

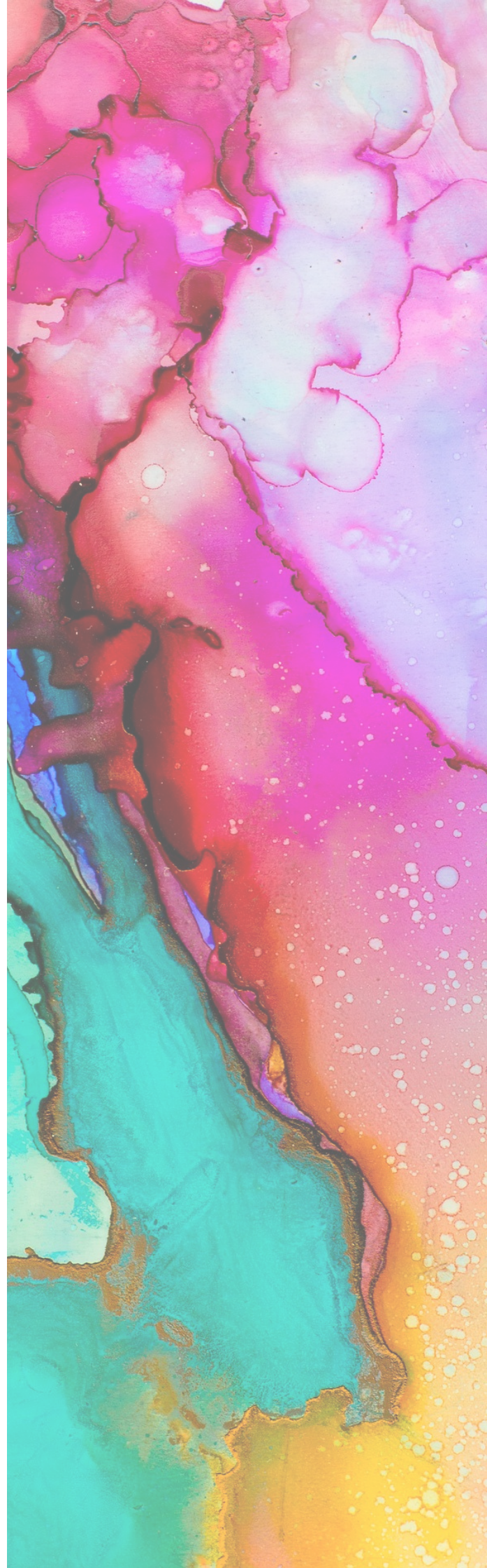
EVOLUTION OF REPRESENTATION

Measuring Progress in Authentic
Representation & Inclusivity

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WHY ARE WE WRITING THIS?

Our first guide, [Representation of a Nation](#), provided marketers with practical and actionable guidance on how to become more inclusive. Since the launch of this guide, “we” as an industry and society have continued to evolve. Issues of representation and inclusion are now often at the forefront of our minds, supported by guidance such as the [BRiM framework](#), addressing principles and commitments to improve representation – and the [WFA guide](#) which looks at potential bias in the creative process. There is no doubt that we need to continue to devote the right level of attention and act to incorporate representation across our behaviours, processes, contracts and collaborations. ‘Diversity and inclusion’ has evolved and this guide aims to address how we, as individuals and as an industry, can grow with these ongoing developments.

We have found that many companies struggle to measure the impact of their strategies and to communicate this impact to a growing number of stakeholders. Most do track workforce and leadership representation, yet many struggle to identify “what good looks like”, and to be frank, this measure as a standalone means very little – it just ticks the box. Measuring authentic representation and inclusion (commonly known as Diversity and Inclusion) can help create a work environment where people feel respected, accepted, supported and valued, allowing all employees to fully participate in decision-making processes and development opportunities. However, this measuring process has proven to be challenging to achieve. The purpose of this guide is to provide you with the tools to measure your progress in becoming more authentic and inclusive, sharing guidance and case studies showcasing how other brands have handled their own journey. It is important to understand that this is a guide, not a mandate. There is no one answer to measuring your representation, however, you can review progress by understanding what works for you and your business.

SO WHAT HAS CHANGED?

