

diversity and inclusion



in UK
businesses.

2020

contents.

The 2010 Equality Act makes it unlawful for employers to discriminate against candidates based on a 'protected characteristic'. These characteristics include disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation. The Act aims to tackle inequality, particularly when it comes to the employment or recruitment process.

foreword.

77% of CEOs see availability of skills as the biggest threat to their business.

Source: 20th Annual Global CEO Survey, PwC

Diversity and inclusion is a topic close to my heart for a number of reasons.

While we encounter challenging times and circumstances due to the worldwide COVID-19 pandemic, it's important that diversity and inclusion doesn't fall off the agenda.

During these trying times, there are some key things to remember to ensure equality and diversity is embedded within every organisation. Employers must be mindful of the particular needs of different groups of workers or individuals to ensure safety. It is more important now than ever to consider whether any particular measures or adjustments are taken into account under the equalities legislation - for example, extra precautions around new mothers, expectant mothers, or disabled workers. It's imperative that the particular circumstances of those with different protected characteristics are considered. Involving and communicating appropriately with workers whose protected characteristics have the potential to expose them to a different degree of risk is crucial.

We've heard about how diversity and inclusion result in better productivity but studies also show that employees are happier in a workplace where diversity and inclusion are central elements of the culture. This, in turn, leads to an increase in sales and improved profits.

Educating the current generation on the benefits of diversity and inclusion however, is one of our biggest challenges. Our 2020 Randstad Employer Brand Research survey, conducted at the end of last year before the global pandemic outbreak, explored how the future workforce rate attractiveness of an employer. Research revealed that 28% of British Gen Z's (born after 1995) look for employers who offer diversity and inclusion; higher when compared to an older workforce.

According to McKinsey, businesses with a diverse workforce are up to 35% more likely to outperform their competitors. A diverse organisation relates to and understands customers better, allowing the company to provide excellent customer service globally. Companies embracing diversity of people in the workplace are better at attracting top talent all over the world.

Organisations of all sizes are reporting difficulty attracting and retaining the talent they need. A study by Korn Ferry on the Future of Work found that by 2030, in the UK alone, we can expect a talent deficit of three million workers. Finding ways to actively increase the pool of qualified candidates could help invigorate the job market and improve businesses' financial performance. Could diversity and inclusion close the skills shortage?

Diversity is viewed as a core part of HR strategy – led by an understanding that diverse workforces breed better creativity and, ultimately, a better grasp of their customers. However for many employers today it is still seen as a tick-box exercise and there continues to be an oversight in how some application, assessment and interview processes can prove a hurdle to those with certain disabilities.

While having a cognitively diverse workforce will enable businesses to tackle challenges effectively if and when they arise, some employers are still excluding certain groups from entering the workforce – mainly due to concerns over how they can accommodate for these employees once they are hired. As the world's leading staffing provider we take pride in the fact that we take strides in diversity and inclusion.

Randstad is proud to have signed up to the Disability Confident Scheme, run by the Government, and we are now a disability confident committed employer. We will be progressing with this course over the coming year.

Randstad has also signed up to the valuable 500. In terms of gender diversity, I am proud to work for a company where the leadership team is split 50:50 male/female. But I am even prouder that four out of five of the UK managing directors are women. In November 2018 Staffing Industry Analysts (SIA) published their Global Power 150 – Women in Staffing list which included nine Randstad executives from around the globe. The publication recognises influential female leaders in the industry worldwide and provides a platform to celebrate many of the talented women shaping the world of work.

This report looks at diversity and inclusion in the UK workplaces today. It looks at where organisations are excelling and considers ways in which the application process can be made more inclusive. There are tips as to how workplaces and managers can accommodate employees from different groups from the application and assessment process to hiring and onboarding.

Ruth Jacobs
Managing Director Randstad business solutions

but how to attract the

right skills and talent?

Diversity and inclusion strategies and the roles they play are increasingly seen as key to achieving this. Diversity in the corporate boardroom continues to be the topic of many conversations, conference panels and studies.

Despite more companies today having diversity and inclusion strategies and training in place, not all companies are as active as they could be in their commitment to workplace diversity.

Many companies are taking steps to improve inclusivity. The Top 50+50 survey found that 96% of firms have a diversity or equality policy in place, yet when it came to having a dedicated diversity director, currently only 28% of firms have such an individual.

McKinsey and Company's report revealed that businesses with a good gender mix are 15% more likely to see financial returns above their national industry medians, while those in the top quartile for racial and ethnic diversity are 35% more likely to outperform the average.

Money matters

The Equality and Human Rights Commission's (EHRC) pay strategy (EHRC, 2017) identified significant economic benefits to decreasing pay gaps. It notes that closing the gender pay gap could add £600 million to the UK's gross domestic product (GDP); improving the employment rate and workplace progression for people from ethnic minorities could contribute £24 billion per year; and raising the participation of disabled people could reduce the annual £100 billion cost of people being out of work.

By the year 2025, 75% of the global workforce will be made up of millennials - which means this group will occupy the majority of leadership roles over the coming decades. They will be responsible for making important decisions that affect workplace cultures and people's lives. This group has a unique perspective on diversity. While older generations tend to view diversity through the lenses of race, demographics, equality and representation, millennials tend to see diversity as a meeting of varying experiences, different backgrounds and individual perspectives. They are much more likely to view the ideal workplace as a supportive environment that gives space to varying perspectives on a given issue.

The Deloitte Millennial Survey showed that 74% of these individuals believe their organisation is more innovative when it has a culture of inclusion. If businesses are looking to hire and sustain a millennial workforce, diversity must be a key part of the company culture.



the gender balance.

Women in the boardroom

According to LinkedIn data, companies with more women in the C-suite tend to have more women in their workforce overall. In fact, when there is a female executive in the C-suite, the average percentage of female employees is around 41%. Conversely, when a company does not have any senior female executives, on average, only 34% of its total workforce is made up of women.

