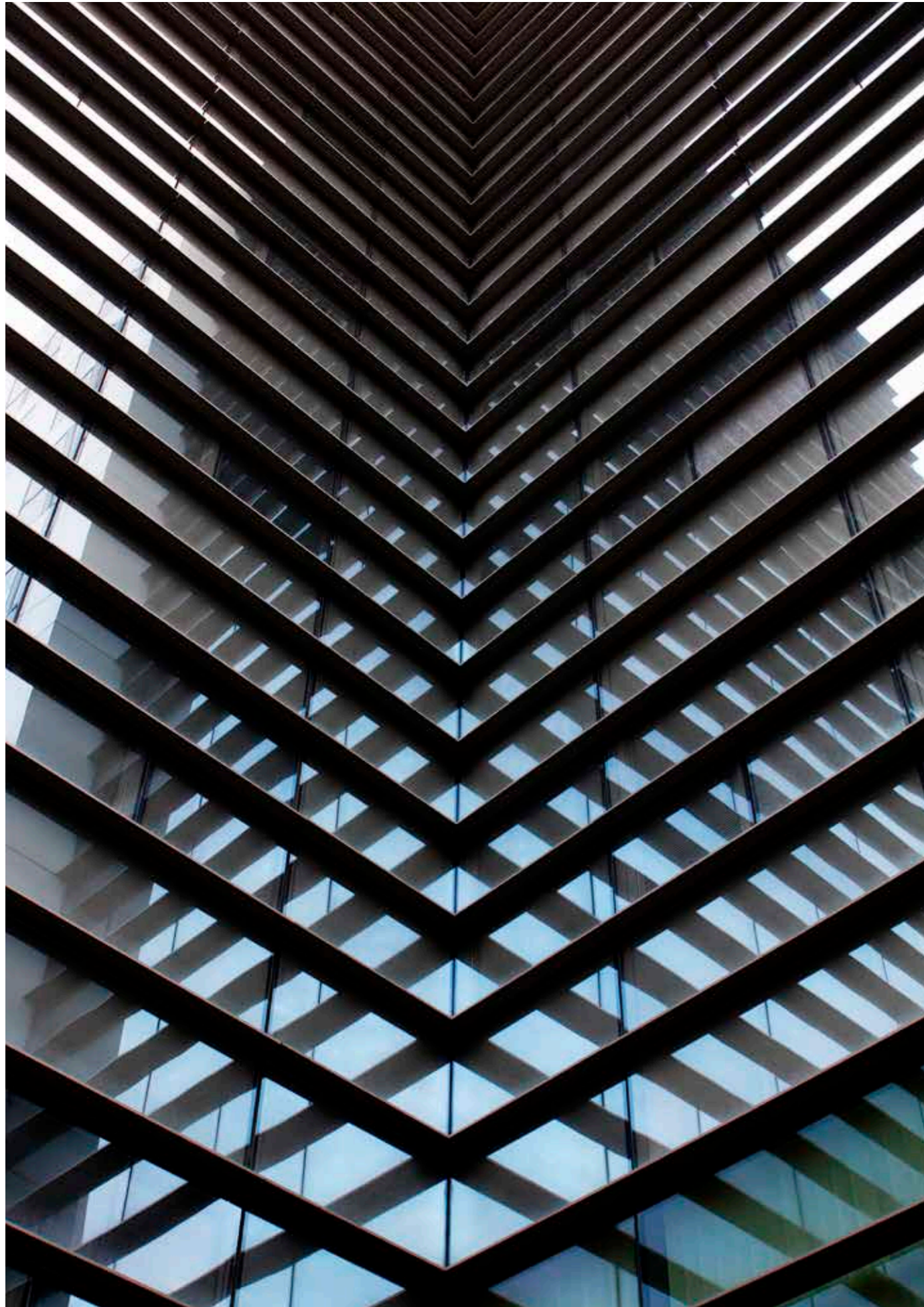


BADENOCH
+ CLARK

INSPIRING INCLUSION IN THE WORKPLACE

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EXECUTIVE SUMMARY



We live in a diverse world; so why shouldn't our workplaces reflect and embrace that? Globalisation means that today's talent pools can be sourced from just about anywhere in the world. People are living longer and working longer. Thanks to advances in flexible working practices, disabilities are no longer the 'disability' they once were. Our British culture is more open and celebratory of differences in sexuality and gender. And for all those reasons, ethnicity, age, disability, sexual orientation, and whether someone identifies as a man or a woman are entirely irrelevant when it comes to assessing their talents and professional prowess. But in many cases, differences are still seen as obstacles to a person's career progression, fulfilment, or job enjoyment.

With this in mind, we were eager to find out more about the UK's attitude and approach to diversity and inclusion in the workplace, and so in partnership with leading insight agency Opinion Matters commissioned an in-depth analysis of 2,000 UK employees across the private and public sectors, split by age, gender and disability. Our findings suggest that while the upcoming generation of workers is more finely attuned to the importance of fair and equal representation, there is still a long way to go to truly unlock the level of talent in the UK. This becomes particularly pertinent when we see that 54% of British workers believe their employers could be doing much more to truly embrace a culture of diversity and inclusion.

But why is it so important?

When businesses respect and celebrate the skills, perceptions and personal experiences that people can bring to their professional spheres – regardless (and often because of) their inherent differences – they not only become employers of choice; they become a lot more successful, too. McKinsey's research, as quoted in Forbes¹, shows that gender-diverse companies are 15% more likely to outperform their peers, and ethnically-diverse companies are 35% more likely to do the same.

54%

of British workers believe their employers could be doing much more to truly embrace a culture of diversity and inclusion

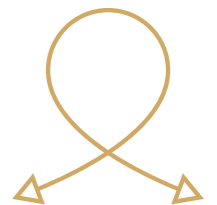
For employers, a diverse workforce unlocks diversity of thought; boosts retention; improves engagement; maximises profitability; heightens quality of hires; increases organisational performance, and grants access to a range of perspectives that will ultimately help to set an organisation apart. For employees, it represents equal opportunities, and a chance to learn from people with backgrounds that may differ radically from their own. And while UK legislation sets minimum standards governing gender, age, sexual orientation, religious beliefs, ethnicity and disability (amongst others), an effective diversity and inclusion strategy goes far beyond compliance and seeks to add real value to an organisation.