Over the past 6-12 months, brands have been encouraged to stop and reflect on whether their current representation, both internally and in their marketing outputs, authentically reflects the nation we live in. During this period, we have seen genuine change and progress as well as mistakes and lessons – from a consumer point of view, we’ve seen more representation across media campaigns/adverts, as well as brands realigning their strategy to learn, partner and involve underrepresented groups throughout their entire brand ecosystem.

It is important to understand that as your brand evolves, it is likely that you will face tests with the possibility of sometimes making errors in judgement. In the past year, we have seen how vital it is to learn from those pivotal moments and understand what went ‘wrong’, to help drive your brand’s authentic representation and inclusion. A great example of measurement and growth in this area is leading supermarket Sainsbury’s. After facing adversity for their Christmas 2020 TV advert ‘[Gravy Song](#)’, the brand did not succumb to the negative backlash of racist comments and instead stood by their message of representation; illustrating that in these situations, true authenticity can help overcome pressured moments. In addition, we at Flock have personally seen how Sainsbury’s are evolving internally, after supporting them with applying the framework set out in our previous guide; again, showcasing how internal growth can reflect in your marketing outputs.

If you’re still wondering how to even begin your journey, it may be better to start with our previous guide where we share our framework – A.C.T. (Accountability, Collaboration & Trading) which has been developed to help start your journey to becoming more inclusive.

Before delving further into this important discussion, it's vital that we begin from a place of common understanding. We appreciate that for some, the terminology around representation can seem intimidating and difficult to pin down. It's a terminology that is constantly evolving; as we learn more and more about how to treat each individual with kindness and respect, we change the words we use to describe one another, ourselves and our approach to representation. This is a good thing, a sign of positive change - as marketers, we all know how powerful words can be to shape the minds of society.

While there is no ultimate rulebook on which words to use when, as each individual brings their own personal preference to every conversation, educating yourself on leading phraseology is a simple way to support progress. And of course, in the context of measurement, words and phrases to describe key measures are simply essential.

Diversity

"Diversity" is a word commonly used to describe the ways in which people vary from one another. In the workplace, diversity has become synonymous with terms such as equality, equity, inclusion and multiculturalism. Many brands and companies started weaving "diversity" into their agendas & marketing in the 1990s, attaching it to a number of well-meaning, outward-facing initiatives.

However, for some, the word's overuse has associated it with an undercurrent of superficiality, seeming to promote getting underrepresented groups through the door with little focus on actually cultivating a sense of belonging. It's worth recalling that the word is derived from the same Latin root as the words "different," "divisive," "divergent," and "divorced" (one translation of the Latin root, *diversus*, is even hostile). For the ideal that it's supposed to embody—people of all races, religions, abilities, and gender identities working side by side in hate-free harmony—diversity as a term can feel as though it falls short.



United Colors of Benetton's 1990: Interracial lesbian couple with an interracial family.

Source: [Vogue](#)

Diversity has many different meanings to different people, but bearing in mind the term's more controversial aspects helps us remain sensitive to the feelings of others.

Representation

In recent years, a move away from the term 'diversity' has led many towards alternatives such as 'representation'. The concept behind representation is rooted in something very simple: people respond positively to seeing individuals like themselves represented. As such, a number of employers and business specialists can be seen to have taken on the term representation:

- **Mental Health at Work:** "Why Representation Matters in Your Workplace and Beyond"
- **Medium:** "Inclusion, Representation and Equity"
- **Medium:** "People Like Us: Why Representation Matters in the Workplace and Beyond"
- **Dignity & Respect Campaign:** "Why Representation Matters in the Workplace"
- **Galen Emanuel:** "Representation & Inclusion in the Workplace"

Our desire to feel a sense of belonging is part of our human instinct, uniting different individuals across the globe. Where 'diversity' seems to focus more on underrepresented characteristics, the term representation allows for more focus on fostering a sense of belonging and unity.

CASE STUDY 1

1

Describe a marketing initiative that specifically involved Authentic Representation and Inclusivity - what were your aims in doing so and how have you measured your success?

