

# Driving Diversity & Inclusion in the Workplace

## The D&I Strategy Report





This is the second year Walters People has undertaken such a significant piece of research into diversity and inclusion in the workplace. D&I has rightly been a prime concern for leadership teams, who now actively understand how critical an active D&I policy is for their organisation's success. But this is an intersectional and complex matter – and the nuances of D&I mean that some conversations are, in some respects, still in their infancy, with considerable room for progress.

The case for diversity has been proven across several levels – and at a business level, there is reliable evidence that a diverse and inclusive workforce can increase revenue, provide competitive advantage, improve retention, and enhance employee satisfaction. We all recognise this, but it remains the case that almost no protected characteristic – be it gender, sexuality, ethnicity, disability, or age - can be said to be properly represented in the workplace.

In order to progress it is important to highlight and reflect on successes - no matter how small - and share best practice in order to ascertain what is working and why.

In the past five years alone employers have been forthcoming with their D&I commitments, with initiatives such as in-house 'inclusion champions', diversity working-groups or councils, or a dedicated Culture & Inclusion Officer increasingly seen as organisational standards.

In our role as recruiters, we remain committed to providing valuable D&I insight and advice to our clients. Just like every other employer across the UK & Ireland, we too are on a journey to getting Diversity & Inclusion right.

**Chris Hickey – CEO, UKI, MEA & North America, Robert Walters Group**

## Walters — People

Part of Robert Walters Group, Walters People puts jobseekers first. As the leading staffing specialist for tomorrow's working world, we don't search for people to fill vacancies; instead, we match opportunities to our constantly evolving community of candidates.

Helping organisations to build more diverse teams and professionals to have successful careers is part of our purpose to power people and organisations to fulfil their unique potential. That's why we're committed to supporting the D&I strategies of our clients, designing our recruitment processes to ensure the talent pools we present are as diverse and inclusive as possible.





**Pearn Kandola**  
Creating a better future for organisations and their people.



The thing about diversity and inclusion is that it's all too easy to fall into the trap of seeing things in a very binary fashion. Something either is or is not biased. Someone either is or is not racist. A diversity and inclusion programme either will or will not make a difference.

The reality of making genuine, sustainable progress on diversity and inclusion is, of course, much more nuanced than that. It is not simply about running this programme or tackling that particular group of employees. There is no single silver bullet to progressing diversity and inclusion; nor is spinning multiple, but unconnected, plates at the same time a good approach.

The image that I find most helpful when thinking about progressing diversity and inclusion is as one of a series of connected cogs. One turn here has an impact over there; a movement of this small wheel causes that big wheel to make a large rotation.

Exactly this point is illustrated throughout the chapters of this report. Making genuine progress on diversity and inclusion is about turning multiple cogs at the same time. It is about tackling the barriers to diverse recruitment, whilst also tracking progression from entry-level roles. It is about tackling bias in appraisal and bonus decisions whilst also addressing the importance of managers understanding the personal circumstances of their team members. It is about tackling pay disparity whilst also ensuring that everyone has good access to the resources available.

There are clear threads that link each of these chapters in terms of the areas on which we need to focus to make our organisations more diverse and inclusive, and as you read through the chapters, it is worth reflecting on which cogs in your organisation you can link together to make the biggest D&I change.

**Nic Hammarling, Partner and Head of Diversity**  
**Pearn Kandola**

# THE JOURNEY SO FAR

D&I has infiltrated public consciousness in ways we've never seen before. Global movements including #BlackLivesMatter and #MeToo, and calls for corporate accountability, have compelled business leaders to make bold commitments and public pledges to address D&I challenges in their organisations.

While organisations are at different stages - some have advanced D&I strategies in place whilst others are only just beginning the journey - it's clear that D&I has taken a priority position on the business agenda.

The following chapters focus on key challenges - through the lenses of gender, gender identity, sexuality, age, ethnicity, and disability - that we, as employers, need to focus on to ensure not only that progress continues, but that it accelerates.



**10%**

more women attempted to negotiate their salary in 2020, compared to 2019



**15%**

of professionals are planning on getting involved in their organisation's D&I programmes



**61%**

of professionals think their organisation celebrates people's differences



**10%**

more black professionals think their pay is an accurate reflection of the work they do in 2020, when compared to 2019



**x2**

Almost twice as many professionals said that they were aware that their organisation had diversity and inclusion initiatives in place in their organisation in 2020 than in 2019



**1/3**

More than a third of professionals are active participants in their organisation's diversity initiatives, or have started to get involved in the past year. Only a quarter of professionals said they were involved in 2019

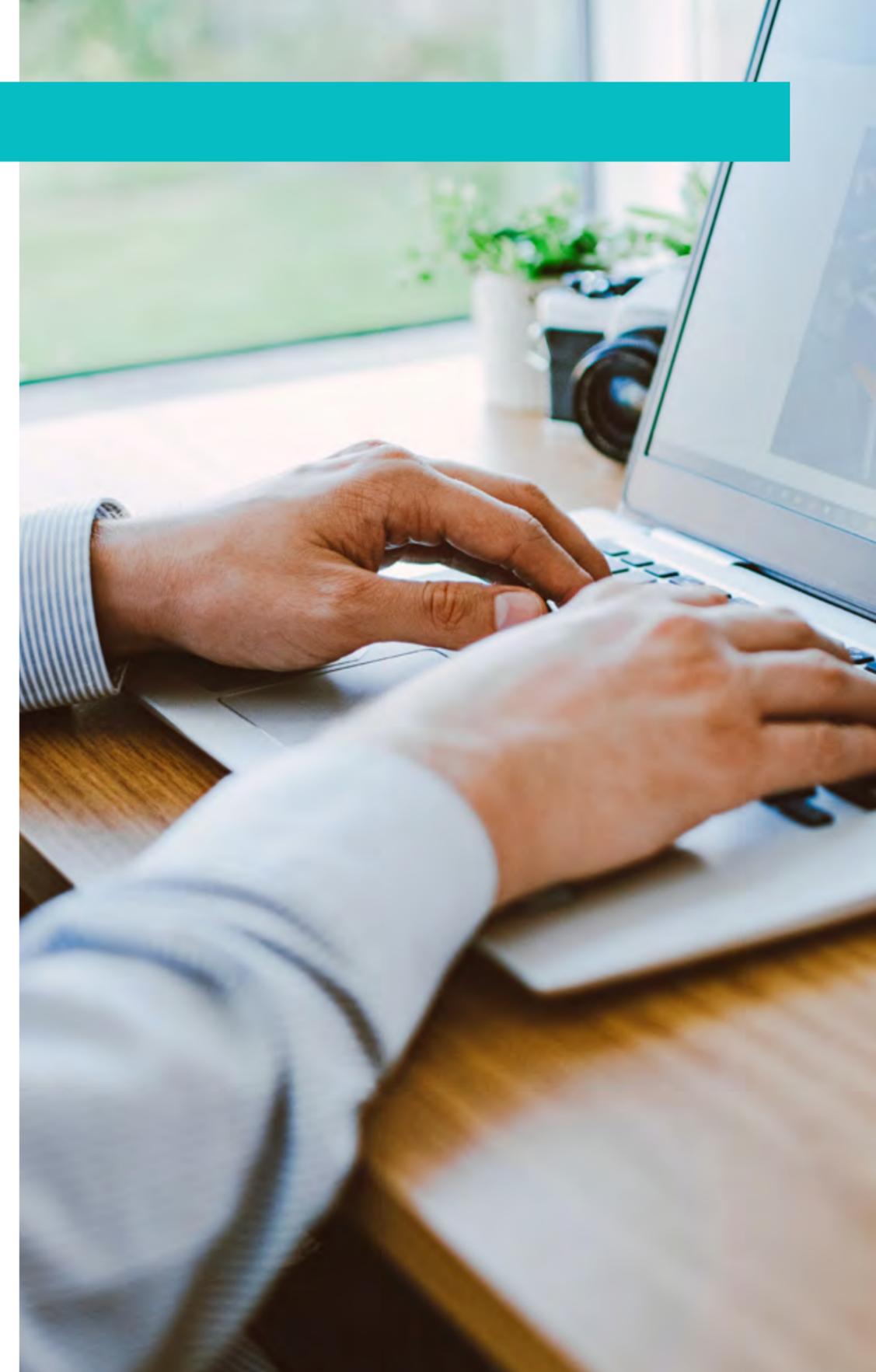
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## METHODOLOGY

In 2020, 7,500 professionals completed a Walters People survey to help us to understand the state of play of D&I across UK and Irish workplaces.

In partnership with Qlearsite, Walters People devised a series of multiple choice and open-text questions, utilising data filters to analyse the responses, as well as applying Qlearsite's language analysis technology to uncover the common themes that help to understand employee sentiment.

Analysing both quantitative and qualitative data through the lenses of Gender (including Gender Identity and LGBTQi+), Ethnicity, Age, and Disability, we have created a strategic report that includes insights into:

- **The career challenges and workplace experiences of different demographic groups**
- **Strategic advice and action points from our D&I research partners for businesses looking to address these challenges**
- **Best-in-class examples of D&I initiatives in action from some leading UK and Irish employers, including: Co-op, The Dorchester Collection, Manchester United, and Northern Trust**
- Findings published in the report refer to the Walters People survey. Any external research is referenced and hyperlinked to its original source
- All references to demographic groups are in-line with the most recent terminology used by the Office for National Statistics (ONS) as of March 2021

### FIND OUT MORE ABOUT OUR RESEARCH PARTNERS:

- **Pearn Kandola** - a world-leading diversity and inclusion training provider
- **Qlearsite** - an employee survey provider, powered by deep listening tech
- **Inclusive Group** - a market leader in the delivery and development of unconscious bias, diversity and inclusion initiatives within the workplace
- **BYP Network** - a global network of minority professionals and international corporations with the shared goal of matching the best career opportunities to minority professionals, improving role model visibility, and reducing bias in the hiring process
- **The Kaleidoscope Group of Companies** - disability inclusion advisory and employment experts



Gender and sexuality

Empowering women and celebrating difference

# INTRODUCTION: STRIVING FOR EQUAL OPPORTUNITY

Since 2017, businesses have been mandated by the government to lift the veil on gender pay inequalities in their organisation - this transparency has prompted leaders to look at how they can deliver greater gender representation at all levels of their business.

While gender pay gap reporting makes organisations accountable for eliminating binary gender inequalities, these obligations only go so far in enabling employers to create an inclusive workplace. That is to say, nurturing an environment where anyone, regardless of their gender identity, sexuality, race, religion, or socio-economic background, can be successful at work.

## WHERE DO WE GO FROM HERE?

In 2019, Walters People research brought to attention the gender disparities that exist in the workplace. In this chapter, we analyse the progress made by UK and Irish businesses in closing the gender pay gap, the ability of female professionals to access progression opportunities in the workplace, and we also take a deeper look at the LGBTQi+\* workplace experience. We hear from Inclusive Group about the action points employers can take to address these challenges.

\*465 professionals identifying as LGBTQi+ were surveyed by Walters People



LGBTQi+ workers are paid, on average, £6,700 per year less than straight workers \*YouGov



Women are paid, on average, 15.5% less than their male colleagues \*ONS

# KEY FINDINGS

## PAY AND SENIORITY BY GENDER

Professionals earning above average salary\*



**70%**

Heterosexual men

**55%**

Heterosexual women



**51%**

LGBTQi+ women

\*Average UK Salary circa. £30,000, average Irish salary circa. 40,000 EUR

## WORKPLACE EXPERIENCE AND INCLUSION

**10%** more women attempted to negotiate their salary in 2020, when compared to 2019

**55%** of women that have worked at their current company for 3+ years have received a promotion

**29%** of women stated that their opinions are not valued as much as those of colleagues in the workplace

**30%** of transgender professionals disagreed that everyone in their organisation can easily access its resources and facilities

## NEGOTIATING SALARY - LGBTQI+ WOMEN



**24%**

say that a lack of confidence stops them from asking for a pay rise (double the proportion of heterosexual men)



**38%**

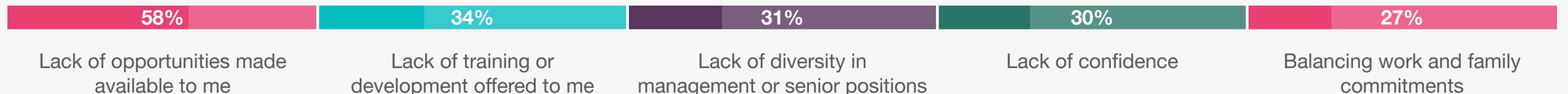
received no salary increase when they attempted to negotiate their pay - compared to just 21% of heterosexual men and 26% of heterosexual women



**40%**

do not think their pay is an accurate reflection of the work they do

## TOP 5 BARRIERS TO PROGRESSION – WOMEN

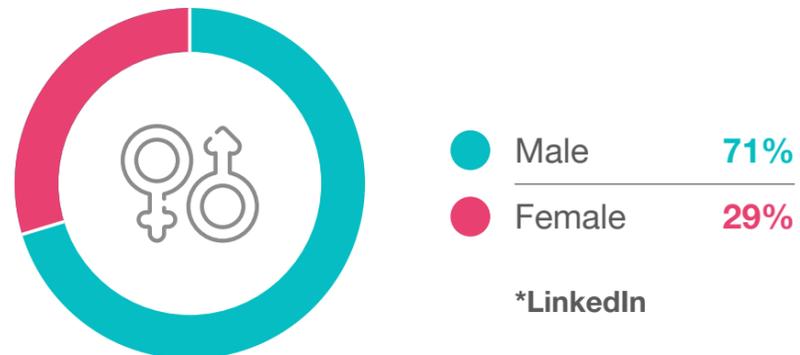


## PAY AND SENIORITY

In order for there to be true gender parity in the workplace, an equal distribution of women and men within senior leadership and management teams is key. A greater level of representation at these levels sets the groundwork for meaningful change within an organisation.

Sadly, our research finds that we still have a long way to go before this is a reality. Indeed, only 36% of female employees are in a managerial role, compared to 43% of males. What's more, we found that there were more than double the number of male C-suite respondents, than female (71% male vs 29% female).

### C-SUITE GENDER SPLIT



However, there's still a long way to go until progressing female talent cascades down to earnings - with a clear pay disparity between men and women:

- **In comparison to average UK salary for management jobs (£50,000), only 24% of women are earning above the average, in comparison to 33% of men**
- **In comparison to the average Irish salary for a management position (60,000 EUR), 37% of women are earning above this figure, in comparison to 50% of men**

With delays in Gender Pay Gap Reporting bought on by Covid-19, and lack of face-time during lock-down being a prime barrier to pay negotiation, there are legitimate concerns that the pandemic could reverse any progress which has already been made towards closing the gender pay gap, however we won't know the full impact for at least another 12 months.

55%

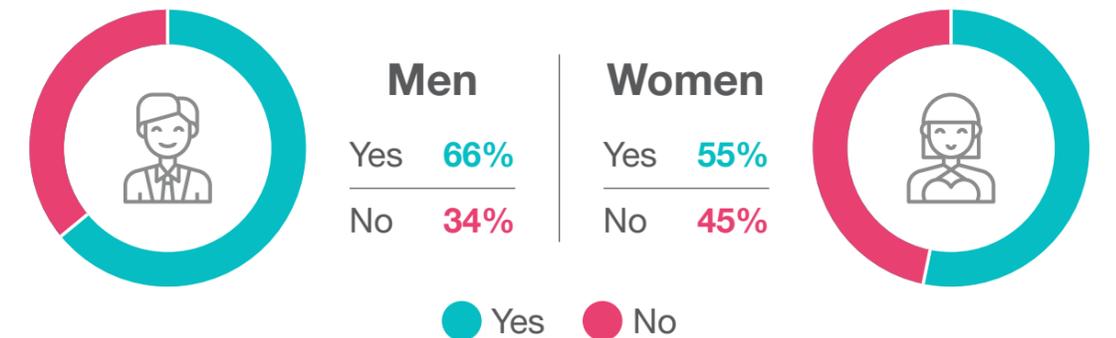
of women that have worked at their current company for 3+ years have received a promotion

# NEGOTIATING SALARY



The study finds that women are less likely than men to negotiate their salary (66% of men vs 55% of women). In fact, we found that 45% of women have never attempted to negotiate their pay. However, it seems a greater number of women feel more empowered to ask for a raise than before, with 57% having never negotiated their salary a year earlier.

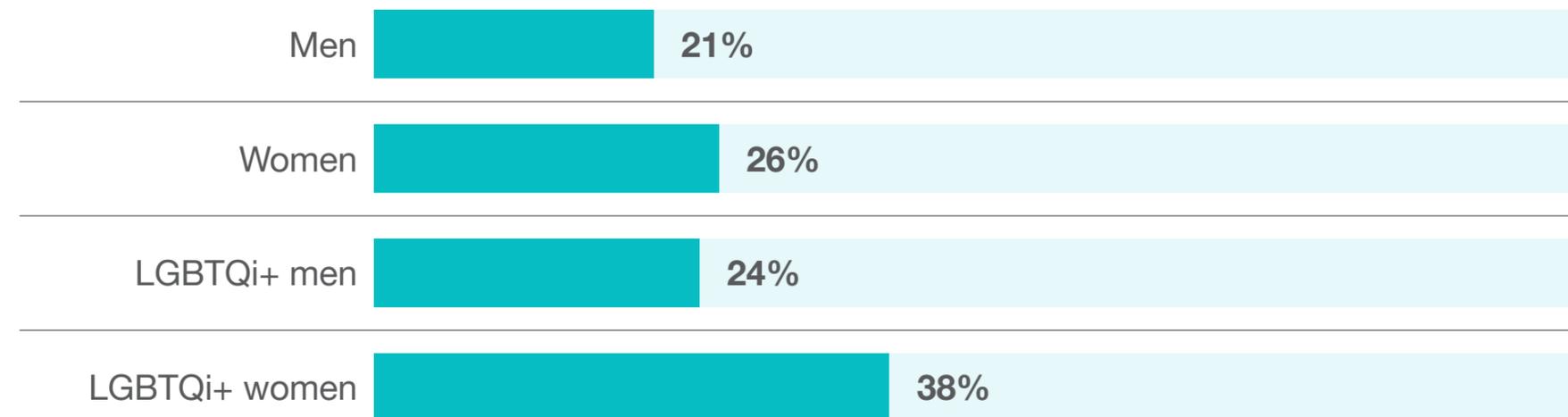
## HAVE YOU ATTEMPTED TO NEGOTIATE YOUR SALARY?



## LGBTQI+ PROFESSIONALS

Despite the increase in the proportion of women negotiating their salary, of those who attempted to negotiate their salary, over a quarter (26%) received no increase in pay, compared to only 20% of men. This percentage rises further for LGBTQi+ women, among whom over a third (38%) didn't receive any increase, while 12% received less than 50% of the proposed increase.

## PROFESSIONALS WHO RECEIVED NO PAY INCREASE



**29%** of women stated that their opinions are not valued as much as other colleagues in the workplace



### LOW CONFIDENCE AFFECTS FEMALE AND LGBTQI+ PROFESSIONALS

When exploring the reasons why women choose not to negotiate their pay, it's clear that self-esteem is still a stumbling block for women looking to be paid what they believe they deserve. 24% of women do not believe that their employer would offer them a raise, whilst twice as many women as men lacked confidence, or were too embarrassed to approach the conversation with their employer (16% women vs. 8% men).

Confidence barriers seem to be even more prominent within the LGBTQi+ community. A quarter (24%) of LGBTQi+ women are not confident enough to approach the salary conversation (three times the proportion of heterosexual men).

### POOR RELATIONSHIPS BETWEEN LGBTQI+ PROFESSIONALS AND MANAGERS

When exploring the reasons why LGBTQi+ professionals lack the confidence to negotiate their pay, it's clear their relationship with their line manager or company leadership is an important factor. Notably, more than a third (37%) of LGBTQi+ professionals do not think their manager has taken the time to understand them personally, compared to just a quarter (25%) of heterosexual professionals.

