

# An assessment of Diversity, Equity, and Inclusion at Ashden

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# Executive Summary

## Context

Ashden, part of Sainsbury Family Charitable Trusts (SFCT), aims to accelerate transformative climate solutions and support climate innovation. The Ashden Awards have aided global impact for innovation and inspired others to join in the effort (Ashden, 2022). Over the last two years, SFCT have begun implementing a Diversity, Equity, and Inclusion plan across internal and external frameworks. Since then, Ashden has joined the Diverse Sustainability Initiative, aiming to transform diversity within the environment sector and taken practical steps to improve diversity at board level and among award panels and introducing inclusive recruitment measures (Diverse Sustainability Initiative, 2022).

## Purpose

This research is important because Diversity, Equity, and Inclusion (DEI) is embodied in all Ashden's work but despite Ashden making progress with their DEI work, an understanding of where the organisation lies within the environmental charitable sector is still important to maintain progress. Therefore, it is key to undertake this research to recognise where Ashden can improve in relation to DEI and provide realistic time-bound solutions.

## Intended audience

The findings and recommendations will support Ashden CEO and staff that are focusing on the ongoing DEI work. It is also intended to advise the other trusts and charities within SFCT that aim to improve their own DEI work.

## Methodology

### Primary data

Qualitative:

- Semi-structured interviews focusing on current DEI initiatives and future considerations.

Quantitative:

- Structured survey with internal Ashden staff focusing on current demographic data and DEI initiatives.

### Secondary data

- An analysis of Diverse Sustainability Initiative (DSI) data on their sustainability partners (Appendix 3) and comparing it to Ashden's current initiatives to understand areas that Ashden can improve in.

### Key arguments

The interview and survey findings resulted in four key topic areas that were explored. These areas were compared to the Diverse Sustainability Initiative partners. From analysis of the data, key challenges were found:

- **Diversity of staff:** Ashden has a low turnover of staff, therefore change will be slower. There are missed opportunities to explore different tools to recruit a diverse range of staff. Furthermore, there is a lack of staff development initiatives to aid continuous learning.
- **External:** The award process has improved to be more inclusive, however, in comparison with the small number of DSI partners that also undertake Awards, a significant barrier to positively impacting DEI efforts is the lack of unconscious bias training for staff who are longlisting applications. This lack of training has allowed unintended bias to come into play.
- **Leadership and Accountability:** A crucial challenge evidenced in the interviews was that privilege and power of senior leadership play significantly into Ashden's initiatives.
- **Communications:** The positioning of DEI through internal and external communications was found to be poor compared to DSI partners. This is an opportunity to explore the ways in which Ashden can improve its communication capabilities.

### Recommendations

#### Diversity of staff:

- Continued use of different recruitment tools
- Promoting DEI on Ashden's website

- Enhance development opportunities

**External:**

- Unconscious bias training for all staff and interns who are longlisting applications and for those recruiting new staff.
- Award Application feedback on DEI.

**Leadership and Accountability:**

- Trustee level Diversity, Equity, and Inclusion (DEI) Champion
- DEI action plan
- Creating a safe space between CEO/senior management and Ashden staff

**Communications:**

- DEI updates at team meetings
- Internal communications plan
- External beneficiaries/consultants evaluating Ashden's website
- Communication workshops

**Implementation plan**

The most feasible recommendation for each topic area was chosen to implement.

- **Diversity of staff:** Continued use of different recruitment tools
  - To continue anonymize and debias the recruitment process.
- **External:** Unconscious bias training
  - To eliminate bias and prejudice among internal staff for external procedures.
- **Leadership and Accountability:** DEI Action plan
  - Improves accountability and transparency. To celebrate what went well and what Ashden can improve upon.
- **Communications:** Internal communications plan
  - To articulate how diversity and inclusion links to Ashden's mission and purpose and to their area of the business specifically.

## Context

### **Ashden Climate Solutions in Action**

Ashden aims to contribute to the protection of the environment, advancing in education and relief of poverty for the public interest in the UK and developing countries. The Ashden Awards accelerate climate innovation, supporting the winners directly with grants and opportunities such as links to investors, service providers, policymakers, and potential customers (Ashden, 2020).