As an employer, you can tick those government-imposed boxes – and probably just get by – or commit to making a real difference in your workplace, and stand out in the war for talent. Our whole ethos is centred on helping you to realise your business goals, which is why we're passionate about giving you the information and insight that will ultimately help you to go that elusive extra mile. Because in such a hyper-competitive global market, achieving and embracing true diversity is going to be a key distinguisher for employers as they vie for essential talent, and their place in the global economy.

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EMBRACING DIVERSITY & INCLUSION AT EVERY LEVEL

As part of parent company The Adecco Group, Badenoch + Clark has a breadth and scale that is unique in the UK – which is why we believe in leading by example; learning from our peers, and using our influence to occasion positive, tangible change. We make every effort to help our clients embed diversity and inclusion into their culture, with fair and equal hiring strategies. But it needs to be more than just a compliance tick box: organisations must live and breathe diversity and inclusion at every stage of the employee lifecycle; otherwise, the practice of ‘saying one thing and doing another’ can prove dangerously counterproductive.

And it’s not just employees who stand to gain from greater workforce diversity. Recruiting the right person for the

job – regardless of their age, gender or socio-economic background – and retaining them by treating them fairly, is essential to the success of any business. So what should we make of the finding that over one in five employees (22%) believes their organisation does not embrace diversity or inclusion at any level? If we look at our research in a little more detail, figures do increase slightly at Board level, where 46% of employees say their organisation embraces diversity and inclusion; closely followed by 43% at management level, and 41% at junior level. If the top tier is becoming more inclusive and drip feeding this change into the ranks below – or trying to lead by example – then we could be seeing a shift. But it won’t happen overnight, and can’t just be for show.

A carefully crafted diversity and inclusion policy is one thing, but this is more about culture than it is about policy. And as our survey results show, there’s a definite shortfall between what is publicised, and how employees feel.

Organisations must live and breathe diversity and inclusion at every stage of the employee lifecycle; otherwise, the practice of ‘saying one thing and doing another’ can prove dangerously counterproductive.



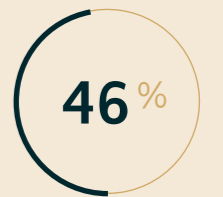
It is therefore unsurprising that over half of the employees that we surveyed (54%) believe their respective employers could take steps to cultivate a more inclusive working culture – a figure that interestingly rises to 70% for 16-24 year olds. Diversity and inclusion training (21%) and social events (18%) were the most popular approaches, as voted for by our survey respondents, while 18% of those with a disability would like their organisations to publish diversity and inclusion statistics (see full list on pages 21 and 22).

Going back to our point about diversity and inclusion being far more than just a tick box exercise, the important thing

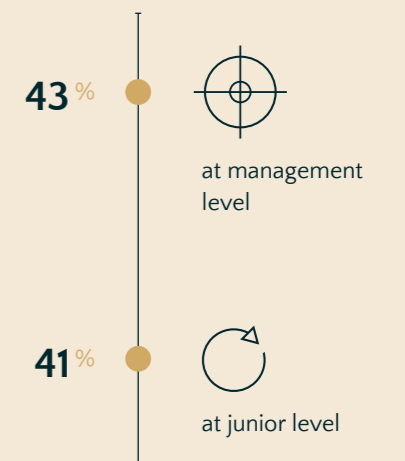
to remember here is that any sort of diversity and inclusion strategy should resonate throughout an employee’s lifecycle; not just when they first walk through the company door. And giving new recruits a policy to read isn’t going nearly far enough. Why? Because 29% have never read it, while 11% confidently state their company does not have one.

A healthy 85%+ of respondents do believe that their respective organisations employ a broad range of people from all social backgrounds, but we would argue that this is not the main problem: internal opportunities and increased inclusion have to be followed through.

One in five employees (22%) believes their organisation does not embrace diversity or inclusion at any level



46% of employees say their organisation embraces diversity and inclusion



WORKPLACE BIAS, HIRING BIAS & HOW TO STOP IT

Over 1 in 5

admit to having taken action to hide their age, disability, social background or sexuality – either in the workplace, or when applying for a job



Diversity and inclusion, as it exists in a professional sphere, centres on the value that every employee is afforded as an individual; a basic human right, if you will. But there is more that organisations can be doing to truly foster a more inclusive working environment, and to create a culture that will ultimately increase performance.

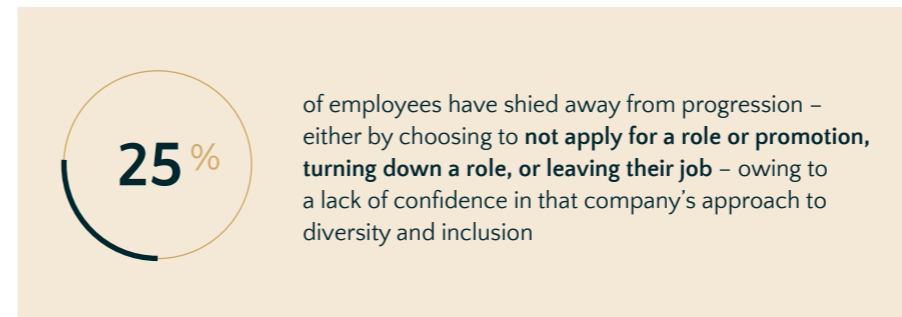
Two in every five of the employees that we surveyed admitted to having experienced bias in the workplace, or when applying for a job; while one in five of all employees believe bias is present in the workplace. If we look a little more closely at those findings, it's interesting to note that 18% of people have experienced bias at work, but only 13% when applying for a job (8% cited both workplace and when applying for a job). The discrepancy

in these figures would appear to support the notion that organisations have a much tighter focus on diversity and inclusion when it comes to their recruitment processes than throughout the employee lifecycle, where unconscious bias, leadership of difference, and equality issues – such as when does 'harmless banter' become discrimination – comes into play.

