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Valuing people through diversity and inclusion

Code of practice for organizations

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Summary of pages

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Foreword

Publishing information

This British Standard is published by BSI Standards Limited, under licence from The British Standards Institution, and came into effect on 30 April 2017. It was prepared by Subcommittee HCS/1/1, *National human capital standards*, under the authority of Technical Committee HCS/1, *Human capital*. A list of organizations represented on these committees can be obtained on request to their secretary.

Use of this document

As a code of practice, this British Standard takes the form of guidance and recommendations. It should not be quoted as if it were a specification and particular care should be taken to ensure that claims of compliance are not misleading.

Any user claiming compliance with this British Standard is expected to be able to justify any course of action that deviates from its recommendations.

It has been assumed in the preparation of this British Standard that the execution of its provisions will be entrusted to appropriately qualified and experienced people, for whose use it has been produced.

Presentational conventions

The provisions of this standard are presented in roman (i.e. upright) type. Its recommendations are expressed in sentences in which the principal auxiliary verb is “should”.

Commentary, explanation and general informative material is presented in smaller italic type, and does not constitute a normative element.

Where words have alternative spellings, the preferred spelling of the Shorter Oxford English Dictionary is used (e.g. “organization” rather than “organisation”).

Contractual and legal considerations

This publication does not purport to include all the necessary provisions of a contract. Users are responsible for its correct application.

Compliance with a British Standard cannot confer immunity from legal obligations.

Introduction

This British Standard provides a framework and recommendations for valuing people through diversity and inclusion. It indicates how organizations can develop objectives, behaviours and measures that go beyond the minimum rights stated in law and increase the diversity and inclusion of people in or engaging with organizations.

The standard has been developed using BS 76000 as a foundation. BS 76000 provides a management system for realizing the full value that people bring to an organization through their capabilities, knowledge, skills, networks, experience, behaviours and attitudes. This standard identifies the leadership commitment and behaviours required to value diversity and inclusion in all organizations. It provides organizations with the means of developing their own objectives, behaviours and measures for capturing the effectiveness of their approach. It is recognized that all organizations (including SMEs and micro-businesses) are likely to tailor objectives, behaviours and measures to their particular operations, context and aspirations for diversity and inclusion. Some example measures are included.

This British Standard is based on the principles set out in BS 76000 for valuing people in an organization, which are:

- a) people working on behalf of the organization have intrinsic value in addition to their protections under the law or in regulation, which needs to be respected;
- b) stakeholders and their interests are integral to the best interests of the organization;
- c) every organization is part of wider society and has a responsibility to respect its social contract as a corporate citizen and operate in a manner that is sustainable;
- d) a commitment to valuing people who work on behalf of the organization and to meeting the recommendations of this standard which is made and supported at the highest level; and
- e) each principle is of equal importance.

These principles, taken together, form a holistic approach to valuing diversity and inclusion. They take this particular British Standard beyond the human characteristics protected by law in the Equality Act 2010 [1] and public sector equality duties, to capture individual difference, life experience, social context and historical, economic and cultural exclusion. This standard also encourages dialogue on these issues with a broad range of stakeholders and indicates an approach for an organization to take to recognize, value and embed diversity and inclusion within its operations and relationships with customers/clients, supply chains and communities.

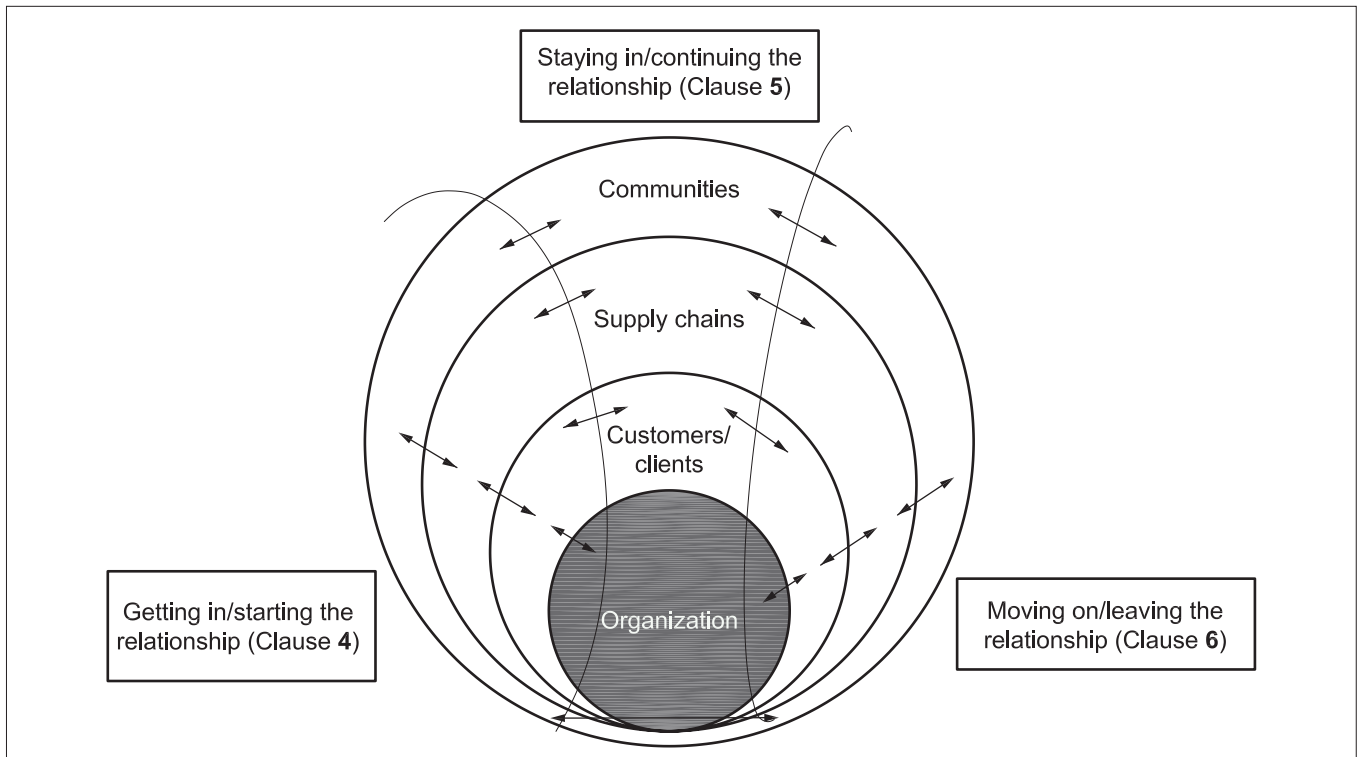
In common with BS 76000, “valuing people” is not confined to the calculation of directly quantifiable monetary value, transactional utility or short-term return on investment. The term is used in recognition that “value”, defined as the inherent and unique merit and worth of people, connotes the actual or potential contribution that people at all levels in the organization make as a result of their unique capabilities, knowledge, skills, networks, experience, attitudes and insights. This standard reflects the belief that recognizing and respecting the value of people beyond the minimum rights stated in law has long-term personal, organizational and societal benefits.

