

**Professional and  
Business Services Council**  
Diversity and Inclusion Guide for Businesses

# About this guide

This guide has been produced by the Professional and Business Services Council (PBSC). It is intended to help companies within the professional and business services (PBS) sector identify and take actions to improve diversity and inclusion (D&I) in their workplaces. It is based on robust employee D&I initiatives implemented at PageGroup, Capgemini and other companies that are members of the PBSC.

In this guide you will find key areas of focus for implementing, managing and monitoring D&I initiatives including tips, examples and suggested actions.

This guide has been prepared for general information purposes only. It is not intended to be relied upon as legal, commercial or other professional advice. Please refer to your advisors for specific advice.

© 2015 Michael Page International Plc

# Contents

<b>Forewords</b>	4-5
<b>Executive summary</b>	6
<b>What is diversity and inclusion?</b>	7-8
<b>Encouraging diversity and inclusion</b>	9-10
<b>Initiatives to support your diversity and inclusion evolution</b>	11-12
<b>Monitoring diversity and inclusion</b>	13
<b>Diversity and inclusion training</b>	14-16
<b>Recruiting diverse talent</b>	17-18
<b>Retaining diverse talent</b>	19-20
<b>Checklist</b>	21
<b>Appendix</b>	22

# Forewords

## Chairs' introductions

PBS companies are united in the belief that diversity and inclusion in the workplace is indispensable and enriching.

It is vital that the demographic of PBS businesses is representative of those we work for; mirroring the markets and clients we serve. Moreover, the business case for a diverse workforce is extremely compelling. Diversity within the workforce enables our firms to support our client's needs; allowing our businesses to align our aims with that of our clients. Furthermore, greater employee engagement, retention and satisfaction are all significantly enhanced through good D&I practice.

A diverse and inclusive workforce fosters an environment of innovation and creativity – bringing new ideas and blue sky thinking to the fore. Aligning people's aspirations to the success of the firm, and being open to creativity all contributes to business success.

We have world leading professional and business services firms in the UK. It is their people who enable them to keep ahead of the competition. I welcome the initiative of the Professional and Business Services Council in developing this guide to highlight how firms across the industry can make the most of their diverse workforces.

Management which respects peoples' differences helps firms recruit, motivate and retain good people to build the all-important relationships with clients. Members of the Council want to share what they do in their businesses.

The message is simple, but thought provoking. These firms are acting because they see business value in their diverse workforces.

All of the firms represented on our Council have reaped the benefits of incorporating D&I into their business strategy. This guide celebrates what our member firms have done to improve their D&I; and I hope it incentivises other firms to adopt similar thinking and methods in their own workplace.



A handwritten signature in blue ink that reads "Michael Snyder".

**Sir Michael Snyder**  
Co Chair, Professional and Business Services Council  
and Senior Partner of Kingston Smith LLP

This isn't about a 'one-size-fits-all approach', but rather sharing a range of ideas here, which will be of interest to all kinds of firms across professional and business services.



A handwritten signature in blue ink that reads "Lucy Neville-Rolfe".

**Baroness Neville-Rolfe DBE CMG**  
Parliamentary Under Secretary of State,  
Department for Business Innovation and Skills,  
and Co Chair of the Professional and Business  
Services Council

# Forewords

## PageGroup CEO's Introduction

PageGroup has a long and distinguished track record as a specialist recruitment consultancy. We work hard to find the best fit between client and candidate. Looking past gender and other differences to find the best person for each role is part of how we help our clients and candidates become more successful.

The candidates we shortlist are objectively chosen for their abilities, expertise and personal qualities. We consciously avoid subjective or arbitrary decisions based on gender, race, sexual orientation, disability or age. We apply this same principle to our own recruitment to build our workforce.

In 2012 I introduced our first global employee diversity and inclusion (D&I) initiative: Women@Page. Despite a general near 50:50 mix of males and females, we had an imbalance in senior positions. We were losing very skilled female employees because they felt we could not offer them a successful long term career.

By focusing on retaining and developing our female employees, we quickly saw an increase in employee engagement and improved employee retention. Our relationships with our clients benefit through the continuity that brings. We now have more women in senior roles. More new mothers are resuming their careers with PageGroup through a better understanding of what we offer. In fact, through Women@Page, all our people have a better understanding of their employer.

From these very positive experiences we are widening our D&I work to include age, disability, sexual orientation, families and carers, and race.

I and all my colleagues are convinced that celebrating and embracing diversity in all its forms is good for individuals and good for business. In the most clinical terms the benefits of a truly diverse and integrated employee base can be directly and positively measured on the bottom line.

I hope this guide helps other businesses benefit from our practical experiences of implementing a formal diversity and inclusion strategy.

I am very proud of PageGroup and of all my colleagues around the world. Our combined abilities – and our individual differences – are what make us a winning team.



A handwritten signature in black ink, appearing to read 'Steve Ingham', with a long horizontal flourish extending to the right.