As one of the leading organisations, Ashden does this through raising awareness of the use of local, sustainable and renewable energy sources, and spreading knowledge of the Ashden Award Winners to encourage learning and replication among others (Ashden, 2020).

### **Diversity, Equity, and Inclusion**

Diversity focuses on valuing the benefits of distinctive characteristics, background, and experiences. Equity is the proactive reinforcement of policies, practices and attitudes that produce equitable power, access, opportunity, and outcomes for all (Glenn and Elswick, 2020). Inclusion can be considered as ‘the degree to which those affected by [a decision] have been included in the decision-making processes and have had the opportunity to influence the outcomes’ (Young, 2000, p.5).

In 2017, Policy Exchange (Norrie, 2017) found that environment professionals were the second least diverse profession in the UK. To elaborate on this research, a partnership between NUS, IEMA and The Equality Trust (NUS, The Equality Trust and IEMA, 2018) gathered data to deepen an understanding of diversity in the sustainability sector. As a result, it was found that the environmental charities and NGOs all had below UK average percentage of staff that identified as Black, Asian or from another minority ethnic group. This unveils that there are deep problems within the sector that need to be explored and amended.

With climate change being a critical emergency, minority and vulnerable communities are disproportionately affected by environmental challenges. Ashden recognises that underrepresented voices are further suppressed because of failure of inclusivity in environmental organisations (WWF, 2021). As seen in Table 1 below, the importance of this is reinforced through Ashden’s mission to create an organisation with a diversity of backgrounds, perspectives, and experiences.

Table 1: Ashden's values

|   |  |
|---|--|
| <b>We Will Be Collaborative</b>                         | We are strongest and achieve most when we collaborate, both as individuals and as an organisation.   |
| <b>We Will Embrace Diversity, Equity, and Inclusion</b> | We actively promote diversity in our team, trustees, judging panels and any settings where we have influence.  |
|   | We seek to achieve equity, promoting those climate solutions that also contribute to local and global equity.  |
|   | We are inclusive, removing barriers to full participation in our work for the team, applicants, and partners.  |
| <b>We Are Authentic</b>                                 | We do what we believe to be right and important based on rigorous evidence and understanding.  |
|   | We won't shy away from speaking difficult truths and will use the power of positive storytelling to bring about change that benefits people and planet.                              |
|   | We honour our commitments to everyone we work with.  |
| <b>We Put People and Planet First</b>                   | We centre our work and our ways of working around people and nature, supporting solutions that deliver a rapid, just transition that benefits people and protects the natural world. |

**The problem: low concrete results in relation to diversity, equity, and inclusion at Ashden.**

This research aims to understand the gaps held within Ashden’s diversity, equity, and inclusion work.

Ashden has made improvements to their DEI initiatives. For instance, as part of the [Diverse Sustainability Initiative](#) (Diverse Sustainability Initiative, 2022) Ashden have already made commitments to:

- Add diversity to their risk register
- Remove names from application forms to reduce unconscious bias in recruitment
- Add a diversity statement to their website

However, although these commitments have aided a more diverse outlook, there are further issues that Ashden should be considering and implementing for DEI to be

embedded across all Ashden's work. This paper aims to provide practical solutions to improving various areas of DEI and feed into Ashden's current commitments.



## Research Methodology

The research took a mixed methods approach to understand internal and external perspectives to implement improvements in Ashden's DEI work. This approach allowed for in-depth insight into the current challenges around DEI, which can inform Ashden's action plan.

Semi-structured interviews were undertaken with ten Ashden employees (See Appendix 1). This method was chosen to understand how internally the current DEI work is viewed and what can be done to improve it. All questions were open-ended, providing an opportunity for staff to communicate their feelings freely (Husain et al., 2012).

Furthermore, Ashden staff (23 individuals) were asked to complete a survey (See Appendix 2) using Tiny Pulse, with a response rate of 21 individuals. The surveys were closed-ended questions designed to understand the demographics and diversity of the Ashden team.

