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Amrywiaeth - Diversity

DIVERSITY RESOURCE PACK



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Introduction

Introducing Business Wales' Diversity Expert Sessions; two sessions that will explore the benefits of building a diverse workforce and the best strategies for staff recruitment and retention. During each virtual session, our diversity experts will provide advice and support to help you overcome these challenges and build a more diverse workforce.

Why Is a Diverse Workforce Good For Business?

Having a diverse workforce can bring many benefits to your business. As a fair employer, offering equal opportunities to all, can improve your brand image, help you win new contracts and help retain quality employees. In this expert session, using statistical evidence, our speakers will discuss how diversity can increase your businesses bottom line through increased innovation, customer attraction, and retention.

Our expert speakers, who will explore the benefits of a diverse workforce include:

- Selima Bahdur, Ethnic Youth Support Team
- Liam Rahman, Equal Education Partners
- Bernie Davies, Business Wales Mentor

Recruiting and Retaining a Diverse Workforce

If you want to build and retain a more diverse and inclusive workforce, then this expert session is for you. From initial recruitment to ongoing employee retention, our experts will walk you through the steps you need to take to ensure your business is fair, inclusive, and equal. We will also outline the Business Wales Equality Pledge, and the benefits this can have for your business.

Our expert speakers, who will discuss strategies to recruit and retain a diverse workforce include:

- Selima Bahadur, Ethnic Youth Support Team
- Peter Marezana, Director of Chef Marezana
- Gayle Budden and Edward Morgan, Castell Howell
- Donna Ali, BE.Xcellence

Contents

Thought Leadership - Selima Bahadur 4

Embracing intersectionality enables staff to show up as their authentic selves

Thought Leadership - Becca Rosenthal 8

Hate crime is everyone's business: we all have a role to play in working towards a hate free Wales

Case Studies - Castell Howell 12

Expanding current diversity and inclusion policies

Case Studies - Chef Peter Marezana 14

A recipe to make the hospitality industry "free from" glass ceilings

Additional info 16

Further key points and a summary with links and further reading





Thought Leadership

Selima Bahadur

Embracing intersectionality enables staff to show up as their authentic selves

Intersectionality encompasses all of who we are as individuals. If employees are wasting energy shielding their true selves, or trying to fit into a culture they don't feel a part of, then their talents are being suppressed. Selima Bahadur, All Wales Engagement Project Manager at Ethnic Minorities and Youth Support Team Wales (EYST), looks at intersectionality, and why it matters for Welsh businesses.

Intersectionality: it's a word that's been steadily gaining momentum in recent years and is becoming more commonly understood in conversations on diversity and inclusion.

Put simply, intersectionality recognises the interconnected nature of personal characteristics, and that these factors rarely exist in isolation but are constantly overlapping.

Originally the theory was borne from a desire to address the experience of invisibility among black women. But its definition has rapidly expanded to include, among others, factors such as race, class, gender, sexuality and disability - indeed anything which might make someone vulnerable to overlapping forms of discrimination.

As the Welsh Government's own **Race Equality Action Plan** notes: "Intersectionality helps us to understand how people with different identities may experience services, such as health and social care, education and employment, differently".

These types of challenges, barriers and injustices are, unfortunately, all too real in workplaces.

This is because workspaces are unique environments that operate beyond the confines of communities, meaning they can magnify issues around intersectionality.

With this in mind, although there's a huge problem to solve in driving understanding of intersectionality in employment settings, there is also an exciting opportunity for work to be the location from which true inclusivity can flow.

Intersectionality in practice

To borrow a line from American writer and civil rights activist Audre Lorde, from her 1982 address at Harvard University: "there is no such thing as a single-issue struggle, because we do not live single-issue lives."

Although it might seem a relatively recent recognition that identity markers don't exist independently, it's a starting point from which we can begin to consider that one informs the other(s).

To bring the problem of intersectionality to life, we can look at some examples, starting with my own.

Religion and gender

As a Muslim woman, I'm someone who considers both my religion and my gender to be important parts of my identity. They're what make me 'me', and I find this empowering. But they're two factors that cannot be seen in isolation. And the issues that affect me as both a Muslim and a female might impact someone else – for example a Christian woman - entirely differently.

