

CIPD Coronavirus webinar series

Diversity and inclusion through COVID-19

29 May 2020

Welcome

Claire McCartney, Senior Policy Adviser,
Resourcing and Inclusion, CIPD

CIPD



Today's speakers

Claire McCartney

Senior Policy
Adviser,
Resourcing and
Inclusion, CIPD

Dr Jill Miller

Senior Policy
Adviser,
Diversity and
Inclusion, CIPD

Charlotte
Billington

Equality and
Human Rights
Commission

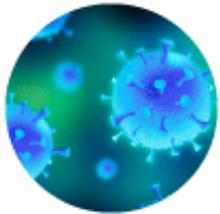
Asif Sadiq

Global Head of
D&I,
Adidas

Andrew Willis

Head of Legal &
Advisory,
HR-inform

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**Covid-19
resources**



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Maintaining an essential focus on diversity and inclusion during COVID-19

Dr Jill Miller, Senior Policy Adviser,
Diversity and Inclusion, CIPD



Government guidelines

- COVID-Secure guidelines: 8 detailed guides covering different work settings on working safely during the pandemic
- Section on who should go to work, including section on equalities law

*In applying this guidance, employers should be mindful of the particular needs of different groups of workers or individuals. **It is breaking the law to discriminate, directly or indirectly, against anyone because of a protected characteristic such as age, sex or disability.** Employers also have particular responsibilities towards disabled workers and those who are new or expectant mothers'.*

- EHRC has produced new guidance on making non-discriminatory workforce decisions



Diversity and inclusion
looking different: back to
first principles?



Poll: Q1

Prior investment in workforce diversity and inclusion will help us respond effectively in a crisis to EMPLOYEE needs

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree



Latest survey data

2/5 said prior investment in diversity and inclusion will help them respond effectively in a crisis to employee needs (43%) and to customer needs (41%)

Just **5%** of employers put diversity and inclusion in their top three HR priorities one month into 'lockdown', compared to 14% previously

2/5 disagreed with the statement: *'work on diversity and inclusion has to go on the backburner for now'*.



Poll: Q2

Our organisation has explicitly considered the needs and likely concerns of different employee groups

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree



65% of employers say they have explicitly considered the needs and likely concerns of different employee group

73% of employers who say employees are fearful and anxious about themselves or loved ones becoming ill, put employee well-being in their top three priorities.