We actually have had a real focus on inclusion in our advertising for a sustained period now. We seek to tell broad stories that have mass appeal, but we've made a conscious effort to tell these stories with characters who have previously been under-represented in advertising: We've featured LGBTQIA+ characters, we've featured a character who's a wheelchair-user, as well as highlighting the impact of black Atlantic culture on the UK music scene in our latest ad – specifically Jungle music. Our aim has always been to represent the under-represented but do so in a completely natural and authentic way that ultimately has no impact on the story being told – our characters just are who they are. In terms of measuring success, it's not one we have a specific metric for, but looking at the softer responses: employee feedback, social feedback, external organisations getting in touch with us to commend our approach shows we're definitely on the right path.

2

What challenges (both internally and externally) did you face in doing so?

We've had a massive amount of internal support, so it hasn't been a challenge at all as we all share the same goal – We've been consulting with groups internally that specifically champion inclusion to ensure we are being authentic and representative. Externally we've disappointingly seen some negativity from some corners on social (which is never great to see, but says more about them than us), but this pales in comparison to the support we've received from those who have been represented. I suppose we're fortunate that everyone in the business is fully behind us.

3

How have you taken learnings from this experience forward?

Consult more and have open and honest conversations with those who have lived experience, as well as expert credentials. We certainly don't have all the answers, and we don't always get it perfect first time, so the more we can all learn and challenge each other the better. The real litmus test for us has been: if you were to take away the inclusion aspect does that have any impact on the story – if the answer is yes, then it's definitely not right.



Inclusivity

While traditional 'diversity' management is based on counting numbers, inclusion is about making those numbers count. Inclusion is representation in action, where people feel valued, respected, and supported, and can achieve their full potential within the organisation.

Authentic Representation & Inclusivity

We at Flock have found use in the term Authentic Representation & Inclusivity. We often use this phrase as an alternative to the common expressions, Diversity & Inclusion (D&I) or Diversity Equity & Inclusion (DEI). Like the term 'diversity' itself, these phrases can often feel like buzz words, intended to signpost progress, but rarely seeming to deliver it.

One key positive we have found in the term Authentic Representation & Inclusivity is its emphasis on authenticity. Wouldn't you agree that any measurement of progress is meaningless unless partnered with an authentic drive to see progress through?

Modern consumers, especially young ones, crave authenticity. They prefer brands that speak honestly, sanction those that break their promises and develop strong feelings of loyalty for companies that share their commitment to a better world. Those consumers are the same people working for the brands they judge, and they are even pickier about where they work.

The Consumer Content [report by Stakia](#) showed that 86% of consumers across the UK, US, and Australia say that authenticity is important when deciding which brand to support. The same report uncovered that 57% of those consumers believe that less than half of brands create content that resonates as authentic.

CASE STUDY 2

LLOYDS BANKING GROUP

1 What have been your most effective Authentic Representation and Inclusivity programs to date?

In 2020 Lloyds Banking Group made a brave bold decision to set a public goal, complementing our broader 2018 Black, Asian and Minority Ethnic target, to specifically increase Black representation in senior roles from 0.6% at senior grades to at least 3% by 2025, to align with the overall UK labour market. To support this we created a RACE action plan – a comprehensive internal and external programme of activities, including a groupwide comprehensive race education programme for all colleagues and a RACE Advisory Panel of 23 colleagues of Black, Asian and Minority Ethnic heritage, established for the past twelve months to influence and inform key decision making, challenge the way we do things and ensure we are making the right progress. Having such a rich mix of backgrounds at the table leads to more balanced and much better-informed decision-making across the Group.

2 How have you measured your success?

As well as our recruitment targets, we continue to ensure we recruit the right person for the job, we have a process where all recruitment shortlists for leadership executive roles must have a Black, Asian or Minority Ethnic candidate so there's a fair and diverse balance in our candidate pool for executive appointments. A series of Race Education sessions for all our senior leaders with external experts; 90% of our executive leaders attended 'The Big Question' sessions, and over 4,000 of our senior leaders attended a 90-minute webinar session entitled 'Brave Conversations: Talking about Race'. The first of our Race Education Programmes have had over 9,700 of our colleagues attending the Line Manager Race Education rolled out across the Group. Race Education training for our executive's leaders continue in September 2021 followed by all colleague training before year-end to provide further support on conversations around race, build awareness and encourage our people to take action.