The 30% Club, a campaign group designed to improve female representation in the boardroom, has also been encouraging firms to embrace quotas.

Since it launched in 2010, the female representation figure on UK Boards has increased to 28.4% from 12.5%. Targets combined with measures such as mentoring programmes and women's networks can help to create stronger pipelines of women too.



what women want

In the recent LinkedIn Gender Insights Report, it showed behavioural data indicates that women apply to 20% fewer jobs than men.



three tips for attracting more female applicants.

- 1 Ensure the language in your posts is as gender-neutral as possible.

Getting the language and content right is an art shaped by science. Research shows that stereotypically masculine words or phrases can keep women from applying for jobs. Nouns like 'ninja', and 'rock star' may divert some women, just as adjectives like assertive, decisive, analytical, independent, and self-reliant can.

- 2 Reduce down to the absolute must-haves.

A study in the Harvard Business Review shows that women hold back on applying for jobs because they believe that candidates must meet all the job criteria. Does a candidate really need a certain skill or experience?

- 3 Provide flexible working arrangements.

Offering flexibility can engage a wider talent pool with more experience and diversity (Forbes). There has also been a sharp increase in men wanting to work flexibly. The choice to be flexible caters to various backgrounds and circumstances. This also reinforces the focus on results and not the hours. Our 2019 REBR data showed that women valued flexible working slightly more than men.



While both genders browse jobs similarly, they apply to them differently. Research shows that in order to apply for a job women feel they need to meet 100% of the criteria while men usually apply after meeting about 60%



According to McKinsey, companies in the top quartile for gender diversity are 15 percent more likely to have financial returns above their respective national industry medians.



Over in the United States, the U.S. are not on track to achieve gender balance on company boards until 2055 - but more diverse boards tend to perform better, as they're more likely to mirror the diverse makeup of their customers and corporate employees.

Sweden has one of the highest female employment rates at

82.5%.

the BAME question.

Companies with more diverse staff demographics tend to be more productive, with McKinsey finding that companies in the top quartile for racial and ethnic diversity are 35% more likely to have better financial returns than national industry medians.

Millennials from black, Asian and minority ethnic (BAME) backgrounds are at greater risk of being in unstable employment than their white peers, according to the 'The Race Inequality in the Workforce' report from the Carnegie UK Trust.

The 2019 report stated BAME millennials are 47% more likely to be on zero-hours contracts and also have a 10% greater chance of having a second job.

BAME millennials are also 5% more likely to be doing shift work and are 4% less likely to have a permanent contract than white workers.

The results of the Boston Consulting Group's (BCG) report, Why Your Diversity Strategy Needs to Be More Diverse, found minority groups were far less likely to believe in their company's commitment to D&I. Just 46% and 39% of BAME and LGBTQ+ respondents respectively reported they believed in their employer.

This clearly reinforces the point that BAME staff occupy a far greater percentage of the lower paying roles.

Research carried out in 2019 by employment law specialists Slater and Gordon has found that when BAME (black, asian and minority ethnic) jobseekers used a 'western work name' on their CV, 28% felt they were offered more roles.

In addition, 27% claimed they landed more job interviews after altering their name.

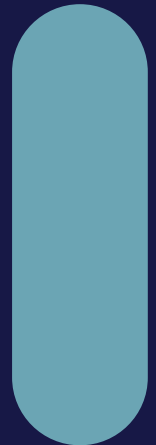


LGBT

and inclusion.

Results of the Boston Consulting Group's (BCG) report, *Why Your Diversity Strategy Needs to Be More Diverse*, found minority groups were far less likely to believe in their company's commitment to D&I. Just 39% of LGBTQ+ respondents respectively reported they believed in their employer.

According to the report, employees who do not believe their workplace is committed to diversity and inclusion (D&I) are three times more likely to leave than those who do.





three strategies for better LGBT workplace inclusion

Newcastle City Council was named the most inclusive employer in the UK by lesbian, gay, bisexual and transgender (LGBT) charity Stonewall in its 2020 rankings. The city council in the north east of England was the first local authority to come top of Stonewall's annual list since it launched the rankings 16 years ago.

Prism is the Post Office's LGBT+ diversity group. It's made up of a mixture of identifying LGBT+ colleagues and allies, all seeking to promote the LGBT+ cause within and across the Post Office.

Prism meets once a month and focuses on ensuring that Post Office is inclusive and supportive of LGBT+ colleagues by influencing policies and processes. The group also aims to provide support to LGBT+ colleagues, arrange social events. In 2018 the Post Office took part in Pride for the first time.

In the United Kingdom, a recent report found that 68% of LGBT employees have experienced harassment at work – with the vast majority not reporting incidents for fear of being publicly outed or damaging their careers.

1

Younger staff will shift the dial on LGBT inclusion.

Global research presented by the Economist Intelligence Unit revealed that young employees were the ones likely to drive change in D&I. Nearly a third (27%) of more than 1,000 executives surveyed said young employees were the cohort most likely to guide company thinking on LGBT D&I. Just 16% said the C-suite was the most likely to support inclusion. The women and younger employees surveyed were significantly more likely to believe that LGBT-friendly workplace policies and practices would deliver return on investment.

2

Small actions to make a real difference.

As part of the onboarding process, outline the support for LGBT staff that's on offer and ask new starters their preferred gender pronouns – as well as putting people at ease, it's a clear sign that your organisation is an inclusive and open workplace. Check your benefits: are they appropriate for LGBT employees and families? For example, does your health insurer cover same-sex couples? If not, demand more or switch suppliers.

3

Effective communication.

Communication is at the heart of having an LGBT-friendly workplace. You need to find effective ways of communicating the firm's commitment to inclusiveness, and you also need to foster respectful communication among employees.

You can achieve this by embedding a commitment to LGBT equality in your communications, for example newsletters and personal conversations. Find out what works and doesn't in terms of policies.