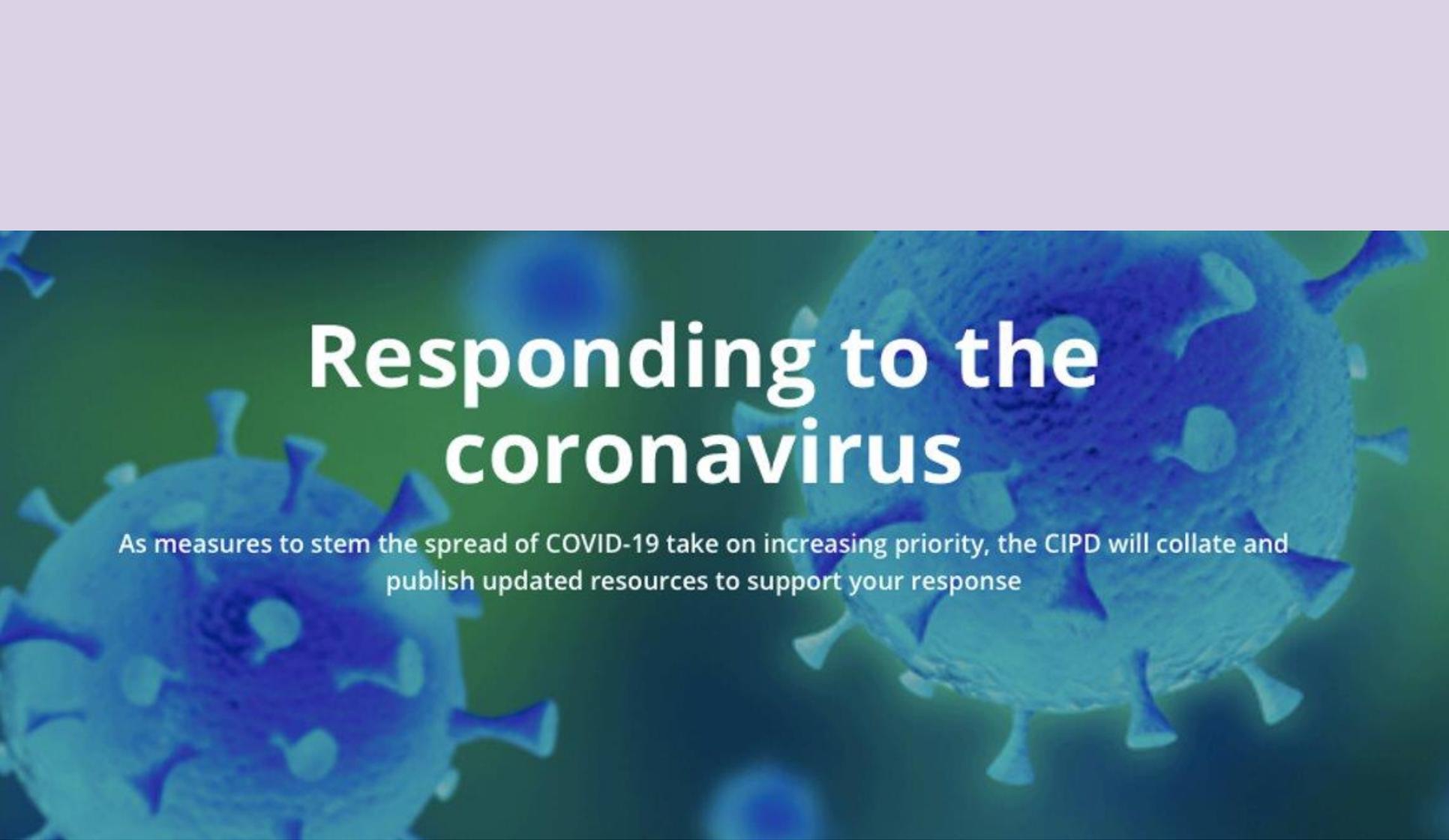
41% of HR teams have stepped up support for line managers



Inclusion principles for HR to support effective returns to work

- No one-size-fits-all approach
- Maintain a clear focus on employee health, safety and well-being, not forgetting reasonable adjustments
- Appreciate that everyone's experience is different and provide appropriate support, flexibility is key!
- Skill-up line managers for the new way of working
- Provide genuine mechanisms for employee voice
- Critically review your current people approaches to ensure they're inclusive
- Create opportunities for people to socialise





Responding to the coronavirus

As measures to stem the spread of COVID-19 take on increasing priority, the CIPD will collate and publish updated resources to support your response

cipd.co.uk/coronavirus

CIPD



COVID-19: Equality considerations for employers

Charlotte Billington
Equality and Human Rights
Commission

Equality Act still applies

The Equality Act still applies during the Coronavirus pandemic.

It is unlawful to discriminate (directly or indirectly) against or victimise someone because they have a protected characteristic, such as age, race or sex.

More about the Equality Act for employers:
<https://bit.ly/2ZgXJH5>



Risks of discriminating against employees

1. Employment Tribunal claims – costly legal fees
2. Reputational damage

Benefits of focusing on D&I:

1. Build commitment and retention of employees
2. Improved organisational resilience



Equality concerns from COVID-19

- Lack of reasonable adjustments for disabled workers
- Unpaid leave, sick leave or early maternity for pregnant women
- Biased decisions around working structures



Important points to consider

1. Ensure the decisions you make, for example who gets extra hours or who is made redundant, are not discriminatory
2. Involve employees in decision making processes in a way that takes into account the needs of different groups
3. Set up working options in a way that does not disadvantage specific groups of workers

More info on non-discriminatory decision-making during COVID-19: <https://bit.ly/2yfrU6h>



Pregnancy and Maternity Key do's and don'ts

- Find another suitable job, or suspend on full pay if you carry out a risk assessment for pregnant employees & find that you cannot mitigate the risk of COVID-19.
- If you are making redundancies or furloughing staff, ensure that the selection process does not disadvantage an employee because of her maternity leave or a related reason.

