United in Differences, Unlocking Potential
Diversity, Equity and Inclusion

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In the workplace, there are three elements that help to foster a more united, efficient, and successful workforce: Diversity, Equity, and Inclusion. Diversity—a term coined to describe the various characteristics of individuals that make them unique, namely their race, ethnicity, skin color, personality, gender, sexual preferences, and/or physical abilities. This term also includes differences in backgrounds, experiences, perspectives, thoughts, interests, and ideas. In the past decade, this term has gained enormous attention globally, and alongside it, Equity, and Inclusion.

While Diversity is about an individual's differences, Equity is about providing resources based on need and impartial treatment to everyone. This also includes providing access to opportunities so all employees can contribute meaningfully, grow professionally, and reach their full potential. The third element that glues both Diversity and Equity together is Inclusion. Inclusion means creating a workplace where everyone feels safe, accepted, engaged, respected, and involved. In this type of workplace, employees are confident that they will be both heard and valued. The three elements can no longer be mutually exclusive. You can have a diverse workforce, but if women are not welcome on the leadership floor, people of color are patronized, disabled candidates and staff are ignored, or LGBTQ+ employees do not feel safe to be their authentic selves or voice their ideas, it means that it is not an inclusive culture where Equity operates. Diversity without Equity and Inclusion will lead to a false form of Diversity: Tokenism.

That is why Diversity, Equity, and Inclusion (DEI) together are no longer an option—it is fundamental.

An inclusive culture is as important as it is elusive. Underlying unconscious biases, systemic discrimination, and a lack of understanding persist and undermine DEI. Therefore, few organizations can say: we are truly inclusive.

In research conducted by Brandon Hall Group, more than 80% of organizations say that Diversity and Inclusion are important. However, only 30% of organizations rated themselves highly for the critical signs of an inclusive culture. Most people have the intent, but executing a DEI plan and knowing where to focus is still challenging to many.

DEI benefits everyone. A diverse and inclusive culture makes a better environment for all, both the underrepresented and protected groups, as well as those with privilege. Building a plan to include women in leadership positions, for example, does not mean we abandon opportunities and fairness for men.

Therefore, integrating Inclusion in your organizational culture is a journey by itself that needs practice, open-mindedness, and willingness to change, starting from the top. It requires a holistic approach involving the triangle of people, process, and technology.

When an organization does manage to successfully combine DEI together, it turns into a powerful key that unlocks the door to greatness—hidden talent and potential waiting both within and outside your organization. In this paper, we will discuss why DEI is important, how we at SHL practice it internally, and how we can support you, our customers, in your DEI efforts.

Why we need an inclusive culture

Building an inclusive culture in your organization is compulsory to achieve greater success. Effective Diversity benefits employees and organizations—starting from the minute you hire people in your company through managing and developing them. Here are the key advantages to an inclusive culture:

Wider talent funnel

Recruitment is a two-sided process. Not only do you evaluate candidates, but they also evaluate you. Candidates prefer to work in a more diverse and inclusive workplace, and that is a fact. Hence, when you do not have inclusive culture, you miss out a lot of talent prospects. By increasing Diversity and improving inclusivity, you will broaden the talent pool which means you unlock the possibilities of acquiring a high potential workforce with a myriad of ideas, creativity, and insights.

Healthier work environment

Inclusive organizations will have people that are more connected with each other compared to the non-inclusive ones. A place where everyone feels accepted, respected, tolerated, and included will create happier employees who dare to dream big for themselves and the company, and who feel empowered to collaborate with each other for the better.

Better business outcomes

An inclusive culture is crucial for your overall business continuity. Giving diverse people within your organization a chance to apply for the same role, provided they fulfil the job requirements and fit, will not only benefit the relevant individuals, but also your organization as a whole. SHL has dedicated many years of research in DEI and found that diversifying leadership and including people from varying genders and ethnicities in the decision-making process results in much greater success in most leadership challenges. These results are also reflected throughout all levels in the organization. Regardless of if your team is engaged in operational or strategic tasks, diversifying your people helps you move towards the aimed business goals.