Include examples and images that are inclusive. Also keep communication with other employees supportive of their views too.

disabilities within

the workplace.

The Office for National Statistics (ONS) has reported that 'disability [has been] made a top priority by UK employees over age and gender' as found in a 2019 workplace study by Wildgoose. According to the Equality Advisory Support Service (EASS), 70% of discriminatory queries are to do with disability, and the survey says that this demonstrates clearly that 'employers are not doing enough to be inclusive to those with a disability'.

In April 2019 research from charity Changing Faces revealed that almost half of young job applicants with a disfigurement say that they were rejected because of how they looked. With 'severe disfigurement' considered a protected characteristic within the Equality Act's disability protections, this apparent discrimination is illegal.

Candidates who successfully proceeded to become employees have reported experiencing the same level of discrimination too. A quarter have been stared at during work, 19% have experienced negative comments, one in eight have found it difficult to make friends and 10% have been ignored by colleagues.

Given that at least three million people with disabilities in the UK work, between 10% and 15% of staff at many employers will have a disability. UK equality legislation encompasses disability and the UK has extensive legislation and case law on discrimination against disabled people. Moreover, governments have expressed concern about the high level of unemployment among disabled people and pledged their commitment to improving their employment rates.

The entrance to the UK's Treasury building on Horse Guards Road in London, with its sweeping ramps, are an indication of progress made in removing obstacles to disabled people joining the workforce. Installed in 2002, the ramps allow wheelchair users easy access to the building and are in keeping with the style. The actual use of the ramps demonstrates the continuing challenge of helping people with disabilities into the workplace. Like most modern office buildings, such facilities are not mainly used by disabled employees or visitors but by smokers, who find them a convenient place to have a break. Just 3% of workers who identify as disabled are wheelchair users, for example.

Although many employers are convinced of the virtues of recruiting people with disabilities, and regulations have been introduced, actual practice often lags behind. In reality some of the gravest continuing problems involve people with "invisible" disabilities such as blindness, deafness, mental illnesses or learning disabilities. Employers may be slow to realise that their employees suffer some disabilities, particularly hidden ones.

Employees are more likely to become disabled during their working lives than to have a congenital condition. It is also at this point that organisations need to step up and accommodate their workers. Randstad's award-winning Returning to Work campaign featured the case of a business analyst who worked in financial services and suffered a heart attack and stroke. After months of rehabilitation, lots of hard work and a back to work programme, he returned to work in finance.

Some HR professionals and those with disabilities argue that modern online recruitment systems are making matters worse. Partially-sighted people and those with learning disabilities, dyslexia and autism often struggle to use some of the most popular online recruitment programmes. Some talented workers could be knocked out of the recruitment process who could have brought a lot of talent to companies because employers simply don't understand what an obstacle online recruitment is creating. Times are changing though.

Since Applicant Tracking Systems and online applications are used frequently in recruitment this can be a challenge for organisations who want a fair and open recruitment system. The use of these systems could be more of a consideration for some companies going forward.

Since 2017 Lloyds Banking Group set a target of making requested changes to lights or other parts of employees' environment within 14 days to ensure disabled employees face minimum barriers to productivity. Such policy change reflects how the banking group and many other employers recognise needs that extend widely beyond staff who are the most clearly disabled.

As an example of improved understanding of the value of employing disabled people, some companies – including Microsoft, SAP and IBM – now seek to recruit a number of autistic people. Some autistic people's strong interest in detail, which can be a barrier to their social interactions, can be very useful in tasks from checking computer code to monitoring accounts and expenses.

For many people, a job search is fraught with anxiety – what to wear, what to say. But for candidates with neurological differences like autism or obsessive-compulsive disorder, difficulties like making eye contact, fidgeting or an unusual speech pattern can make the task even more challenging.

unseen disabilities within the workplace.

Mental health: the great depression

A 2019 report from the Health and Safety Executive (HSE) in the UK found that 595,000 workers suffered from work-related stress, depression, or anxiety in 2017/18 — and 239,000 of these were new cases reported that year alone. Unrealistic workload, lack of managerial support, changes at work, and bullying in the workplace were all significant contributors. And, in total, the mental-health crisis led to 15.4 million working days lost in the UK over the year.

Major depression is thought to be the second leading cause of disability worldwide. At the start of 2019 Prince William reinforced the link between jobs and mental health.

- 1 in 6.8 people experience mental health problems in the workplace (14.7%).
- Women in full-time employment are nearly twice as likely to have a common mental health problem as full-time employed men (19.8% vs 10.9%). And these illnesses can vary from depression, bipolar disorder, anxiety disorders, post-traumatic stress disorder.
- In September 2018, The Royal Foundation and charity, Heads Together launched a web portal designed to help managers support staff struggling with their mental health.

With a rise in workplace-related stress, illnesses and mental health issues, half of working adults in the banking and financial services industries believe that businesses are not doing enough to support the physical and mental wellbeing of their employees, according to a survey by Westfield Health.

Diabetes

Diabetes affects around 3.7 million people in the UK and with type two diabetes, linked to lifestyle, on the rise in the UK then workplaces need to be aware of some of the challenges these workers might face.

More needs to be done to educate employers about their responsibilities to diabetic workers, as in a study it emerged that one in five people with diabetes have faced disciplinary action for missing work.

According to glucose monitoring system manufacturer Dexcom, diabetic employees often feel discriminated against at work with almost a third believing the condition has damaged their career.

One in six working people with diabetes feel they've been discriminated against by their employer because of their diabetes. For example, those with diabetes may need to eat at set times to stay on top of their blood sugar levels, having your lunch break swapped around every day on a rota could make this difficult. A reasonable adjustment could be for an employer to allow a worker to have their lunch break at the same time every day.

neurodiversity in the workplace.

Nowadays, an increasing number of companies are reaching out to include “neurodiverse” candidates who they say can offer unique talents.