So how confident are people when it comes to disclosing details about themselves in a professional environment? Over one in five admit to having taken action to hide their age, disability, social background or sexuality – either in the workplace, or when applying for a job – with age as the most likely culprit (6.4%), closely followed by disability (5.6%).



If more workplaces were to encourage, celebrate and support openness – something that would directly influence the 6% of employees who leave their roles due to a perceived lack of diversity and inclusion – we'd expect to see a significant boost in employee retention. This is also pertinent when we consider that a quarter of employees (25%) have shied away from progression – either by choosing to not apply for a role or promotion, turning down a role, or leaving their job – owing to a lack of confidence in that company's approach to diversity and inclusion.



It should also be noted that happy workers are far more likely to refer talented family, friends, and ex-colleagues to their employer – which can be extremely lucrative for the company in question. All in all, a solid approach to diversity and inclusion is one of the most profitable hiring and retention tools in any organisation's arsenal.

By not championing diversity and inclusion at every level, employers risk missing out on huge swathes of talent in a skills-short market.

By not championing diversity and inclusion at every level, employers risk missing out on huge swathes of talent in a skills-short market.

THE GENERATIONAL MIX: A CHANGE IS COMING

Our research found that the younger generation of workers is more concerned about workplace diversity than their older counterparts; this points to the encouraging idea that the leaders of tomorrow could be far more focused on, and passionate about, improving diversity and inclusion. But “sometime in the future” isn’t good enough. More needs to be done now to cascade this feeling throughout the entire workforce, particularly when we see that the younger generation is more likely to have experienced workplace bias; concerning given the short amount of time they will have been in work.

Employers need to be aware that the younger generation is going to have a view on diversity and inclusion, which they must cater for – or risk alienating the next generation of talent. How can young people feel a sense of pride in their employer and the brand they’re

representing if they don’t experience fairness and equality? More needs to be done to ensure organisations not only have robust diversity and inclusion practices in place, but that these are communicated effectively amongst their employees.

So, how do issues around workplace diversity and inclusion actually manifest themselves among the different generations? Well, over a third (37%) of the people that we surveyed do not believe employees of all ages are offered equal career opportunities; the majority of which (23%) believe young people are given greater chances for progression. Conversely, 37% of 16-34 year olds (more commonly known as millennials) believe older people are offered the greatest career opportunities. Of course, the most effective way to ensure transparency and equality would be to provide

complete openness around promotion criteria, while building confidence in the company’s commitment to diversity and inclusion: if all employees feel fairly represented, resentment is less likely to manifest itself in an ‘us vs. them’ mentality.

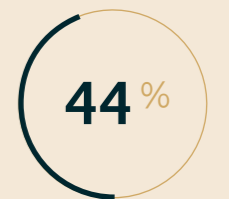


The research points to the encouraging idea that the leaders of tomorrow could be far more focused on, and passionate about, improving diversity and inclusion

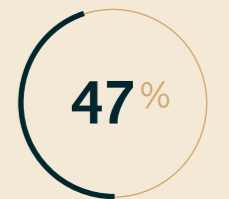


Do those aged 45+ have a better understanding of the definition of social backgrounds, or do younger people feel more passionately about what true diversity looks like?

Percentage of employees that have experienced workplace or hiring bias:

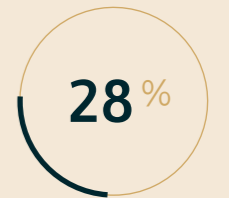


of 16-24 year olds



of 25-34 year olds

VS



of 45+ year olds

With 16% of 16-24 year-olds, and 27% of the over 45s lacking belief in their company’s approach to diversity and inclusion, that confidence is not there yet. And a carefully crafted diversity and inclusion policy isn’t enough, because 19% of 16-24 year-olds, and 49% of the over 45s, have never read it. The inclusion of a diverse workforce needs to be eminently visible.

Interestingly, 17% of workers aged 45 and over believe their organisation employs a broad range of people from all social

backgrounds, compared to just 7% of 16-24 year olds. Do those aged 45+ have a better understanding of the definition of social backgrounds, or do younger people feel more passionately about what true diversity looks like? We should also note that almost half of all 16-24 and 25-34 year olds (44% and 47% respectively) have experienced workplace or hiring bias, in comparison to just 28% of those aged 45+. Is diversity and inclusion getting worse, or is the upcoming generation of workers just more aware of it, and of how they ought to be treated in a professional sphere?

PUBLIC VS. PRIVATE: WHO'S DOING IT BEST?

17% of private sector organisations do not have a diversity and inclusion policy in place, compared to just 5% of public sector companies.

Percentage of employees that have read their organisation's diversity and inclusion policy:

78%

of public sector employees

VS

56%

of private sector employees

Unsurprisingly, given the increased scrutiny of public sector figures and practices, the private sector is lagging behind when it comes to diversity and inclusion in the workplace. But regardless of their motivations, the private sector could learn a few pointers from the practices of the public sector – particularly with regards to communicating their policies around equal opportunities.

That said, Badenoch & Clark's 'Women in Leadership' report found that private sector organisations are doing more than the public sector to help female talent aspire to senior leadership: women in the private sector were more likely to be offered leadership development (58%), targeted training (49%) and opportunities for new challenges (42%) than their counterparts in the public sector.

In terms of perceptions, 90% of those in the public sector believe their organisation employs a broad range of people from all social backgrounds, compared to 82% of private sector workers. Furthermore, a significant majority (78%) of public sector employees have read their organisation's diversity and inclusion policy, compared to just 56% of private sector employees. However, the public sector can't afford to rest on its laurels: despite the more encouraging statistics, 26% of workers in the public sector have refrained from applying for a job or promotion, have turned down a job, or have left a role because of workplace bias, in comparison to 25% of those in the private sector. This is another case of policies not effectively transitioning into workplace practices.



Percentage of employees that do not know if they are paid or rewarded equally:

30%

of private sector employees

VS

17%

of public sector employees

There is also a degree of discrepancy between the sectors where 'fair pay' is concerned: in the private sector, only 47% of employees believe that men and women are paid and rewarded equally in their organisation, compared to a more encouraging – but far from ideal – 60% of public sector workers. There was also more confusion among those in the private sector, with 30% not knowing if they are paid or rewarded equally, compared to 17% of public sector workers. This of course ties in to the fact that 17% of private sector organisations do not have a diversity and inclusion policy in place, compared to just 5% of public sector companies.

