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DIVERSITY & INCLUSION ACTION PLAN

April 2024 – March 2025

Opening Statement

As an organisation one of our strategic goals is, 'All of our work will include a diverse range of voices which reflect our communities and will influence positive change.'

We know from all the research that where people live, their gender, their ethnicity, and other intersectionality factors of individuals and groups of people all affect how active we are. We want to break down the barriers preventing equity of opportunity, so that everyone can lead a healthy and active lifestyle. To help us achieve this, we need to better understand the barriers and challenges people face from the many diverse communities in our county. We want to ensure our organisation, and how we approach and undertake our work, includes diversity of thought, and that inclusion is embedded into our culture. We believe that our Diversity and Inclusion Action Plan will support us with this ambition.

Pete Ezard
Energize Chief Executive Officer

Kal Parkash
Energize Trustee and EDI Champion

Introduction

Energize Shropshire, Telford & Wrekin is one of 43 Active Partnerships across England funded as a system partner to influence and deliver systemic change so that encouraging an active lifestyle is everyone's business. As a strategic organisation, our purpose is to improve the quality of life through the benefits of physical activity and, through our current [2022-27 strategy](#), we are striving to engage and motivate a movement which will tackle the barriers to an active lifestyle and as such, eliminate inactivity across our area.

We know we can't do it alone and our role is to champion the life changing impact of an active lifestyle and ensure that everyone across our area can benefit from it. There are many within our communities who face barriers to benefitting from an active lifestyle and Energize is committed to empowering our local sector and beyond, to provide inclusive, diverse, safe and equitable opportunities, so that everyone has a choice to be active.

As the Active Partnership for Shropshire and Telford & Wrekin, it is important for us to be aware of the geography and demography that shape the area we serve. The following information provides a brief overview to help outline the two differing areas of Shropshire and Telford & Wrekin.

Shropshire:

- Shropshire is the largest inland county in England with the population density, according to the 2021 Census, being 1.01 persons per hectare (101 persons per square kilometre) compared to 4.34 in England as a whole (434 per square kilometre).
- Shropshire has a larger and faster growing older population, compared to the rest of England. The average age in Shropshire was 48 in 2021, compared to 40 in England as a whole and the number of people over the age of 65 accounts for 25.3% of the total population in Shropshire compared to 20.7% in 2011. In England this figure is 18.4%.
- In 2021 96.7% of Shropshire's population classed themselves as white compared to 81% in England and 81.7% in the West Midlands. Shropshire had a lower proportion of ethnic minority groups in all categories compared to England and the West Midlands, and a lower rate of growth.
- 5.9% of people living in Shropshire in 2021 were born outside the UK, compared to 17.4% nationally. That Shropshire figure was an increase of 33% on the 2011 Census figure.
- On average, people living in the least deprived areas of Shropshire are estimated to live 5.5 years longer if male and 3.5 years longer if female compared to those living in the most deprived areas (source: PHOF, OHID).

Telford and Wrekin:

- The population of Telford and Wrekin continues to grow at above national rates, driven by the expansion of the local economy and record levels of housing growth.
- As the population grows, Telford and Wrekin has become more diverse but also older, with the average age of residents at 40, just below the West Midlands (40.3) and England (40.5) (source: ONS Population Estimates 2021).
- The 2021 Census showed that Telford and Wrekin has become more diverse in the ten years since the previous Census in 2011, with migration increasing, national identity decreasing as well as increases in the diversity of ethnicities, language and religion reported. Telford and Wrekin is a place of socio-economic contrasts.
- Parts of Telford and Wrekin are amongst the most deprived in England, with deprivation rates comparable to inner cities, whilst other areas are amongst the least deprived in England. Around 24.9% of the population of Telford & Wrekin live in areas in the 20% most deprived nationally (source: 2019 Index of Multiple Deprivation). These inequalities transfer to life expectancy, with men and women living in the most deprived areas of the borough expected to live on average 7.3 years and 4.1 years less, respectively than those living in more affluent areas (source: PHE 2018-20).
- Telford and Wrekin saw one of the largest increases in population aged 65 plus in England between the 2011 and 2021 Census – the highest increase of all West Midlands upper tier local authorities and the second highest of all upper tier authorities in England (source: ONS Census data).

Starting our collective 'journey' ...