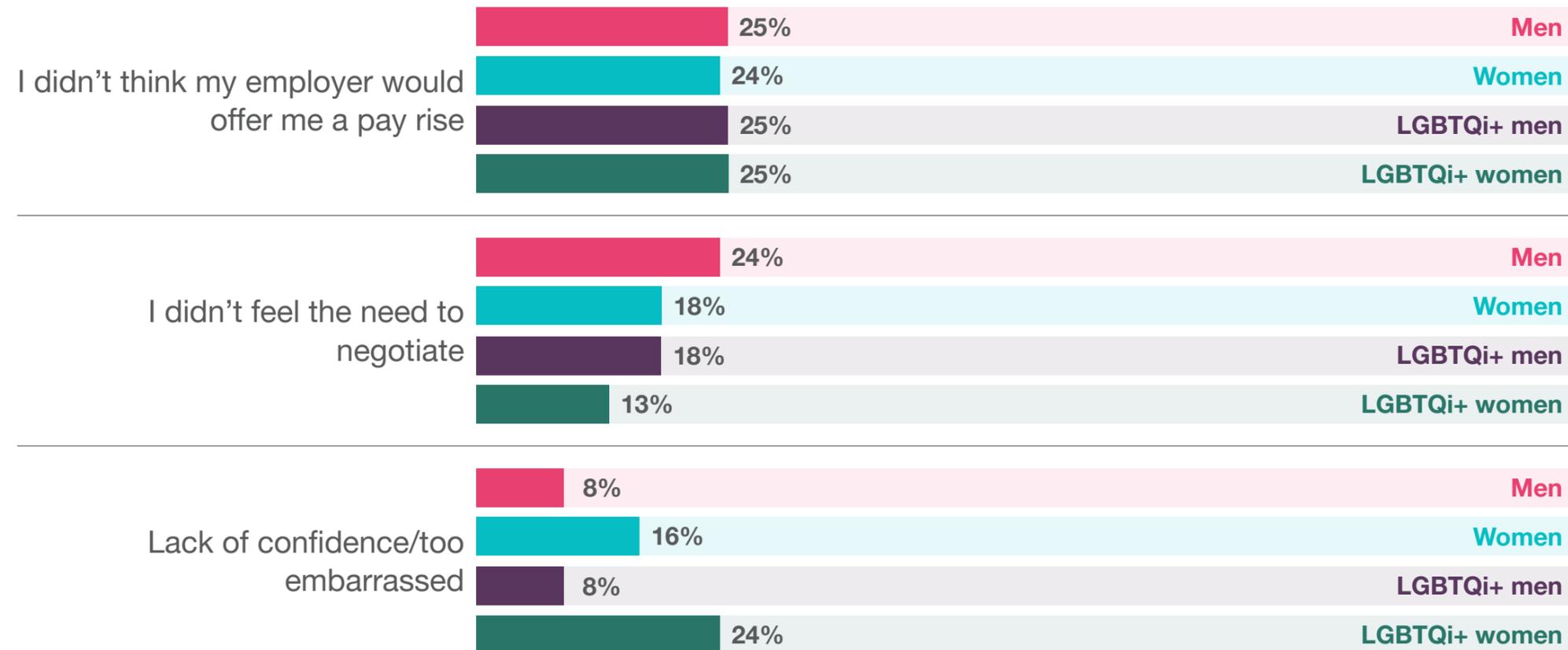
### IMPACT ON SELF-WORTH

The low propensity to negotiate and mixed level of success when negotiating salary serves to further exacerbate the pay gap and has a knock-on impact on pay satisfaction for LGBTQi+ women. When it comes to personally evaluating their worth:

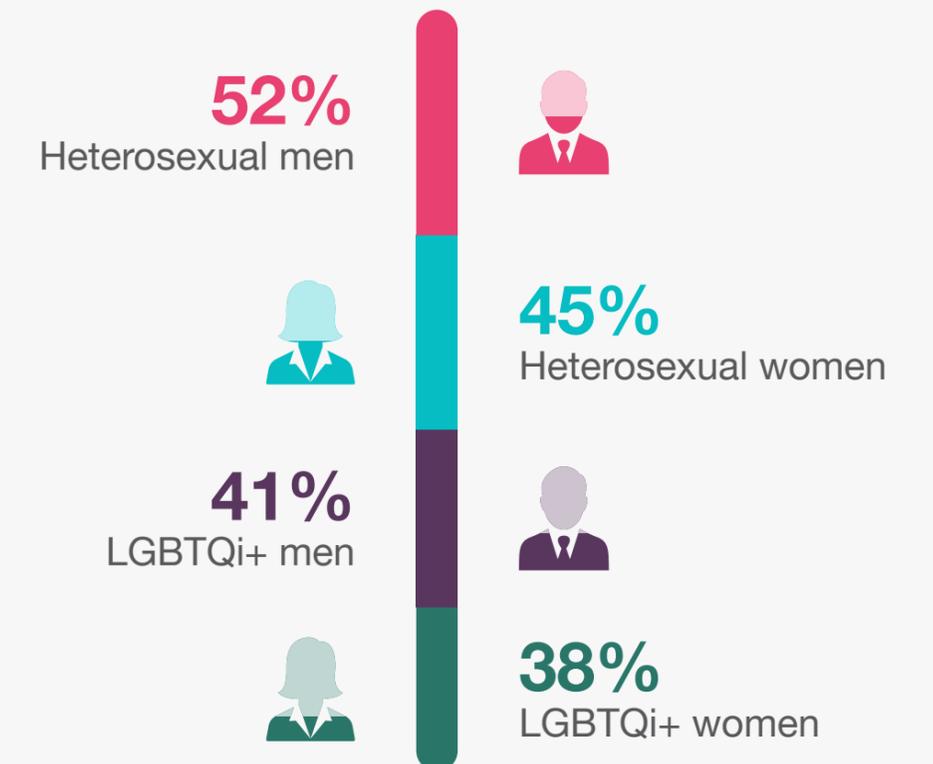
- **41% of LGBTQi+ professionals think their pay is an accurate reflection of their work (and only 38% of LGBTQi+ women). This compares to over half (52%) of heterosexual men and 45% of heterosexual women. In fact, 40% of LGBTQi+ women do not think their pay is an accurate reflection of their work**
- **70% of heterosexual men earn above the national UK and Irish salary (circa £30,000 or €40,000) in comparison to only half (51%) of LGBTQi+ women**

This raises the question of how employers can create a more comfortable environment where all female professionals can confidently ask to be paid their worth in all given scenarios and can expect to receive a raise equal to male professionals.

### TOP 3 REASONS FOR NOT NEGOTIATING SALARY



### IS YOUR PAY AN ACCURATE REFLECTION OF YOUR WORK?



## WHY DO LGBTQI+ PROFESSIONALS LACK CONFIDENCE WHEN NEGOTIATING THEIR SALARY?

“I have previously worked for multiple managers who were very closed books and offered little in the way of encouragement and feedback, leaving me questioning whether it was worthwhile negotiating on salary.”

“My employers never seemed to value me to the point I lost all confidence in myself. Despite asking for help, this was never given.”

## DEVELOPMENT AND PROGRESSION

45% of women who have been at their current company for more than three years have not been offered a promotion. This figure drops further to 39% of women in senior positions (compared to 42% of men), suggesting that women need to work longer to break through the glass ceiling when they reach a certain seniority level.

What's more, fewer women know what to do to get a promotion this year compared to last year. While 20% of women knew exactly what they needed to do to receive a promotion last year, this figure has since dropped to 15%.

Remote working has, in part, played a role in increasing this level of uncertainty among workers – with fewer opportunities and less time to bring up promotion plans with line-managers. 42% of women are not at all aware of what they need to do to get a promotion (alongside 37% of men), while around a fifth (19%) feel they could be better supported to improve their understanding.

**“I am a full-time working mum and I cannot commit to frequent long hours, but my boss considers extra hours as the best way to advance my career.”**





### LACK OF OPPORTUNITIES TO PROGRESS

The lack of opportunities made available to them is the biggest progression barrier for both men (57%) and women (58%) – however, this rises for women at maternity age (25-39) – with more than 60% in this age group held back from progressing by their employer. When questioned about what they thought made it difficult for them to access opportunities in their profession, it's clear that for women in their thirties, motherhood (or the perceived notion that they are likely to enter into motherhood) has a profound impact on their career prospects.

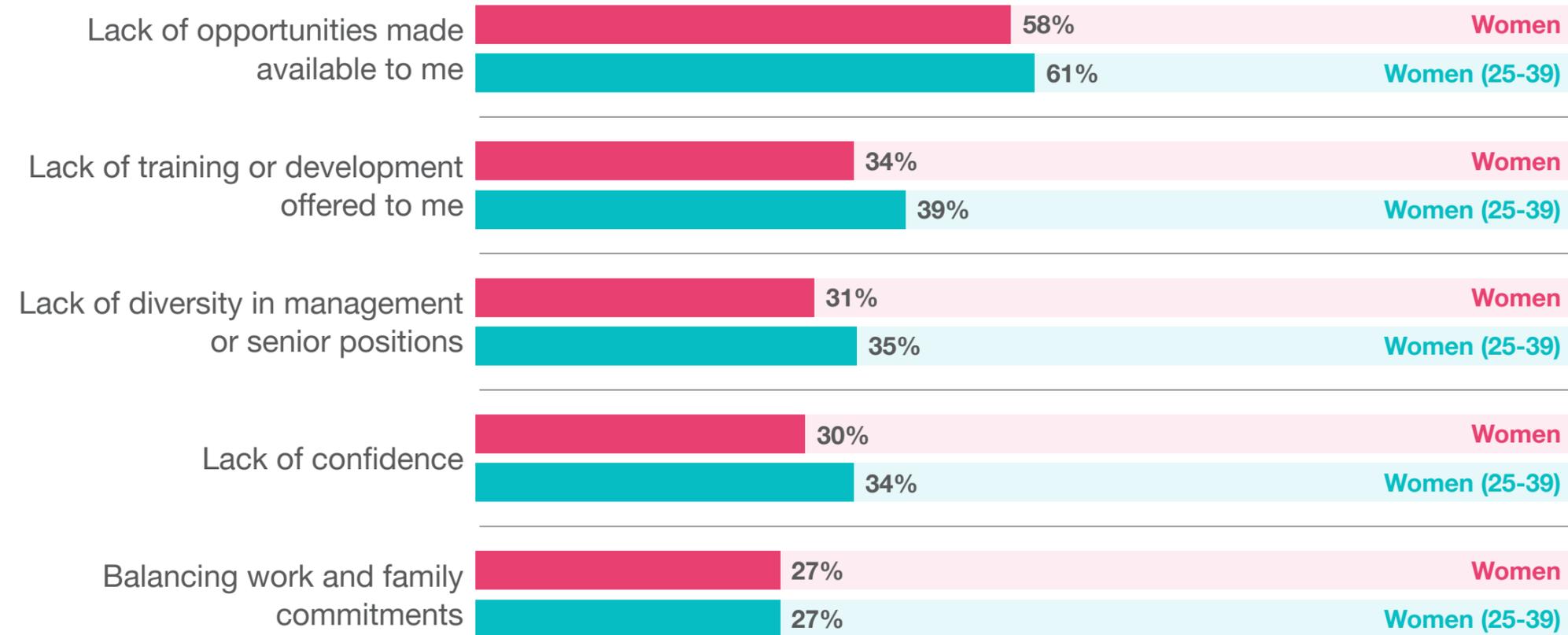
### THE IMPACT OF MOTHERHOOD ON SELF-ESTEEM AT WORK

Lack of self-confidence continues to cripple women's ability to progress in the workplace, with the same proportion of female professionals (30%) stating it was their greatest barrier to progress this year (in comparison to 20% of men). This figure rises still further to a third (34%) of female professionals aged between 25 and 39, with a respondent confirming that her employer had **“made me feel like I had let them down by getting pregnant.”**

### TRAINING BECOMES LESS ACCESSIBLE FOR WOMEN IN THEIR THIRTIES

While a third of both men and women stated that there are no relevant training courses available to support their role or aid their progression, this rises to almost 4 in 10 (39%) of women aged 25-39, with employers focusing less on their development once women begin to take on family responsibilities.

### TOP 5 CHALLENGES TO PROGRESSION - COMPARISON



“The roles that would be really beneficial for career progression are often super-demanding in terms of hours, weekends etc., and that is simply not compatible with being a working mother of young children.”





### IMPACT OF COVID-19 ON FEMALE CAREERS

A recent report by [McKinsey](#) reveals that women's jobs are 1.8 times more vulnerable to the economic crisis caused by Covid-19. This could be down to the fact that women typically – and statistically – bear the brunt of managing childcare responsibilities while working remotely.

With women statistically having to work harder to balance multiple responsibilities, including caring for young children, this can easily lead to losing out on promotions, missing career-enhancing opportunities, or running a greater risk of redundancy.

- **Flexible work arrangements are of greater importance to women (31%) than men (21%)**
- **10% of women in their thirties expressed the need for better flexible working options for their career expectations to be met, almost double the proportion of men (6%) in the same age group**

### 'THE BOYS' CLUB CULTURE'

Over a third (35%) of women aged 25-39 feel impacted by the lack of women in management or senior positions.

Women, more so than men, highlighted the need for more female representation at managerial level, with calls for 'more diversity at the top leadership team', 'more openness to different views', and to 'empower more women'.

**“My employer wasn't flexible when I requested to change working hours when returning from maternity so I could accommodate childcare arrangements.”**

**50%**

of women stated that they felt their opinions are not valued as much as other colleagues in the workplace

## WHY DO FEMALE PROFESSIONALS FIND IT HARD TO PROGRESS IN THEIR CAREER?

"New internal roles are not clearly advertised, and many people are not aware until the announcement of who filled the position - which often feels like it goes to 'the boys.'"

"There's a poor workplace culture that's very disrespectful towards women and diversity."

"The 'women don't do that job/role' attitude held by many employers."

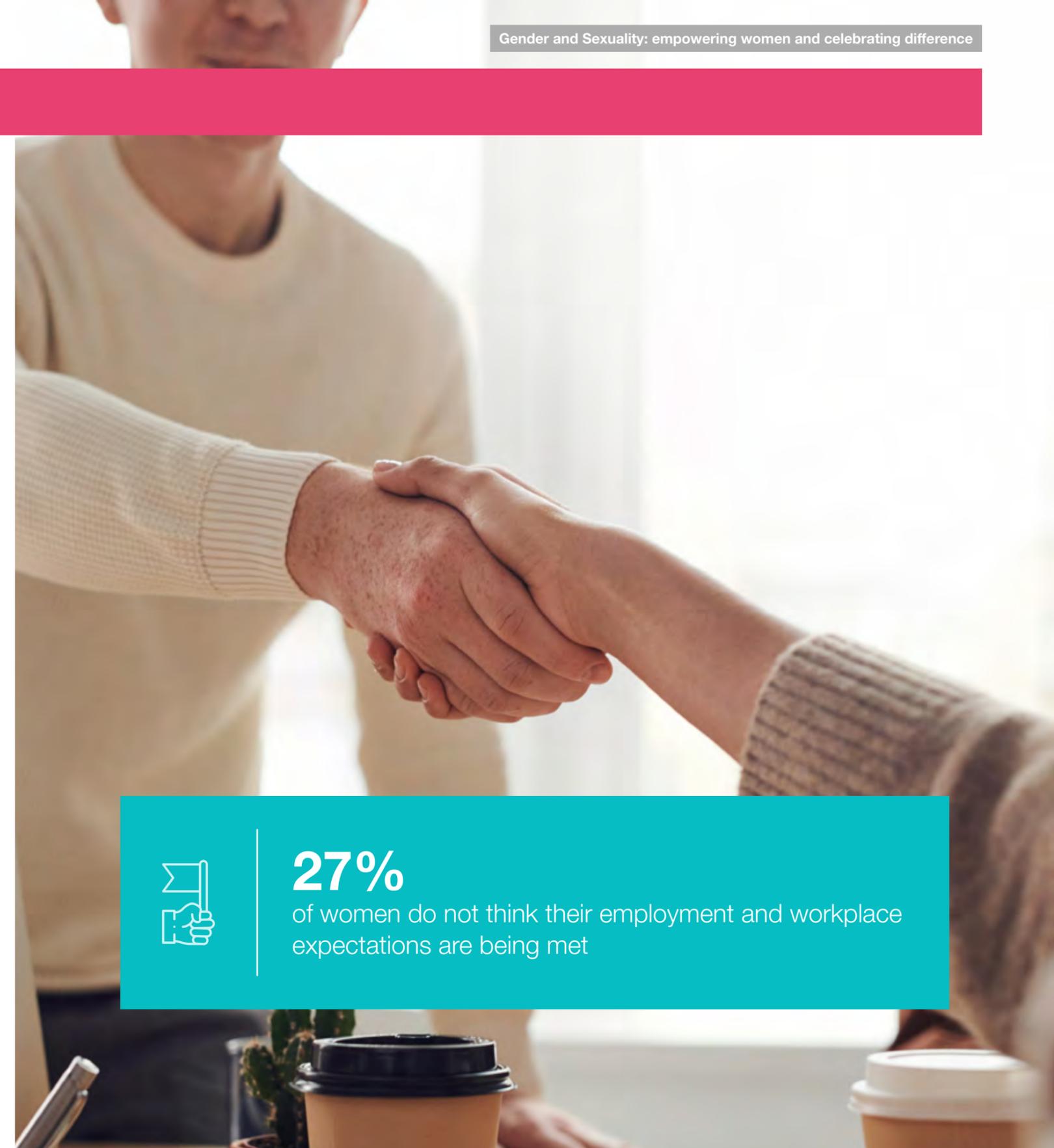
## CREATING AN INCLUSIVE WORKPLACE

Beyond remuneration, in order to encourage a more balanced gender representation, employers need to understand what motivates their candidate pool in order to create employment offers that are attractive to men and women alike throughout their careers. However, the research reveals that more than a quarter (27%) of women do not think their employment and workplace expectations are being met.

Outside of achieving a positive work-life balance with flexible working options, women prefer to be in an environment where their colleagues and the work culture inspire them to do their best (30%), and which has open and effective management (25%). In comparison, men enjoy challenging work (27%), and more traditional career values such as job security (27%).

While better training and flexible working were front of mind for the majority of respondents, when asked how their employment offer could be improved, more women than men declared the desire for the following:

- **Better rewards and recognition** – with calls to be paid **‘what I’m worth’**, to **‘feel more valued’** and to **‘receive the same incentives/career perks as other employees in the business’**
- **Greater transparency from leadership** – currently less than half of women (46%) trust the leaders of their organisation to stand up for and do what is right, while more than a quarter (29%) actively distrust their company’s leadership
- **A better culture and work environment** – **‘Enhance culture particularly around employee engagement and communication’**

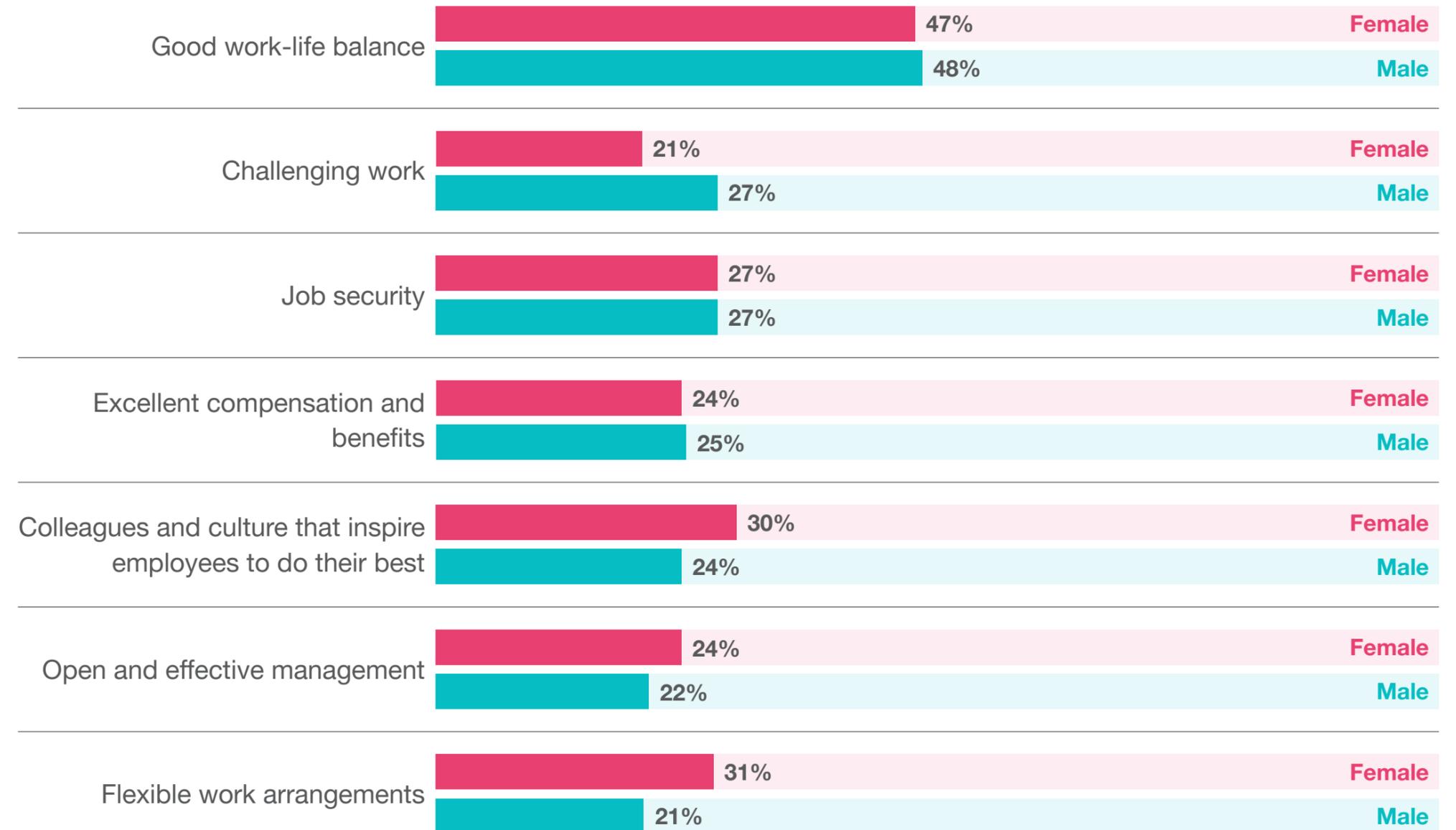


# 27%

of women do not think their employment and workplace expectations are being met



### WHAT DO YOU VALUE MOST IN AN EMPLOYER? GENDER BREAKDOWN



## DELIVERING DIVERSITY ON ALL FRONTS

LGBTQI+ professionals feel they could be better represented at leadership levels. Only 35% of the LGBTQI+ community and only 29% of LGBTQI+ women are in positions at managerial level or above, in comparison to 43% of heterosexual men (36% of heterosexual women).

More so than heterosexual men, LGBTQI+ professionals, in particular women, feel that their organisation's approach to diversity and inclusion could be improved. A quarter of LGBTQI+ women do not think their organisation has taken active steps to be demographically representative, in comparison to 17% of heterosexual men.

## ACCESS TO RESOURCES AND FACILITIES

30% of transgender professionals disagree that everyone in their organisation can easily access its resources and facilities, in comparison to 19% of cisgender professionals, suggesting that today's workplaces mostly cater for gender binaries.

Not enough businesses are incorporating gender-identity-specific non-discrimination policies, practices, and facilities throughout their businesses in ways which signal to underrepresented gender identities that they are valued.

From providing services that support gender transition, trans-specific diversity training, to practices and implementations over bathroom access, there are proactive steps businesses can take to ensure that non-cisgender professionals feel they are included in their organisation.



