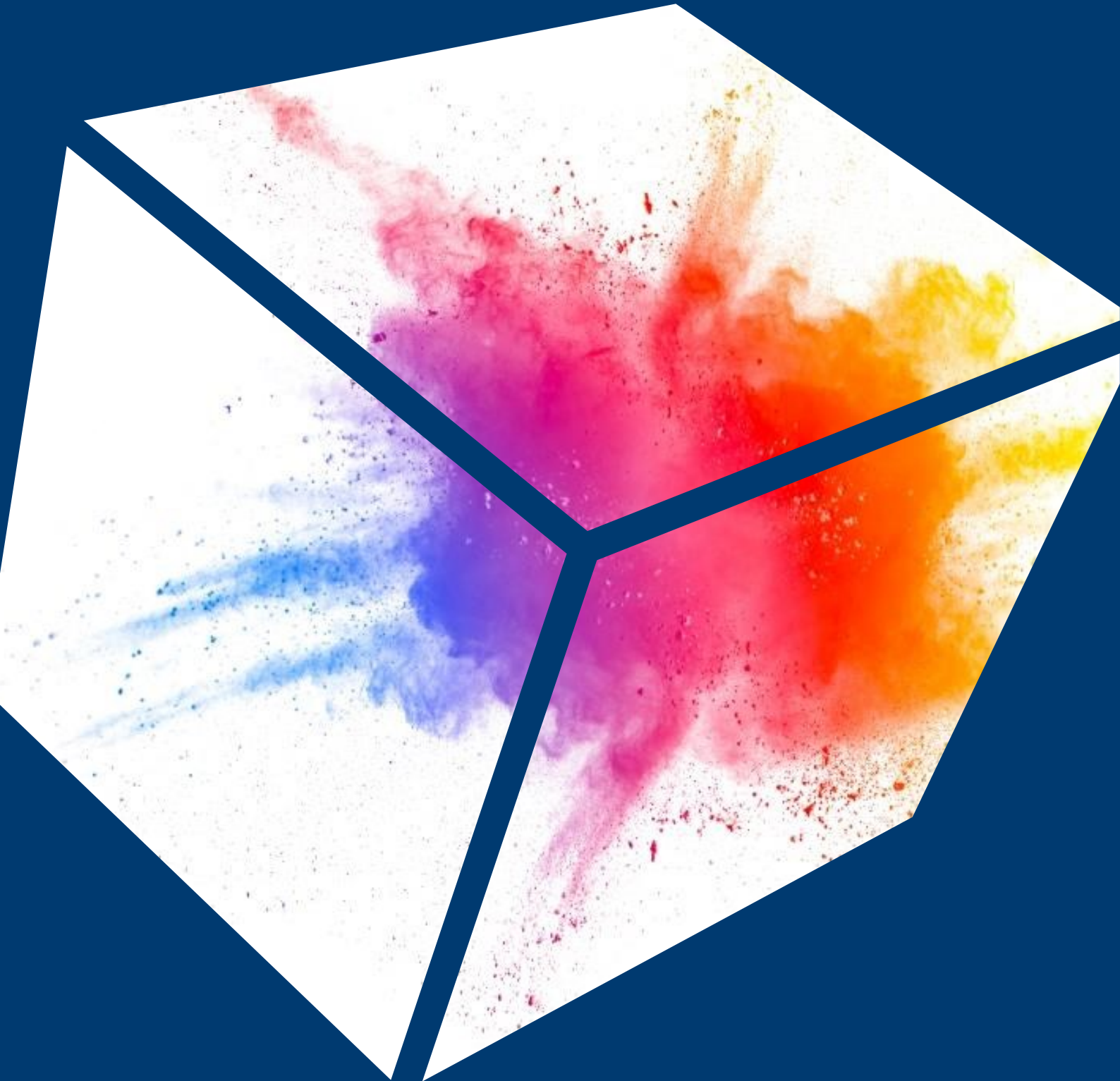




UNLIMITED

Inclusion & Diversity To 2020... and beyond

October 2020





“We are committed to advancing Inclusion and Diversity in Odgers Berndtson and the world at large”

The moral and business case for inclusion and diversity (I&D) is so well-made that we are focussed on the ‘how’, not the ‘why’.

It is about delivery. We are not merely responding to Government or regulation or best practice. We have a genuine desire to create a more inclusive, diverse workplace where everyone has a sense of belonging in a culture that engenders innovation and better outcomes.

