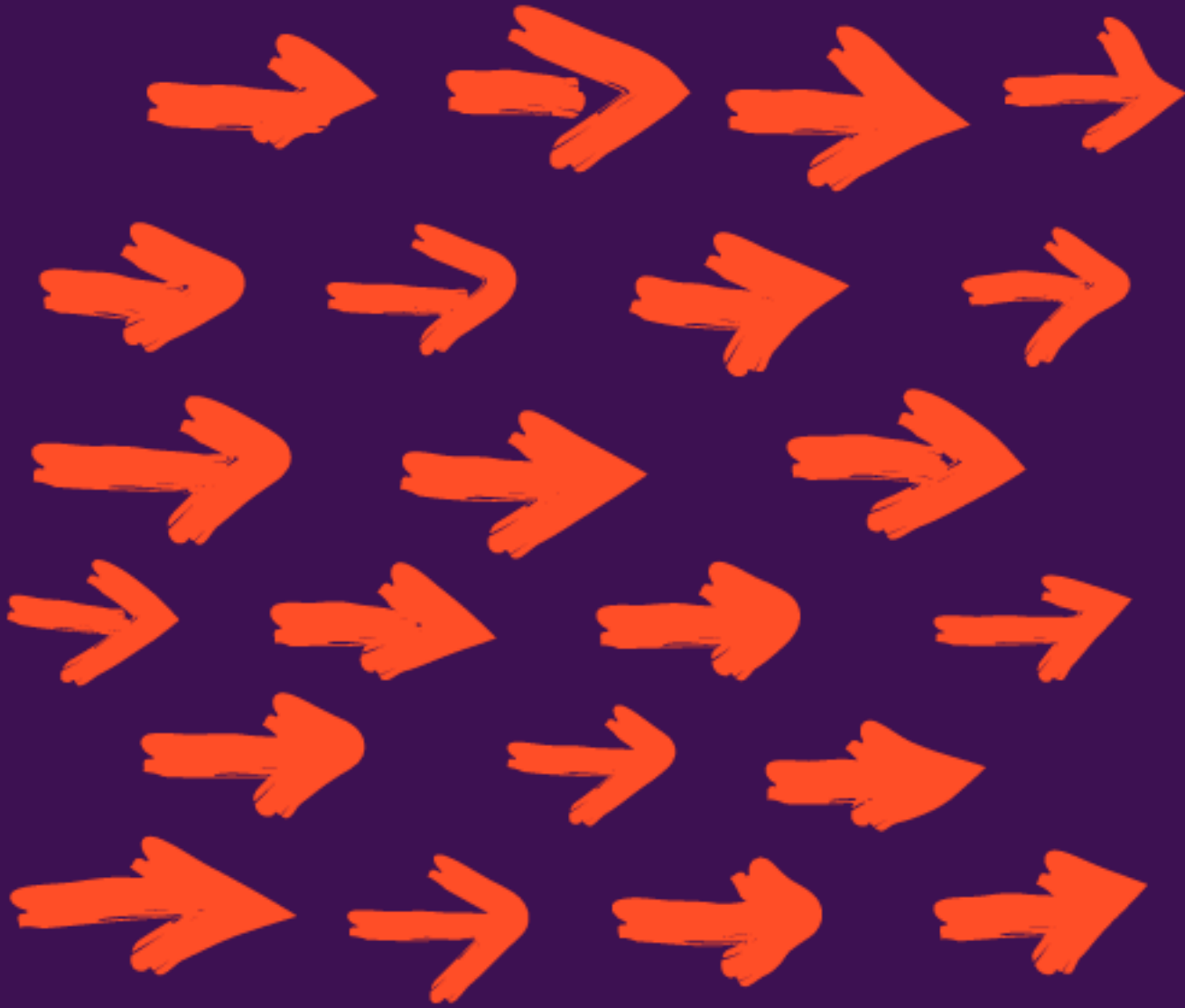
