



Inclusion and Diversity Approach

A key driver for the
Scottish Rugby Strategy

2021 - 2024

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Introduction

At Scottish Rugby we believe that by creating an inclusive and supportive culture will ensure all our people will feel a sense of **belonging**. This is generated by each person feeling **valued**, knowing their **purpose** in the organisation and being **connected** to colleagues and our organisational values. Having purpose, feeling valued and connected is a key thread that runs through our People, Culture and Engagement business strategy and is a fundamental key theme in our new 2021-24 Strategy.

As we emerge from the pandemic, inclusion and diversity is critical for business recovery, resilience and rebuilding our business.

Inclusion is everyone's responsibility.

The purpose of this paper is to outline the Inclusion and Diversity (I&D) approach that we are implementing following a reset post-pandemic, highlighting our commitments as one of the strategic drivers, 'maximum inclusion'.

Through the pandemic

The COVID-19 pandemic has sent shockwaves through the economy and society. It has not only triggered a global health crisis, a global economic downturn but also a social awakening moment. The pandemic has impacted everyone, but the severity of this varies across society.

One thing is certain: things will not go back to how they were before and a new normal is emerging. Scottish Rugby will and has been operating differently, and our leaders will have to think differently about how they facilitate a culture of inclusion and diversity in all areas within our business.

As we move out of the pandemic, we must learn from our experiences and grasp the opportunities presented. Our new approach will support our people to think differently about inclusion and diversity within Scottish Rugby, being a main driver behind everything we do. With the Scottish Rugby 2021-24 Strategy being launched at this time, this gives us added drive to refresh our culture which will ensure that each person is heard and valued, no matter what their background and status.

Why is Inclusion and Diversity a priority?

The case for inclusion and diversity has been presented many times. In summary, diverse workforces and inclusive workplaces are associated with higher individual performance. Employees are more productive and innovative, and better decisions are made with a variety of perspectives and experiences being expressed. It is also associated with higher collective performance because diversity of thought and experience leads to better decision-making and therefore more informed decisions.

Some of the qualities that characterise inclusive and diverse companies, notably innovation and resilience, will be required as we recover from the crisis. Indeed, now is the time to prioritise I&D to be positioned as an **enabler of business performance** and to contribute to the wider effort to rebuild our business and forms part of our four-point plan to **respond, reset, recover and rebuild**. Scottish Rugby will be a **proactive** organisation, engaging with diverse communities to build a more inclusive culture.

Defining Inclusion and Diversity - what is it?

Diversity refers to the wide range of differences that exist among people. This could be anything from age, ethnicity, socioeconomic status, sexual orientation, disability, gender, nationality, abilities or neurodiversity.

We wish to approach I&D with a different mindset and not be constrained by the protected characteristics, as defined in the Equalities Act 2010, which traditionally are a focus. It is important to recognise the value of diversity and difference in every sense.

Inclusion refers to the proactive behaviours that make each individual feel welcome and a part of Scottish Rugby. There are four key factors that build inclusion:

- **Respect** – efforts and achievements are acknowledged, differences are valued, and everyone is treated with positive regard. Respect is one of our SR values.
- **Belonging** – contributions are sought, considered, and integrated into work practices and there are opportunities to create positive connections with colleagues, supported by an environment of emotional and psychological safety.
- **Empowerment** – the business accommodates individual requirements where possible, allows easy access to information and resources, and offers flexibility in roles to allow individuals to self-manage their work life balance. Within job roles with us, frameworks are provided that give people both parameters to work within and the freedom to think for themselves. This approach facilitates an environment of creativity and innovation.
- **Fair progression** – opportunities to develop and to achieve full potential, a well-developed and supported career plan, equitable access to role models and mentors.

When these factors are present, employees are willing and able to share their diverse ideas, perspectives and experiences. Within inclusive workplaces, diverse employees bring their whole self to work, and organisations can benefit from their differences. Achieving inclusion is not a passive activity; we are asking our people to ‘step up and lean in’ and take accountability.

Diversity is a fact and inclusion is the behaviour. As Malcolm Forbes stated, diversity is *“the art of thinking individually together”*. To achieve maximum inclusion, we have to be inclusive and diverse. A truly inclusive and diverse organisation will also be an organisation that innovates, grows and succeeds, which is exactly what we want for rugby in Scotland.