Inclusion & Diversity (I&D) are at the core of who we are and what we do. I&D is hardwired into our business. Unlimited is our philosophy, our commitment – our call to action. It is our ambition that Inclusion enables our people to contribute without limits. Unlimited fosters the potential of:

- Our Colleagues – championing the behaviours and values we believe in through our Unlimited Allies
- Our Candidates – recognising their uniqueness and enabling their potential
- Our Clients – accessing and creating the most diverse talent pools and recruiting the right people
- Our Communities – reaching out to engage talent across the whole community
- Our Selves – acting with integrity and committing personally to Unlimited and all that it means



So much has already been achieved, and we are immensely grateful for the work that has been done so far to get us here. We know there is further to go – and much more to do.

My hope is that we will all move forward together to deliver the I&D strategy for 2020 and beyond. And I very much look forward to working with you to achieve this.

Kester Scrope, Chief Executive



Progress so far...

We are proud of the progress that has been made and some of the highlights are:

Allies Programme

With more than 25% of the firm signing up, Allies have played a critical role in evolving our culture and starting conversations - some of which we have not had before.

Every ally has made the following commitment:

What does it mean to be an Inclusion Ally?	Stand up and identify yourself as an Unlimited Ally	Bring out the best in your colleagues and lead by example	Help out by sharing your knowledge and experiences
Speak up in challenging actions, comments and behaviours	Show up and attend Unlimited events and learning sessions	Give back create an open and inclusive community supporting all	Live up to our values of trust and respect so everyone can be happy and fulfilled

Please click [here](#) for the Allies Statement of Purpose



Unlimited Inclusion & Diversity Festival

There have been three hugely successful Inclusion & Diversity Festivals to date. The festival celebrates our culture and is an opportunity for us to get to know each other, to learn and to share - and to have fun together!

The most recent festival, held in October 2019, was a resounding success. 87% of participants said that they thought it was worthwhile and 75% said it increased their knowledge and understanding of I&D.

This year, we are hosting a global virtual festival, taking place 9th – 13th November.

Training and Development

There have been several fantastic training and development opportunities over the past two years, including speakers sharing their knowledge of various aspects of the I&D agenda.

All of us have undergone Equality, Diversity & Inclusion online training. The aim of the training module is to empower us with greater understanding of:

- What is meant by Equality, Diversity & Inclusion?
- How the law impacts on Equality, Diversity & Inclusion

Inclusion & Diversity Newsletter

The weekly Inclusion and Diversity newsletter, authored by Business Information, supports our awareness of the I&D agenda, keeping us informed and updated on recent press.

Gender Pay Gap Reporting

There have been three cycles of reporting our Gender Pay Gap. A Gender Pay Working Group developed recommendations prior to the publication of the 2019.

This has highlighted:

- Recruitment
- Promotion
- Flexible working
- Carer Leave



Updated Family Leave Policy

Following a comprehensive review, we have updated our maternity pay provision within our Family Leave Policy. This now provides 16-weeks' paid leave and our Shared Parental Leave Policy up to six weeks' paid leave.

Disability Confident Employer Accreditation

We are now a Disability Confident Employer (Level 2). Disability Confident is a Government scheme that assists organisations in playing a leading role in changing attitudes for the better and creating inclusive workplaces. It is a recognised accreditation that identifies us as an employer that is committed to equality in the workplace.



<https://disabilityconfident.campaign.gov.uk>

To achieve this accreditation, we have reviewed or amended many of our systems, processes and environment, and have committed to several initiatives in line with the Disability Confident criteria.

Recruitment and Retention

An initial review of recruitment practices has led to us updating our internal job briefings, interview confirmations and advertisements (e.g. using software such as Textio to remove any inherent bias) to reflect our commitment to I&D. We are also partnering with the Social Mobility Foundation and Change100.

Client Sector Inclusion & Diversity Initiatives

Across the business, colleagues have been hosting events to encourage, promote and support diversity in their sectors.

The CIO & CTO Practice run regular lunches for 'Female Leaders in Technology'. The most recent lunch focused on supporting women through the menopause in the workplace. We have created a career coaching programme for Leonard Cheshire. This is held quarterly at our Cannon Street offices for eight people and focuses on developing employability skills. We work with the Careers Development team at Warwick University promoting careers in technology. Caroline Sands, leads the CIO & CTO Practice and speaks at events such as The Collaboration Innovation Technology Forum where most recently she addressed a group of c.100 emerging CIOs.



The Retail, Consumer, Travel, Leisure & Hospitality Practice runs an annual women's event that is well-attended by up to 120 women who network and hear from inspiring female leaders, sharing the secrets of their success.

