist
- Tremendous empathizers
- Abstract thinkers
- Think outside the box

Useful Information

British Dyslexia Style Guide

3.1.2 ADHD

Attention deficit hyperactivity disorder is a difference which influences the way people behave and solve problems. People with ADHD can seem easily distracted and forgetful and not pay attention to the conversation they are involved in. Finishing a task can be difficult and people with ADHD often have a lot of projects they are working on for a long time.

Much like dyslexia, ADHD offers similar benefits, such as creativity and out of the box thinking. ADHD in contrary to its name should not be seen as a disorder but a strength. People with ADHD are brilliant explorers and able to see the world from an interconnected and holistic perspective which makes them a great asset for any research work.

People with ADHD may need adjustments at their workplace to be able to thrive and unleash their full potential but also to focus their energy on important aspects of the organisation.

3.1.3 Dyspraxia

Dyspraxia manifests itself as a difficulty with large and small body movements. Dyspraxia can also affect speech and language abilities which can lead to longer pauses during a conversation or presentation. Dyspraxia is a hidden condition and may not be that obvious to most people. Physical signs of dyspraxia are:

- Lack of smoothness and awkward appearing movements
- Movements that are easy for others require more physical and mental effort
- Reduced spatial awareness leads to bruises and bumps
- Learning movements for a practical task is more difficult
- Transferring motor skills to new situations or activities is more challenging

3.2 Intersectionality

Many people will fall into multiple categories/demographics and there are an infinite number of life experiences that we try to capture when partitioning EDI as we do. It is important to understand that none of the diversity categories are discrete and separate from each other. They intersect. Intersectional feminism centres the voices of those experiencing overlapping, concurrent forms of oppression in order to understand the depths of the inequalities and the relationships among them in any given context and uses this in EDI strategies and interventions.
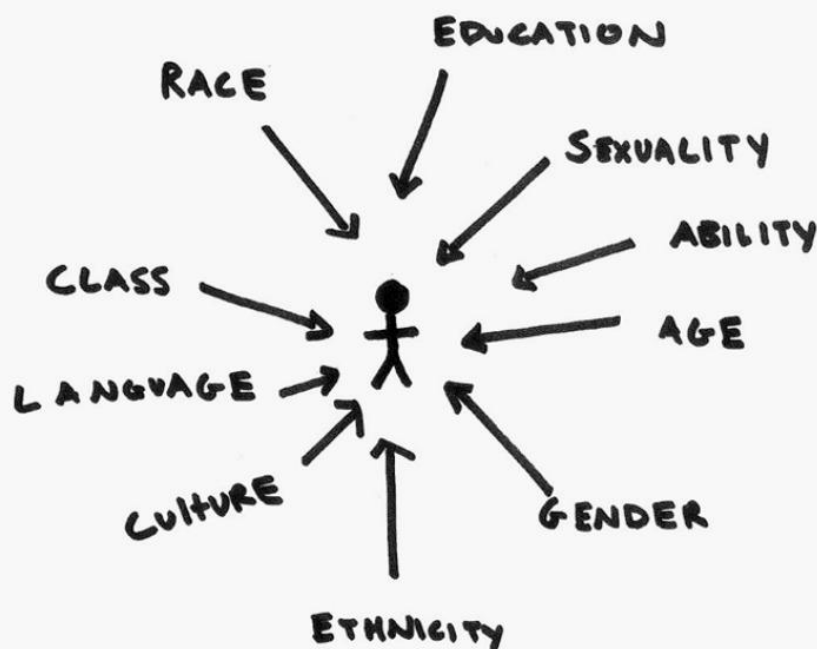
Using an intersectional lens also means recognizing the historical contexts surrounding an issue. Long histories of violence and systematic discrimination have created deep inequities that disadvantage some from the outset. These inequalities intersect with each other, for example, poverty, caste systems, racism and sexism, denying people their rights and equal opportunities. The impacts extend across generations. For example, those who are most impacted by gender-based violence, and by gender inequalities, are also the most impoverished and marginalized—black and brown

women, indigenous women, women in rural areas, young girls, girls living with disabilities, trans youth and gender non-conforming youth. This then trickles down to affect their employability as well as their privilege and confidence in attending certain interviews or asking for help when needed. That marginalized communities are the most impacted by natural disasters and the devastating effects of climate change is not a mere coincidence, she stresses.

While it is understood that workplaces are not always able to encompass and build in separate criteria and extensions for all communities, understanding these overlaps go a long way in understanding employee behaviour which otherwise might seem alien. This knowledge then serves as a framework through which to build inclusive, robust policies that work to solve overlapping forms of discrimination, simultaneously. Traditionally policies are written to serve the most privileged demographic and it becomes difficult to fight for or amend these to serve vulnerable demographics. More and more, we are understanding that good policies should first be written geared towards most vulnerable demographics as its major customer and provisions for building in extensions for more privileged demographics later. This has the added advantage of being inclusive at the outset, encompassing a larger number of the target population rather than as an afterthought, in turn reducing the labour on HR and EDI professionals for iterative changes.

Generally speaking, the more intersections a person falls into, the more it increases their overall vulnerability to non-inclusive practises. At the same time, they do bring with them intersectional knowledge from their lived experience of two demographics and are able to bridge multiple demographics by being translators. This is valuable to organisations not only from an EDI perspective, but also in terms of innovative thinking and cognitive diversity. If the organisation is human centred, it can support individuals in their vulnerabilities and at the same time help them develop their intersectional strengths to full potential. Life is not neat and ordered into EDI categories and to treat diversity in a non-intersectional way would be an oversimplification that would hamper our attempt to improve our sector.

3.3 Gender Diversity and Intersectionality

Traditionally gender has been used to refer to men and women, but with broadening of our understanding in recent years, can be expanded to encompass physical sex, assigned sex, gender identity, gender role, gender presentation, and perceived gender.

Gender diversity in the workplace is often discussed in the context of corporate boards and certain occupations. There have been multiple compelling financial and business cases that have been put forward over the years and it is <u>well established</u> that gender diversity is correlated with both profitability and value creation. Gender diversity as other kinds of diversity has also been found to broaden customer base as well as improve problem solving. <u>It has also been found </u>that reducing gender gaps in labour market participation, Science, technology, Engineering and Maths (STEM) qualifications and wages, could increase the size of the UK economy by around 2% or £55 billion by 2030.

Corporate boards are usually seen to be dominated by men. There is a significant gender gap in top leadership positions such as President, CEO, and COO which are rarely occupied by women. In addition, certain fields such as engineering, sciences, and math which have been traditionally unwelcoming to women and also suffer from societal perception of "gendered subjects", have understandably struggled for decades to attract and retain women. It is not always well known that girls generally perform better at school yet in their working lives is it frequently the case that they earn less and occupy less leadership positions than men. Likewise, it is equally uncommon to find men in traditionally female jobs, such as elementary education and nursing because of them being seen as "soft" and "household" jobs. A bulk of these kind of jobs often as paid less and a huge percentage of care work usually goes unpaid.

Being the only person of your gender in a workplace as in any group setting can lead to difficult day-to-day experiences. We already know the effect of "Onlys" on women - when someone is the only woman in a room full of men, as is usual in many industries, they stand out. And because of that, onlys (whether they are women or otherwise) tend

to be more heavily scrutinized. Their successes and failures are often put under a microscope, and they are more likely to encounter comments and behaviour that reduce them to negative stereotypes. In addition to this, onlys feel an added pressure to "prove" not only their ability to work but also their entire gender's ability to work effectively, often pushing themselves to overwork and holding themselves to higher standards. Lack of gender diversity in a workplace can very easily lead to conversations which un/subconsciously exclude certain demographics, whether they are in the boardroom or at the lunch table. Lack of gender diversity might also lead to women losing out on exciting opportunities, as well as promotions given their higher chances of being locked out of gendered-peer-group discussions.

Challenges can get dramatically compounded the more intersections an employee falls into. As summarised by McKinsey and Company, "being an Only for one dimension of identity is already incredibly difficult. For example, women of color often are onlys in an intersection of demographics: both as the only woman in the room and as the only person of their race in the room. Such kind of "Double Onlys" face even more bias, discrimination, and pressure to perform, and thus are even more likely to be experiencing burnout."

As another example, mothers of young children already face more bias and barriers in the workplace than fathers and women overall, but when they are the only woman in the room in their workplace, their experience is even more difficult. Compared with mothers of young children who regularly work with other women, those who are Onlys are significantly more likely to experience burnout or to consider leaving their companies. They are also more likely to feel judged or to be worried about how their career might be affected if they take advantage of options that make it easier to balance work and life, such as working from home or working nonstandard hours. And they are less likely to feel comfortable sharing their personal challenges with colleagues, which means they are less likely to get the support they need.

Gender diversity initiatives aim to bring more balance to all of these issues and can lead

to higher employee satisfaction and higher talent retention. Gender diversity initiatives at various levels can target improving an organisation's culture in various ways. Gender diversity at junior level can lead to overall junior employee satisfaction to increase, however gender diversity at board level can often mean inclusive decisions that can affect the culture of the whole organisations. Gender diversity at board level allows visible role models reducing imposter syndrome and improving employee confidence.

Improving gender diversity in the workplace needs a dedicated and multipronged approach. Companies serious regarding employing gender diversity should steer away from the dangers of diversity exercises turning into box ticking and incorporate gender diversity promotion strategies in various departments such as recruitment, office culture, inclusion, pay, promotion, transparency, non-discriminatory HR policies, non-discriminatory and strong grievance processes, flexible working, workplace architecture and ergonomics, fellowships and awards, targeted training as well as in handling harassment and microaggressions.

For tips on how to foster gender diversity in the workplace, readers are directed to the following articles:

1. https://www.insperity.com/blog/gender-diversity-in-the-workplace/
2. https://www.fond.co/blog/4-tips-to-tackle-gender-diversity-in-the-workplace/
3. https://www.goodwall.io/blog/gender-equality-in-the-workplace/
4. https://iuslaboris.com/insights/top-ten-practical-tips-for-improving-diversity-in-the-workplace/
5. https://www.forbes.com/sites/forbescoachescouncil/2022/03/08/11-ways-to-promote-a-culture-of-gender-equality-in-the-workplace/?sh=3fc9c46a444a

For more detailed reading on gender diversity, the reader is directed towards the following references:

1. https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace
2. https://www.mckinsey.com/featured-insights/gender-equality/women-matter-ten-years-of-insights-on-gender-diversity

3. https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/delivering-through-diversity
4. https://www.forbes.com/sites/janicegassam/2020/05/19/mckinseys-new-report-finds-that-diversity-does-not-equal-inclusion/?sh=1e63ebc47066
5. https://skills4training.org/what-is-gender-diversity/

3.4 Cultural Diversity

Cultural diversity relates to shared values and beliefs and influences and the way we behave. Cultural diversity can massively contribute to cognitive diversity of an organisation but requires a certain level of maturity in an organisation to utilise it effectively.

Being able to communicate across intercultural differences is of great importance. Awareness of intercultural communication could provide a better understanding of each other's values and beliefs. A multicultural workforce is likely to perform better when it comes to solving complex problems, however, in order to harness inter-cultural diversity a certain level of open mindedness is necessary. We must keep a look-out for behaviours or language that can detract multicultural talent and must actively incorporate messaging and languages which are inclusive to different cultures.