The interviews and surveys were analysed through a thematic approach, which involves identifying recurring themes or ideas in a textual data set (Riger and Sigurvinsdottir, 2016). Thematic analysis allows for an opportunity to understand the potential of issues more widely (Marks and Yardley, 2004).

This research further undertook secondary research analysing the work of partners from the Diverse Sustainability Initiative (See Appendix 3). This external analysis was used in comparison to Ashden's internal staff interviews and survey to help understand what DEI areas other environmental charities are focusing on and how Ashden can improve their own internal and external work. However, the sample size of Ashden is considerably smaller due to Ashden's small scale compared to the majority of the partners, therefore this may influence the analysis and hence, the recommendations.

### **Ethics**

All interviewees verbally consented to being recorded and understood that all names were confidential and allowed the researcher to use the information collected in the written research paper.

## Results and analysis

The findings from the staff interviews and survey and the comparison process with the Diverse Sustainability Initiative (DSI) partners were then categorized into four key topic areas for discussion.

### Topic 1: Staff diversity

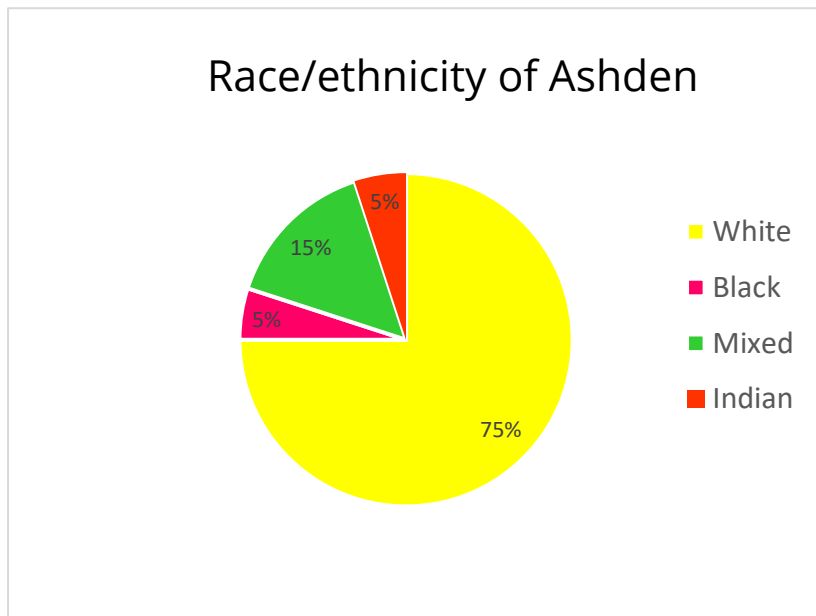


Figure 1

"I don't think Ashden is diverse in itself, I think we are still predominately white middle class"

"Ashden is pretty middle class educated by the nature of the sector of work, but it doesn't have to be that way"

"Executive management team is all white middle-class privileged."

It is important that the staff represent the groups that Ashden is serving and working with in the Global South. Despite Ashden aiming to diversify their trustees and staff, as seen in the above quotes and Figure 1, a key finding was that the majority of Ashden are white and middle class. This is likely due to being part of the environmental charitable sector and the applicants that this sector attracts. However, this was identified as a prominent issue as it suggests that Ashden is less actively encouraging applications from candidates from a BAME or neurodivergent background. However, Ashden has a low turnover, meaning that it is harder to be diverse if Ashden is not actively recruiting. Therefore, it is vital that Ashden is actively seeking effective ways to increase diversity when recruiting, in addition to creating a safe diverse space for current staff and opportunities for growth.

## 1a) Recruitment

"I think sometimes there is a knee-jerk tokenism that can come into play that we need to be careful of."