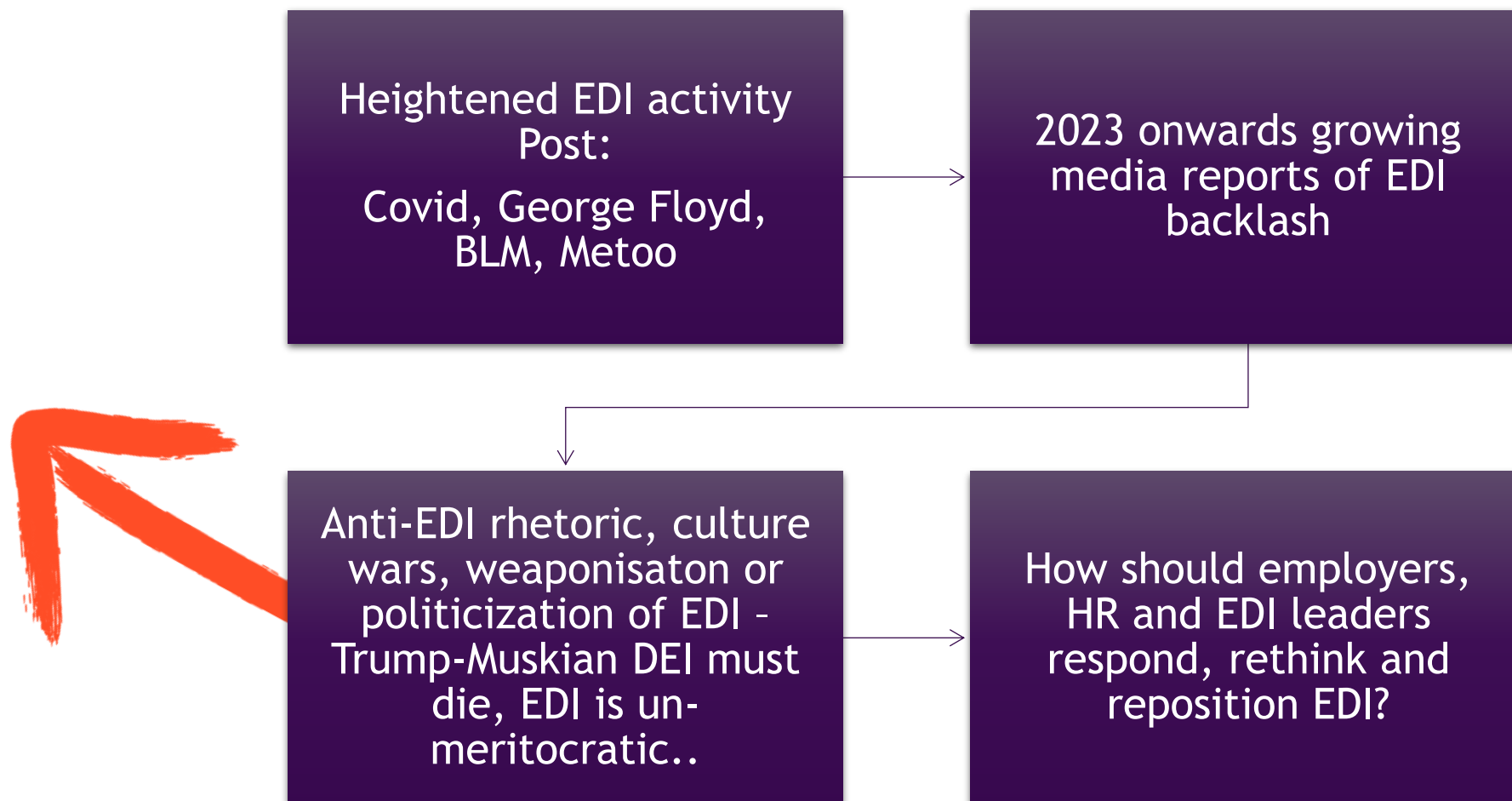