The introduction of Gender Pay Gap reporting, which companies had to start in April 2017, should help to clear the fog around pay when results go public in April 2018. And with 20% of men and 25% of women admitting to being in the dark about whether they are paid equally at their respective organisations, it should prove to be a telling time.

Only 47%

of employees in the private sector believe that men and women are paid and rewarded equally in their organisation, compared to a more encouraging – but far from ideal – 60% of public sector workers.

GENDER PAY GAP REPORTING:

What is it, and when will it be coming?

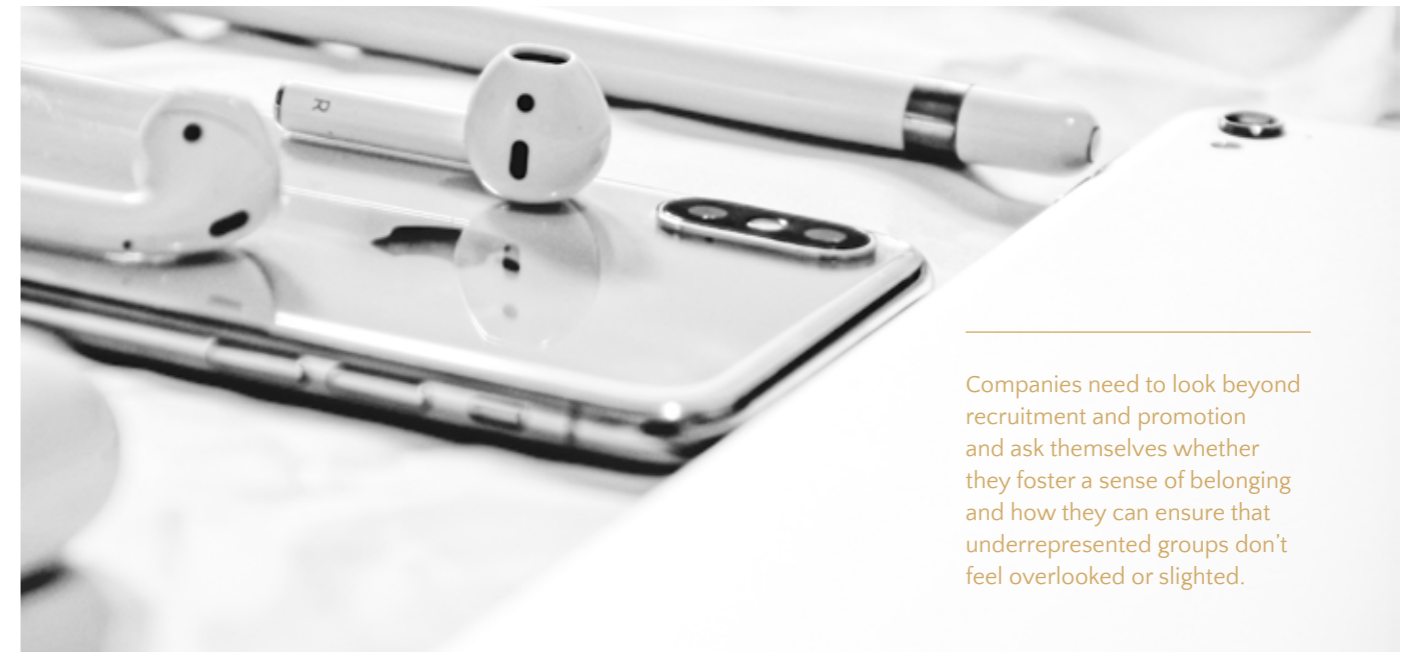
From 6 April 2017, UK employers with more than 250 staff will be required by law to publish the following four types of figures annually – both on their own website, and on a government website:

- Gender pay gap (mean & median averages)
- Gender bonus gap (mean & median averages)
- Proportion of men & women receiving bonuses

Once reported, this is likely to have a significant impact on the number of individuals who have experienced a form of bias in the workplace. In fact, according to the Independent, evidence so far suggests that the discrepancy will be higher than expected.²

If you need any more information around Gender Pay Gap reporting, the Government Equalities Office and ACAS have produced guidance on managing gender pay reporting in the private and voluntary sectors, which can be found on their website.³

GENDER DISCREPANCIES & THEIR EFFECT ON RETENTION



Companies need to look beyond recruitment and promotion and ask themselves whether they foster a sense of belonging and how they can ensure that underrepresented groups don't feel overlooked or slighted.

In terms of progression, 11.5% of the people that we surveyed believe men are more likely to be offered more senior roles, in comparison to the 2.5% who believe women hold the advantage. However, almost one in ten men (9%) have admitted to hiding their age from an employer (or potential employer) in comparison to just 5% of women, and 28% have not applied for a promotion or role, or turned down a job offer due to a perceived lack of workplace diversity and inclusion, compared to just 23% of women. That said, 7% of women have left their role due to a lack of diversity and inclusion, against just 4% of men. Is this because women will tolerate these shortcomings to a point – a nod to 'conditioning', perhaps – but are more likely than men to act definitively when pushed?