"It is important to acknowledge and listen to people from the Global South and not just assume that by moving an event into Africa is what people want"

A common issue that was expressed in the interviews was that no concrete results were being seen in relation to the diversity of Ashden, not just regarding race and ethnicity, but also neurodiversity. Whilst Ashden has recruited through platforms such as BeApplied and initiatives such as the Government Kickstarter Scheme, most new recruits are not diverse. To a great extent Ashden is on the same level as many of the DSI partners in undertaking initiatives to attempt to increase diversity and inclusivity in recruitment practices, however the difference appears when Ashden has little concrete results from these strategies. Therefore, it is imperative that Ashden finds innovative tools that works for them that attracts diverse candidates.

A further highlight from the interviews was to employ staff in the places that Ashden is most active in such as Africa and India. Recently trustees have been appointed from Africa, however, this needs to be continually happening as international awards each year are granted to different geographic locations. In the interviews, it was expressed that occasionally diverse candidates are not recruited for the correct reasons, therefore, candidates should be considered for their merit rather than positive discrimination (DavidsonMorris, 2021).

## 1b) Current staff

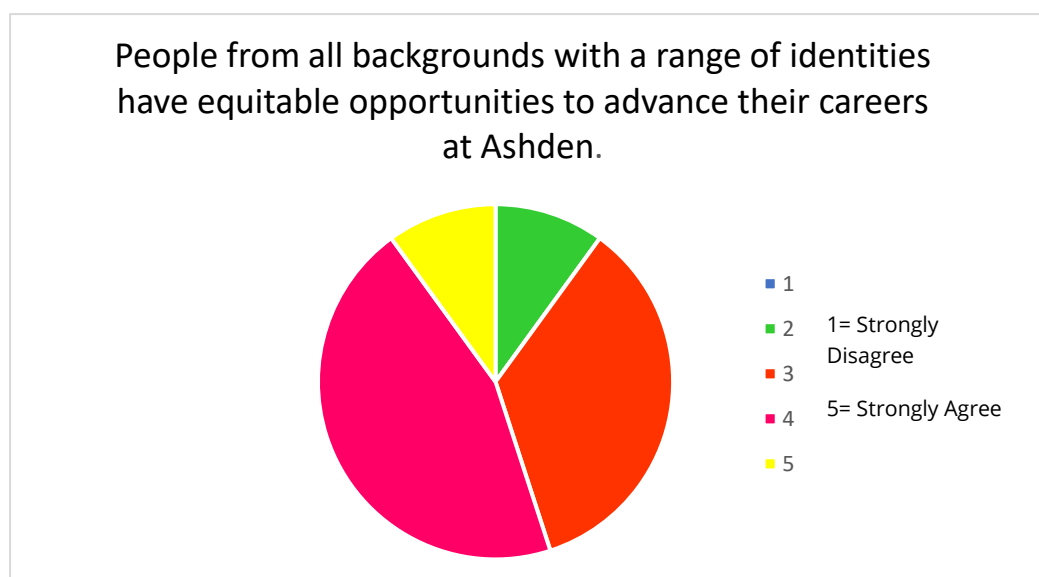


Figure 2

Figure 2 suggests that staff believe that there are equitable opportunities for current staff, however, several interviewees are concerned that the internal position of equity needs to be improved. The main reason discussed was relating to neurodiversity, specifically extroverts vs. introverts. This demonstrates that Ashden staff need to actively recognise the different formats in how people work and enable those people to participate in meetings equally. Furthermore, interviewees referenced the development opportunities within Ashden, in comparison to the some of the Diverse Sustainability initiative (DSI) partners, there is less active development opportunities. The lack of opportunities may affect how staff view their career development. Therefore, it is vital to provide opportunities for staff to grow and thrive. However, this may need to be provided by SFCT.

## Topic 2: External: Awards process and Ashden's work

"This year we had 800 people filling in an expression of interest and then there are 7 winners, this is not inclusive."

