

HR INSIGHT

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ISSUE 02 | Q2 2017

MIND THE GAP

WOMEN IN FULL TIME EMPLOYMENT EARN
ON AVERAGE £8,964 LESS THAN MEN

INVESTED IN HR CAREERS

The 10th November 2016 marked Equal pay day, the date in which women across the UK were effectively working for free for the rest of the year.

The gender pay gap, and more broadly, gender equality in the workplace has been the subject of increased scrutiny over the last 12 months, with the introduction of Gender Pay Reporting evidencing that gender parity is high on the government's agenda. We were thrilled to host a breakfast briefing earlier this year in partnership with law firm Shoosmiths LLP in Birmingham to deliver a session addressing an employer's legal obligations in relation to gender equality and how to tackle gender inequality in the workplace. We are pleased to share our insight from this event on pages 4-6 of our second issue of the Macmillan Davies HRInsight magazine 2017.

Diversity & Inclusion in the workplace is a top priority amongst many of our readers for 2017 and so we are pleased to have Sarah Boddey, Chief Diversity and Inclusion Officer from Northern Trust in EMEA and APAC, sharing her insight and advice with us on pages 12 & 13.

Following a financially robust start to the year, we are expanding our market reach and looking for new hires to join our teams in London, Birmingham and Manchester. We are reaching out for referrals from our clients and networks so please get in touch if you have any recommendations.

We hope you enjoy our second HRInsight issue and we are always keen to hear about future topics that you would like to see covered.

Similarly, if you have something to share within the industry and would like to feature in our next edition, then we would love to hear from you.



DARREN HAYMAN & ANGELA FRANKS

INTRODUCING OUR NEW WEBSITE



This quarter has seen the launch of the new Macmillan Davies website (www.mdhr.co.uk) as part of our business rebrand.

Working from valued feedback from our networks, the new site has been designed to enhance our services, showcasing the added-value Macmillan Davies can provide whilst ensuring an enhanced experience for employers looking for HR talent.

Our latest jobs and CV submission are easily accessible on any platform, ensuring a seamless application process for candidates in the HR sector.

The insight centre of the site provides a range of candidate and client focussed resources including whitepapers, factsheets, expert advice blogs and market updates as well as access to all upcoming and past events information.

**DISCOVER OUR LATEST
INSIGHTS**

GLOBAL MARKET TRENDS



UK

Continuing the trend of late last year, we are still seeing a high demand for HR generalists and Business Partners at the operational to senior manager level coupled with a continued shortage of specialist reward and talent/OD talent at the mid-salary range (£50-£70k).

With the uncertainty of the Brexit negotiations as well as the recent snap election, businesses are remaining cautious; managing hiring costs but also investing in their core staff and focusing on employee retention and succession planning. This is reflected in the senior end of the market remaining sluggish with salaries under pressure at this level.

Financial Services has seen a gradual uptick since January as organisations realise that even in an uncertain economic climate, business still continues, along with the people agenda. Generalists with experience of a wide remit are increasingly

in demand where strong technical HR operators are required more than a strategic, growth/change leader.

The first half of 2017 has seen an increase in fixed term contracts, particularly at the HR Advisor level, with these roles often extending or turning permanent. This is being driven by a real mix of factors such as economic & market influences, maternity covers and projects.

In the Midlands we are seeing increasing growth and development in the manufacturing industries, noticeably in relation to automotive and aerospace arenas. While the main growth areas in the North West are the entrepreneurial / digital and ecommerce businesses, undergoing rapid growth and investing in the necessary hires and infrastructure to amplify it further.

Darren Hayman & Angela Franks - Macmillan Davies

ASIA

Demand for HR talent in Asia has been on the rise this year, after a particularly below par 2016. Hiring volumes in Hong Kong and Singapore are, slowly but surely, increasing with more robust recruitment being seen in China.

In Hong Kong and Singapore the banks have started to hire again with the insurance sector continuing to grow, attracting top talent. There have also been mid to senior hiring in the asset management industry. The retail sector, which is a large part of the commercial sector in Hong Kong, has shown signs of life and companies within the e-commerce and technology space have been hiring in Singapore.

Across the region learning and talent management professionals have continued to be in demand and there has been a marked pick up in the recruitment of generalists and business partners. After a dearth of talent acquisition roles in 2016, we have started to see a few more hires in this space. The number of rewards roles have remained low however.

It is expected that the job market in Asia will continue to improve as we head into the second half of 2017, particularly when we reach the second peak of the year which runs from early September to early December.