In an article for the Harvard Business Review by Isabel Fernandez- Mateo, the Adecco Professor of Strategy and Entrepreneurship at London Business School, and Raina Brands, Assistant Professor of Organisational Behaviour at London Business School, they talk about how women are less likely to apply for a role if they have previously been rejected for a similar role; one and a half times less likely to apply than men who have also experienced rejection, in fact. And their most common complaint? Dissatisfaction and frustration with how those processes were managed.



believe men are more likely to be offered more senior roles, in comparison to the 2.5% who believe women hold the advantage



The study confirmed that “female managers weren’t dropping out after being rejected because of risk aversion or a lack of confidence. It’s not that they didn’t think they were good enough; they were withdrawing from the corporate race because of concerns that they would not be valued or truly accepted at the highest levels in the organisation. Often that feeling was a result of the way hiring and promotion processes were being managed (or mismanaged), sending women subtle (and sometimes overt) signals that the highest rungs of the corporate ladder were intended only for men.”⁴

And with ‘rejection’ being part and parcel of both business culture and hiring processes, mismanagement in these environments could have far-reaching effects – both on women’s career prospects, and the ability of organisations to attract and retain valuable talent. But, as Fernandez-Mateo and Brands point

out, simply encouraging more women to throw their hat into the ring is not the answer. Instead, the solution is one of fairness and perception:

“Companies must take a hard look at their recruiting and promotion processes to assess whether they are indeed fair – and, just as important, whether those processes are perceived to be fair, especially by women and other minorities. A series of questions can help make that determination: Does the company have the right procedures in place to manage rejection in recruitment and promotion processes? For example, does it give appropriate feedback to candidates who are rejected? What signals is it sending to both men and women who are rejected? Companies need to look beyond recruitment and promotion and ask themselves whether they foster a sense of belonging and how they can ensure that underrepresented groups don’t feel overlooked or slighted.”



BADENOCH + CLARK'S WOMEN IN LEADERSHIP MENTORING PROGRAMME

At a Women in Leadership seminar hosted by Badenoch + Clark, we uncovered a common theme: more role models are urgently needed for women in the workplace. And the strength of feeling around this inspired us to set up our own women in leadership mentoring programme.

The idea behind the programme is that female professionals are given the opportunity to enhance their skills and expertise, gain essential career advice, and share their frustrations and successes with a mentor they can relate to.

In our position – where we support employers and candidates with equal passion – we are expertly placed to facilitate a platform that connects those who are keen to mentor with those eager to be mentored. It’s our hope that this will go some way towards improving feelings of diversity and inclusion in the workplaces of both mentors and mentees.

If you’d like to learn more about our women in leadership mentoring programme, or would like to be directly involved, please email mentoring@badenochandclark.com

DISABILITY: THE BIG ISSUE



Inequality surrounding the recruitment of those with a disability is a huge issue within the UK, and one that must be acted on immediately. And with advances in working practices and flexible working, physical disabilities don't have to be the barriers they once were.

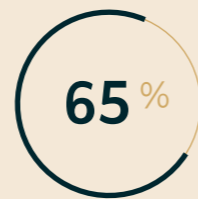
According to the disability facts and figures website, 16% of working age adults has a disability in the UK (a figure that equates to 8.48 million), and 14.9% of working age adults with a disability have a degree (1.26 million). As of 2015 however, the Graduate Labour Market Survey 20155 showed that disabled graduates had higher unemployment, and higher inactivity rates across working age people and young graduates:

- **67.6%** of people without a disability are in full time employment, compared with 47.7% of people with a registered disability

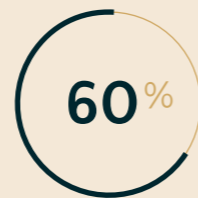
- **Two-fifths** of disabled people looking for work found the biggest barriers to getting hired were misconceptions around their capabilities

Key findings from our own research support these figures: less than half (45%) of the people that we surveyed believe their organisation offers an inclusive working environment for those with disabilities, with a notable discrepancy between the public and private sectors (40% against 50% respectively). What's more, an overwhelming 65% of those with a mental disability stated that their organisation did not offer an inclusive environment, or that there was more that they could do, in comparison to just 45% of those with a physical disability.

Less than half (45%) of the people that we surveyed believe their organisation offers an inclusive working environment for those with disabilities:



of those with a mental disability stated that their organisation did not offer an inclusive environment, or that there was more that they could do, in comparison to just 45% of those with a physical disability



of those with a mental disability have taken pains to hide their condition, compared to 51% of those with a physical disability



of respondents with a disability have experienced bias in comparison to just 35% of those without



Mental illness still struggles to shed the stigma associated with those conditions that cannot be 'seen' – and unless suffered, can rarely be understood. Little wonder then that 60% of those with a mental health disability have taken pains to hide their condition, compared to 51% of those with a physical disability. Much work is being done behind the scenes and in the media – most recently with the Princes William and Harry speaking out so openly about their own struggles – to remove this unnecessary stigma, but employers must do their bit.

It's important to understand that your business could be suffering as a result of

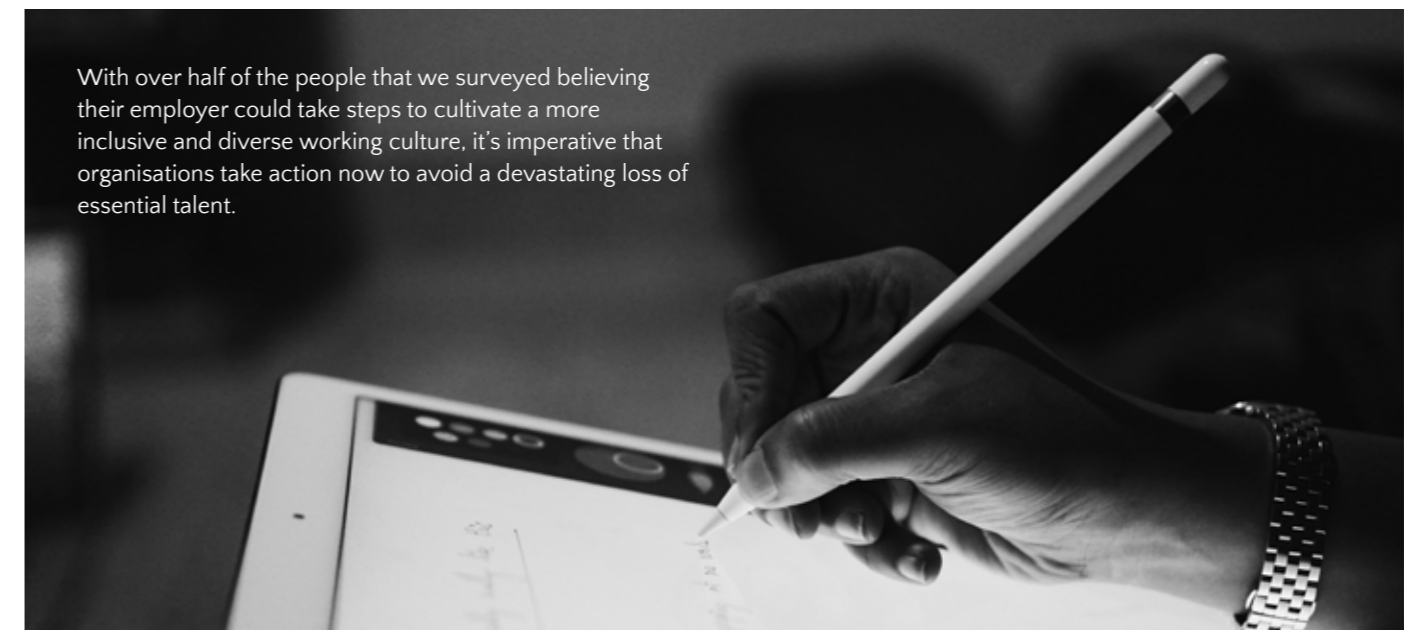
poor diversity and inclusion practices: 60% of respondents with a disability have experienced bias in comparison to just 35% of those without – with the majority saying it occurred in the workplace. And almost half of those with a disability (48%) have either left a job, or not applied for a role or promotion due to workplace bias, in comparison with just 20% of those who do not have a disability. Unsurprisingly then, 65% of employees with a disability believe their organisations could do more to encourage and embrace diversity and inclusion, against 52% of those without a disability.