As said in the introduction, we want each individual to feel that they **belong** here in the rugby family.

“If diversity is being invited to the party and inclusion is being asked to dance, then belonging is being able to reveal that you can’t dance – and to still be included.”

Inclusive Mindset and Inclusive Leaders

We all have the power to develop a more inclusive mindset by first recognising the importance and value of diverse perspectives (both inside and outside the business). Having an inclusive mindset means that we value and appreciate our colleagues, and proactively seek their involvement. This also

breaks down silos and enables collaboration beyond our immediate teams, allowing contribution across Scottish Rugby.

Inclusive leaders will actively manage barriers by creating work settings where all colleagues are willing and able to bring their full selves to work. In this environment everyone should experience the four factors of inclusion as outlined above. Leaders have the motivation and ability to empower diverse talent and integrate differences into work practices and decision-making.

Encouraging particular inclusive behaviours such as optimism, curiosity, humility, mindfulness, flexibility and emotional intelligence have been scientifically linked with higher rates of productivity, engagement, innovation, retention and motivation.



In Scottish Rugby, we have introduced our seven Transformational Leadership behaviours which have been integrated from our Executive level, through senior managers and cascaded to all of our people in an amended form to embed inclusive behaviours. Going forward we will be measuring how well these behaviours are being embedded throughout SR through 360 degree feedback evaluations. This will be a key part of individual and team performance evaluation.

Our Commitments

We are committed to working towards our goal of Scottish Rugby being an organisation where inclusion and diversity are at the heart of everything we do. Whether you are an employee, player, a member club or a sponsor/partner, we want to ensure each and every interaction is one where everyone is treated with dignity, respect and an inclusive mindset.

Following training and feedback with our Board, Council, Executive and Strategic Leadership Group we have collated feedback which has enabled us to co-design firm commitments and set a consistent tone and understanding of I&D across Scottish Rugby. Our leaders will have collective ownership and accountability for these Commitments which will be measured as laid out at the end of this paper.

Our commitments set out how Scottish Rugby will become a truly inclusive and diverse organisation both at work and to work with. Our commitments will permeate every aspect of our business, from the expectations we have of our leaders, to the opportunities our people should share, and the kinds of people in communities and further afield we work with. These progressive commitments guide our decision-making every day.

- 1. I&D is everyone's responsibility:** Everyone has responsibility to help grow an inclusive culture; culture is made up by what each of us say and do in the every day. Everyone will have an I&D focus in their development plan, it is not all about what work we do, but how we do it. We will foster and develop our leaders, and an approach to leadership, that is diverse, understands the communities we support, celebrates difference and has inclusion at its heart. We encourage everyone to be authentic to their own identities and encourage the sharing of knowledge and experiences on an individual, team and organisational level.
- 2. We promise to keep getting better:** We will continually look at examples of best practice and evaluate our processes – both internally and externally. Every one of our people will understand their responsibility to work inclusively and keep learning. We will be clear about what good behaviour looks like and will not tolerate discrimination, micro-aggressions or bad behaviour of any kind.
- 3. Scottish Rugby is a great place to be:** We will make our environment one where excellent people belong, thrive and progress. We will proactively seek opportunities to develop our future leaders and encourage all our people to be open to feedback, peer to peer challenge and change. Everyone will play their part in being a great ambassador for SR which will support the attraction and retention of the most diverse talent. This type of inclusive culture will make Scottish Rugby a great place to be.
- 4. We will take a stand:** We will use our reputation and influence to lead and advocate diversity, equity and inclusion in our sporting sector, in the environment and in the wider communities within which we operate.

An Inclusive Focus

We will deliver on these commitments by focusing on the following approaches:

- Culture and Environment - Ensuring Scottish Rugby is a great place to be
- Learning and Understanding - Increasing and creating learning opportunities for all
- Talent attraction - Attracting, recruiting, retaining, and developing diverse talent
- Inclusive Leadership – By providing strong leadership to ensure that I&D is integral within the organisational culture

For ease we have considered how each focus area applies to our three main audiences: Our People, Our Players, and Our Clubs. The focus for each audience will alter according to the needs and requirements at any given point in time.

