

YOUR KEYS TO UNLOCK THE FULL POTENTIAL OF YOUR TALENT

Hays UK Diversity & Inclusion Report 2018



CONTENTS

Introduction	1
About the report	2
Glossary of terms	2
The five elements explained	3
Diversity and Inclusion: A snapshot of the world of work	4
Leadership	6
Data capture and analysis	8
Talent attraction and selection	10
Workplace culture	12
Career management	14
About us	16

INTRODUCTION

Welcome to the Hays UK Diversity & Inclusion Report 2018. The human case for building fairer and more inclusive workplaces is certain; regardless of background, everyone deserves to work in a safe, supportive and respectful environment. There is also a vital business case for diversity and inclusion, particularly because it helps unlock the full potential of an organisation's talent.

As the world's leading specialist staffing business, Hays consistently works to overcome one of the greatest challenges in the world of work today – identifying, recruiting and retaining professionals with the talent and skills organisations need to thrive.

The breadth of our recruitment operations means that we are uniquely placed to recognise the enormous impact diversity and inclusion has on talent management, and consequently the fulfilment of both immediate and long-term business goals.

We know that when diversity and inclusion policies, practices and behaviours are integral to talent attraction and selection, everyone stands to benefit. Organisations which are proactive about sourcing diverse candidates, and which ensure their recruitment materials are inclusive, are more likely to attract talent from a wider variety of demographics and sources, giving them access to a broader pool of talent.

Once hired, diversity and inclusion is central to harnessing the full potential of employees, and inclusive leaders are better able to leverage the talent of diverse teams. Workplaces which encourage debate and diversity of thought, where all employees feel their voices are heard and respected, are likely to have better staff morale and retention rates. When progression is based upon merit and not limited by an employee's background, and when practices, policies and behaviours are in place to support their unique personal circumstances, professionals are better able to fulfil their career potential and be more productive.

Our survey was completed by over 9,300 professionals. Despite the progress being made on diversity and inclusion by many organisations, our findings reveal that some professionals are not currently experiencing the full benefits of diversity and inclusion policies, practices and behaviours, which may impact their own and their organisations' short and long-term success.

For example, over half of respondents (58%) believe their leaders have a bias towards those who look, think and act like them. Furthermore, 42% believe challenging cultural norms will negatively impact on their career opportunities, and just 38% say their organisation is proactive in its effort to source diverse candidates.

We passionately believe in the growth and sustainability of more diverse workforces and more inclusive workplaces. However, we know that working towards a diverse workforce and inclusive workplace is an ongoing journey. As Hays continues to learn and improve its own processes, practices and behaviours, we are also committed to ensuring that we use our position of unique reach and influence to be a positive agent for change for our customers. That's why for each issue this report has raised, we have offered some practical and actionable recommendations designed to bring organisations closer to diversity and inclusion best practice, and improve the overall success of their business.

This report is just one of the many ways we are using our expertise to enable this. Wherever possible, we partner with clients to ensure their recruitment activities are truly both meritocratic and inclusive. This might involve auditing job and person specifications, reviewing marketing collateral, advising on use of media, monitoring candidate diversity, or investigating each step of the selection processes to mitigate the impact of bias and adopt a more consciously inclusive approach. We deliver these services directly, and if appropriate with support from our expert diversity and inclusion partners, some of whom have shared their insights in this report.

We hope this report helps you drive forward diversity and inclusion in your organisation. We look forward to discussing what these findings mean for you, how they can help you enhance your end-to-end talent management strategies, positioning you and your organisation as a champion for positive change in the world of work.



Yvonne Smyth,
Group Head of Diversity
and Inclusion, Hays

ABOUT THE REPORT

Our UK Diversity & Inclusion Report 2018 examines the current maturity of diversity and inclusion policies, practices and behaviours in organisations, and identifies how these can be enhanced to improve talent management strategies and drive overall business success. We examine diversity and inclusion across five key elements: leadership, data capture and analysis, talent attraction and selection, workplace culture and career management.

Through a detailed analysis of the responses to our survey, we have examined the key diversity and inclusion issues facing organisations today across each of the five elements above. In response to these issues, we have outlined practical and specific recommendations designed to support more diverse and inclusive workplaces and recruitment outcomes.

Our findings are supported by insights from five diversity and inclusion experts from different organisations and industries. Each expert has provided their view on why one element represents an essential component of a successful diversity and inclusion strategy.

Business leaders, HR professionals and other parties responsible for diversity and inclusion in their organisation can use this report and its recommendations to inform and enhance policies and practices. Ultimately, this will drive operational performance by ensuring they encourage inclusive leadership styles, attract talent from the widest pool possible, hire the best candidates, create a positive workplace culture that promotes long-term retention, and nurture the potential of all employees equally.

Methodology

This report is part of a global series of diversity and inclusion reports, and is based on the findings of a survey carried out in the UK.

We carried out this survey in Spring 2018, and it secured over **9,300 responses**. The survey was completed by professionals of all seniority levels across many specialist skilled and technical areas and from a variety of organisation sizes in both the public and private sector. We define large organisations as those with over 251 employees, and small- to medium-sized organisations as those with 1-250 employees.

Throughout the report, we have looked to provide further insights by analysing the sentiment of respondents from different demographics. These include:

Age: Respondents from different age groups including those who are 25 or younger, 26–40 years old, 41–54 years old, and 55 years or older.

BAME (Black, Asian, Minority Ethnic): Respondents who identify as Black, Asian or other, non-White ethnic minorities in the UK.

Disability: Respondents who disclosed they have a disability.

Gender: Male and female respondents.

Sexual orientation: Respondents who indicated that there had been occasion(s) where they have felt their chances for career progression have been limited due to their sexual orientation.

For some questions, respondents had the option to select 'neither agree nor disagree' or 'unsure'.

GLOSSARY OF TERMS

This glossary contains definitions of terms used throughout the report.

Amplification principle

Making something appear more significant (or insignificant) than it really is. Often, in persuasive situations, people can seek to direct the attention of the other person towards points that support their argument and away from points that reduce it. They thus both amplify the supporting points and attenuate (the reverse of amplifying) other points.

Demographic diversity data

Demographic diversity data is baseline workforce demographics across factors such as age, disability, ethnicity, gender and sexual orientation.

