



**HAYS** Recruiting experts  
worldwide

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# DIVERSITY & INCLUSION IN ACTION

**Creating environments where people are valued  
and their voices heard**

## **MAKING THE BUSINESS CASE**

The importance of articulating the commercial benefits for your organisation

## **INCLUSIVE CULTURE**

What is it, why do we want it and how do we get one?

Partnering with:



**Charlotte Sweeney** Associates



# WELCOME

Across the majority of industries, organisations are increasingly talking about creating more diverse and inclusive workplaces but, for many, it is a challenge to turn that intention into a reality.

In the recent Hays Gender Diversity Report, *Opening Dialogues: Translating Policy into Progress*<sup>1</sup>, all respondents stated they recognise that D&I is good for business. However, more than half of employees (62%) held the view that the responsibility of taking action to ensure the success of D&I programmes is someone else's issue and not their responsibility.

In the first year of the Lord Mayor of London's Power of Diversity Programme in 2014<sup>2</sup> similar research across the city found that 84% of employees agreed that their company made a commitment from the very top to create a diverse and inclusive workplace. Yet only 15% of mid-level managers felt their leader's actions were consistent with their words and only 27% felt they were responsible for, or empowered to, implement a diversity and inclusion strategy. The research showed that while the commitment was there from senior leaders, this wasn't being translated into practice.

Hays and Charlotte Sweeney Associates, both experts and leaders in their fields, have joined forces to share insights and examples of what works to support and enable organisations to build and leverage the value that difference and inclusion brings in all aspects of their business delivery. In each quarterly newsletter, we will select two major D&I considerations and cut through the vast amount of information available. We will share with you our assessment on what really works and how to convert your commitment into progress.



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## OPENING DIALOGUES TRANSLATING POLICY INTO PROGRESS

Request your copy of the  
Hays Gender Diversity Report today

**Diversity** is difference, every aspect that is unique and different about an individual and much more than characteristics such as gender and age.

**Inclusion** is creating environments where people are valued and their voices and opinions are encouraged and heard.

# MAKING THE BUSINESS CASE

Articulating the business benefits that come from increased levels of organisational diversity and inclusion is an essential first step to ensure that those who are able to influence the direction of the organisation, fully understand what these are and why they are important.

There is a surge of research and evidence available articulating why this is so important for business. These may include complying with the law, gaining a competitive edge over the direct competition, client and consumer requirements or completing a procurement process. This becomes even more important in a world where Volatility, Uncertainty, Complexity and Ambiguity (VUCA) are becoming the norm. For example:

Research by **McKinsey** found that workforces that are both diverse (gender and ethnic diversity) and inclusive have

**12% higher** employee productivity  
**19% higher** retention  
**57% higher** team collaboration  
**42% higher** team commitment<sup>3</sup>

**Deloitte** identified an

**80% improvement**  
in business performance

when levels of diversity and inclusion were high<sup>4</sup>

**Grant Thornton** estimated the opportunity cost associated with male only boards was approximately

**US\$655bn**  
for 1,050 companies across three markets (US, India, UK)<sup>5</sup>

The Government's Business Champion for older workers, Andy Briggs, asks employers to sign up to a 'Commit & Publish' pledge to secure

**1 million**  
more older workers by 2022

There are around **11.9 million disabled\*** people in the UK

44.3% of working age disabled people are economically inactive. This is nearly four times higher than for non disabled people (11.5%)

Where the business case has much more impact is when it is tailored to the requirements of the organisation and responds to the question 'What's in it for me?' This is usually a missing piece of the jigsaw.

“ ‘What's in it for me?’ This is usually a missing piece of the jigsaw. ”

To ensure that the business case for change is tailored and supports the delivery of the overarching business strategy find out, and respond to:

- What have the recent board and executive team discussions been focused on?
- What are the concerns of senior leaders? What are the opportunities within your sector that a more diverse and inclusive workforce could help to grasp?
- What are the expectations of mid-level managers within the business?
- What are your clients and consumers saying about the organisation?
- What are the frustrations and concerns of employees at different levels across the hierarchy?