We understand that it can be difficult to know where to start, which is why we have taken the decision to launch our own dedicated disability consultancy. As we put this together, our aim is to focus on education, attraction and enablement, in the pursuit of real change:

- **Education:** We want to educate employers on how to remove barriers around disability in the workplace, and encourage and explain any reasonable adjustments that are needed to work with this diverse talent pool.
- **Attraction:** We want to help employers develop attraction strategies that capture an underrepresented talent pool: improving engagement throughout the recruitment process, and helping employers to demonstrate their commitment to diversity.
- **Enablement:** Using the tools at our disposal, we want to assist employers in creating a level playing field; thereby providing disabled candidates with the opportunity to promote the skills they can bring to the workplace.
- **Creating a new industry standard:** We will provide a schedule of training and support that results in an organisation being championed as a 'Disability Friendly Employer' to the network of Universities and schools we are working with.

To learn more about our Disability Consultancy Services, please contact disabilityservices@badenochandclark.com

ACTION PLANNING FOR IMPROVED DIVERSITY AND INCLUSION PRACTICES



With over half of the people that we surveyed believing their employer could take steps to cultivate a more inclusive and diverse working culture, it's imperative that organisations take action now to avoid a devastating loss of essential talent.

The suggestions below are taken from a long list of options that our survey respondents were presented with. The statistics given are from the 53%+ of people who believe their organisations could do more to improve diversity and inclusion.

1. Diversity and inclusion training: At 21%, this was the most popular approach among our survey respondents. People want to see real change, and most understand that the only way to occasion this change is through grassroots education. Employees at all levels must be made aware of what is acceptable and what is not; they must understand how to be inclusive, and what exclusion feels like. We need to bring it back to the human factor: we all deserve value, respect, and representation. Therefore, this isn't about e-learning programmes with no follow-up; instead, it's about raising awareness through learning, and then consolidating this through discussion and practice.

2. Social events: 18% of employees feel that the best way to promote and improve diversity and inclusion in their organisation would be through organised

social events. With understanding comes acceptance and change, and the best way to understand someone – or a condition someone may be living with – is to get to know them and their way of life.

3. More consistent communications: Communication is essential in any organisation, and 12% of people believe that more regular and consistent communication around diversity and inclusion would go some way towards creating the right culture. Transparency and openness is essential for employee morale and engagement levels; so if you want your people to respect your employer brand, give them reason to be proud. Of course, transparency around equal pay and fair rewards will soon be ensured with the dawning of Gender Pay Gap reporting. And remember: if your organisation lays claim to values such as integrity, trust or openness, they must apply to everyone.

4. Mentoring programmes: Having someone to learn from and someone who supports you can make an incredible difference in a person's career journey; little wonder then that 12% of employees

would like to see the introduction of a mentoring programme in their place of work – thereby increasing feelings of inclusion and representation. These mentors are also there to lead by example; giving them a platform from which to occasion positive change. This is precisely the train of thought that led to the creation of Badenoch & Clark's women in leadership mentoring programme. But value can also come from mentors who are inherently different from the person they are mentoring; choosing a mentor with a different background, different experiences, and different skills.

5. Depersonalising CVs: To counter the problem of perceived bias in the recruitment process, 11% of people would like to see the depersonalisation of CVs. If CVs were constructed in a way that left no room for bias towards age, gender, socio-economic background, cultural identity or sexual orientation, and instead focused on the merits required to perform the job in question, employers would stand a greater chance of attracting the right people to their organisations.

DIVERSITY AND INCLUSION: A TANGIBLE COMMITMENT

While the implementation of best practice has its place – namely, showing your people that you mean business – it’s far more about embracing diversity and inclusion, and living it in everything you do; every strategy you implement; every hire you undertake. Equality is not a compliance tick box exercise. While standards and targets have to be met, employing a diverse workforce has been proven to make your business more successful.

The Adecco Group’s ‘Unlocking Britain’s Potential’ report found that 69% of

employers believe those companies with a diverse workforce are best placed to succeed in the future; research from Rothstein Cass⁶ found that female-run hedge funds outperformed those run by men; while, according to McKinsey⁷, there is a linear relationship between racial and ethnic diversity and better financial performance in the UK. Through diversity and inclusion, you’ll be creating a workforce brimming with different ideas; different energies; different perspectives – and you’ll be cultivating a culture where respect and value is given and embraced; making for a far more engaged workforce.



According to the Spring Edition of the Labour Market Outlook report⁸, 50% of vacancies are currently viewed as hard-to-fill, with organisations having an average of 10 vacancies at any one time. We’d therefore suggest that any opportunity to counter the deficit by companies revolutionising their approach to diversity and inclusion – and attraction, engagement and retention strategies along with it – are not to be missed.