Blind recruitment

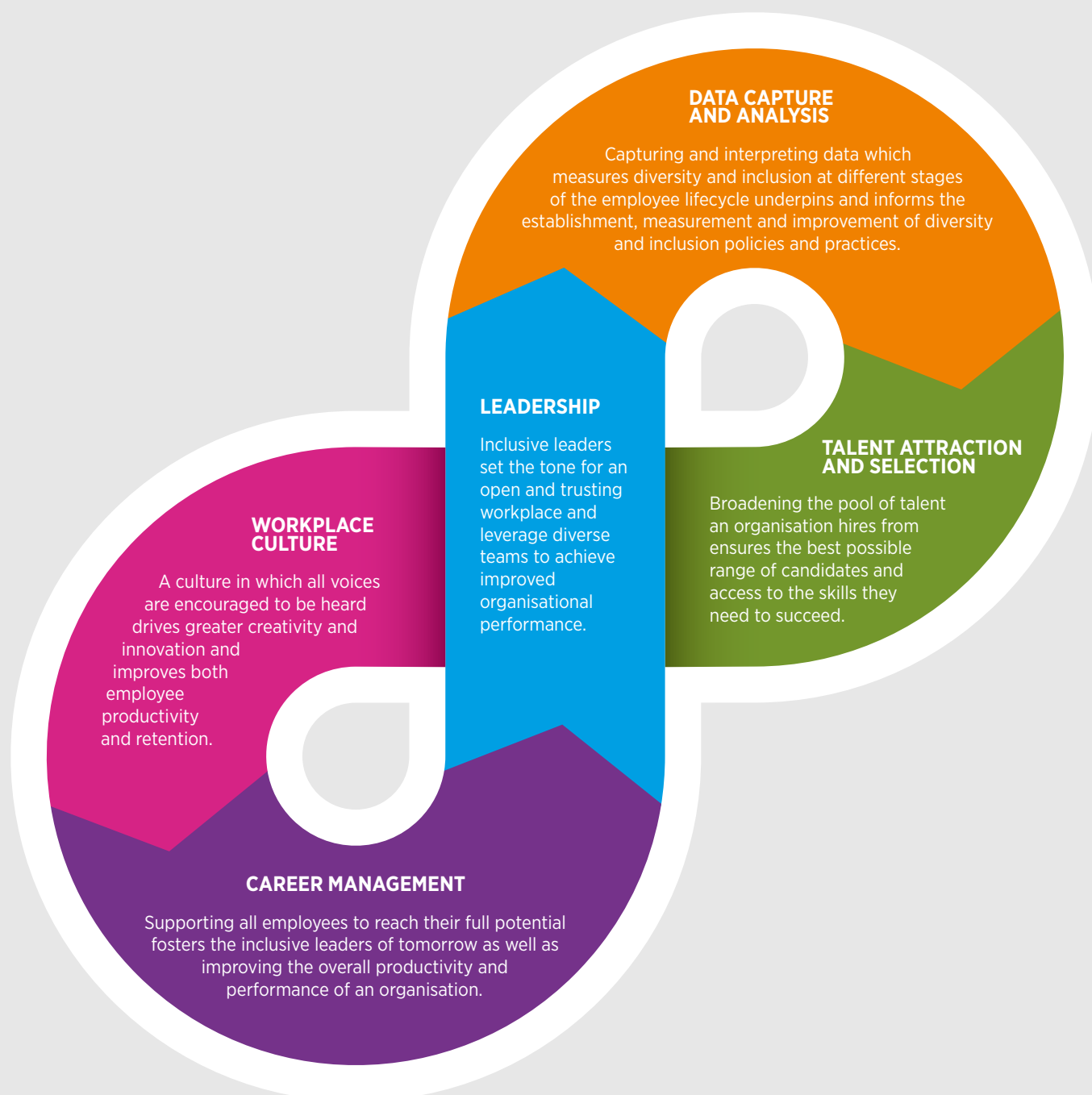
The practice of removing personally identifiable information from the CVs of applicants, such as their age, education, gender, and/or 'name-blind recruitment' – where only the name is removed.

Groupthink

The practice of thinking or making decisions as a group, resulting typically in unchallenged, poor-quality decision-making in order to maintain cohesion in the group.

THE FIVE ELEMENTS EXPLAINED

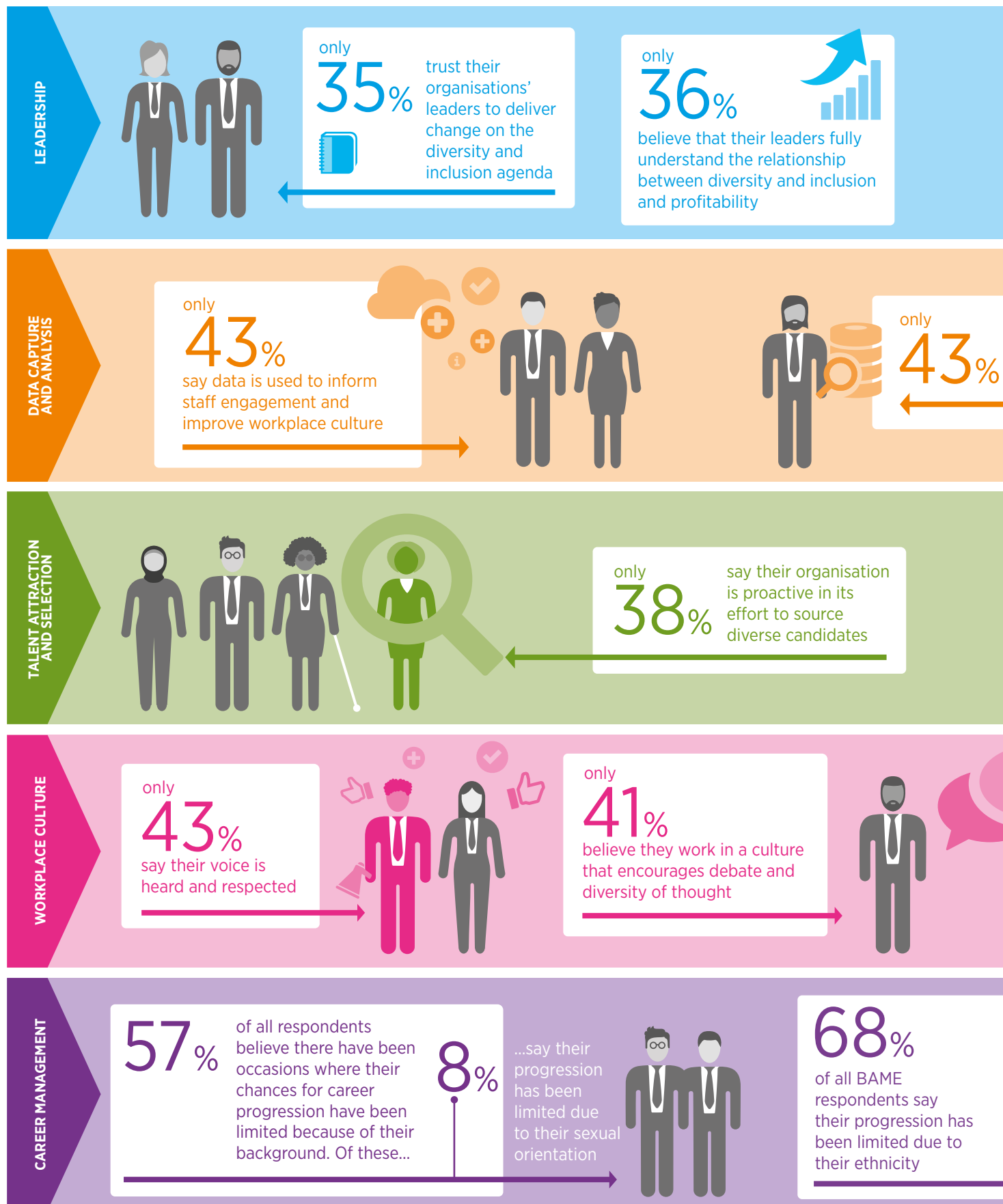
A robust and well-executed diversity and inclusion strategy is essential to improving operational performance. Our research examines five key elements of diversity and inclusion that organisations should prioritise to achieve business success:



