



## The Resourcing Leaders 100



## Diversity & Inclusion

– Now, New, Next

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# Jamie Leonard

*Co-founder and Managing Director  
of The Recruitment Events  
Co. and RL100*

The Recruitment Events Co. offers market leading events exclusive to the in-house recruitment community, focused on peer-to-peer learning.

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## *About*

The RL100 is a collective of 100 of the industry's brightest resourcing leaders in the UK who have committed their time to meet on a regular basis, discuss specific subjects and have their knowledge and insight form content that is then distributed to the wider in-house recruiting community.

Our goal is to redress the disparity of resourcing advancement across the UK and allow everyone the benefit of these leaders.

## *Why Diversity and Inclusion?*

D&I was the first subject discussed at the request of the members of the RL100, and with good reason. As an industry we now have a wealth of information and case studies that all point to a diverse workforce being a profitable workforce, and employers need to understand how they can access diverse talent pools and become an employer of choice.

# Introduction

With high-profile campaigns such as the royal's Heads Together, diversity has been on the resourcing agenda for some time now, but it is only in recent times that organisations are realising the true business benefits of a diverse and inclusive workforce. There are significant challenges in integrating diversity of thinking into organisations and away from being a 'charitable' and 'box ticking' exercise. Our roundtable on D&I looked into what Resourcing Leaders are doing to build diversity into the recruiting process and embed behaviours in organisations.



# Morgan Lobb, CEO of at thebigIDEA.co.uk and Managing Director at Diversityjobs.co.uk

Whilst 189 nationalities live in the United Kingdom, and London leads as the most diverse city on the planet, we have reached a new level of social acceptance and now celebrate our individualities. Morgan's session signified this shift in society and highlighted to businesses the importance of diversity and inclusion initiatives. Diversity means the respect for and appreciation of differences in ethnicity, gender, age, national origin, disability, sexual orientation, education, and religion.

As we moved out of the nineties and through to the 21st century, most people's views of others changed considerably. We live in an era where there are no longer any male-only boards in the FTSE 100 and we have begun to see openly gay sportsmen even in sports such as American Football. The case is similar with mental illness which is now no longer an embarrassment that is swept under the carpet as it would have been decades ago. Approximately 1 in 4 people in the UK will experience a mental health problem at some point in their lives and this, therefore, impacts nearly every workplace. The recent green ribbon campaign, an appeal from the Lord Mayor to #endthestigma called for people to open up and talk about mental health.

As the internet, social media channels and apps increasingly offer products tailored to the gay community, 4 out of 5 gay and lesbian workers have not come out to their manager.

So why is diversity important to organisations and their growth? Right now, there are more jobs available than there are people to do the jobs.

Professor of economics Alison Wride argues that a varied approach to recruitment is a financial move, not a social one. You need to be leveraging your internal diversity efforts as part of your resourcing strategy. The more diverse a business becomes the more that will have a positive influence on your business performance.



Many organisations observe a diversity week and whilst you can't please everybody, you should not worry about offending individual groups. The message should be to promote that it is okay to bring your full self to work. So who should we be looking to as examples of those who are embracing diversity and impacting their organisations? The Bank of England, Royal Mail and Network Rail are just a few.



## The Discussion

Industry type is a contributing factor in organisations' challenges with diversity. Whilst many strive for a 50/50 gender balance in the workforce, it is not always easy when one gender dominates a field of work, for instance, engineering is typically dominated by men. Another theme that lead the discussion was the problem with older generations and their views, how do you deal with customers who are homophobic, sexist and racist? Are their attitudes and views something that can ever be changed?

Our resourcing leaders agreed that training and workshops are very useful to help with the common understanding of Diversity and Inclusion. Many believe strategy should focus on educating and celebrating D&I. Education has been extensive for many organisations with all employees attending mandatory training sessions. Some key areas of focus are cognitive diversity and unconscious bias. Sourcing teams will have their own biases which feed into their search strings and unless they are trained, these will continue.

*"Positive action rather than positive discrimination, it's an oxymoron. If you want more women in the organisation then tell the story. People aren't attracted to something that isn't there or that they can't see. People are attracted to people."*

Emphasis was put on using internal diversity and inclusion initiatives as part of your attraction strategy, if you want more applications from a particular group of individuals, give them a reason to see you as an employer of choice. Don't settle for the standard "we are an equal opportunities employer" statement, it won't engage your desired target audience. Use 'positive action' messaging, state your flexible working arrangements or LGBT network group. "We actively encourage applications from the Black, Asian and minority ethnic (BAME) or Disability communities", for example.

*"You have to sell the aspiration. We want you to be part of the ongoing solution if you are able to go to work and be yourself you are more productive."*

Most of our Resourcing Leaders believed that capturing data to understand employee's base level of knowledge was vital. You cannot influence unless you understand. You can learn to respect differences and concentrate on finding common ground. Though not all liked the idea of having targets or quotas to work towards, it is a useful tool to measure progress. Many organisations are aiming for 50/50 gender split by 2020, with research showing companies with better diversity are more successful.