To support us in identifying actions for the first 12 months of our Diversity and Inclusion Action Plan, understanding the demography of the population we serve is important, as is understanding how well we, as an organisation, are representative of that population, and where we may have gaps in our knowledge, behaviours and lived experience when it comes to equality, diversity and inclusion. We have undertaken some data gathering and analysis to help inform and direct our internal development. Information about these aspects can be found in the appendices:

Appendix 1: Composition of Energize Staff and Board.

Appendix 2: Energize Staff and Board Data in comparison to Shropshire, Telford & Wrekin demographics.

Appendix 3: Energize Staff and Board: Identified strengths, interest and lived experience and results from an Inclusive Behaviours self-assessment.

To support our collective approach to organisational and culture change across Energize, we started the process by having a Board and Team half day focused on equality, diversity and inclusion. This event enabled us to discuss the data and insight gathered that is included in the appendices and to highlight the areas we felt were important as an organisation to focus on and support our internal development.

Our 2024-25 DIAP has more of a focus on internal development, ensuring that our confidence and competence with regards to EDI consistently improves throughout the year and that we become better placed to work more collaboratively with external stakeholders – ensuring we understand how, why, and for what purposes we are engaging with different stakeholders to enable better inclusion and continue widening the positive impact that sport and physical activity can have on everyone's lives.

As part of our organisational development, Energize has invested in an online training platform (Charity Learning Consortium) providing access to a variety of online learning resources and modules, including equality, diversity and inclusion, for both board and team members. We have also completed further awareness training delivered by people with lived experience related to hearing and sight loss, dementia and Alzheimer's and older and old LGBT+. As part of our commitment to older and old LGBT+ we have also signed the [SAND](#) (safer ageing no discrimination) covenant and created a separate action plan supporting our sign up.

We recognise that the above actions and our work creating our DIAP is just the beginning for us in building a more inclusive and equitable culture throughout the organisation with all our people, who are passionate and driven to improve and develop how we think, behave and act. To support the organisation on this collective journey we will create a working group that includes staff and board members who will lead on our EDI work. Through quarterly meetings and monitoring of the DIAP, linking in with our People Sub-Committee and Safeguarding Working Group, information and resources will be shared and fed into the full board. This will happen through full board quarterly meetings and an annual EDI report.

Our EDI Ambitions

We have identified four thematic areas that have become the pillars for our action plan and help to outline our ambitions for 2024/25 and evidence our progress.

1. **Governance:** Ensure accountability to enhance trust and confidence, demonstrating our commitment to drive, progress and embed EDI across all our work.
2. **Learning:** Increase awareness, understanding, knowledge, courage, and confidence across the team.
3. **Supporting:** Understand our communities to improve inclusivity and accessibility for people from diverse backgrounds both internally and externally.

4. Influencing: Proactively engage stakeholders to support, influence and champion positive change.

Whilst we acknowledge the multitude of factors that impact on whether a person is active and the importance of ensuring inclusion for all, during 2024-25 we will focus on improving and prioritising our development around ethnicity, specifically people from ethnically diverse communities. From national statistics through the Active Lives data (both adults and children and young people) and our local insight (e.g. lowest percentage of investment from the Together Fund went to ethnically diverse communities), we're aware of the underrepresentation and need to improve inclusion for this audience.

Our Action Plan

Our action plan outlines our approaches according to our four thematic areas along with specific actions, the evidence that will confirm actions have/are being met, the timeframe and who is leading on each action.

Please note: For our 2024-25 DIAP we have not set any specific target figures around the diversity of our people. Instead, we have stated we want our people to be representative of the population we serve, understanding that communities and populations are dynamic, and allowing us time to better understand what type of target setting would be more positive in its approach. For example, exploring the 'homogeneity rule', which rather than setting targets for XX% of a particular characteristic, challenges when there is dominance of a characteristic. Setting targets to reduce homogeneity instead of focusing on any set characteristic can significantly reframe perceptions and increase support for change.

Governance: Ensure accountability to enhance trust and confidence, demonstrating our commitment to drive, progress and embed EDI across all our work.

