



## TACKLING UNCONSCIOUS BIAS

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## A SYSTEMIC APPROACH TO BECOMING CONSCIOUSLY INCLUSIVE

From a series of well-intended diversity initiatives in 2014, SSE now has a considered plan to build a culture of inclusive behaviour, using targets and a forensic level review of all processes, from before people join to when they leave.

They carry out innovative 'Annual Return on Inclusion' research, supported by inclusion specialists Equal Approach. This has ensured that all efforts to build a more diverse workforce are focused on activities that are known to offer the best return.

**The result? In 2017 for every £1 spent on diversity, SSE saw a return on investment of £4.52. By 2018 this had risen to £7.51 and by 2020 they are targeting this at £15.**

A central Inclusion & Diversity strategy is supported by I&D working groups in each business unit with clear sets of asks. Practical activities to tackle unconscious bias and improve inclusivity cover recruitment, talent selection and development, and workplace practices, such as flexible working.

For example, in its recruitment process, SSE builds inclusive prompts into role profile templates so that hiring managers are nudged to think differently and to expand their thinking on what skillsets are really needed. And inclusive hiring training is mandatory for managers. SSE is clear that increasing the number of female candidates applying for roles will reap the best results.

When it comes to talent selection and developing female employees, SSE's current focus is on offering self-nomination for talent programmes and providing clarity on the objective criteria for selection.

SSE trusts that by building an inclusive culture, the diversity will come. The impending skills shortage underpins the need to attract as broad a pool of talent as possible.

### The 4Ds of Diversity:

*SSE believes that greater Diversity leads to broader Debate, which in turn leads to better Decisions that result in better business Delivery*