# CIPD

## The Future of EDI: Rethinking Impact and Outcomes



## Context



## Research shows



- Most employers (notably in the UK) are not scaling back on EDI efforts (CIPD LMO research)
  - Most employees view EDI as positive
  - *“EDI is an enabler of better performance. It's an unlocker of better culture. It's an unlocker of innovation. There are all these amazing business reasons as to why you should do it. And I think that bit has got a bit lost.”* CPO and managing director of a HR consulting company.
  - *“The British public are five times more likely to say that EDI is a good, rather than a bad, thing - and support for EDI extends across Britain. The public are also more likely than not to think that EDI leads to fairer outcomes and that they personally benefit from EDI practice - most people do not see EDI in zero sum terms.”* Research by Oxford University and UCL [finding-a-balance-ucl-policy-lab-university-of-oxford-and-more-in-common-report.pdf](#)
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## However, research shows



- Disconnect of EDI with business integration and business outcomes
- Questions around establishing/re-establishing EDI's role - causal 'v' correlative in relation to business outcomes - e.g. interventions around representational diversity, bias training...
- Weak governance, accountability and measurement
- Complexity and lack of shared understanding of the EDI language and initiatives
- Weaknesses in HR, managerial and leadership competency and confidence in EDI
- Challenges in managing some conflicting areas of EDI
- Understanding and managing the challenges and opportunities of AI

## Business integration and outcomes/success



Can we achieve profit without people: staff, customers/ markets and suppliers?

We say our people/staff are our biggest asset, how is that reflected in how we treat them and consequent impact on performance ?

What organisational factors - structures, policies, procedures, behaviors/practices and cultures are impeding different employees from performing to their best?

What HR and EDI interventions, initiatives (policies and strategies) will maximize delivery of business priorities?

Are these  
important business  
outcomes?