3 What challenges did you face?

Our biggest challenge is making sure we maintain the momentum behind our initiatives. When we think about the Race Action Plan, many of the issues we are addressing stem from societal and structural inequalities. So, when we are developing initiatives or interventions, it is important that we put our effort into ensuring the culture and system work for every colleague.

OUR 3-POINT PLAN

MEASURING PROGRESS

Adding measurement to a very human matter can be quite difficult, and in fact, we have seen how adding 'tick box' exercises has tarnished the perception of increasing representation in the workplace. Understanding the difference between 'numbers' and value here is critical. Marketing is simply one person communicating to another, the copywriter speaking to the reader or the viewer watching the advert created by a production team, these mediums are created by people and consumed by people. Therefore, truly acknowledging the value of having a diverse group of employees rather than 'ticking a box' will allow your communications to feel genuine and representative to your audience. In addition, having a range of people from different cultures and backgrounds helps to reduce your risk of making a mistake – if the people of your nation are represented in your team, they are likely to understand cultural nuances and differences and make call outs where necessary during the development stages of your marketing outputs.

In order to make progress, you must be truly open to listening, learning and growing. We would recommend that throughout your journey to becoming as authentic and inclusive as possible, you should install checkpoints to measure your current state, and constantly review your position in the world both personally and for your brand, to ensure you remain on track to where you are heading and can continue to evolve.

Point 1: What are you changing and measuring?

When measuring your development, it should be relatable to you and your company rather than a standard target e.g. 10% of your senior leadership team should be a minority. You should focus on where you are now, your "as is" and where you would like to be "future state" by setting

milestones (not end goals), for example – 'in 3 years' time, we would like to be partnered with x4 new media owners who directly reflect our core values of representation'.

Clearly identifying your "as is" gives you a good baseline of which you can then measure progress. Once you have agreed on clear milestones for you and your company you will need to review how the data for that measure has been tracked and/or consider new data sources for new measures.

Companies have typically measured diversity dimensions for which data is readily available, namely primary characteristics which are the most visible i.e. gender, race, sexual orientation and age, although often these may not be apparent. However, diversity extends much further than that, and companies should not limit their metrics to data captured by existing systems. Depending on your business goals, leading companies can extend diversity measurement to secondary characteristics defined by way of experience such as ethnicity, nationality, educational attainment, professional expertise, age, income, family status, communication style, faith, physical or mental ability etc.



EXAMPLES OF BUSINESS- SPECIFIC DIVERSITY DIMENSIONS INCLUDE:

A media distribution company with aggressive growth targets in Asia extends its diversity metrics to include individuals born or raised in Asia, or a start-up seeking to improve retention through the implementation of a flexible work policy extends its diversity metrics to track employment status and tenure.

It is important to note that when considering new data sources/analytics you should carefully consider GDPR/storing of sensitive information as well as legal and ethical implications.

When measuring from a brand perspective carefully consider who will be measuring and who will be checking in on the progression; CMO? D&I Lead? Be sure to have open and honest conversations about what success/progress looks like. Consider a good balance of hard data (e.g. 62% of the board is represented by females by 2022 or I want to increase spending by a min of 22% in diverse media channels) vs. soft data (e.g. do people in your work feel represented? Do they feel the culture of the business is changing) – harder to quantify, but just as important.

From a personal perspective hold yourself personally accountable for developing your cultural awareness. Increase your social circle and/or professional network – learn and speak to new people, work through a new book or film list, visit new places or attend workshops, training, discussions focused on improving representation.

Sainsbury's is a brand that has a goal of striving to "represent modern Britain". They were criticised for releasing their Christmas advert featuring a black family. Sainsbury's stood strong against critics as they were clear about what they stood for and were trying to achieve.

"We strive to be an inclusive retailer and we're proud to unite with our industry colleagues to stand up against racism. We're passionate about reflecting modern Britain and celebrating the diversity of the communities we serve, from our advertising to the products we sell."

As a brand which actively represents their audiences in their campaigns, and is internally continuously working at improving their inclusivity, they were able to defend themselves as the authenticity in their ad, and their message was evident.

There is a spotlight on all brands to get things "right" and progress; but people are really just looking for authenticity – if you make the mistake, own it. It is important to understand why these mistakes happen and build actions to prevent this from happening again. Equally, it is just as important to celebrate your successes – showcase your progress, this allows other brands who are on their journey to see great examples of brands evolving.