The way in which an organization values its people and stakeholders is at the heart of its success. [Figure 1](#) illustrates how diversity and inclusion can be valued in each of the three phases through which people and organizations interact (whether they are working for the organization, working on behalf of the organization or engaging with the organization as a customer/client or members of the community), namely:

- getting into organizations/starting the relationship (see Clause 4);

- staying in organizations/continuing the relationship (see Clause 5); and
- moving on/leaving the relationship (see Clause 6).

Figure 1 — Framework for valuing people through diversity and inclusion



The phrase “working on behalf of an organization” is deliberately used to acknowledge that it includes those who might be working on behalf of organizations through agencies, subcontractors and self-employment arrangements. The quality of a product or service often relies on the manner in which agencies, subcontractors (and others in the supply chain) value the diversity of the people they employ, or hire, to perform the work on behalf of others. The purpose of this standard is to provide a set of recommendations for influencing, engaging, consulting and aligning diversity and inclusion expectations within supply chains.

The phrase “engaging with the organization as a customer/client or members of the community” acknowledges the importance of the relationship that exists between these stakeholders and the organization for the sustainability of its operation.

This framework highlights the opportunities that exist for dynamic, creative dialogue between these parties related to diversity and inclusion. Such dialogue can inform the improvement of policies, procedures, practices and behaviours associated with diversity and inclusion within organizations and associated supply chains, and ultimately support the ongoing development of products and services provided by the organization.

This British Standard recognizes that the control and influence over the development of diversity and inclusion is strongest in organizations with a directly employed workforce, but that its application can be strengthened through stakeholder engagement.

- [4.1](#), [5.1](#) and [6.1](#) set out objectives, policies, processes, practices and behaviours that support diversity and inclusion within an organization.
- [4.2](#), [5.2](#) and [6.2](#) indicate how customers/clients can be involved.
- [4.3](#), [5.3](#) and [6.3](#) indicate how supply chain partners can be involved.
- [4.4](#), [5.4](#) and [6.4](#) indicate how communities can be part of valuing diversity and inclusion.

In addition, this British Standard acknowledges the need for:

- 1) leadership commitment in actively supporting a culture that acknowledges the value of diversity and inclusion (see [Annex A](#));
- 2) a management system to manage the changes prompted by this standard in a structured and effective manner (see [Annex B](#));
- 3) workforce policies and practices that support key aspects of this activity (see [Annex C](#));
- 4) a framework for establishing relationships with customer/clients (see [Annex D](#));
- 5) a framework for establishing relationships with supply chain partners (see [Annex E](#));
- 6) a framework for establishing relationships with communities (see [Annex F](#)); and
- 7) a systematic approach to measuring, monitoring, analysing and evaluating performance in relation to diversity and inclusion (see [Annex G](#)).

This British Standard assumes knowledge and adherence to appropriate legislation in relation to anti-discrimination and the protection of individuals identified by certain characteristics (see [Annex H](#)).

1 Scope

This British Standard provides a framework for holistic approaches to diversity and inclusion that enable an organization to demonstrate its commitment to valuing people in its widest sense. It is intended to facilitate the fairness and dignity of all at work.

NOTE This British Standard is informed by and supports the principles contained in BS 76000, which specifies high-level strategic requirements for a management system for valuing people.

This British Standard provides recommendations for reviewing, assessing and undertaking a competent and principled approach to diversity and inclusion that encompasses:

- people management and development;
- the evolution of more inclusive policies, procedures, practices and behaviours within organizations supporting supply chain capability and diversity; and
- the building of productive relationships with others, be they customers or clients or people within communities.

This approach focuses on diversity and inclusion in organizations of all sectors, sizes, types and stages of development.

This standard recognizes that each organization is different and that decision-makers need to determine the most appropriate approach according to their organization's context.

This British Standard is intended to be used by any responsible person(s) involved in organizational leadership and management. It is also relevant to stakeholders, including a directly employed workforce, contracted workers, trade unions or workforce associations and networks, community leaders, customers, clients and investors.

2 Normative references

There are no normative references in this document.

3 Terms and definitions

For the purposes of this British Standard, the following terms and definitions apply.