19th September 2024

#randstadinclusionlab
gender inclusion for business success.

randstad

partner for talent.

your facilitator.

Josh Willacy
ED&I Lead for Randstad UK
and Enterprise EMEA

your panellists.

Rebecca O'Farrell
Head of DEI Strategy for EMEA Recruiting at Google

Jonny Briggs
Diversity, Inclusion and Executive Search Director at Aviva

Nik Turner
Executive Director of Communities and Customer Services at Believe Housing

Sim Virdee
ED&I Lead at Randstad UK and Enterprise EMEA

Michael Moore
Head of Talent Acquisition at Northumbrian Water Group

gender equity: building inclusive, future-ready workforces.

why diversity counts.

diverse companies benefit from:

improved profits

19% increase in revenue
due to innovation

growth opportunities

70% more likely to capture
new markets

our progress on gender equity in 2024.

⚲ [50% women in management positions](#)

47% women promoted within senior management roles

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global partnership with WeQual

global gender parity task force with focused action plans per region/ business

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engaged global women's inclusion network (WIN) BRG with 2x membership increase in less than a year

internal sunrise-to-sunset event for IWD with 84% YoY increase in viewership

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internal keynote session with founder of WeQual on paving the way for women leaders

very high engagement on [IWD 2024 video](#) on Linkedin - highlighting intersectional identities of women

randstad talent trends 2024.

Our research surveyed 1,076 C-suite and human capital leaders from global and regional organisations across 21 markets worldwide.

Skills Gap:
72% report that the skills gap will create challenges for their business in the near future

Skills-Based Hiring:
80% of companies are moving towards skills-based hiring, prioritising adaptability and diversity in workforce models
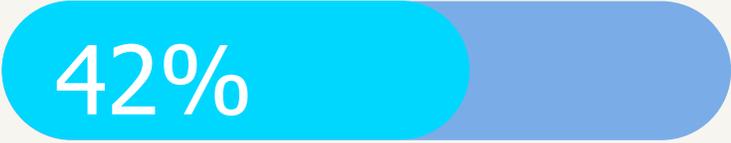
ED&I Focus:
ED&I Despite challenges, nearly half (48%) of talent leaders plan to improve or expand their ED&I initiatives.

The Randstad Workmonitor Report '24 surveyed 35,000 employees across 34 markets to uncover evolving talent expectations.

60% of respondents prioritise personal lives over work, and 93% **value work-life balance equally to pay**.

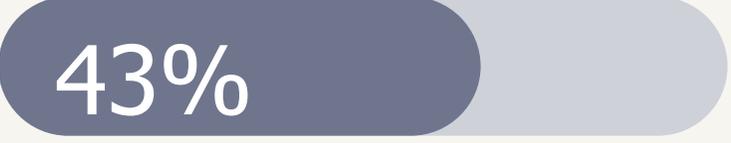**42%** of workers believe that **diversity, equity, and inclusion** (DEI) should be a higher priority for employers.

76% of workers state that **having flexibility in how and where they work is crucial**, with many considering remote or hybrid models important for maintaining gender equity in caregiving responsibilities.

43% of women feel that **career growth opportunities are limited** due to structural biases in the workplace.

57% of Gen Z and millennials said they wouldn't work for a company without a strong diversity agenda.

talent insights.

More than a quarter of the global workforce plans to switch employers within the next six months.

The top three reasons for leaving were identified as:

improve work-life balance — 36%

too low compensation due to the rising cost of living — 35%

lacking career opportunities — 27%

industry specific challenges.

perception: challenge idea that these sectors are 'men only'. Early misconceptions contribute to scarcity of women in STEM industries.

education pipeline: too few women pursue relevant skills - losing female graduates soon after they complete studies.

stigma and belonging: some workplace cultures lack respect for women, fail to provide opportunities for women to be seen, heard, and develop their careers.

flexibility: navigating shift work and unsociable hours is tough. Innovative solutions are needed to overcome this barrier and support women in these roles.

our panel discussion:
leading the way on
gender inclusion

summary topics.