**Steve Ingham**  
PageGroup Chief Executive Officer

# Executive summary

People are now choosing their potential employers based on many factors, one of which is an organisation's D&I policy and practices. D&I is proven to have a tangible effect on attracting and retaining the best and most talented people and, therefore, should be considered as a priority for employers.

Employers should understand and embrace all aspects of D&I. An open and accepting culture that recognises and appreciates the uniqueness of each individual should be cultivated.

As well as helping attract new talent and improving employee engagement, embracing D&I in the workplace offers commercial benefits including better alignment with clients, a wider customer base, better productivity, improved services and products, a stronger reputation and improved performance for investors.

Senior leaders should commit to D&I for the long term. They should be role models and champions of change ensuring policies, practices and key performance metrics are in place and reviewed regularly.

Identify how your organisation could change for the better through embracing D&I. Partner with organisations such as Opportunity Now and Stonewall, to rapidly and effectively accelerate your D&I plans. Measure your progress to identify success and inform your strategic decisions.

Put screening processes in place to help you recruit from a diverse candidate base. Use every available training and communication tool to ensure every employee understands D&I and what it means for them, personally. Ensure you give employees a voice and listen to their needs and feedback.

Post-implementation, measure and monitor progress against D&I objectives and goals. Ensure your leadership team and your employees know when you achieve your D&I goals and celebrate them. Ensure D&I is always on the agenda and do not let old habits, which could damage your D&I culture and practices, return.

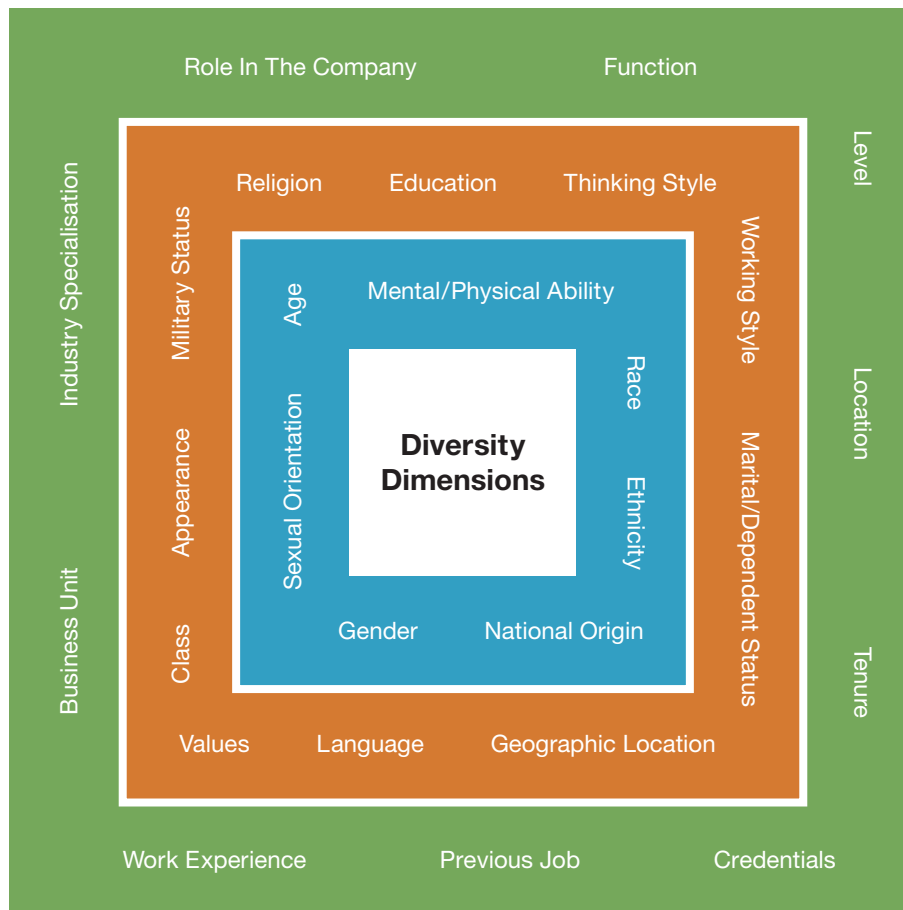
# What is D&I?

**Diversity** is variety – differences – in a group of people; in the characteristics between individuals: those protected under equality legislation such as gender, gender reassignment, marriage and civil partnership, race, age, sexual orientation, religion or belief and disability, and others such as socio-economic background, accent, communication style, culture, education, appearance or work approach.

An employer must understand all these differences and appreciate the uniqueness of each individual.

**Inclusion** is a culture of openness and acceptance at work; how an organisation makes the mix work to mutual benefit of employer and employee.

In other words diversity is the mix of people in the workplace, and has different dimensions: **legal, societal and organisational.**



Legal



Societal



Organisational

# What is D&I?

## Why it matters

Embracing diversity and inclusion in the workplace broadened the mindsets in PageGroup and is playing a key role in retaining and attracting very talented and capable people. This in turn is widening our client base, improving employee retention, increasing employee engagement and improving business results.