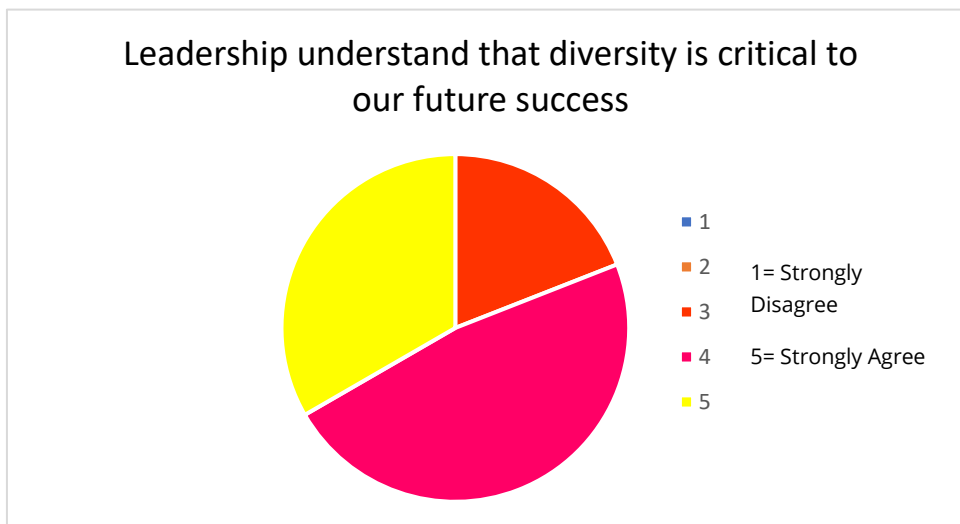
"The awards in the UK have proactively reached out to diverse communities in terms of backgrounds and colour such as immigrant communities. But there are many elements of diversity, so I don't know how far we have gone on any of the other strands of diversity"

The second key area that emerged from the findings related to Ashden's external work - specifically the challenge of an inclusive awards process. Incorporating DEI into financial awards takes place in the relationship between the award winners and the organisation, and in how the process of award selection occurs (Wakefield and Safier, 2018). Although Ashden has removed barriers for diverse communities for all their UK awards, there are still obstacles that are not yet accounted for. As mentioned by one interviewee, it is crucial that it does not become a tick box exercise so that externally it appears that Ashden is inclusive. Rather, Ashden should be constantly sense checking themselves and making sure they are continuing to make the selection of winners accessible and transparent to those applying.

It was difficult to compare awards/grants to the DSI partners as most of them do not have award schemes. However, against the small number of partners that do

provide awards, the lack of unconscious bias training for judging panels, unlike other DSI partners, has led to a less inclusive award process. Previously Ashden has not made unconscious bias training mandatory for Ashden staff who are longlisting applications. This is crucial for mitigating bias and positively impact diversity and inclusion efforts (Emerson, 2017).

### Topic 3: Leadership and Accountability



“There is a mental barrier to talking openly to CEOs.”

Figure 3

Furthermore, a key challenge that repeatedly emerged was that privilege and power play a significant role at senior leadership level. As seen in Figure 3, Ashden’s senior leadership recognises that there are problems relating to diversity, however, in the interviews it was expressed that occasionally unintended bias and tokenism can evolve without deeper thinking. Consequently, demonstrating that staff felt there are inconsistencies between verbal commitments to DEI and what has been practiced and demonstrated. It is now crucial that leadership challenge and leverage their own privilege and biases to assure that they do not come into play when examining DEI (Mills et al., 2019). Furthermore, it was expressed that junior staff feel less inclined to have difficult conversations with senior leadership, mainly because of job insecurity and psychological safety. These barriers are key to combat in order to promote conscious inclusivity of opinions (Qosja, 2019). Therefore, it is incorrect to assume that because Ashden is smaller it means that all staff are comfortable providing their opinions.

In comparison to the partners of the DSI, Ashden’s leadership are on the same path as most of the partners in that they are growing their knowledge internally and developing an understanding of what diversity and inclusion is and how they link to

Ashden's vision. However, there needs to be more action between leadership (trustees, CEO, and executive management team) and staff members to embed and reinforce DEI practices within the organisation (Amador et al., 2021).