Richard Letcher - Profile Search & Selection

AUSTRALIA

As we approach the end of the Australian financial year on 30th June, the HR market remains in pretty good shape. We have observed a significant shift in the last year towards the contract workforce, with growth of 24% in contract job adverts, which compares with 10% in the permanent market. On a state by state basis, advertised roles have increased in all states over the last 12 months, with 37% growth in Queensland, and 26% in Western Australia of particular note. Both of these resource rich states have come off a low base for comparison, but the market in Queensland has certainly gained momentum, whereas in WA, the sentiment is still cautious. The larger economies in NSW and Victoria have both been robust of late, with 10% growth in advertised roles in the last quarter in each state.

With the mining sector still being subdued due to lower commodity prices, the bigger growth industries in the last year have been healthcare/aged care, professional services and education. In particular, the tertiary education sector has seen significant activity with growth of advertised roles increasing

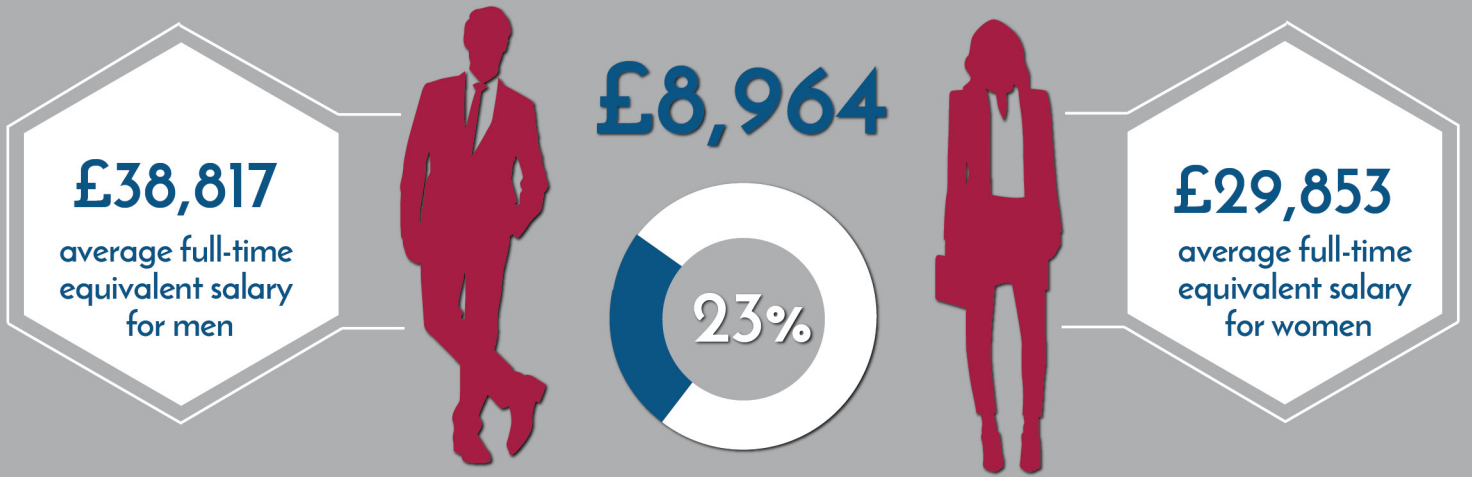
25% in the last quarter. As with the healthcare/aged care markets, the education sector activity is driven by organisational change to improve their HR capability.

Within the individual HR occupations, both generalists and recruiters have remained in demand all year, with particular demand for HR Advisor level candidates, and mid-level internal recruitment candidates. The senior market has been reasonably active in NSW and Victoria, and inconsistent in the other states. This is more a reflection of the fact that Sydney & Melbourne remains home for most large company head offices.