30%

of transgender professionals do not think that everyone in my organisation can easily access its resources and facilities



**“I’m transgender, and my concerns over the transphobic attitudes of some co-workers have been swept under the rug as a “personal opinion”.**

## **CREATING A CONNECTED, ENGAGED COMMUNITY**

There is still some way to go for all LGBTQi+ professionals, and in particular, the transgender community, to feel accepted in their organisation:

- **Over a quarter (28%) of LGBTQi+ professionals and 50% of transgender professionals do not think that their organisation has initiatives that help them feel part of a connected community of colleagues**
- **37% of LGBTQi+ professionals do not think that their manager has taken the time to understand their personal circumstances**
- **26% of LGBTQi+ professionals do not think that their organisation celebrates peoples’ differences**

LGBTQi+ and non-cisgender professionals often feel misunderstood and unheard by their organisation, with a lack of diversity initiatives or programmes in place to better educate employees or give a voice to underrepresented groups. More than a third (36%) of LGBTQi+ professionals are not aware of any diversity initiatives in their organisation.

Similarly, there seems to be little impetus for heterosexual, cisgender professionals to get involved with diversity initiatives in their organisation. Where diversity initiatives are available, half of all heterosexual male professionals have not got involved with such initiatives.

Key recommendations

Gender and LGBTQI+

## KEY RECOMMENDATIONS: EMPLOYEE INCLUSION



**Insight from Inclusive Group,  
a full-service diversity  
consultancy**



Workplaces have become more polarised in recent years. The interplay of the global pandemic, volatile geopolitics, Brexit, and the Trump ‘effect’ have had, and are having, a deep and lasting impact on the workplace psyche. This means embedding an inclusive culture is more important than ever if organisations want to support and develop diverse talent.

This research makes it clear that many of the people questioned expressed a lack of psychological safety and trust within their workplace.

So how do we embed inclusion? Here are some of the quick wins.

**“We need to see diversity as multi-faceted. It’s hard enough to put your hand up as a woman, why put your hand up twice as a lesbian, trans, or bisexual?”**



**30%**

of women do not trust the leaders of the organisation to stand up for what is right



**29%**

of women stated that their opinions are not valued as much as other colleagues in the workplace



### START WITH WHY

Change happens when we are motivated, so start with your WHY. Why do we want to get better at hiring and retaining diverse talent?

Leadership needs to understand what diversity, inclusion, and belonging mean to the organisation - and write this into their business strategy.



### PUT INCLUSIVITY FIRST

When we get inclusivity right, diverse talent will come and diverse talent will stay. Equality, diversity and inclusion (EDI) is a business imperative - not a 'nice to have'. This report on Gender and LGBTQi+ experiences speaks to the necessity of getting culture calibrated to inclusivity. Raise awareness of unconscious bias in a contextualised manner - for example, mitigate bias via effective interviewing and promotional processes and appraisals.



### PROVIDE PLATFORMS FOR PEOPLE TO SPEAK UP

Organisations need to ensure that women and LGBTQi+ people have a platform and a voice. How can we have confidence to negotiate if we don't feel heard.

In 2020 we witnessed many organisations activating Listening Circles as a consequence of Black Lives Matter. In 2021 we need leaders to use better listening skills to hear from other marginalised groups too. It is tough to discuss a remuneration package and promotions if you are (and have been) on the receiving end of micro aggressions: **"It's like death by a thousand papercuts."**





### FIND THE LEAKS

Use a data-based approach to managing diversity and inclusivity – understand that the data crunching needs to be granular for the numbers to be understood.

**“Equality, diversity and inclusion (EDI) is a business imperative - not a ‘nice to have’”**



### CREATE YOUR PLAN OF ACTION

Have a systemic, business-led approach to inclusion and diversity. We learnt in 2020 that not having a strategy of action resulted in staff disengagement and distress. Focus on devising a clear diversity strategy with milestones in place to achieve greater representation at all levels of your business.

- **Start by focusing on leadership and critical roles – what proportion of female or LGBTQi+ leaders will you aim to represent in your business, and within what timeframe?**
- **How will you empower, upskill, and support your employees to reach your targets?**



### HAVE A ‘SEE IT, SAY IT’ CULTURE

This means everyone has a permission and a duty to call out inequality without fear. For this to really work, a culture of psychological safety needs to be in place.

**“Sexual orientation diversity needs to be improved. At the moment too many companies use a box ticking approach, rather than reaping any benefits from true diversity and inclusion.”**



### **INCLUSIVE LANGUAGE – GENDER PRONOUNS**

Inclusive language needs to be practiced and understood. This is why pronouns matter so much. By using your preferred pronouns and signalling them in an email signature – you create the permission.



### **MAKE INCLUSION VISIBLE**

How can you provide greater psychological safety within your employees? More than a third (36%) of LGBTQi+ professionals are not aware of any diversity initiatives in their organisation – so reach out to partners to think about the events you can organise or take part in that will make your commitment to inclusivity more concrete.

And making inclusion visible doesn't just include an active events programme, but it's also the small signs that shout "it's safe here to be you." Think backdrops on Zoom, lanyards, and rainbow laces and cups.



### **UNDERSTAND YOUR INDIVIDUAL RESPONSIBILITY**

We can all make a difference and help to create and maintain inclusion. Inclusion is a choice we make at every single human interaction touch point. 'Including' is a verb, a doing word, or a not-doing word!

The sad fact is that most humans are inclusive with people like themselves – it's extending our inclusivity to people who are different to us that needs to be improved.





### **SLOW DOWN**

Is your culture focused primarily on speed? If so, that can impact diversity ROI. Our biases are activated when we find ourselves in a stressful situation. In order to check the biases that are adversely affecting under-represented groups, we need to slow down and check the evidence for our actions.



### **EMBED DIVERSITY INTO YOUR COMPANY ETHOS**

There seems to be little impetus for heterosexual, cisgender professionals to get involved with diversity initiatives in their organisation. Where diversity initiatives are available, around half of all heterosexual male professionals who were surveyed have not got involved with such initiatives.

This illustrates that firms need to step up diversity initiatives and they need to bake them into their culture and process. Do not see D&I as a side-of-desk job - increasingly organisations are making it a Board Level role.

**“They didn’t take me seriously when I returned from maternity leave. I was often denied opportunities to advance because my manager ‘didn’t want to overwhelm me.’”**



The Boys' Club Culture is old-school and outdated, and it screams of nepotism and homogeneity. If work events are all held after work and in the pub, employers shut the door to talent. When we look at gender and LGBTQi+, employers need to understand that an inclusive culture is business critical.

**Sasha Scott, CEO, Inclusive Group**

## KEY RECOMMENDATIONS: INCLUSIVE GENDER AND LGBTQI+ HIRING



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### CREATING INCLUSIVE JOB ADVERTS

Job adverts should avoid using gendered language that discourages demographic cohorts of applicants from hitting apply; for example women, ethnic minorities or disabled professionals. Consider using tools that identify biases in writing, such as Adify, a tool that assesses the readability, gender bias, and discriminations within job advert writing.



### BRING UP THE FLEXIBLE WORKING CONVERSATION

With Covid-19 blurring the lines between work and home life, offering more flexibility in the workplace is more essential than ever. Much of the burden of childcare and home-schooling has been placed on women, turning back the clock on gender parity, and leading to more women looking for new jobs. Among the over 30 age group, in the past year, just 37% of women received new job offers (vs. 63% of men), exacerbating existing inequalities for people who need flexibility in how they work.

Instilling the default organisational policy of advertising jobs that accommodate flexible working, unless there's a good reason they can't do so, could serve to increase applications from working parents, especially working mothers, and those caring for elderly family members.



### AVOID EXCLUSION IN DATA COLLECTION

Bias in recruitment is largely unconscious and is often related to intention, so it is essential to analyse your processes to ensure that LGBTQi+ employees do not feel alienated. An example of where this could happen is during the application process - the common screening question "Please select your gender: Male, Female, Trans, Prefer not to say", is often intended to be inclusive, but could unintentionally force Trans candidates to identify as Trans, . A better way to phrase the question would be, "What gender do you identify as?".



### BE AUTHENTIC WITH YOUR EMPLOYER MESSAGING

A photo of a Pride flag on your careers page shows some intention to be inclusive, but gives talent no real indication of how current employees bring their whole selves to work. Photos of real employees at real events have much more impact than Photoshopped corporate images. Transparency and being a genuine ally to the LGBTQi+ community 12 months of the year (not just during Pride month...) is key. Avoid changing your logo to a rainbow in June unless your business has made an effort to contribute in some way to the LGBTQi+ community during the past year.

Find out how Walters People can help you foster D&I at each stage of your recruitment process.





Age

# Understanding a multi-generational workforce

# INTRODUCTION: CREATING AN AGE-POSITIVE WORKPLACE

**x2**

The proportion of those aged 65 and over who work, has almost doubled since records began \*ONS

With today's workforce working for longer, the average workplace is now made up of four different generations – a phenomenon that has never before occurred in the workplace. While this diversity brings a range of perspectives, skills, and backgrounds, it also challenges business leaders to attract, engage, and include a multitude of different age groups in the workplace – with no historical best practice to follow.

As a result, employers need to ensure that their business is attractive and nurturing for ambitious career-starters, be able to adapt to changing career needs, and be prepared to support the needs of workers throughout their career lifespan.

## WHERE DO WE GO FROM HERE?

This chapter highlights some important considerations for businesses which are looking to be inclusive to multiple generations when carving out the wider employment offer and creating a workplace environment that makes space for a universally positive employee experience.

We take an in-depth look at workplace experiences across the different age groups that make up the UK and Irish workforces:

- **The latest wave of young professionals and digital natives entering the workforce, Gen Z (18 – 24 years)**
- **Tech-savvy and adaptive Millennials or Gen Y (25 – 39 years)**
- **The generational middle children, Gen X (40 – 55 years) who make up the majority of leadership positions**
- **Baby Boomers (55+ years), typically the longest-serving employees who are increasingly working beyond state retirement age**

By understanding the expectations and key challenges of these generations, Walters People identifies how you can position yourself as an employer of choice for all ages.

# KEY FINDINGS: AGE

## PAY SATISFACTION



**57%**  
of the 55+ age group think their pay is an accurate reflection of their work



**20%**  
more Gen Z professionals are dissatisfied with their pay this year

## WORKPLACE EXPERIENCE AND INCLUSION - 40+ AGE GROUP

**1/3** do not think everyone can be successful at their organisation

**1/3** do not trust their organisation's leadership to stand up for what is right

**1/4** do not think everyone can easily access their organisation's resources and facilities

**3/10** do not feel like they are part of a connected community of colleagues

**1/3** do not think their opinions are valued in the workplace

## NEGOTIATING SALARY – MILLENNIALS



**14%**  
of millennials lack confidence when negotiating pay, more so than any other age group



**27%**  
of millennials are most likely not to believe their employer will give them a pay rise



**10%**  
of millennials are unsure about how to negotiate their salary, more so than any other age group

## KEY BARRIERS TO PROGRESSION – 55+ AGE GROUP

● 2020 ● 2019 ● YOY increase



Feeling unsuited to company culture



Lack of opportunities made available to me

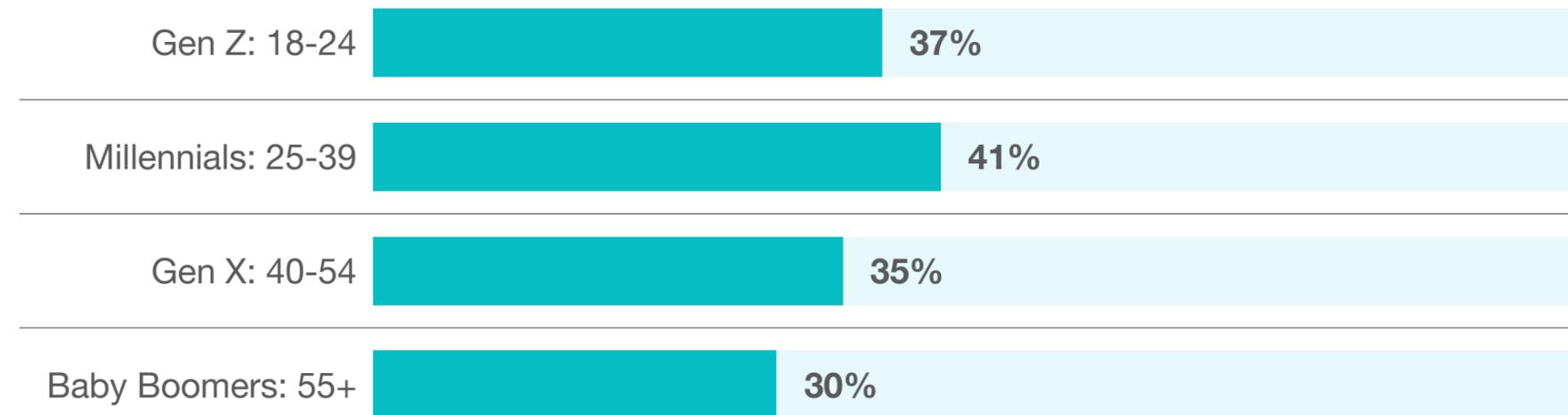


Lack of training and development

## PAY SATISFACTION – THE SALARY CONVERSATION

When exploring pay satisfaction by generation, the Millennial generation voiced the most discontent with their current salary, yet they also displayed the most uncertainty around proactively negotiating their salary.

### % OF PROFESSIONALS DISSATISFIED WITH PAY



**“Stop making senior managers redundant and giving me their work when I am paid a quarter of their salary.”**



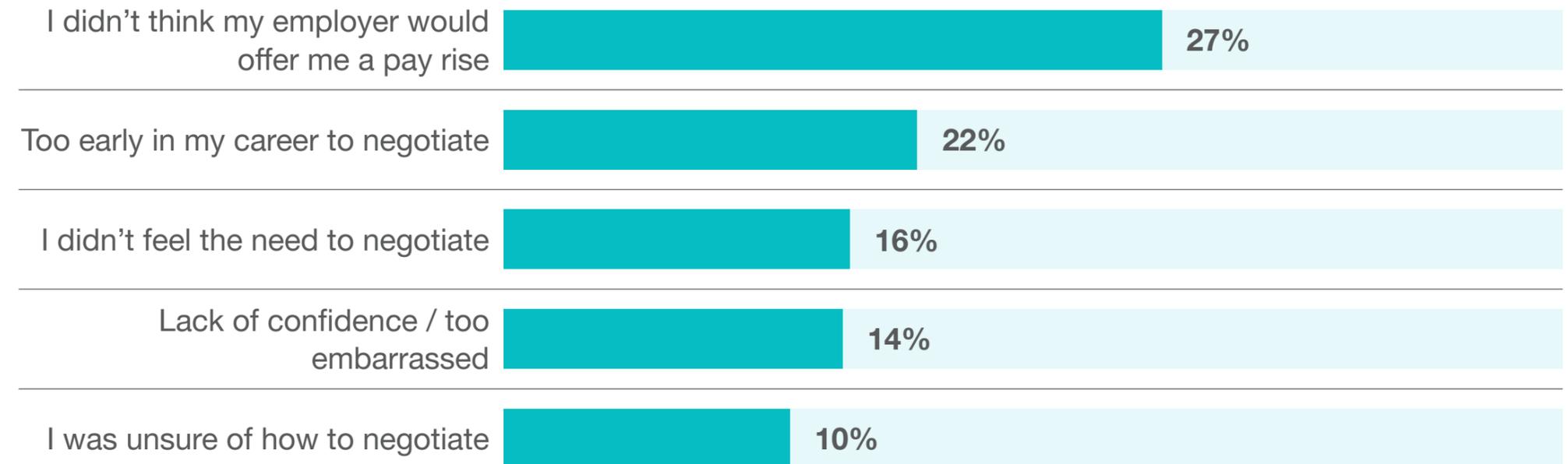
## PAY DISSATISFACTION AMONG MILLENNIALS

When benchmarking pay against workload, Millennials are the most dissatisfied of all the age groups - while 42% are satisfied with their pay, an equal proportion (41%) voice discontent with their current salary – the highest rate of dissatisfaction across the age groups.

Interestingly, 4 in 10 Millennial professionals have chosen never to negotiate their salary in their career. When investigating the reasons behind this, this age cohort appears to be the most affected by self-doubt in relation to the negotiation conversation:

- **Millennials (25-39) suffer the most from lack of confidence to negotiate pay (14%) compared to any other generation (younger or older)**
- **More than a quarter (27%) do not believe their employer would offer them a pay rise, the highest of all the surveyed age groups**
- **Only 2% did not think they deserved the raise: however, this number was still higher than in any other age demographic**
- **Millennials are the most uncertain about approaching the salary conversation – with 10% stating they are unsure of how to negotiate, 35% higher than less experienced Gen Z professionals**

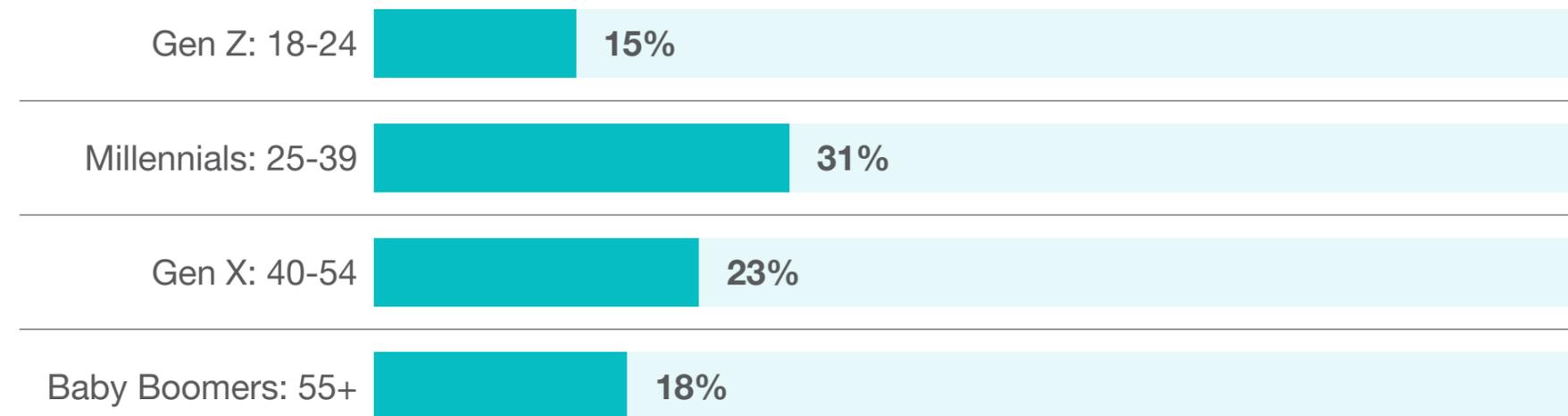
## TOP REASONS WHY MILLENNIALS DO NOT NEGOTIATE THEIR SALARY



Nearly half (49%) of Millennials struggle with imposter syndrome at work, while almost a third admit that they struggle with anxiety at work. In fact, research by [Deloitte](#) has revealed that even before Covid-19 ushered mental health to the forefront of the public consciousness, a large number of Millennial and Gen Z workers were already frequently suffering from stress and anxiety. Millennials have also experienced the most economic setbacks, with the 2008 financial crash and now the pandemic causing their career opportunities to dwindle – could these experiences have a detrimental impact on taking proactive steps around their worth?

Our research shows that despite the mental barriers that prevent Millennials from negotiating their salary, almost a third (31%) of Millennials responded that having excellent compensation and benefits is what they value most in an employer, the highest all the generations. What's more, when asked how their employment offer could be improved, pay was the dominant topic of conversation.

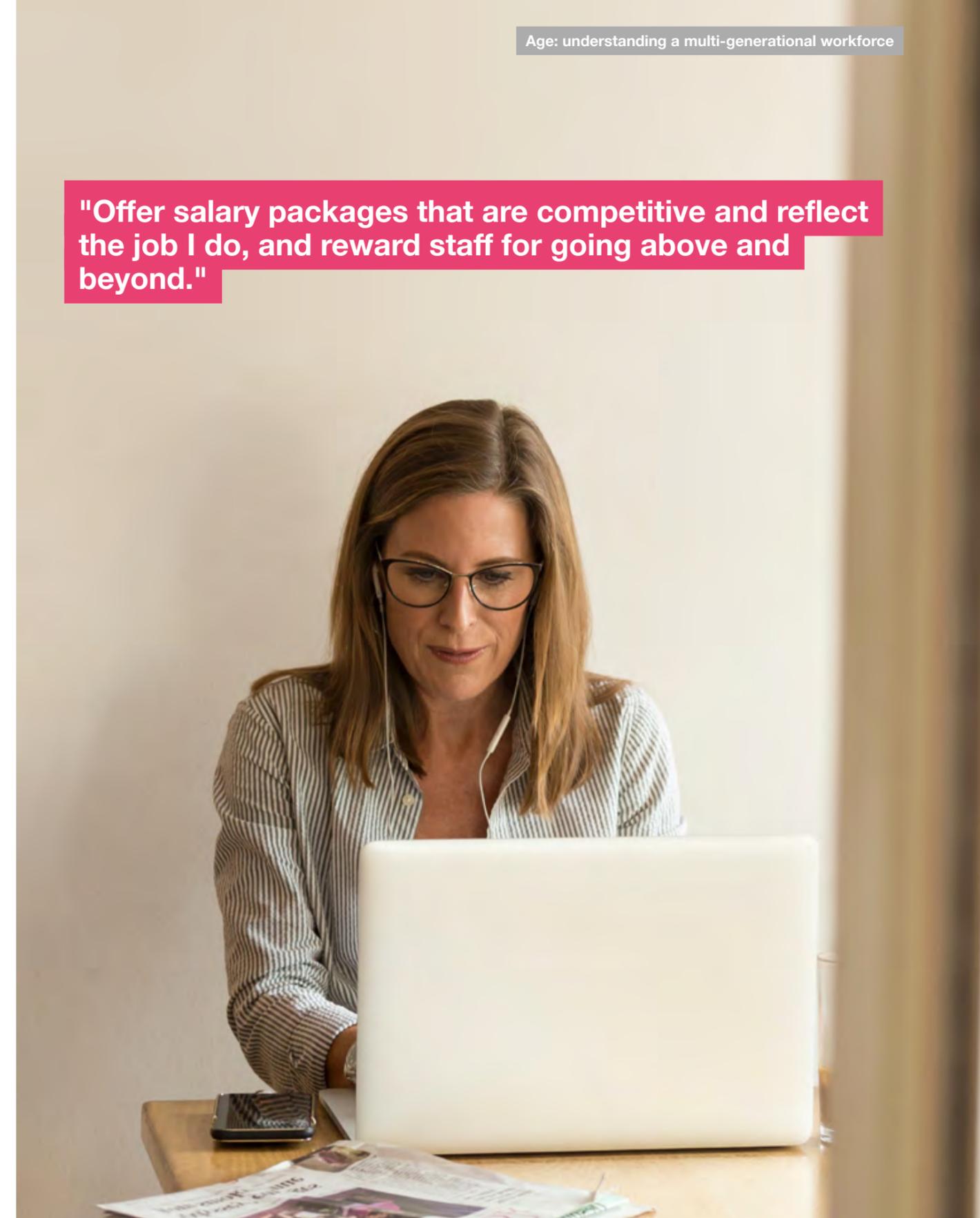
### IMPORTANCE OF COMPENSATION AND BENEFITS BY AGE



The Gen Z generation similarly have poor pay satisfaction, with only 38% of professionals prepared to agree that their pay reflects the work they do. In fact, 37% are dissatisfied with their remuneration package - 20% more Gen Z professionals than the previous year.