3.5 Race

In the Equality Act 2010, race includes colour, nationality and ethnic or national origins and is one of a set of protected characteristics to which several types of discrimination apply. A racial group can be made up of one or more distinct racial groups, for example Black, White, Chinese, Romanian, black Briton, British Asian, Romany Gypsies and Irish Travellers.

Race discrimination is illegal in the UK as per the Equality Act 2010, yet many individuals from an ethnic minority background still face discrimination and

disadvantage when trying to get into and progress at work compared with their white British peers. About 1 in 8 of the working age population are from an ethnic minority background, however these individuals make up only 10% of the workforce and hold only 6% of top management positions (McGregor-Smith Review, 2017). Addressing this issue is not just about tackling race discrimination, but also about boosting business performance, as it is estimated the economy could gain an additional £24 billion if there was full representation and progression across ethnicities in the workplace.

Racism is a deep-seated issue in society, maintained by discrimination and prejudice. Whilst workplace inclusion is essential, racism needs to be named and consciously addressed, alongside - and separate to - an overarching commitment to inclusion. To root out racism, employers need to critically review their organisational culture from top to bottom and address racism at a systemic level by looking at where it is embedded in their own organisations, their policies, processes, customs, and practices. Employers must stand against the cause (racism) and the effect (inequality).

Find <u>here</u> a useful guide on how to build an *anti-racism strategy* (*Anti-racism* is usually structured around conscious efforts and deliberate actions which are intended to provide equal opportunities for all people on both an individual and a systemic level.)

The subject of race has never been openly and widely discussed in society or indeed in the workplace. Elements of the western world's historic and current context of race means that it is intertwined with oppression, discrimination, pain, suffering and guilt. Those who might lead these conversations are not themselves the victims of societal or organisational racial disparity, so this makes the conversation harder for them to instigate. Research by CIPD shows that more ethnic minorities (40%) want to talk about race at work compared to the white British workforce (23%). Conversations about race are mainly being initiated through employee networks, followed by senior leaders and HR. The stats show that staff are more comfortable talking about race with their colleagues than with anyone else. Trust in senior management is also a critical factor in determining whether staff are comfortable to talk about race at work. Findings such as

these indicate that some employers are not engaging with their entire workforce on race equality - they may have policies and initiatives, but these are not being actively communicated with the whole workforce.

Here are some useful steps to take to start the conversation about race in the workplace:

- Accept that this conversation might be new for most people, which means that there might be discomfort and mistakes might be made.
- Communicate your intention in having this conversation and define the context within the workplace.
- Involve everyone and create a safe space where people can share their own experiences and learning about race.

More details on how to talk about race in the workplace can be found here.

Recommendations for employers:

- Understand what is happening in your organisation: Identify levels of ethnic diversity using HR data, explore any structural and cultural barriers that are maintaining workplace inequalities, review recruitment practices to eliminate bias and discrimination, take steps to understand how inclusive the workplace currently is, and what could be done to improve inclusivity.
- Explore whether policies and practices are underpinned by principles that actively celebrate and encourage difference and ensure they do not discriminate on the basis of race. Identify whether there are mechanisms in place to enable employees to voice issues about inequality and need for change.
- Identify barriers in career progression and 'cliff edges' where employees leave and address this. Also, consider intersectionality, such as the combined effect of race and gender, and examine progress from different angles.
- Build an inclusive culture: Raise awareness, make standards of behaviour clear to everyone through regular and appropriate communication methods, promote a

culture of personal responsibility for treating people with respect and dignity, adopt a zero-tolerance approach to race discrimination, monitor and evaluate policies and practices regularly to ensure their effectiveness.

3.6 Sexual orientation

Sexual orientation and **Sexuality** refer to a person's sexual attraction to other people, or lack thereof. This includes emotional, romantic, sexual, or affectionate attraction to other people. It is important not to confuse sexual orientation with gender identity as the two are not the same. For instance, trans people, like any other people, can have a wide range of sexual orientations, including heterosexual, lesbian, gay, bisexual, asexual, pansexual, omnisexual and demisexual.

Sexual orientation discrimination legislation has been in place in the UK since 2003. Sexual orientation is a protected characteristic under the Equality Act 2010. The law is primarily designed to protect lesbian, gay and bisexual (LGB) employees and job applicants against direct and indirect sexual orientation discrimination, and harassment and victimisation because of someone's sexual orientation. However, it is well-established in UK case law that a heterosexual individual can also be subjected to sexual orientation discrimination. For example, this could occur where a homophobic taunt is used towards an individual whom the perpetrator knows is not actually gay. "Gender reassignment" is a separate protected characteristic under the Equality Act 2010. This means that transgender individuals are also protected against discrimination in the workplace.

For more detailed reading on sexual orientation and the various terminology associated, readers are directed to this link.

3.6.1 LGBTQ+

LGBTQ+ people appear to be well represented in the space sector (10% vs 4–7% in the

population at large). However, about a quarter say they are not comfortable being open about their sexuality. Younger people are more likely to identify as LGBQ+ (20% of 18–24s vs 5% of 50–54s) because of being raised in a slightly more tolerant world.

Through the following relatively simple, manageable, and effective steps, you can attempt to effectively reduce discrimination against those within the community. Begin by making sure to address your prejudice and be always inclusive.

Tips To Make Your Workplace LGBTQ+ Friendly:

1. Educate yourself on LGBTQ+ friendly matters: Firstly, it is vital to educate yourself on the history and culture of LGBTQ communities. Teaching yourself the fundamental issues will give you an understanding of the difficulties faced every day. Furthermore, knowledge will allow for a more LGBTQ+ friendly workplace. There are many resources available to get to grips with LGBTQ+ related issues. For example, Stonewall, with a dedicated section to inclusive workspaces, and LGBTQ+ Foundation offering up news on research, health and more.

2. Diverse workforce: This is rooted in recruitment and can be achieved through adequate training to understand the barriers faced by LGBTQ+ job seekers, and how to practise inclusive and fair recruitment. The best approach to overcome this is to use inclusive language when advertising, and not to allow assumptions or biases to drive any decisions about candidates. Fair consideration is equally important during internal promotion processes to ensure diversity runs through all levels of the company, not just amongst entry level employees.

3. Role models and 'executive champions: Establishing LGBTQ+ network groups, with visible role models and peers, can go a long way to making staff feel comfortable at work. Seeing others expressing themselves throughout the company will encourage less confident employees to do the same.

4. Zero-tolerance approach, at all levels: For discrimination to be fully removed from a workplace, action must be taken at all levels and not just from the top down. While it is an employer's responsibility to establish the LGBTQ+ friendly policies,

ultimately each individual employee carries with them the moral responsibility to put it to action. What HR professionals can do, however, is remind their staff of these policies and have procedures ready in place in the event of any issues.

5. Get the employees' opinion: Anonymous surveys are an effective way for employers to assess their own performance and pinpoint where action needs to be taken to enhance their inclusiveness even further. For instance, getting the perspective of staff on things such as unconscious bias training sessions or the recruitment process which could improve their work experience if implemented.

6. Gender neutral language: More than a third (35%) of LGBTQ+ staff reported to have hidden or disguised their LGBTQ+ identity out of fear of discrimination. To help protect these employees, it would be beneficial to create a gender-neutral environment at work from the everyday conversation to the company's policy. For example, this includes using language such as 'partner' or 'spouse' instead of husband or wife or encourage all staff to add their preferred pronouns to their email signatures. General greetings such as "Hey dude" and "Hey guys" or "Ladies and gentlemen" can cause many individuals to feel uncomfortable and rejected. Instead, you can say thank you for your hard work with terms like "teammate" or "everyone".

7. Stand Up for LGBTQ+ Co-workers: More than half of LGBTQ employees (53%) say they have heard lesbian and gay jokes at work. Be sure to speak up against derogatory jokes and discrimination within the workplace. Try to build a way of quickly addressing these issues. If you are a manager, show your team that your door is always open, and you strive for an LGBTQ+ friendly workplace.

8. LGBTQ+ Benefits: Be sure to offer inclusive and non-discriminatory benefits and rewards at work to all your people, no matter their gender or sexual orientation. Many standardised benefit packages exclude LGBTQ+ families and transgender individuals, such as parental and adoption leave. Creating inclusive rewards and recognition at work is a great way to increase LGBTQ+ friendly workplaces.

References and Further Reading

- *LGBTQ+Mckinsey inclusion in the workplace*

- *Resources for LGBT+ young people, their families, and friends (thebes project.co.uk)*
- *Inclusion at work: Perspectives on LGBT+ working lives (cipd.co.uk)*
- https://spaceskills.org/public/docs/SSA%20Demographics%20of%20the%20UK%20Space%20Sector%202021.pdf

3.7 Age

Age UK defines an age-inclusive workplace to be "one where employees of all ages have an effective voice, feel respected, valued, and able to fulfil their aspirations and potential".

Age is one of the characteristics that impacts everyone's career, from the moment they send off the application for their first job or internship, and up to their retirement. A multi-generational workplace enables effortless exchange of knowledge, experience, and perspectives, which combine to drive innovation across the company. Hence it is important to have a workplace that is both age-diverse and age-inclusive.

Age discrimination can be experienced by individuals at any point in their career and in any professional setting, regardless of company size or location. If it is evident that your employees or colleagues are all similar in age, your company is missing the benefits of have an age-diverse workforce.

3.7.1 Cautionary signs that could lead to age discrimination:

- Employee referral hiring process where candidates may mirror the employee's age group
- Unconscious bias where there is subconscious discrimination based on age
- Focusing only on one end of the age-spectrum in the work force
- Making age diversity HR's issue rather than helping people throughout the organisation to understand the value of age diversity

- Unidentified signs of age vulnerability which could manifest as fear of modern technologies or fear of doing a task for the first time

Organisations such as Age Scotland also provide resources such as the Age Inclusive Matrix to help organisations be as age inclusive as possible (<u>AIM – Getting Started</u>).

3.7.2 Actionable tips to create an age-inclusive workplace:

- Set up two-way informal mentorship programmes e.g., one where new technology upskilling could be exchanged for industry experience
- Remove references to age on CVs before sharing within the company
- Ensure that interview panels are age-diverse to broaden perspectives during candidate evaluation and to present the company to the candidate as it plans to hire
- Use recruitment agencies that have identified a focus on diversity
- Recruit from an age-diverse candidates pool through mechanisms such as apprenticeships or return to work schemes
- Replace "X number of years' experience required" with "working experience of the industry" in job descriptions
- Have an employee-led task force to work with HR in understanding the age demographic within the organisation, interaction between difference age groups and clear identification of challenges faced by each generational group
- Have regular activities that bring together employees of all ages within the company and reduce activities that may exclude certain age groups

4 Diverse needs

4.1 Disabilities

4.1.1 Medical model of disability

The medical model of disability describes the person with impairment in relation to what is wrong or missing rather than what his or her needs are. This model highlights the impairment of a person in relation to what is perceived as normal. Note, what we understand as normal may depend on our own attitudes towards people who are different and may unconsciously influence the way we see people and our expectations regarding their capabilities. Therefore, it is not uncommon that we consciously or unconsciously discriminate against people who seem to have an impairment in our understanding.