We believe it is important to share best practice and ideas with our partners and clients. With this in mind we created this guide for the PBSC to help other organisations identify the key challenges faced by businesses striving to be inclusive. We hope that sharing our best practice offers practical ideas and solutions which can be used by D&I leaders in other organisations.

## Benefits

<b>Commercial</b>	<b>Clients</b>
<ul style="list-style-type: none"> <li>■ Improved employee morale and engagement</li> <li>■ Increased attraction and retention of the best talent</li> <li>■ Enhanced reputation as an employer and service provider</li> <li>■ Improved long term relationships with partners and clients</li> <li>■ Reduced costs and increased productivity and income</li> </ul>	<ul style="list-style-type: none"> <li>■ Client demographics reflected in workforce</li> <li>■ Wider customer base</li> <li>■ Better understanding of client needs and preferences</li> <li>■ Increased potential for adding value for clients through diverse thinking and ideas</li> </ul>
<b>Marketplace</b>	<b>Services</b>
<ul style="list-style-type: none"> <li>■ Winning new business - better alignment with clients; better employee performance</li> <li>■ Enhanced understanding of markets</li> <li>■ Services and products that better meet client's needs</li> <li>■ Enhanced business reputation and profile</li> <li>■ Increased ability to support clients</li> </ul>	<ul style="list-style-type: none"> <li>■ Enhanced creativity, and problem solving</li> <li>■ Richer business perspectives and processes</li> <li>■ Greater organisational flexibility</li> <li>■ Improved productivity and quality</li> </ul>
<b>Workplace</b>	<b>Investors</b>
<ul style="list-style-type: none"> <li>■ Access to a wider talent pool</li> <li>■ Improved employee retention</li> <li>■ Increased employee trust, motivation, satisfaction and productivity: engagement</li> <li>■ Enhanced employer reputation</li> <li>■ More maternity returners</li> <li>■ Improved return on training, employee development and talent investment</li> </ul>	<ul style="list-style-type: none"> <li>■ Improved performance</li> <li>■ Reduced costs</li> <li>■ Enhanced reputation and being a more attractive investment</li> </ul>

### PBSC Businesses said...

“Greater ability to support our clients’ requirements and obligations in relation to our job seeking candidate population.”

“Our diversity work attracts new recruits, supports staff retention and increases staff motivation.”

“Engagement scores for females continues to improve, and we have seen significant increase in the engagement of our LGBT employees.”

“92% maternity returns and all the potential coachees have taken up the opportunity of maternity coaching.”



# Encouraging D&I

## Leadership – setting an example

Responsibility for D&I at the very top of the organisation is of paramount importance. It is critical that the organisation's leaders are involved from the outset and show their ongoing commitment to D&I strategies. They must be role models, champion change, ensure the relevant policies, practices and metrics are in place, and deliver powerful messages. If your business leaders do not deliver on this commitment there's a risk that D&I fails to become part of your organisation's DNA.



Launched in the UK in 2010, the 30% Club is committed to increasing the number of women on corporate Boards to at least 30% by end 2015. It raises awareness in chairmen and business leaders of the benefits of gender diversity.

Lord Davies led a review in 2010 into the obstacles preventing women reaching board level positions. He published his report in 2011, and its main recommendation was all FTSE 100 companies should aim to have 25% female representation on their boards by 2015.

### Suggested action

Several PBSC members have a Diversity Manager supported by local Diversity Champions. If your organisation is too small for a dedicated Diversity Manager you could consider nominating a go-to person who can be consulted on D&I issues about initiatives employees would like to trial.

This might be the chief executive or managing director, or an employee who can represent the workforce at senior management. It is vital that employees feel they can raise issues and suggestions for improvement safely without fear of negative consequences.

## Line management – reinforcing the example

Delivering and setting the right tone for D&I in your organisation rests not only with senior leaders but with everyone. It is essential that all levels of management are familiar with and committed to D&I. After all, they have the most interaction with and impact on the day-to-day experiences and outlook of your employees.

### Suggested action

It is essential that core values are established in the workplace. Create a language and environment of inclusion to establish these central ideals and to ensure everyone in your workplace is aware of and acts in accordance with the core principles of good D&I practice.

Ensure that all members in your organisation feel secure in this environment and are able to discuss issues which may be affecting them without fear of negative consequences.

Create a collegiate atmosphere where individuals feel accepted and valued for who they are without any pressure to feel they must conform to a stereotype or cultural norm.

# Encouraging D&I

## Employee engagement – living the example

Employee engagement is critical to ensure that a diverse and inclusive culture is successfully established and maintained in your organisation. There are many ways in which employees can engage with D&I objectives and these can be effective for businesses of all sizes.