Neurodiversity is a term used to describe the range of human brain function and behaviour.

Neurodivergence refers to conditions that aren’t neurotypical, such as autism, Asperger’s syndrome, dyslexia, dyscalculia, dyspraxia and attention deficit hyperactivity disorder (ADHD).

Neurodiverse employees are 30 to 40% more productive than “neurotypical” workers when performing tasks such as data analysis, software testing, and compliance, provided they are supported properly.

Dyslexia

Unless there are existing arrangements in place to address the issue of dyslexia in your workforce you could be missing out on a wealth of untapped potential and creativity. Since statistically about 10% of the workforce will suffer from some type and level of dyslexia even in milder forms.

There has long been a debate that dyslexia isn’t a disability, it’s an inability in an linear environment, but a great ability in a creative one.

Strengths can include

- creativity, imagination, strategic thinking and problem solving.
- excellent comprehension of the stories read or told them.

Dyslexics may do well in interviews but online application systems and testing (without extra time being offered usually 25%) can be a challenge.



Tips to hiring and managing dyslexic workers can include:

- Giving verbal as well as written instructions.
- Highlight salient points in documents.
- Use voice mail as opposed to written memos.
- Post-it notes and highlighters can help dyslexic workers.
- Extra time might be needed to complete tasks.
- Get someone else to take the minutes of meetings.
- Dyslexics do best when directions are two steps or fewer.

‘Ability EY’ umbrella

EY has networks for those with autism and dyslexia, for the deaf and hard-of-hearing, and for mental health, wellbeing and mobility, all under the ‘Ability EY’ umbrella. Those networks provide efforts to identify strengths of those with neurological conditions.

‘Ability EY’ aims to draw out these skills – whether it’s someone with attention to detail who might be suited to their assurance business, or technical capabilities for the IT department it helps to give workers support they need to thrive.

According to EY, some people with dyslexia, dyspraxia and asperger’s syndrome are among the top 2% in the country for certain skills.



help candidates to prepare

The CIPD [Neurodiversity at Work](#) report suggests that employers should give a candidate clear descriptions of how to get to the interview [or assessment] location (preferably with visual cues) and what to expect in the interview – including who they will meet, then length and format of the interview, and choose a suitable quiet space free from distractions.

Make sure you clearly signal that your organisation welcomes neurodiverse individuals.

A statement to this effect on a job advert or company website can encourage applicants. Employers signed up to the Government’s Disability Confident campaign can display the logo to show their commitment in this area.

autism in the workplace.

Neurodiverse people are estimated to make up 8-10% of the population, many of them undiagnosed, and some of them, such as those with autism, have unique abilities to see patterns, think creatively, and focus on repetitive tasks.

The corporate world has started paying attention. Companies such as SAP, Microsoft, and Ford have started programs specifically to recruit and train autistic job applicants to do everything from graphic design to data analysis

From wording job adverts well to taking the stress out of candidate interviews and assessment, employers can do much to make their recruitment more comfortable for autistic workers.

While some large businesses such as SAP, Microsoft and JP Morgan have woken up to the value that employees with neurodivergent conditions such as autism can bring to their organisations, the overall employment statistics for this sector of society remain woeful.

Only 16% of autistic adults are in full-time work and just under a third are in any kind of paid employment, according to the National Autistic Society.

The National Autistic Society provides workplace assessments to help identify any adaptations that could be made and advises on management techniques and ways to communicate effectively.

Although inclusion awareness is certainly growing, there is more that many organisations can do to attract people with neurodivergent conditions.

Research from the National Autistic Society shows that employers worry about getting support for an autistic employee wrong, with 60% saying they did not know where to go for support and advice about employing an autistic person. As many as 40% believe it costs more to employ an autistic person and 28% thought an autistic person would be unlikely to be a team player.

There is also a lingering misconception that autistic people only want to work in technical or solitary roles. Another National Autistic Society survey indicates that autistic people have varied career aspirations, with arts and creative industries about as popular as IT among respondents.

ASPIeRATIONS helps link employers with people who have Asperger's. The organisation has been set up to build a bridge between business and talented people within the Asperger community and to create employment opportunities that have a lasting benefit for all.

We do that by recognising that there can be some distinct challenges that come with welcoming people with Asperger Syndrome or high-functioning autism into the workplace, and then using our expertise and experience to help businesses overcome them.

Working with someone on the autism spectrum (including those with Asperger syndrome), can be an enriching experience for managers and colleagues alike, but it may also present some challenges.



Top tips for managing with autistic workers:

- **Clarify job expectations.** Hiring managers may need to be more explicit about your expectations for an autistic member of staff. As well as the job description, you need to explain the etiquette and unwritten rules of the workplace.
- **Provide training and monitoring.** Clear and structured training is invaluable. This can be provided informally on the job, by a manager, colleagues or a mentor, or formal training.
- **Ensure instructions are concise and specific.** Try to give the employee clear instructions from the start about exactly how to carry out each task, from start to finish.
- **Ensure the work environment is well-structured.** Some autistic people need a fairly structured work environment. You can help by working with them to prioritise activities, organising tasks into a timetable and breaking larger tasks into small steps.
- **Regular one-to-one meetings.** As with any employee, line managers should have regular one-to-one meetings to discuss and review performance. For an autistic staff member, brief, frequent reviews may be better than longer sessions at less frequent intervals.
- **Provide reassurance in stressful situations.** Autistic people can be quite meticulous, and can become anxious if their performance is not perfect. This means they may become very stressed in a situation such as an IT failure or issues with getting to work.
- **Support your staff member to prepare for changes.** Give information about changes to the workplace or tasks well in advance, ahead of others in the team if needed.
- **Ask about sensory distractions.** Autistic employees sometimes benefit from things like screens around their desk, headphones, or their desk being in the corner.

Auticon, an IT and compliance business, employs more than 100 IT consultants on the autistic spectrum in the UK, Germany and France, and is the first social enterprise to scale this model across Europe.



social mobility in the workplace.