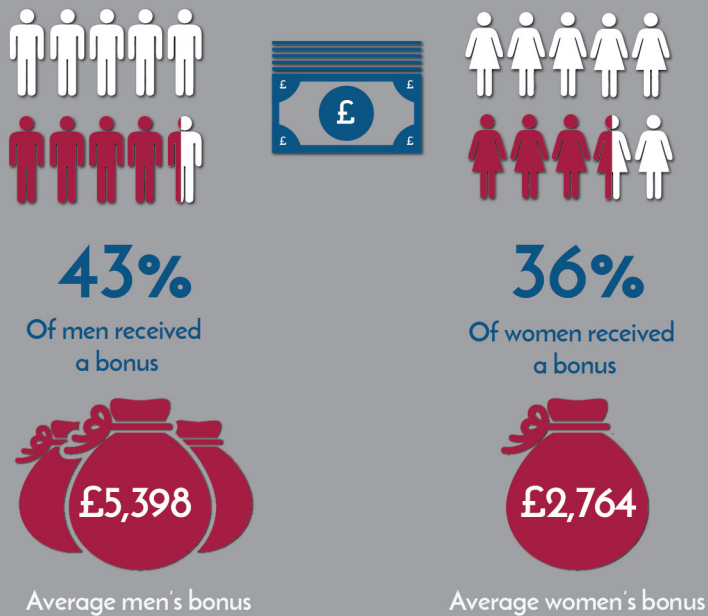
As we come to the end of the financial year, we are confident that the market will remain reasonably stable. The short term prospect for commodity prices is flat which will have some impact on growth in the resource rich states, while confidence in the larger states will be driven by broader macro-economic events.