4.1.2 Social model of disability

The social model of disability describes disabilities as barriers that impair people's ability to do perform certain tasks. These barriers can be physical such as offices which can only be accessed by stairs, but also caused by people's attitudes. Seeing disabilities through a social lens can help identifying these barriers and remove them. This idea links to the aspect of ergonomics of inclusive design which aims to design an environment that enables people and works for a diverse population.

4.2 Mental Health

We all have mental health, and it is important we look after our mental health as much as our physical health. According to Department of Work and Pensions, mental health problems have a greater impact on people's ability to work than any other group of disorders. Like with many illnesses it is important to spot the warning signs early, these can be physical, behavioural, cognitive, or emotional. It has been found that people with severe mental illness are more likely to be the victims, rather than the perpetrators, of violent crime. People with mental ill health are more dangerous to themselves than to others: 80-90% of people who die by suicide are experiencing mental distress. Poor

mental health impacts on individuals and their families, in lost income, lower educational attainment, quality of life and a much shorter life span. This document compiles a list of known mental health symptoms and short actionable suggestions however, mental health is a long and meandering topic which is also intersectional in nature, and thus, will be difficult to concisely summarize within the scope of the document. Common mental health myths include an expectation that mental health can be improved by willpower or that they are not true "illnesses" or "symptoms" which need to be actively addressed. Employers who understand that mental health is a systematic effect of the kind of socio-economic and work culture we currently live in, will be able to make and implement effective systemic changes in the workplace that can support employees.

4.2.1 Statistics

1. 1 in 4 people experience mental health issues each year
2. At any given time, 1 in 6 working-age adults is struggling from poor mental health
3. Mental illness is the second-largest source of burden of disease in England. Mental illnesses are more common, long-lasting and impactful than other health conditions.
4. Mental ill health is responsible for 72 million working days lost and costs £34.9 billion each year. Note: Different studies will estimate the cost of mental ill health in different ways. Other reputable research estimates this cost to be as high as £74–£99 billion.
5. People with a long-term mental health condition lose their jobs every year at around double the rate of those without a mental health condition. This equates to 300,000 people – the equivalent of the population of Newcastle or Belfast.
6. 1 in 6.8 people experience mental health problems in the workplace (14.7%).
7. Women in full-time employment are nearly twice as likely to have a common mental health problem as full-time employed men (19.8% vs 10.9%).
8. Evidence suggests that 12.7% of all sickness absence days in the UK can be attributed to mental health conditions.
9. Men aged 40-49 have the highest suicide rates in the UK. This is true due to the patriarchal upbringing prevalent in most cultures around the world which neglects

and actively suppresses emotional growth in men. Men tend to have less friends than women and workplaces can help this by creating and encouraging buddy groups and offering after-work employee entertainment perks.

10. Women between the ages of 16 and 24 are almost three times as likely (26%) to experience a common mental health issue as males of the same age (9%).

11. 9% of employees who disclosed mental health issues to their line manager reported being disciplined, dismissed or demoted. Note: The percentage of people reporting discipline, dismissal or demotion in the Business in the Community report has reduced over the last three years: it was 15% in 2017, 11% in 2018 and 9% in 2019.

12. 69% of UK line managers say that supporting employee wellbeing is a core skill, but only 13% have received mental health training. 35% of line managers reported a wish for basic training in common mental health conditions

The above statistics are taken from this and this study.

4.2.2 Mental health in LGBTQ+ community and Ethnic Minorities

1. People who identify as LGBTQ+ are more likely to have suicidal thoughts, and attempt suicide, than those who do not identify as LGBTQ+

2. People who identify as LGBTQ+ are at increased risk of developing anxiety disorders.

3. Self-harm is more common in ex-service personnel, young people, women, LGBTQ+ community, prisoners, asylum seekers, and people who have experienced physical, emotional or sexual abuse.

It is worth understanding that mental health is a highly intersectional issue with links to each of the different topics contained in this manual. The higher the number of intersections a person falls into, the greater their chances of not being supported effectively by the society, leading to greater chances of poor mental health.

4.2.3 Common Symptoms

Physical / somatic symptoms:

- Muscle tension
- Headaches
- Insomnia
- Digestive problems
- Significant changes in weight
- Tiredness

Behavioural symptoms:

- increased use of alcohol, smoking etc.
- 'over-reacting' – heightened emotional reactions
- withdrawn
- distracted; making more errors
- procrastinate, inability to complete tasks, passivity
- repeated short-term absence / long-term absence

Cognitive symptoms:

- concentration problems
- poor short-term memory
- absentminded
- indecisive
- negative thinking

Emotional symptoms:

- worry and nervousness
- overwhelmed
- irritable, anger
- low
- self-doubt

4.2.4 Conversations

It is important to have conversations with people who start showing the symptoms to let them know they have your support and to take action.

4.2.5 Mental Health Support Response Examples:

Practical considerations

Respond as soon as you see changes

- Plan and prepare
- Appropriate time and place

Appraisal support

Feedback that can enhance self esteem

- "I know you are very able to do.."
- I know you have good skills at.."

- Keep conversations regular

Emotional support

Showing interest, caring for, empathy etc.

- "What impact has this had on you?"
- "I am sorry to hear you feel this way…

Informational support

Providing information that helps with the issue/s

- "Have you considered this…"
- "Is it helpful to know that…"
- "Are you aware that…

4.2.6 Prevention of Mental Illnesses at Work

1. Better mental health support in the workplace can save UK businesses up to £8 billion annually.

2. Introducing a workplace intervention in the form of an employee screening and care management for those living with (or at risk of) depression was estimated to cost £30.90 per employee for assessment and a further £240.00 for the use of CBT to manage the problem in 2009. According to an economic model, in a company of 500 employees where two-thirds are offered and accept the treatment, an investment of £20,676 will result in a net profit of approximately £83,278 over two years.

3. Promoting wellbeing at work through personalised information and advice, a risk-assessment questionnaire, seminars, workshops, and web-based materials will cost approximately £80 per employee per year. For a company with 500 employees, where all employees undergo the intervention, it is estimated that an initial investment of £40,000 will result in a net return of £347,722 in savings, mainly due to reduced presenteeism (lost productivity that occurs due to an employee working while ill) and absenteeism (missing work due to ill health).

Being proactive is key for a mentally healthy workforce. Keeping a close eye on stress and workload of employees is important but also to enable people to speak up and say when they reach their limit. It also helps understanding the skills and associated strength people in the organisation may have so that they can be allocated to the tasks that suit them best. However, this does not mean that people should only stick with tasks they are familiar with, there should also be enough opportunity and flexibility for people to take on new responsibilities and growing their skill set.

Further Reading and References:

- https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/212266/hwwb-mental-health-and-work.pdf
- https://mhfaengland.org/mhfa-centre/research-and-evaluation/mental-health-statistics/
- https://www.mentalhealth.org.uk/cymru/explore-mental-health/publications/fundamental-facts-about-mental-health-2016

4.3 Workload and Stress

The HSE define stress as the **"the adverse reaction people have to excessive pressures or other types of demands placed upon them."**

A healthy amount of pressure may be beneficial to work and for people to perform at their peak. However, too little pressure can lead to "rust out" and boredom while too much pressure may lead to physical health or mental health problems such as anxiety, depression and "Burn out". Other factors such as gender, caring responsibilities, sexual orientation, race and age also play a role in this prevalence, with women and young people reported feeling more prone to extreme stress and pressure at work.

People who can cope with high workload often have coping strategies such as exercising and working out. It is important to understand how people cope with high workload and stress and to make sure they still have time for this.

4.3.1 Tips to control and manage workload:

- Conduct workload analysis to understand the nature of the work and how it can lead to stressful situations
- Once the workload is understood, take a closer look at all the tasks involved and optimise them with a focus on human performance and limitations but also a more <u>inclusive design</u>.
- Understand your employees: make sure the talents and capabilities of your employees are well understood and allocate them to meet demands effectively.
- As a line manager, avoid micromanaging employees and allow a bottom-up approach led by the team to solve challenging problems.

4.4 Burn Out

In 2019, the World Health Organisation recognised burn out as an occupational phenomenon. Defined as a state of emotional and physical exhaustion, burnout is a rising concern in the UK workplace. With growing demands on employees to always being "on" to respond to work and go above and beyond their pay grade to prove their mettle at work, stress has been taking an increasing toll on employee's physical and mental health. Compared to March 2020, <u>46% of UK workers feel</u> 'more prone to extreme levels of stress' while only 15% feel 'less prone to extreme levels of stress'. In addition, the pandemic, blurred the boundaries between work and home life, with many employees having to work around grief as well as a steep increase in caring responsibilities, leading to faster rates of burning out.

In addition to destroying employee health's workplace burnout if not managed properly, can lead to employee cynicism and extreme dissatisfaction with their work, detachment from stakeholders such as customers and can lead to uncertainty about career improvement and progression. This is turn has knock-down effects on overall business culture, profitability, and talent retention. To build a skilled and sustainable workforce of the future, employers need to understand not only the early symptoms of burnout and support employees to manage it well, but also to understand and prevent its underlying

causes. There are many causes that can lead to job burnout such as

1) Micromanagement - leading to employees having no control over their work and schedules, leading to fast burnout

2) Unclear expectations - Employers can help employees feel secure and supported by getting employee buy-in to the overall vision of a company through regular trainings and group sessions. Employees also benefit from good line management and communication skills of their line managers and project leads with clearly set expectations and deliverables against timelines. This should be supported by identifying areas where employees need support and allocating resource for the same.

3) Poor work culture - This consists of almost everything described in this document, ranging from a lack of gender balance to lack of proper toilets, a bad office temperature, non-ergonomic equipment, and lack of general flexibility around schedule and responsibilities. A culture of overwork and micromanagement can also leave employees less time to make friends in the workplace, leading to a feeling of isolation which can lead to faster burnout.

4) A lack of work-life balance: Employee is putting in over-time at work consistently will have less time and energy to devote to their personal matters which in turn can lead them to resenting time at the office.

5) High engagement with work: While engagement with work is good for employees, over engagement in employees is often correlated with a constant need to prove themselves at work which coupled with tiredness and imposter syndrome, can lead to faster burnout. For example, while millennials tend to value work/life balance, they may have an increased risk of developing burnout because they are highly driven and motivated in the workplace. The same is true for onlys and double onlys such as women and women of colour or queer people who feel the pressure of performing on behalf of an entire demographic.

6) Being unrecognised and unrewarded for their work: Regular pats on the backs and employee recognition can help offset imposter syndrome and overworking

and instil a sense of trust in employees towards the business reducing their work stress and in turn, burnout.

In addition to this, the digital era coupled with remote working has led to the rise in digital burnout. Digital burnout happens when there is excessive online usage without regular breaks, excessive information consumption due to social media and heightened connectivity or using several devices at once. The symptoms of digital burnout can be physical such as reduced energy, sleep difficulties and heart pain or psychological leading to heightened negativity, cynicism, and dissociation. This can also lead to digital and sensory overload, which is typically even worse for neurodivergent people and people with certain kinds of disabilities. For a detailed read on digital burnout and what employers can do to combat it, readers are directed to this article.