Social mobility in the workplace

Society and government guidance is putting pressure on employers to create a diverse workforce but to fully commit to this movement, organisations must turn their attention to another factor - social mobility. Social mobility refers to the movement of individuals from one social strata, or 'class', to another. As with other aspects of diversity and inclusion, its business importance rests on the desire to encourage different thinking and promote new ideas. Combining individuals from different backgrounds is believed to influence work productivity and quality of output, which in turn is expected to improve a business.

The UK's first-ever Social Mobility Employer Index.

The Index is a joint initiative between the Social Mobility Foundation and Social Mobility Commission, in partnership with the City of London Corporation.

It ranks Britain's employers for the first time on the actions they are taking to ensure they are open to accessing and progressing talent from all backgrounds and showcases progress towards improving social mobility in the workplace.

At the end of 2016 KPMG became the first UK business to publish comprehensive data on the socio-economic background of its workforce. This data provided an evidence base for change and is used by the company as a baseline to measure our future progress. Going public with this data will also ensure the firm is held to account on its social mobility work.

The top eight firms named in the 2019 social mobility employer index are:



PwC
KPMG
Severn Trent
JLL
Baker McKenzie
Deloitte
Ministry of Justice
Grant Thornton

The Top 75 UK employers in 2019 who have taken the most action on social mobility in the workplace include banks, engineering firms, law firms, government departments, retailers – and MI6, the first time one of Britain's intelligence agencies has entered the list.

The Index is the creation of the Social Mobility Foundation and ranks the UK's employers on the actions they are taking to ensure they are open to accessing and progressing talent from all backgrounds. It highlights employers doing the most to change the way they recruit and progress talented employees from different social class backgrounds.

Employers who employ over 1.1 million people in the UK across 18 different sectors took part in last year's Index.

The highest ranked employer by key areas include:

Overall:	PwC
Banking:	J.P. Morgan
Engineering:	Arup
Government dept:	Ministry of Justice
Insurance:	Aviva
Law:	Baker McKenzie
IT & Telecoms:	Capgemini
Publishing:	Penguin Random House
Property/real estate:	JLL
Media:	BBC
Retail:	Enterprise Rent-A-Car
Utilities:	Severn Trent

PwC was ranked 1st in the Index for the commendable work it has taken to tackle social mobility and enable those from lower socio-economic backgrounds to succeed. PwC was particularly recognised for the strength of its work with young people, the breadth of routes into working for us and its long-standing community programmes.

age is just a number right?



According to Chartered Institute of Personnel and Development research, employees who work in age-diverse teams say they enjoy:

- improved knowledge-sharing
- better customer service
- a wider understanding of different perspectives
- enhanced problem-solving
- greater innovation

Ageism also appears to be a problem in the UK, with 70.8% of respondents to a CV-Library 2017 study saying this form of discrimination was common in their workplace.

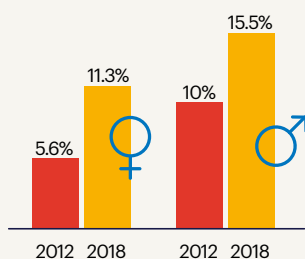
Workers in their 50s are more than twice as likely to be made redundant than those in their 40s, according to analysis undertaken by the Office for National Statistics data for the Daily Telegraph (ITALICS) in October 2019.

The over-50s have made up nearly 80% of employment growth over the past 10 years. In 2008, nearly eight million over-50s were employed. By the end of 2018, their number was close to 10.4million.

By 2025 there will be one million more people 50 and over and 300,000 fewer people 30 and under in the workplace. One in three of the working age population will be 50 or over.

How can businesses cater for older workers?

Businesses can get ahead of their competitors by creating age-friendly workplaces where people of all ages are supported, valued and fulfilled. The good news is it takes just small changes to make this happen: early access to support for issues around health or caring; small, practical adjustments to the workplace; flexible working arrangements, managers that treat staff with empathy and an age-positive culture including at the point of hiring.



The latest Office for National Statistics figures show that the proportion of women retiring after they've hit their 70th birthday has gone up from just 5.6% in 2012 to 11.3% in 2018. Likewise, the number of men giving up work in their 70s has also gone up from 10% to 15.5%.

Legal & General have looked to change the way they work with regards to supporting older workers. One of the major changes has been in the way they deal with employees who are approaching their later years. With there now being no retirement age in the UK, Legal & General have replaced traditional "preparation for retirement workshops" with a flexible working policy to provide employees of all ages with the ability to work in line with their life and family commitments.

menopause in the workplace

In August 2019 The Guardian reported that MPs were pushing for clear workplace policies to protect women going through the menopause, which exacts a hefty personal and professional toll on as many as one in four females.

A menopause policy should be as commonplace as maternity schemes in businesses and organisations, say the MPs, some of whom want legislation to force through the reforms.

The Chartered Institute of Personnel and Development (CIPD) 'Let's talk menopause' resource provides managers with tools on how to effectively support women going through the menopause at work.

Two menopause-related tribunals have already been found in favour of the employee. It's highly likely there are more to come. Menopause is covered under the Equality Act 2010, and can be on the grounds of sex, age or disability discrimination.

what's next?

upping the game, probably.

The report “Missing Pieces”, published by Deloitte in January 2019, looked at the diversity of Fortune 100 and 500 boards. The percentage of women and minorities on corporate boards has increased in the past years, but what is even more interesting is that over 25% of the Fortune 500 companies have now more than 40% diversity on their boards (up from 13% in 2012).

Sweden leading the way

According to the recent European Jobs and Skills report by the Institute for Public Policy Research, Sweden is one of the best countries in Europe at integrating diverse groups into the labour market.

It has one of the highest female employment rates (82.5%) and a maternal employment rate of 79.6%. It also boasts an employment rate of 73% for older workers – with only a small gap between older men and women.