John Baker - The Next Step

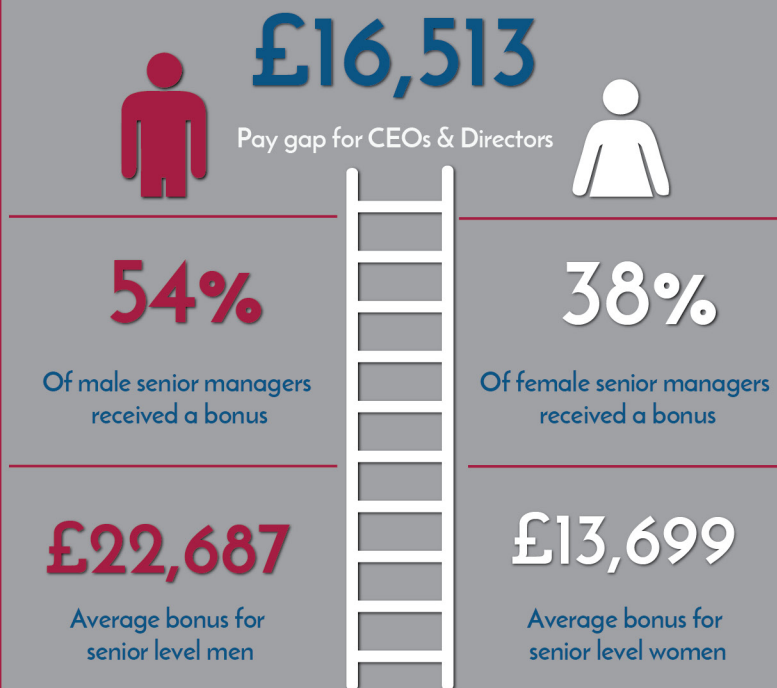




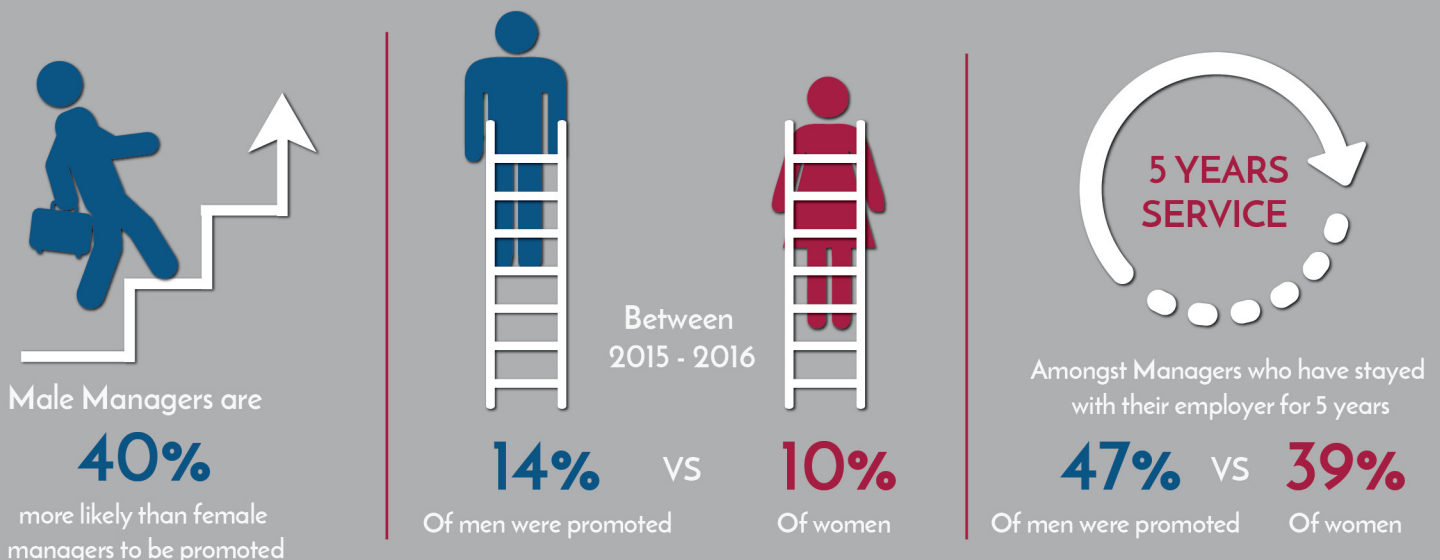
THE BONUS PAY GAP



THE HIGHER UP YOU GO



MEN ARE MORE LIKELY TO BE PROMOTED THAN WOMEN



Data from CMI's 2016 National Management Salary Survey of 60,000 UK managers

THE GENDER PAY GAP

Despite the gender pay act 46 years ago, and the educational advances of women relative to men, women continue to earn less than men in Britain today. Figures from the UK's Office of National Statistics show, on average, women's earnings in full-time employment was £8,964 (a significant 23%) less than men, meaning women are effectively working for free from 10th November until the end of the year.

What is the gender pay gap?

The difference between the average pay of men and the average pay of women in an organisation. An organisation which is fully compliant with the Equality Act 2010 is likely to still have a gender pay gap.

Men continue to dominate the boardroom, making up the majority of those in the highest paid roles. The pay gap for CEOs and Directors comes in at £16,513 and Male Managers are 40% more likely to be promoted than women.

What causes this pay disparity?

It is important to mention that the gender pay gap is very different from unequal pay and there are many variables that can influence this data:

- Greater proportion of men in senior roles
- Part-time workers earn less per hour, on average, than their full-time counterparts
- More women in junior roles who earn less / lower bonus and commission
- More women than men take sabbaticals / unpaid leave
- More women (41%) than men (11%) work part-time / casual zero hours work

LEVELLING THE PLAYING FIELD IN THE WORKPLACE

There are many steps organisations can take to level the playing field and tackle gender inequality in the workplace. We were thrilled to partner with Shoosmiths LLP earlier this year to present a seminar addressing this pressing topic:

Closing the workplace gender pay gap:

- Make sure the Board have been briefed on the requirements of the regulations
- Conduct a thorough analysis of company hiring processes
- Build in systems to counter gender bias
- Analyse your company's pay scale on a regular basis

What are the barriers for women in your organisation?

- Skills gap / lack of training
- Aspiration & lack of role models
- Lack of experience / confidence
- Little opportunity for flexible working
- Family commitments & childcare

How do you change culture?

- Mentoring
- Promote women
- Transparency
- Retain talent
- Benefit structures
- Learning & development

EMPLOYER BENEFITS OF PROMOTING GENDER DIVERSITY:



REPUTATION

Improves brand reputation



RECRUITMENT

Positioning yourself as a fair & transparent employer attracts an improved pool of talent



RETENTION

Staff feeling valued & supported equals higher retention rates



RESOURCES

Boosts staff productivity



REPRESENTATIVE

Meet the diverse needs of customers and suppliers



GENDER PAY GAP REPORTING

Private and voluntary-sector employers in England, Scotland and Wales with 250 or more employees must calculate their gender pay and gender bonus gaps as they are on 5th April each year. These organisations then have 12 months in which to publish this information on their website in a prescribed format. Similar rules apply to employers in the public sector.

The New Legal Framework:

- The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 (the "Regulations")
- Consultation on draft legislation launched in February 2016
- Originally expected to come into force on 1st October 2016
- Final Regulations published 6th December 2016
- Came into force 6th April 2017

Which organisations must comply?

Organisations which currently have 250 or more employees, public authorities in England, private organisations and voluntary organisations.

What needs to be calculated?

1. Your mean gender pay gap
2. Your median gender pay gap
3. Your mean bonus gender pay gap

4. Your median bonus gender pay gap
5. Your proportion of males and females receiving a bonus payment
6. Your proportion of males and females in each quartile band

How must the information be reported?