Ref.	Approach	Action	Evidence	Timing / Lead	Comments / Update on progress
G1	EDI is embedded throughout our operations, procedures, policies and planning.	Update EDI policy taking into consideration our increased knowledge and experience regarding EDI.	New EDI policy in place.	Chief Executive May 2024	
		All other organisation policies reviewed and updated, taking into consideration our increased knowledge and experience regarding EDI.	New policies reviewed on time with EDI considered.	As and when they require updating	
		An EDI Working Group, along with a Board champion are identified and in place. Staff identified are given the time, necessary training,	A Terms of Reference is in place for the working group. Training/webinars/meetings attended, and best practice	Chief Executive and SLT	

		and support to fulfil their responsibilities in these roles.	shared, including resources and information stored in the EDI shared folder.	Ongoing – Review October 2024	
		The board develop a succession plan (when required) for the EDI Champion role, guaranteeing a constant focus on EDI during changes of trustees.	An EDI Board Champion is in place with up-to-date role descriptor including role and responsibilities included.	Board Chair & Chief Executive Ongoing – Review March 2025	
		Develop the internal EDI working group (quarterly development meetings used to track actions and impact of DIAP).	Greater understanding of EDI across the staff team. Information, learning, and insight disseminated. DIAP reviewed & updated.	EDI Working Group Quarterly meeting dates TBC.	
		Production of an annual board report outlining progress against our DIAP.	Annual board report created and shared at full board meeting.	Head of Performance & Learning 2025 Q2 board meeting	
G2	EDI is valued and considered across the whole organisation with resource committed to supporting EDI.	A ‘reasonable adjustments’ budget is allocated for accessibility adjustments e.g. translation for documents to enable better inclusion for ethnically diverse communities, and criteria is developed to implement this.	A budget is allocated and criteria outlined.	SLT April 2024 for Budget EDI Working Group June 2024 for criteria	
G3	Our people are diverse and representative of the population we serve.	Recruitment Standard Operating Procedures (SOPs) for staff & board include: <ul style="list-style-type: none"> - We ensure our panels are representative. - Adverts, literature, and role descriptions are reviewed and monitored to ensure that they are inclusive and don’t create barriers for under-represented groups. 	SOPs in place and being adhered to during recruitment of staff and board. SOPs are updated after each recruitment to ensure learnings are captured.	Head of Performance & Learning Ongoing	

		*Action is linked to our People Plan looking at how we recruit, retain, understand, and progress staff.			
		Create new demographic survey for staff and board to amalgamate previous surveys used which includes their experience of EDI (e.g., questions on inclusion, belonging, and experiences of discrimination, bullying, harassment etc.)	Results from the survey gathered and analysed to review whether there has been any changes to Energize’s representation of the population we serve.	Head of performance & Learning and Office Manager	
		Exit interview process in place to understand why colleagues leave the organisation, specifically to identify whether they feel excluded or discriminated against. *Action is linked to our People Plan	Completed exit interview paperwork in place and any learnings actioned to improve practice.	SLT As and when required	

Learning: Increase awareness, understanding, knowledge, courage, and confidence across the organisation.

Ref.	Approach	Action	Evidence	Timing / Lead	Comments / Update on progress
L1	All staff and board have the knowledge, skills and confidence to work to improve EDI.	Charity Learning Consortium (CLC) mandatory courses for all staff & board to complete: <ul style="list-style-type: none"> - Equality, Diversity & Inclusion - Unconscious Bias - Allyship in the Workplace 	Courses completed – evidenced through the CLC platform. Improved scores in the self-assessment inclusive behaviours, courage & confidence section.	SLT & Board Chair March 2025	
		Team to complete the Active Bystander training (with board invited) to support understanding and confidence in challenging discrimination and oppression.	Course organised and delivered.	EDI Working Group September 2024	
		Continue building working relationships with relevant organisations/professionals (especially those aligned to our priority group of ethnically	Information & knowledge shared across stakeholders and partners. This will then	EDI Working Group	

		diverse communities), enabling learning, insight, resources, and best practice to be gained and shared.	develop and inform our practice.	Ongoing - reviewed in quarterly working group meetings	
L2	Modelling language, being accountable as a team.	To create a glossary of terminology & review this quarterly. Track changes to any terminology to help show the reasoning for any implemented changes and support us in recognising our journey through EDI.	The glossary is in place and available to all staff and board members. Any changes are tracked.	EDI Working Group July 2024 – then reviewed in quarterly working group meetings	
L3	Improve knowledge and understanding across the team by gaining insight from individuals with lived experience	All team to complete set modules in preparation for team discussions that will include lived experience input. This will include: <ul style="list-style-type: none"> - Menopause Awareness, - Creating a Workplace that Embraces Neurodiversity, - X2 more TBC Encouraging open conversations & providing opportunity to discuss EDI at quarterly team meetings.	Courses completed; sessions taken place at quarterly team meetings with staff awareness and knowledge improved.	SLT / Active Schools Manager 14th March 2024 13th June 2024 12th September 2024 12th December 2024	
		Communication and consultation with diverse groups and individuals becomes an integral part of our work and helps inform plans for our operations, activities, communication methods, and other digital provision e.g. website content.	Our work is more informed by diverse groups and individuals. Evidenced within Evaluation Plans	Programme / Project leads Ongoing review March 2025	
L4	Sharing & disseminating opportunities for training & learning	Utilising our digital toolkit on our website, social media, email, and HubSpot (CRM system).	Record of communication sent & the analytics of engagement.	Marketing & Communications Officer	