According to Indeed, people with disabilities constituted 15.9% of all new hires in Q2 of 2019, with total new hires up by a fifth compared to five years ago. Hiring of ethnic minorities has also climbed over the same period and they now account for 13.2% of new hires.

flexible working.

Morgan McKinley's 2019 working hours and flexible working research revealed nine in 10 (91%) UK office workers worked beyond their weekly hours.

According to LinkedIn's Global Talent Trends 2019 report, a third (31%) of LinkedIn users say flexible work arrangements are a very important consideration when choosing a job. That's a third of candidates who might turn down an offer if your company doesn't offer flexibility.

Flexible working can also help those with OCD and other neurodiverse disabilities.

Providing flexible working hours or time to de-stress when first entering the workplace can help build a supportive and comfortable working environment. You could consider allowing an employee to have their own desk and an agreement with other staff not to use that desk in their absence, where conditions may trigger anxiety and panic within shared work spaces.

According to a recent study by Stanford Graduate School of Business, when employees were given the ability to work outside the office, it had a significant impact on productivity and employee retention.

Government organisations are quite accommodating when it comes to recognising the different circumstances of their employees. Flexible working hours are common – usually based around a core time of hours, or on a 'shift work' basis. Part-time jobs and job sharing are also more common.



Returning to work

Returners to work are a workforce demographic that many employers fail to reach. This could be people returning to work after career breaks or serious illness.

For more information Randstad's campaign on returning to work can be found at

www.randstad.co.uk/returning-to-work/

The Australian arm of accountancy firm EY launched 'life leave', which is self-funded, to travel, work part-time or simply just enjoy the time off in one of two blocks of time across a year.

Other new incentives include term-time working and temporary part-time, which went into effect from April 1 2019.

The company Unilever has a range of market-leading, family-friendly and flexible working policies, which enable employees to balance their daily responsibilities.

These policies and practices include:

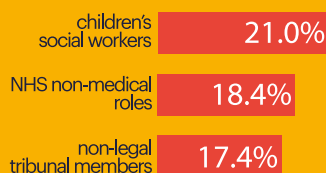
- Agile working, which gives employees the possibility to work remotely and flex their own hours, whilst ensuring business needs are met.
- Flexible working arrangements including, but not limited to, part-time and job share opportunities.

the public sector.

According to the Office for National Statistics (ONS), 5.42 million people are employed in the UK's public sector accounting for 16.5% of all those in paid work (June 2019).

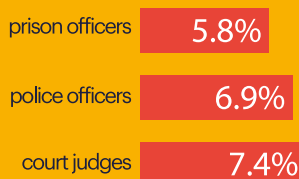
According to 'the Ethnic diversity of public sector workforces' published 18 July 2019 the most diverse workforces are:

NHS medical roles, where 44.4% of staff are from ethnic minorities:



The least diverse workforces are:

firefighters, where 4.1% of staff from are ethnic minorities.



Public sector diversity and inclusion success stories

Civil Service Fast Stream & Early Talent

The Civil Service introduced an Autism Exchange Internship Programme to address this loss of potential and talent. It aimed to support those on the autism spectrum through providing work experience, skills events and coaching.

The internship experience was designed to support and develop students between the ages of 16 and 25 through a number of routes. As well as helping to develop skills and a familiarity with the work environment, there were practical workshops looking at selection and networking. There was increased awareness through training and promotion of a neuro-diverse philosophy across the organisation.

Participants received three weeks' work experience within a department, tailored to individual needs. They received psychometric profiles of their behavioural styles so they could develop self-awareness of how they learn. Departmental support has increased from 11 hosts in 2018 to 18 in 2019. The number of interns has also risen, from 19 to 34.

Eighty-four% of participants have achieved a job role, placement or study opportunity from the programme. This compares favourably to the national average of 16% employment for those on the autism spectrum.

Department of Business, Energy and Industrial Strategy (BEIS)

BEIS was one of the top ten most-inclusive employers of 2018 in the VERCIDA awards. The department is committed to making their workplaces accessible and will assist any employee with their disability, long-term health conditions and make reasonable adjustments. Examples of action taken include:

- providing services such as a sign language interpreter or support worker,
- changing assessment procedures to ensure colleagues with disabilities are not put at unfair disadvantage, e.g. someone with dyslexia may need longer to complete a timed written test.

West Midlands fire service

The West Midlands is an ethnically diverse area. Yet its fire service has not, until now, reflected the makeup of the community it serves. For the last four years it has worked hard to attract more people from under-represented groups, including women and people from BAME communities. From having only 5% women firefighters in 2014, it now has 10% – double the national average for fire services. Since January 2018, 27% of the new firefighters are women and 32% come from BAME backgrounds.

Its diversity, inclusion, cohesion and equality (Dice) team used social media to recruit people it might not have reached through more traditional recruitment routes. They hosted open evenings and used traditional strategies including talking to local communities, careers fairs and working in the community on prevention.

L&Q

L&Q is a charitable housing association. By 2025 L&Q wants to achieve a 50% female workforce at senior level. It has adopted the 'Rooney rule' that ensures it interviews at least one BAME candidate and one female candidate when recruiting for leadership positions. Flexible working is encouraged, and 100% of requests were granted in 2017/18. There are D&I champions at group board and executive levels, and senior leaders are held accountable for promoting gender equality.

Managers attend equality and diversity training which covers: unconscious bias; best practice in challenging non-inclusive behaviours; career conversations for women and enabling women to see promotion opportunities. Managers are also coached in dealing with flexible working requests.

Diversity is now one of the highest ranking categories for L&Q in the annual Great Place to Work survey, and the number of women being promoted has increased from 45% to 61%. Its gender pay gap decreased from 9.5% to 7.6% between 2016/17 and 2017/18 and representation in the senior leadership team is now 31% women.

how are organisations doing? **successes so far.**

In 2019 Randstad signed up to the disability inclusion campaign The Valuable 500.