- Reports must be published every 12 months
- Organisations can decide when to publish within the 12 month window
- Must report data on the organisation's website
- Must remain there for 3 years
- Data must also be uploaded to a government website
- A director must sign an accompanying statement confirming the information is accurate

Other key points:

- No civil / criminal penalty for failure to comply – yet
- Main issue will be brand / reputational risk
- Potential for EHRC (Equality & Human Rights Commission) to enforce

PAY GAP REPORTING ACTION PLAN

1. Check your systems
2. Identify who and what is in scope
3. Brief the Board and identify who will sign the written statement confirming the accuracy of the information
4. Carry out an informal review or a full gender pay audit to understand what your figures will look like
5. Identify harmful issues which may impact reputation and get a communications plan in place
6. Start identifying actions for improvement, set targets to drive change
7. Ensure those who will be closely involved have had appropriate training and brief the wider workforce
8. Keep a watching brief on future developments – the Government has committed to a review of the Regulations within 5 years



SHOULD I HIRE PERMANENT, INTERIM OR FTC?

When looking to fill a vacant position, or when making the decision about a new hire, the choice between an interim, fixed-term or permanent appointment can be a difficult one, and is a question we are frequently asked.

There are many factors to consider when making this decision and the context of each hire will determine the best outcome. With the traditional workforce evolving we are seeing the increasing prominence of temporary and interim professionals working alongside permanent staff, and there are a number of benefits to adopting less conventional hiring models:

COST-EFFECTIVENESS

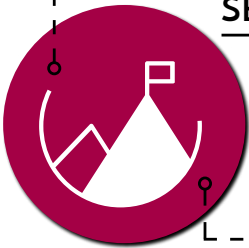
A mix of permanent employees and skilled interim professionals enables businesses to easily increase or decrease staffing numbers based on current demands while rapidly responding to fluctuating workloads.

With greater control over labour costs, businesses can respond to changes quickly and with agility, scaling up or down in staff with a smaller upfront commitment if using a recruitment partner.



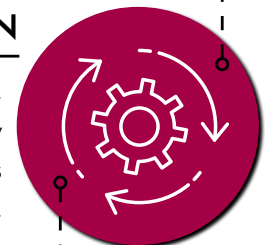
SENIOR HIRING

Senior positions can take a considerable amount of time to recruit, with long-term notice periods and complex negotiation processes. When a business-critical level role becomes vacant, bringing on an interim who can hit the ground running while relieving the pressures facing full time employees, can bring innumerable benefits to a business, whilst a thorough search for a permanent solution, that meets both skill and culture fit, is sourced.



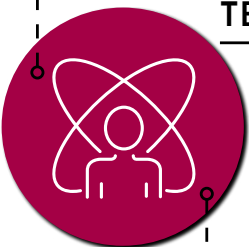
CHANGE & TRANSFORMATION

An interim approach can be especially effective when leading change and transformation projects. Professionals with a specialist skill set who can take immediate ownership, getting projects in place quickly and effectively, are required when initiating large scale business change. Stepping outside of 'business as usual' often demands highly specific expertise unavailable in-house.



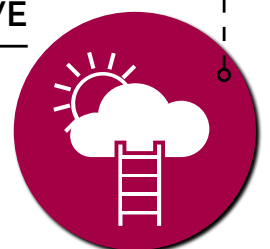
TEAM DEVELOPMENT

When considering staff and team development, from managing mergers to staff training and development structure, permanent resource brings stability and long-term vision to an organisation as well as providing an invaluable support system to new employees. A permanent employee will also develop a vital and in-depth knowledge of your business and demonstrate commitment to staff projects.



A FRESH PERSPECTIVE

When seeking new ideas and fresh perspectives, interim professionals can draw upon varied experiences and apply their learning from past projects, while remaining objective and impartial. Interims can also present an opportunity for continued innovation. Whilst a fixed-term contract might seem like the obvious choice for a maternity or sabbatical cover, bringing in a specialist interim could be the perfect opportunity to drive innovation and take your HR to the next level.



THE THIRD SECTOR

DEBUNKING WORKPLACE MYTHS

'Complex, entrepreneurial, commercial' - Words that many people wouldn't think to associate with working in the third or voluntary sector. Our Public & Third Sector lead Brian Scott caught up with senior HR leaders from a number of charities to address the myths and realities of HR in the industry.



