



Manager's EDI Briefing

Five common mistakes managers make



5 Things Every Manager Gets Wrong About EDI (and what to do instead)

Practical, UK-specific steps to move from performative to embedded inclusion

Equality and Diversity UK – Helping UK organisations embed EDI beyond the policy

Institutional racism, bias, and exclusion aren't problems of the past; they're still present in UK workplaces today. Too many organisations treat EDI as a tick-box exercise rather than a cultural shift.

This guide highlights five common mistakes managers make and gives you practical steps to replace performative gestures with genuine, embedded inclusion – starting now.

Mistake 1: Treating EDI as HR's job

The problem: It stays in policies and procedures but never reaches everyday practice.

Instead: Make EDI part of every meeting, project, and decision. Build it into job descriptions, appraisals, and team objectives.

Mistake 2: Relying on one-off training

The problem: A single 2-hour session with no follow-up will not change behaviour.

Instead: Commit to

- ongoing learning
- micro-learning sessions
- scenario-based case studies
- lived-experience Human Library talks.

Mistake 3: Using blanket terms like “BAME” in recruitment

The problem: This oversimplifies and erases individual identities.

Instead: Be specific and intentional – e.g., “We welcome applications from African Caribbean, Asian, and other ethnically diverse candidates.”

Mistake 4: Data without action

The problem: Collecting demographic data but never analysing it, using it to plan/inform practice or reporting or acting on it damages trust.

Instead: Share what you've learned and be transparent about the changes you are making as a result.

Mistake 5: Representation without power

The problem: Hiring diverse talents but excluding them from real influence.

Instead: Involve diverse voices in leadership, budgeting, and strategic planning, not just in symbolic roles.

Your Next Step

You've seen the top five mistakes so, the question is: Which one will you tackle first?

Download the full resource:

Manager's 10-Point EDI Briefing: A practical, UK-focused checklist to embed inclusion into your day-to-day leadership.

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Suggested Video to watch:

Understanding Microaggressions –

<https://www.youtube.com/watch?v=ZahtlxW2CIQ>