I choose to fast, but there might be another Muslim with, for example, a non-visible condition who can't fast, so the same adjustments that I might need might not apply to them. Similarly, Sikhs wear a steel or iron bangle called a kara which is an article of faith. If an employer has a 'no jewellery' policy, the wearing of the kara should be permitted as it is an article of the Sikh faith.

Ethnicity and gender

There are rightly many campaigns looking to tackle the gender pay gap that still exists between men and women, but which women, and which men? Using this broad categorisation neglects the huge nuances in the category of 'female' or 'male' alone. What about the disparity that exists if you're both black and female? An Asian male, or a white woman? To demonstrate this further, a **London School of Economics (LSE) report** last year found that while all women experience substantial differences in pay, hours and representation in top jobs, it is black women – regardless of whether they are UK born - who have the lowest probability of being top earners.

Gender and disability

Take the example of a woman with an invisible disability such as ADHD. That woman may have had problems with attention span her whole life, but was not diagnosed until later because, typically, ADHD is a condition associated with males. Therefore, a woman with ADHD might experience a unique type of oppression as a result of her interlinking protective characteristics.

Class and sexuality

To use another example, consider an LGBTQ+ African-American man and a heterosexual white man who are both working class. They cannot experience the same level of discrimination, even though they might both be defined as working class. One may experience homophobia and racism at the same time, while the other may experience gender or class discrimination.

When we consider these examples, it becomes clearer that people can feel a unique type of oppression due to the intersection of a number of identity markers. We must therefore think outside the box when it comes to diversity and inclusion efforts to ensure they're not too narrow in focus.

If intersectionality is the acknowledgement that everyone has their own unique experiences of identity and of discrimination, then organisations big and small must consider anything that could alienate, or empower employees.



Why does it matter?

If intersectionality is ignored, it can lead to unseen needs, hidden conflicts, and a stifled workplace culture. I've experienced employment settings where I've felt like I had to fit an existing culture, so I know from personal experience just how alienating this can be.

What's more, it matters when it comes to futureproofing a business. Estimates show that around half of the workforce now comprises millennials, who have hugely different priorities and attitudes to those of previous generations.

This cohort of workers is, rightly, a lot more discerning about who they work for, looking beyond salary much more deeply into the values of the companies they target for employment.

More than any other generation, millennials consider themselves to be apolitical, and interested in a range of beliefs and ideas.

It's no surprise then that this important cohort of the workforce is flocking to firms with progressive and inclusive equality programmes.

The picture in Wales

Here in Wales, we're seeing a bottom-up approach when it comes to educating the next generation on these kinds of issues.

A **Race Equality Action Plan** has been brought forward, aimed at "making Wales a more equitable, anti-racist country".

Further changes are happening, including to the school curriculum later this year. This means that the next generation of the workforce in Wales will benefit from a new statutory obligation to be taught about diverse experiences and contributions of Black Asian and Minority Ethnic communities and individuals, both past and present.

This will provide a strong impetus to support the move towards becoming an anti-racist Wales by 2030.

While clearly race is just one facet of the debate, if equality becomes central to young people's understanding of the world, then naturally it will impact their expectations of future employers, too.

It makes business sense, too. **Research from Gartner shows** that racially diverse teams improve team performance by up to 30%, with **Deloitte also finding** that diverse companies produce 2.3% higher cashflow per employee than those that aren't.

Put simply, investing in diversifying – not just in terms of recruitment but also retention and development – affects the bottom line, too.

So how can firms embrace intersectionality?

Abandon broadbrush ideas

As the earlier examples showed, sometimes it is easier to believe that a certain group may 'all' feel the same way, but this too simplistic. We must recognise the many, unique experiences of identity. As employers, don't shy away or think it's rude to formally recognise others' differences. Increase your knowledge and then use it as a way to create positive policies. Simple diversity training from an organisation like **EYST** can be good place to start.

Take the time to get to know your workforce

While it might not be likely that we can ever truly walk in another person's shoes, we can enable a space where dialogue can take place to hear and see the lived experiences of others. Explore the unique narratives of your staff. Keep in mind that it can be daunting for people to share their experiences first-hand, so encourage a safe space and really listen. If you're not confident in this area, enlist the support of an expert like **EYST**.