Only you can decide what you want to change in your company or department, but here are few examples that you may want to use to focus your activity. In our first guide, we recommend a framework to 'A.C.T.' as a good starting point to make real progress. The temptation is to try and do all of these, but that is not always possible to do at once. There are no rules, so tackle what is manageable and realistic. Delivering effective change is more likely to be successful when you have a clear focus and measure for success, compared with trying to achieve everything at once.

Examples of actions you can take are:

- Increase representation within your department
- Widen your supplier partnerships to include more representative companies
- Increase your spend in more representative channels
- Include a more representative spread during the creative development process
- Focus on LGBTQIA+ community in your next marketing push
- Conduct some consumer research focused on the LGBTQIA+ community

CASE STUDY 3

1 What have been your most effective Authentic Representation and Inclusivity programs to date?

I would really like to call out the programs set up by [Brixton Finishing school](#): This organisation is set up around giving young adults without the traditional education route the opportunity to be exposed to the advertising industry, prepping them for the interview processes required, training them on the fundamentals etc.

2 How have you measured their success?

Their effectiveness can be seen based on the number of young adults they've been able to place into organisations as result of this training. I would love to see more companies who say that they are trying to diversify their workforces but still looking to traditional qualifications as a marker for hiring to work with programs such as Brixton Finishing School in order to access talent.





Point 2: Selecting Metrics

The metrics you select can help you to identify gaps and/or identify bias blind spots, risk areas and prioritise initiatives both for you and the agencies you collaborate and work with of which you can include in your contractual agreements.

Understanding your percentage of employees from underrepresented groups compared with a company, labour market or industry benchmarks is useful for identifying groups that are underrepresented, bias blind spots and gaps against your future state. Having a low percentage is usually a result of conscious or unconscious prejudice, stereotypes, or discrimination across the employee life-cycle. A high percentage will still need to support by other metrics to ensure all employees can see the authenticity of the representation and feel the culture of inclusivity.

You can identify risk areas in your governance and operational processes by completing regular audits. For example, within each step of the marketing process, from creative brief to production, to post-campaign analysis, if you don't have reference to a representative audience within each of these steps, your campaign execution will struggle to address such audiences. Equally, you need to research how creative work is being received among representative audiences, to understand if your message is resonating with consumers or alienating them. This can be tracked through data capture platforms such as Google Analytics where you are able to review your business' digital activity against campaigns to evaluate how this has influenced elements such as web traffic or sales.

Regularly measuring the progress of your efforts enables you to assess whether it is headed in the right direction towards the achievement of your goals – remember we are on a journey for improvement so there is no endpoint to continuously ensuring we are always authentically representing our differences. Measuring success might include tracking improvements in the measures listed above, with the diagnosis measurement acting as a baseline.

EXAMPLE

Using one of the examples above of where to focus your activity, the way in which you could apply metrics could be: To increase your spend in more representative channels. Metrics to measure: 2021 Spend = £200,000 vs. aim for 2022 = £240,000 (a 20% increase in spend).



EXAMPLE MEASURES USED TO TRACK PROGRESS INCLUDE:

- Employee engagement measures (cultural inclusion survey, promotion, development)
- Membership of employee resources groups, cultural groups
- Participation rates in formal mentoring programs or sponsorship schemes,
- Participation rate and feedback responses in Authentic Representation & Inclusivity training programs and cultural awareness programmes.
- Diversity awards, positive press
- Agency performance – is your agency performing how it should against your expectations and benchmarks
- Are you delivering against the audiences that you need to deliver against or not?
- Progress against your creative work - How are people portrayed not just are they portrayed? What feedback have you received to measure this?
- Reach and frequency against different repre The reach in the frequency against different representative audiences, and your spend with different vendors. For example, the music used in a brand's advertisements: is it male or female artists? Are they independent artists or not?
- Consumer engagement measures Are you getting followers, clicks, likes and opens and stuff like that from the different audiences that I want to target.

CASE STUDY 4

Describe a marketing initiative that specifically involved Authentic Representation and Inclusivity - what were your aims in doing so and how have you measured your success?