### Forums

Forums provide a practical way of promoting and openly discussing relevant topics and issues. They allow employees at all levels to have their views and voices heard.



### Tip

It is important that regular, two-way communication about D&I in your organisation's culture, activities, working environment and values takes place as part of your everyday business communication.

### Internal communication channels

D&I information and activities or themes should be communicated effectively to employees at all levels through your normal internal communication channels. Collecting feedback and acting on it is as important as broadcasting information. Ensure all your employees are engaged on issues which affect the entire workplace.

### Employee networks

Many professional and business services companies are already reaping the benefits of employee networks. These networks should be open to all and allow for an inclusive and open culture.

### For example:

Some larger businesses such as PwC, Deloitte and Jones Lang LaSalle have a range of network groups open to all employees covering issues including faith, gender, parenting, sexual orientation and disability. These groups may run events, provide guidance and even mentoring to their members. They are a proven

way of enabling employees to connect with role models and mentors, share best practice, resources, ideas and information on specific issues and to share solutions and collaborate on matters of interest or relevance. They are also a powerful means of creating awareness of an organisation's efforts to support greater flexibility and choice for its employees.

### Suggested action

Consider creating employee networks which can either work as a forum or in tandem with forums. For a small business, creating a network may not be appropriate. Instead, consider nominating a go-to person with whom staff can consult and who can communicate views and suggestions to and from senior leaders.

### Diversity and inclusion council

Businesses of any size can establish a D&I Council where strategy can be debated, developed and driven. These could include a Board member and senior partners from all parts of the organisation. It is important that the Council members are empowered to deliver the initiatives the Council decides upon. In some cases it may be relevant for the main Council to use smaller advisory groups to gather feedback and direction on initiatives being developed.

### Suggested action

Any business can create a D&I Council to push initiatives forward. In a small business a council may be just a few people or indeed the entire employee base.

# Initiatives to support your D&I evolution



Businesses could benefit from signing up to the government's 'Think, Act, Report' gender equality at work initiative (<https://www.gov.uk/think-act-report>). It provides a step-by-step framework to gender equality in the workforce and, in particular, in relation to recruitment, retention, promotion and pay.

Think, Act, Report encourages your organisation to:



## Think

Identify the issues affecting your business and employees around, for example, gender equality. This will mean collecting and considering relevant data from across the company.



### For example:

An organisation with a disproportionate number of male employees in senior management might want to collect statistics around the number of women in senior management roles compared to those at the more junior levels of the business and takes steps to identify where, if at all, the number of females begin declining so the reasons for that decline can be investigated.



## Act

Take action to address those issues.



### For example:

An organisation might identify the point at which women tend to drop out of the business is when they reach a certain level in the management hierarchy. Closer examination may reveal that this is the point where a high proportion of female staff go on maternity leave. If investigation shows that only a small proportion of maternity leavers either return or are still with the business six months after returning, one possible course of action may be to introduce a maternity coaching and mentoring programme to offer guidance, mentoring and a support network of people who have experienced or are experiencing similar changes and pressures in their working lives. Evidence shows that such programmes have a positive and far-reaching effect on engagement and retention of female staff.



## Report

Report on progress. Regularly publish information for employees on how the organisation is doing, share best practice and case studies.



### PBSC Businesses said...

“Companies supporting the initiative range from those just starting to think about gender equality issues to those with action plans and reporting mechanisms already in place.

What the businesses who are engaged in such activities and programmes share is a common desire to be more transparent about workforce issues and disseminate best practice.”\*

\*Source: <https://www.gov.uk/government/policies/creating-a-fairer-and-more-equal-society/supporting-pages/think-act-report>

# Initiatives to support your D&I evolution

## Voluntary Code: Women on Boards

A simple way to improve representation and increase D&I in your organisation is to sign up to 'Women on Boards: Voluntary Code for Executive Search Firms' (<https://www.gov.uk/government/publications/women-on-boards-voluntary-code-for-executive-search-firms>). It suggests steps your organisation can take to address gender diversity and best practice and processes around Board appointments.

While the Code is specifically for executive search firms, many of its principles can be used in any organisation's recruitment.

There are also many ways of searching for diverse candidates. You can do this for yourself or use the services of a recruitment specialist committed to ensuring it provides high quality, diverse candidates by fully utilising its unbiased knowledge, contacts and abilities.

### Suggested action

Partner with diverse organisations to learn and share knowledge, views and best practices. You will develop valuable and rewarding relationships with your partnering institutions which will advance your D&I agenda rapidly and effectively.

## Partnering with diverse organisations

There are many membership organisations which provide support, guidance, advice or training on diversity issues.

Examples include:



# Monitoring D&I – what gets measured gets done

## Monitoring

All businesses should operate as equal opportunities employers with policies that cover all aspects of employment, from advertising vacancies through selection and training of suitable candidates, to terms and conditions of employment and reasons for termination of employment.