**WE ARE
MACMILLAN.
CANCER SUPPORT**

Marie Curie
Cancer Care



There are some strongly held preconceptions about working in the voluntary & third sector, and having partnered with many charities over the years to support their hiring, we have come across our fair share of candidates who hold these misconceptions. But the reality is quite different. As more and more professionals are moving across sectors we are seeing an increasing blurring of boundaries between causes and corporates.

"REGARDLESS OF WHETHER OR NOT IT'S A CHARITY, ANY ORGANISATION OF THIS SCALE NEEDS TO BE MANAGED IN A COST EFFECTIVE WAY." (Marie Stopes)

Many charities are run like businesses, with multi-national operations, country programmes and structures and functions resembling those of a commercial organisation. Operating in a cost efficient way is a constant priority, with charities continually focussed on squeezing the most impact out of every pound. Charities think about their customers and end users, while competing for funding, and are increasingly embracing private sector practices.

Challenging assumptions: One of the biggest misconceptions is that work in the public sector is less demanding.

THE REALITY IS THAT IT CAN BE MORE INTERESTING, SOME OF THE TOOLS AREN'T AS SOPHISTICATED, BUT IT ACTUALLY GIVES YOU MUCH BETTER GROUNDING' (Marie Curie)

When you're not dealing with the best in class tools all of the time you can be presented with extra challenges, challenges that require unique solutions. Employees can gain a really broad experience and learn a lot in a relatively short period of time.

With a lot of complexity to deal with it can really improve problem solving and inter-relationship skills.

With fewer resources and less money to spend, employees have to be strategic and operational at the same time. Multi-hatted individuals who demonstrate resilience in fast moving environments commonly excel within the third sector.

Culture:

“A VAST MAJORITY OF INDIVIDUALS WILL HAVE AN AFFINITY WITH THE CAUSE”
(Macmillan Cancer)

A shared belief and commitment to what a charity does is a consistent trait amongst employees.

‘EVERYBODY HERE HAS A STRONG BELIEF AND PRIDE IN OUR MISSION, AND THE MISSION IS VERY WELL DEFINED’ (Marie Stopes)

Most commercial organisations are very focused on process, systems and efficiency. With charities, while the desire to be efficient is still there, putting the client first is always the priority, the client and the mission is the most important thing.

Challenges: The hunt for talent stood out as one of the main challenges facing this sector along with the effective retention of existing staff. The image of the sector as an employer and the misconceptions of potential staff was a recurring issue.

Overcoming hiring & retention challenges:

- Accelerated leadership programmes.
- Networking with leavers, staying connected and engaged with past employees can see many staff returning in the future.
- Detailed and effective job profiles; defining the boundaries of a role & providing direction and guidance of where a candidates’ skill set can take them.
- Developing a competency model that gives you a clear view about the levels of capability you need across multiple disciplines.
- During the recruitment process, putting time into finding the right type of person who will excel in this sort of role is important, from psychometric testing to a candidate’s fit within a team, helping people to understand how they work most effectively and putting together teams that work effectively.

Employer branding: Think about how you’re presenting yourself as a business. Utilising careers pages, social media and moving the focus from not just what you do but why you do it, and why that makes your business a great place to work.

In an industry where mission is so important and such a central tool for attracting talent, highlighting the services you offer and the benefits they bring to people’s lives is central to finding people who share your motivations.

The third sector has a lot to offer new recruits including challenging and demanding work. Education, engagement and marketing are the tools which will enable you to highlight the opportunities on offer.

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CANDIDATE INTERVIEW GUIDE

Parts 1 & 2

Preparation is vital to ensuring success in a job interview. And the more you prepare, the better you perform. Drawing on our many years of experience both interviewing and preparing candidates for the interview, we have put together a candidate guide to support HR professionals through the interview process.

1 INTERVIEW PREPARATIONS

The key to successful interviewing is preparation and practice. Demonstrate your interest in the company and the position through preparation and research. We have put together some guidelines to help you prepare for your interview:

Know your CV

Spend some time reviewing your CV and experience and its relevance to the position. Make sure you are able to highlight specific examples in your employment history that is directly relevant to the position you are interviewing for and which demonstrates your ability to do the job.

Think about all of your past roles, particularly the most recent or current company you've worked for and be ready to highlight your achievements for these.

Understand the role

- The goal of the role
- Who you will be reporting to / managing
- People you will be interacting with
- Tools & software
- Product / service knowledge required
- Work you will be producing
- Environment you will be working in

Research your potential employer & understand the company

You will be fully briefed by your consultants and provided with a detailed understanding of the position, skills requirements, company culture and team structures.