Disclaimer: While diversity and inclusion considerations can support many organisational goals, we have chosen to examine five elements where we deem diversity and inclusion considerations to be most vital to effective talent management and improving operational performance.

DIVERSITY AND INCLUSION

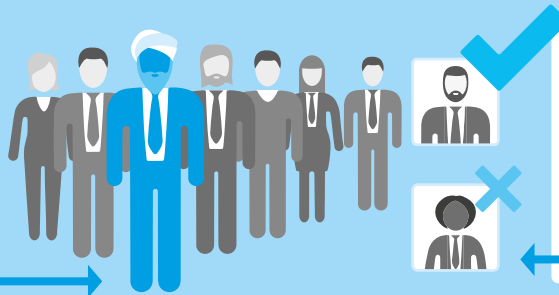
A SNAPSHOT OF THE WORLD OF WORK



Our survey findings offer a snapshot of diversity and inclusion in today's world of work.

only
34%

consider their organisations' leaders to be role models specifically for diversity and inclusion



58%

believe their leaders have a bias towards people who look, think or act like them

say data is used to determine the effectiveness of diversity and inclusion related policies



only
38%

say their organisation uses diversity data to inform career development programmes

only
48%

say the imagery and branding in their recruitment materials reflects a diverse workforce

only
34%

say their organisation ensures interview panels are diverse



26%

say their organisation has introduced name-blind recruitment

42%

believe that challenging cultural norms is likely to negatively impact on their career opportunities



48%

of all disabled respondents say their progression has been limited due to their disability



43%



of all respondents aged 55 or older say their progression has been limited due to their age

36%

of all female respondents say their progression has been limited due to their gender



LEADERSHIP



EXPERT INSIGHT

As the global business landscape becomes increasingly affected by political uncertainty, technological disruption and higher levels of social mobility, the ability of

business leaders to find new ways to innovate and connect with diverse customers will define the business winners and losers of tomorrow.

Within this context, the need for a new and inclusive style of leadership is ever more critical.

Inclusive leadership is defined as a set of core principles that include: awareness (of self and of others) – an insight into personal motivations and biases, and the biases of those around them; unquestioning acceptance – of different social groups and work styles; collaboration – a desire to break down groupthink* and silo working; and empowerment – a desire to give voice and opportunities to outgroup team members.

Inclusive leaders are those who understand the relationship between diverse talent and business innovation. Inclusive leadership is an active process, demonstrated by:

1. Ensuring everyone is heard and aware of the principle of amplification*
2. Ensuring fairness in work allocation decisions
3. Growing diverse talent through sponsoring people not like them
4. Making it safe to challenge and to propose alternative viewpoints
5. Adopting personal principles and making them public.

Dan Robertson, Director, VERCIDA Consulting

Dan is a specialist Diversity and Organisational Development consultant with substantial experience of leading organisational strategy and managing operational projects with particular expertise in organisational diagnostics, capacity building and leadership and culture.



ISSUE

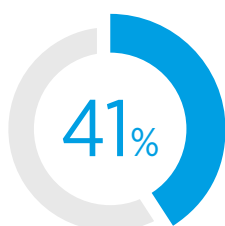
There is a trust-deficit between professionals and their organisations' leaders

Only 35% of survey respondents state they trust their organisations' leaders (senior manager level and above) to deliver change on the diversity and inclusion agenda. This trust-deficit was even lower amongst traditionally underrepresented groups, with just 28% of BAME respondents, 26% of respondents who disclosed a disability, and a quarter (25%) of those treated differently at work due to their sexual orientation stating they trust their leaders to deliver this change.

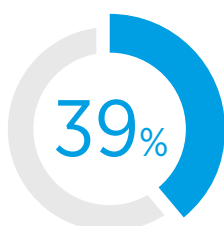
Furthermore, less than half (41%) of survey respondents believe that their leaders fully understand the relationship between diversity and inclusion and talent attraction, and even fewer believe this to be the case with regard to other business goals, as shown in the chart below.

One of the reasons behind this lack of trust may be because over half (58%) of survey respondents believe their leaders have a bias towards those who look, think or act like them. Furthermore, only 34% consider their leaders to be role models specifically for diversity and inclusion, who challenge traditional viewpoints and established ways of working.