To ensure that these policies operate effectively, businesses should monitor employees' and applicants' ethnicity, gender, age, national origin, disability, sexual orientation, education, and religion. Note that personal data protection laws vary considerably from country to country: this may impact what an international organisation can measure and report.

Ongoing monitoring and regular analysis of records provide the basis for appropriate action to eliminate unlawful direct and indirect discrimination in the workplace, and promote inclusiveness and equality of opportunity for all.

### Suggested action

Monitor D&I compliance by:

- Ensuring all employees complete a diversity monitoring form. Use these to continuously assess the diversity mix of your employee population and identify issues or trends in your workforce.

### For example:

Analysis may show that individuals considered for training or promotion may disproportionately share certain characteristics

- Conduct regular employee engagement surveys to identify and address D&I issues
- All D&I monitoring data should be collated and stored anonymously and separately from your recruitment database. It should not be used for any other purposes
- Employees should be reminded to review their personal details you hold
- D&I data can be used to monitor talent management processes and succession plans

## Setting objectives

Setting your organisation's objectives for D&I-related areas can be useful.

- Start small with incremental objectives for improving D&I that can give your businesses a realistic target to aim for
- Ensure there is ongoing wholehearted commitment to your organisation's D&I objectives
- Create a strategy for every target to ensure you drive the organisation to achieve it

### For example:

If you want to achieve a percentage of women in senior roles you will need a realistic plan. This could mean providing mentoring and personal development training. You might also identify areas where female employees may not perform as well as their male counterparts and will need to determine whether this is perception or fact, and then introduce appropriate correcting initiatives.

### Suggested action

Consider setting diversity objectives with timescales supported by appropriate strategies. For example:

- Increase the percentage of senior appointments offered to women
- Ensure you source talent from a diverse pool so your workforce better reflects the market it serves in terms of gender, race and ethnicity, sexual orientation, age and disability

## Surveys

Consider regularly surveying and consulting with employees. Seek their feedback on the inclusivity of the working environment and their engagement with their employer. Some businesses conduct surveys annually, others biannually. All employees should be encouraged to participate in such surveys. Reassure them that their feedback will be treated anonymously.

### Suggested action

Regular consultations with employees about their experience of working in your organisation will help you understand your employees' perception of the workplace and subsequently allow you to make appropriate changes.



# D&I training

Consider the Capgemini five strategies for managing unconscious bias:

The Five Strategies	Exploration
<p><b>1. Tell the Truth to Yourself</b></p> <ul style="list-style-type: none"> <li>Embrace the fact that all human beings have unconscious biases</li> <li>Unconscious biases are completely normal and impact most if not all decisions we make, including those regarding people</li> <li>Be willing to honestly admit your biases</li> </ul>	<p><b>What groups make you most uncomfortable (appearance, racial, cultural, religious)?</b></p> <ul style="list-style-type: none"> <li>Notice the business situations you are in when you feel most uncomfortable</li> <li>What kinds of people make you most nervous? Are these personal traits or group traits? Who might this person be reminding me of?</li> <li>What kind of people do you try your hardest to please? What characteristics do they share? Who might this person be reminding me of?</li> </ul>
<p><b>2. Notice What Influences Your Decisions</b></p> <ul style="list-style-type: none"> <li>Unconscious biases can influence your decision-making in both negative and positive ways</li> <li>In making people decisions, ask yourself, “how might my perceptions or biases be influencing my decision?”</li> <li>Be open to the possibility that those influences could be present in your decision-making</li> </ul>	<p><b>Consider several of your last major decisions. How were they influenced by your feelings about others?</b></p> <ul style="list-style-type: none"> <li>Do you take extra time during times of stress to ensure you make a fair decision?</li> <li>If you are feeling nervous in a situation ask yourself, “What am I reacting to?” What about this situation is similar to others I have experienced in the past?</li> </ul>
<p><b>3. Stretch Your Comfort Zone</b></p> <ul style="list-style-type: none"> <li>When interacting with a person who is part of a group with which you have had little interaction, be aware that you may be especially susceptible to stereotyping</li> <li>If you discover that you may have negatively biased tendencies in relation to a particular group, make a conscious effort to learn more about that group</li> <li>Recognise that an interaction with one person does not predict or explain his or her group norms</li> </ul>	<p><b>Are you engaged with an Employee Resource Group that is outside of your comfort zone?</b></p> <ul style="list-style-type: none"> <li>Do you attempt to build relationships with your colleagues who are different than you? Have you shared your background and perspectives?</li> </ul>
<p><b>4. Expand Your Constellation of Input. Be Open, Seek Feedback</b></p> <ul style="list-style-type: none"> <li>When appropriate, get input from people representing other groups or points of view during our decision-making process</li> <li>Even if the other party agrees with your decision, do not assume that your decision wasn’t influenced by your biases</li> <li>Even if a person you engaged for input comes from a different group, their biases could still be very similar to your own</li> <li>Request peer feedback as to any potential patterns of bias that they might see. Be willing to act on that feedback, as appropriate</li> </ul>	<p><b>How do you respond to feedback or input from particular individuals?</b></p> <ul style="list-style-type: none"> <li>Do you tend to ask one kind of person for feedback or input over others?</li> <li>What can you learn about yourself from this?</li> </ul>
<p><b>5. Create Your Own Metrics/Understand Your Own Patterns</b></p> <ul style="list-style-type: none"> <li>Keep track of the decisions you make</li> <li>Review your decision-making history to see if there are any patterns that may not have been apparent to you (e.g. similarities in the persons you hire or select for assignments, etc).</li> <li>Patterns don’t automatically indicate bias, but if you see a pattern, it would be wise to examine it further</li> <li>Don’t be afraid to question yourself. If other people question your decisions, instead of reacting defensively, practice active listening and open questions when they share concerns</li> </ul>	<p><b>Can you discern a pattern of inclusion/exclusion, both with yourself, and from others?</b></p>