	Organisational	Team	Individual
Culture and Environment			
Ensuring Scottish Rugby is a great place to be			
Our People	<p>We will make clear that supporting I&D in the workplace is the responsibility of all, regardless of level.</p> <p>We want everyone to feel like they belong and are empowered to be their true selves at work. We continue to encourage an overall employee experience that ensures everyone has purpose, feels both valued and supported in the part they play, and are connected to their colleagues across the Scottish Rugby family.</p> <p>We will create space and opportunity for all individuals to feel they can be heard; encouraging open conversation, opinions and practicing good behaviours.</p> <p>We will listen, receive feedback and provide psychological safety to talk openly and without judgement.</p> <p>We will take a greater focus on working with partner organisations to ensure they are a good fit with us.</p> <p>We will take action that supports under-represented groups both on and off the field.</p>	<p>We will develop new ways of hybrid, flexible and agile working that encourage our people to have the right personal balance of work and non-work commitments.</p> <p>We will ensure our technology supports remote working.</p> <p>We will take everything we have heard and learned from working from home during the pandemic to make sure we have safe and healthy working environments with a flexible approach to how and where people undertake their work.</p>	<p>We will encourage our people to have proactive, curious and challenging conversations about I&D, without fear of feeling uncomfortable for sharing their views.</p> <p>Individuals will consistently display the core values of Scottish Rugby: Respect, Enjoyment, Achievement, Leadership and Engagement.</p> <p>We will continue to enhance our employee wellbeing offering, providing access to a range of wellbeing services for our people and their families.</p>

<p>Our Players & Match Officials</p>	<p>We will enhance our Rugby for Life programme, increasing our headcount to have a dedicated role focusing on the Women's and Sevens players and match officials and dedicated resources in Glasgow Warriors and Edinburgh Rugby.</p>	<p>We will create a playing environment that encourages all our people to perform at their best. There will be a focused link between performance and wellbeing.</p> <p>Coaches will be coached in developing behaviours that support positive inclusive cultures, including contractual references to an inclusive leadership style being a given.</p> <p>We will create a club culture that celebrates differences and a variety of backgrounds.</p>	<p>Individuals will consistently display the core values of Scottish Rugby.</p>
<p>Our Clubs</p>	<p>We will launch and promote the 'Make Rugby Everyone's Game' campaign, expanding playing opportunities and pathways.</p> <p>We will create a positive reputation through strategic investments that improve club environments.</p> <p>We will support any IGR bids to host competitions in Scotland.</p> <p>We will create platforms at a regional level that encourages young people to be involved and to have their voices heard within the sport.</p> <p>We will work in partnership with key organisations to ensure the best support and information is available to clubs.</p>	<p>We will create a playing environment that encourages all our people to perform at their best.</p> <p>We will support clubs through the 'Making Rugby Everyone's Game' Handbook to ensure that rugby clubs are inclusive and diverse environments.</p> <p>We will continue to promote alternative formats of the game and support clubs to deliver these.</p> <p>We will raise the profile of role models within the community game.</p> <p>We will support clubs to create inclusive Club Development Plans that ensure sustainability and support growth.</p>	<p>Individuals will challenge, and encourage others to challenge, inappropriate behaviour.</p> <p>Individuals will consistently display the core values of Scottish Rugby.</p> <p>We will encourage our people to act as role models to create opportunities for inclusion.</p>

	We continue to work with other nations to promote best practice, including contributing to the four nations disability group.		
Learning and Understanding			
Increasing and creating learning opportunities for all			
Our People	<p>We will ensure all of our people, including Board and Council, employees and our players, attend training/workshops to open minds and have an awareness and appreciation of I&D.</p> <p>We will continually share knowledge and best practice.</p> <p>We will ensure all of our people undertake unconscious bias learning in order to raise awareness and start 'unjudging', recognising our biases and looking past what we think we know.</p> <p>We will positively promote and engage with a variety of national campaigns to raise awareness of inclusion and diversity, for example Women in Sport week, Rainbow Laces, Mental Health Awareness week, etc.</p>	We will engage with partners to broaden our understanding of local ethnic minority communities, to deliver training to our SLG and Regional teams that will cover context, cultural and historical understanding, demographics and societal understanding of racism and minority groups.	<p>We will continue to promote the importance of our values and culture and our commitment to I&D during inductions.</p> <p>We will encourage and support our people to share best practice with external organisations and advisory boards.</p>
Our Players & Match Officials	We will positively promote and engage with a variety of national campaigns to raise awareness of inclusion and diversity, for example Women in Sport week, Rainbow Laces, Mental Health Awareness week, etc.	<p>Through the Rugby for Life programme, we will continue to promote the importance of our values and culture and our commitment to I&D during inductions.</p> <p>We will deliver a variety of workshops and learning opportunities to our playing groups</p>	

