

## Chapter 3

### Appendix A Profile of the Respondents

<b>Sex</b>	<b>Percentage of the respondents</b>
Male	21.4
Female	78.6
<b>Age group</b>	
16–25	3.2
26–30	10.9
31–40	30.2
41–50	41.8
51–60	13.3
61–65	0.7
<b>Managerial level</b>	
Board member	6.0
Senior management	36.8
Middle management	41.1
Supervisor	10.2
Junior staff	4.2
<b>Diversity role</b>	
International/global-level responsibility	1.4
European-level responsibility	2.8
National-level responsibility	13.0

Organizational responsibility	40.7
Unit-level responsibility	35.1
<b>Sector</b>	
Chemicals, oils and pharmaceuticals	2.8
Construction	0.4
Electricity, gas and water	0.7
Engineering, electronics and metals	2.8
Food, drink and tobacco	2.1
General manufacturing	1.4
Mining and quarrying	0.4
Paper and printing	0.4
Textiles	0.7
Other manufacturing/production	3.9
Professional services	10.5
Finance, insurance and real estate	5.3
Hotels, catering and leisure	2.1
IT services	2.1
Call centres	0.4
Media	1.1
Retail and wholesale	3.5
Transport, distribution and storage	2.8
Communications	1.4
Other private services	4.2
Private sector services – voluntary, community and not-for-profit	3.2

Private sector services – care services	1.4
Private sector services – charity services	1.8
Private sector services – housing association	0.4
Private sector services – other voluntary	1.1
Central government	0.6
Education	12.6
Health	5.6
Local government	11.6
Other public services	7.4
Voluntary, community and not-for-profit – care services	3.9
Voluntary, community and not-for-profit – charity services	3.9
Voluntary, community and not-for-profit – housing association	4.2
Voluntary, community and not-for-profit – other voluntary	3.2
<b>Organization size</b>	
250 or less	35.4
251–500	9.5
501–1,000	13.7
1,001–5,000	20.7
5,001–10,000	6.7
10,001 or more	10.5
<b>Region</b>	

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North-east England	3.9
North-west England	7.7
Scotland	11.6
London	18.2
Yorkshire/Humberside	7.0
Midlands	15.8
Wales	2.8
South-east England	17.9
South-west England	12.3
East of England	5.3
Northern Ireland	1.8

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**Appendix B Questionnaire for the State of the Nation  
Study - Extract**

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**1. What are the drivers behind the introduction and current state of your diversity strategy?**

(Please tick all that apply)

<b>Drivers of Diversity</b>	<b>Initially</b>	<b>Now</b>
Legal pressures		
Social changes		
Changes in the labour market		
Economic and financial considerations		
Shortage of labour supply		
Growth in demand for labour		
Desire to increase organizational performance		

Desire to enhance customer relations		
Desire to expand to diverse markets		
Globalisation of business		
Recruiting and retaining best talent		
Belief in social justice		
Desire to do the right thing		
Other: please write . . .		

## 2. Equality and Diversity for All in Your Organization

Please rate your level of agreement with each of the following statements: (Please X one  for each)

	<b>Strongly disagree</b>		<b>Strongly agree</b>	
Employment practice in this organization is informed by a commitment to equality for all	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This organization ensures all types of employees gain access to training and career development opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The organization encourages equal numbers of men and women in management positions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The management of this organization encourages diversity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My colleagues think favourably about career progression regardless of gender	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Equality and diversity are the aims of all the activities      
within the organization

My colleagues think favourably about the career      
progression of lesbians and gay men

The population of the area is well represented in the      
workforce of this organization

Gays and lesbians feel safe to be open about their      
sexuality in this organization

My colleagues think favourably about the career      
progression of people from black and minority ethnic  
groups

The organization values diversity as a way to deliver      
better services

My colleagues think favourably about career      
progression regardless of age

The organization supports its suppliers, subsidiaries and      
affiliates in achieving equality and diversity at work

My colleagues think favourably about the career      
progression of people with disabilities

The organization responds to a diversity of need

My colleagues think favourably about the career      
progression of people from different religions

The organization encourages the career progression of      
people from both genders

This organization listens to its costumers and involves      
them in the development of services that recognise and  
value diversity

The organization encourages the career progression of      
lesbians and gay men

The organization encourages the career progression of      
people of all ages

The organization encourages the career progression of      
people with disabilities

The organization encourages the career progression of      
people from different religions

The organization encourages the career progression of      
people from black and minority ethnic groups

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