Gen Z professionals also placed more emphasis on job security than Millennials (28% vs 21%) – suggesting that this youngest and typically most junior cohort of the working population find themselves more vulnerable to job loss during this period. **UK Government statistics** show that around 62% of employees in the 16-24 age group were furloughed as of 31st July 2020 under the Coronavirus Job Retention Scheme (CJRS), almost double the proportion of other age groups.

"Offer salary packages that are competitive and reflect the job I do, and reward staff for going above and beyond."



Judging by previous market cycles, it is senior professionals with expertise in restructuring and turnarounds who will be in the highest demand as the nation takes its time emerging from its recessionary market. Experienced individuals who are able to communicate effectively to provide training and advice to more junior staff will also be highly valued as the markets begin to pick up and transition into a growth cycle.

Whilst the initial focus for hiring will primarily be on senior talent who possess strong communication skills, roles for junior staff and foot-in-door individuals will eventually begin to surface too, as demand cascades through sector by sector – but in the short-term it will be a difficult jobs market for the inexperienced.

Businesses closing themselves off to Gen Z professionals miss out on benefitting from the untapped potential of a digital-savvy, adaptable generation poised to bring fresh ideas into the workplace.

**Louise Campbell, Managing Director - Ireland, Robert Walters Group**



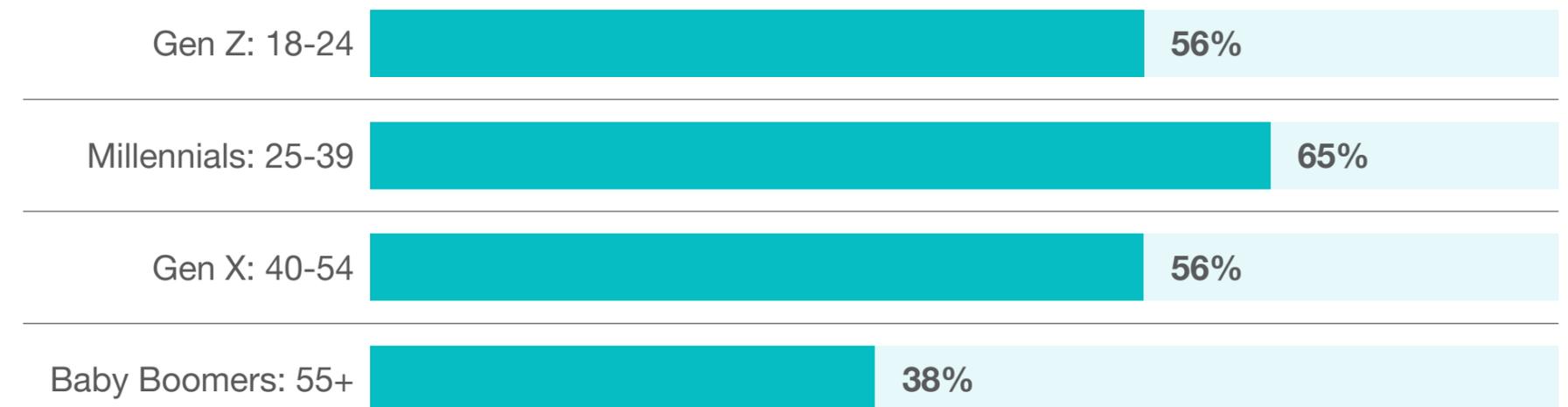
## CAREER CHALLENGES AND PROGRESSION BARRIERS



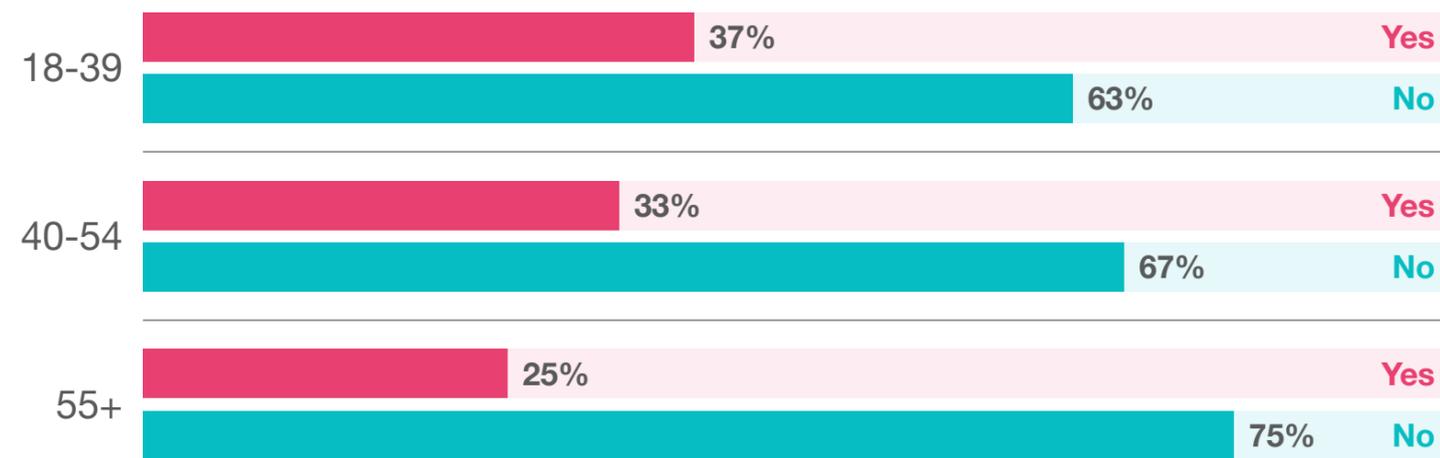
When looking at the promotion rates of UK and Irish professionals, the research illustrates that promotion opportunities peak among the Millennial generation – two thirds (65%) of 25-39 year olds have been offered a promotion at their current company, having worked there for over three years.

While more than half of 18-54 year olds have been offered a promotion within three years of working for their current employer, this drops to only 38% of Baby Boomers (55-74 year olds).

### % OF PROFESSIONALS OFFERED A PROMOTION WITHIN 3 YEARS OF TENURE



## HAVE YOU BEEN OFFERED A PROMOTION AT YOUR CURRENT COMPANY? PROFESSIONALS BELOW MANAGEMENT LEVEL



### 65%

two thirds of Millennials have been offered a promotion at their current company, having worked there for over three years

## PROGRESSION OPPORTUNITIES FOR 55+ PROFESSIONALS ARE HARDER TO COME BY



### 52%

Over half of the 55+ age group surveyed stated that having a lack of opportunities made available to them is their main barrier to progressing in their organisation – only 38% of over 55s expressed this concern in 2019



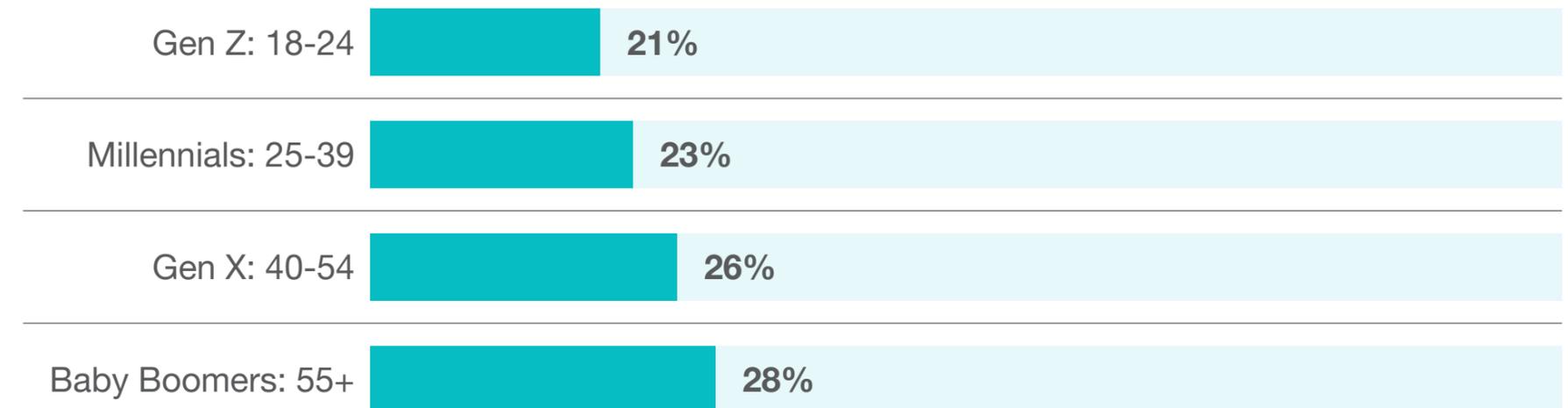
### 59%

The majority of the 55+ age group in this position said that their employer needed to provide clearer steps to promotion, with 38% stating they were not at all aware of what they needed to do to progress at their company

When focusing on the promotion rate of Baby Boomers, the lack of progression opportunities for older workers becomes more apparent. In fact, the appetite for more challenging work increases with age, with 3 in 10 of surveyed 55+ professionals identifying challenging work as what they appreciate most in an employer.



## IMPORTANCE OF CHALLENGING WORK



Female Baby Boomers in particular feel that they are being overlooked for progression opportunities. Almost a third (32%) do not believe that everyone in their organisation has equal access to opportunities, in comparison to just a fifth of male professionals under the age of 40.

When exploring why Baby Boomers feel overlooked for promotion opportunities, it becomes clear that age and gender bias impacts upon women aged 55 and over more than younger generations.

With today's employees set to work longer than the current retirement age, employers who lose sight of the career path of workers who have reached a certain age risk creating a silo of demotivated workers. This impacts on productivity and retention, with businesses running the risk of losing the knowledge and commitment of older workers.

## WHAT MAKES IT DIFFICULT FOR WOMEN AGED 55+ TO ACCESS NEW CAREER OPPORTUNITIES?

“Ageism and chauvinism.”

“Being over the age of 40 and a woman.”

“Cultural bias and male dominance.”

“Bias towards men. There is too much work pressure.”

## 40+ AGE GROUP FEEL UNSUITED TO THE COMPANY CULTURE

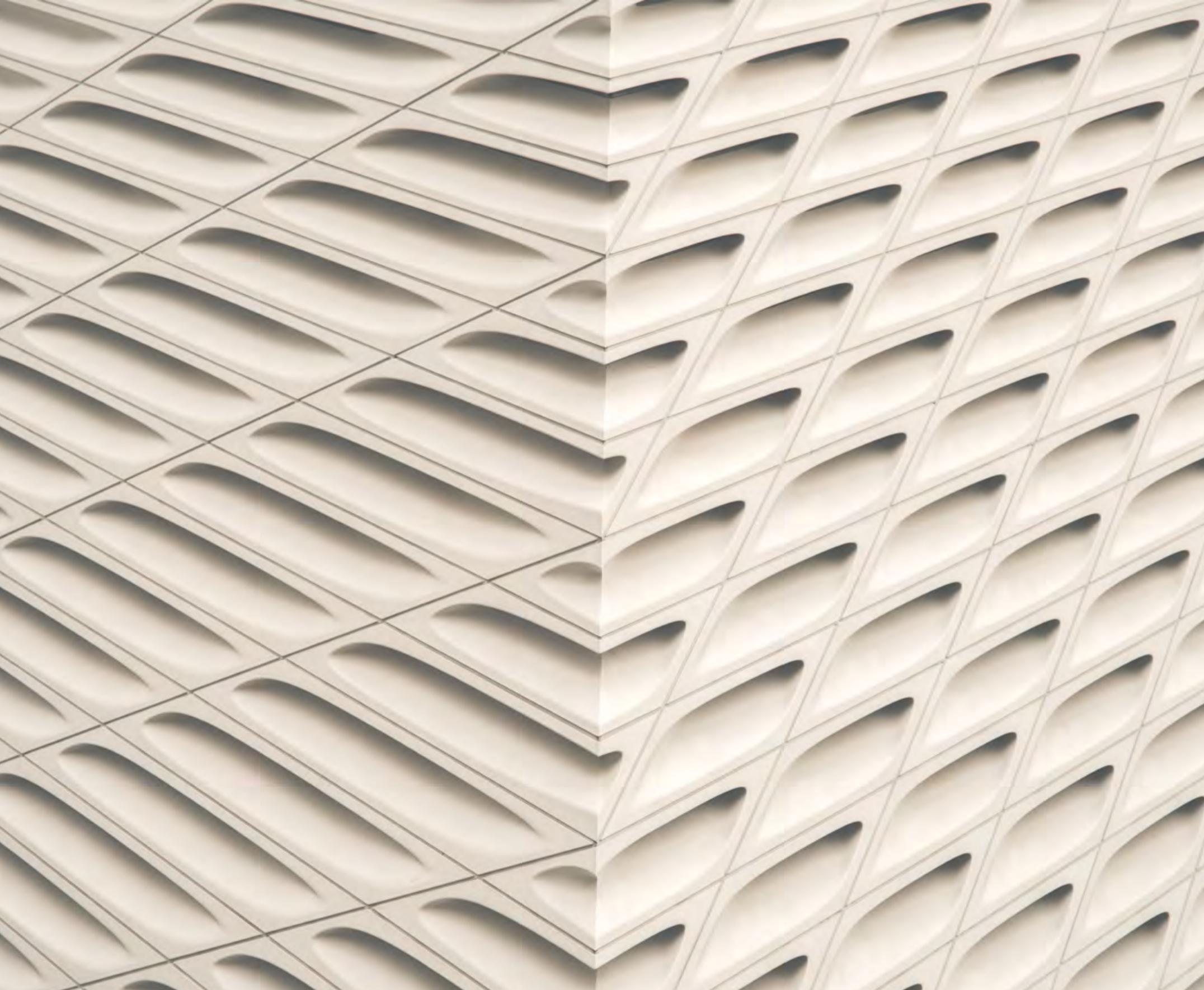
20% of the 40+ age group feel that being unsuited to the company culture directly impacts on their progression, representing a 43% YOY increase – only 14% of the 40+ age group felt this way in 2019.

With the average age of parents continuing to rise – around **54% of new mothers are aged 30 and over** – an increasing number of professionals in their 40s have school-age children. As these professionals become more fixed to set routines and times, they are a higher risk of becoming increasingly disconnected from the social scene at work. As they are unable to take part in the majority of after-work events due to their family responsibilities, this can quickly evoke feelings of being overlooked, or out of touch with the company.

**28%**

of those aged 40 and over do not feel they are part of a connected community of colleagues





“The research highlights the need to install more varied social activities and initiatives at work. Often, company culture can wrongly become synonymous with making offices seem quirky or ‘cool’. Employers should be mindful that focusing on after work team socials could be unintentionally alienating older workers and workers with children or caring responsibilities, who are less interested or unable to attend.



To truly engage a multigenerational workforce, employers should offer a range of social activities and initiatives for their employees, to cater to their different priorities. Flexibility and varying social events – from charity fundraising, to lunchtime learning opportunities - can also be hugely beneficial to ensure that team building activities and company celebrations are not inadvertently leaving out more senior workers.”

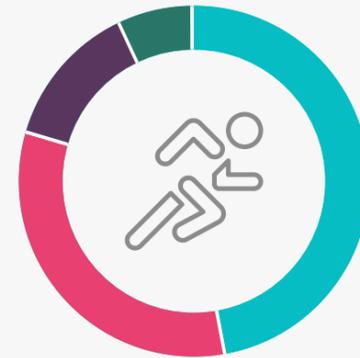
**Indy Lachhar, Global HR Director,  
Robert Walters and Walters People**

## CLEARER PROGRESSION ROUTES

While the promotion rate for Millennials and Gen Z professionals is higher than for more senior age groups, members of the two younger groups express the need for more direction and more specific targets to be put in place so they can more easily understand how to be promoted at their organisation:

- **A quarter (25%) of Gen Z and a fifth (19%) of Millennials value having clear progression routes, in comparison to only 6% of over 40s**
- **More than half (59%) of surveyed Gen Z and Millennial professionals either have no understanding of how to receive a promotion, or need more support from their employer to know how to receive one**

## IMPORTANCE OF CLEAR PROGRESSION ROUTE - BY AGE



Gen Z: 18-24	25%
Millennials: 25-39	19%
Gen X: 40-54	8%
Baby Boomers: 55-74	4%

## LACK OF EXPERIENCE AN ISSUE FOR GEN Z

Predictably, 46% of Gen Z professionals who were surveyed stated that their lack of experience is a major factor when looking to access progression opportunities, having fewer years of work behind them. However, by asking for years of experience for job opportunities, are employers missing out on talent that have the potential and creativity to thrive in the role?



## WHY DO GEN Z PROFESSIONALS FIND IT DIFFICULT TO ACCESS CAREER OPPORTUNITIES?

**“Employers are always after the most experienced candidate despite their budget and how well the other candidates may perform.”**

**“Lack of trust in people with less experience, not willing to challenge them with new opportunities.”**

**“Employers not taking the chance and backing you. They ask for too much experience straight away rather than looking to develop people.”**

## TRAINING FOCUSED ON YOUNGER GENERATIONS

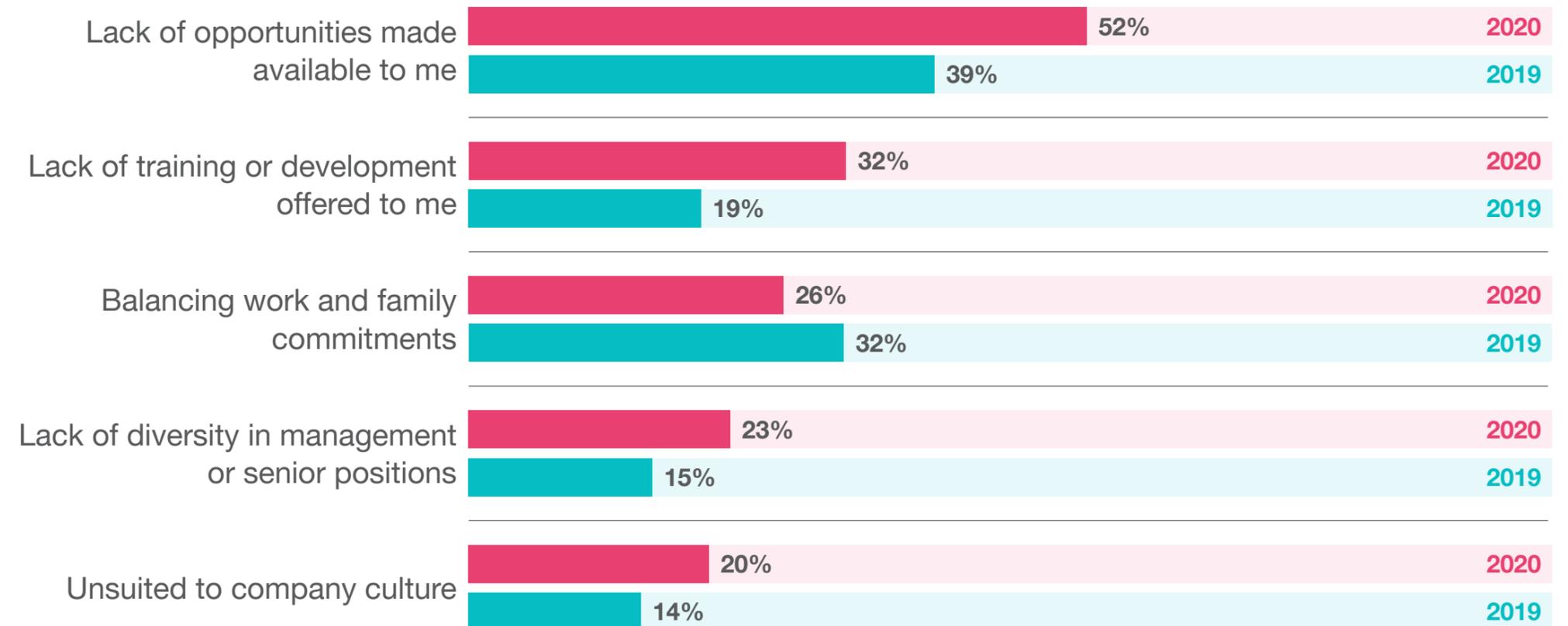
Training is important to all age groups - the appetite for development does not diminish amongst the 40+ employee population.

However, more than a third (35%) of over 40s (Gen X and Baby Boomers) said that no relevant training opportunities are available at their organisation – these age groups are 17% less likely to access training than younger workers.

When asked how their employer could better meet their career expectations, investment in training was the top priority for older workers. This was a particular concern for the 55+ age group – of which a third (32%) stated that a lack of training and development on offer is their main progression barrier. By comparison, only 19% of the 55+ age group highlighted this challenge in 2019.