				Ongoing	
		Refreshing & updating the shared folder of resources (1.5.3 - EDI)	Folders are easy to navigate & staff are updating regularly.	EDI Working Group Ongoing	

Supporting: Understand our communities to improve inclusivity and accessibility for people from diverse backgrounds both internally and externally.

Ref.	Approach	Action	Evidence	Timing / Lead	Comments / Update on progress
S1	Enable open and honest conversation to support internal staff to be their authentic selves.	Introduction of an organisation Inclusion Passport for staff to facilitate open and honest discussions as to how Energize can best support all individuals.	Inclusion Passports completed through Officevibe platform, and any reasonable adjustments or proactive support implemented.	Head of Performing & Learning and SLT Begin to implement February 2024	
S2	To better understand our diverse population & their needs within Shropshire, Telford & Wrekin.	Review and refine (refine – if/when required) HubSpot filters to better understand who our stakeholders are.	Stakeholder information can be shown in lists on HubSpot or be exported.	Head of Engagement Ongoing – reported back quarterly	
		Identifying our priority audiences within our place-based work. Profiling areas utilising available data and insight	Areas profiled and priority audiences identified using the profiling tool.	Head of Operations September 2024	
		Consult with under-represented groups to identify and address barriers to representation. Information gained to be shared across the organisation through various means.	Information sharing record in place within the EDI folder.	EDI Working Group April and ongoing	

S3	To be more inclusive in our communications to as many people as possible.	Adapting our communication styles to meet the needs of the identified specific audiences we want to communicate with.	Increased engagement across the variety of audiences we are targeting and increased knowledge across the team on how to adapt communications for different audiences.	Marketing and Communications Officer Ongoing reviewed quarterly	
S4	To be a source of information & share best practice.	Developing our digital toolkit on our website to provide advice and guidance to support and influence other organisations.	Updated webpage(s) on our website Support for your organisation and Understanding Inclusion	Empowering Communities Team & Marketing & Communications Officer July 2024	
		Working with and supporting the local sport and physical activity workforce to develop their knowledge and understanding, including signposting to relevant training and courses etc.	Local workforce aware of training available and opportunities to gain relevant knowledge & certification, resulting in a knowledgeable and informed workforce.	Programme / Project leads Ongoing	

Influencing: Proactively engage stakeholders to support, influence and champion positive change.

Ref.	Approach	Action	Evidence	Timing / Lead	Comments / Update on progress
I1	Work collaboratively and intentionally internally and with stakeholders to support, influence and champion change.	Utilising skills and knowledge gained through insight, training, and experience to model best practice and behaviours both internally and externally, challenging discriminatory behaviour and thinking.	Staff feeling competent to model best practice and confident to challenge poor practice. Discussions part of staff 1:1's linked to our value of Inclusion.	EDI Working Group & SLT Ongoing review March 2025	
I2	Encourage and advocate best practice and raise	Coordinate specific EDI communications throughout the year aligned to global, national	Information on our website is up to date, relevant and easily	EDI Working Group &	

	awareness of diversity and inclusion.	or local events/days etc. which highlight and raise awareness of different aspects linked to EDI. To utilise and signpost back to our website any EDI communication sent out.	accessible providing a 'digital hub' for local organisations and the workforce.	Marketing & Communications Officer Ongoing, review March 2025	
13	Build stakeholder engagement with key priority audiences.	Utilise our stakeholder mapping actions to create a stakeholder engagement strategy taking into consideration our priorities (whether place-based or audience specific).	Stakeholder engagement strategy created with priority stakeholders identified.	Head of Engagement October 2024	

Appendices

Appendix 1: Composition of Energize Staff and Board.