The Bank of England, British Airways, Tesco, M&S, Greggs, Specsavers, Sainsburys, Accenture, Aviva and Google are just some of the companies that have announced their membership of The Valuable 500.

The campaign aims to ensure businesses globally recognise the value of the one billion people around the world living with a disability. They believe that building a global society that recognises the value of the one billion people living with a disability starts with business.

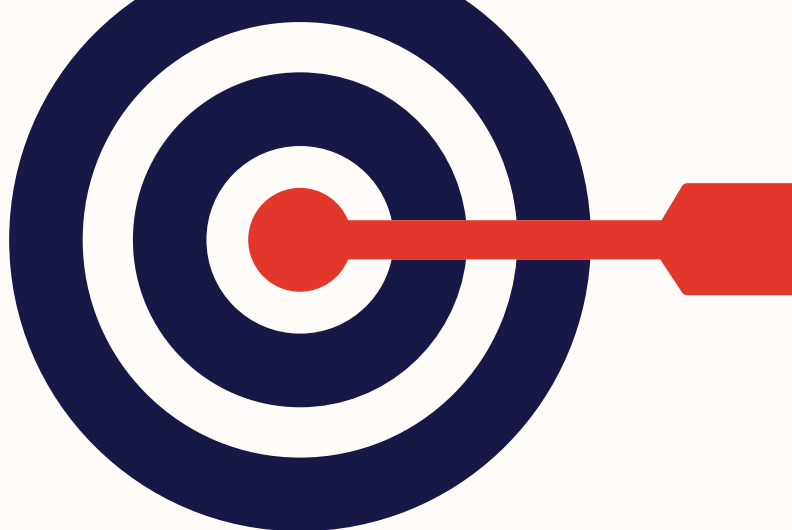
Binc was founded by social entrepreneur and activist Caroline Casey in 2015, with a mission to ignite a historic global movement for a new age of business inclusion. Binc is using a tried and tested formula that has worked in the past for gender, race and LGBT to leverage the exponential rise of The Diversity and Inclusion Agenda.

Superdrug has worked hard over the past 18 months to become a more diverse and inclusive workplace. They set up 'Everyone Matters' made up of six pillars – gender equality, LGBTIQ+, BAME, wellbeing, social mobility (known as Access All Areas), and flexibility at work (called Make Work Work). These were formed from a combination of employee feedback, external research on what other organisations were doing with D&I, and discussions among the leadership team.

Each pillar is headed up by a director sponsor and they are involved in the steering groups and support the networks. The CEO creates podcasts to help inform and engage the workforce around D&I.

The groups put on events and campaigns and celebrate key dates to raise awareness of their pillar. Examples include a panel for International Men's Day with a mixture of colleagues and external influencers; a session for National Coming Out Day, where LGBT employees talked to a group of senior leaders about their experiences and what inclusion means to them 'Everyone Matters' has been received well by staff. Their latest employee survey engagement was at an excellent 82%.

The strategy has been recognised externally too. In a Europe-wide ranking of 700 companies by the Financial Times Superdrug came fifth in retail and 52nd overall, beating businesses like P&G, L'Oréal and Sainsbury's. Superdrug has a full calendar of D&I events for 2020, with more than 100 days of celebration and recognition planned.



Aviva won the The trailblazer award in the 2019 The Diversity in Finance Awards, as the judges said it has covered a huge range – from older workers, encouraging age diversity, professional returners, leadership programmes, gender diversity and for initiating equal parental leave, setting the bar for the sector.

In the 2019 **The Diversity in Finance Awards**, the diversity and inclusion initiative of the year award went to **Zurich**, for its inclusive behaviours pledge, encouraging the insurance industry to sign up to better behaviours.

With 44% female representation in the boardroom and a 40% female executive committee, in 2018 **Diageo** was named the leading FTSE 100 company for its representation of women on boards. It has also set a target for its global leadership team – a group of roles below board and executive level – to be 40% female by 2025.

The Co-op was named among “ for Women and a top-50 employer in the Social Mobility Employer Index in 2018. The Co-op runs several employee networks in line with its D&I mission. Their Aspire group caters for colleagues passionate about personal development and gender equality, while Rise focuses on driving cultural awareness and ethnic sensitivity. The Respect network Works with LGBT+ colleagues, and the Youth initiative supports younger employees.

Aon has a Workability business resource group (BRG) which is formed from, and run by, colleague volunteers. Workability is open to all colleagues, but especially welcomes those with a disability and those caring for a disabled friend or relative. Aon also runs a Mental Health Group which also is a colleague led organisation which strives to drive awareness and support mental health issues both in and out of the workplace. These groups meeting regularly to raise awareness, advise on policy development, to improve recruitment and retention of people with disabilities and to provide support for employees who have a disability or are caring for relatives or friends with disabilities.

areas to consider to increase diversity and inclusion in the workplace.

Job adverts need to be clear and precise, and avoid jargon

This can remove unconscious bias as studies show that men are likely to apply for roles where they have less than 50% of the required skills, whereas women tend to only apply for roles where they have over 80% of the required skills.

Advertising in minority publications

There are a number of specialist publications in the UK and websites which are aimed at minority groups. This can be a good way to reach out to different groups with employment opportunities.

Rooney rule

Use the Rooney rule to pave the way for more female board members. In order for boards to appoint more female CEOs, there first have to be more female board members to vote for them. By applying a form of the Rooney Rule – a rule instituted by the NFL requiring teams to interview at least one minority candidate for an open head coach or general manager position. Major corporations like Microsoft, Costco, and most recently Amazon, use this type of process for board selection, pledging to consider at least one woman or minority candidate whenever there's a vacancy.

Blind applications and a bigger graduate recruitment pool

There are also small adjustments that can be made to the recruitment process which make a big difference to diversity. The socially mobile who are able to attend university are less likely to attend elite institutions, so removing university names from CVs will also help interviewers see the person in front of them rather than the reputation of his or her university.