By understanding the organisation more effectively diversity and inclusion will more likely become an enabler to business success rather than an end in itself and will enable you to answer the question 'What's in it for me?' regardless of who is asking.

*\*A disability is defined as a physical or mental impairment that has a substantial and long term (12 months or more) negative effect on a person's ability to do normal daily activities.<sup>6</sup>*

# INCLUSIVE CULTURE

What is it, why do we want it and how do we get one? The Hays 'What Workers Want Report' highlighted the important part culture plays when candidates are making the decision to stay in a role or accept a new one.

Culture can be a fragile commodity within organisations, created by every intervention that happens between colleagues and how we treat customers. It can take an age to create a great culture and a minute to destroy it.

There is increased awareness of the value of inclusive cultures and the following research shows the positive impact that can have on productivity and business success, but what is it?

At its essence, an inclusive culture is one where everyone, regardless of their difference or background feels valued, respected and are able to speak up and have a voice. In the book, *Inclusive Leadership*<sup>7</sup>, co-authored by Charlotte Sweeney OBE, there is a phrase that simplifies the meaning:

“ Equality is being invited into the room. Diversity is getting a seat at the table. Inclusion is sharing your views and being heard. An Inclusive Leader enables all of this to happen. ”

Research by companies such as Deloitte on Inclusive Leadership Traits<sup>8</sup> and Catalyst on their findings across six countries<sup>9</sup> all point in a similar direction on how do we create an inclusive workplace. A critical message is that it won't happen overnight and it takes everyone to consistently behave in an inclusive way.



The **STAR Framework** outlined above focuses on two key components required for a sustainable, inclusive culture – (i) engage everyone and (ii) embed inclusive thinking and behaviours into the day-to-day activities of the business.

The key elements to creating an inclusive culture are:

- Transparent:** share what is happening in the organisation, the good and the not so good
- Open:** give people the opportunity and the platform to speak up and share their views
- Courageous:** challenge the status quo, inappropriate behaviours and encourage feedback
- Bias aware:** increase the awareness of bias within decision-making and take steps to mitigate the impact
- Curious:** be inquisitive, ask questions and listen
- Consistent:** repeat all of the above on a continuous basis

**STAND OUT AS AN EMPLOYER OF CHOICE**

Download your copy of the What Workers Want Report today

Further resources are available on the **Creating Inclusive Cultures** app available on Apple and Android



# GET IN CONTACT

At Hays, we're passionate about placing people in a role where they can flourish and succeed. By valuing diversity, we're better informed to find the right job to transform a person's life and the right person to transform an organisation.

We know from experience that different outlooks and contrasting experiences lead directly to increased creativity and performance. In turn, these positively influence the achievement of an organisation's ambition. Recognising and harnessing the dynamism of equal opportunity is an essential element of our leading expertise.

Enabling people and organisations to fulfil their potential. That's the power of diversity at work. For further information please contact:

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## Footnotes

- 1 <https://www.hays.co.uk/leading-women/gender-diversity-divide/>
- 2 <https://www.cityoflondon.gov.uk/business/economic-research-and-information/research-publications/Documents/research-2017/Unleashing-the-Power-of-Diversity-v2.pdf>
- 3 <http://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters>
- 4 <http://www.ft.com/cms/s/0/4f4b3c8e-d521-11e3-9187-00144feabdc0.html#axzz43RSb5Akd>
- 5 Women in Business: The Value of Diversity - [http://www.grantthornton.global/globalassets/wib\\_value\\_of\\_diversity.pdf](http://www.grantthornton.global/globalassets/wib_value_of_diversity.pdf)
- 6 <http://www.gov.uk/definition-of-disability-under-equality-act-2010>
- 7 <http://www.diversityandinclusiveleadership.com>
- 8 <https://dupress.deloitte.com/dup-us-en/topics/talent/six-signature-traits-of-inclusive-leadership.html>
- 9 <http://www.catalyst.org/knowledge/inclusive-leadership-view-six-countries>

**[hays.co.uk/diversity](https://hays.co.uk/diversity)**