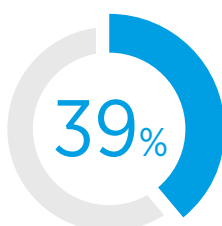
% of respondents who believe their leaders fully understand the relationship between diversity and inclusion and the following business goals:



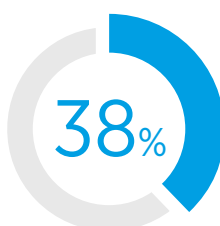
Talent attraction



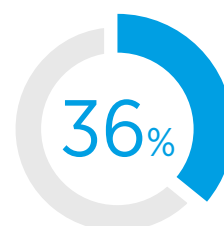
Customer insight



Creativity and innovation



Employee engagement and staff retention



Profitability

* See glossary of terms on page two



RECOMMENDATIONS

Awareness

Begin by being self-aware

Inclusive leaders should aim to 'lead from the front' as conscious and self-aware champions of change. They should learn to recognise their own unconscious biases, so they are able to mitigate any unintentional consequences these may have on the demographics and culture of the organisation they lead. Only then can they be seen as authentic champions of change in diversity and inclusion. Undergoing unconscious bias training can help leaders in this endeavour.

Understand employee sentiment towards their leadership style

Building an inclusive workplace relies upon all employees having confidence that their opinions are heard, valued and respected equally. Inclusive leaders can inform themselves and encourage this by regularly seeking opinions about both the leadership style of those in positions of authority, and how their diversity and inclusion strategies and actions are being received by employees across all demographic groups. This can be done through regular face-to-face 'town hall' meetings and anonymous employee feedback 'pulse surveys'. In addition to supporting their self-awareness, regular 'health checks' of employee opinions may help leaders investigate the reasons behind both positive and negative sentiment, and take active and transparent steps to increase trust, confidence and a sense of belonging amongst their workforce.

Communication

Promote diversity and inclusion initiatives

Inclusive leaders should aim to clearly, regularly and effectively communicate that diversity and inclusion is on their agenda. Communicating diversity and inclusion policies, promoting any initiatives being undertaken, and sharing the social, personal and commercial successes which result from these will help increase employee confidence that leaders understand the importance of diversity and inclusion to individuals and the business as a whole.

“Managers in my organisation have been known to say they promote men as they won't go on maternity leave.”

Survey respondent, female



KEY FINDINGS

58%

believe their organisations' leaders have a bias towards those who look, think or act like them



only

35%

trust their organisations' leaders to deliver change on the diversity and inclusion agenda

only

36%

believe that their leaders fully understand the relationship between diversity and inclusion and profitability



only

34%

consider their organisations' leaders to be role models specifically for diversity and inclusion

DATA CAPTURE AND ANALYSIS



EXPERT INSIGHT

We have conducted over 100 engagements and one fact is continuously apparent: the capture of data is integral to tracking, analysing and improving diversity and inclusion performance.

Diversity and inclusion data can take many forms: some traditional, and some which use cutting-edge technology for capturing, measuring and tracking quantitative and qualitative workforce demographics and sentiment.

It is first essential to identify the purpose behind any data capture, the requirements that gathering it will fulfil, and the mechanics behind how to capture it. This will allow a business to establish a consistent and encompassing structure in which to capture diversity and inclusion data. The data that is collected can be used to drive discussions around diversity and inclusion

performance – it can quickly highlight areas of concern and provide breakdowns of diversity and inclusion characteristics in order to outline areas that require greater focus.

While analysing data can help bring areas of concern to the surface, it can also be useful for monitoring performance over time, provided data is gathered on a regular basis. Where possible, data should be used to support decisions and facilitate discussion, but never solely relied on to make the decisions without supporting, contextual evidence.

Arun Batra, Associate Partner, Ernst & Young LLP/CEO, National Equality Standard

Arun has over 20 years' experience leading and advising on equality, diversity and inclusion and audit matters across a multitude of complex environments at the most senior levels in both the public and private sectors.



ISSUE

Diversity and inclusion data is not being captured consistently or used to inform wider campaigns

Diversity data is mostly sought during or following the recruitment of new employees, despite there being other stages of the applicant or employee lifecycle where this information could be captured to help inform an organisation's diversity and inclusion commitments and progress.

Positively, 66% of survey respondents say their organisation captures diversity data at the recruitment stage. However, only 48% say this data is captured when employees leave an organisation, and just 46% say it is captured at key stages of career progression such as promotions.

Perhaps as a result of minimal data capture and lack of awareness of the tools to measure both diversity and inclusion at ongoing key career stages, diversity and inclusion data is not being consistently used to measure and inform wider commitments, campaigns and programmes.

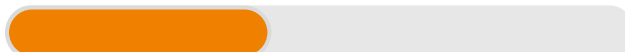
Less than half (43%) of respondents believe this data is used to determine the effectiveness of diversity and inclusion related policies and the fairness of people practices. The same percentage (43%) of respondents say they believe diversity and inclusion data is used to inform staff engagement and make improvements to workplace culture. 42% say it is used to inform recruitment campaigns, and just 38% believe it is used to inform career development programmes.

% of respondents who state their organisation uses diversity and inclusion data to:

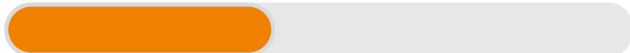
43% Determine the effectiveness of diversity and inclusion related policies and the fairness of people practices



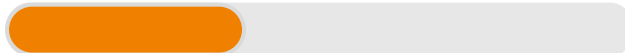
42% Inform recruitment campaigns



43% Inform staff engagement and improve workplace culture



38% Inform career development programmes





RECOMMENDATIONS

Data capture

Capture inclusion insights, not just diversity demographics

Organisations should aim to capture more than just demographic diversity data*, but inclusion insights and employee feedback too. Such qualitative data capture, such as employee surveys which ask questions about perceptions of trust, transparency, fairness and equality, may offer insights missed by quantitative metrics which simply look at the demographic profile of an organisation.

Capture data at key stages of the employee lifecycle

Regularly capturing diversity and inclusion data at key stages of the employee lifecycle – including recruitment, progression and retention or departure – informs and strengthens an organisation's diversity and inclusion commitments as a dynamic and ongoing programme of sustained change and reform. In order to support this, organisations should aim to ensure employees are reassured that any information gathered will be kept confidential and used ethically so as not to hinder data collection efforts.

Data analysis and use

Report on the success of diversity and inclusion policies

Data should be analysed to confirm whether diversity and inclusion policies are successful, and whether all employees are aligned in their understanding that diverse workforces and inclusive workplaces are both an opportunity and a responsibility for all. Any proven progress and successes should be regularly and consistently communicated throughout the organisation, to encourage all employees' understanding of the numerous business benefits that diversity and inclusion can bring.