**“Provide more role-based training that focuses on developing current skills that I would like to personally develop.”**

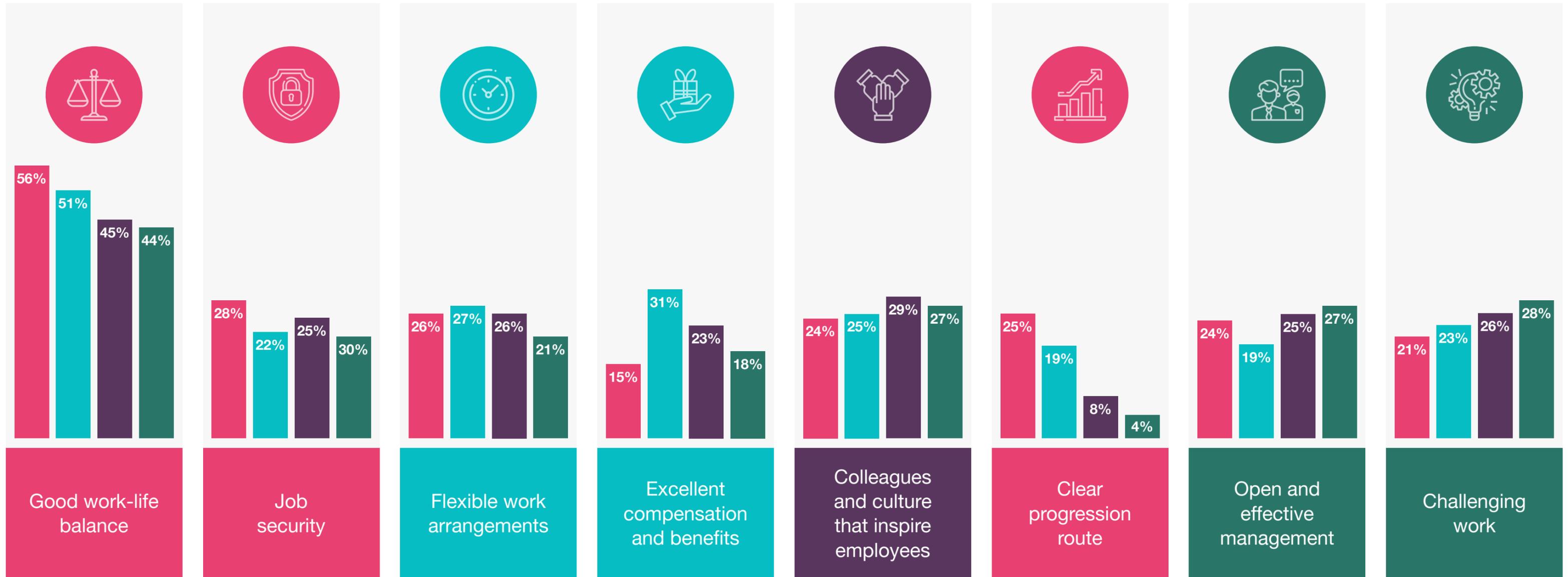
## BARRIERS TO PROGRESSION FOR THE 55+ AGE GROUP: 2019 VS 2020



# EMPLOYEE EXPERIENCE AND INCLUSION

## WHAT DO YOU VALUE MOST IN AN EMPLOYER?

● Gen Z: 18-24   ● Millennials: 25-39   ● Gen X: 40-54   ● Baby Boomers: 55+



## SNAPSHOT OF THE GEN X AND BABY BOOMER WORKPLACE EXPERIENCE

### MORE EFFECTIVE LEADERSHIP

When professionals were asked how their company could better meet their workplace expectations, the 40+ age group expressed the need for more open and effective management than Millennials and Gen Z professionals:

**27%**

do not think that their manager takes the time to understand their personal circumstances

**47%**

trust the leaders of their organisation to stand up for and do what is right

**33%**

lack trust in their organisation's leadership

### LISTENING TO EMPLOYEES

1 in 3 of the 40+ age group do not think their opinions are valued in the workplace, vs. only 25% of Millennials and Gen Z professionals. Similarly, 27% do not think that their manager takes the time to understand their personal circumstances. When asked how they could be made to feel more included in their organisation, the 40+ age group (particularly Baby Boomers) answered that employers need to take time to understand and listen to problems experienced by employees, more so than younger generations.

**“Listen to employees regularly on a one-to-one basis.”**

**“At least try to emulate all the qualities I expect from an employer and listen to those with the knowledge and experience.”**

### RECOGNITION AND RESPECT

28% of the 40+ age group stated that having a positive company culture that inspires employees to do their best is central to their workplace experience, second to having a good work-life balance. Over 40s highlighted the need to create a culture that better acknowledges their performance in order to help them feel more valued.

**1 in 3**

employees aged 40 and over do not think their opinions are valued in the workplace

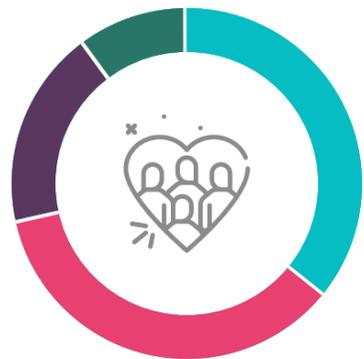
**“It's not just about paying a big bonus for work done, it should also be about creating the opportunity for progression for those who can add value, and helping them build the confidence to do so.”**

## SNAPSHOT OF THE MILLENNIAL AND GEN Z WORKPLACE EXPERIENCE

### EMPHASIS ON IMPROVING SOCIAL CULTURE

Triple the number of Gen Z (18-24) and double the number of Millennials (25-39) stated that an inclusive and social company culture is something they value in an employer (compared to the 40+ age group). When asked how their organisation could make them feel more included, Gen Z and Millennial employees voiced the need for more social initiatives to feel better integrated with their colleagues.

### IMPORTANCE OF AN INCLUSIVE AND SOCIAL COMPANY CULTURE – BY GENERATION



● Gen Z: 18-24	<b>37%</b>
● Millennials: 25-39	<b>31%</b>
● Gen X: 40-54	<b>18%</b>
● Baby Boomers: 55-74	<b>14%</b>

**“More inclusive social and team-bonding events - not just alcohol focused.”**





## DIVERSITY & INCLUSION INITIATIVES

The growing prominence of diversity & inclusion has driven Millennials and Gen Z professionals in particular to take a more active stance on these issues in their organisation.



**19%** have started to get involved in initiatives in the last 6-12 months



**18%** are planning to get involved at some point



**15%** have been active participants in their organisation for some time

When asked to suggest one thing which their organisation should do to make them feel more included, these generations responded specifically around improving diversity & inclusion in their organisation:

**“A better mix of diversity in senior management positions.”**

## Key recommendations

### Age

## KEY RECOMMENDATIONS



### WELCOMING FLEXIBILITY

Flexible working isn't just for parents and carers - our research shows that flexible working is valued by employees irrespective of age. Research shows that offering choices such as flexitime, compressed hours, or homeworking can help boost morale and productivity, bring about better mental health and wellness, increase initiative, and improve overall retention.

**Walters People research** shows that Covid-19 has, arguably irrevocably, changed the nature of the future workplace, with 9 to 5, office-based hours increasingly seen as something from the past.

- **54% of professionals have noticed a positive effect on their mental health when they have been granted increased flexibility in working hours, not had to commute, and been able to establish a better balance between home and office working**
- **86% of organisations have either already offered workplace flexibility, or are planning to do so after Covid-19 restrictions end**
- **64% of companies stated that their leaders should focus more on output than on time spent at work**

Flexible working also acts as a bridge for older workers approaching retirement, providing a more phased approach to ultimately leaving the workplace.

**64%** of companies stated that their leaders should focus more on output than on time spent at work

**Walters  
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### ADVERTISING FLEXIBILITY

All employees of all ages have the right to request flexible working - not just parents and carers – yet some may not be aware that they can approach their manager to discuss their options, or they may lack the confidence to do so. According to **Timewise Flexible Jobs Index**, only 2 in 10 jobs are advertised with flexible working options, despite its importance among all generations.

To attract a diverse range of age groups during the recruitment process, highlighting that you are open to discussing flexible working across your employer branding – from your job adverts to your employer website - is likely to resonate with candidates across the age spectrum.

### OFFERING AGE-INCLUSIVE BENEFITS

While some core benefits appeal to all age groups, the work perks that appeal to different groups can differ and change over time. A flexible benefits platform is a good way to recognise the diversity of your workforce, by giving control to the employee in selecting the benefits that best support their wellbeing, financial goals, and lifestyle.

For example, when analysing **age-related perks**, private healthcare is regarded most highly by Baby Boomers, with almost a quarter (25%) valuing this perk, almost double the proportion of Millennials. Interest in monetary incentives, such as bonus schemes and shares and investment opportunities, also increases with age. Therefore, making older employees aware of these types of benefits is key as they progress in their career.



**2 in 10** jobs are advertised with flexible working options



## UNDERSTANDING CAREER PRIORITIES AND EMPHASISING GROWTH OPPORTUNITIES

More than half of younger professionals (18-24 yrs.) need more clarity around the ways they can progress at their organisation. Similarly, many in the 55+ age group said that there is a lack of opportunities made available to them, halting their progression.



Build tailored progression plans for all employees, regardless of length of service, seniority level or age, with clear performance targets and resources in place to help them reach their next career step. Progression means something different to each individual, so managers should be trained to listen to and understand the career priorities of their team, providing opportunities that support their personal objectives.

This includes having open and honest conversations with employees edging closer to retirement age about how they see their career evolving, without making assumptions about when their career development should end.

## FOSTERING AN INCLUSIVE, AGE-POSITIVE COMPANY CULTURE

Creating cohesion between different age groups will be instrumental in ensuring that older employees are motivated and genuinely feel a part of their company. Clear policies and tailored equality and diversity training around managing and supporting older workers will help to strengthen relationships and build greater understanding between managers and senior employees.



Communication is also integral to boosting intergenerational working relationships; this can be done through team catch-ups, monthly updates to highlight employee successes, workshops, or team-bonding initiatives. Gen Z professionals in particular highlighted the need to shift the focus of company social scenarios away from alcohol-fuelled events and towards creating team-building activities that would allow them to get to know other functions of the business.





### MENTORING AND REVERSE MENTORING

Insights from [CIPD research](#) suggest that younger employees value the practical experience older workers bring, whereas older generations benefit from skills training and new ways of working, such as learning new technologies. 1 in 3 of the 40+ age group do not feel valued within their current workplace. For older workers, having the opportunity to coach or mentor younger staff can highlight the value their experience brings to the business.

As well as being a way to bring multi-generational teams closer together, a reverse mentoring scheme can be mutually beneficial, helping to upskill junior professionals that lack experience, while helping to bridge technology skills gaps for older professionals.



### OFFERING EQUAL TRAINING OPPORTUNITIES

Training plays an important role in extending working lives; however, the lack of learning and development opportunities on offer remains a challenge experienced by professionals in later life. Set aside a training budget and empower staff to find the training opportunities they feel are most relevant for them. Speaking to your employees about what areas they feel they need to upskill in can help you to build tailored training for all age groups.

Encourage older professionals to seek out training that they feel would be beneficial to their progression, and include skills development in appraisal targets. This will help to achieve a more productive workforce by motivating older age groups.

**31%** A third of 40+ professionals feel as though they can't be successful in their organisation



## INCLUSIVE RECRUITMENT CAMPAIGNS

It's vital to understand the importance of age diversity when hiring, in order to appeal to professionals of all generations, and ensure that all age groups are on a level playing field during candidate attraction and selection processes. Examples of age positive recruitment practices can include:

- Employing **advert analysis technology** to flag any biased wording and suggest neutral alternatives; for example, including newer qualifications such as A Levels will not resonate with older workers, so it's important to include equivalent qualifications
- Advertising roles on multiple channels rather than your traditional corporate channels, including specialist job boards aimed at older workers or career returners
- Analysing the imagery and videos on your careers website and job adverts to ensure that they reflect an age-positive work culture
- Adopting a skills-based CV approach to focus more on an individual's transferable skills and experience, allowing you to consider a more diverse selection of professionals rather than assessing solely based on job titles and qualifications
- Adopting candidate assessment technology to provide evidence-based selection criteria

**1 in 3**

of the 40+ age group do not feel valued within their current workplace

## INVESTING IN POTENTIAL RATHER THAN EXPERIENCE AND QUALIFICATIONS

Our research reveals that almost half of the surveyed Gen Z professionals felt held back from career opportunities due to their lack of experience in a role, yet experience and qualifications can only go so far in determining the value that an employee will contribute.



Investing in potential means looking for candidates who can grow and develop into more complex and challenging roles as the business world evolves. It's about looking beyond the CV and finding out how people think and react in situations, demonstrate transferrable skills, and apply their technical skills.

Using assessment scoring tools such as psychometric or technical skills tests and gamification methods that use assessment technology, will ensure your shortlisting process is age positive and that any hiring decisions are transparent and justifiable.

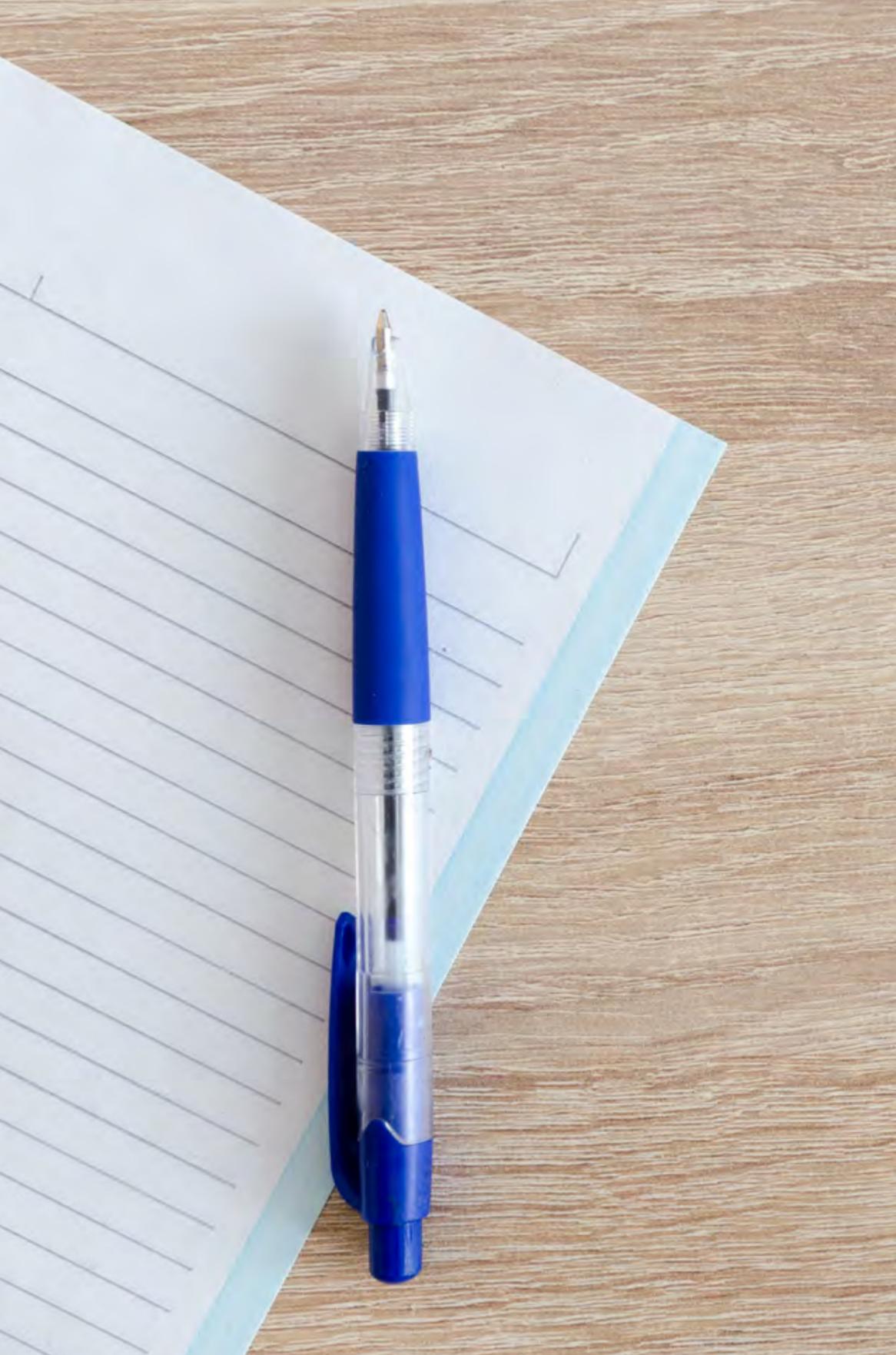
## AN OPEN-DOOR POLICY: CREATING AN OPEN AND SUPPORTIVE CULTURE

Leadership plays an important role in addressing both the confidence issues Millennials report, as well as the concerns of the 40+ age group who feel they are not listened to.



Empathy, and ease of access to senior leaders, are so important to understanding the sentiment of your team and to ensuring that they feel valued and heard. An open-door policy where employees can talk about their concerns, problems, and successes without being treated any differently, is essential to building confidence, removing hierarchical barriers, and ultimately, helping professionals feel content at work. Barriers in the office will be removed much more quickly through a top-down approach.





### LISTEN TO EMPLOYEE FEEDBACK



Many Baby Boomers in particular highlighted that they did not feel listened to or valued in their organisation – so provide platforms that allow their voices to be heard. Take a look at giving older workers some representation through networks, whether these are explicitly for more senior workers, professionals with health conditions, or professionals who also have caring responsibilities.

Harnessing the power of data is also important here. Employee surveys can be instrumental in ascertaining employee sentiment, identifying the challenges faced by different protected characteristics, and in turn, implementing policies or initiatives that address those challenges.

### SHINE A SPOTLIGHT ON D&I



Millennials and Gen Z professionals are the most engaged when it comes to diversity & inclusion, with global movements such as #MeToo and #BlackLivesMatter, as well as progressive political milestones, propelling D&I into the public consciousness. Technologically proficient generations are arguably the most invested and informed around diversity and inclusion, as our survey suggests.

**More than three quarters (77%) of Gen Z professionals** were of the opinion that a company's approach to diversity would influence their decision to work there, so make your D&I policy accessible across your employer channels - and be honest about your shortcomings and future objectives. Gen Z professionals don't just want to know what you're doing now, but where you need to improve and how you will get there.

**“Investing in potential means looking for candidates who can grow and develop into more complex and challenging roles as the business world evolves.”**

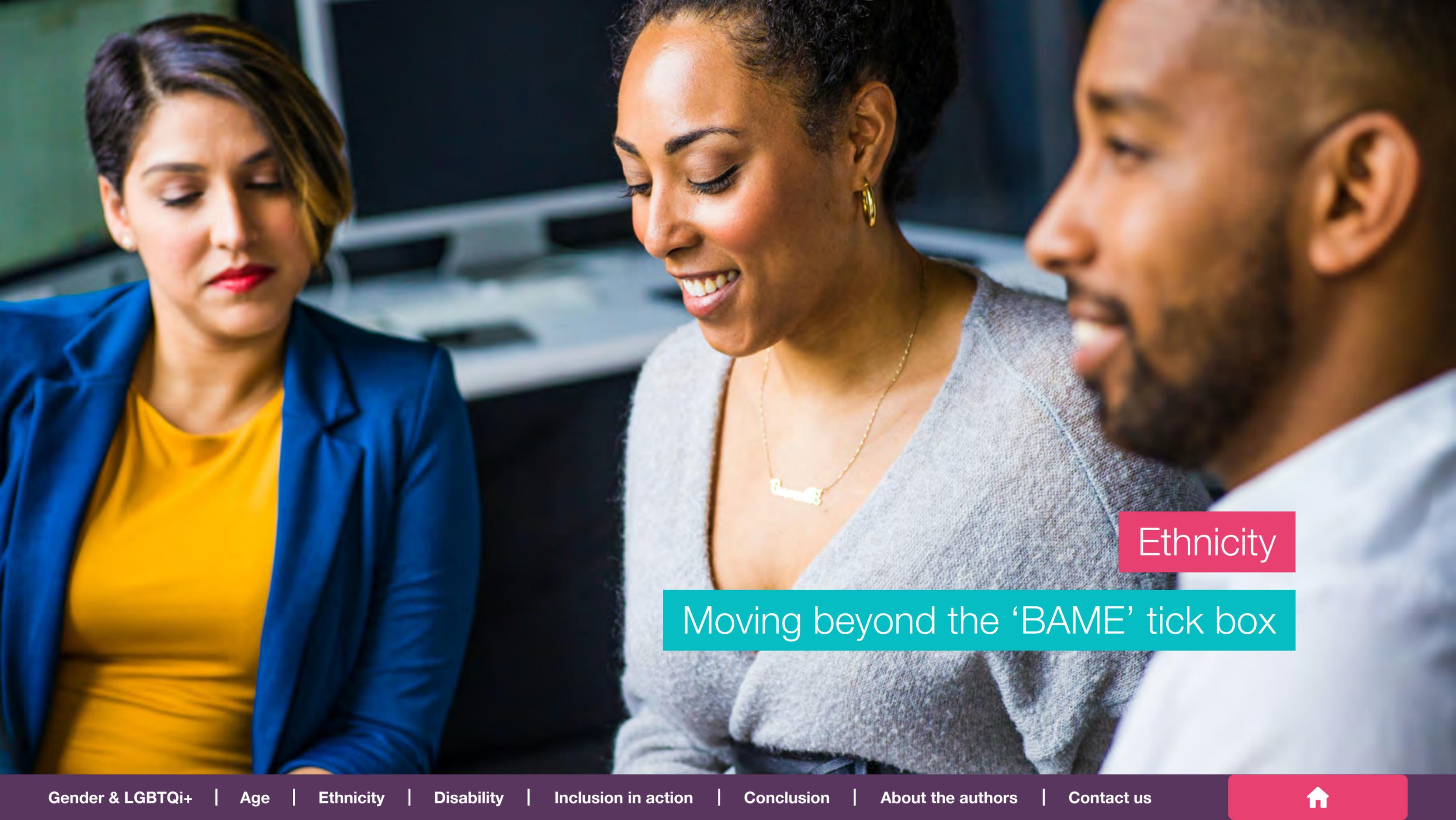


## SUPPORT HEALTH AND WELLBEING

Employers should invest in supporting wellbeing in every respect: physical, psychological, social, and financial, in order to provide a safe and healthy workplace. This can be achieved in the following ways:

- **Engage with an occupational health service to ensure that adjustments can be made to support the health of employees**
- **Encourage a positive work-life balance, actively discouraging working outside of office hours and ensuring that staff switch off after work**
- **Actively promote and publicise flexible working options internally to encourage employees to feel confident enough to request different options from their line manager**
- **Provide a holistic and visible Employee Assistance Programme (EAP) ensure that employees can access assessment, short-term counselling, or referral services when they require them**
- **Offer wellbeing solutions that help to maintain the health of your workforce and build resilience, from exercise classes, mindfulness and self-care strategies, to financial planning advice and voluntary support sessions that help your people to stay well**





Ethnicity

# Moving beyond the 'BAME' tick box

# INTRODUCTION

Unprecedented seems to be the keyword of 2020-21, and it certainly applies to the topic of diversity and racial injustice too. In the past 12 months, major global movements have brought the topic of racial inequality to the dinner table and to the office.