Appendix 2: Energize Staff and Board Data in comparison to Shropshire, Telford & Wrekin demographics.

Appendix 3: Energize Staff and Board: Identified strengths, interest and lived experience and results from an Inclusive Behaviours self-assessment.

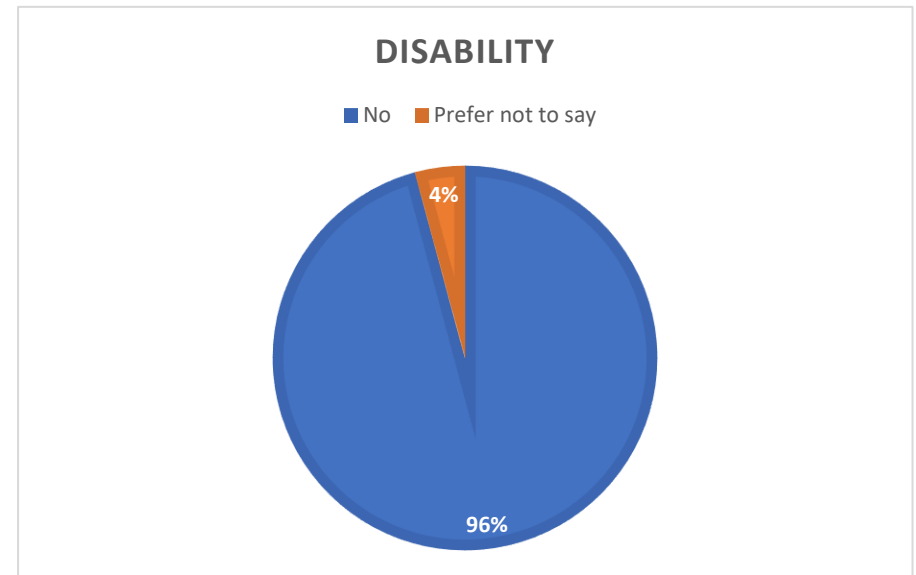
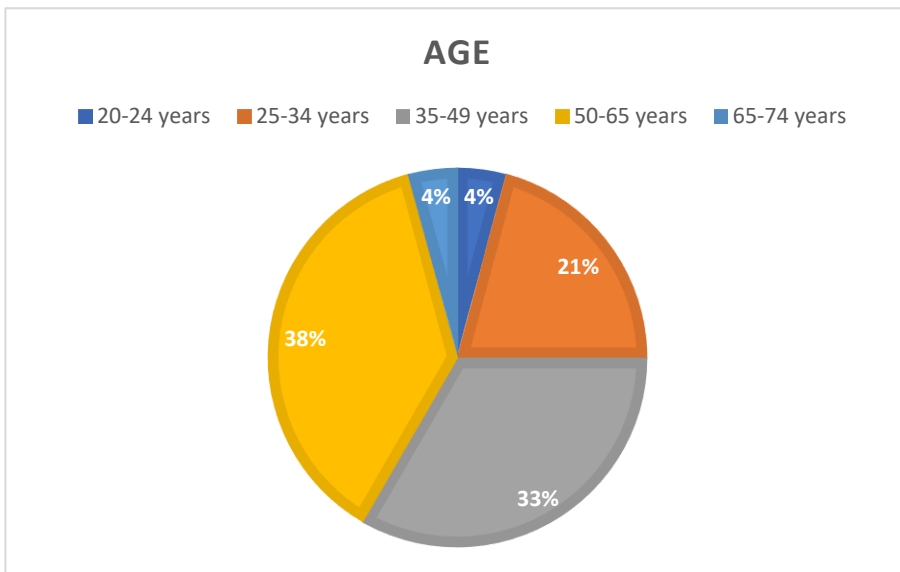
Composition of Energize Staff and Board



Energize collect data on the make-up of our staff and board. The following data was collected in March 2023.

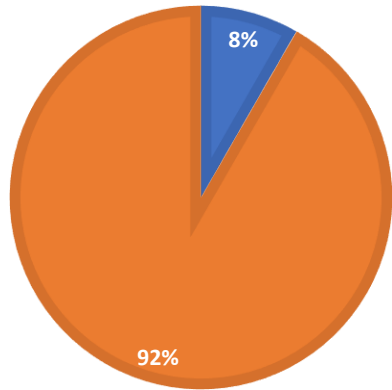
Our data focuses on six protected characteristics as defined in the Equality Act 2010: age, disability, race (ethnicity), religion, sex (gender) and sexual orientation.