Be mindful of your role in the business space

Becoming comfortable recognising difference also involves noticing when that difference is not represented in the spaces you're in. You may feel that your workplace is racially and ethnically diverse, but is it truly? At my organisation, EYST, 70% of the staff body is made up of people from different and diverse backgrounds – that's a huge range of languages, religions and cultures each with their own intersecting sub-identities, which has huge benefits in the workspace.

Provide opportunities for education and awareness

Educate, educate, educate! I remember, in one large organisation I worked in, a small note was posted on the Intranet site marking Ramadan and encouraging team leaders to allow early starts or early finishes for staff who needed it. Though a small gesture, this showed an organisation that was totally in touch with its employees. I felt valued and respected and it also served as an important conversation starter for people with very different backgrounds to mine.

Shout about success

Talk about the great work you're doing. Employees want to know all about the organisation they're going to work for. So be transparent about the good work you're doing, and promote the positive policies you have in place. One way you can do this is by signing up to Business Wales' Equality Pledge, showing your positive commitment.

Embracing intersectionality will require maintained effort but, done well, there is significant potential to create an environment in which employees can really show up as their authentic selves.

Selima Bahadur, Programme Manager, leads the All Wales Black Asian Minority Ethnic Engagement Programme. Selima came to EYST with nearly 10 years of experience working in employability related roles.

Selima places emphasis on delivering meaningful training in diversity issues. Recent focus has been on Diversity, Cultural and Religious Awareness in the Workplace, where in addition to the "usual" aspects of Equality, Diversity & Inclusion Training, emphasis is given to individually held biases as well as self and workplace reflection.

For more information and to speak to a relevant advisor contact Business Wales.

*Call **03000 6 03000** or visit www.businesswales.gov.wales/*



Thought Leadership

Becca Rosenthal

Hate crime is everyone's business: we all have a role to play in working towards a hate free Wales

With hate crime on the rise across all parts of Wales and the UK, Becca Rosenthal, Community Engagement and Training Manager at Victim Support Cymru, looks at the scale of the problem and outlines the role Welsh businesses can play in taking a stand against this type of crime.

Over the past few years, the term hate crime has been gaining momentum, helped in part by increased awareness and visibility in society.

The term refers to identity-based crime, often considered to be one of the most severe expressions of prejudice and discrimination.

As the identity link suggests, hate crime is an attack on a core part of who an individual is.

It could, for example, be targeted at someone's race, religion, sexual orientation, disability or transgender identity.

This type of crime is hugely demeaning to victims, and is recognised as having a broader effect than many other kinds of crimes. This is because not only are the crime's victims the immediate target, but also many others like them.

By its nature, hate crime manifests in anything from overt physical attacks against a person or their property, to a threat of attack, to verbal abuse or insult.

While it might seem to be something 'other people' experience, thousands of people in Wales every day, across all walks of life, experience damaging incidences of hate.

What's more, the proliferation of technology into all areas of our lives has meant the unleashing of boundless hate speech. Online crime is on the rise and can be as (if not more) harmful to a victim as a physical attack in the street.

Yet, despite increasing awareness of hate crime in recent years, a huge problem remains when it comes to victims of hate crime often feeling unable to seek redress against their perpetrators.

This means many crimes remain unreported, unprosecuted and, sadly therefore, completely invisible.

Hate crime in context

In 2016/2017 the National Hate Crime Statistics for England and Wales, published by the Home Office, stood at around 75,000 incidents reported to police. This number rose steeply to 115,000 for the year 2020/2021.

A deeper look into the figures reveals that, since reporting began, race has consistently been the biggest 'motivating factor', followed by sexual orientation.

In 2020/2021, Wales alone saw an overall 2% increase in hate crime. **The figures here showed** a 10% increase in transgender hate crime, a 2% rise in disability hate crime, and a 2% rise in hate crime where sexual orientation is the motivating factor.

Worrying though these trends are, it isn't all bad news. Historically, there has been an issue with victims being reluctant to report their victimisation - sometimes they are prevented from doing so by their perpetrators.

With that in mind, we hope that the increase can also in part be put down to increased education and awareness, and therefore rising confidence in reporting.

Nonetheless, there's no room for complacency.

What's the picture in Wales?

Here in Wales, we're extremely lucky to be under a progressive government that's blazing a trail when it comes to taking hate crime seriously.

Although hate crime law is not devolved to Wales, the Welsh Government has commissioned a specialist service, delivered by Victim Support Cymru, committed to tackling the problem, looking at the issue in its entirety, from reporting and support to accountability.