Data should inform wider campaigns and programmes

Diversity and inclusion data can be used to enhance a range of campaigns and programmes. For example, demographic diversity data can highlight if there is an issue with the recruitment of employees from traditionally underrepresented groups, and inclusion insights can offer new ways to enhance workplace culture and employee engagement.

“ I work for a company where 90% of the employees are female, but only 10% of the board is. ”

Survey respondent, female



KEY FINDINGS

66% say their organisation captures diversity and inclusion data at the recruitment stage

only 43% say data is used to inform staff engagement and improve workplace culture

only 43% say data is used to determine the effectiveness of diversity and inclusion related policies

38% say diversity and inclusion data is used to inform career development programmes



* See glossary of terms on page two

TALENT ATTRACTION AND SELECTION



EXPERT INSIGHT

The impact of effective recruitment shouldn't be underestimated when it comes to creating a more diverse and inclusive workplace.

Many of the companies I speak to highlight this as one of their critical actions for change. The role of a recruiter is to create the right inclusive environment to get the best out of the candidate. But how do we create an inclusive recruitment experience? We do this by unpicking every element of the recruitment journey and identifying how we could do this differently. For example:

- When listing criteria do we focus on task (can they do the job) or attributes (will they be an asset to the culture)?

- How are inclusive behaviours (e.g. being curious, cultural awareness, open body language) embedded into the process?
- What steps are in place to ensure bias and groupthink* are not overly influencing the final hiring decision?

As with everything on the inclusion agenda, this doesn't happen by default. It happens by design. All of us should continually build the 'inclusion' muscle in our recruitment practices and processes to truly make sure we are continually hiring the best from the widest possible talent pool.

Charlotte Sweeney OBE, Founder and Director, Charlotte Sweeney Associates

Charlotte's impressive career covers all considerations required to develop and deliver an effective change management strategy incorporating diversity, inclusion and employee engagement.



Charlotte Sweeney Associates



ISSUE

An inclusive approach to securing talent isn't being prioritised

Our survey findings show that although some organisations are taking positive steps to attract and select diverse talent, there is a lack of thoroughness and consistency in their efforts to do this.

For example, overall only 38% of those we surveyed say their organisation is proactive in its efforts to source diverse candidates. While over two-thirds (68%) do believe the words their organisation uses to describe their vacancies and culture are unbiased, less than half (48%) state the

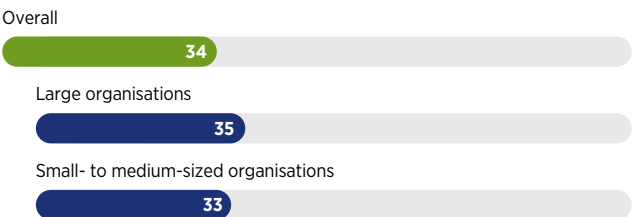
imagery and branding in their recruitment materials reflects a diverse workforce.

There is a similar lack of thoroughness and consistency towards inclusivity during the talent selection process. Positively, the majority (84%) of respondents say their organisation mitigates bias in the recruitment process by implementing structured interviews, and a significant minority (26%) say theirs has introduced name-blind recruitment* to mitigate bias when deciding on a candidate to hire. However, further methods which can help foster an even more inclusive talent selection process are not being so readily utilised: just over a third (34%) say their organisation ensures interview panels are diverse.

% of respondents who agree that the imagery and branding in their recruitment materials reflects a diverse workforce:



% of respondents whose organisations mitigate bias in their recruitment process by ensuring interview panels are diverse:



% of respondents whose organisations mitigate bias in their recruitment process by introducing name-blind recruitment:



* See glossary of terms on page two



RECOMMENDATIONS

Talent attraction

Re-examine your recruitment materials

Recruitment materials and job descriptions are opportunities to make a strong first impression with a wide pool of potential candidates. It is therefore important that these portray your organisation as committed to diversity and inclusion. Review all your recruitment material for language and imagery which reinforces gender, age or other stereotypes.

Source talent from the widest pool

Work with an expert recruiter who understands how to attract talent from traditionally under-represented groups and has existing relationships with specialist communities. Not only will this help you attract talent by positioning your organisation as having a welcoming environment, but it will help you source talent from the widest possible pool, both of which are vital in today's skills-short and competitive recruitment market.

Talent selection

Mitigate bias when reviewing CVs

Aim to maintain diversity and mitigate bias throughout the talent selection process by involving a range of diverse stakeholders when reviewing and selecting CVs. Also, where possible consider 'blind' decision-making when shortlisting candidates to ensure selection is based on core, essential skills and competencies only. You can do this by removing one or more elements of personal information from CVs before review – such as a candidate's name and university.

Diversify your interview panel

Using a group interview process made up of a diverse panel with different perspectives and demographic profiles represented can support an inclusive selection process, favourable for both the hiring organisation and the candidate.

“Prior to my current job, I attended four job interviews where I mentioned my disability and I did not get offered any jobs. When I interviewed for my current job, I did NOT mention my disability until I was offered a permanent position.”

Survey respondent who disclosed a disability

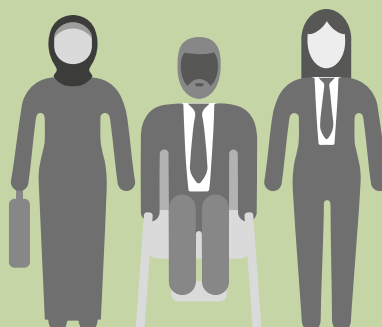


KEY FINDINGS

only
38% say their organisation is proactive in its effort to source diverse candidates

only
48% say the imagery and branding in their recruitment materials reflects a diverse workforce

only
34% say their organisation ensures interview panels are diverse



26% say their organisation has introduced name-blind recruitment

WORKPLACE CULTURE



EXPERT INSIGHT

There is an analogy that is often used by diversity and inclusion leaders, which articulates the sentiment behind what diversity and inclusion looks like in practice.

This is: 'Diversity is being invited to the party, but inclusion is being asked to dance.'

It's useful because it communicates very simply that diversity on its own isn't enough. No matter how many different perspectives, backgrounds and experiences you might have in a team from people of different genders, cultures, religions, ages and sexualities, if you don't have a culture that enables those people to be themselves at work, their engagement, motivation and productivity will suffer.