Brand and reputation



Widen talent pool



Skills utilisation



Performance



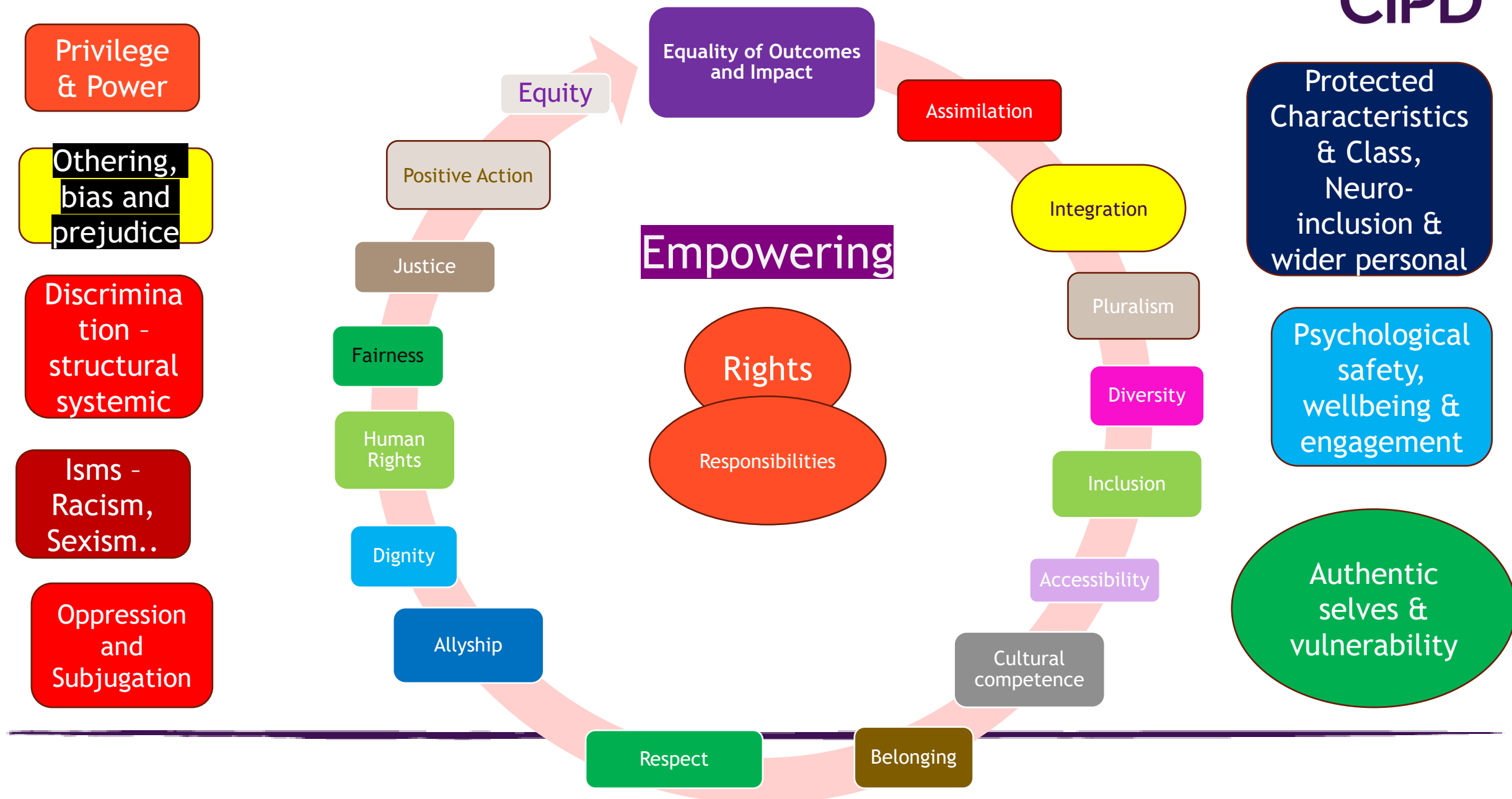
Retention



Employee wellbeing

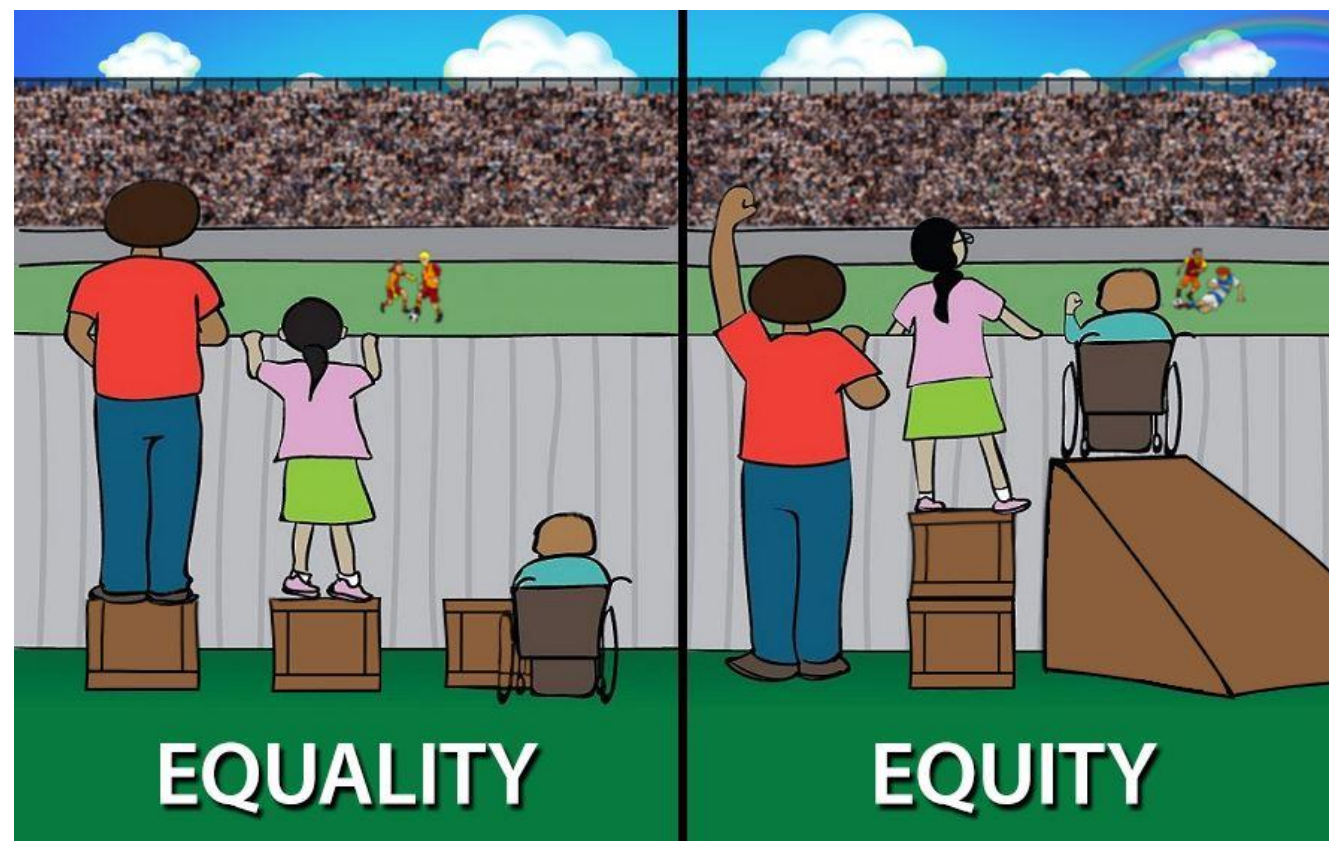


# CIPD



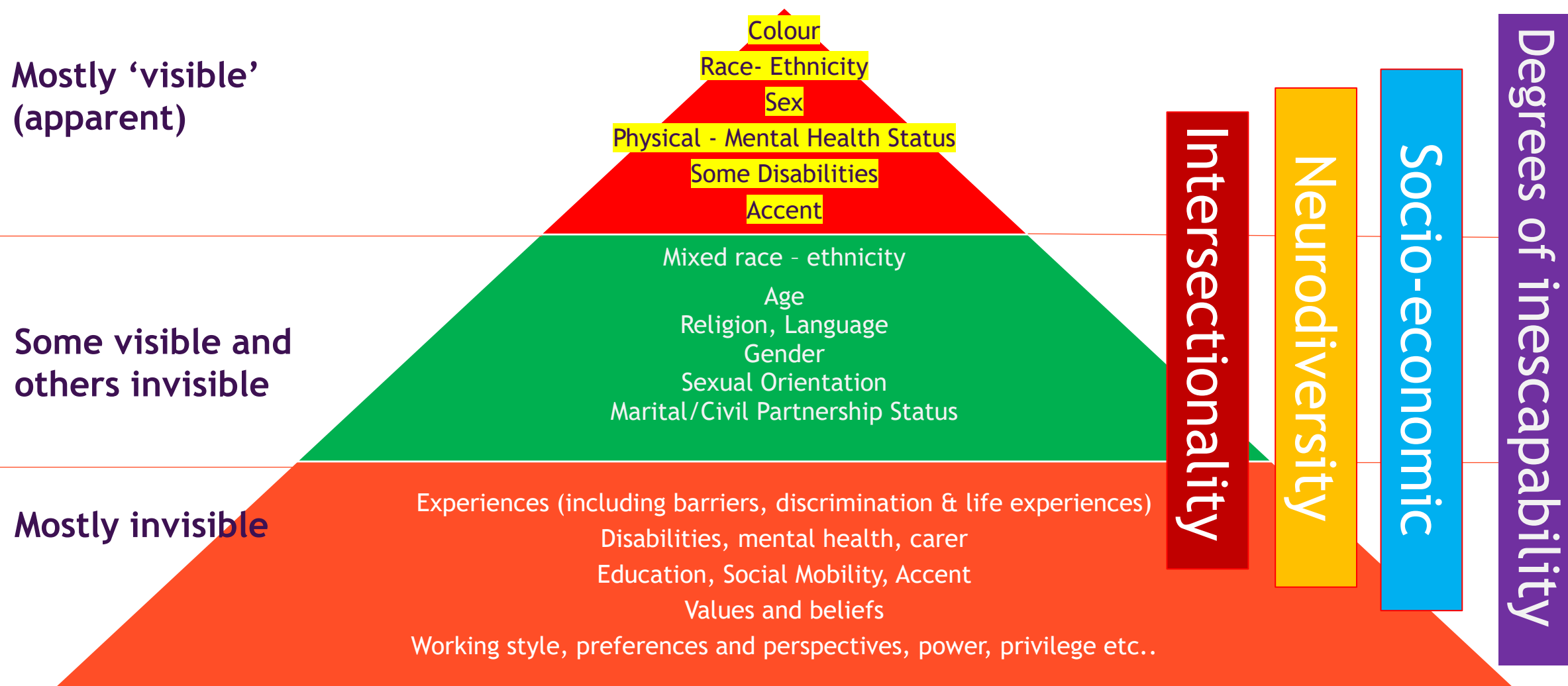
Complexity and  
simplicity

This is not equality



This is equity!





## How do we respond/what should we do?



HR are the 'custodians' of EDI Policy. We cannot do 'human resources' without the 'human' part - which is diverse.



Re-affirming EDI's business value -which includes (legal, moral and social imperatives/drivers), not just evidencing causation where we can, but importantly correlation.



Focus on championing practical evidence-based approaches tailored to organisational barriers blockages.



Equip business leaders with tools to better align with business goals.



Stay resilient and agile - acknowledging concerns but remaining steadfast with reminders of organisational values reinforcing fundamental principles.