Wales is leading the way in delivering a pan-Wales service. This means that whichever tiny village, or area of Wales you're in, you've got access to a dedicated support service.

Important campaigns such as **Hate Hurt Wales** are further evidence of the will of the government to raising public awareness of this issue.



Where does business come into it?

Government alone can only do so much to tackle such a widespread problem, and it's human nature for each of us to want to live in as equal a society as possible.

By this token, preventing hate crimes in communities should be considered everyone's business, from schools, to public services, to industry itself.

Given there is a limited understanding of what constitutes a hate crime in society, this sense of collective responsibility is important. For instance, participants in a **2020 Home Office report** found that, while people rightly identified crimes motivated by racism to be hate crimes, they were less clear in recognising that crimes motivated by homophobia also constituted hate.

It's also a misconception to think that hate crime is something that only takes place in the 'outside world', with workplaces being some kind of civilised bubbles in which this type of discrimination can't penetrate.

Unfortunately, employers must be on the front foot in understanding that workplaces are very real places where hate crimes can take place.

That said, they can also be the locations from which progressive change can stem, and that's where we can help.



How can Welsh businesses play their role?

One way in which businesses can signal their commitment to eradicating hate crime is by signing up to **Victim Support Cymru's Hate Crime Charter**. This is a positive step for a business of any size.

The Charter is about making a statement about what kind of society we want to live in – not just one that's free of hate but also one that's supportive and fair when hate does happen.

For businesses large and small, signing the Charter is an important opportunity to shout about the commitment you have to supporting people who interact with you and your business. This could be your employees and customers, and demonstrates that they'll be able to interact with your business without fear of prejudice.

As part of the Charter, a business can benefit from the following:

- Receive hate crime training for leaders, staff and volunteers
- Support with adapting HR policies such as developing anti-bullying policies to include hate crimes
- Receive bespoke information for staff, such as free support for victims and witnesses of hate crime
- Receive information to make available at key touch points for customers/clients

This external, specialist support is of huge benefit to businesses, especially given it can be difficult for hate crime victims to report incidents due to their feelings of guilt, fear, shame. All-too-often, they simply lack information about available support services and their rights as victims of crime.

What are the benefits to business?

Below are some examples of the ways in which businesses might benefit.

Marketing and PR businesses: This type of enterprise may want to show that its aware of protected characteristics and intersectionality, for which Victim Support Cymru can provide support, when providing marketing and PR services to clients.

Construction businesses: A construction company may wish to demonstrate a commitment to fair environments for minority group employees, around misogyny and other relevant areas.

Sole traders: Leaders of micro businesses and sole traders are often forced to be expert generalists when it comes to all areas of running a business. Signing up to the Hate Crime Charter is an opportunity to enlist the help of experts and also gives you a unique selling point when seeking new business opportunities. The free training provided through the Charter will prepare businesses for a myriad of unfamiliar situations, for example when faced with prejudice, or for managing homophobia, transphobia or racism.

Training businesses: If you deliver training, signing up to the Charter is a good demonstration that you're geared towards mirroring your delivery alongside the promotion of a fair society.

Larger corporations: The Hate Crime Charter is an opportunity to set the ethical tone of business and to demonstrate to both staff and customers that business is conducted with recognition of the harms of hate to staff, customers and wider society. The Charter works as a reflective exercise to ensure policies and procedure take an appropriate trauma informed approach for victims of hate and that staff and customers have easy access to appropriate support.

How do businesses sign up to the charter?

Organisations can sign up to the Charter [via this link](#). After this, a representative from Victim Support Cymru will get in touch to discuss the firm's vision and what would it would like to achieve.

The business will then be fully supported to develop bespoke, targeted actions, particularly through awareness sessions and training. All of this is free.

Once positive actions begin to take place, Victim Support Cymru can then award the Trustmark. While there are some conditions attached to it, for example that permission can be withdrawn at any time, the Trustmark can then be used wherever that business wants to showcase its commitment to creating a hate free Wales.

Becca Rosenthal has a professional background in Communities, Equalities and Business, having run her own business for seven years. She has worked within the Hate Crime Team in Wales for over two years and is responsible for pan-sector engagement and partnerships.