The net result of diversity without inclusion is that diversity walks, and talent is lost. Thinking about things differently, and actively seeking out and listening to people with different views and experiences can be a huge business advantage. Its value is apparent in increased productivity, employee engagement, innovation and customer insight. Being able to inspire and motivate colleagues, relate to clients or see a gap in the market for a new product can come from anywhere. Listening, encouraging and valuing contributions is key. Inclusive cultures value diversity, are open to challenge and welcome ideas – from everybody.

Narda Shirley, Founder & MD, Gong Communications

Narda has significant experience supporting organisations to communicate how they shape their world for the better, with a particular focus on where talent comes from and how to develop it.



ISSUE

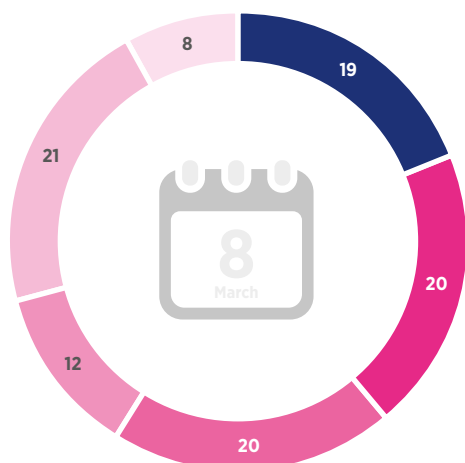
Diversity is being celebrated, but individuals don't feel they are being heard

Our findings show that diversity and inclusion is frequently being celebrated at an organisational level. Nearly two-thirds of survey respondents (63%) state that diversity and inclusion is promoted in their organisations' staff communications, and over half (59%) say that their organisation supports key diversity and inclusion events, such as multi-cultural religious observance, International Women's Day, Pride, and Mental Health Awareness Week.

Despite this, it seems that the full advantages of diversity and inclusion are not always being felt by individuals in the workplace. Only 41% of respondents say they work in a culture that encourages debate and diversity of thought. Furthermore, less than half (43%) of survey respondents say their voice is heard and respected. This sentiment was felt even more acutely amongst BAME respondents (only 32% of whom say their voice is heard and respected), those who disclosed a disability (32%), and those impacted at work due to their sexual orientation (36%).

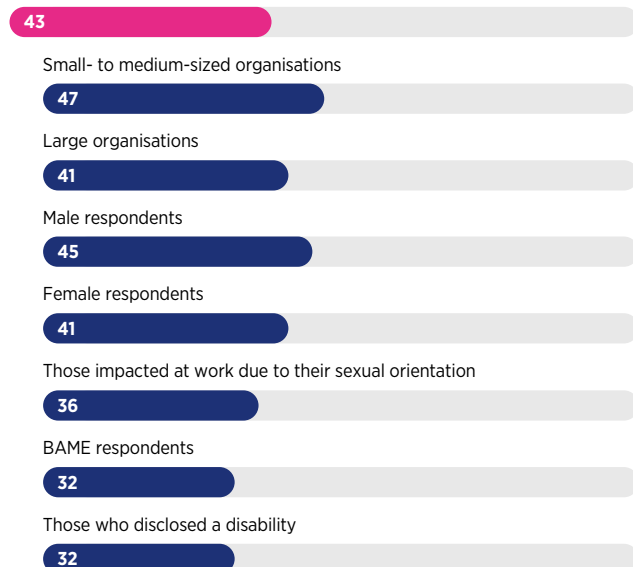
% of respondents who believe their organisation supports key diversity events:

Always Often Sometimes Rarely Never Unsure



% of respondents who believe their voice is heard and respected:

Overall





RECOMMENDATIONS

Celebrating diversity

Continue to support external diversity and inclusion events

Supporting key diversity and inclusion events will reflect the varied backgrounds and cultures that make up a business. For example, organisations can hold special events during or outside work hours, or highlight special dates from other cultures represented in the workforce. This will help encourage understanding, awareness and acceptance of all employees regardless of background, and in turn foster greater communication and collaboration between employees.

Internal communications should play a key role

Internal staff communications can play a central role in celebrating diversity and inclusion initiatives in organisations of all sizes, and this should be driven in consultation with leaders of the business. Whether by an article placed on a global intranet or via a simple company-wide email authored by a member of the leadership team, it is important that all employees are made aware of these events and initiatives. They should also have the same opportunities to get involved, and receive the same message of their organisation's commitment to diversity and inclusion from the top.

Fostering inclusivity

Encourage debate and diversity of thought

Organisations should aim to ensure that all employees feel they are able to challenge the status quo, that their voices are respected and valued, and that they can and should fearlessly bring new ideas to the table.

This can be achieved by actively soliciting ideas and feedback from employees at all levels on different issues through organisation-wide surveys, 1:1 meetings with senior staff members or hosting collaborative roundtable discussions with mixed groups, before following-up with clearly defined actions.

Further unlock innovation by creating an inclusive environment where everyone's ideas are not only heard, but celebrated. By promoting the business successes of those employees from all backgrounds who have driven innovation by 'thinking outside the box', organisations can encourage other employees to do the same.

“ I'm a young openly gay woman in a male-dominated discipline – engineering. Regardless of my technical expertise, qualifications, experience or ability to communicate, it often feels that I must work at least twice as hard to be listened to and understood. I will always be questioned more, I will always be challenged, I will always have to push harder to be heard. ”

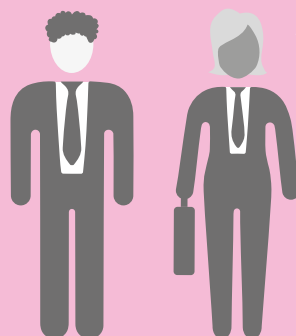
Survey respondent who indicated their career progression had been limited due to their sexual orientation



KEY FINDINGS

63% say diversity and inclusion is promoted in their organisations' staff communications

only **43%** say their voice is heard and respected



59% say that their organisation supports key diversity and inclusion events

only **41%** say they work in a culture that encourages debate and diversity of thought

CAREER MANAGEMENT



EXPERT INSIGHT

Employees' 'lived experience' is often one where they perceive there to be barriers to their progression for reasons beyond their performance.

Tailored career management helps to build relevant skills and experience, resulting in increased confidence and engagement, to the benefit of both the individual and organisation.