#### Topic 4: Communication

"The lens that we take on the world, how we communicate to the world, how we've identified target audiences and how do we know we are doing these things free of biases as possible"

"I think it's really important that we understand how we represent other people and people in that representation"

The final key topic that was discussed pertained to communications. Firstly, most interviewees stated that they had no knowledge of the DEI actions that have been happening within Ashden. This suggests that there is an internal communication issue. It is essential that staff understand the DEI actions that occur so that these actions are incorporated across Ashden's work and that all work has the same DEI standard. Therefore, it is worth thinking about how Ashden ensures that DEI initiatives are collaborative.

It was hard to qualitatively compare to the DSI partners as most organisations had little information on their internal communications. However, from what was gathered, it is clear that some of the partners are implementing DEI internal communication strategies in order for staff to be kept up to date with how DEI links to the work carried out. Ashden's lack of internal communication raises an issue in relation to how DEI is embedded across different areas of Ashden.

The second issue that was raised through the interviews referred to external communications, the ways in which Ashden is sharing their work through their website, social media, and newsletter in a diverse, equitable and inclusive way. Since Ashden's aim is to reach wider audiences, the organisation must think about what messages it is sending about DEI through their communications. Interviewees conveyed that there has been improved focus on this area, however, it is clear that there is still room for improvement as Ashden should be more transparent on their current status of DEI.

Comparatively Ashden's promotion of what DEI work they do is poor. Most of the partners have documents laying out what they have done and what their plans are for the future. Therefore, this is an area that Ashden communication staff should focus upon to make the DEI approach transparent to those accessing the website.

Moreover, some partners have focused on shaping their communication strategies to better resonate with a wider spectrum of society, this is an area that Ashden needs to improve on in relation to the formatting of Ashden's brand.

## Recommendations

The recommendations below seek to address the topics discussed and are areas that Ashden should focus on within the next year. There are several recommendations for each topic in order for Ashden to consider how they want to improve the various areas. All recommendations were discussed with the relevant Ashden staff member and CEO.

### 1. Staff diversity

| Recruitment                                   | Intended outcome  | Consideration of feasibility   |
|---|---|--|
| Continued use of different recruitment tools. | To continue to anonymize and debias the recruitment process.<br>To ensure that recruitment tools are accessible to international applicants as Ashden desires to employ more individuals located in the Global South. | This is feasible as Ashden desires to find a recruitment tool that works for them and there are little financial restrictions in relation to the recruitment budget. |
| Promoting DEI on Ashden's website.            | Enhances its ability to attract diverse and underrepresented employees (including but not limited to Ethnicity, Faith/Belief, disability, LGBTQ+ and socio-economic)  | This is highly feasible if time commitment from staff is ensured.  |
| Internal Staff                                | Intended outcome  | Consideration of feasibility   |



|   |  |  |
|---|--|--|
| Enhance development opportunities: Senior leadership should find out what areas staff want improvements in. | To provide opportunities to current staff to keep developing and expanding their skill sets. | This is likely to be feasible if the training budget is increased. |
|---|--|--|

## 2. External: Awards process and Ashden’s work

| Ashden Awards process   | Intended outcome   | Consideration of feasibility   |
|---|--|--|
| Unconscious bias training for all staff and interns who are judging applications and for those recruiting and interviewing new staff. | To eliminate bias and prejudice among staff and interns.   | This is likely to be feasible if costs can be settled by SFCT.   |
| Application feedback on Diversity, equity, and inclusion.   | To give staff a better understanding of how accessible, inclusive, and transparent the Ashden Awards application process is. | This is highly feasible if staff have the time and if applicants dedicate the time to complete the feedback. |

## 3. Leadership and Accountability

| Internal  | Intended outcome   | Consideration of feasibility                             |
|---|--|--|
| Have a Trustee level Diversity, Equity, and Inclusion (DEI) Champion.             | To improve trustee accountability and combat bias from the top down. | It is feasible if the Trustee board agree.               |
| Have a DEI action plan that the Ashden DEI ambassador report to senior leadership | To be held accountable and to be open and transparent. To            | Likely to be feasible if all Ashden staff are willing to |

on twice a year, ensuring there is robust reporting. Then publicize on website an annual update on progress against the actions identified.

celebrate what went well and what Ashden can improve on.

participate. This effort should not fall on the responsibility of one person.