The data collected in March 2023 comprised of 15 staff members and 9 board members. As the number of board members is less than 10, Energize has combined the staff and board figures as we would be unable to report the board breakdown due to General Data Protection Regulations (Information Commission Code of Practice).



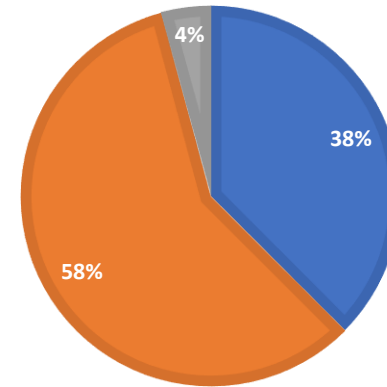
ETHNICITY

■ Asian & Asian British ■ White British



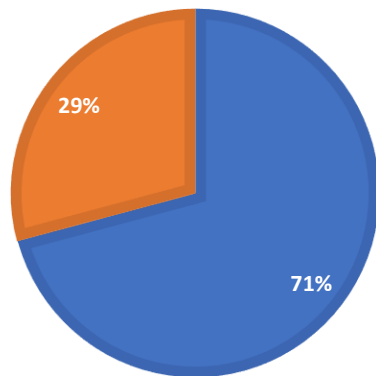
RELIGION

■ No religion / Atheist ■ Christian (incl. all christian denominations) ■ Buddhist



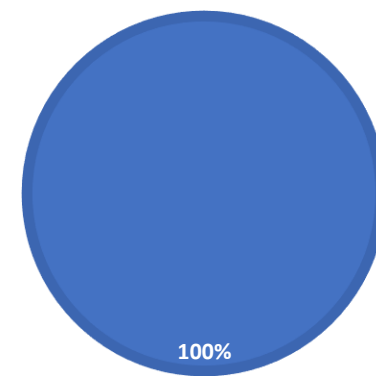
GENDER

■ Female ■ Male



SEXUAL ORIENTATION

■ Heterosexual



Energize Staff and Board Data in Comparison to Shropshire, Telford & Wrekin Demographics



The following comprises of data collected in March 2023 regarding the make-up of Energize staff and board members in comparison to the national 2021 census data for the population of Shropshire and Telford and Wrekin.

The data used focuses on six protected characteristics as defined in the Equality Act 2010: age, disability, race (ethnicity), religion, sex (gender) and sexual orientation.

Please note:

The Energize data collected in March 2023 comprised of 15 staff members and 9 board members. As the number of board members is less than 10, Energize has combined the staff and board figures as we would be unable to report the board breakdown due to General Data Protection Regulations (Information Commission Code of Practice).

Religion	Energize	STW	Difference
No religion / Atheist	37.5%	38.95%	-1.5%
Christian (incl. all christian denominations)	58.3%	51.55%	6.8%
Buddhist	4.2%	0.30%	3.9%
Muslim	0.0%	1.60%	-1.6%
Hindu	0.0%	0.45%	-0.5%
Sikh	0.0%	0.85%	-0.9%
Jewish	0.0%	0.05%	-0.1%
Other religion	0.0%	0.50%	-0.5%
Prefer not to say	0.0%	5.75%	

Age	Energize	STW	Difference
16-19 years	0.0%	4.4%	-4.4%
20-24 years	4.2%	5.3%	-1.1%
25-34 years	20.8%	12.0%	8.8%
35-49 years	33.3%	17.9%	15.4%
50-65 years	37.5%	21.1%	16.4%
65-74 years	4.2%	11.6%	-7.4%
75-84 years	0.0%	7.3%	-7.3%
85 years +	0.0%	2.6%	-2.6%

Sexual Orientation	Energize	STW	Difference
Heterosexual	100.0%	90%	9.5%
Lesbian, gay, bisexual or another sexual orientation	0.0%	4%	-4.0%
Prefer Not to Say	0.0%	11%	

Gender	Energize	STW	Difference	Notes
Female	70.8%	50.7%	20.1%	
Male	29.2%	49.3%	-20.1%	
Indeterminate or Intersex	0.0%	*NC		*Not collected
Disability	Energize	STW	Difference	Notes
Yes	0.0%	18.9%	-18.9%	
No	95.8%	81.1%	14.8%	
Prefer not to say	4.2%	*NC		*Not collected