Further support:

Looking for help with hate crime? Victim Support Cymru offers a free, independent and confidential support is open 24/7;

0300 3031 982

[**Hate.CrimeWales@victimsupport.org.uk**](mailto:Hate.CrimeWales@victimsupport.org.uk)

[**www.reporthate.victimsupport.org.uk**](http://www.reporthate.victimsupport.org.uk)

*For further information or to discuss the Charter further, contact [**becca.rosenthal@victimsupport.org.uk**](mailto:becca.rosenthal@victimsupport.org.uk)*

For more information and to speak to a HR advisor on a range of staffing issues contact Business Wales.

Call 03000 6 03000 or visit

[**www.businesswales.gov.wales/**](http://www.businesswales.gov.wales/)



Case Studies

Castell Howell

Castell Howell: Expanding current diversity and inclusion policies

Castell Howell is one of Wales' largest independent food wholesalers and employs over 700 people. They are one of Carmarthenshire's largest employers and pride themselves on their flexible and inclusive disability recruitment policies.

Castell Howell's approach to disability diversity in the workplace

For the 33-year-old company based in Llanelli, community is at the heart of Castell Howell's vision. Harnessing the power of 'Welshness' and its rural roots, Castell Howell produce and supply Wales and beyond with an extensive range of food and drink products, from farm to fork.

With an emphasis on community investment, Castell Howell's recruitment and interviewing strategies aren't subject to a one-size-fits-all model.

They are a **Disability Confident Employer** and as a business, Castell Howell recognises that a diverse workforce brings a broad talent and skillset that benefits their company culture. A culture where everyone benefits.

How does Castell Howell attract, retain and support people with disabilities?

Castell Howell is committed to an inclusive and representative workforce, via accessible and fair recruitment practices, but also through its training and development processes. Whether this is ensuring there are no artificial barriers or ceilings to advancement whatever an individual's background, or creating safe spaces for those in the workforce, especially those with Protected Characteristics (ie. age, disability, sex, gender reassignment, race, religion or belief, marriage and partnership).

Working with various organisations across Wales, like Business Wales, the **Shaw Trust**, an organisation dedicated to ensure accessible employment for all, and **Business in the Community (BITC) Cymru**, Castell Howell has implemented the following measures to achieve and support its equal opportunity commitments:

- **Diversity and inclusion policy:**
 - To provide equality, fairness and respect for all in employment
 - To not unlawfully discriminate because of the Equality Act 2010 protected characteristics
 - And to oppose all forms of unlawful discrimination
- **Diversity and inclusion plan – setting out activity to meet the commitments by way of:**
 - Improving guidance, advice and support for employees whether this is full-time, part-time, apprenticeships, training or education
 - Learning and development
 - Inclusive recruitment and selection practices
 - Targeted talent development activities
 - Diversity and disability training for all managers
 - Provide additional equipment and resources to make the employment more accessible

The Business Wales Equality Pledge Status and Disability Confident Status

Castell Howell has been awarded **Disability Confident** status through Business Wales, spotlighting the company's efforts to truly deliver on being a responsible and inclusive employer.

- The Disability Confident scheme aims to help employers make the most of the opportunities provided by employing disabled people. It helps with the creation of a diverse workforce with all the benefits this brings to the company.
- Castell Howell is currently working towards achieving Business Wales' Equality Pledge, which helps Welsh businesses take pro-active steps towards creating an inclusive, fair and diverse workplace, demonstrating their commitment to their employees and the wider community, while offering accessible products and services to all.

Expanding current diversity and inclusion policies

For Castell Howell, its diversity and inclusion policy and strategy is an ongoing and evolving process.

Gayle Budden, head of human resources, and Edward Morgan, corporate social responsibility and training manager, regularly review their established disability policies and strategies to see where improvements can be made.

One such enhancement is the current work to develop a new careers page on the company website, which is being designed to be more accessible for prospective future employees.

Castell Howell is also creating a new training and development programme for team managers, focusing on disability diversity and inclusion in the workplace, which is set to be rolled out this year.

Advice to businesses looking to become a more inclusive employer

Gayle and Edward recommend:

- Integrate inclusivity into your core values and make it a habit to continually revisit these values. It's an ongoing commitment.
- Consider any restrictions on your recruitment process that may make it inaccessible: Sometimes the smallest change, whether it's the location of an interview, or even the language in a job advert, can make the biggest difference to whether an individual applies for your vacancy
- Create internal training opportunities: Ensure all of your employees are trained on the company diversity and inclusion policies

Louise Jones' story

Louise Jones is a purchase ledger assistant for Castell Howell.