As part of our Group wide Race Action Plan; striving to create a fully inclusive environment for colleagues, customers and communities, we believed it was important to review our external marketing presence and therefore commissioned a study to examine the extent to which our marketing communications, in particular Lloyds Bank, Halifax and Scottish Widows, are delivering authentic representations of ethnic minority groups and uncover any areas where we could improve.

What challenges (both internally and externally) did you face in doing so?

Our overall finding showed that it was not enough to 'reflect Modern Britain, we need to champion modern Britain – using positive portrayals of minority ethnic people to defy negative stereotypes. This step change led us to review and adapt our campaign delivery processes and engage our agencies fully to support us. With the scale of our business and agency network this opens up implementation challenges, but with passion and determination we are facing into them.

How have you taken learnings from this experience forward?

We ensured the research resulted in tangible learnings and practical actions that we could then take to make our communications more inclusive and progressive in terms of representation of minority ethnic people. We were keen to share what we found and how we are changing our processes not only with our comms teams, but with a wider audience of advertisers and communication professionals, and therefore published our best practice guide this summer 'Championing Modern Britain'.

Point 3: The results & ROI

If you are endorsing authentic representation and inclusion and would like to see how this is improving business performance, whether financial or not, it is important that you have metrics in place to track how successful your efforts are in achieving those goals. Return on investment metrics translate soft skills into hard returns that align with business goals and the concerns of leaders. Essentially, if your brand is representative and your audience acknowledges your efforts to grow and represent, this should be reflected in your sales. There are a few ways to measure this:

- Post campaign analysis – By setting up brand and ad tracking, you can use a data analytics platform such as Google Analytics, which can allow you to review your sales and online traffic against your campaigns illustrating how your campaign has effected your brand awareness
- Employee retention rates – Your employees are more likely to be a brand advocate and continue working for you if they feel you genuinely represent them both internally and within your marketing process/outputs
- Using the previous example of increasing your spend in more representative channels, you would see a direct correlation in your potential to maximise your profit by reducing your risk of error. You would also benefit from sharing knowledge and increase cultural awareness, whilst upskilling your team in this area.

To reference our first guide R.O.A.N., Christopher Kenna from Brand Advance exemplified how marketing campaigns can influence your bottom line – “Progressive (more diverse) ads are on average 25% more likely to generate positive engagement from consumers than less progressive ads and are 47% more likely to be effective in both the long and the short term when it comes to campaign performance. When coupled with the ability for diversity themed ads to outperform generic ads in driving brand recall, the effectiveness case is clear.”



S U M M A R Y

The key to ensuring that the measuring process is meaningful is to translate your results into action. Think about what initiatives you can put in place to guarantee that your workplace meets and goes beyond its Authentic Representation & Inclusivity targets.

Assign responsibility and establish accountability

We believe that placing enthusiastic and driven individuals in control of initiatives such as this is key in ensuring its success. Those responsible for measuring progress should be allotted dedicated time in their working hours towards the task, so that overseeing measurement is viewed as an important part of their role, rather than insignificance. With the right people in place to oversee this project, tracking and analysing results can be a simple and efficient task.

Review, review, review!

You should also be sure to review your metrics regularly, checking that they remain current and applicable to your environment.

Set Checkpoints - but don't stop there!

Checkpoints are vital in helping you to understand whether you are making real progress. Setting monthly and/or yearly targets can also boost enthusiasm for initiatives, by giving employees, employers and partners something to aim for.

Equally, however, it is important to remember that once targets have been met, the journey of authentic representation and inclusivity is far from over. We believe that the path towards A.R.I. should not be viewed as a series of steps that once completed can then be forgotten. Instead, the act of measuring progress is a continuous cycle, an act that needs to be built into a company's bone structure. Reporting results helps to ensure accountability. It also has the potential to encourage other marketers in your network to follow in your footsteps.

Ensuring authenticity is at the core of you and your brand in a societal culture where progression happens at a rapid pace will allow you to truly reflect all members of society, steering away from tokenism and tick boxing.

ABOUT US

A Message From The Authors:

Since *Representation of a Nation*, we have seen evidence that shows any individual/brand has the tools and courage to implement authentic representation and inclusion within their brand structure and marketing outputs. We are proud to see the changes that have taken place, however, we understand there is still more work to do, which is why we have written this guide, to further support those on the journey.