Above are three big reasons why an inclusive culture is beneficial to any organization.
You cannot reap the benefits of Diversity without involving Equity and Inclusion.

At SHL, we realize how important it is to have an inclusive ecosystem.

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SHL embraces equal opportunities

At SHL, we embrace and acknowledge differences, the intersectionality of people, and their identities— culture, nationality, ethnicity, religious views, physical ability, cognitive Diversity, sexual orientation, gender, race, age, or gender identity.

Those differences do not deter someone from getting a job at SHL, as we look at ***skills, fit, and potential***. We also consider all qualified applicants, internal and external, for employment. Furthermore, to minimize bias in hiring decisions, we use SHL assessment tools to objectively assess each candidate to establish their fit to the role, our culture, and our values.

We believe
At SHL, we believe that everyone is different and unique—and we want to embrace that. That is why we think that everyone should have access to the same opportunities to get ahead in the world of work.

We are committed to creating a better, diverse, and inclusive future for us and you, our customers, where every employee is listened to, feels valued, and is empowered to succeed.

We pledge to
• Champion Diversity, Equity, and Inclusion in our organization – at all levels
• Recognize and be accountable for leading positive change through listening, education, and action
• Continue to strengthen fair and objective recruitment and promotion processes and best practices
• Enforce a zero-tolerance attitude to workplace discrimination, bullying or harassment
• Increase awareness and promote Diversity, Equity, and Inclusion throughout the company and through our customer network

How SHL can help you build an inclusive culture

We work hard to bring out the fullest potential of your people and help your business stay agile through creating a diverse, inclusive and innovative workplace. For that reason, we build an unmatched portfolio of products, backed with years of science and research, which delivers the needed data-driven people insights for your talent acquisition and talent management processes.

Our transformative talent solutions help you to:
• Broaden your talent pipeline
• Reduce unconscious biases
• Increase speed and consistency
• Make better and more accurate talent decisions
• Create an experience based on science for better outcomes

Broaden your talent pipeline

Great talent is available everywhere. You just need to know how to find and include them in your candidate pool. For that reason, ensuring that your talent funnel is as broad as possible is important. Our digital hiring tools and platform can help you increase your selection and Diversity by identifying deserving candidates that might have been otherwise screened out due to trivial mistakes during assessment or traditional tool shortcomings. Furthermore, we conducted a study in leadership Diversity and found that women tend to score higher than men on 21 of the 27 challenges that predict high performing leaders. Our solution helps you make an effective leadership placement and succession decisions based on a contextual, holistic insight.

Reduce unconscious biases

We help businesses identify best-fit talent objectively, efficiently, and effectively. For 40+ years, we have been continuously innovating, testing, and improving our solutions with powerful and transparent AI technology and data science. Our scientific approach is there with one aim in mind: to help reduce biases that often happen during talent acquisition and management processes so that you can make the best and fairest decisions.

Increase speed and consistency

Our intelligent hiring platform helps you hire talent in half the time than the others and improves consistency in your decision-making process. We do this by providing you enterprise-ready technology and rigorous people insights. These help drive true Diversity in your decisions and in your business. It does not matter where your talent is and where you are, with four capabilities in our DNA, we have got all your people questions covered.

Make better and more accurate talent decisions

DEI in the workplace is all about gathering people with various characteristics and diverse ideas to work on shared goals together. The key here is "shared goals". When you are hiring or managing talent, it should not matter if they have different socioeconomics background, ethnicity, or sexual orientation from you. What matters is whether they bring the required values to reach the shared goal or not. Our solutions empower you to make accurate talent decisions across the employee lifecycle. We equip you with all the data-driven insights that you need to help you identify best-fit talent that is more likely to perform well and are motivated to reach the same goal as you.

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Offer an experience based on science for better outcomes

Great recruitment processes, from start to finish, help create a long lasting and positive brand experience. This will also help you attract a more diverse and broader candidate pool. Our solutions and products ensure a seamless candidate experience that is built upon a scientific approach. We also have a wide array of thought leadership content on DEI topics, crafted by industry leaders, such as guides, blogs, and podcasts among others. Check out our guide for implementing DEI into your people, process, and technology, which will help you create an inclusive experience for not only your candidates, but also your employees and hiring managers.