More info: <https://bit.ly/2WlQo1d>



Making reasonable adjustments

Your duty to make reasonable adjustments for employees who have a disability or a long-term illness will be essential during the pandemic

Your overall aim should be, as far as possible, to remove or reduce any substantial disadvantage faced by your disabled workers which would not be faced by a non-disabled worker.



If reasonable adjustments can't be made

If there are no adjustments that can be made which would allow a disabled employee to remain in work:

- consider whether it would be reasonable to offer to place the employee on paid disability leave
- if not, consider furloughing them until it is safe for them to return to work.
- Consult with the employee on what they want to do.

More info: <https://bit.ly/2WJS5eJ>



Other emerging concerns



Insight

Asif Sadiq, Global Head of D&I, Adidas



Questions

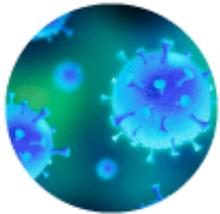
Please submit your questions for:

- Claire McCartney, Senior Policy Adviser, Resourcing and Inclusion, CIPD
- Dr Jill Miller, Senior Policy Adviser, Diversity and Inclusion, CIPD
- Charlotte Billington, Equality and Human Rights Commission
- Asif Sadiq, Global Head of D&I, Adidas
- Andrew Willis, Head of Legal & Advisory, HR-inform

Please use the Q&A function to submit your questions



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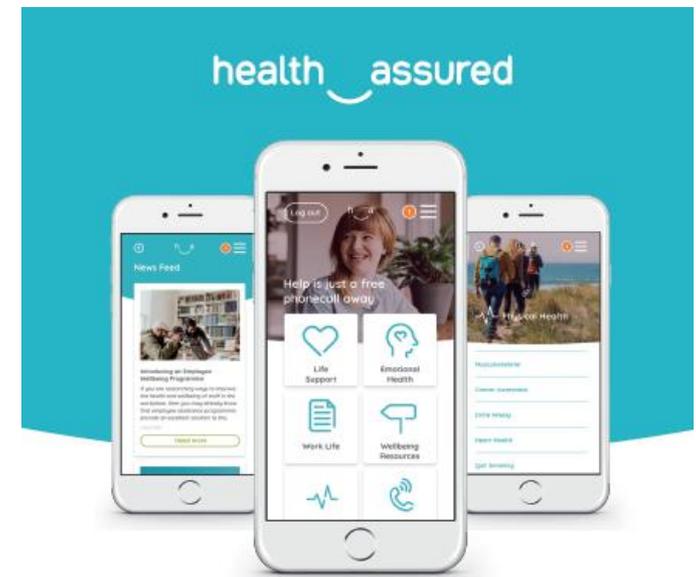
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New Well-being Resources

- We've partnered with **Health Assured** to support members mental health and well-being
- Unlimited free 24/7 confidential telephone helpline, online portal & Health e-Hub app
- The resource provides:
 - Legal information
 - Debt and financial information
 - Manager consultancy and support
 - Information on work and home issues
 - Factsheets, advice, information and self-help tools
 - Links to specialist support organisations
 - A resources area with; programmes, videos, webinars, medical information and mini health checks.



Health e-Hub from Health Assured
Support in the palm of your hand

[Download the Health e-Hub now](#)

Further information

[NEW well-being helpline for CIPD members](#)

[CIPD coronavirus hub](#)

[CIPD COVID-19 workforce planner](#)

[CIPD community](#)

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