But it is beneficial to conduct additional research. Take a look at annual reports, the company's website and social channels. Make sure you have a strong understanding of the organisation's location, size, growth goals etc.

- Research the company on social media platforms, what are the stories they're sharing?
- Know about the services and products they offer
- Who their competitors are
- The markets they operate in
- Pay attention to their recent news and achievements
- Company culture
- Key people
- Look out for any LinkedIn connections with past or present employees

2 KEY CONSIDERATIONS

You don't get second chances on first impressions, but taking stock of initial considerations and effective preparation will help you make the best possible impression first time around.

Research indicates that, on average, an interviewer decides to hire in just 5 1/2 minutes. If first impressions aren't positive, it can be difficult to change the interviewer's mind for the duration of the interview.

Dressing the part

Work dress codes are changing, with many offices promoting a more casual style. But when it comes to interviews, it's always a safe bet to go smart, unless otherwise specified. Ensure that clothes are clean and ironed and shoes are polished.

Timekeeping

Make sure you arrive 10-15 minutes before the meeting, don't be too early or arrive with seconds to spare. Take the opportunity to observe the work environment. Plan your route and give yourself plenty of time. If you know you are running late, ensure you make a call to your recruiter or the client to inform them.

'Sell don't tell'

An interview is a sales meeting and as such you should approach it with a 'sell not tell' attitude. The interviewer only has limited time to identify your relevance for the role so your job is to help them get the best from the meeting by highlighting your appropriateness for the position. Make sure you are using examples that really illustrate your successes.

Star Model

The acronym STAR stands for :

- Situation
- Task
- Action
- Result

It is a universally recognised communication technique designed to enable you to provide a meaningful and complete answer to questions asking for examples. At the same time, it has the advantage of being simple enough to be applied easily.

Step 1 - Situation or Task

Describe a situation that you were confronted with or the task that needed to be accomplished. With the STAR approach you need to set the context. Make it concise and informative.

Step 2 - Action

You will need to demonstrate and highlight the skills and personal attributes that the question is testing. Now that you have set the context of your story, you need to explain what you did. In doing so, you will need to remember the following: be personal, i.e. talk about you, not the rest of the team. Go into specific but relevant detail. Do not assume they will guess what you mean. Steer clear of technical information, unless it is crucial to your story. Explain what you did, how you did it and why you did it.

Step 3 - Result / Reflection

Explain what happened eventually - how it all ended. Also, use the opportunity to describe what you accomplished and what you learnt in that situation. This helps you make the answer personal and enables you to highlight further skills.

WE WILL BE SHARING PARTS 3 & 4 IN OUR HRINSIGHT MAGAZINE ISSUE 3.

THE FUTUREXEC TEAM



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MACMILLAN DAVIES MEETS:

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*CHIEF DIVERSITY &
INCLUSION OFFICER*

EMEA & APAC

NORTHERN TRUST

Q. Can you tell us a little bit about yourself and your background?

I am the Chief Diversity & Inclusion Officer at Northern Trust, with responsibility for the EMEA (Europe, Middle East & Africa) and APAC (Asia Pacific) regions. I joined in July 2016 and am responsible for the strategy & implementation of a wide variety of diversity & inclusion programmes and initiatives, supporting the business to recruit, develop and retain a diverse and inclusive workforce.

Before joining Northern Trust, I headed up Diversity and Inclusion teams at AIG and Barclays Wealth and prior to that held a variety of HR roles at Morgan Stanley and Simmons & Simmons LLP.

I am a Fellow of the CIPD (Chartered Institute of Personnel & Development) and am also a Magistrate, serving in the East London Local Justice Area across two magistrates' courts.

Q. What does it entail, managing diversity & inclusion at Northern Trust?

No two days are the same - working in D&I is very diverse! D&I is a complex specialism to operate in. It involves juggling a multitude of competing priorities, a wide variety of different stakeholders and a change management process that needs expert navigation.

Q. What types of strategies / initiatives have you put in place to attract and engage a diverse workforce at Northern Trust?