# D&I training

## Interview training

Ensure everyone involved in recruitment and selection receives up-to-date training about D&I and understands the effects of unconscious bias on decision-making.

All recruiter and manager training programmes should include bias awareness or a D&I module. Also see 'Recruitment Practices' on the following page.

### Suggested action

Ensure everyone involved in the interview and recruitment process has received appropriate training on D&I issues, including unconscious bias.

## 'Respect and Engagement' training

Some employers train their employees to recognise behaviours which might inhibit a culture of respect and inclusion, giving them the tools they need to overcome unconscious bias.

Where such training is not practical they could be addressed in your organisation's policy documents and include case studies and offer sources of support.

### Suggested action

Respect and engagement training can be a useful e-learning tool to promote D&I in your organisation.

It is vital that employees respect all their colleagues. Training must be designed to improve workplace civility and employee wellbeing.

## Workshops

These could be scenario-based or group discussions featuring different situations with suggested approaches on how to handle inappropriate language or behaviour. Also see 'Forums'.

### For example:

Scenarios for workshops could be built around cultural differences, sexual orientation issues, male stereotypes about multitasking and non-drinkers at social events or on comments or phrases used to describe different colleagues. Focus the discussion on the communication skills or tools which might be effective in such cases, like how to speak up positively to support an inclusive and productive working environment without being confrontational or controversial.

### Suggested action

An effective way to improve D&I is to host workshops where discussions are held on certain aspects of the workplace that may otherwise be overlooked.



# Recruiting diverse talent

## Recruiting practices

Literature and images used in recruitment can actively promote diversity to prospective employees. Both should reflect a diverse and inclusive business culture. Documents potential employees often review include:

- Company prospectuses
- Marketing material
- Job advertisements
- Job application forms
- Regulatory reports

Many large organisations are beginning to screen out key CV details which may portray the applicant as a certain character or member of a labelled group. This screening focuses the recruiter on skills, qualifications and relevant experience while reducing the potential for biases and assumptions, conscious or unconscious.

### Suggested action

Consider the following to help ensure your recruitment process attracts diverse candidates:

- From all CVs remove the name and any other details relating to the characteristics protected under equality legislation such as reference to gender, race, ethnicity, religion, belief, sexual orientation, parental responsibilities, age and disability
- Remove details relating to a candidate's school name or university
- Target diverse candidates through corporate literature, advertising and at events including recruitment fairs, community activities and graduate events
- Create a trained diversity team or individual with a responsibility for recruitment, training and related matters
- Monitor your organisation's diversity from recruitment through the entire employment journey.

## School leavers, interns and graduates

Many employers are modifying their processes to also look at the recruitment mix of school leavers, interns, apprentices and experienced staff as well as graduates.

There are many government-sponsored 'Trailblazer' schemes designed to help employers recruit and train apprentices. See the Employer Guide to Higher Apprenticeships, published by the National Apprenticeship Service:  
[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/374552/Employer\\_Guide\\_to\\_Higher\\_Apprenticeships.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/374552/Employer_Guide_to_Higher_Apprenticeships.pdf)

### Suggested action

Consider setting objectives around the recruitment mix of school leavers, interns, graduates and experienced applicants. Explore the potential of programmes from charities and youth organisations to help young people in to work.

### For example:

The Challenge is one of the largest youth charities in the UK focusing on social integration. Its Step Forward campaign encourages workforce diversification and supports young people into employment through apprenticeships.



[www.stepforward.uk.com](http://www.stepforward.uk.com)

"We operate two student intern schemes in the UK for university students. These offer opportunities to develop skills and gain commercial experience whilst introducing undergraduates to the recruitment industry and encouraging them to join our graduate development programme."

**PageGroup**

# Recruiting diverse talent

## Work with universities, businesses and professional bodies

Partnering with other businesses, universities and professional bodies can bring you D&I benefits.