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Our commitment

We aim to continuously be advocates of the DEI movement. Some of our involvements are:

Partnering with Others
In our commitment to amplify the voice of DEI globally, we understand the value of working with the community and experts.
• **Purple and The Valuable 500**—through our relationship with Purple and by being a member of The Valuable 500, we change the conversation within businesses to promote disability Inclusion and celebrate the value of Diversity.
• Careers For Her—we participated in the first virtual career fair for women in Egypt, promoting gender equality and supporting women participation in the workforce and leadership.
• Ally Nudge—we join hands to support BLM and anti-racism movement.

Engaging in Research
Seeking out and understanding each other's differences helps to give us different perspectives not only in the workplace, but also life in general. For that, we believe that knowledge is key to our DEI efforts.
• **Neurodiversity Research Program**—set up in 2019, our team of dedicated scientists has been researching how to promote neurodiverse talent and improve the experience of neurodiverse candidates.
• **Learning and development opportunities** using articles, blog posts, webinars, learning modules, education programs, workshops, panels, employer-hosted events and speakers. These were kicked off by our Awareness & Inclusion webinars that we conduct periodically, where participants are encouraged to do self-reflection tasks.

Upskilling our Teams
Fostering an inclusive culture and embedding DEI in our conduct has been our top priority as an employer.
• **SHL Together and a global DEI task force**—to increase global awareness in DEI issues and to support SHL's journey into a more inclusive organization, we built a global DEI working group called SHL Together and a DEI task force that manages four communities: LGBTQ+, Race, Gender, and Disability.
• **Firmwide communications** reiterating SHL's support and commitment to our DEI initiatives, including company-wide Town Halls, senior leadership meetings and corporate communications.
• **Effective workplace policies** offering flexible work arrangements to accommodate diverse personal situations (e.g., childbirth or adoption), enabling employees to choose their preferred pronouns and respecting these choices, providing volunteering/social action paid time-off for employees, which employees can also use to attend civil rights protests, marches, or similar activities, and designating certain meaningful days as company holidays and encouraging employee reflection, introspection, or activism on those days.
• **Listening Circles**—we facilitate an open forum for our employees across the globe where they can share their feelings, personal experiences, and thoughts surrounding racism and discrimination topics.

We know that integrating DEI in your organization is not easy, but we hope that we inspire you in your DEI efforts. We are there to help you build more diverse and inclusive talent acquisition and talent management processes. And together, we are painting the bigger picture and moving towards a better future—a future where everyone feels accepted, respected, safe, and included.

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Closing

Diversity, Equity, and Inclusion have gained so much attention in the past few years. They are vital to have in every organization. This is because when they are combined together, they can help organizations to achieve success. An inclusive organization will have a wider talent pool, a healthier work environment, and better business outcomes.

Despite the importance, embracing DEI and truly embedding it in the organizational culture is not easy due to systematic discrimination, unconscious biases, and a lack of understanding. The intent is there, but knowing where to focus and put DEI efforts is still challenging. That is why there are not many organizations that can say that they are truly inclusive. Despite most organizations saying that Diversity and Inclusion are important, only a few tick the box for the signs of inclusive culture.

At SHL, we believe in equal opportunities for everyone. We acknowledge and embrace different gender, race, ethnicity, sexual orientation, age, culture, physical ability, interests, perspectives, or cognitive Diversity. We commit to building a diverse and inclusive culture for us and you, our customers.

We all have different backgrounds, personalities, and characteristics—and that is what makes each of us unique. We must appreciate and encourage high levels of both individuality and belonging to move forward together to a better future.

Remember—Diversity is numbers, while Inclusion is culture. One cannot go well without the other. And to reap the benefits of Diversity, you need to add Equity and seal it with Inclusion. Seek out, identify, understand, and remove the barriers to collaborate with each other, regardless of personal differences. Create an environment where everyone feels safe, connected, and included. Hire and retain talent based on their fit to the roles and their capabilities.

Because only when we are united in our differences, can we start to unlock our greatest potential.

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