“D&I IS A COMPLEX SPECIALISM TO OPERATE IN. IT INVOLVES JUGGLING A MULTITUDE OF COMPETING PRIORITIES”

Our overall strategy is governed by our Global D&I Advisory Council which is chaired by our Global CEO, Rick Waddell. Additionally we have regional D&I Councils for EMEA, APAC and North America. This helps us to ensure that our global strategy is properly localised as the initiatives and focus areas vary hugely from country to country and from culture to culture. We have a thriving group of employee networks, which we call our Business Resource Councils who run our packed agenda of events each year, which help everyone learn about various aspects of D&I and they may impact clients and colleagues. Additionally the D&I function works very closely with Human Resources and Recruitment to ensure that D&I is baked into the DNA of HR policies and processes.

Q. And how do you ensure this doesn't just become a tick-box exercise?

It's important to ensure all people working within a business really understand the business case and economic impact of D&I. I think it also helps if people can broaden their understanding of what diversity means - it simply means difference. Most people's minds automatically jump to gender (specifically women) or perhaps ethnicity when you mention the word 'diversity', but it's so much broader and more complex than that.

Q. We are seeing diversity & inclusion becoming increasingly more important to businesses, why do you think this is?

"MOST PEOPLE'S MINDS' AUTOMATICALLY JUMP TO GENDER OR PERHAPS ETHNICITY WHEN YOU MENTION THE WORD 'DIVERSITY'. BUT IT'S SO MUCH BROADER AND MORE COMPLEX THAN THAT."

I think more and more leaders over the last 5-10 years have started to truly see and feel the benefits of having a diverse and inclusive workforce. The research studies that show the positive impact on the bottom line are now numerous and well-regarded and leaders are seeing this come to life on their balance sheets, in their client satisfaction scores and on their new and retained business metrics.

Q. And what do you see as the main challenges and opportunities (within diversity and inclusion) going forward for the business community?

I think one of the greatest challenges within D&I has always been the pace of change, which is typically a lot slower than leaders want it to be. To make changes on D&I we are asking many people to make pretty fundamental changes to the way they have thought, acted and behaved for the last few decades. That's never going to be an easy or quick task. The biggest opportunity I see is a new wave of young managers and leaders growing up through organisations for whom consciously working on D&I is the norm. They're not having to really change how they think and act as it's just always been part of their working life. Whilst it's not fair to say millennial and Gen Z generations are bias-free, they generally seem to have a solid understanding that D&I needs to be properly incorporated into business goals and consciously and consistently worked on.

Q. What do you think is the next big topic within diversity & inclusion?

Like any industry, D&I has its fashions - Unconscious Bias was the big topic a few years ago but 'Intersectionality' seems to be the buzz word at the moment! At its core, intersectionality is trying to address the fact that people have a multitude of things that make them different to another person (gender, race, religion, education, learning style etc) but that a person is a mixture of all of those things, all of the time. A black woman isn't a black person for 5 minutes and then a woman for 5 minutes - she is a black woman all the time. We love to label

and put people in boxes, it's human nature, but intersectionality tries to break down some of those labels and encourages us to think more of the whole person.

Q. How can leadership take a more active role in diversity and inclusion?

Walk the walk and talk the talk! You'd be hard pushed to find a leader in business nowadays who overtly says that they think D&I is nonsense but leaders can sometimes be their own worst enemy when they say one thing but then do another. It's not enough to just say that you think D&I is important - you have to constantly and consistently show it in your daily actions and interactions. As the saying goes, 'build it and they will come' - if those around you don't see you acting and behaving in a way that is 100% congruent with your words then they will not feel the need to change themselves either. Don't be shy to hold people to account on D&I - in exactly the same way that you would do on other measures of business success.

"LIKE ANY INDUSTRY, D&I HAS ITS FASHIONS - UNCONSCIOUS BIAS WAS THE BIG TOPIC A FEW YEARS AGO BUT 'INTERSECTIONALITY' SEEMS TO BE THE BUZZ WORD AT THE MOMENT!"

Q. And what are your tips for HR professionals looking to make a business case for diversity & inclusion?

You've got to find each person's 'hook' when it comes to D&I, everyone's is different. Some people are numbers driven so put some statistics in front of them that highlight the D&I picture in your organisation. Some people are research driven - there's so many studies out there showing the link between diverse teams and better business performance. Some people are driven by what their competitors are doing so show them some best-practice examples from your industry that you know have worked. And finally some people are altruistically driven - one leader who I worked with many years ago had two granddaughters who were about to enter the workforce and was shocked at how unequal the world of work looked for them in terms of pay, promotion prospects, work-life balance and so on. He'd never experienced it himself, and probably therefore thought it didn't really exist, but all of a sudden it was very close to home for him.



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MACMILLAN DAVIES