### Suggested action

Consider working with organisations like Open City's Accelerate programme, the Stephen Lawrence Trust, PRIME, Social Mobility foundation, Teach First Schools and Student societies to promote a career with you. Also consider other LGBT, disabled and faith groups.

### For example:

"We recognise the intake of graduates into the profession does not reflect society's diversity and so we work with RIBA and other organisations (such as Open City's Accelerate programme and the Stephen Lawrence Trust) to promote a career in architecture to social groups that would not normally consider the profession and also help them build the skills to enter it."

**make**

Make Architects

"We have recently taken a positive decision to recruit from our Teach First partner schools to increase diversity."

**Deloitte.**

### PBSC Businesses said...

"We encourage our employees to sign up to 'Inspiring Women' and pledge at least one hour per year to go to schools to speak to girls about careers in our sector. This organisation also arranges careers fairs specifically aimed at girls.

"Employees are also encouraged to become STEM Ambassadors to raise the profile of the industry in general.

"We work with the ICE, WISE and other organisations to support events and offer work placements. Recently, we held a couple of one day workshops for girls who had previously attended WISE careers days. On National Women In Engineering Day in June 2014, some of our female engineers presented at college events."

**AECOM**

"To attract female students studying non-relevant degree courses; for example: psychology and social sciences, we have our 'Aspire to Lead' series designed to provide an insight to our firm to people who previously may not have considered PwC."

  
**pwc**

# Retaining diverse talent

## Agility

Agility in the workplace is one of the most useful ways to retain diverse talent. 'Agility' is the capacity to be consistently adaptable without having to change and means a combination of formal and informal working practices and patterns including:

- Flexible working hours
- Working from home
- Annualised hours contracts (agreeing a total number of working hours which are then worked in variable quantities over the year)
- Hot-desking, developed to support the needs of employees to be 'agile' in terms of where, when and how they work

Technological developments (laptops, tablets, smart phones and software) allowing home access to work IT systems mean that employees no longer always need to be in the physical office to do their work.

Agile arrangements can have a positive impact on health and wellbeing, stress and resilience among employees.

### Suggested action

Consider alternative agile working arrangements in the workplace. Arrange them to maximise health and wellbeing, and to minimise stress in the workplace.

## Sponsorship

Identify high potential employees from under-represented groups who may not otherwise reach their full potential. Prepare them for senior leadership positions.

Identifying these employees may be a challenge which first needs unconscious biases to be overcome.

### Suggested action

Consider using sponsorship programmes, like developing female employees into senior leaders, to identify unseen potential high fliers.

## Mentoring and coaching

Mentoring employees is an effective way of developing and retaining people. Businesses which operate mentoring programmes generally report improvements in retention, career progression and personal development goals.

### For example:

In a typical mentoring programme mentees and mentors will meet quarterly. Mentoring often also benefits the mentor by exposure to a new perspective. For a mentee, simply having someone to talk to about career aspirations or how to approach a difficult or challenging work situation can be invaluable. A mentoring programme does not need to be purely internal. External mentors, for example: senior contacts in other similar businesses, can be extremely valuable.

### Suggested action

Identify people who would benefit from a mentor and identify a pool of suitable mentors.

It is important that the mentoring programme is voluntary. It is also essential that both parties understand the obligations and boundaries that will make the partnership successful and productive.

# Retaining diverse talent

## Maternity

ENI (Employers Network for Equality & Inclusion) research shows that 70 per cent of women who took maternity leave returned to work but 90 per cent of those left their employer within two years. This contributes to women being under-represented in senior leadership positions. For employers this is also a significant loss of resource and investment in those employees.

Businesses which invest in maternity and coaching programmes, and which have used Keep In Touch days during maternity leave, generally experience increased numbers of new mothers returning to work and more of those staying with their employer long term.

Remember that line managers often require support to manage maternity leavers and returners to a high standard.

### For example:

“We introduced a pre- and post-maternity coaching programme offering guidance and support before, during and after maternity leave. As a direct result of this and a parallel mentoring programme for women in management positions, we have seen more new mothers than ever before returning to their careers with us, often on flexible arrangements. This enables a core part of our strategy – continuing to increase our home-grown management pool – keeps talented people we otherwise would have lost, improves our employee retention rate, and we are maintaining and building on our long term relationships with our clients.”

## PageGroup

### Suggested action

Consider a pre- and post-maternity coaching programme to give new mothers the support they need before they begin maternity leave, to share best practice and insights for managing a maternity leaver's preparation, the leave itself and return to work. The programme should provide access to a network of mothers and career development support.

As a minimum, issue all line managers with comprehensive maternity guidelines covering legal rights and obligations, and best practice advice to help them support their female team members through the whole maternity journey.

# Checklist

The experiences and lessons contained in this guide are compressed into this checklist. Use it to plan and implement your company's D&I strategy.

