

reflects the diverse range of customers a business serves and the community in which it is based and brings additional skills to the business, for example, British sign language (Gov UK, 2020).

A diverse collection of skills and experiences allows a company to provide service to customers on a global basis, because the company is able to relate and understand their clients better (Clarke, 2020). In 2018, the financial services sector contributed £132 billion to the UK economy (Rhodes, 2019). Ernst & Young UK (EY) is one of the 'big four accountancy firms in the UK. In 2019, they achieved revenue of over £2.45 billion (EY, 2019). They provide professional services for many UK companies such as assurance, audit, tax, financial and business advisory services.

EY are known in the finance industry for their diverse workforce and effective approach to diversity (Donnelly, 2017). The company prides itself on its approach to diversity management (EY, 2019).

3 PERSPECTIVES OF DIVERSITY

By increasing the amount of perspectives in a business, diversity and quality of ideas both increase significantly (Rudowski, 2018). Three kinds of diversity exist in the workplace: Surface-level - individuals visible characteristics such as age, race, sex; Deep-level - non observable qualities e.g. attitudes, values, and beliefs, and; Hidden-diversity - traits that are deep level but are only revealed at the discretion of an individual (Harrison *et al*, 1998).

There are differing perspectives of diversity:

3.1 Legal Case

It is unlawful for businesses to make decisions or hire employees based on their race, gender, disability, religion or any other dimension of diversity. The UK Equality Act 2010 addresses this simply, with the aim to eliminate discrimination in the workplace. Protecting individuals from unfair treatment and promoting a fairer, more equal society, (Gov UK, 2012).

should create an open and inclusive environment with a sense of collective identity or shared goals (Randstad, 2019). Diversity in leadership can enable team members to feel that they are treated respectfully and fairly (Jana, 2018).

Two main things leaders can focus on when managing diversity are: the overall organisational vision, and any policies or training they implement.

A diversity strategy should be developed in line with the organisation's vision. It is important for managers to become role models for change and help others understand how diversity fits within the organisation's culture and operations (Gulliaume *et al*, 2014) Employers should develop a diversity framework in which everyone is involved (CPID, 2019).

EY have implemented an inclusive leadership programme (ILP) with the aim to assist people in understanding the impact of their behaviours, and how to change in order to enable individuals to achieve their potential (EY, 2020), this relates to social learning theory i.e. witnessing behaviours encourages the following of those behaviours. EY claims that the IPL has so far been a success in ensuring that company goals are being achieved, for example, the board understands that ownership and accountability of diversity management targets lies with them and not with their diversity and inclusiveness team. Although having filled 60% of positions on the UK board with women at EY, there is a lot more work to do in terms of sex, disability and LGBT diversity (EY 2020)

Kulik and Roberson (2008) concluded that diversity training programs result in positive learning effects in organisational settings. Unconscious bias training involves teaching people about the psychological process behind prejudice and provides techniques that can be used to reduce this (Moss-Racusin *et al*, 2017). All employers should ensure staff undertake unconscious bias training to address behaviours and attitudes that are a barrier to a more inclusive workplace (McGregor-Smith, 2017). EY ensure that all staff undertake regular training on diversity by stopping employees' natural annual pay progression from occurring if not all relevant training modules are complete (EY, 2020). By approaching diversity and diversity issues in a thoughtful way, managers enhance the benefits a diverse workforce offers (Kundu, 2001).