4.4.1 Effects of Burnout:

The effects of burnout are extensive and can have varied consequences across different aspects of life, as summarised below:

Physical health issues

- Excessive stress
- Fatigue
- Increased likelihood for heart disease
- Increased likelihood for high blood pressure
- Increased likelihood for type 2 diabetes
- Increased likelihood for respiratory issues
- Increased likelihood for death before age 45

Mental health issues

- Depression
- Anger
- Irritability

- Anxiety
- Increased likelihood for mental health needs like medication or hospitalization

Personal consequences

- Alcohol or substance abuse
- Isolation from friends and family
- Irresponsibility with finances
- Anger towards family members
- Inability to fulfil responsibilities

Professional consequences

- Job dissatisfaction
- Withdrawing from colleagues and friends
- Inability to do job well
- Drain on company resources

4.4.2 Tips on tackling burnout in the workplace

As demonstrated by its various effects, burnout is not something employees can tackle on their own.

1. Understand that burnout and stress are different.
2. Businesses must actively diagnose their own culture for toxicity and take active steps to address them.
3. Businesses must have processes that allow employees to ask for help when needed and must nurture a transparent and supportive culture to foster it actively.
4. Workplaces must have an employee-centric HR department, with clearly communicated policies in place to address employee burnout.

5. Workplaces must also reconsider their company's workplace policies to ensure that <u>employee health and well-being come first.</u> Employers must make sure to set clear guidelines on expectations for working remotely while also ensuring that everyone respects them.

6. Regular training for line managers on effective communication, and empathetic mentoring will go a long way. Line managers must be able to communicate/demonstrate clearly to their managees that their role is as a supporter. Line managers must also be able to match the rhythm of their involvement to the requirements of the individuals they are helping.

7. Businesses must not violate their employees' boundaries.

8. Similarly, <u>organizational leadership methods and training</u> can help their employees avoid burnout both by learning to recognize the signs of burnout and also by working with their employees to avoid it.

9. Workplaces must actively nurture a safe space for employee feedback and actively incorporate changes based on them.

10. Workplaces must also nurture a safe space where employees are able to take regular breaks without overwhelming guilt.

11. Workplaces must minimize sending unimportant emails and reduce online meetings.

12. While it is tempting to focus your narrative on hard work and hustle culture, employers must build in well-being into their workflows and methodologies in order to prevent burn-out rather than offering token and mandatory wellbeing sessions. Token exercises such as these, when uncoupled with actual proactive policies and actions, can often aggravate instead of combating burn-out.

For further reading, readers are pointed to the following references:

1. https://www.in-equilibrium.co.uk/wellbeing-at-work-what-are-the-signs-of-burnout-to-look-out-for/
2. https://www.forbes.com/sites/ashleystahl/2022/09/15/how-burnout-affects-your-decision-making-process-and-how-to-fix-it/?sh=c52ba6773914
3. https://www.inclusiveemployers.co.uk/blog/exploring-the-pressures-of-being-an-edi-professional/

4. https://www.edistaffing.com/blog/2020/12/28/how-to-spot-a-toxic-workplace/
5. https://mentalhealth-uk.org/burnout/

4.5 Menstruation

Women and girls (and intersex and non-binary people with female reproductive systems) and transgender men of reproductive age, who are not on hormonal medications, or devices, and are not pregnant or breastfeeding, and do not have an illness or congenital condition that prevents menstruation, and have not experienced early menopause through surgical or natural means typically menstruate every month. While statistics on the total number of menstruating people in the UK are not available yet, there are 15 million women (not sure if this study implies cis-women or encompasses all women) in the UK who are of menstruating age. Anecdotal evidence suggests that transgender women experience PMS- or PMDD-like symptoms at the same time each month.

For some additional NHS guidance readers can click on this link. Most menstruating people feel pain and discomfort of some kind during their periods, in many cases the pain can be similar to a heart attack. While more menstruating people have joined the workplace over the years, lack of awareness and support during periods often lead women to feel compelled to work through pain and discomfort.

4.5.1 Important Menstruation Facts, Stigma and Period Poverty

- In 1977, a quality-of-life survey was conducted by the Louis Harrish Research Institute, showing women in the UK rated disposable sanitary and hygiene products as second place only to electrical household goods as having had the most beneficial impact on 20th century lifestyles.
- Around the world, menstruation has been associated with shame, taboo and stigma over the years resulting in lack of awareness, and lack of access to safe spaces for menstruating people.

- Menstruating men and non-binary people face additional stigma since they fall into multiple intersections of vulnerability.
- Neurodivergent people such as autistic people as well as people with disabilities face additional challenges during their periods.
- Half of women have experienced period poverty.
- A survey of 2,000 women (aged 18–55) found that 49 percent have faced a lack of access to sanitary products, menstrual hygiene education, toilets, hand washing facilities and/or waste management.
- Sixty percent of respondents admitted to budgeting in order to afford sanitary items and 79 percent have made sacrifices or gone with less in order to afford their necessities.
- Results revealed the average woman surveyed spends $13.25 a month on menstrual products – that's $6,360 in an average woman's reproductive lifetime (ages 12-52).
- An emergency leak can happen anywhere, seeing as how the average woman has two menstrual leaks per cycle. One in two (55 percent) respondents admitted to having been in need of a menstrual product when they didn't have one.
- Workplace environments (51 percent) and hotels (44 percent) rounded out the top five locations where women believe there should be access to sanitary items free of charge.
- Forty-six percent have skipped a class because of menstruation, while 45 percent have cancelled a date or left work early.
- Nearly half of the women surveyed in the workplace in a different study (46%) admitted they weren't comfortable talking about their period as a reason for time-off.
- And a staggering 67% agreed that they'd be more honest about their symptoms with a female boss.

4.5.2 If menstrual products were free, how would women spend the money they'd save?

- Results show two in five (41 percent) would take a vacation, while 39 percent would think to the future and put those funds toward their retirement.
- A third of women surveyed would put that money toward becoming homeowners and paying for a house.

4.5.3 Tips for a period-friendly workplace

- Normalising respectful discussion of menstruation and
- Provision of sanitary products for free for employees reduces the stigma and discomfort around menstruation.
- While providing sanitary products, care must be taken to ensure a broad selection of various products such as sanitary pads and tampons.
- Employers many also consider introducing schemes where employees can be reimbursed for purchase of reusable period products such as cups, discs, and period proof underwear. This specifically helps trans, non-binary, autistic and disabled people with access to more inclusive period products making their cycle easier and shame-free.
- While purchasing disposable products such as tampons and sanitary pads, care must be taken to purchase a variety of sizes and materials since every menstruating individual is different with different vagina sizes and some people might even be allergic to certain materials.
- Tampons with both applicators and non-applicators should be provided.
- If possible, some reusable pads can also be provided for employees - these are typically a little more expensive, but more sustainable for the environment.
- In many cases, menstruation can be temporarily debilitating for many employees, such as in people with endometriosis. In addition, people who fall into various

other vulnerable demographics can experience other discomfort such as sensory overload and overwhelm leading to poor mental health as well. Employees should be able to avail sick leave/period leave during their most painful period days. This should be clearly mentioned in the sick leave policy.

- Many menstruating people have history of being bullied for having sanitary products in their bags or while carrying them to the bathroom due to generations of stigma around it. Period products should preferably be kept in all (men, women and unisex) bathrooms/toilets to be readily and discreetly available.

- Bins and small bags for disposal for period products should also be readily available in bathrooms.

- If for any reason, it is not possible in the toilets, care should be taken to store them at a place close to the toilets so that they can be readily accessible without employees having to walk a long way past multiple other colleagues with period products in hand.

While the text here provides a soft and introductory introduction to inclusive period-friendly offices, it should not be taken as exhaustive. Regular employee feedback is critical to understanding the diverse needs of various individuals and providing diverse and inclusive support.

4.5.4 Extra provisions in the office for menstruating people

Historically, there has been a lack of research around various issues and health problems faced by menstruating people. Many menstruating people suffer from PMS, PMDD or various other kinds of symptoms –

- employers could provide a stock of hot water bottles/heat patches/pain patches as well as massage subscriptions which could be used by employees during those times to boost comfort.

- Employees could also be encouraged to bring in their own reheatable comfort aids such as microwaveable warmies/body wraps/wheat bags.

For further reading on how to ensure office architecture and office décor could help in making a period-friendly workplace, readers are directed to this link.

Further Reading and References:

1. https://www.inclusiveemployers.co.uk/blog/understanding-menstrual-leave-periods-in-the-workplace/
2. https://www.hrzone.com/perform/people/its-time-to-address-menstruation-in-the-workplace-period
3. https://swnsdigital.com/us/2019/11/new-research-reveals-how-much-the-average-woman-spends-per-month-on-menstrual-products/#:~:text=Results%20revealed%20the%20average%20woman,the%20money%20they'd%20save%3F
4. https://www.stylist.co.uk/long-reads/free-sanitary-products-period-tampons-pads-at-work/334730
5. https://www.independent.co.uk/life-style/health-and-families/period-leave-menstruation-work-employment-uk-women-a6905426.html
6. https://workplace.totm.com/
7. https://purposehr.co.uk/dignity-in-the-workplace-period/
8. https://www.bupa.co.uk/business/news-and-information/female-health-and-employment

4.6 Menopause

Even though the menopause is a natural stage of life experienced by most women, it remains a taboo subject in many workplaces, which leads many menopausal women to not disclose their symptoms in order to receive help and understanding from colleagues and managers (Griffiths et al 2010). Hence, most women 'typically suffer in silence', when it will only take a few small practical adjustments at work to make a difference for someone experiencing some of the uncomfortable symptoms of the menopause. The

research also shows that nearly one in five women worried about their managers' and colleagues' perceptions of their competence at work due to the menopause.

Women should not feel isolated and scared in the workplace while going through a natural stage of life. The menopause is also an equalities issue: under the Equality Act 2010, employees should be treated with respect in terms of their age and gender by their employees and colleagues to prevent any case of direct or indirect sex discrimination. Additionally, serious symptoms from the menopause that amount to a mental or physical impairment and lead to a substantial and long-term adverse effect on a woman's ability to carry out day-to-day activities could be classed as a disability under the Equality Act.

A woman can experience a range of potential symptoms, and so support and adjustments need to be tailored to suit an individual's unique needs. Therefore, there is no one-size-fits-all approach to menopause transition at work.
However, there are a few things that employers are recommended to do:

- Look for opportunities to specifically highlight menopause issues within existing policies and frameworks or through a stand-alone policy.
- Help to break through the silence in your organisation: create a culture where everyone can talk openly about health issues, so that women feel confident about asking for the support they need to be effective in their role.
- Identify reasonable adjustments that can help people manage their symptoms and continue to perform well in their role.
- Enable line managers and senior leadership to support their teams by educating them about the menopause and promoting the organisation's support to the affected group.

For more information on menopause, its effects, and recommendations for workplaces to support employees currently going through menopause, readers are directed to the

CIPD's "Menopause in the workplace: Submissions to Women and Equalities Select Committee".

4.7 Caring Responsibilities

Caring is a human responsibility that falls to millions on people around the world daily. According to **Carers UK**, there are more than six million carers in the UK. As the population ages, increasing numbers of employees are balancing work with caring for elderly or sick parents. Some employees may care for our partners, disabled children, or other family members. The **Care Act 2014** outlines several rights available to all carers, including a practical and financial support.