		to ensure there is an understanding on a variety of topics.	
Our Clubs	<p>Deliver the 'Making Rugby Everyone's Game' conference as a kick start event which will be followed up with an evaluation of regional bespoke training requirements.</p> <p>Working in partnership with organisations to ensure our Coach and Match Official courses are accessible to all, removing any real or perceived barriers.</p> <p>We will positively promote and engage with a variety of national campaigns to raise awareness of inclusion and diversity.</p>	<p>Regional teams will work in partnership with Scottish Disability Sport to deliver one Disability Inclusion Training course in each region.</p> <p>Regional teams to work with external agencies to deliver training and information workshops for clubs on various areas of inclusion and diversity to ensure continued learning opportunities.</p>	<p>We will encourage positive conversations around removing barriers to accessing learning opportunities.</p>
Talent Attraction			
Attracting, recruiting, retaining and developing diverse talent			
Our People	<p>When recruiting, we will proactively address skill gaps by attracting and recruiting from a wide talent pool.</p> <p>We will provide equitable compensation for reward and benefits by identifying a reputable partner to undertake a business-wide benchmarking exercise which will be regularly reviewed and implemented.</p> <p>We will offer appropriate and meaningful work experience placements and opportunities.</p>	<p>We will continue to review our employer brand with relevant updates including utilising our people as champions and role models to share and give authenticity to inclusion and addressing perceptions of our business, whether they are real or perceived.</p> <p>We will take practical steps to increase objectivity during selection processes. Including: utilising gender decoder; using capability frameworks and undertaking relevant assessments for the role; creating a tool kit for recruiting managers on best practice including unconscious bias training;</p>	<p>We will all promote a healthy work life balance and an inclusive culture.</p> <p>Visibility and transparency of process matters. We will ensure our people know their future career opportunities by addressing this in our Performance Management process and noting what support is available and what skills are required to grow in the business.</p> <p>To support retention, we will provide ongoing development to employees. We will ensure we promote a programme of relevant and thought-</p>

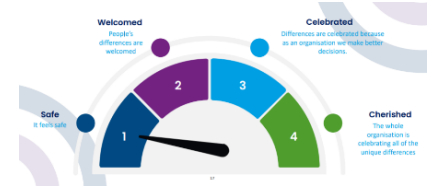
		<p>ensuring diversity of interview panels, looking for diversity of skills and experience.</p> <p>We will take positive action to advertise role in less traditional spaces or target under-represented or disadvantaged communities and engaging with external groups.</p> <p>We will monitor diversity statistics of applicants and successful candidates to evaluate where we have been successful in attracting candidates from diverse backgrounds and identify whether there are specific channels we can utilise.</p>	<p>leading CPD for employees and equal access to stretch opportunities.</p>
Our Players & Match Officials	<p>Strategic ambition on building men's and women's winning teams at all levels. This includes developing an improved pathway for our women, leading to a professional women's team to ensure we are competitive at international level.</p>		<p>We will promote and raise the profile of role models.</p>
Our Clubs	<p>We will encourage our clubs and players to capture equality information which will allow us to create an accurate baseline of data.</p> <p>We will promote and increase diversity in all forms of the game.</p> <p>We will create a positive reputation through strategic investments that improve club environments, specifically focusing on</p>	<p>When recruiting Development Officers, Regional Managers will work in partnership with the club and any other funder to address skill gaps by attracting and recruiting from a wide talent pool.</p> <p>We will use club case studies on Everyone's Game to raise the profile of clubs to a wide audience.</p>	<p>We will all promote an inclusive culture and the benefits of playing sport to have a healthy and balanced lifestyle.</p> <p>We will promote and raise the profile of role models within regions.</p>