Despite a delay to the government consultation into whether mandatory ethnicity pay reporting will be introduced – many large corporations have started reporting on this within their own set parameters.

Although this greater transparency is a welcome step forward, employers have been held to account over putting all minorities into one box, many have stated that the umbrella term BAME – ‘Black, Asian and Minority Ethnic’ – is not only outdated, but insufficient when setting diversity & inclusion objectives for any organisation.

## WHERE DO WE GO FROM HERE?

As employees across the globe engage in discussions of racial justice, and leaders seize this moment to consider their roles and opportunities to advance diversity, equality and inclusion at their organisations, this chapter breaks down the challenges different ethnic groups\* face in the workplace, with insight from BYP Network on how businesses can take action to address issues of racial marginalisation.

**\*This chapter uses terminology referring to the following ethnic groups:**

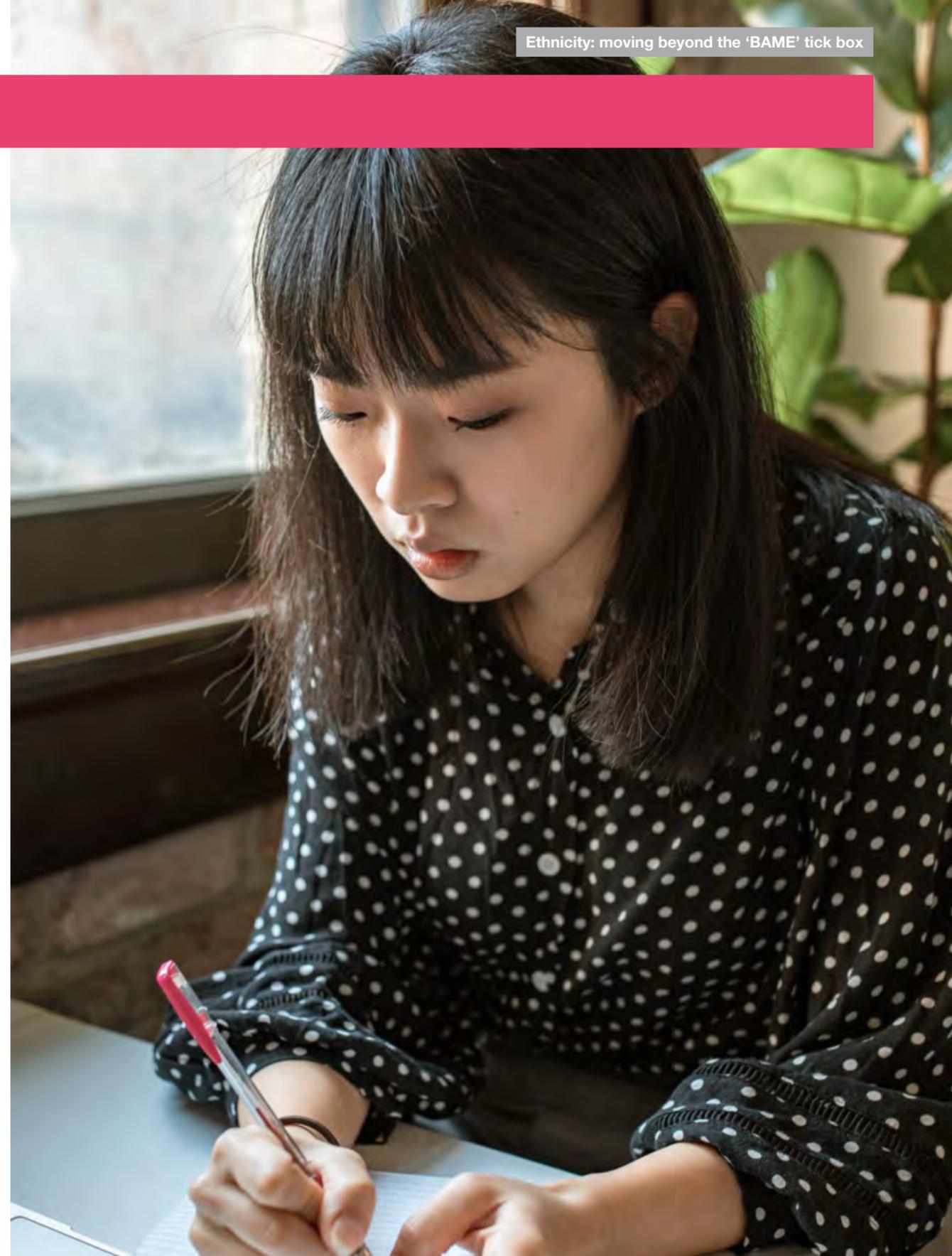
- When referring to ‘white professionals’ as a cohort this refers to White or White British/Irish professionals
- When referring to ‘black professionals’ as a cohort this combines African, Caribbean and black other.
- When referring to ‘multiple/mixed ethnicities’ as a cohort this refers to those that identify as belonging to more than one ethnicity group.
- When referring to a nationality such as ‘Pakistani’, this refers to UK and Irish professionals with Pakistani heritage
- In instances where data has been combined this has been referred to as follows: ‘Pakistani/Bangladeshi’ or ‘combined Pakistani and Bangladeshi cohort.’

# DATA BREAKDOWN

	Walters People Survey	UK Census	Ireland Census
White	76.26%	84.9%	93.7%
Black African	2.69%	1.8%	
Black Caribbean	1.76%	1.1%	1.4%
Black Other	0.66%	0.5%	
Indian	5.53%	2.5%	
Pakistani	1.92%	1.9%	1.7%
Bangladeshi	0.7%	0.8%	
Chinese	1.24%	0.7%	0.4%
Mixed	3.31%	1.8%	1.5%

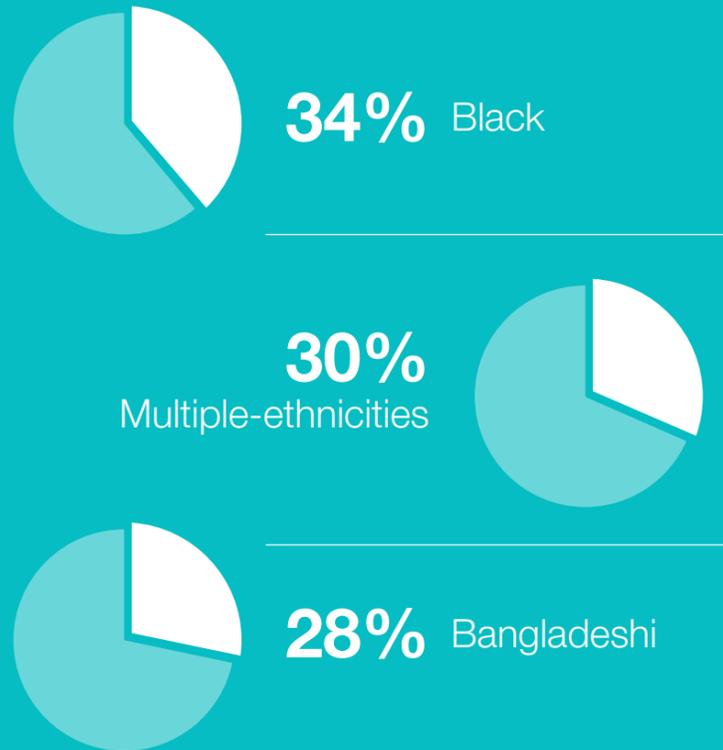
**42%**  
 of black professionals do not receive pay increase after negotiation, double the proportion of any other ethnicity

**24%**  
 Of the 7,500 professionals surveyed, 24% identified as being from an ethnic minority background



# KEY FINDINGS: ETHNICITY

## TOP 3: PROFESSIONALS WITH UNFULFILLED CAREER EXPECTATIONS



## PAY AND SENIORITY

**x2** Twice as many black professionals were satisfied with their pay in 2020, compared to 2019

**42%** of black professionals do not receive pay increase after negotiation

**40%** of white professionals are unaware of how to get a promotion, yet are most likely to receive one

**27%** of black and Pakistani/Bangladeshi professionals have received a promotion at their current company, and are the ethnic groups least likely to receive one

## ROLE LEVEL BY ETHNICITY



**41%** of Pakistani/Bangladeshi professionals are in the 3 least-skilled occupations



**1/5** of black workers are employed in care, leisure or service jobs

**x4** as many Bangladeshi/Pakistani professionals don't know how to negotiate pay, compared to counterparts from other ethnicities

**58%** of black women are dissatisfied with their pay, more than any other ethnic group

## TOP 5 MOST DISSATISFIED WITH PAY



## DISTRIBUTION OF JOB ROLES

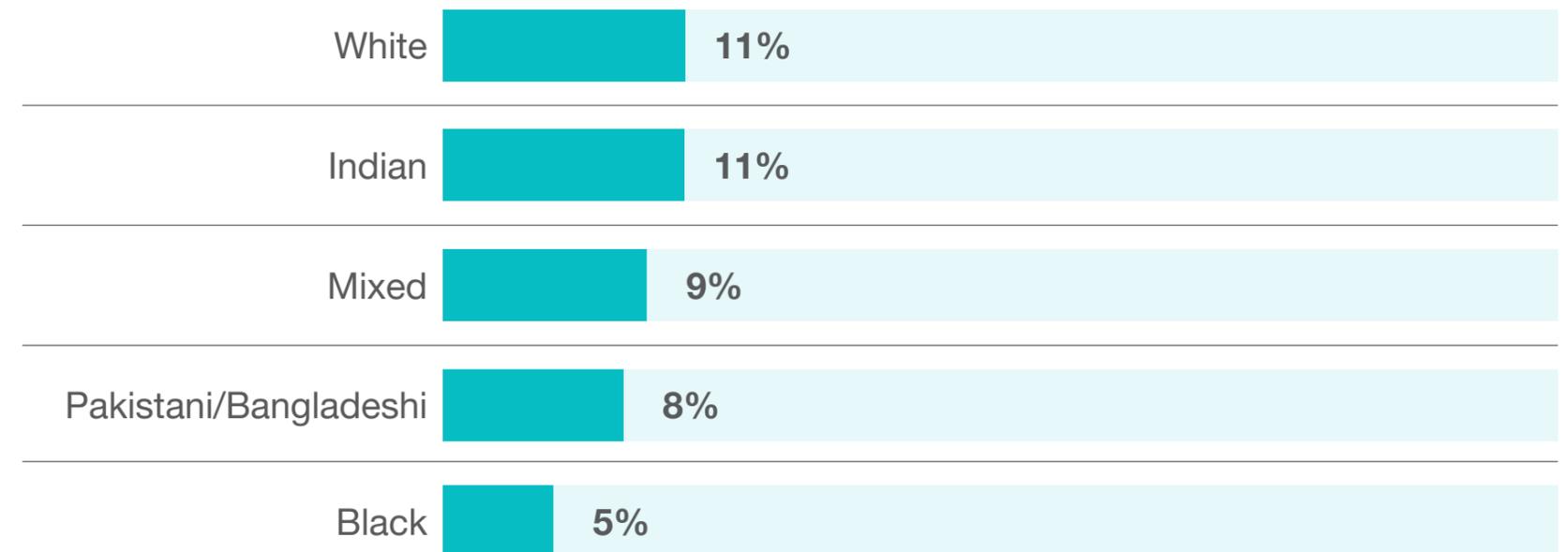
According to the government's [Employment by Occupation](#) data (published in May 2020), 21% of workers in the UK are in 'professional' jobs - making this the most common type of occupation.

Despite this, there are large discrepancies in representation by ethnicity – with 33% of workers from the Indian ethnic group classing themselves as 'professionals,' the highest percentage across all ethnic groups.

However, in comparison, 21% of black workers and 18% of the combined Pakistani and Bangladeshi ethnic group are in professional positions – the latter being the lowest percentage out of all groups.

This discrepancy continues when assessing the number of professionals in the most senior positions, with 11% of white and Indian workers being in a managerial, director or senior official position – more than double the number of black workers (5%).

### % WHO ARE MANAGERS, DIRECTORS AND SENIOR OFFICIALS



\*incl. managerial, director or senior official / professional and associate professional / technical roles

\*UK Government Employment by Occupation Data



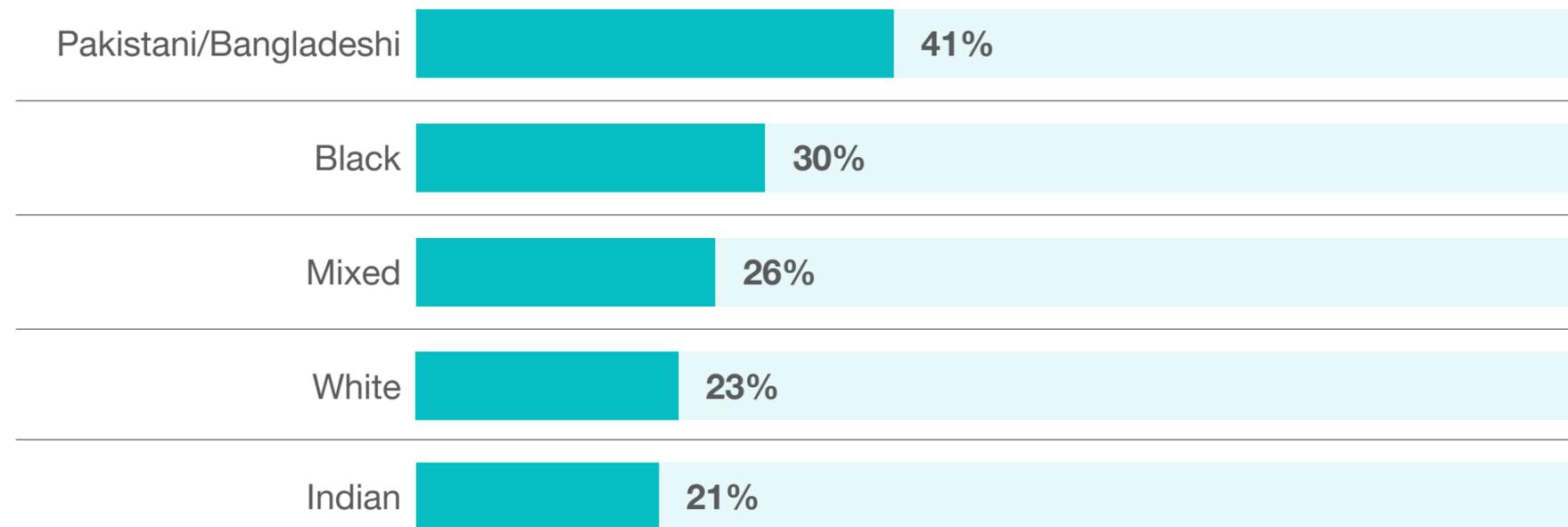
# 18%

The combined Pakistani and Bangladeshi ethnic group has the lowest percentage of workers in 'professional' jobs

10% of workers in the UK are in 'elementary' jobs – the lowest skilled type of occupation – and it is here where black workers are over-represented, with 16% of the ethnic group being employed in elementary job roles – more than any other group. In addition, 18% of black workers are in 'caring, leisure and other services' jobs - the highest percentage out of all ethnic groups.

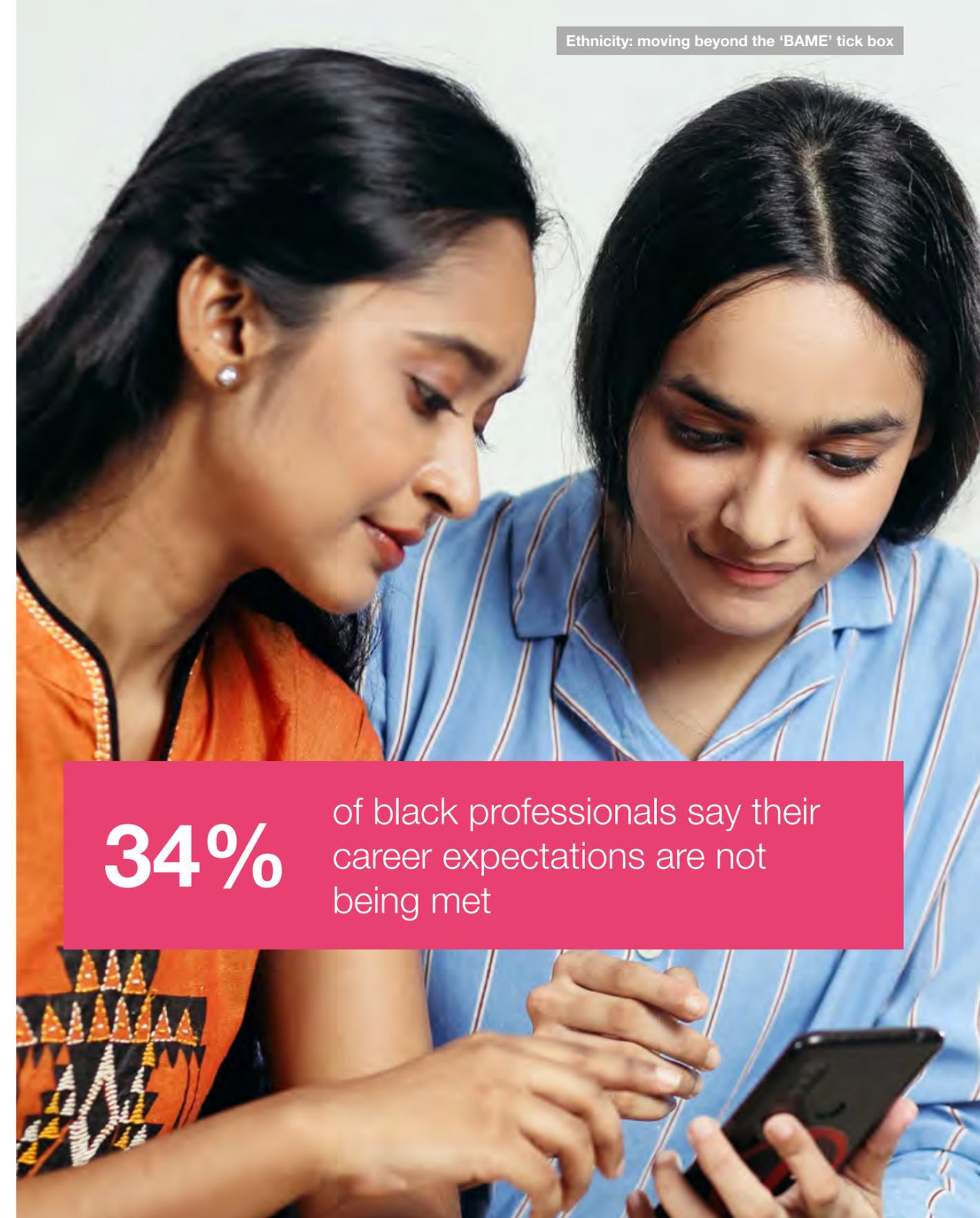
An overwhelming 41% of workers from the combined Pakistani and Bangladeshi ethnic group are in the 3 lowest skilled types of occupation ('elementary', 'sales and consumer services' and 'process, plants and machine operatives' jobs) - up from 38% in 2017.

### % OF WORKERS IN LEAST-SKILLED\* ROLES IN UK



\*top 3 least skilled types of occupation - elementary, sales and consumer services and process, plants and machine operatives jobs

\*UK Government Employment by Occupation Data



34%

of black professionals say their career expectations are not being met

It is clear that you can't become what you can't see, and it is therefore key for organisations to consciously attract and showcase minority talent at the top of their organisation to show minority candidates that there is a clear path to success.

However, it is also important that this aim is approached correctly, and in most cases it is best to work with external companies and experienced D&I consultants to gain a deeper and more authentic understanding of the state of affairs within your organisation.

Firstly, build a clearer picture of the ethnic make-up of your organisation at all levels, then as a second step gather input through employee surveys and feedback.

Bear in mind the risk that this feedback can become diluted, so in addition, leadership needs to proactively gain direct input from minority employees on their concerns - and then act on these concerns.

It is then important to set companywide KPIs on diversity hiring and promotion which are linked to performance metrics.

**Meera Rai – Co-Founder, Head of Partnerships at BYP Network**



# ANALYSING THE PAY GAP

## MINORITIES NOT ADEQUATELY REWARDED

Over half of Chinese (55%) and white (51%) professionals believe that their pay is an accurate reflection of the work that they do – with the figure much lower amongst every other ethnicity, most notably Bangladeshi and black African professionals, of whom just a third believe they are paid fairly.

When looking at this in reverse, we can see that overall, it is black and Bangladeshi workers who feel the most dissatisfied with their pay – as almost half stated that their pay is not an accurate reflection of the work that they do, compared to just 27% of Chinese and 35% of white employees.

Breaking this down even further, it is black women who feel the least rewarded – with 58% of professionals stating that their pay is not an accurate reflection of the work that they do, compared to the national average of 37%.