Employee engagement fundamentally happens at the individual level. So transparent, regular and trustful conversations with line managers about performance and career expectations should surface underlying concerns about perceived lack of available opportunities. They should also give consideration to helping individuals manage their work and life issues and needs.

To make positive progress, organisational leaders need to take a number of conscious actions, including but not limited to selecting people on merit at all levels, teaching managers how to develop the confidence and ability to talk to their people in ways that develop trustful, holistic relationships, and the discipline to review, measure and track career outcomes. Endorsement of these commitments by senior leaders through actions and words is essential, and will help prevent your organisation from unwittingly allowing talented employees to slip through the net as they progress their careers.

Will Tasho, Group Talent Management Director, Hays

Will is a business psychologist who combines occupational psychology knowledge with commercial experience to underpin his leadership of internal talent management activities globally.

HAYS Recruiting experts worldwide



ISSUE

Perceptions of unfair barriers to career progression persist

It is clear that some professionals perceive there are still barriers to career progression due to their backgrounds. Over half (57%) say that there have been occasions where their chances for career progression have been limited because of their age, gender, ethnicity, disability or sexual orientation, and a further (43%) of survey respondents state they are more likely to be promoted if they have a similar socio-economic background to their organisation's management.

Of the 57% who believe their progression has been limited due to their background, half (50%) believe this was because of their age, 41% their gender, 40% their ethnicity, 11% their disability, and 8% due to their sexual orientation. Certain demographic groups are more likely to believe that their career progression has been limited for the above reasons.

For example, 68% of all BAME respondents say their progression has been limited due to their ethnicity, compared to 8% of White respondents. 48% of all disabled respondents say their progression has been limited due to their disability, and 44% of all respondents aged 55 or older say theirs has been limited due to their age. 36% of all female respondents say theirs has been limited due to their gender, compared to only 9% of all male respondents.

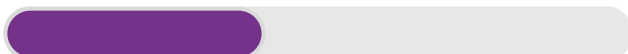
Facilitating the equal career progression of traditionally underrepresented groups is something that can be addressed by the implementation of key practices and policies. However, just 18% of respondents say their organisation actively works to develop under-represented groups into leadership roles, and less than half (49%) of respondents state that their organisation promotes flexible working practices for working parents.

Of the 57% of respondents who say there have been occasions where their career progression has been limited due to their background, % who say this is due to their:

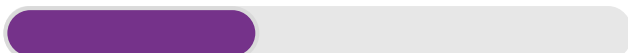
50% Age



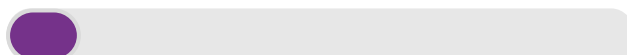
41% Gender



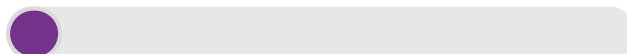
40% Ethnicity



11% Disability



8% Sexual orientation





RECOMMENDATIONS

Awareness and communication

Be aware that perceptions of barriers to progression exist

Most organisations would be quick to refute any suggestion that their employees' progression is limited due to gender, ethnicity, age, sexual orientation, disability or socio-economic background. However, they should be aware that these perceptions do exist amongst the wider employee population. Employees should feel confident to express this sentiment, and there should be a process in place for any feedback to be responded to and acted upon where appropriate.

Promote your inclusive progression practices and policies

Organisations should clearly communicate their commitment to offer career progression opportunities to all, regardless of an employee's background. As part of this, they should promote their practices and policies which support equal opportunities, both to existing and prospective employees.

Practices and policies

Implement practices and policies which support equal opportunities for progression for all

Employees should have clearly defined progression pathways and transparent objectives, so they are aware their personal career progression is tied to specific aspects of their performance which will only be assessed on merit. Additionally, certain policies can help ensure progression opportunities are inclusive to all employees. For example, flexible working opportunities will allow all employees (although currently exercised largely by working parents and carers) to better manage the demands of work and personal life while still fulfilling their professional responsibilities. Similarly, initiatives such as mentoring and sponsorship programmes are a useful way to provide traditionally under-represented groups with access to leadership development opportunities.

Training at managerial level should prioritise bias mitigation

Implementing regular and on-going training to help managers recognise and mitigate the impact of unconscious bias on employee progression can help ensure all employees are able to reach their full professional potential, and will also improve the retention of top talent.

“ There are no BAME managers in my company and therefore it is difficult to envisage myself in that role because of how the company encourages very few BAME employees to aspire for a promotion. ”

Survey respondent who identifies as BAME



KEY FINDINGS

57%

say that there have been occasions where their chances for career progression have been limited because of their age, gender, ethnicity, disability or sexual orientation

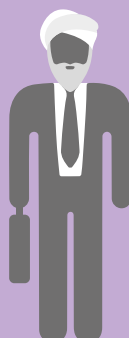
43%

say they are more likely to be promoted if they have a similar socio-economic background to management

only

49%

say their organisation promotes flexible working practices for working parents



only

18%

say their organisation actively works to develop under-represented groups into leadership roles

ABOUT US

As market leader, if the best people aren't already talking to us, we know how to find them, engage with them and match them better than any other recruiter. In the complicated world of recruitment, Hays makes finding the best talent easier and quicker, and reduces the risks involved in hiring.

Our expertise

This year, Hays is celebrating its 50th anniversary. Beginning life in 1968 with just a handful of employees, we now have over 6,800 recruiting specialists, including 1,900 in the UK. We work across 250 offices worldwide, of which 94 are in the UK, to help organisations and professionals to develop and grow.

Our expertise lies in being able to source skilled professionals, our unparalleled ability to engage with an extensive network of talent, and our capability to match this to our clients' specific requirements. Working across over 22 different industries and professions, we recruit for permanent and temporary roles for organisations of all sizes in the private, public and not-for-profit sectors.

Competition for skills is high in many of the industries we recruit for and the recruitment industry is evolving at a rapid rate. The traditional recruitment model has been transformed into a new model where art and science combine to help establish deep relationships in candidate communities through the power of digital technology, data science and personalised communications at scale.

At Hays, we have developed and are deploying a new and improved model, one which we call Find & Engage. This takes the best recruitment practices and candidate relationships our consultants have developed over many years, and combines them with new technology and data science techniques available today to ensure we find the best candidates for any given role.

This approach puts the relationship back at the heart of recruitment, but uses digital technology, machine learning and data science to operate at scale.