Skills shortages are an undeniable threat to British businesses, yet so much of our talent remains untapped. That’s why

we are passionate about helping you to shape, and truly implement, your diversity and inclusion strategy. We understand what success looks like and what matters to employees, and we want to use that knowledge to help you attract and retain the most diverse talent – instead of losing that talent because the people you may have inadvertently overlooked have been left disillusioned by a culture they’re unable to support.

CASE STUDIES

Now that you have digested the research findings, you've probably started to think about how to embed some of the tactics suggested within the 'Action Planning for improved diversity and inclusion practices' section. But you may be wondering what other organisations are doing about it.

The following case studies, taken from a range of industries, illustrate that no matter what stage of the diversity and inclusion journey you are at, it is an evolving process and one that continually needs to be shaped and nurtured accordingly.

FIELDFISHER CASE STUDY: EMBRACING INCLUSIVENESS AND DIVERSITY



Jay Wetterau

Inclusiveness and Diversity Manager,
Fieldfisher



Fieldfisher prides itself on innovation as one of the driving factors behind its Inclusiveness and Diversity (I&D) Strategy. We believe this sends an important message: I&D isn't a tick-box exercise, but an integral part of our business.

Our I&D approach has two prongs: one focuses on visible, collaborative activities; the other on honestly and thoroughly auditing our internal systems and processes, and updating them where necessary. We believe that while diversity training is an important part of an I&D programme, it won't make any real difference if an organisation's systems and processes aren't transparent, objective, and as free from bias as possible.

One of the key components of our I&D strategy is "inclusive recruitment". Statistics show that while the pace of change is quickening, the legal profession continues to be dominated by white lawyers from the highest socio-economic groups. Barriers to entering the profession exist and many graduates continue to struggle to find training contracts.

In order to reach out to students belonging to those groups who are notoriously under-represented in the profession, we designed our own bespoke I&D initiative – initially in

collaboration with Kaplan Law School, and now with the University of Law – to help make a measurable impact on access to the legal profession.

The Diversity Access Scheme (DAS) was launched in November 2012, and in 2013 won the British Legal Award for Diversity Initiative of the Year.

The DAS breaks down the barriers of the usual vacation scheme and training contract application process, which is predominately web-based and automated in the early stages, by asking applicants to undergo a more personal application process, which allows them to showcase their talent.

Successful applicants are invited to an assessment centre where all candidates, from the scheme or otherwise, are measured against identical criteria. This isn't about lowering standards, but rather, making the firm and its application process as accessible as possible.

"Since the DAS was launched, over 25% of our trainee solicitors have joined the firm through this route."

One of the challenges of I&D initiatives is that it may take years to see results – statistics and cultures don't change overnight. However, the DAS is in its fifth year, is firmly embedded into our culture, and has consistently delivered results.

Not only has the DAS had a direct impact on the diversity of our workforce, it has also indirectly improved the diversity of our applicants overall, as students take on board the message that the firm welcomes and embraces inclusiveness and diversity.

The Diversity Access Scheme is only one component of our commitment to evolving and expanding our approach to inclusive recruitment, including our use of blind CVs in the graduate recruitment assessment process, and an upcoming career programme for students from under-represented ethnicities in conjunction with a local university.

HOME OFFICE CASE STUDY



Jane Nicholson

HR Director Talent & Inclusion,
Home Office



At the Home Office, we have successfully integrated our diversity and inclusion strategy into our People Strategy, without the need for a separate diversity and inclusion process. In fact, our vision is to be the "UK's Most Inclusive Employer".

We have senior-level sponsorship from our Director Generals, who each sponsor an under-represented group. We also have strong networks for each under-represented group, which provide critical support to the department and its businesses.

From a recruitment perspective, we embrace diversity and inclusion in the following ways:

- Panel interviews, where a gender mix in the panel is expected
- Blind recruitment, where all names are removed at the screening stage
- Training for staff to understand unconscious bias

We are also exploring how to make sure all recruitment and selection tests are fully inclusive and accessible. But it should be noted that activity does not necessarily lead to impact. Our advice for fellow employers would be to follow an evidence-based approach; this shows the difference that can be made with simple actions and inputs.

CIVIL SERVICE DIVERSITY STRATEGY

Our existing diversity and inclusion strategy is in the process of being refreshed, and will be rolled out later in the year in the following three stages:

Stage 1: Engage departments and networks in the development of the strategy

Stage 2: Launch at events across the Civil Service, backed by a communications strategy

Stage 3: Departments to organise their own launches, which may vary according to each department's approach

We also have reporting systems in place, which analyse pay and gender.

ACHIEVING INCLUSIVENESS

Inclusive behaviour is an expectation of all colleagues in the Home Office. This extends to all our interactions and is not limited to those in protected groups. For example, we talk about how to ensure introverts feel included in meetings and have their opinions heard. This has led to the use of iPads on tables during large events, so anyone can raise a question without raising their hand.

In terms of disabilities, we're committed to making our workplace more inclusive for those employees who may be afflicted by a disability, and are aiming to achieve level three on the Disability Confident Awards. Furthermore, we have the following in place:

- Able: Our staff network 'able' offers support and advice
- to colleagues with disabilities, as well as to managers of disabled employees

- Throughout the year we have a communications and engagement plan to raise awareness of disability in its different forms
- Our workplace adjustments process is being reviewed to ensure that it continues to meet the needs of our disabled colleagues
- We have a number of support mechanisms for staff with mental health disabilities, such as Mental Health First Aiders, and Big White Wall – which offers anonymous internet-based support
- We are trialling a process to train our Civil Service Coaches to be able to recognise and give immediate support to those clients who present with mental health issues
- We offer internships targeted at people with disabilities to break down traditional barriers to work

Diversity and inclusion training is integrated into all of our induction and leadership training; for us, this is seen as good leadership and management, rather than a separate topic to learn about.

We also offer specific help and intervention to areas displaying persistently high levels of Bullying, Harassment or Discrimination (BHD) – measuring the effectiveness through 360 Feedback and People Survey results, such as BHD scores.