1. customising EVP for local impact.
2. flexibility and inclusivity in work practices.
3. eliminating bias in recruitment.
4. sourcing diverse talent.
5. innovative programmes to support female talent.
6. long term engagement and community investment.
7. educational and behavioural initiatives
8. retention strategies.
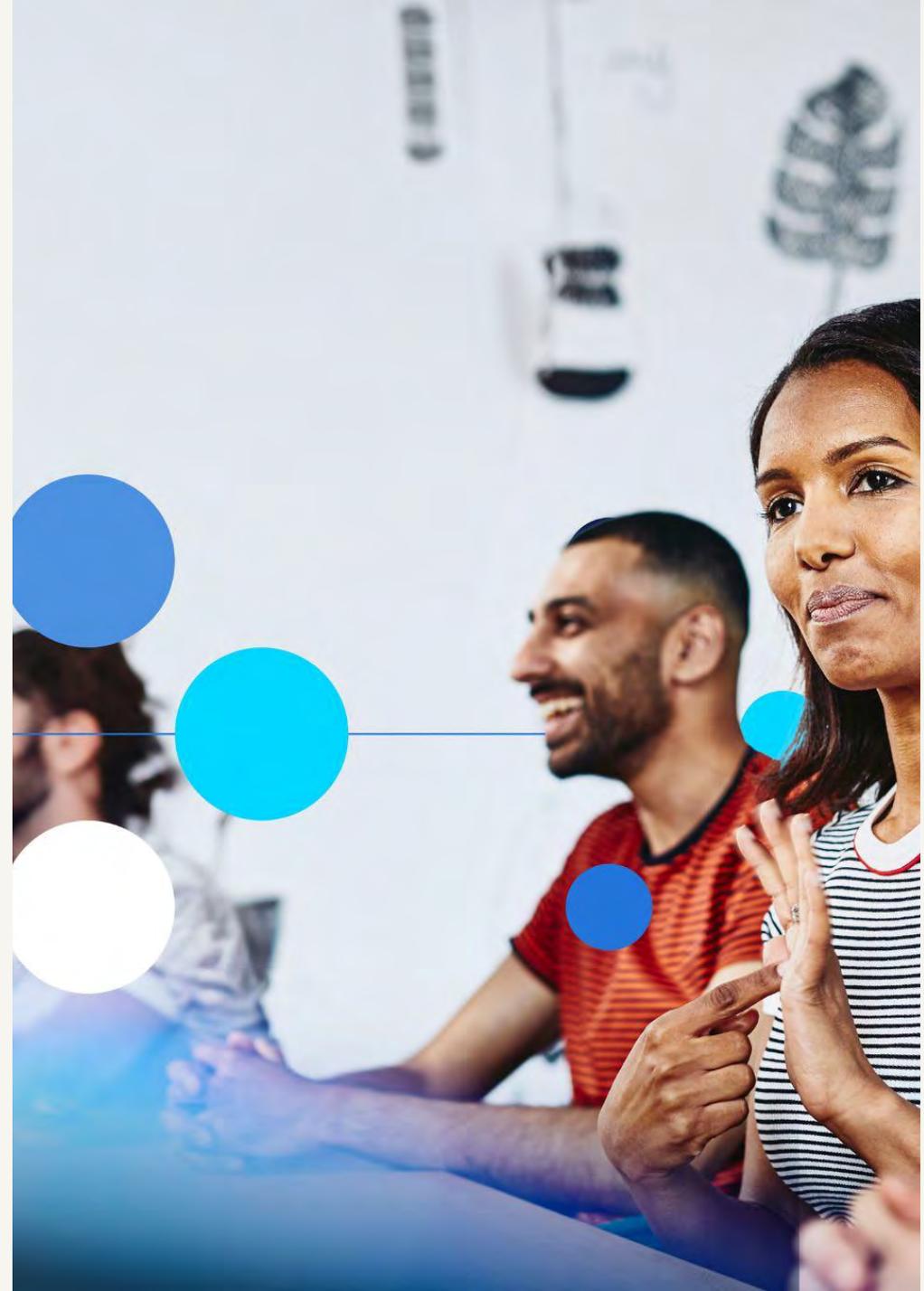
customizing employee value propositions (EVP) for local impact.

Jonny Briggs (Aviva) emphasized Aviva's tailored approach to EVP, adjusting for local contexts to create a strong regional identity in locations like Norwich and Sheffield. Their EVP aims to mirror the authentic experiences of employees and reflect the evolving nature of the insurance industry, especially around pressing issues like climate change.

Key Challenge: Aviva struggles with attracting young graduates, as insurance is traditionally seen as unappealing. With only 5% of graduates considering the field, their EVP focuses on reshaping perceptions, highlighting the dynamic and technology-driven aspects of modern insurance roles.
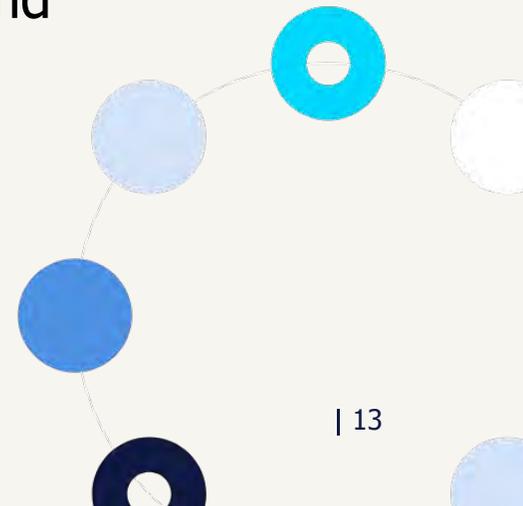
flexibility and inclusivity in work practices.