Our awards and accreditations

Hays was ranked 7th in the Glassdoor Best Places to Interview Awards and was named one of the best places to work in the Glassdoor Best Places to Work Awards, which demonstrates our expertise in best practice interviewing and how our culture is conducive to an honest and open working environment.

Rate My Placement also named us the best undergraduate employer in the recruitment industry, showing our commitment as an organisation to fostering and encouraging young talent.



Hays is honoured to have achieved the National Equality Standard (NES), one of the UK's most rigorous and prestigious accreditations for Equality, Diversity and Inclusion (ED&I). Hays was one of the first 20 organisations nationwide to be accredited.

Since signing up to the NES, we have developed a deeper understanding of ED&I, and the accreditation recognises our long-term commitment to building a culture of meritocracy and diversity.

For more information, visit hays.co.uk/diversity

Additional services

We provide a suite of services to provide further support for your talent management strategies. These include:

- Career transition
- Digital recruitment campaigns
- Executive search
- Managed service programmes
- Project solutions
- Recruitment process outsourcing.

We also offer comprehensive salary benchmarking which provides specific and detailed analysis and information bespoke to your organisation, role and location. For further information, visit hays.co.uk/salary-benchmarking

For further information on how we can help with your recruitment needs, contact your local Hays office. To find your nearest office, visit hays.co.uk/offices

Recruiting across 22+ skilled and technical professional areas

- | | | |
|---------------------------|--------------------------|---|
| • Accountancy & Finance | • Human Resources | • Personal and Executive Assistants |
| • Construction & Property | • Information Technology | • Procurement, Supply Chain & Logistics |
| • Digital Technology | • Insurance | • Policy & Strategy |
| • Education | • Legal | • Retail |
| • Energy, Oil & Gas | • Life Sciences | • Sales |
| • Executive | • Engineering | • Social Care |
| • Financial Markets | • Marketing | |
| • Healthcare | • Office Support | |

The recruitment process is a crucial element of bringing diverse talent into an organisation, and every step of the recruitment journey should be inclusive.

8 steps to inclusive recruitment

The Hays Inclusive Recruitment Checklist guides you through eight stages of the recruitment process and advises on best practice to ensure diversity and inclusion is prioritised.

Our interactive checklist details specific interventions to action, risk factors to check and resources to use at each stage of the recruitment process, which will support more diverse and inclusive recruitment outcomes for your organisation.

These include:

- Advice for writing job specifications
- Technology to counter unconscious bias
- Diagnostic tools to analyse the effectiveness of your entire candidate journey.

Request your copy of the checklist now to review your recruitment processes and start hiring inclusively.

hays.co.uk/di-checklist

**START RECRUITING
FOR DIFFERENCE
REQUEST YOUR
CHECKLIST**

HOW GOOD IS YOUR CANDIDATE EXPERIENCE? FIND OUT WITH OUR ASSESSMENT TOOL

The Hays Candidate Journey Diagnostic is an online tool to help organisations improve their candidate experience.

This interactive tool allows you to evaluate how strong your candidate experience is against industry-leading best practice, across six key assessment stages. Based on your self-assessment and specific goals, the tool automatically provides a rating against your answers and creates a personalised report of recommendations on how to take your candidate experience to the next level.

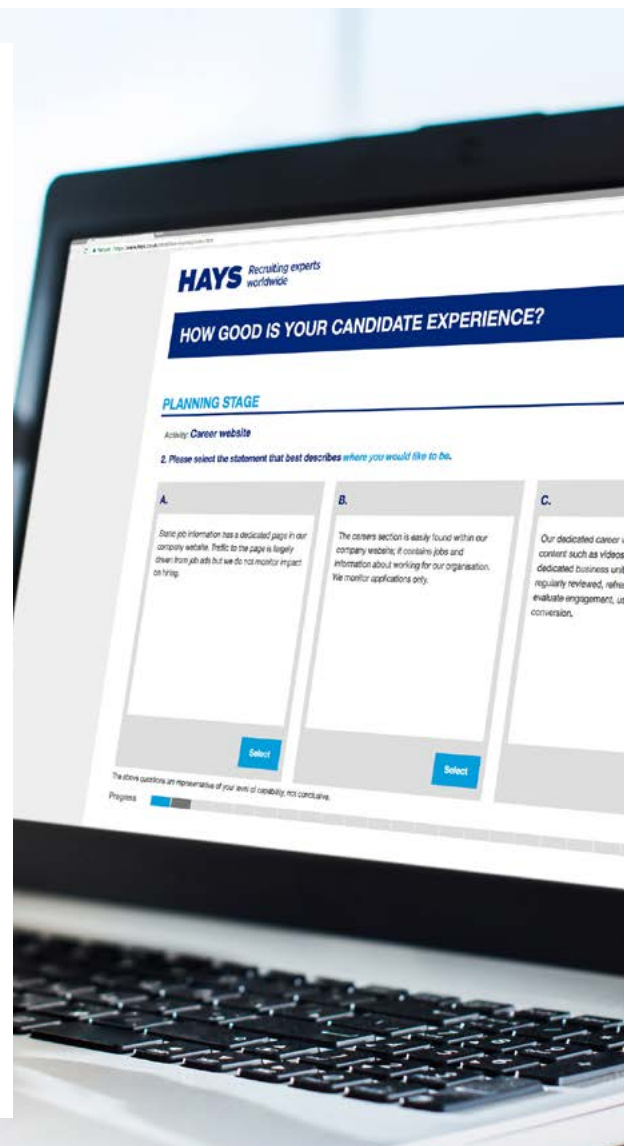
Your bespoke report will benchmark your candidate experience score to help identify:

- What makes a winning candidate experience and how you compare
- How to take your candidate experience to the next level
- Areas of priority, quick wins and ideas for continuous improvement.

Put your candidate experience to the test

Calculate your candidate experience score and discover how to attract, engage and retain the right talent better, faster and more cost effectively. Access the tool at hays.co.uk/candidate-experience and start making the improvements you need to achieve a winning candidate experience.

hays.co.uk/candidate-experience



CONTACT US

For further information on how we can help with your recruitment needs, contact your local Hays office.
To find your nearest office, visit hays.co.uk/offices

Stay up-to-date with Hays insight into the world of work.



Hays



@HaysNews



UKHays



HaysNews



hays.co.uk/blog

hays.co.uk/di-report