### Key takeaways

*Ask your supply chain what they are really doing to assist you, look into and substantiate their claims. Tighten up your PSL on this point.*

*Join as many support groups as you can, many offer free support and guidance and will help you gain a starting point to measure against where you are at and where your peers have best practice.*

**For example:**

- Think Act Report
- Disability Confident
- Race for Opportunity

*The culture is wrong – it should be about the authenticity of who and what you are. Rather than painting a great picture of inclusion that doesn't exist. We have failed because up until now we haven't been that inclusive.*



# Building a business case for D&I by Morgan Lobb

Building a business case for investment in D&I initiatives can be challenging. Below are a number of credible sources which you might find useful in securing buy-in from key stakeholders.

<https://www.theguardian.com/sustainable-business/2015/may/05/millennials-employment-employers-values-ethics-jobs>

The survey of more than 2,000 people in the UK found 44% thought meaningful work that helped others was more important than a high salary and 36% would work harder if their company benefitted society.

The change, it would appear, is being driven by the so-called millennials. Of those born between 1981 and 1996, 62% want to work for a company that makes a positive impact, half prefer purposeful work to a high salary, and 53% would work harder if they were making a difference to others.

<http://www.reliableplant.com/Read/2236/survey-ethics-impact-employment-productivity>

A majority of workers – 94% – say it is “critical” or “important” that the company they work for is ethical. 82% said they would prefer to be paid less but work for a company with ethical business practices than receive higher pay at a company with questionable ethics. 80% cite disagreement with the ethics of fellow employees, a supervisor or management as the most important ethical reason for leaving a job. 21% cite pressure to engage in illegal activity.



56% of U.S. workers define their current company as having an ethical culture. Yet one in four say that in the past six months they witnessed unethical, and even illegal, behavior where they work. Among those, only 11% say they were not affected by it.

*“Our findings confirm that companies with a commitment to ethical conduct enjoy distinct advantages in the marketplace, including attracting and retaining talent,” said LRN CEO and chairman Dov Seidman.*

<http://fortune.com/2015/03/03/women-led-companies-perform-three-times-better-than-the-sp-500/>

Boston-based Quantopian looked at how well Fortune 1000 companies led by women performed compared to the S&P 500 over a 12-year period.





The study, which is conducted roughly every two years, surveyed 300,000 people in 34 countries and asked them how they felt about 1,000 brands spanning 12 industries. According to the findings, a meaningful brand has a 46% higher “share of wallet” – defined as how much a person spends on a particular product – than a low-scoring brand. In addition, the top 25 most meaningful brands outperformed the stock market by 133%.

<http://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters>

McKinsey has been examining diversity in the workplace for several years. Our latest report, Diversity Matters, examined proprietary data sets for 366 public companies across a range of industries in Canada, Latin America, the United Kingdom, and the United States. In this research, we looked at metrics such as financial results and the composition of top management and boards <sup>1</sup>. The findings were clear:

Companies in the top quartile for racial and ethnic diversity are 35% more likely to have financial returns above their respective national industry medians.



You’ve heard that companies with women executives at the helm tend to perform better than those led by men — and a new study furthers that claim, finding that women CEOs in the Fortune 1000 drive three times the returns as S&P 500 enterprises run predominantly by men.

<https://www.ft.com/content/ead2a09f-036d-3a9c-96c1-274e033301be>

Over the past six years it turns out that the “LGBT basket” has outperformed the MSCI All Country World Index by 3 per cent a year. Against a custom basket of companies in North America, Europe and Australia the LGBT basket outperformed by 140 basis points annually.

<https://www.theguardian.com/sustainable-business/2015/may/01/samsung-ikea-meaningful-brands-google-visa-microsoft-havas>





# Contributors

*"Great afternoon sharing interesting views on a topic that should be on top of every business leader's agenda. Diversity & Inclusion is not just the right thing to do but it totally makes business sense"*

**Christos Tsaprounis**  
Head of Resourcing and Development  
Auto Trader

*"The D&I agenda is huge at the moment and rightly so. It was great to discuss how other businesses and industries are addressing the issues and quite comforting to learn that we're not alone in our challenges. Much more needs to be done and we as Resourcing leaders need to continue to emphasise and evidence that a diverse and inclusive workforce isn't only the right thing to do, it also makes business sense."*

**Rob Aylward**  
Head of Recruitment  
Great Western Railway

*"The most important message for me was the focus on the inclusion and not the difference of people in the workplace, and encouraging activities across differing people types and groups is a more positive way to go rather than segregation."*

**Roger Mcgeachin**  
Employer Brand and Talent  
Technology Expert  
AIA Worldwide

*"The shift from should do, to must do, is fast becoming a reality for employers that have seen the commercial benefits of diversity and inclusion in the workplace. Leveraging internal diversity initiatives as an integral part of the EVP is helping employers to define their workplace culture and provides a point of engagement to job seekers looking for evidence at the start of the hiring process."*

*The traditional approach to diversity as nice to have has become a thing of the past, 'new diversity' is fast taking the centre stage of forward-thinking employers."*

**Morgan Lobb**  
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# Thank you!



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