Creating a safe space between CEO/senior management and Ashden staff.

To ensure that staff are comfortable to express their thoughts and feelings to senior management, creating a culture that is open.

Likely to be feasible if Ashden staff are willing to participate.

#### 4. Communications

| Internal   | Intended outcome  | Consideration of feasibility   |
|--|---|--|
| Having quarterly updates on the DEI initiatives taking place within Ashden at the staff meeting. | To increase internal communication around DEI so all staff have a greater understanding.  | Likely to be feasible due to Ashden's desire to feedback from the EMT group.                                     |
| Formulate an internal communication plan focusing on DEI.  | To articulate how diversity and inclusion links to Ashden's mission and purpose and to their area of the business specifically. | Likely to be feasible if the comms staff have the time and capacity to create it. Staff missing the information. |
| External   | Intended outcome  | Consideration of feasibility   |

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Having external beneficiaries or consultants evaluate the website on the message Ashden conveys on DEI.

To improve public impression of Ashden's DEI policy.

Unlikely to be feasible due to budget restrictions and staff time requirements.

A communication workshop to improve communication formats e.g., dyslexia, colours, and colour blindness.

To assure that staff are all on the same page and can implement the same standard across Ashden.

This could be feasible if SFCT covers the costs and staff have dedicate the time.

A communication workshop on how Ashden communication can make improvements.

To keep developing skills and learning on what has gone wrong.

This could be feasible if Ashden has the finances.

# Implementation plan

Considering the recommendations above, the following feasible proposals that can be implemented within the next year are:

- Continued use of different recruitment tools.
- Unconscious bias training.
- DEI Action plan.
- Formulate an internal communication plan focusing on DEI.

However, the other recommendations should also be incorporated into the DEI action plan, but additional time will be needed to implement those recommendations.

## Staff diversity: Continued use of different recruitment tools

**What needs to happen?** Identify an external training company/individual that can deliver the training.

**When does it need to happen?** Before the 2023 Ashden Awards.

**Who need to be involved?** All Ashden staff and interns involved in the application process.

**What are the resource implications?** Staff devoting the time.

**Potential barriers and how they can be overcome.** The limited amount of time that interns are with Ashden for: This can be overcome by undertaking summary training for interns so that they have an understanding of unconscious bias in order for them to be aware of their own biases when longlisting award applications.

## External: Unconscious bias training

**What needs to happen?** Hiring managers need to use a range of recruitment tools to attract diverse candidates and encourage each other.

**When does it need to happen?** Within the next six months.

**Who need to be involved?** Ashden senior leadership team and Ashden staff across different teams.

**What are the resource implications?** Financial resources and staff capacity to devoting the time to research different avenues.

**What are the potential barriers and how can they be overcome?** Resistance from staff to try new ways of recruitment: This can be overcome by providing evidence that shows how a specific tool is both financially viable and yields results.

## Leadership and Accountability: DEI Action plan

**What needs to happen?** Leadership and communications team need to collaborate for DEI to be on the agenda across Ashden's work.

**When does it need to happen?** Within the next 2 months

**Who need to be involved?** All Ashden staff.

**What are the resource implications?** The capacity to devote the time and commitment from communications staff to help create the plan.

**Potential barriers and** Commitment from communications staff and their capacity to be able to take this work on: This can be overcome by recruiting

**Communications: Formulate an internal communication plan focusing on DEI.**

**What needs to happen?** The whole of the Ashden leadership team needs to agree with the Action plan formed. Then they need to identify the DEI ambassador that will report to senior leadership. It needs to be ensured that the DEI ambassador regularly updates the Ashden communication team to guarantee the publicising of updates on the website and across their social media.

**When does it need to happen?** Within the next 2 months the process of updating the website should have started.

**Who need to be involved?** Ashden staff and interns.

**What are the resource implications?** The capacity for staff to devote the time.

**Potential barriers and how they can be overcome.** Limited internal communication across Ashden: This can be overcome by making conscious effort to make DEI communication a priority across the different teams.