Louise, who has Turner Syndrome, was recruited by Castell Howell into their finance department, with assistance from the Shaw Trust.

To ensure Louise's workspace is adapted for her needs with the necessary equipment, Castell Howell bought a specialist chair working with Healthy Workstation, a Wales-based ergonomic seating company dedicated to providing office setting solutions for people with disabilities.

If you want to learn more about how you can become a disability diverse and inclusive employer like Castell Howell, contact Business Wales for more information and to speak to a relevant advisor. Call 03000 6 03000 or visit www.businesswales.gov.wales/



Case Studies

Chef Peter Marezana

Chef Marezana: A recipe to make the hospitality industry "free from" glass ceilings

It's often accepted that product development and generating revenue must be the sole focus for any start-up. Likewise, for many young businesses trying to survive those early years, it's all too easy for recruitment processes to focus on what a business needs from its workforce, rather than considering how to create an inclusive, fair, and diverse workplace.

However, when a business is in part founded to directly address inequalities and create opportunities for those who are often overlooked, the recipe for success is very different.

That was certainly the case for Peter Marezana when, during the height of the pandemic, he established **Chef Marezana**, a dedicated specialist food production facility based in Bridgend supplying products to some of the UK's largest independent convenience store chains, including Nissa and Budgens.

What was the inspiration for Chef Marezana?

"My cooking, and by extension Chef Marezana, is essentially a reflection of my childhood in central London, growing up surrounded by different cultures and bevy of different flavours.

"Today, I specialise in producing food, such as cake mixes and preservative-free snacks, for people with complex dietary needs. Essentially, I set out to create tasty 'free-from' food that's suitable for those who have been labelled "fussy eaters". The reality is that these people simply want delicious food that meets their dietary needs. So, for us it's not just about being an inclusive employer, we're working to ensure our products cater for everyone, those with gluten intolerances, vegans, people whose diets are part of their religion."

[Click here to watch Case Study Video](#)



Did your experiences shape your employment practices at Chef Marezana?

"Like most, I started out working in a range of kitchens to gain the skills that became the foundation of my career. Overall, I had favorable experiences, but certain things became apparent.

"It was clear that Black, Asian and minority ethnic people were overrepresented in hospitality workforces, but those faces were rarely represented in senior positions, such as executive and head chef roles. It seems a glass ceiling exists in the hospitality sector. Creating a business was my route through, and I want Chef Marezana to give others that chance too.

"Then, the pandemic saw many people in hospitality, me included, lose their jobs. I understand that those were financial decisions, but they were inevitably more detrimental to younger people and those from certain backgrounds. The sector now faces a major recruitment challenge, but it's inevitable that many people will continue to be overlooked in the hiring process. That's why my focus is on hiring and upskilling those who show the right attitude, accountability, and commitment, above anything else. If a person has that, we can support them to gain everything else they need to succeed."

How are your recruitment methods adapting as you expand your team?

"It's quite clear that there needs to be more inclusion across industry in terms of who we take in, who is promoted, and what we consider when hiring a person. Because there's a whole range of flavours of people which are currently going unnoticed. This industry must move to become much more open and fairer in its hiring practises. That's what I'm working to do at Chef Marezana.

"As our team of four moves into a much larger – 3000 sq foot - new facility, it's essential our recruitment process as inclusive as possible. That commitment to being a **Disability Confident employer** is even shaping how we've designed that new space. We're ensuring that our workspaces and staff facilities are

wheelchair accessible, that all our machinery is height adjustable. We want to hire the best talent available to us. A person's physical ability should never be a barrier to securing a role they can excel at. But, not all disabilities are visible, which is why every member of our staff receives training to ensure they are autism aware. Creating an inclusive workforce gives everyone a chance and allows us to build the best team possible."

How are you working to create and promote job opportunities that are open to all?

"We've engaged with a range of support services and partners to ensure that Chef Marezana will continue to grow as an inclusive employer. Those range from support provided by **Business Wales**, local Job Centres operating the **UK Government's Kickstart Scheme**, and a partnership with **Bridgend College**.