	<p>underrepresented groups, developing state school rugby, and areas of SIMD.</p> <p>We have a strategic focus to increase female participation across all areas of the game including players, coaches, match officials and volunteers.</p>	<p>Regional teams will have the flexibility to invest in clubs or schools to support the development of coaching, playing or match officiating talent.</p>	
<p>Inclusive Leadership Providing strong leadership to ensure that I&D is integral within the organisational culture</p>			
<p>Our People</p>	<p>To ensure we have the basic building blocks securely in place as the foundation of our work, we will ensure our I&D Senior Independent Non-Exec Director continues to champion I&D at Board level.</p> <p>We will embed Transformational Leadership Behaviours into job specs for all Exec and Senior leaders. It is not just the 'what' but the 'how'. Behaviours will be measured by 360 feedback.</p> <p>As we cascade the Scottish Rugby strategy, everyone will understand the four strategic priorities and our I&D commitments. We will bring to life their role in delivering them through a series of learning workshops and specific I&D objectives in their performance plan.</p> <p>Maximising inclusion is one of the main drivers of the Scottish Rugby Strategy. Leaders will take ownership of embedding an inclusive culture and cascading this throughout the organisation.</p>	<p>Heads of Department and people managers will have clear objectives around the wellbeing of their team.</p> <p>We will regularly listen to our people about how outcomes are experienced and perceived.</p>	<p>All of our people will have clear objectives relating to I&D behaviours referenced in the I&D commitments.</p> <p>We will promote mentoring, and reverse mentoring, where required.</p>

Our Players & Match Officials		We encourage the player leadership group to be representative of the full squad.	
Our Clubs	<p>Continuing to work in Partnership with RBS to deliver RugbyForce Young Ambassadors programme.</p> <p>Create and deliver a Leadership Academy for future leaders of our clubs, aiming for the next generation of committee members to have established leadership skills and styles.</p>	<p>We will support club committees to move towards a more diverse composition which is more reflective of the whole club.</p> <p>We will work with clubs and individuals to attract and develop leaders across all areas of the game and club environment.</p>	We will promote and raise the profile of role models within regions.

Measuring success

How will we measure our successes? How will we know we have moved the dial? Measuring I&D progress will require gathering a mix of qualitative and quantitative data.



We are considering the following metrics:

- 360 feedback
 - Evaluating inclusive behaviours within our performance management framework
- Open feedback
 - A way to measure regular individual 'moments', including interactions with your line manager and colleagues, is the workplace a safe place to be yourself, do you have the ability to use your voice, ability to give feedback (and the ability to act on that feedback)
 - Self-identification metrics
 - Annual survey evaluating how people feel, social inclusion, camaraderie, recognition, and reward (*See the note below regarding how McKinsey research has supported our thinking here)
- Use our performance management data (including "strengthsfinder" tool and drivers and motivations) to track:
 - Future talent and talent mobility for succession planning
 - Those with a learning mindset who can adapt to future business needs. The top 3 desired motivators required for a learning mindset include those with **learnability** and have an innate desire to improve, **agility** allowing for flexibility, and **curiosity** of being open to new ways of working (Aon, 2021)
- Using data available to us to understand the baseline of diversity in Scotland. This will become a bigger focus following interrogation of the 2022 Census results.
- Our website reflects the diversity of the sport and Scottish Rugby as an employer, with images and stories from various backgrounds.

*The McKinsey research:

Recent research by McKinsey established that once organisations implemented targeted interventions to enhance feelings of inclusion for their employees, they started to see the performance benefits of a more diverse workforce.

The research resulted in a tool that can be used to reveal actionable insights to help organisations drive targeted changes in an impactful way for employees. Indeed, McKinsey findings confirmed that employees in organisations with higher (versus lower) scores on their inclusion assessment are 45