## Concluding remarks

This research has identified key Diversity, Equity, and Inclusion gaps that can be improved at Ashden. Undoubtedly, the insights from the research will help implement developments to embed DEI across Ashden's work. The recommendations are helpful steps toward this aim and help develop a culture that is inclusive of all staff, interns and those who engage with Ashden. However, it is imperative that these steps are only the basis for DEI improvements and that suitable subsequent research is undertaken, and a further course of action is enacted.

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# Appendices

## Appendices 1: Semi-structured interview questions

1. What does diversity, equity and inclusion mean to you?
2. Have you participated in any SFCT wide DEI workshops? If yes, how many?
3. What have you learnt from it?
4. Do you feel comfortable/confident raising difficult issues amongst your colleagues?
5. This is huge topic; we know we can't do everything- if Ashden was to focus on one area (internally and externally) of DEI what would it be and why?

## Appendices 2: Survey

### Demographic Q's

What racial/ethnic groups do you belong to?

How do you describe your gender identity?

How do you like to describe your sexual identity or sexual orientation?

Do you identify as a person with a disability or are you a person with accessibility needs?

### Diversity

On a scale of 1 to 5, where 1 is Strongly Disagree and 5 is Strongly Agree, how would you rate the following statements?

**Statement:** Ashden values diversity

**Statement:** Leadership understands that diversity is critical to our future success

**Statement:** Ashden invests time and energy into building diverse teams

### Inclusion

On a scale of 1 to 5, where 1 is Strongly Disagree and 5 is Strongly Agree, how would you rate the following statements?

**Statement:** I feel my unique background and identity (i.e., my differences) are valued at Ashden

**Statement:** I feel a sense of belonging at Ashden

**Statement:** I feel respected by my colleagues

### **Equity**

On a scale of 1 to 5 where 1 is Strongly Disagree and 5 is Strongly Agree, how would you rate the following statements?

**Statement:** The process for career advancement/promotion is transparent to all employees

**Statement:** People from all backgrounds and with a range of identities have equitable opportunities to advance their careers at Ashden

**Statement:** I feel supported in my career growth at Ashden

## **Appendices 3: Diverse Sustainability Initiative Partners**

### **Woodland Trust**

UK's largest woodland conservation charity. They believe that all people, no matter their background, identity, ability, or circumstance, should benefit from trees.

### **Institute of Water**

The Institute of Water is committed to a policy of inclusion and equality for all its staff, members, and stakeholders. They recognise the value that a diverse water industry brings to society and are committed to promoting these benefits. They aim to be representative of the industry that they serve and to ensure that there are no barriers to membership.

### **WRAP**

WRAP is a charity, working with governments, businesses, and citizens around the globe to create a world in which resources are used sustainably.

### **Earth Justice**

Earthjustice is a non-profit public interest environmental law organization. They have a collective vision to confront racism, to work and manage difference and to create a community of accountability, respect and empathy.

### **Bumblebee conservation**

The Bumblebee Conservation Trust was established because of serious concerns about the 'plight of the bumblebee.' In the last 80 years our bumblebee populations have crashed.

## **Environmental Defence Fund (EDF)**

EDF is a non-profit environmental advocacy group. They are committed to diversity and inclusion of our staff, board and supporters and the people, groups, and partners who they work with.

## **UKELA**

UKELA (UK Environmental Law Association) is the UK forum which aims to make better law for the environment and to improve understanding and awareness of environmental law.

## **The Orchard Project**

The Orchard Project is committed to creating resilient biodiverse orchards teaming with wildlife as much as we are committed to creating diverse organisations. We need everyone's voices, strengths, and solutions to help create an equitable, resilient sustainable society.

## **IEMA**

IEMA aims to create a diverse workforce and a diverse sustainability profession by engaging with partners of the Diverse Sustainability Initiative and reviewing internal practices. IEMA have three pillars of the Diverse Sustainability Initiative: educate, connect, and open.

## **Appendices 3: Abbreviations**

DEI- Diversity, Equity, and Inclusion

DSI- Diverse Sustainability Initiative