When it comes to graduate recruitment, selection from a broader number of universities and social backgrounds need to be targeted. In recent years the 'Big4' have changed their approach in recruiting graduates. Deloitte adopted contextualised academic data for its entry-level recruitment process in an attempt to understand the economic background and personal circumstances surrounding their candidates' academic achievements.

They realised that not all A-level grades were the same, depending on the quality of the school that those pupils attended. To prevent unconscious bias and to ensure job offers were made on the basis of present potential rather than past personal circumstance the firm's interviewers did not have access to details of an applicant's school or university.

Showcasing a diverse workforce on the company website and careers pages with case studies

Case studies of the senior management team and/or recent graduates from diverse backgrounds can be useful. Reports highlight that BAME students are more likely to drop out of university as they don't feel they belong and it can be similar in the work environment. Creating a sense of belonging and 'people like me' as an inclusive culture can be helpful and case studies go some way to achieve this.

Health checking the culture of the organisation especially at a senior level

Is there an overly macho or long hours culture that might disadvantage women? Are entertaining and staff events diverse and inclusive or do they all follow a certain theme?

Introduction/extension of flexible working policies for all staff

Many organisations have introduced flexible work policies, including Randstad, and in 2019 they are necessary because of increased competition for talent. The policies have been designed to acknowledge an increased demand for flexible working environments especially not just working parents but for millennials too.

Ensuring online assessments and access to interviews are fair

Working with support groups and charities such as the National Autistic Society and British Dyslexia Association to ensure hiring managers understand how to adapt interview and selection processes to ensure inclusion.

People with disabilities represent a vast market that is often overlooked and largely untapped. The assumption is that technology is different from stairs. If a candidate attended an interview in a wheelchair and was required to walk up stairs, that would be unacceptable. In the same token someone with a visual impairment or dyslexia shouldn't struggle with a website or online selection testing that for them is inaccessible.

Look at the makeup of your interview teams and panels. A diverse group of interviewers shows you're committed to different points of view and helps decrease unconscious bias. For example, the company Intel began requiring diverse interview panels and, within two years, the diversity of its new hires skyrocketed. Make sure you have a diverse recruiting team as well.

Job coaches

Issues like a sensitivity to noise or light or difficulty coping with social interactions can be relatively simple to address – such as providing a quiet office instead of an open-plan workspace to help avoid sensory overload – but without the right knowledge and understanding, may be difficult procedures for HR to formalise internally as part of the recruitment process. In-house 'job coaches', or someone hired on an adhoc basis, could help ensure workers with autism and those with other disabilities are comfortable with their workplace and are able to concentrate on their work. This could help ensure employees with different disabilities are supported not just during the recruitment stage but throughout their careers – and limit instances where talented individuals fall out of employment due to anxiety or stress.

A 2019 report from Center for Talent Innovation CTI, a think tank focusing on the workplace and diversity, is looking at corporate sponsorship programs. According to their research, over 70% of the interviewed sponsors chose protégés of their own race and gender. This "mini-me syndrome" obviously has an impact on the diversity of talent pipelines.

Raising awareness internally of the benefits of a diverse workforce through structured seminars and workshops

The goal of diversity training through seminars or workshops is to make employees and managers better understand that even if there are differences amongst the team members that they are working with, a little adjustment in one's attitude can make for an extraordinary team. The key to any training is to make employees not only tolerant of the differences, but to value those differences as a part of successful teams.

Creation of employee forums, mentoring programmes and culture

Celebrating festivals of all the different cultures is one way of creating awareness and acceptance. Some companies even create short courses or slide decks for employees who are travelling to other countries. These trainings can help employees to understand the culture of the country they are visiting.

Within the office environment mentoring programmes can be established to help employees understand other cultures and challenges for minority groups. Employee forums and cultural societies in larger organisations can help promote different cultures and create a sense of acceptance and belonging.

Use AI tools to screen candidates

There is a growing number of AI-driven predictive hiring tools, impervious to gender, race, and age, that can assess the soft skills and other aptitudes of candidates before they're invited in for an interview. Some of these platforms, like the one offered by Pymetrics, "learn" the skills and traits of your company's most successful performers and then screen candidates to find the ones that "look" like your top people.

Ask about disabilities

Asking if someone has a disability at application stage This has benefits which include -being able to provide support during the recruitment process,
- increasing the representation of disabled people in the organisation
- monitoring how many disabled people apply for jobs
It can also help if your business has signed up to the 'Disability Confident' scheme which commits to offer disabled people an interview if they meet the minimum criteria for the role.

Publicise your values

A good way to attract a diverse range of applicants is to state your commitment to fostering an inclusive and dynamic working environment. Backing this up with evidence to emphasise how your organisation promotes this kind of culture will make individuals feel more welcome and supported.

Detailing the diversity of a leadership team, highlighting role models within the company and sharing any measures taken to increase diversity can be advantageous.

in conclusion.

Achieving a balanced workforce at all levels in organisations should undoubtedly improve culture, behaviour, outcomes, profitability and productivity in the UK and beyond.

Being an inclusive employer is a fundamental part of our business strategy. The future of our business depends on our ability to provide innovative and creative solutions for our clients. This can only happen if we can recognise and capture the most diverse range of thoughts, experiences, and skills which is what we do here at Randstad. Embracing diversity of thought, age, ethnicity, gender, disability and sexual orientation, and creating a workplace culture that is inclusive, results in better decision making and I believe leads to improved business performance.

Of course, hiring a representative workforce is just one step in achieving diversity. Businesses should also be paying attention to their retention rates to make sure that all groups of employees feel like they belong and can succeed.

Ruth Jacobs
managing director, Randstad business solutions

Embracing diversity of thought, age, ethnicity, gender, disability and sexual orientation, and creating a workplace culture that is inclusive, results in better decision making.



www.randstad.co.uk

Randstad Business solutions

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