The Sports and Gaming Practice has developed a partnership with the charity, Women In Sport, focussed on improving opportunities for women working in the sports industry, including hosting joint events at 20 Cannon Street. The events have been a fantastic success and included guest speakers and experts within their fields who have given their time to talk about inclusion and diversity in the work force. The Gaming team are a strategic partner of the All-in Diversity index, a non-profit business set up to measure and improve diversity across the global gaming industry. The team has since formed part of a steering group with All-in to create the first ever ISO accreditation for Diversity and Inclusion which, if approved, will be the go-to ISO standard for employers across all industries, looking to implement an inclusion and diversity framework within their business.

The Procurement & Supply Chain Practice runs an annual mentoring programme to support diverse future leaders. In 2020 the programme kicked off its second year, where 14 Global CPOs & CSCOs from FTSE companies are paired with up and coming female leaders for a 12-month mentorship. This is a multi-faceted, year-long development programme aimed at both talented and motivated mid to senior level career female procurement and supply chain professionals (mentees) and experienced CPOs & CSCOs (mentors).

The CFO Practice hosts Networking Lunches for emerging talent, aspiring to become CFOs. The programme has included a speaker who has been a CFO and is a NED who addressed their route from junior management to main Board and non-executive roles. The practice has also held a series of over-subscribed lunches for female CFOs.

The Legal & Professional Services Practice has conducted a piece of research in conjunction with Liz Stewart and the Executive Assessment & Development Practice focussed on the psychometric profile of the very best General Counsels in the business – a vital tool in levelling the playing field and on removing bias in the recruitment process. This has enabled the team to talk knowledgeably to clients about high potential first-time GCs, who may not represent the stereotypical candidate.

The People Performance & Culture Practice host a range of events for clients with such speakers as the former Australian Premier Julia Gillard, Chair of the Global Institute for Women's Leadership and Lord Davies on his launch of Women on Boards. As a member of the Guild of Human Resources, we also ensure that best practice is shared.

The Healthcare Practice offers bespoke programmes of work aimed at promoting to talented, aspiring Directors to join health Boards. Initiatives include the 'Leadership Ladder' aimed at bringing diverse up-and-coming



talent to the Board and the OutsideIn programme, enabling organisations to access talented candidates from beyond health and care, particularly from the commercial sector.

The Government Practice is creating a 'Next Generation Talent' mentoring programme for under-represented groups in public appointments.

In Oil & Gas the team has presented at industry events and conferences (such as Offshore Europe) on I&D; organised client events to inform and share I&D best practice across multiple sectors and geographies. Our work is highly diverse and includes the recruitment of four African female NEDs for oil companies with operations in Africa: supporting clients in their localisation agendas around the globe by recruiting national talent into executive positions. This often those who have moved away from their home country to develop their careers. Our Maritime & Shipping Partner presented at the Women in Maritime event organised by Maritime UK, on how to get a Board position and break the glass ceiling.

In the Industrial Practice data has been collated across sectors to monitor women in leadership. The information is used to demonstrate the market challenges to clients who request a 50% gender diverse shortlist. The initiative also improves the profile of rising talent, especially from U.S headquartered companies with lower profiles in the UK. With 2% - 5% women representation in leadership positions in flagship sectors., the team are addressing the by collaborating with Berwick to promote up-and-coming leaders.

The Technology Practice works in partnership with clients to promote I&D in leadership by: The Rebus Mentoring programme which provides women who aspire to senior leadership and board roles in Technology, with outstanding mentoring, advice and motivation from objective and supportive mentors. The practice delivers bespoke Workshops tailored to individual client needs – for example the team designed, developed and led a series of half- day workshops to the Evolve cohort of BT's TechWomen Programme. The Practice hosts regular Women in Technology Breakfasts and members regularly chair panels at industry events, co-host a Group Hug for Purple Tuesday (an initiative aimed to help companies improve the customer experience for disabled customers and employees) and contribute to the Business Leaders Group for Disability Confident.

The Not for Profit team host a variety of round table meetings, are regular contributors to the Diversity in Charity leadership group and host the Arts Council Forum on diversity.

The Financial Services Practice provide guidance to firms considering signing up to the HM Treasury Women in Finance Charter and coaching support to senior female executives moving into C level or NED roles. Practice members are active with City Women's Network, Women in Banking and Finance, Women in Listed Derivatives, and contribute to the McKinsey women's leaders forum. Team members regularly join panels at industry events focused on inclusion and the practice strives to achieve diversity of gender and ethnicity at all OB organised events.



Showcasing our credentials

We have been working alongside lawyers, DLA Piper, and have very recently received detailed legal advice to develop clear guidelines which will enable us to maximise our impact within the existing legal framework. A process is ongoing to translate detailed legal advice into workable, everyday policy and solutions.