Every day 6,000 people start looking after someone and they become carers. 1 in 9 people in the UK is a carer today. However, 1 in 6 carers have to give up work or reduce their hours to fulfil their caring role. The 2022 workplace DEI report by Cultureamp.com found that companies were not investing enough into helping caretakers and working parents during the COVID-19 pandemic. Their data shows that these investments would have been especially beneficial for women, as women reported a 3% point decrease in agreement to "My workload right now feels reasonable for my role" and a 7% point decrease in agreement to "I am able to manage any caring responsibilities while transitioning back to work". By becoming/being/having a carer friendly policies in the workplace, employers can build trust with carers and help retain skilled and loyal employees/talent with caring responsibilities.

4.7.1 Definition

A carer is anyone who is responsible, unpaid, for the care of a friend, family member or another person who, for a variety of reasons, is not currently able to cope without their support. Carers are a diverse group, and every caring situation is different – the person being cared for may be ill, frail, disabled, experiencing a time of mental distress, or suffering from substance misuse, among other things.

Some individuals may have the responsibilities to care for children, if they are parents themselves (see inclusive definition of parent), or care for parents, siblings or other relatives who are unwell, disabled or in need of support or supervision in various ways. This can involve a lot of mental, emotional, and physical labour including but not limited to devotion of a considerable amount of time, effort, and commitment (financial or otherwise) involved in caring for a loved one. Businesses who recognise these and put structures in place to support carers will benefit from their carers being able to devote their hundred percent to work around their caring responsibilities. Supporting employees to manage their caring responsibilities can help them

1. Reduce stress and improve job performance
2. Improve job satisfaction
3. Improve commitment to the organisation
4. Decrease staff turnover

Good employer practice includes regular review of current policies and in addition, signposting carers to both workplace and external support.

4.7.2 Carer's Rights

Carers have the following two kinds of rights:

1. Statutory rights - These are rights that are applicable to all employees (for e.g. under the Equality Act 2010)

   All employees have the right to take a 'reasonable' amount of time off work to deal with an emergency or an unforeseen matter involving a dependant (which includes a partner, child or parent, or someone living with them as part of their family or even someone who relies on them for help in an emergency such as an elderly neighbour).

   In addition, all employees have a right to request flexible working after they have worked for the same employer for 26 weeks (providing they have not already

made a flexible working request within the last 12 months).

2. Contractual rights - Contractual rights are the policies that employers can offer in addition to the statutory rights. These should be stipulated within an employee's employment contract and should demonstrate any additional support offered by the employer, setting out carefully the practical arrangements. Given that 1 in 9 employees is carer, employers are strongly recommended to consider introducing their own carer's policy.

4.7.3 Workplace discrimination

Workplace discrimination and harassment related to employees' caring responsibilities is not allowed. Employee rights are protected by:

- England, Scotland, and Wales – **Equality Act 2010**
- Northern Ireland – **Human Rights Act 1998** and **Northern Ireland Act 1998** (Section 75)

In some cases, carers may also have rights under disability and sex discrimination legislation.

4.7.4 A carer friendly workplace

(These are suggestions in addition to statutory rights which already exist):

1. Allow flexible working for carers: Providing flexible working is one of the key ways to support carers in your work place. As mentioned earlier, all employees have statutory rights to request flexible working after they have worked for you for 26 weeks, however, there are several ways employers can open flexible working to employees sooner, for example, making good usage of contractual rights.

   Example of flexible working options are: home working, part-time working, working compressed/staggered or annualised hours, job sharing, shift work, core

hours + flexi time options, etc. For more information, readers are referred to the flexible working section.

2. Offer flexible leave: Flexible leave can be critical to carers to manage a sudden crisis or when caring responsibilities demand a longer period of time off work to care for someone. All employees have the right to take a reasonable amount of time off work for dependants on an unpaid basis. However, employers can choose to offer support that goes beyond this statutory entitlement in order to support carers working through a crisis. Some examples of flexible working options could be offering carers the ability to make up the time later, or policies which enable carers to request extended periods of paid or unpaid leave. Other aspects of flexible working and flexible leave are covered in the points below.

3. Design flexibility around needing to leave at short notice: The very nature of being a carer means that care might be required at short notice, for example, in case a babysitter or a neighbour cancel, in case of small emergencies such as a non-fatal fall, or an elderly relative not finding their medication, or even a dependant having a panic attack. Enabling carers with transparent and clearly communicated flexible arrangements already in place can be helpful at a carer's time of need, saving them essential time in these instances.

4. Provide time off for emergencies: The very nature of being a carer also means that there might be sudden or unforeseen emergencies which often lead to a carer needing to take time off which was not planned in advance. Some examples of sudden emergencies are sudden onset of illness, carer unavailability for short or long periods of time, making arrangements for long-term care, urgent situations including but not limited to examples provided in the previous section. Providing the option of paid or unpaid leave in those circumstances could allow the carer to wrap up their duties with less stress and return to work sooner.

5. Offer information, awareness, and peer-to-peer support: In addition to ensuring that everyone in your organisation is clear about the support you offer carers, once there are enough employees in an organisation with a rising percentage of carers, setting up a carers support group or a carer employee/staff network can be invaluable to those with caring responsibilities. This can be done via the employee council if your work place already has one, or set up separately. This network can provide a supportive space where members can exchange information and ideas. It can also act as a mechanism for communication with the company/organisation, providing a forum for employees to consult on policy developments and advise on best practice. The network should be supported by the HR team. Given the time constraints that most of the carers experience, meeting frequencies can be low, for example, once a year. Network events can be a mix of informal gatherings and other more structured meetings, inviting speakers to address topical issues affecting the caring community.

6. Provide training to line managers around supporting carer needs: Line managers are typically the first point of contact for carers regarding their needs including but not limited to sudden change of plans, needing to take off at short notice, intimating when emergencies arise, request for flexible working as well as request for other types of support and leave. While having a clear care work support policy is essential, line managers are essential to ensure the success of such policies. Line managers are also likely to have an impact on a carer's ability to balance the demands of work and care, and the carer's ability to feel safe advocating for their own needs in their workplace, so training them to adopt an understanding/empathetic attitude and knowing what support you can offer carers will go a long way to gaining trust in the workplace.

7. Support carers in difficult circumstances - At times, carers might need extended time off work due to foreseen or unforeseen circumstances. Employers should have in place a Long-Term Carer's Leave Policy. As an example of a Long Term Carer's Leave Policy, readers are directed to University of Nottingham's Long

Term Carer's Leace Policy. Examples of other relevant policies in relation to supporting carers are *Special Leave for urgent and unplanned domestic*, *Personal and family reasons*, *Parental Support, Maternity Leave, Adoption Leave, Career Break, Job Share and Flexible Working Arrangements.*

Further Reading and References:

1. https://www.legislation.gov.uk/ukpga/2014/23/contents/enacted
2. https://www.debra.org.uk/managing-work-with-caring-responsibilities
3. https://www.realityhr.co.uk/can-help-carers-manage-work-caring-responsibilities/
4. https://www.legislation.gov.uk/ukpga/2014/23/contents

5 Threats to an Inclusive Culture

5.1 Biases

Biases are the instant thoughts and beliefs formed for specific groups of people. We all have biases depending on our experiences and culture, and because we see the world through these biases, they can sometimes lead to exclusionary and discriminatory behaviour against people from certain groups. Biases stem from the perpetuation and promotion of *stereotypes*.

A stereotype is the expectation that people might have about every person of a particular group, i.e., about their personality, their ability, their preferences. This generalisation is heavily related to *prejudice* - emotional response, and to *discrimination* - actions based on stereotypes. Stereotypes take a long time to form, hence they need time and effort to break.

Racism, sexism, unfair treatment, and unequal opportunities are only some of the consequences of stereotypes and biases.

Research has shown that biases can do all these:
- can get in the way of our personal goals and intentions;
- can give you blind spots that make it harder to see someone's else's views;
- can be passed from generation to generation;
- can be triggered under emotional or cognitive pressure,

but they can also be unlearned.

In order to overcome biases and fight against discrimination, first one must acknowledge that biases and discrimination exist, even if they have never personally been affected by them. The first step to do that is to understand and identify *privilege*.

We can simply define privilege as an advantage available to one group that is not available to everyone. Generally speaking, privilege can make you not see the challenges that other people face. The best way to see the challenges and build empathy is by suffering through this challenge yourself if possible and be self-aware of your privilege and the lack of others.

After you understand privilege and acknowledge that biases and discrimination exist, the next step is to start identifying biases and then reflecting and challenging them. Two popular tools that are broadly used to understand biases and start the unlearning journey are the _Unconscious Bias (UB) test_ or _Implicit Association Test (IAT)_ and UB training. However, there is a lot of research on unconscious bias interventions that highlights their weakness as a method for breaking stereotypes. Unconscious bias is deep-rooted, therefore, unconscious bias training, which is usually a couple of hours or less, is not enough to change deep-rooted beliefs and value systems. The IAT has helped to raise awareness on UB, bring the topic to the attention of many, and gather some statistics, but there are concerns on how accurate, valid, and helpful it is.

Therefore, if we want people to change their behaviour around biases, we need them to apply their knowledge through action, and work on themselves with the constant support of their workplace and professionals.

5.2 Inappropriate Behaviour and Bullying

Excerpt from gov.uk:
Bullying and harassment is behaviour that makes someone feel intimidated or offended. Harassment is unlawful under the Equality Act 2010.

Examples of bullying or harassing behaviour include:
- spreading malicious rumours
- unfair treatment
- picking on or regularly undermining someone
- denying someone's training or promotion opportunities

Bullying and harassment can happen:

- face-to-face
- by letter
- by email
- by phone

Although bullying is not illegal by law, it can damage a person's mental health significantly. A work environment where bullying and harassment is likely to be part of the daily work is not only not a suitable place to work but also reduces the organisation's ability to learn. Psychological safety is often lacking in environments where bullying is present which affects organisations and reduces their resilience.

Tips to reduce bullying and harassment:

- Make sure which behaviours connected to bullying and harassment are not acceptable and provide guidance in your just culture policy or guidance how to investigate these behaviours
- Apply a zero-tolerance policy for repeated behaviours and make sure the disciplinary procedures are applied in accordance with the organisations just culture policy and apply them consistently across the whole organisations (the same for senior managers as for somebody else)
- Make sure you screen for certain behaviours during your selection process and avoid employing people who would likely be bullying people. However, this must not be employed casually. Employers must be careful not to stigmatise neurodivergent communication styles in this process. The easiest way might be employing EDI professionals as well as Neurodivergent professionals in the EDI space who will be able to provide required expertise.

5.3 Microaggressions

Microaggressions are intentional and unintentional subtle but harmful statements, actions and incidences of discrimination directed at targeted groups. Microaggressions

can be racial, gender, sexual or religious and may be verbal, behavioural, or environmental. They are used to communicate bias towards historically marginalised groups by subjecting them to subtle indignities and demeaning them. Those targeted primarily include people of colour, females, those with disabilities, religious minorities, and lesbian, gay, bisexual, and transgender people. Some people (for example, double onlys) may associate with more than one group and experience intersectional racism and microaggressions.