## % OF UK AND IRISH PROFESSIONALS WHO ARE THE MOST DISSATISFIED WITH THEIR PAY

Black African	50%	Pakistani	40%
Black Caribbean	45%	Mixed-ethnicity	37%
Bangladeshi	46%	White	35%
Indian	41%	Chinese	27%



**50%**

of black professionals are dissatisfied with their pay

**58%**

of black women are dissatisfied with their pay



## NEGOTIATING PAY



On the whole, there appears to be little discrepancy between the proportion of minority professionals who have attempted to negotiate higher pay in their career compared to white professionals. In fact, it is Chinese professionals who are the most likely to have negotiated a higher salary – with 70% stating that they have done so.

Where this gap most markedly exists is amongst Bangladeshi professionals – where just a third (36%) stated that they have asked for a pay rise in their career, against the backdrop of a national average of 59%.

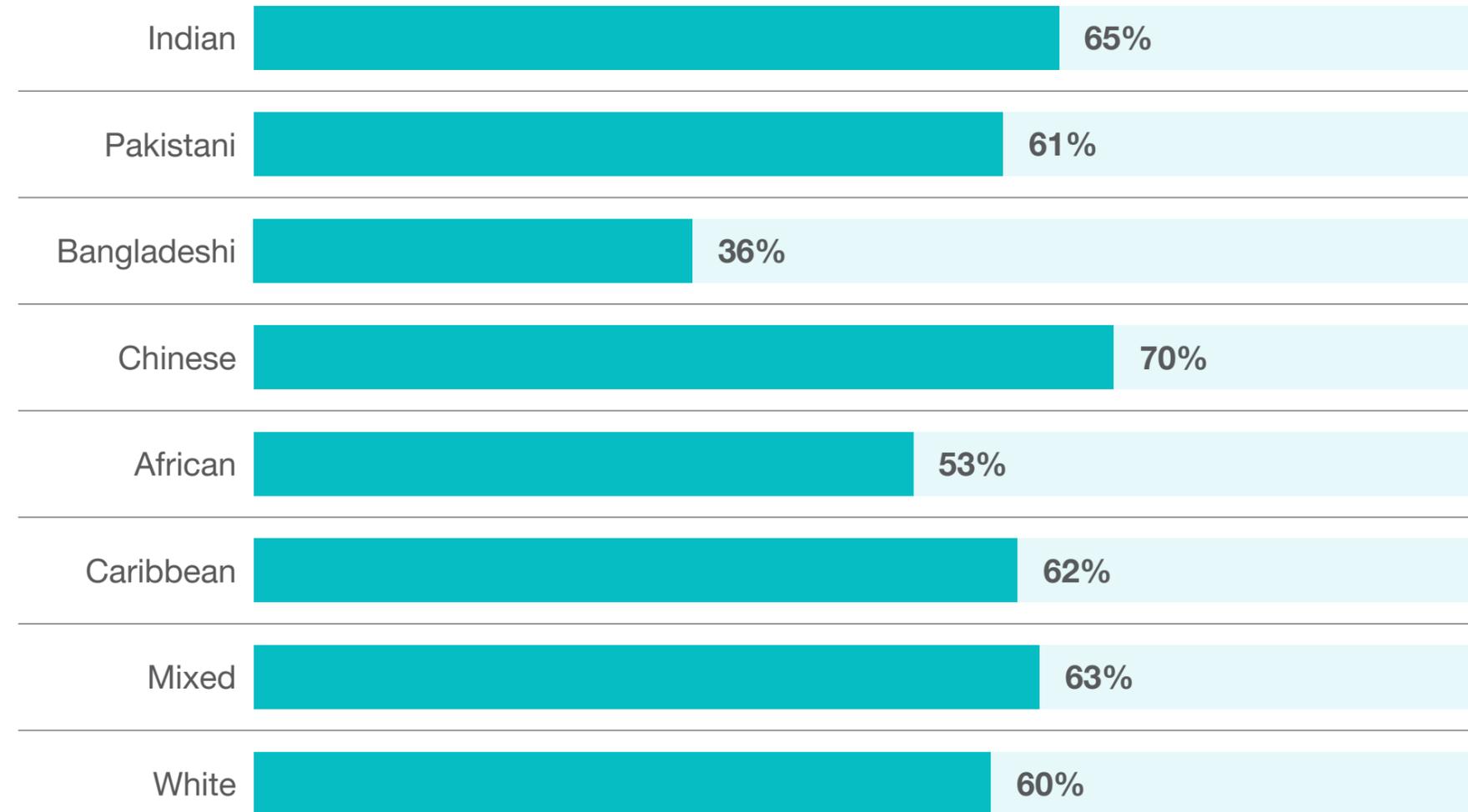
Drilling down further into these figures, the survey shows that across the board, all women from ethnic minorities are less likely than their female counterparts to negotiate their pay. Where 37% of white female professionals have never negotiated in their career, this increases to an average of 48% of all other women from ethnic minorities – and a staggering 76% amongst Bangladeshi women.



### 3/4

of female Bangladeshi professionals have never negotiated a pay increase in their career

## HAVE YOU EVER ATTEMPTED TO NEGOTIATE A HIGHER SALARY IN YOUR CAREER?



**x4**

As many Bangladeshi / Pakistani professionals will be unsure how to negotiate pay compared to any other ethnicity



## **BARRIERS TO NEGOTIATING PAY**

When following up with respondents who have never chosen to negotiate their salary, lacking confidence, being unsure of how to negotiate, and not thinking their employer would offer a pay rise were the leading reasons as to why professionals have never discussed a pay increase.

- **Black professionals (37%) are the most likely to feel that their employer would not offer them a pay rise – even before broaching the topic with their manager. This compares with less than a quarter (23%) of white professionals who stated that this is their main barrier to not negotiating.**
- **Over a quarter (26%) of professionals from the combined Pakistani and Bangladeshi ethnic group stated that they are unsure of how to even begin negotiating for a pay rise – over four times as many as Chinese (5%), mixed-ethnicity (6%), and white (7%) professionals who raised the issue.**
- **All ethnicities said they were somewhat held back by a lack of confidence – with this impacting black and Chinese professionals marginally more when debating whether to negotiate their salary.**



**WHAT HAS BEEN THE MAIN REASON WHY YOU HAVE NEVER OPTED TO NEGOTIATE YOUR SALARY THROUGHOUT YOUR CAREER?**

	Didn't think employer would offer pay rise	Unsure of how to negotiate	Lack of confidence
Indian	22%	14%	13%
Pakistani / Bangladeshi	31%	26%	13%
Chinese	21%	5%	16%
Black	37%	17%	16%
Mixed	26%	6%	7%
White	23%	7%	13%

## UNFAIRNESS IN PAY RISES

The lack of belief that employers would offer a pay rise - particularly among black (37%) and Pakistani/Bangladeshi (31%) professionals - can be justified when looking at the difference in success rate when negotiating for higher pay. It is here where black professionals are overwhelmingly less likely to receive a pay increase when compared to any other ethnicity.

To provide some context, of those who stated that they had attempted to negotiate their pay, 42% of black professionals stated that they had not received any increase – this figure is slightly higher when considering black African professionals in silo (45%) and even more so when considering black African women (63%) – compared to just 20% of white professionals who had not received a pay increase following a negotiation.

What's more, of the professionals who successfully receive 75-100% of the negotiated pay increase, it is again black professionals who recorded the lowest success rate at just 21% - compared to 35% of white professionals, and just under a third of Indian (30%) and Chinese (29%) employees who have received 75-100% of the pay rise they asked for.



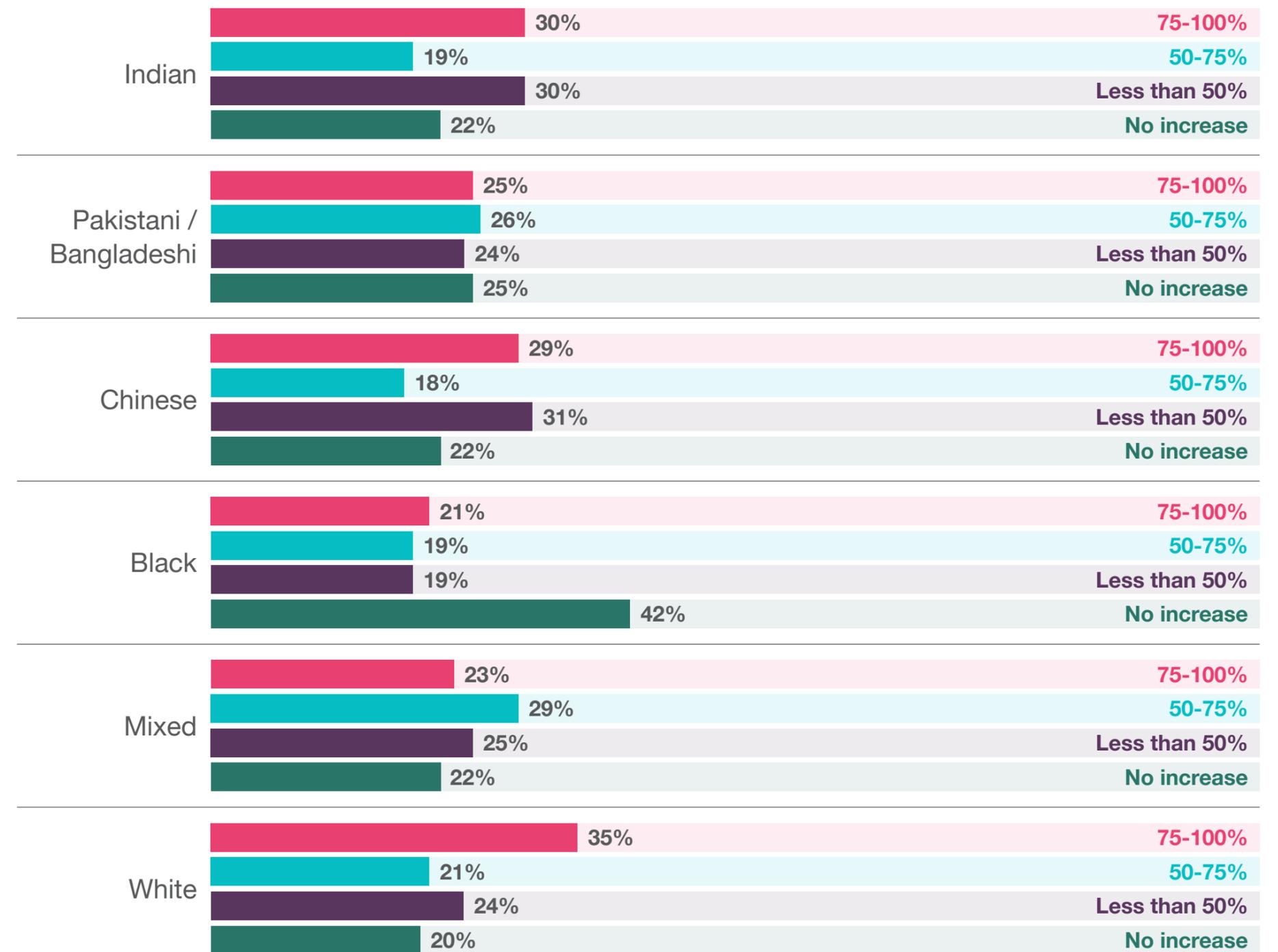
WHY DO YOU FEEL YOU HAVE  
BEEN UNSUCCESSFUL  
WHEN NEGOTIATING PAY?

“The business didn’t appreciate good workers and my potential was never explored - so why would I ask for a pay rise? - black Caribbean, female

“I never had a chance to see my manager face-to-face” –  
Black African, male, bisexual



## WHAT % OF YOUR PROPOSED FIGURE DID YOU RECIEVE WHEN NEGOTIATING YOUR SALARY?





Feedback is crucial when building an employer value proposition. Companies that demonstrate their values to existing employees and new recruits will, in turn, create a more inclusive culture.



More consideration and effort is required to understand minorities within an organisation – or if this is not possible, then employers should look outwardly at the type of diverse professionals which they seek to attract to their organisation, and then get to grips with what it is that these professionals need from an employer.

**Lucy Bisset – Director of Robert Walters Group North West, UK**

# AN UN-FIT EMPLOYEE VALUE PROPOSITION

## HIGH TURNOVER OF ETHNIC MINORITY EMPLOYEES

When considering longevity in a job, it is white professionals who are the most likely to be retained at their company - with almost a quarter of those surveyed (23%) stating that they have been with their employer for over six years. An average of 16% of those from an Asian ethnic background have been with their employer for the same period, followed by 13% of black professionals.

The factors that employees value in an employer vary most when looking through the lens of ethnicity – rather than by industry, profession, seniority, gender, or age.

## CAREER AND MONETARY FACTORS

White, Chinese, and Indian professionals place the highest value on career-based factors such as excellent compensation and benefits, being around colleagues and cultures that inspire them to do their best, having open and effective management, and a clear progression route.

## PERSONAL FACTORS

In contrast, black and Bangladeshi professionals place more value on personal-led factors such as a good work-life balance. In fact, twice as many black and Bangladeshi professionals rate flexible working hours highly when compared with white professionals, and they value a convenient commute twice as much as any other ethnicity.

## TRAINING

Where black and Bangladeshi professionals did value professional-related factors highly was in relation to investment in training and accreditation – which they ranked higher than any other ethnicity, potentially highlighting the lack of opportunities to upskill made available to them.

## JOB SECURITY

The starkest difference in what employees value most in their employer was found in relation to job security – almost four times the number of Bangladeshi and twice the number of black professionals rated this as very important when compared to the national average.

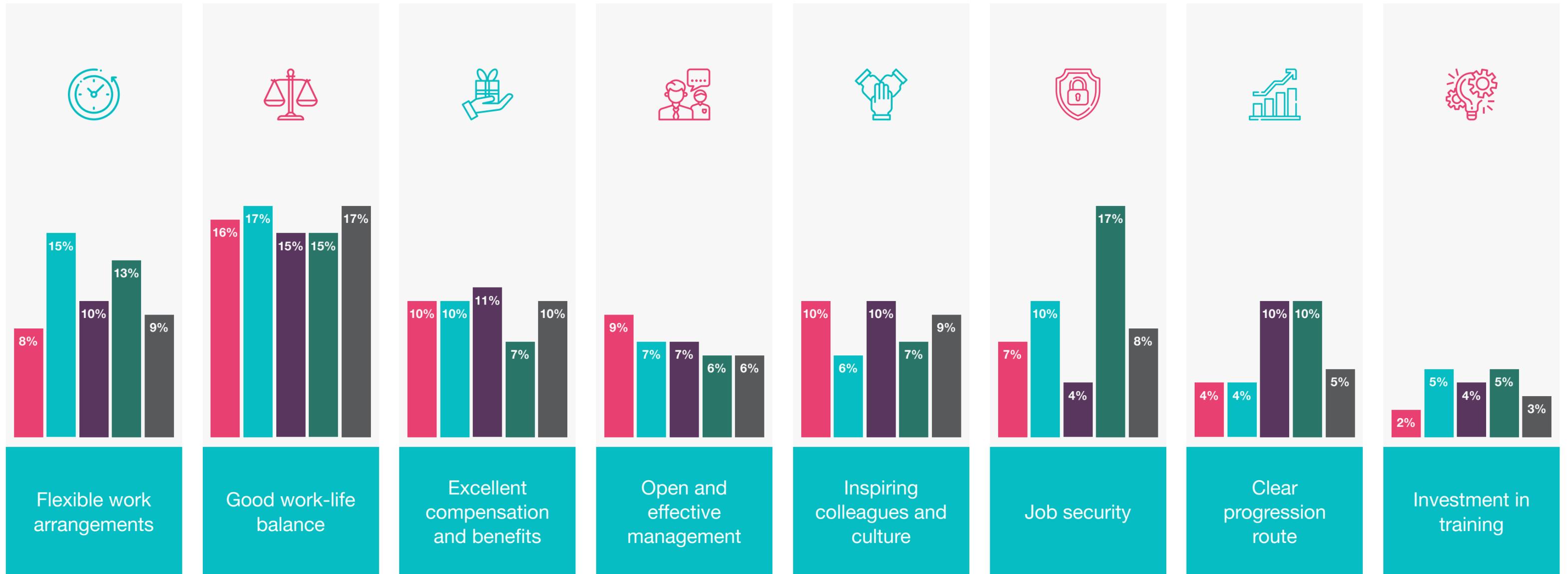


17%

of Bangladeshi professionals value job security, the highest proportion of any ethnic group surveyed

## WHAT DO YOU VALUE MOST IN AN EMPLOYER?

● White ● Black ● Chinese ● Bangladeshi ● Indian



## WHAT COULD YOUR EMPLOYER DO BETTER TO MEET YOUR WORKPLACE EXPECTATIONS?

“Understand that everyone has commitments - not just professionals with families” – Bangladeshi, female

“Better quality of management ethics” – Black African, male

“Offer better job security, get to know staff on a personal level, understand the hopes and dreams of staff” – Black Caribbean, entry level, female

“Have a clearer career progression route along with more training and development opportunities” – Black Caribbean, male

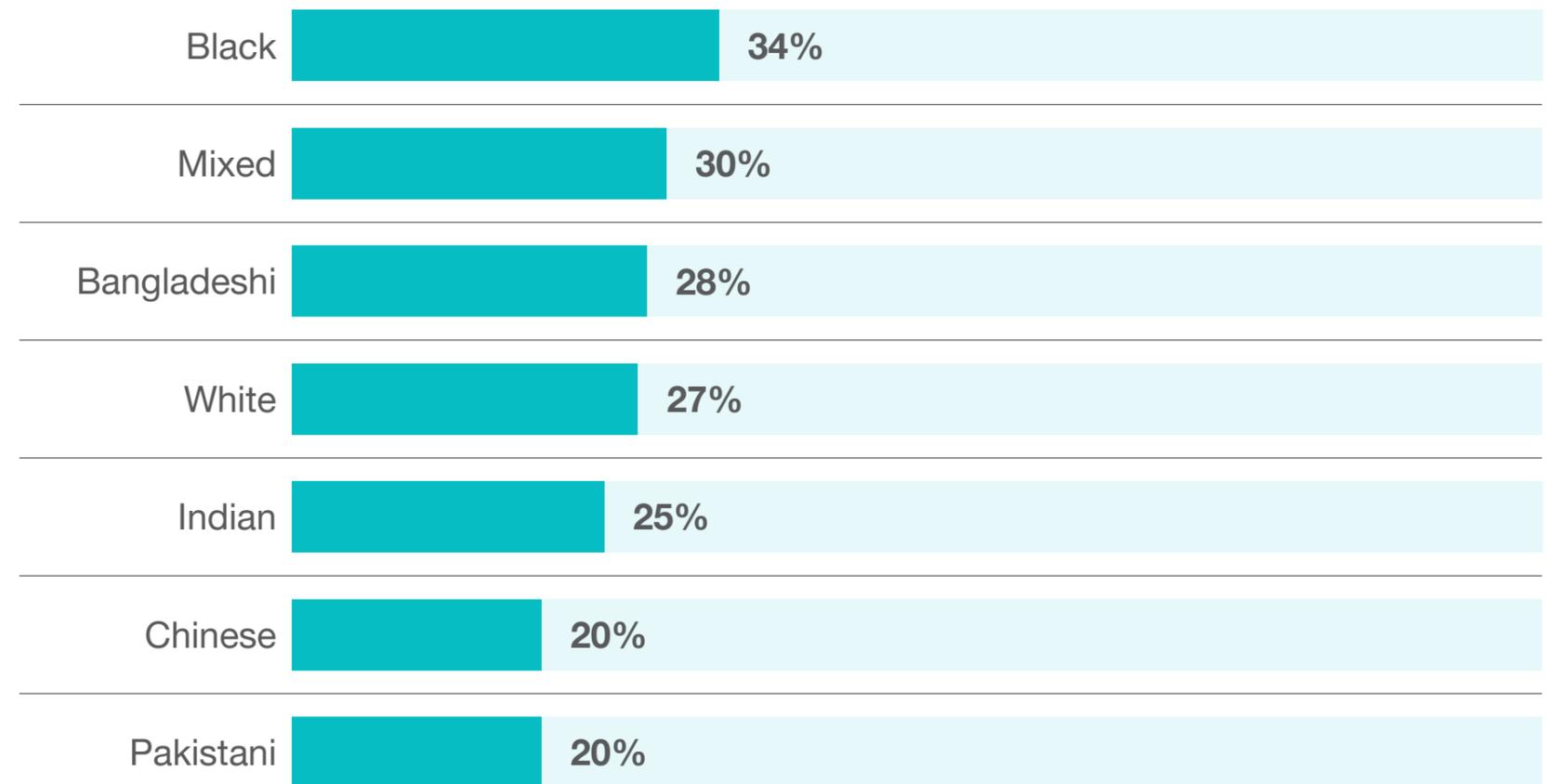
# BARRIERS TO PROGRESSION

Over a third (34%) of black professionals feel that their career expectations are not being met by their current employer – compared to a fifth of Chinese and Pakistani employees, and around a quarter of Indian (25%) and white (27%) professionals.

The next most dissatisfied group of professionals are those from a mixed ethnic group background (30%), followed by Bangladeshi employees (28%).

Dissatisfaction increases significantly when breaking the results down further by gender – with more than twice as many black female (53%) and Bangladeshi female (41%) professionals stating that their employer does not meet their career expectations – compared to the national average.