"I've learnt that removing the barriers preventing people entering employment - particularly the young and those from underrepresented backgrounds - requires you to start at the initial job description. So, rather than setting a prerequisite on minimum number of years' experience, we place the focus on a willingness to take accountability, showing an interest in what we do. We're looking for people who want to grow with our business. We can help a person to gain the skills and tools they need for their career, but we need them to have the drive and attitude to succeed with us."

For more information and to speak to a relevant advisor contact Business Wales. Call 03000 6 03000 or visit www.businesswales.gov.wales/

Here are some key points and a summary with links and further reading:

Blind recruitment:

- Make the application form clear and only as complex as the job needs it to be.
- Blind selection - no unnecessary information about ethnicity age etc. Emphasis on skills and experience and qualities necessary for the job.
- Make people comfortable and be culturally sensitive.
- Be courteous and encouraging during interviews.
- Train managers and team leaders and introduce awareness of micro aggression and its non-acceptability in the workplace.
- Please find an interesting link to UK Government guidance here:
[Name-blind recruitment – responding to your comments - Civil Service \(blog.gov.uk\)](#)
- Some useful links to Business Wales guidance on recruitment:
[Recruitment | Business Wales Skills Gateway \(gov.wales\)](#)

Allyship:

We all share the responsibility for solving the problems that are presented by disadvantage and discrimination.

- Allyship is acting in solidarity with people from less privileged groups.
- It is central to creating inclusive cultures, where discrimination and disadvantage is challenged and tackled.
- By supporting marginalised individuals and groups, allyship can improve engagement and productivity.
- It fosters a culture of better understanding and awareness and the ability to move forward on issues of equality, diversity, and inclusion.

Diverse Workforce:

Read the latest Welsh Government Strategy here:

[Workforce equality, diversity and inclusion strategy: 2021 to 2026 | GOV.WALES](#)

Welsh Government Race Equality Action plan to be implemented by 2030 and businesses should be moving towards implementing this plan, please find the link here:
[Race Equality Action Plan: An Anti-racist Wales | GOV.WALES](#)

Benefits ETHICAL (fair) and FINANCIAL (access to a greater range of skills, knowledge, experience and networks) leading to: Find an interesting document from Careers Wales here:
[Ethical Employment.pdf \(gov.wales\)](#)

Supporting people as allies:

- There are many ways for us to support people as allies.
- Some of these are internal things such as educating ourselves about the issues and history of underprivileged groups and becoming aware of our own biases.
- Some are actions we can take externally, such as advocating for diversity and inclusion, speaking up (in a constructive way) when we see actions and hear words that are prejudiced towards people from underprivileged groups, and supporting colleagues.
- We each can find our own creative ways of being allies according to our capabilities and the situation we are in.
- The important thing is that we take action and are seen to take action.

For further information click on the following link to Eyst and an article by Colin Heyman: [**African Caribbean Parental Involvement in Education A proposal by Focus Consultancy Ltd \(eyst.org.uk\)**](#)

Further Business Wales support for your business:

- Armed Forces Covenant Scheme in Wales: [**Armed Forces Covenants in Wales - GOV.UK \(www.gov.uk\)**](#)
- Business Wales equality and diversity: [**Diversity | Business Wales \(gov.wales\)**](#)
- Job Centre Plus: [**Contact Jobcentre Plus: How to contact Jobcentre Plus - GOV.UK \(www.gov.uk\)**](#)
- Starting a business: [**Starting up and Business Planning | Business Wales \(gov.wales\)**](#)
- The Kickstart scheme Wales: Other government employment support: [**Kickstart Scheme | Business Wales \(gov.wales\)**](#)
- The Kickstart scheme via Department of Work and Pensions and UK Government: [**Kickstart Scheme - GOV.UK \(www.gov.uk\)**](#)
- Writing a business plan: [**Business Plan | Business Wales \(gov.wales\)**](#)

For more information on the Business Wales Equality Pledge, which helps Welsh businesses take pro-active steps towards creating an inclusive, fair and diverse workplace, visit [**www.businesswales.gov.wales/equality-pledge**](http://www.businesswales.gov.wales/equality-pledge)

For more information on the Green Growth Pledge, which helps Welsh businesses take pro-active steps towards improving their sustainability, demonstrating their positive impact on the people and places around them, visit [**www.businesswales.gov.wales/green-growth-pledge**](http://www.businesswales.gov.wales/green-growth-pledge)