Is your strategy clear?	✓	Is your strategy practical?	✓	Is your team aligned to your strategy?	✓
<p><b>Mission</b> Does your senior leadership understand and buy in to why you are pursuing D&amp;I in your business?</p>	Date completed	<p><b>Behaviours</b> Is your team receptive to your new D&amp;I strategy?</p>	Date completed	<p><b>Communication</b> Have you developed an ongoing communication programme, including feedback collection, to improve effectiveness and increase engagement?</p>	Date completed
<p><b>Alignment</b> Are your D&amp;I objectives aligned with your business goals?</p>	Date completed	<p><b>Policies</b> Have you reviewed your policies and procedures to make them 'D&amp;I ready'?</p>	Date completed	<p><b>Personal objectives</b> Are personal and team objectives aligned with your strategic D&amp;I objectives?</p>	Date completed
<p><b>KPIs</b> Have you identified your D&amp;I KPIs?</p>	Date completed	<p><b>Recruitment</b> Are you recruiting from a truly diverse pool?</p>	Date completed	<p><b>Skills</b> Are your people equipped to receive more diverse colleagues into their teams?</p>	Date completed
<p><b>Values</b> Is D&amp;I in line with your company's values?</p>	Date completed	<p><b>Retention</b> Why do employees leave: what part does D&amp;I play?</p>	Date completed	<p><b>Coaching</b> Have you identified mentoring or coaching programmes for key (or all) team members to help drive behaviour change?</p>	Date completed
<p><b>Ownership</b> Do you have a Board-level owner and sponsor for D&amp;I?</p>	Date completed	<p><b>Accountability</b> Have you assigned accountability for leading D&amp;I centrally and locally, managing initiatives, achieving objectives and gathering data?</p>	Date completed	<p><b>Monitoring</b> What and how are you going to measure against your KPIs? Are your measures SMART, drive the right behaviours and communicate your focus and direction?</p>	Date completed
				<p><b>Reporting</b> What is your reporting cycle to the Board, and who will present them?</p>	Date completed

# Appendix

## Background to the Professional and Business Services Council D&I Guide

In September 2012 the Government set out its approach to industrial strategy, which included providing a spectrum of support to all sectors of the economy. It highlighted 11 key sectors, including professional and business services (PBS), where there were significant opportunities and also barriers to growth and therefore scope for government action to make a difference. The Government committed to develop long term strategies for each of these sectors in partnership with the sector.

The Professional and Business Services Council (PBSC) is forum for partnership between the government and industry in the PBS sector. The Council is co-chaired by Sir Michael Snyder, Senior Partner of Kingston Smith LLP and Baroness Neville-Rolfe, Parliamentary Under-Secretary of State for Intellectual Property at the Department for Business Innovation and Skills (BIS).

In February 2014 the Council received a presentation from Thérèse Coffey MP and Mary McLeod MP, discussing their report 'Executive Women in the Workplace Inquiry – Building the Executive Pipeline of Talent' and their passion for the PBS sector and the role of women within it. It was noted that businesses should be diverse, up to date and innovative to compete in the market. Further, it was noted that diverse businesses and boards help to improve decision-making. PBS growth in the next decade relies on the PBS sector being engaged in the diversity debate. Diversity is cited as providing improved financial results and provides clients with a more diverse offering.

The PBSC collectively decided that it would develop a diversity and inclusion guide. The purpose of the guide is to identify actions that professional business services businesses (PBS businesses) can take (using steps a number of PBSC members are already taking in this area) that will help identify opportunities for other PBS businesses to take steps to improve their own diversity and Inclusion offering.

## Membership of the PBSC includes:

Sir Michael Snyder, Senior Partner,  
Kingston Smith LLP (Co-Chair)

Baroness Neville-Rolfe, Parliamentary  
Under Secretary of State and Minister for  
Intellectual Property (Co-Chair)

Alan Belfield, Chairman, UK, Middle East and Africa,  
Arup

Barrie Brien, Group Chief Executive,  
Creston

Christine Hodgson, Chairman,  
Capgemini UK plc

David Aitman, Global Managing Partner,  
Freshfields Bruckhaus Deringer LLP

David Sproul, Senior Partner and Chief Executive,  
Deloitte

Ian Powell, Senior Partner,  
PricewaterhouseCoopers

James Kidwell, Chief Executive Officer,  
Braemer Shipping Services

John Hicks, Director and Head of Government and  
Public Sector, AECOM

Julia Budd, Founding Partner,  
The Zygus Partnership

Ken Shuttleworth, Founding Partner,  
Make Architects

Laurence Longe, National Managing Partner,  
RSM UK Group LLP

Michael Mainelli, Chief Executive,  
Z/Yen

Richard Batten, UK Executive Chairman,  
Jones Lang Lasalle

Robert Elliott, Senior Partner,  
Linklaters LLP

Ronnie Bowie, Senior Partner,  
Hymans Robertson

Steve Ingham, Chief Executive Officer,  
PageGroup

Sonya Leydecker, Chief Executive Officer,  
Herbert Smith Freehills