CHARLES RUSSELL SPEECHLYS CASE STUDY



Emma Bartlett

Partner,
Charles Russell Speechlys



Our diversity and inclusion strategy is managed by a core D&I team: this team includes partners, a member of the executive committee, and a hard-working group of volunteers from across the firm. The committee is broken down into sub-groups to ensure that discussion is both productive and focused.

Prior to this year, there was little appetite for a disability sub-group. In 2017, I encouraged a willing senior colleague to chair a disability sub-group on the basis that mental health awareness needed focused consultation.

We'd already carried out mental health awareness training firm-wide in 2016, which was so popular it was re-run three months later. The disability committee took this forward in leaps and bounds: running a lunch and learn session for the firm, and inviting Paralympian Clare Harvey to come and talk about inclusive leadership. The firm humbly learned about Clare's horrific accident, which left her in a wheelchair, and how she'd turned this to her advantage. Her talk inspired scores of colleagues from across the firm to blog about it on our intranet.

The disability sub-committee then arranged a firm-wide training session, which was repeated three times, from Leonard Cheshire talking about disability etiquette – advising us on the

do's and don'ts when interacting with disabled colleagues and clients.

The third was another firm-wide lunch session, where mental health champion Samantha Brown spoke about her professional breakdown whilst a partner at a magic circle firm, and how, with the support of the firm, she returned to work and improved both her mental health and that of her colleagues.

Another inspiring session with wall-to-wall colleagues. The sub-committee has also set up a Carer's Network, affording many colleagues access to advise and support in what is often a lonely journey.

The ideas and awareness generated in just six months by one sub-committee has lead to further important changes within the firm for supporting mental health awareness and other initiatives.

"The ideas and awareness generated in just six months by one sub-committee has lead to further important changes within the firm for supporting mental health awareness and other initiatives."

It's exciting to see this sub-committee take off – partly due to bringing in external role models, but also because the firm recognised that although no-one was calling for specific D&I activity in this area, that didn't mean there wasn't a need for it.

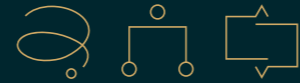
In any given business, in any given industry, there will be scores of employees who are affected by mental illness – of varying severity. Employers who decide to act on their own merits, without prompting from employees (it's remains a difficult subject to broach), will go a long way towards lessening the struggles of those workers who are affected by these difficult issues.

BRITISH FILM INSTITUTE CASE STUDY: SUPPORTING WORKING PARENTS



Jennifer Smith

Head of Diversity & Inclusion,
the British Film Institute



At the British Film Institute, we value diversity and inclusion in all that we do – an approach that makes our organisation stronger, and our employees happier and more engaged.

We are continually looking to embed more inclusive working practices into our business that support our colleagues. One example of this is the childcare support scheme, which goes over and above the usual childcare voucher scheme. Here, parents with two children under the age of five can claim up to £350 per month in additional financial support, with the scheme running on a sliding scale for working parents with dependent children up to the age of 14.

The BFI has successfully run this scheme for over a decade. CEO Amanda Nevill explains: **“At the BFI, we recognise that childcare costs can be prohibitive for working parents, and as an inclusive and responsible employer we wanted to put this additional measure in place which has been of huge benefit in terms of supporting maternity returners, and more generally, our colleagues who are working parents and face large bills – particularly for early years care.”**

In addition, the BFI has a range of compressed, flexible and agile working options, so that all colleagues can make their working lives more balanced. For instance, Head of UK Wide Audiences Ben Luxford works his hours around his son’s swimming lesson on a Tuesday afternoon:

“This means I can enjoy time with Casper and balance all my commitments in a busy role. As it’s a regular weekly commitment, I can plan around it.”

Head of Digital Production, Catheryne Littlejohns, talked of how the BFI’s forward-thinking support – both professional and financial – helped her to balance the demands of senior management with those of being a parent:

“I have had both my children whilst working at the BFI. I was given full support during my pregnancy and when I returned to work and have never felt anxious about juggling a senior management role with my role of being a parent. The additional financial support BFI provides to working parents has been invaluable as it allowed me to return to work full time. And BFI also recognised my need to work flexibly, which has given me a genuinely positive work life balance.”

In April 2017, The BFI started its process of becoming a fully agile organisation, enabling more home working and giving colleagues more control over how they structure their working lives. The BFI has achieved gender balance – both within its overall workforce, and at leadership level.

“The BFI has a range of compressed, flexible and agile working options, so that all colleagues can make their working lives more balanced.”

OPTIVO CASE STUDY



Kate Dodsworth

Executive Director of People & Strategy,
Optivo



At Optivo, we’re clear that diversity and inclusion is integral to the success of our organisation, and the well-being of our employees.

At the heart of our approach is the understanding that diversity and inclusion is a strategic issue: this means that it needs to be understood and developed at Board and Committee level. And with that in mind, we are committed to constantly reviewing the make-up of our Board and Committees in order to ensure fair representation.

We’re also clear that diversity and inclusion has to be seen in practise, as well as spoken about in theory – which is why we’ve agreed aspirational diversity and inclusion targets for Board and Committee recruitment: A blanket target of 50% of all governance member recruitment (Board, Committees and Subsidiary Boards) from protected groups (BME, Age, Gender, Sexual Orientation, Disability) by 2020. This mirrors the timeframe of our strategic plan.

We also intend to set tailored aspirational targets for each one of our future recruitment campaigns, so that recruitment is targeted for under-represented groups, specific to each committee – ensuring that succession planning is fully taken into account.

If you are interested in becoming a committee member with Optivo then please contact:

Elyse Hodgess
020 7634 0400
elyse.hodgess@badenochandclark.com

“At the heart of our approach is the understanding that diversity and inclusion is a strategic issue: this means that it needs to be understood and developed at Board and Committee level.”



GET IN TOUCH

If you'd like to discuss the findings of our report in greater detail, please get in touch with your consultant in the first instance. Our dedicated expert team would also be extremely interested in speaking with you about how Badenoch + Clark could help to transform your approach to diversity and inclusion.

We can evaluate your organisation at every level – from junior recruits up to the Board – and help you to embed diversity and inclusion into each layer of your company. We can also work with you to create an effective diversity and inclusion communications strategy, and feed that approach into your hiring practices.

The war for talent is waging: we will do everything in our power to help you come out on top.

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