Outcomes

- We are a signatory to the UK search industry Voluntary Code of Conduct and are accredited under The Enhanced Code of Conduct for Executive Search Firms for the FTSE350.
- We have also received the highest level of accreditation for our diversity outcomes from the Cabinet Office.
- We have contributed and been keenly involved in the Hampton Alexander Review into female representation in corporate boardrooms and our percentage of female placements at FTSE350 board level (51%) exceeds the target set by his Steering Group for Women on Boards.

Next steps

The requirements for Boards are evolving and new targets are emerging which include:

- Following the appointment of the next Chair of Women on Boards, whilst yet to be confirmed, targets are likely to move towards gender parity on FTSE350 boards.
- The Parker Review has put a target of 1 BAME director appointed by 2021 for FTSE100 boards, and by 2024 for FTSE250.



Delivering for our clients

Our clients across all sectors increasingly – and rightly – focus on I&D. For proposals and pitches we now have developed a graphic which describes how we encompass Unlimited, as our commitment to Diversity at every stage of the process from briefing to onboarding.

BRIEFING	RESEARCH	LOGLIST	ASSESSMENT	SHORTLIST & INTERVIEWS	APPOINTMENT & AFTER
Immersion in your business to devise the ideal candidate profile and search geography. Agree candidate brief.	Targeted sourcing & approaching candidates following investigative desk and database research	Objectively prioritising candidates against brief. Longlisted candidates interviewed by Odgers Berndtson.	Skills-based interviews with OB, based on objective criteria	Formal interview with you plus assessment and psychometric reports, if required	Offer made with due diligence, referencing and on-boarding support.



What does diversity mean for this role?	How do we identify relevant target pools?	Has the longlist actually delivered diversity?	How do we exercise our judgement, not our bias?	Are we asking the right questions – in the right way?	Are these the right terms – in all the circumstances?
Challenge the parameters to find the best candidates – inside and outside the box	Optimise our unique breadth and reach	Challenge the parameters to <i>retain</i> the best candidates – inside and outside the box	Reasonable adjustments for candidates, as appropriate	Objective candidate reports based on evaluation against the candidate brief	Referencing to facilitate an optimal onboarding process
An unbiased, inclusive brief: does the spec alienate any individual?	Actively engage internal and external diversity networks, including our I&D Council	Opportunity for anonymising applications to deliver full objectiveness	Use a psychometric Wave assessment to objectively highlight attributes not necessarily apparent at interview (optional)	A balanced shortlist – which may often challenge existing preconceptions	Positioning the appointee for success
Discuss role flexibility and working patterns	Consider advertising options to appeal to the widest audience	GDPR compliance – review documents for sensitive personal data		Identify issues for referencing	Regular engagement and issue flagging – our commitment to a successful and lasting appointment
	Explore equality monitoring				





- The Diversity Council has been integrated with the Allies Programme – many Council members are also Allies.
- A significant amount has been delivered across several work streams to date and a huge thank you goes out to everyone who has taken part.
- Going forward, the role and functions of the Council will be delivered by the Allies Programme. As well as committing to the principals of being an Ally and fostering an inclusive culture, Allies will harness the passion and skills of our people to deliver further, exciting I&D outcomes.
- Having reviewed what has been achieved to date, there remains work to be done in several critical areas.
- We have therefore reinvigorated the Inclusion and Diversity Steering Group, focused on an ambitious set of new work streams that will turn strategy into action. These work streams are:

WORK STREAM	CHAIR
■ Our inclusivity, inc. L&D	■ Chris Bollinghaus
■ Delivering inclusion and diversity for our clients	■ Áine Hurley & Stuart Morton
■ The Festival	■ Anne Murphy & Simon McDonald
■ The Allies and Outreach	■ Ali Palmer

- The 2020 Festival is global and virtual and is taking place 9th – 13th November.
- For the last three years at the IPM I&D has been an area of increasing focus. Initiatives continue across the world, both locally by country and globally through the continued commitment of volunteers. A totally joined up approach is always going to be challenging given variations in local law, custom etc. but the intent is there across the global group to support our people wherever they live and work and to promote better client outcomes.



What can **you** do to get involved?

- Become an Ally: If you want to be involved in the exciting agenda going forward, please become an Ally if you have not done so already. Please contact Ollie Minto in the first instance.
- Take part in the Festival
- Host at least one event per practice per year focused on I&D issues for your clients – and write it up
- Contact the Steering Group with any ideas you have

Contribute any ideas you have at unlimitedallies@odgersberndtson.com – every idea is welcome!

Start the conversation!