Ethnicity	Energize	STW	Difference	Notes
Asian & Asian British	8.3%	2.8%	5.5%	
Black or Black British	0.0%	1.2%	-1.2%	*Census 2021 collates: Black, Black British,
White British	91.7%	93.6%	-1.9%	
Chinese or other ethnic group	0.0%	0.6%	-0.6%	*Census 2021 collates: Other ethnic group
Any other mixed	0.0%	1.7%	-1.7%	*Census 2021 collates: Mixed or Multiple
Any other white				

Appendix 3

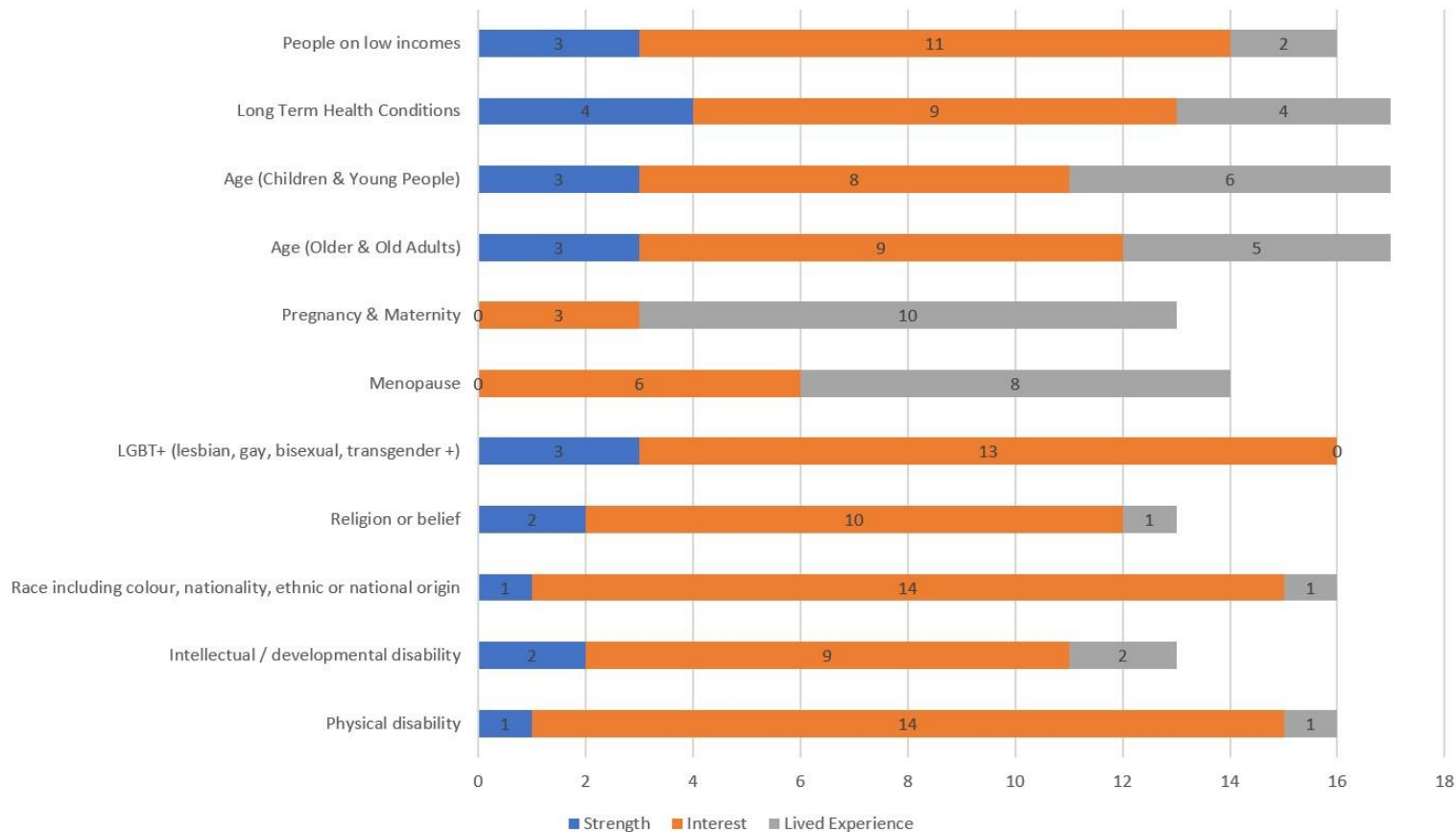
Energize Staff and Board: Identified strengths, interest and lived experience and results from an Inclusive Behaviours self-assessment



The following comprises of information collected in January 2023 relating to responses from Energize staff and board about their particular strengths, interests and lived experiences linked to equality, diversity and inclusion. The information also outlines the results from a self-assessment individuals completed regarding inclusive behaviours.