Nik Turner (Believe Housing) discussed how flexible working conditions serve as a core strategy to attract and retain talent. His organization focuses on performance rather than traditional working hours, giving employees autonomy over their schedules. They also place a strong emphasis on supporting women in their careers, especially through maternity leave and phased return plans.

Example: A senior leader was given several months to overlap with her replacement upon returning from maternity leave, ensuring a smooth transition back to work.

Inclusivity for Families: The company encourages family involvement, hosting family-friendly events like Halloween and Christmas, fostering an inclusive environment for working parents.

eliminating bias in recruitment.

Nik Turner highlighted the organization's partnership with Positive Buying Inclusion to reform their recruitment processes by addressing unconscious bias, particularly affinity bias. They ensure diversity in recruitment panels and focus on "culture add" over "culture fit" to bring fresh perspectives.

Rebecca O'Farrell echoed this, sharing Google's standardized interview process and data-driven approaches to ensure fairness. Google monitors bias throughout recruitment and takes steps to address inequities when detected.

Cultural Shift: Google promotes hiring for "culture add" instead of "culture fit" and emphasizes the importance of slowing down hiring decisions to mitigate bias and increase inclusivity.

sourcing diverse talent.

Rebecca O'Farrell shared Google's outreach strategies, including partnerships with internal employee resource groups like Women in Engineering and external initiatives like Women TECHMAKERS. These programs focus on authentic engagement and combating imposter syndrome among female candidates.

Michael Moore discussed using targeted social media campaigns to attract women passionate about sustainability. His organization uses gender decoders to create more inclusive job ads and actively supports an internal Women in STEM group with over 400 members driving inclusion efforts.

Success in Sourcing: Despite operating in an industry where only 22% of the workforce is female, Michael's company has achieved a 33% female workforce, with ambitious goals for further improvement.

innovative programmes to support female talent.

Nik Turner shared two notable programs:

Board Trainee Program: Designed to prepare female leaders for board-level roles, this 18-month training program recruits six women and ensures leadership development, even if only one board seat is available.

Single Mothers Employment Program: Launching in January, this program targets single mothers distant from the job market, providing them with training for higher-paying, flexible roles such as building inspectors, aiming to uplift their economic standing and break the cycle of limited aspirations in their households.

Sim Virdee highlights that the Gender Equity Network Group and Parenting Employee Network Group play a crucial role in fostering belonging. Sponsored by leadership, these groups hold quarterly sessions that raise awareness, allow employees of all genders and allies to connect, and provide feedback to leadership.

long-term engagement and community investment.

Rebecca O'Farrell spoke about Google's long-term commitment to community outreach through the Women TECHMAKERS program and partnerships like Women in Tech Connect. These initiatives foster networking, mentoring, and skill-building for women in tech, building a talent pipeline for the future.

Innovative Recruitment & Gender Diversity: Mentorship programs, leadership development, and gender-diverse hiring panels are essential for ensuring representation at all leadership levels. Simplifying job requirements and creating gender-balanced recruitment processes are key strategies for success.

Mentoring and Role Models: The panelists underscored the importance of female role models and mentorship programs to inspire women to pursue leadership roles.
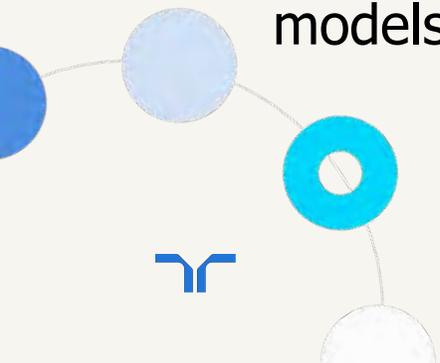
educational and behavioral initiatives.

Training around inclusive behaviors and unconscious bias was a recurring theme. Leaders must be educated on fostering inclusive environments and challenging norms that inadvertently disadvantage certain groups.

Addressing Pushback: Michael Moore discussed the challenge of pushback, particularly around the "what about men?" question. He emphasized that inclusion efforts are about enhancing diversity of thought, not exclusion.

retention strategies.

Rebecca O'Farrell and Sim Virdee highlighted flexibility (remote work, parental leave, fertility support), mentoring, and creating a sense of community through employee resource groups as critical to retaining diverse talent.

actionable advice for driving recruitment.

- **Jonny Briggs**: Use data to demonstrate how diversity drives engagement.
- **Sim Virdee**: Leadership accountability must be embedded in diversity efforts.
- **Michael Moore**: Gender inclusion should be a "golden thread" throughout the organisation.
- **Rebecca O'Farrell**: Data should guide decisions around inclusion gaps and hiring practices.
- **Nik Welsh**: Be bold, ambitious, and persistent in achieving diversity goals.
- **Victoria Short**: Champion both men and women as role models for inclusion and flexible working.

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