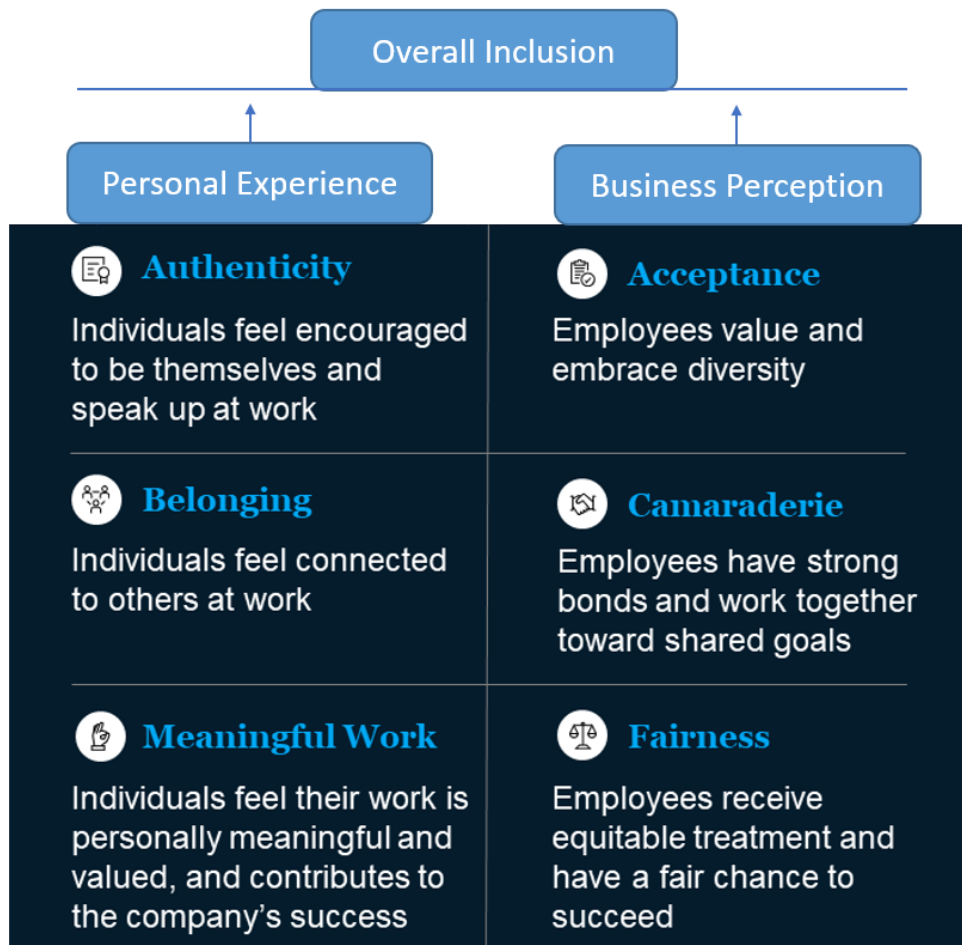
percent more likely to stay at their organisation and 90 percent more likely to go out of their way to help a colleague.

We have adapted the McKinsey inclusion measurement model for us which covers two key employee elements.

Personal experience captures how employees individually experience having purpose, feeling connected and belonging, whether they feel encouraged to bring their full, authentic selves to work, and how empowered they are to make meaningful contributions, adding value.

Business perception captures how employees view the strength of acceptance, camaraderie, and fairness across the full business. Comparing these two elements can highlight discrepancies that may occur between them. For example, an employee may perceive that an organisation broadly has the systems in place to facilitate inclusion (e.g. comprehensive I&D policy) while simultaneously feeling that they are not personally included (e.g., not having a voice in team decisions).

Our approach to measuring both personal experience and business perception will take the form of individual surveys and pulse surveys throughout various periods. Please see attached the measurement model we intend using in these surveys.



The model demonstrates that strong inclusion and diversity policies are necessary but not sufficient in themselves to foster inclusion. In fact, meaningful actions from leaders, peers, and teams are all required to ensure I&D is embedded.

The ability to measure inclusion in this way with precision in its reach means that we can finally form concrete insights into where inclusion lacks and thrives, as well as the different experiences of inclusion across employee groups, and thus better achieve the full benefits of diversity and inclusion across Scottish Rugby.

Conclusion

In summary, we anticipate our approach to inclusion and diversity will flex and adapt as the global landscape changes. At present many of these aspects have been embedded, however several are a work in progress or are scheduled for later in the year. To continue to drive awareness, we are taking action to create lasting change. The diagram below is a visual representation of the components where we anticipate our I&D commitments to have the biggest impact.



*"ONLY WHEN PERSPECTIVES ARE INCLUDED, RESPECTED, AND VALUED CAN WE START TO GET A FULL PICTURE OF THE WORLD."
BRENE BROWN*