Please note: The Energize data collected below in January 2023 comprised of 14 staff members and 5 board members.

Board & Team: Strengths, Interest & Lived Experience



Other areas of strength, interest or lived experience identified by Board and Staff members included:

- Interest:
 - People excluded from society due to anti-social behaviour e.g. CYP PRUs, reintegration into society after prison etc.
 - Psychological disabilities
 - Mental Health conditions
 - Culture change to engender a sense of belonging for all
- Interest/Lived experience:
 - Drug & Alcohol
 - MS, hearing loss, liver disease
 - Hidden disabilities

To support our individual and collective understanding of our inclusive behaviours as a board and team, individuals completed a self-assessment which outlined 5 specific areas of focus. Individuals used the descriptors within each area to self-assess and scored themselves across the behaviours. A '10' implies they are a consistent role model of this behaviour, and '0' that they never display that behaviour.

Please see the areas and descriptors within the self-assessment tool below:

1. Authenticity and humanness

Invest time, consistently, getting to know your colleagues, their motivations and purpose, and generating trust

Listen to what is being said, not to respond

Demonstrate a caring attitude; ask 'How can I help?'

Speaks from the heart and shares personal experience and failures with colleagues, reflecting on learning and insights

Seeks advice when unsure

3. Transparency and clarity

Proactively follows work-related policies and practices

Employs transparent, consistent, and evidence-based decision-making in regard to work-related processes rather than basing on intuition

Provides unambiguous and thoughtful feedback to colleagues where needed

5. Leveraging diversity to drive productivity, creativity & innovation

Understands and can articulate the commercial and moral case for inclusion and the relationship to business objectives

Takes responsibility for embedding inclusion into own areas of responsibility

Encourages debate and challenge

Consistently acts as a team player and collaborates with colleagues

Is open to adopting divergent thinking and problem solving that challenges the status quo, supports innovation and drives business priorities

Seeks out opportunities to work with diverse people

Sponsors, or mentors, colleagues from other backgrounds to support them with career aspirations and learn from their experiences (e.g. reverse mentoring)

Role models flexibility and adaptability and engages and empowers others to be resilient and agile in changing circumstances

2. Courage

Engages in open and honest conversations, speaking up and hold others to account if their behaviour or actions do not support inclusion

Challenges organisational attitudes and practices that promote homogeneity or exclusion

Spots conflict/inappropriate behaviour and intervenes to resolve

Shares and asks for candid and ongoing feedback on work quality and style

4. Respect and value difference

Actively seeks, listens to, and incorporates contributions and opinions of others, ensuring they feel heard and valued

Understands and values the unique contribution of team members

Works to build trust with team members and challenge any out-groups/cliques

Develops greater awareness of personal biases, through feedback and reflection

The results of the self-assessments were amalgamated to provide combined average scores for the staff team and board members. These scores along with the identified strengths, areas of interest and lived experience were discussed at a team and board event, allowing the whole organisation to acknowledge where we may have particular strengths, or areas where there are gaps which we may then want to focus on as part of our ongoing EDI work.

Below are the combined average scores. As you can see, these identified that the board combined scores were all above 8, whilst the team combined scores were all under 7. The one similarity however was that the area of 'Courage' was the lowest scored across both team and board and is something we therefore felt should be a focus – both through training opportunities and also through our own internal culture and mechanisms.

	Staff Scores	Board Scores		Staff Scores	Board Scores
	Combined Average	Combined Average		Lowest & Highest Scores	Lowest & Highest Scores
Authenticity and humanness	6.94	8.44		5 - 8.2	7.4 - 9.4
Courage	5.27	8.1		2.75 - 6.75	6.0 - 10
Transparency and clarity	6.87	8.47		3.66 - 8.66	6.67 - 10
Respect and value difference	6.65	8.7		5 - 8.5	7.5 - 10
Leveraging diversity to drive productivity, creativity & innovation	5.52	8.43		3 - 8.75	7.125 - 10