There are 3 key steps to beginning or progressing through your journey - talk, listen and unite! By talking, we can communicate our perspectives to allow others to learn more about us and our backgrounds. By listening, we can learn to understand each other and become more open-minded. Last, but certainly not least, the only way that we can move forward is to unite, because together we can achieve so much more.

Flock Employees - Aysha Haynes, Nicole Afflick & Orla Schatzlein

flock.

The Marketing Transformation Company

Flock is The Marketing Transformation Company. Marketing transformation is the process of reinventing an organisational marketing ecosystem, making it fit for the future. We focus on the operational aspects of marketing, improving marketing effectiveness & efficiency. We are "compulsive fixers"; fixing marketing strategies, skills & structures, marketing processes, marketing technology resources and agency rosters and supporting clients in developing sustainable business strategies to include diversity and inclusion practices.

I S B A

ISBA is the only body in the UK that enables advertisers to understand their industry and shape its future because it brings together a powerful community of marketers with common interests, empowers decision making with knowledge and insight and gives a single voice to advocacy for the improvement of the industry.

APPENDICES

Appendix 1: ADVANCEGeo Partnership: A Primer on Diversity

GENDER IDENTITY	Gender roles are social constructs that vary by different cultures and are assigned to individuals at birth based on their biological sex. However, rather than these distinct binaries, there is a spectrum of gender identities that may or may not correspond to the individual's sex assigned at birth.
SEX	Unlike gender identity and gender expression, sex refers to the biological and genetic differences between male and female bodies. However, biology of sex has a spectrum of differences that cannot be classified simply as man and woman. Some people who are born with a combination of sex characteristics and reproductive organs are classified on the genetic sex spectrum called intersex.
SEXUAL ORIENTATION	Sexual orientation is defined by the Human Rights Campaign as "an inherent or immutable enduring emotional, romantic or sexual attraction to other people." Common sexual orientations include heterosexual, gay, lesbian, bisexual, asexual and pansexual. LGBTQ+ is an acronym for lesbian, gay, bisexual, transgender and queer or questioning. These terms are used to describe a person's sexual orientation or gender identity.
SOCIOECONOMIC STATUS	Socioeconomic status (SES) is the measurement and categorization of people based on their education, income and occupation. It is also a strong indicator of privilege, as well as the opportunities and resources an individual has access to in order to excel at school and work.
RELIGIOUS & SPIRITUAL BELIEFS	Whether or not people discuss their religious affiliations at work, it's important to create a workplace that is understanding and accepting of everyone's beliefs, even if they are different from one another.
COGNITIVE DISABILITIES ALSO KNOWN AS INTELLECTUAL FUNCTIONING	Different functioning may affect an individual's memory, problem-solving abilities, attention, communication, linguistics, as well as verbal, reading, math and visual comprehension. However, it is key to remember that having an intellectual disability does not prevent the individual from being capable of great success as an employee.
PHYSICAL DISABILITIES	Defined as a "limitation on a person's physical functioning, mobility, dexterity or stamina" that has a 'substantial' and 'long-term' negative effect on an individual's ability to do normal daily activities. (Equality Act, 2010). For some, the influence of their physical impairment may be mild, whilst for others, the effect may be profound impacting on every aspect of development. Other disabilities may be hidden such as arthritis.
MENTAL HEALTH	Mental health can be determined by a range of socioeconomic, biological and environmental factors. Mental disorders (or mental illnesses) are conditions that affect thinking, feeling, mood, and behaviour. They may be occasional or long-lasting (chronic). They can affect one's ability to relate to others and function each day.
ETHNICITY	For starters, ethnicity is different from race. Rather than biological factors, ethnicity is based on learned behaviours. Ethnicity is associated with culture, history, nationality, heritage, dress, customs, language, ancestry and geographical background. Common examples of ethnicity include: Hispanic or Latinx, Irish, Jewish, or Cambodian.
RACE	Unlike ethnicity, race is biologically determined. Examples of race include White, Black or African American, Indian or Alaska Native, Asian, Native Hawaiian or Other Pacific Islander.
AGE	At any given time, there are several generations employed in the workforce. Each generation has its own distinct differences defined by the time period people were born and the unique social, political and economic changes that occurred during their upbringing.

APPENDICES