Microaggressions can very quickly make the culture of a workplace super toxic and affect the mental and physical health of the victim if undiagnosed, unchecked, and unaddressed. Even though some microaggressions are unintentional, they are not "innocuous gaffes but are a form of oppression that reinforces existing power differentials between groups, whether or not this was the conscious intention of the offender," according to the journal *BMC Psychology*. Experts recognise three broad categories of microaggressions:

1) Micro-assaults
2) Micro-insults, and
3) Micro-invalidations

At their core, microaggressions signal disrespect and inequality and thus, employers must work hard to actively combat microaggression in the workplace. However, due to the very subtle and context-dependent nature of microaggressions which leave their victims slightly disoriented and confused about "what just happened", they can be hard to report, prove with evidence or even call out. In these cases, victims of microaggression tend to slowly isolate themselves making them further vulnerable and friendless. People from majority demographics who have never faced microaggressions might find it difficult to believe victims of microaggressions due to their lack of lived experience.

Understanding what microaggressions are and how people communicate them can help others recognize them and correct their behaviour. Few examples of microaggressions are as follows:

- Women who may be experts in their field or at a high-ranking level within an organization may experience male colleagues interrupting or rolling their eyes when they speak.
- People coming from different countries to work may also experience microaggressions from perpetrators wondering whether they will go back to their homeland.
- Referring to different targeted groups as "you people" is also a harmful microaggression.
- Lesbians, gays, people with disabilities, blonde hair, or overweight, and religious groups are often the targets of jokes. These jokes can sometimes circulate through emails or in social settings.
- A person telling their colleague that they do not even "look" gay.
- Continuously mispronouncing a person's name because "it is too hard" to say correctly.
- Assuming an older colleague does not understand how to use a technological system.
- Assuming a person with a disability needs help doing basic tasks.
- Asking an Asian colleague specifically for help with maths.
- Asking the youngest in the group or women to do care work, unpaid administrative labour which is not in their job description or trivial things such as running for errands or getting coffee for other employees
- Assumption that women/people of colour landed a job or promotion just because of their gender or the colour of their skin, which suggests they not smart enough or did not/could not have achieved it on their merits.
- When minority women/people of colour raise these issues at work or try to explain them to their white peers, they may get responses like, "That is not about race," "I do not see colour/race," or, "You are being too sensitive."

- Usage of certain terms such as "Man up" signal the equation gender with strength or competence and punishes any other gendered roles are secondary.
- Calling multiple Asian people on the same team with each other's names, giving them a feeling of interchangeability.

Readers are directed to this link for more examples of microaggressions and common tips that can be taught to employees to deal with them. This link goes into details of common workplace microaggressions and inclusive alternatives. This paper details the effects of environmental microaggressions which result from non-inclusive office architecture/design/aesthetics in a racial context.

Even one instance of microaggression can undermine employee psychological safety, leading to absenteeism, decreased productivity and decreased job satisfaction. Everyone makes mistakes, however, behaviours which happen consistently must be called out and addressed. Over time, these effects on employee mental health can manifest as physical problems, like headaches and muscle tension when they are faced with certain people or situations. The impact may be more serious if they have already experienced gendered, sexual, or racial trauma. Some of the documented effects of microaggression include depression, anxiety, suicidal ideation, and alcohol-related problems. Victims of microaggressions end up feeling undervalued at work and it prevents them from applying for jobs, negotiating salaries, or even striving for promotions in the future. Victims of microaggressions require significant cognitive and emotional resources to recover from them – which are often depleted in the modern "always-on" work culture. This leads to a vicious cycle hard to break out of.

5.3.1 Tips for dealing with Microaggressions in the workplace:

1) While microaggressions often happen at the individual level, companies that say they are committed to inclusion should have zero tolerance for exclusionary or discriminatory language toward any employee.

2) Organisations serious about combatting bias must set aside budget for anti-bias work – this can be performed by HR professionals or third-party vendors.

3) Employers should consider including a sentence about microaggressions and highlight it in their employee handbook, and/or include it during onboarding.

4) Leaders should set the standard by providing regular training on topics such as microaggressions, since a lot of it comes from ignorance.

5) Leaders and HR professionals have the responsibility to correct individuals when they become aware that these offenses have happened. There should be consistent consequence for discriminatory language and employee culture must be evaluated regularly.

6) Managers and leaders must be educated about employee-manager power dynamics and must be held accountable in case of violating said power dynamic.

7) Managers must direct employees towards a clearly earmarked and well-written policy to escalate grievances related to microaggression.

8) HR professionals can perform demographic surveys to "predict" the kind of microaggressions which might be prevalent in their organisation. For example, using population surveys, leaders can get an idea of their employee population, both in their appearance and how they self-identify. This can help them determine the majority demographics. The opposite of what is prevalent is where biases are most likely to lie. If your population is predominantly male, you will have a gender bias. If your population is predominantly white, you will have racial bias.

Further Reading and References:
1. https://engagedly.com/how-to-handle-microaggressions-in-the-workplace/
2. https://eddy.com/hr-encyclopedia/microaggressions/
3. https://hbr.org/2022/05/recognizing-and-responding-to-microaggressions-at-work
4. https://www.berlitz.com/blog/examples-microaggressions-workplace
5. https://www.psychologytoday.com/au/blog/the-color-wellness/202209/6-ways-manage-microaggressions-in-the-workplace
6. https://www.medicalnewstoday.com/articles/microaggressions-in-the-workplace?c=1119257521015#what-they-are

7. https://www.greatplacetowork.com/resources/blog/microaggressions-in-the-workplace-how-to-identify-respond-to-them

5.4 Language

Language matters, the way we communicate needs to be consistent and non-discriminatory, and this is even more important in a workplace. Language should not pose a barrier to employee wellbeing and empowerment and should not hurt employee sentiments. While inclusive language has the power to create a feeling of belonging and improving employee well-being, feeling of being valued and in turn lead to heightened innovation and productivity, discriminatory language used consciously or unconsciously are often the reflection of the bias in a society and can cause short-term pain, hurt or offence, but also, invalidation, decrease in psychological safety, productivity and innovative thinking leading to a nosediving culture.

Inclusive language must be

- Welcoming
- Respectful
- Unoffensive
- Unbiased

Non-inclusive language might vary from microaggressions to harassment and bullying, moreover, different cultures and even different individuals exposed to multicultural settings use language differently. However, the one thing that should always inform language is respect for others. In order to understand, why the usage of certain language is harmful to vulnerable demographics, it is important to understand the socio-cultural and historical trauma from structural bias, hate-crimes, racism and sexism that has harmed entire demographics and whose effects are unfortunately, still being felt and are reflected in our unequal and unequitable workplace and quality of life statistics. While the meaning of certain words might change over time, it is not always possible to dissociate them from their original meaning or traditional use which might have led to violence against certain demographics actively or passively. Thus, it takes deliberate action to break habitual use of words and phrases that are not inclusive and often

requires one to commit to a continuous journey of listening, learning and growing, the benefits and positive impact of which can be far-reaching across an organization's workforce and beyond.

5.4.1 Examples and Tips for Inclusive Language in the Workplace:

1. Use gender-neutral Career-related language: Words such as like <u>"congressman" or "policeman"</u> commonly used to describe people employed in those professions, are gendered. Consider using more gender-neutral terms wherever possible.

2. Avoid Heteronormative phrasing: The world till today was extremely hetero-normative, making it difficult or even impossible for different kinds of relationships, family styles and gender roles. Extremely common phrases such as <u>"mom and dad"</u>, while seemly innocuous fail to acknowledge that many households do not have two opposite-sex parents. It is important to use general terms such as "parent". Binary gender is just one example of heteronormative language. Assumptions and references to "traditional" gender roles at home (e.g. "Mom does the dishes while dad brings home the bacon.") Since the basis of heteronormativity is assumption, the best way to avoid it is to ask inclusive questions when you are unsure of someone's sexuality or preferred gender pronoun. For example, do not ask, "How's your wife?" Instead ask, "How's your partner?"

3. Use gender neutral Pronouns: When we speak, we tend to use pronouns like "she" and "he" as generic descriptors because of a western centric traditional viewpoint of gender being binary. However, we know today that there are people who may identify neither as male or female, or sometimes can encompass qualities of both traditional genders. Examples of gender-neutral pronouns include "they," "them," "their," "theirs," and "themselves." For instance, if you wanted to refer to someone's work, regardless of them looking male or female, you could say, "They ran a thoughtful social media campaign for that non-profit's new program." Since most people are already familiar with these pronouns, it is not a stretch to start using them instead of gender binary ones.

4. Avoid unintended ableism: Just as language is gendered, it can also be ableist. <u>Ableism is simply the discrimination against anyone with a physical or mental disability</u>. Unfortunately, many of the terms we use in our everyday, casual speak are ableist, reinforcing insensitivity and negative stereotypes. These include but are not limited to words such as "blind", "deaf," "dumb," "idiot," "insane," "lame," "nuts," and "psycho". Instead of using words like these, employers should employ inclusive wordings which are clearer and unambiguous. If you want to say, "My manager is nuts if she thinks we're going to meet that deadline," an alternative to consider might be: *"This deadline is unrealistic."* Learning to communicate clearly can often prevent the use of offensive shortcuts. For more inspiration, readers are pointed towards the work of some <u>great disability activists</u>.

5. Be aware and mindful of people's religious beliefs: Example: "Hey, why are you covering your head?" is not something you ask a woman wearing a hijab.

6. Disability: When referring to someone with a disability, do not emphasize the disability. Be aware that they are human beings, and their disability does not define them. For example, instead of using the word handicap or disabled, say "employee with a disability."

7. Use terminologies which are widely accepted, and if you are not aware of the terminology in a particular scenario, always use the internet to find out before asking a person of the same demographic to do the emotional labour of teaching you.

8. Accept discomfort as an active part of the unlearning and learning process.

9. Do not introduce someone by describing their race, culture, ancestry, or any other trait which tends to marginalize them, for example, "Meet Nabamita, the only **female** CEO of our organization to date!"

10. Avoid generalisations: the term 'BAME' encompasses a wide range of backgrounds, cultures and traditions and many different barriers to career progression. It is recommended referring to 'ethnic minorities' instead.

The above list is non-exhaustive, and HR must periodically re-evaluate and keep themselves up-to-date with inclusive language literature to ensure that progress in social understanding is reflected in the culture of the workplace as well. For more reading on inclusive language and tips and examples, readers are directed towards the following links:

1. https://www2.deloitte.com/us/en/blog/human-capital-blog/2021/inclusive-workplace-language.html
2. https://blog.talaera.com/inclusive-language-workplace
3. https://www.idealist.org/en/careers/inclusive-language-workplace
4. https://www.inclusiveemployers.co.uk/blog/what-is-inclusive-language-how-to-use-it-in-the-workplace/
5. https://www.hrmagazine.co.uk/content/news/how-to-cultivate-inclusive-language-in-the-workplace
6. https://www.linkedin.com/pulse/how-use-inclusive-language-workplace-nabamita-chakraborty/
7. https://www.humanresourcesonline.net/words-matter-how-to-use-inclusive-language-in-the-workplace
8. https://diverseminds.co.uk/7-ways-inclusive-language-creates-belonging-at-work/
9. https://blog.hubspot.com/marketing/inclusive-language
10. https://www.linkedin.com/pulse/how-leaders-can-incorporate-more-inclusive-language-workplace-lee/
11. https://harperjames.co.uk/article/foreign-language-and-discrimination-at-work/
12. https://www.yeremianlaw.com/articles/language-discrimination-in-the-workplace-examples-and-explanation/

13. https://gowlingwlg.com/en/insights-resources/articles/2016/language-discrimination-in-the-workplace/

14. https://www.researchgate.net/publication/329715063_Discriminatory_language_in_the_workplace_unmasking_prejudices_and_stereotypes

15. https://www.gov.uk/discrimination-your-rights/discrimination-at-work

16. https://www.peoplemanagement.co.uk/article/1745481/is-your-language-discriminatory

17. https://study.com/academy/lesson/using-nondiscriminatory-language-in-business-communication.html

6 Inclusive Design and Ergonomics

Human Factors and Ergonomics (HFE or EHF) is a multi-disciplinary, user-centred integrating science with a focus on systemic issues. Making sense of socio-technical systems and the complex interactions between all the elements of the system.

"The definition of ergonomics (or human factors) adopted by the IEA in 2000 is the scientific discipline concerned with the understanding of interactions among humans and other elements of a system, and the profession that applies theory, principles, data, and methods to design in order to optimize human well-being and overall system performance."

Domains of Human Factors and Ergonomics:
- Physical ergonomics, focusing on aspects such as anthropometric and making sure equipment and tools can be used by a wide variety of people
- Cognitive ergonomics
- Organisational ergonomics

Core principles of HFE/EHF are:
- humans as asset,
- technology as a tool to assist humans,
- promoting of quality of life,
- respect for individual differences, and
- responsibility to all stakeholders

Good design can help reduce barriers and enable people to thrive and unleash their full potential. A **human centred approach** to design which incorporates and addresses the diverse needs of the employees shall be adopted.

6.1 Office Architecture

Office architecture needs to accommodate the diverse needs of its office population and ensure that they feel comfortable and safe. The design should take into consideration the need for daylight and allow enough quiet space when people work on tasks which require concentration. The design should also take into account needs of neurodivergent individuals, people with different sensory needs, as well as take into account the effects of closed off spaces without proper escape routes on increase in (sexual) harassment.

6.2 Design of Workplaces and Work Systems

ISO 6385: 2016 provides guidance on ergonomic principles in the design of work systems. The standard highlights the need to involve human factors professionals and apply a human centred approach to create a more inclusive work environment. This involves consulting with the end users which should be involved at the very beginning of the design process to address the diverse needs of the target population.

6.2.1 Temperature and Ventilation

Ventilation is crucial for controlling temperature but also to reduce the risk of illnesses which can be transmitted through airborne viruses such as Covid-19 and seasonal flues. People with underlying health conditions are more at risk to become seriously ill by these viruses and should be protected from exposure.

According to CPD 15 2018 the minimum requirement for ventilation is 10 l/s per person. For offices which operate printers and copiers for more than 30 min per day a rate of 20 l/s per machine is recommended.

Historically office temperature has been set according to the needs of an average male body based on studies conducted in 1967. Recently evidence has been found that this and typically similar office temperatures negatively affect women and their cognitive function. For example, women's performance in stem subjects improve dramatically for

every 1 degree rise in temperature while men tend to perform better at the current set office temperatures. An equal and equitable workplace comes with HR responsibilities of not just implementing current set standards but responding in flexible ways to go above and beyond with the understanding that most standards have been set for a male dominated workforce of the past.

6.3 Information displayed and organised electronically

Intranets are widely used by many organisations to incorporate their management systems. The systems need to be designed in a way that they allow access to information without requiring help from a colleague. Therefore, the search function should be configured in a way that it finds the right document regardless of the experience of a person.

6.4 Display Screen and Office Equipment

Providing display screen equipment is a HSE requirement to ensure the equipment is fit for purpose for the task and reduce the risk of musculoskeletal injuries. It has been found that standard keyboards and mice dimensions and design are based on an average male body and leads to a higher rate of injuries among women, as well as other men who falls a few sigmas away from the average. However, HSE requirements not only include the physical workstation such as chair, desk, keyboard, mouse and monitor but also the software used by the person.

Again, a person with dyslexia might have unique needs when it comes to DSE, and it is worth investing in a more holistic approach in relation to DSE assessment and consider the needs of the diverse office population. This could include additional training for onsite DSE assessors in relation to a variety of diverse needs.

Tips to create a better working environment:
- Make sure that equipment is available to everybody and just exclusive to certain groups

- Ensure that reasonable adjustments are provided through a specific budget and do not depend on project budgets
- or financial decision made by line management
- Provide regular DSE assessment and combine those with other assessments which could provide help to employees
- Responding to issues late might cost more and it is therefore advisable to take a proactive approach
- Better office equipment will likely improve performance and reduce health issues

6.5 Psychological Safety

To foster inclusion, the organisation needs to grow a culture where people are comfortable speaking up and sharing. For this to happen the environment needs to be psychologically safe to take interpersonal risks. If people feel they can speak up and raise concerns the organisation is able to learn and make sustainable changes. For a psychologically safe work environment to emerge, a change in attitude is often required. Disrespectful and derogatory language have no place in such a work environment. Special attention should be given to the selection process especially for management to make sure that certain attitudes and behaviours which could threaten psychological safety are understood and screened during the hiring and selection process. Training which discusses unconscious biases but also understanding human performance limitations can help improve psychological safety by changing people's beliefs. Fostering a psychologically safe working environment increases productivity, the ability to deal with complex situations and the overall resilience of the organisation.

7 Organisational and HR Processes

7.1 Organisational Capability

The organisational capability depends on the ability and agility of the employees within the organisation. Organisational capability is more than just the sum of talents of all the employees. It is to understand what can be possible by rearranging the talents and combining them which can lead to emergence of new abilities. Making the best out of the available human capital requires a good understanding of the people and what they can bring to the organisation. Hence there is a need for line managers to show an interest in their staff and know where their strengths and weaknesses lie.
The following points provide guidance on how to get a better understanding of the diverse talents within the organisation.

- Understand what is there: Conduct an analysis to find out about the talents and abilities of your personnel. While doing this do not just look at the CV's, look further into the experience of your employees, some may already know how they could help the organisation.
- Listen to your rebels, they provide valuable information and often care a lot for the success of the organisation
- Allow a bottom-up approach through employee committees to better understand the problems in certain areas and provide resources so they can resolve them.
- Make sure the working environment is inclusive and allows access to a diverse range of people

7.2 EDI and Quotas

Recruiting the right people for the job is a challenging task. Growing a diverse workforce should not be linked to quotas, targets, and metrics, these might produce side effects and do not help with the understanding of the importance of a diverse workforce. However, generations of active discrimination against certain vulnerable demographics

(Leading to an unconscious quota) has skewed our work place statistics, and sometimes quotas might be a good way to ensure increase in representation from various groups who might be facing systemic barriers against entry into workplace in representative numbers. However, it is highly recommended that a workplace is properly diagnosed, and experts are employed to implement this process to prevent disastrous consequences. For example, women being hired on quota basis to balance gender ratio in the workplace might suddenly find themselves in a toxic workplace affecting their mental, physical and career health adversely. This does not help, but rather hinders even more the demographics targeted and exposes them to dangerous situations.

When you are developing your EDI strategy make sure the work environment is set up in a way that allows all people to thrive and make the best out of the human capital.

Points to consider:

- Review the job description and make sure the language is not biased towards a certain group of people
- Review the tasks involved for the position and make sure it can be performed by a wide range of people
- Analyse the work environment and make sure it is not set up to suit a specific group of people.
- Recruitment and selection process should take into consideration the need for diversity in relation to the wider mission of the organisation.

7.3 Recruitment and Selection

Seeking support from organisations which provide assessment methods can increase the chances of successfully recruiting the most suitable candidates. To do this effectively it is important to understand aspects of diversity of the current workforce. Selection is often biased, and people tend to recruit somebody who is or looks like them rather than somebody who is different.

When recruiting new personnel, it is advisable to look at many different aspects of a person including their attitudes. This may include psychometric tests to determine whether a person is suitable for the job but also can add value and increase the diversity of the employee pool.

7.4 Psychometrics

The application of psychometric testing can be helpful to test cognitive abilities and attitudes. However, a certain level of care should be taken when testing potential employees. It should be noted that these tests do not distinguish between good and bad but provide insight into certain aspects of a person's personality. Psychometric tests should not be used as a tool to decide on whether a candidate is suitable for a role but to understand how somebody may be different compared to someone else which could potentially help to increase diversity in thinking.

7.5 Onboarding

Onboarding is a pivotal moment for making employees feel included from day one. It sets the tone for a person's tenure at your company, laying the foundation for their knowledge of and experience working for your company. Therefore, building an inclusive onboarding experience is so important to creating an inclusive company culture.

Unfortunately, onboarding is not always inclusive because the focus is on getting new hires ramped up and contributing rather than settled in. It can quickly become more about process than experience, and in doing so, we fail to really connect new hires to their new role, team, and company. The impact on new hires manifests as feelings of hesitation to commit to a long-term career at your company.

Instead of leaving employees feeling left out and disconnected, focus on providing an inclusive onboarding experience. It is like adding someone to your game of musical chairs: You cannot add someone new without stopping the music and adding a chair. Creating a meaningful experience means slowing down, adjusting, and including your new hire.

7.6 How to create an inclusive onboarding experience

There are many ways to make your onboarding process inclusive, from the company level to the team and individual level. The following sections cover a few ways you can make employees feel like they belong at your company from day one.

7.7 Just Culture Policy

Most larger organisations have a just culture policy which outlines the process for misconduct and violations. Many violations in organisations happen due to inconsistent work systems and practices which mainly are of systematic nature. If for example a lot of procedural information is only available in text, this can make it difficult for people with reading difficulties to understand essential information. The just culture policy should therefore take into account diversity and the limitation that the current system in place imposes on the diverse work population.

Applying a robust system and including employee committees and experts can support HR professionals to determine if a violation was due to systemic failure or due to intentional misconduct. It should also be noted that it is not always obvious to distinguish between human error and violations.

https://www.gov.uk/government/publications/a-just-culture-improving-safety-and-organisational-performance

7.8 Flexible Working

Disclaimer: All information in the following section is taken from the CIPD Guidance on Flexible Working Practices.

Definition: Flexible working' describes a type of working arrangement which gives a degree of flexibility on how long, where, when and at what times employees work.

Organisational Definition: Flexible working relates to an organisation's working arrangements in terms of the time, location, and pattern of working.

7.8.1 The UK Legal Position

In April 2003, the UK Government introduced the 'right to request flexible working' which historically applied to parents and certain other carers. The legislation now includes all employees with at least 26 weeks' continuous employment, regardless of parental or caring responsibilities. Employers have a duty to consider a request in a reasonable manner and can only refuse a request for flexible working if they can show that one of a specific number of grounds apply. Acas has issued guidance and a Code of Practice for employers on handling such requests in a reasonable manner.

Similar procedures apply to requests for flexibility with time off work for study or training. The right to request flexible working does not apply to some categories of worker, for example certain agency workers.

Historically, the unavailability of flexible working has adversely affected ethnic minorities, people of colour, people with disabilities, neurodiverse people, menstruators, people with chronic illnesses and carers while preserving the status quo of the privileged. Traditionally privileged groups such as (straight) (white) men have depended on unpaid emotional labour, home maintenance and care work performed by their partners/ other household female helpers. Unfortunately, even though the diversity in work force has changed over the years, this practise has not changed so much leading to lack of equity between demographics. Diverse working thrives in presence of trust culture and gets throttled by micromanagement.

Two fifths of UK employers believe the right to request flexible working legislation has been effective in increasing the uptake of flexible working in their organisation. Making it a right from the start of employment should further bolster its effectiveness by increasing access and uptake more widely.

7.8.2 Benefits of Flexible Working

With an increased number of people thinking differently about how, when and where they work, flexible working is increasingly helping people access the labour market and stay in work. Quality flexible working can help organisations attract talent, improve employee job satisfaction and loyalty, reduce absenteeism, and improve well-being; it can also make businesses more responsive to change.

7.8.3 CIPD's Flexible Working Recommendations for Employers

- Implement internal policies that allow your employees to request flexible working from day one of employment.
- Stipulate that jobs can be done flexibly in job adverts, attracting more candidates who are looking for flexible roles.
- Raise awareness of different forms of flexible working, such as compressed hours and job sharing, and explore how they can be effective in roles that have traditionally been seen as non-flexible.
- Develop mutual trust between line managers/senior management and employees in alternative working arrangements. Support these arrangements with appropriate people management systems and processes.

7.8.4 Types of Flexible working practices

- Part-time working: work is considered part-time when employers are contracted to work anything less than full-time hours.
- Term-time working: a worker remains on a permanent contract but can take paid/unpaid leave during school holidays.
- Job-sharing: a form of part-time working where two (or occasionally more) people share the responsibility for a job between them.
- Flexitime: allows employees to choose, within certain set limits, when to begin and end work.
- Compressed hours: compressed working weeks (or fortnights) do not necessarily involve a reduction in total hours or any extension in individual choice over which

hours are worked. The central feature is <u>reallocation of work into fewer and longer blocks during the week.</u>

- Annual hours: the total number of hours to be worked over the year is fixed but there is variation over the year in the length of the working day and week. Employees may or may not have an element of choice over working patterns. Working remotely on a regular basis: employees work all or part of their working week at a location remote from the employer's workplace. This can be at home or elsewhere and can also be called mobile or teleworking. CIPD's <u>Megatrends report</u> examined the key drivers behind the rise in home working before the COVID-19 pandemic.
- Hybrid working: a combination of remote/ home and workplace working.
- Career breaks: career breaks, or sabbaticals, are extended periods of leave – normally unpaid – of up to five years or more.
- Commissioned outcomes: there are no fixed hours, but only an output target that an individual is working towards.
- Zero-hours contracts: an individual has no guarantee of a minimum number of working hours, so they can be called upon as and when required and paid just for the hours they work. Find out more about <u>zero-hours contracts</u>.

The list above is not exhaustive. Flexible working can include other practices for example employee self-rostering, shift-swapping, or taking time off for training.

Flexible working arrangements can be formal or informal. Some organisations choose to amend the written employment contract when new working arrangements are put in place, and/or include flexible working policies in the employer's handbook. However, some forms of flexible working, such as working from home, are likely to be offered informally, for example in agreement with an employee's line manager.

7.8.5 Dangers of Flexible Working

Flexible working, however, does not come without its challenges. In addition to needing effective and innovative ways to manage hybrid working, the loss of boundaries – in

time and place – could lead to working longer hours. In addition to longer hours, the temptation to work without taking breaks could also be a challenge. To tackle this, HR should support managers and employees to:

- Establish boundaries and routines – and monitor them across the team
- Take breaks between video calls
- Notice signs of overwork

7.8.6 Flexible Working Toolkit for HR Professionals

CIPD has a very comprehensive flexible working toolkit for HR professionals to help your organisation get on the flexible working journey and to enable and empower HR professionals to deal with potential obstacles such as lack of leadership buy-in and negative attitudes while pitching flexible working. Resources include a flexible working checklist, the business case for flexible working, documents detailing the benefits of an organisation offering flexible working, a guidance for employers for flexible hiring, different examples of flexible working options, methods for the evaluation of flexible working structures and processes in your organisation and a step by step guide towards getting flexible working buy-in.

7.9 Inclusive Mentorship

Historically, mentoring has been defined as the transfer of skills and knowledge from one individual who is usually older and more experienced, to another (usually someone younger and more inexperienced). Mentoring is not a one-size-fits-all method of support; every person has individual needs. Effective mentoring programs offer enough flexibility to help meet each mentee's personal needs and allow mentoring relationships to flourish within a safe structure.

There are mixed findings about the significance of mentors and mentees having similar backgrounds and characteristics. It is possible that when employees have meaningful workplace relationships with people who are different from them, workplaces can become more inclusive. In any case, to ensure equal and safe access to the benefits of

mentoring by everyone, it is important for both mentors and mentees to practise inclusive mentoring.

An effective inclusive mentoring program can help build equity in the workplace. Mentors' support can increase their mentees' exposure to new possibilities, people, and opportunities, and can help mentees be authentic, because they provide a safe space for advice and feedback. If everyone knows that there is someone in their workplace who understands and values them for who they are, it can help improve their performance, contribution, and productivity.

When done well, mentoring not only can satisfy the mentees' needs and harness the people in the workplace to learn and grow together, but also be a powerful tool that gives the workplace the opportunity to demonstrate good EDI practice. For example, a study found that mentoring programs boosted minority representation at the management level from 9% to 24%, and another study found that promotion and retention rates were much higher for mentees and mentors than for employees who did not participate in the mentoring program.

Here are some tips for mentors to consider in order to practice inclusive mentoring:

- Reflect and understand your own privileges as a way of recognising systemic discrimination.
- Undergo unconscious bias training to be aware of your biases, support and evaluate potential mentees objectively.
- Always be supportive of your mentee(s) and have their best interest at heart;
- Remain open to and adjust the type and the level of support required by your mentee(s), as some may already be excelling whilst others require a more hands-on approach.
- Tailor your mentoring style and expectations based on the individual needs and aspirations of each mentee, and keep in mind that this may change over time.

8 Employee Committees

Employee committees are an important part of the overall EDI strategy and help grow a more inclusive organisational culture. Ideally these committees would form organically but they need support from the organisation including the time available for people to participate.

Although the committees have immense potential to contribute to the overall EDI strategy, there is often a lack of support.

8.1 Challenges employee committees can face

- Uneven distribution of participants in relation to office workers and shop floor workers leading to initiatives predominantly coming from office personnel
- Lack of strategy and integration into the wider EDI strategy
- Not able to organise regular meetings due to
- Lack of commitment from senior management and lack of advertisement
- Meeting room availabilities

A detailed discussion on employee committees was found outside the scope of the first edition of this document due to time constraints, guidance for HR on wider employee engagement, empowering employee voices and what employees must be consulted on and communicated can be found in the following references:

1. https://www.cipd.co.uk/knowledge/fundamentals/relations/communication/guide
2. https://blog.careerminds.com/employee-engagement-committees
3. https://www.hse.gov.uk/involvement/committeeresources.htm
4. https://www.gov.uk/informing-consulting-employees-law
5. https://www.cipd.co.uk/knowledge/fundamentals/relations/communication/voice-factsheet

9 Useful Frameworks

9.1 ISO 26000 - Social Responsibility

ISO 26000 is an ISO standard which provides guidance to organisations that recognise respect for society and environment as a critical success factor. This is not a certifiable standard and provides guidance rather than requirements. The standard encourages organisation to go beyond what is legally required.

Principles of ISO 26000:
- Accountability
- Transparency
- Ethical Behaviour
- Respect for stakeholder interest
- Respect for international norms and behaviour
- Respect for human rights

https://www.iso.org/files/live/sites/isoorg/files/store/en/PUB100258.pdf

9.2 ISO 27500 - The Human Centred Organisation

ISO 27500 is a 'Hearts and Minds' standard aimed at corporate boards and influence policies. It consists of seven top level principles. Each one has been endorsed by successful companies. It lays the foundation for application of ergonomics and human factors which not only benefit risk in terms of safety but can also improve quality and efficiency, but also wellbeing.

ISO 27500 – Human-Centred Organisation is providing principles that can help management with the process of becoming more human-centred. Below some useful practical suggestions:

Capitalise on individual differences as an organisational strength

Having a diverse workforce should not be seen as a 'must do thing' imposed by legislation or stakeholders but a chance to improve resilience and performance within the organisation. People with diverse backgrounds think differently and make an organisation smarter. This should be reflected within human resource policies.

Adopt a total system approach

Understanding how the organisation works from a systems perspective helps in understanding its behaviour. This requires the organisation to take a closer look at feedback loops and make sure the flow of information is also going bottom-up. The application of system thinking can help to create better models of the dynamic processes relevant to the organisation.

Try to understand the relationship between the different agents and components of the whole organisation. This can be achieved through applying methods which are able to model dynamic socio technical systems.

Make usability and accessibility strategic business objectives

Application of a human-centred design process helps to understand users' needs and provides a framework for engineering to design more usable and accessible products.

Having systems in place that are usable and support optimal human performance will not only increase reliability but also reduce frustration within the workforce. Special attention should be paid to the distribution of information and how this is presented. Written information may not be ideal for a significant portion of the workforce.

Ensure health, safety, and wellbeing are business priorities

With more work being of cognitive non-routine nature, the focus should not only be on conventional safety but also on workload and mental health. Understanding the system and its constraints will help identify bottlenecks and be proactive in prevention of mental health issues.

Value personnel and create meaningful work

Do not consider employees as just another replaceable piece in the process and acknowledge their contribution. Their feedback might be of critical importance to the organisation.

Attempt to understand the capability of your workforce and conduct a "what is already there" analysis to understand the variety of skills and competencies which are already available in the organisation.

Finding a way to allow creativity to thrive increases the organisation's ability to innovate and be more resilient to change.

Listen to 'Rebels' carefully, what they have to say can be of critical importance. Create an environment where thoughts and ideas can be shared, and critical voices are valued.

Be open and trustworthy

Openly and transparently communicate complex decisions and admit organisational shortfalls. Accept different views and critical feedback from employees. Make sure you have an effective way to collect opinions from stakeholders.

Act in socially responsible ways

This principle links to ISO 26000 which provides guidance on social responsibility.

Social responsibility may depend on the cultural context the organisation is working in. If an organisation changes their operation from a regional or national to an international stage the requirements may change rapidly.

10 Further EDI Topics of Importance

While this document covers a wide variety of topics and tries to show their interlinking and intersectional behaviours and their effects on employee health and productivity, EDI is a systems thinking problem which concerns each and every aspect of life, just like anything else.

The following topics could not be covered in the first edition of this document due to time constraints and may be expanded on in a future edition:

1. [Chronic Illnesses such as Chronic Fatigue Syndrome, Fibromyalgia etc. how to prevent them and their effects](#)
2. [Muskoskeletal Injuries in the Workplace](#)
3. [Gender Reassignment Surgeries](#)
4. [Fertility Treatments and the workplace](#)
5. [Substance abuse and its link to vulnerable demographics and lack of equity](#)
6. [Substance abuse – A person centred approach](#)
7. [Contribution of Workplaces to Substance Abuse and Prevention](#)
8. [Miscarriage and the Workplace](#)
9. [Trade Unions and how to support employees to encourage and join](#)
10. [Fostering a culture of Inclusion for International talent](#)

The above list is non-exhaustive and will be expanded in future versions of this document.

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