## MY CURRENT EMPLOYER DOES NOT MEET MY CAREER OR WORKPLACE EXPECTATIONS - ETHNICITY BREAKDOWN



### Good work-life balance

is valued most highly by Indian (17%) and black (17%) professionals



**PROMOTION RATES BY ETHNICITY**

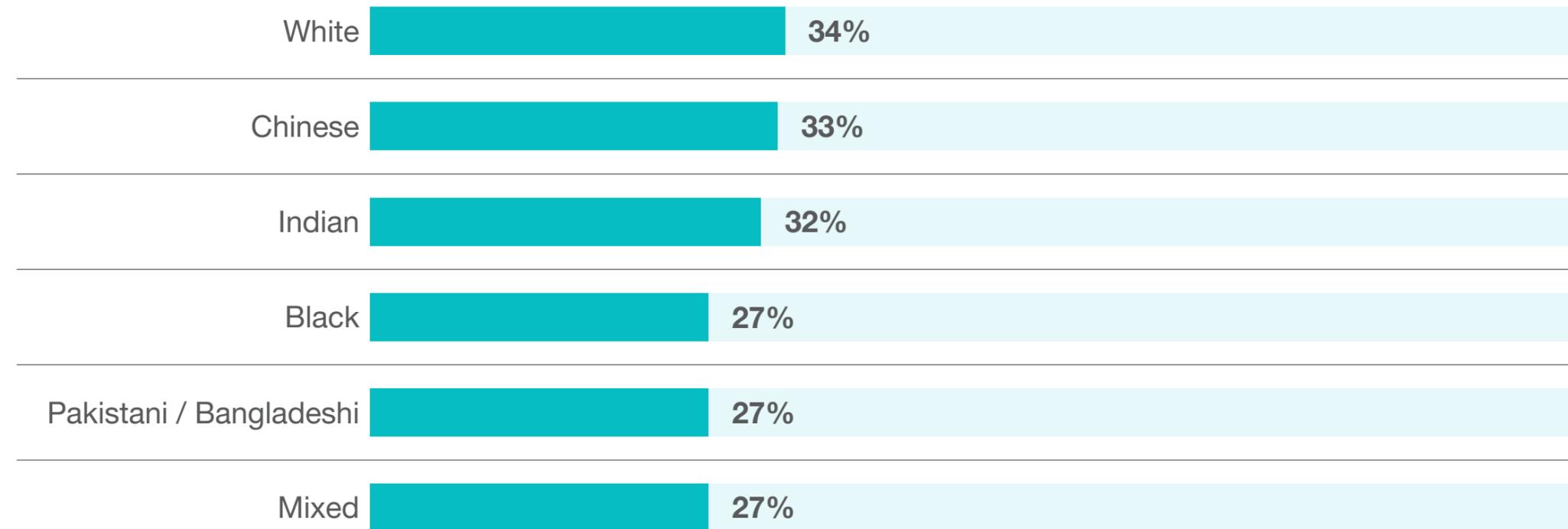
White professionals are more likely to be offered a promotion than employees of any other ethnicity – with over a third (34%) having received a promotion during their time at their current company – followed closely by Chinese (33%) and Indian professionals (32%).

This contrasts with the experiences of a number of other ethnic minorities – namely Pakistani (26%), mixed-ethnicity (27%), Black Caribbean (27%), and Bangladeshi (28%) workers, where just a quarter have received a promotion with their current employer.

With clear work to be done to balance out this inconsistency, businesses need to consider how and why it's more difficult for certain ethnic groups to progress.

**34%** of black professionals stated employers are failing to meet their career expectations

## PROFESSIONALS OFFERED A PROMOTION AT THEIR CURRENT COMPANY - ETHNICITY BREAKDOWN



Through language analysis, our survey was able to assess how knowledgeable and confident respondents felt about their progression path.

Alarming, despite being the most likely to receive a promotion, white professionals felt just as unaware of how to receive a promotion as black professionals – who are the group least likely to receive a promotion.

Assessing this in reverse, white professionals (14.74%) had the lowest count of knowing exactly what they needed to do to receive a promotion, and black professionals (20%) had the highest understanding of the process.

Despite this, it is white professionals (27%) who still feel the most confident in approaching their manager for advice on how to progress, compared to just a fifth of black professionals – the lowest proportion of all the ethnicities surveyed.



**DOES YOUR CURRENT EMPLOYER PROVIDE CLEAR STEPS TO PROMOTION? (%)**

	Indian	Pakistani / Bangladeshi	Chinese	Black	Mixed	White
I know exactly what I need to do to get a promotion and have specific targets in place with management	15%	18%	19%	20%	15%	15%
I am somewhat aware and would be confident approaching my line manager for advice	23%	23%	36%	21%	24%	27%
I am somewhat aware but could do with more support to improve my understanding	28%	26%	17%	19%	24%	17%
I am not at all aware about what I need to do to receive a promotion	33%	33%	28%	40%	37%	40%



### **STANDARDISED TRAINING PROGRAMMES**

Bangladeshi (14%), black (15%), and mixed-ethnicity (18%) professionals are the least likely to have a training course tailored to their needs or requirements.

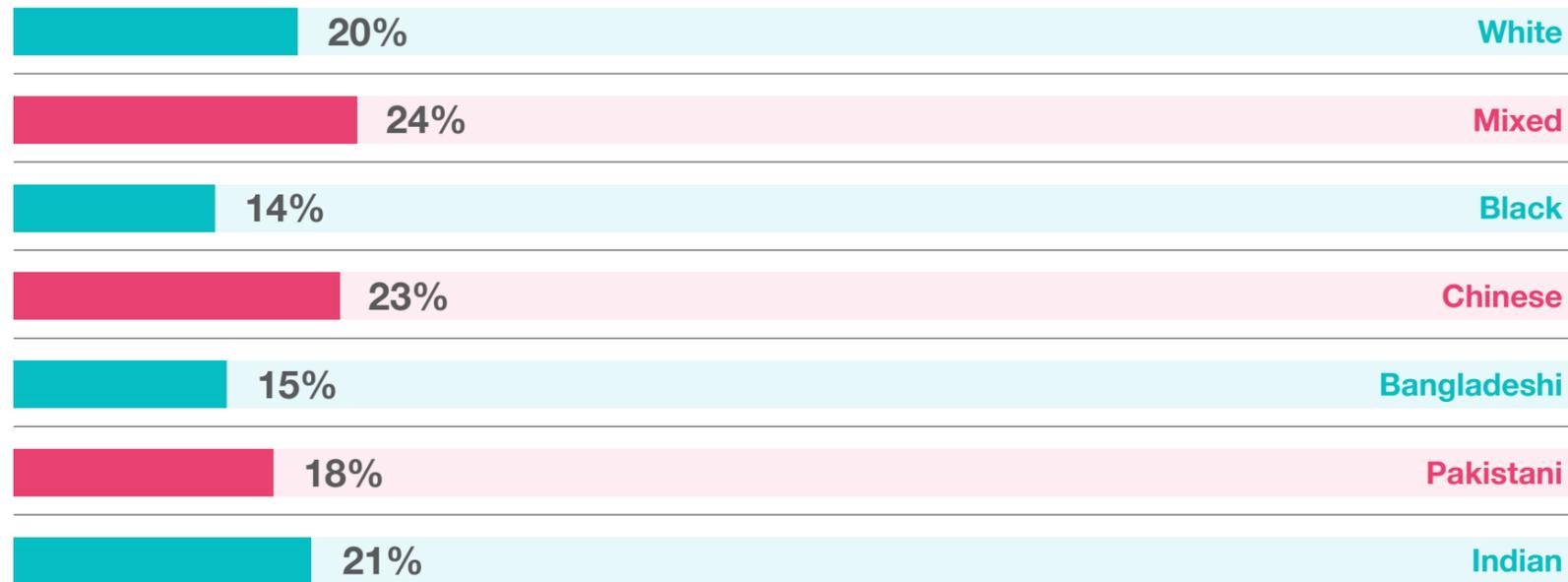
In addition, it is these groups who have flagged that no relevant training courses are made available to them – with over a third of Bangladeshi (39%) and mixed-ethnicity (37%) professionals, and almost a third (32%) of black professionals stating that this is a key factor holding back their progression.

**40%**

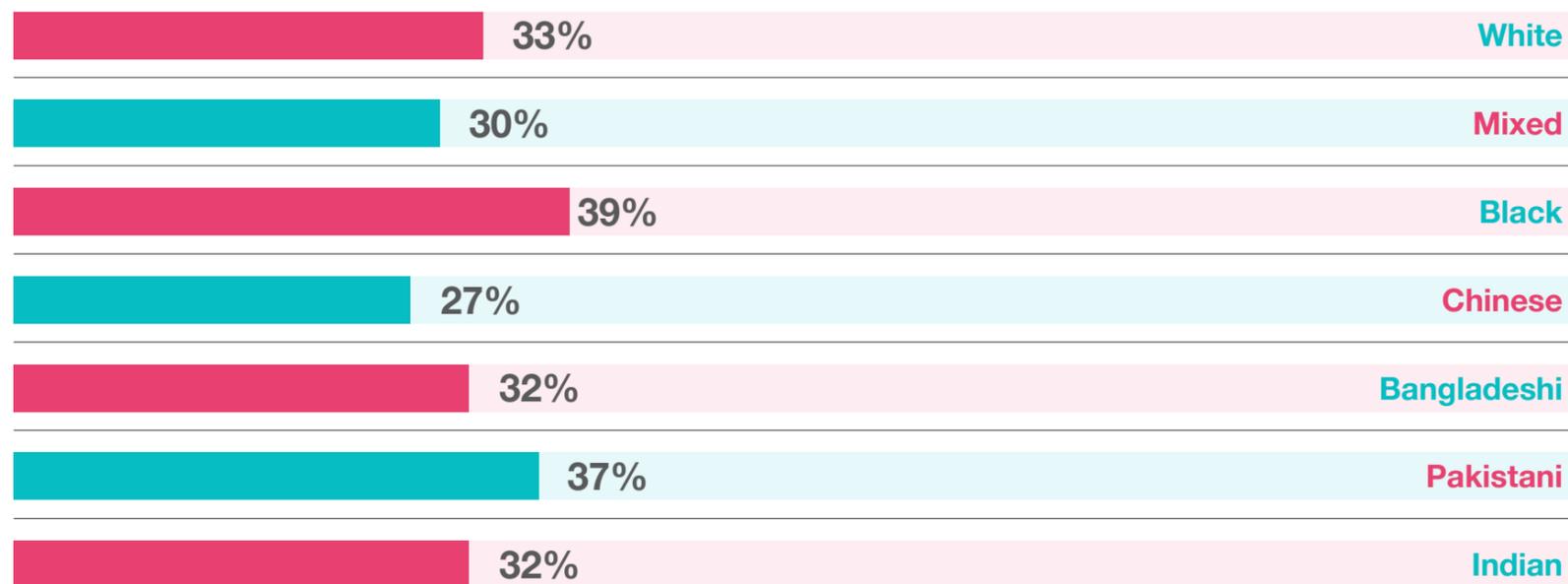
of white professionals are unaware of how to get a promotion, yet this group are most likely to receive a promotion

## ACCESS TO TRAINING DURING EMPLOYMENT - ETHNICITY BREAKDOWN

Yes - I have completed a training course and it has been tailored to my needs



No relevant training courses are available



14%

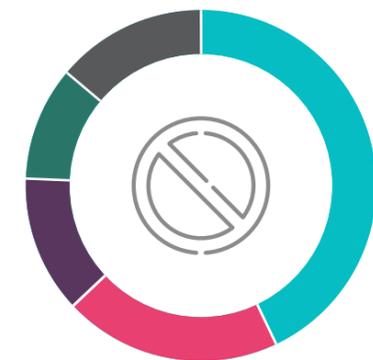
of black professionals stated they have completed a training course that was tailored to their needs



### ACUTE BARRIERS FOR SPECIFIC MINORITIES

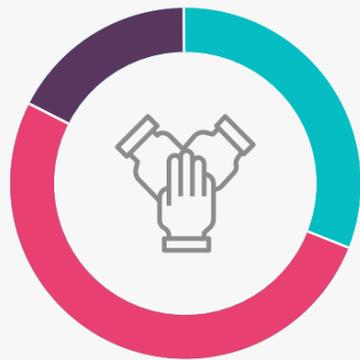
When considering the two groups least likely to receive a promotion, our survey found that for black and Bangladeshi professionals, the lack of opportunities made available to them (41%), balancing work and family commitments (19%), lack of confidence (16%), high competition with colleagues (13%), and feeling unsuited to the company culture (12%) are the top five barriers they identify to their progression.

### BARRIERS TO PROGRESSION FOR BANGLADESHI AND BLACK PROFESSIONALS



<span style="color: teal;">●</span> Lack of opportunities made available to me	<b>41%</b>
<span style="color: pink;">●</span> Balancing work and family commitments	<b>19%</b>
<span style="color: purple;">●</span> Lack of confidence	<b>16%</b>
<span style="color: green;">●</span> Unsuited to company culture	<b>12%</b>
<span style="color: grey;">●</span> High competition with colleagues for a promotion	<b>13%</b>

## PROFESSIONALS WHO BELIEVE A LACK OF DIVERSITY IN MANAGEMENT OR INDUSTRY HOLDS BACK THEIR PROGRESSION



Asian	20%
Black	27%
White	12%

1/3

of black professionals stated that a lack of representation impacts their career progression



## WORKPLACE EXPERIENCE: A LOOK THROUGH THE KEYHOLE

### MIXED-ETHNICITY PROFESSIONALS: AN UNACKNOWLEDGED GROUP

When considering the general sentiment towards the workplace environment and culture, it was overwhelmingly mixed-ethnicity professionals who reported a negative experience more so than any other group – highlighting a gap in understanding of the needs of this cohort in the workplace.

When asked whether respondents felt that their organisation had taken active steps to be demographically representative, it was mixed-ethnicity (29%), and black Caribbean (26%) professionals who felt most strongly that this was not the case.

### A LACK OF UNDERSTANDING

On the topic of whether respondents felt that their organisation celebrates and embraces people's differences, mixed-ethnicity (27%) and Pakistani (23%) professionals felt that this was not the case for them. Furthermore, 28% of Bangladeshi professionals felt that their manager had not taken the time to understand their personal circumstances around family, cultural, and even health matters.

### LACK OF TRUST IN BUSINESS LEADERS

The research also points towards areas where ethnic minority groups reported a lack of inclusivity:

- **Black Caribbean (35%) and mixed-ethnicity (33%) professionals have the least amount of faith that anyone “no matter who they are” can be successful in their organisation.**
- **Black Caribbean (34%) and mixed ethnicity (32%) employees place the least trust in their organisation's leadership.**
- **23% of mixed-ethnicity professionals do not think everyone can easily access their company's resources and facilities, the highest proportion of any other ethnic group.**
- **Bangladeshi (28%) and black Caribbean (27%) workers felt that their voice is valued the least, with over a quarter stating that their opinions are not valued as those of other colleagues in the workplace.**

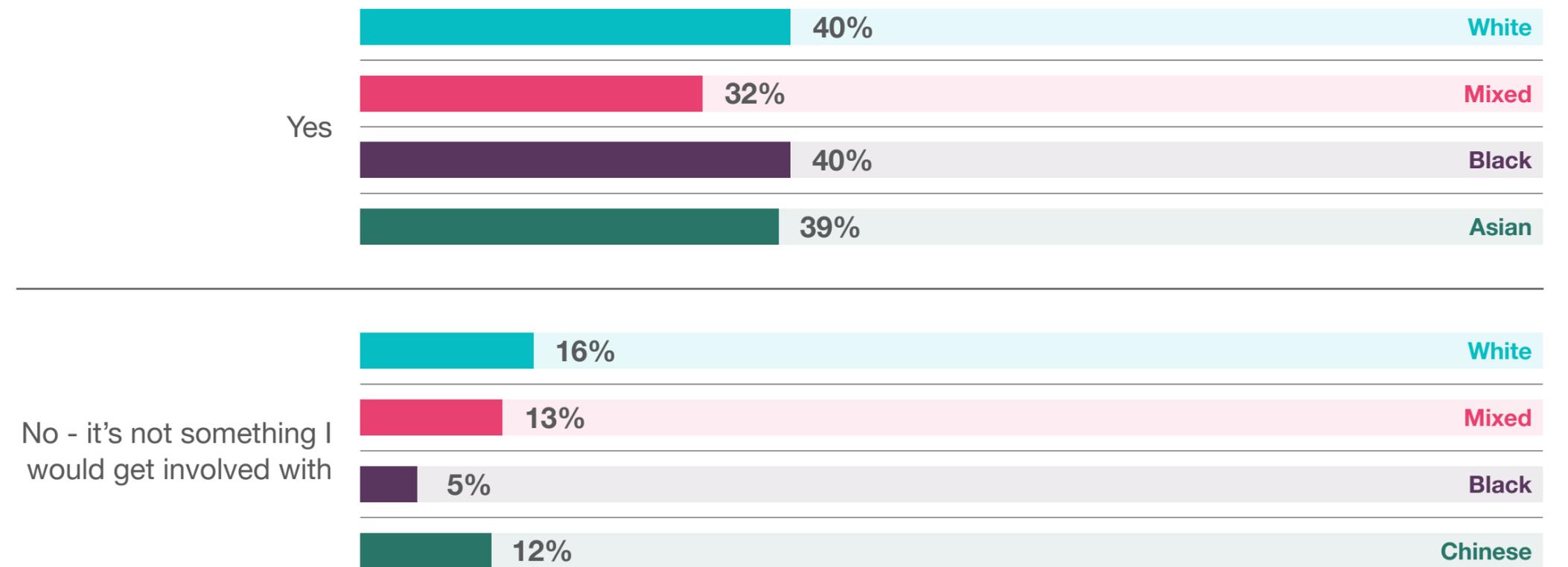




A third of professionals with a mixed-ethnicity background stated that their organisation does not offer adequate initiatives to enable them to feel a part of the organisation; however, it is also this group that recorded the lowest participation (32%) in the diversity and inclusion initiatives put on by their organisation – potentially highlighting the irrelevance of current D&I programmes for this group.

While white (40%) and black (40%) professionals reported the highest engagement in diversity initiatives, white professionals are also the least likely to get involved in D&I programmes going forward – with 16% stating that they are not of interest to them – three times the number of black professionals.

### HAVE YOU BEEN INVOLVED IN YOUR COMPANY'S DIVERSITY AND INCLUSION INITIATIVES?



## BLACK WOMEN: A NEGATIVE WORKPLACE EXPERIENCE

On the whole, it is black women who have the most negative experiences or views of the workplace – with issues of trust, access to resources, and feelings of not being valued playing a particularly prominent role.

Across the board we can see that black women are twice as likely to experience negative scenarios or have negative feelings towards the general workplace, when compared with their white female counterparts. For example:

- **A third of black women feel that it is not easy to access the resources or facilities offered by their employer.**
- **Almost half of black women feel that not everyone has a fair chance of success at an organisation.**
- **Over half (53%) of black women do not trust their business leaders to stand up for what is right.**

Turning to personal circumstances such as family and culture – it is women from an Asian background (34%) who feel the least understood by their manager, compared to a quarter of white women who feel the same.



# 53%

of black women do not trust their business leaders to do what is right

Female Professionals	Black	Mixed	Asian	White
This organisation does not celebrate and embrace people's differences	37%	34%	24%	21%
I do not believe everyone has the same opportunity to be successful in my organisation	47%	35%	28%	29%
I do not trust the leaders of this organisation to stand up for and do what is right	53%	39%	32%	28%
Not everybody in my organisation can easily access its resources and facilities	32%	20%	21%	15%
My organisation does not have adequate initiatives that help me feel part of a connected community of colleagues	42%	34%	28%	25%
My opinions are valued less than my colleagues in the workplace	42%	33%	34%	27%
My manager does not take the time to understand my personal circumstances (e.g. family, cultural, health)	29%	24%	34%	25%



## IMPACT OF COVID-19

### ETHNICITY PAY GAP

It has now been three years since the first UK review led by Baroness McGregor-Smith, [Race in the Workplace \(March 2017\)](#) suggested the introduction of mandatory ethnicity pay reporting, the government consultation for which closed in January 2019.

There was hope that the government would make an announcement on next steps in 2020 – following the review – but the pandemic turned officials' attention to more pressing matters.

During the pandemic, companies have taken matters into their own hands. According to a poll conducted by PwC, the proportion of companies now calculating their own ethnicity pay gap has grown from 5% in 2018 to 23% in 2020. However, the parameters of how companies measure these pay gaps vary – leaving us with little credible data on whether the ethnicity pay gap and associated issues in the workplace are improving or not.

### The UK Commission on Race and Ethnic Disparities report

- published in March 2021 - found that the pay gap between all minorities and the white British group had shrunk by 2.3%. The report highlights that the headline figure hides some of the large variations where - for example - the Pakistani / Bangladeshi group earned 16% less and the black African group 8% less than the average white British group.



41%

of Pakistani / Bangladeshi workers are in the 3 least skilled types of occupation

## Key recommendations

### Ethnicity

## KEY RECOMMENDATIONS



Insights from **BY P (Black Young Professionals) Network**, a global network of minority professionals and international corporations with the shared goal of matching the best career opportunities to minority professionals, improving role model visibility, and reducing bias in the hiring process.



### EDUCATION AND AWARENESS

First and foremost, the entire organisation needs to be on the same page about the issues at hand, and in particular, leadership needs to be the driving force of this change. This starts with building awareness as to why these disparities exist in the workforce, the historical context behind them, and identifying prejudices. These conversations can be uncomfortable but will shock the organisation that is led in an authentic way into action.



### ALLYSHIP AT THE FOREFRONT

It is imperative that allies and advocates are prepared to take consistent and meaningful action to ensure their organisations are safe and inclusive for all kinds of people. Statistics like the fact that 25% of HR directors and 36% of D&I practitioners reported having no black, Asian or other under-represented ethnic employees on their main board show that change cannot occur without allies stepping up. Organisations need to set up allyship programmes and ensure that effective allies are dotted around all areas of the business, from HR all the way up to senior leadership.



### ROLE MODEL VISIBILITY

The UK and Ireland have an abundance of black and ethnic minority talent; however, it appears that they remain hugely under-represented in the workplace. When asked to name business leaders from an ethnic minority background, just 34% of respondents could recall even one role model, in comparison to 75% of white respondents. It is clear that you can't become what you can't see, and it is therefore key for organisations to consciously attract and showcase minority talent at the top of their organisation to show there is a clear path to success for minority candidates. In the interim, organisations can help to fund conferences such as the BY P Leadership Conference, AfroTech, Black Tech Fest, etc. to provide employees with ways to feel less isolated, develop their network, and receive training that speaks to their specific experiences.



### REMUNERATION FOR ERG LEADERS

ERGs (employee resource groups) are a support network for people with shared identities, but organisations also rely on them for recruitment, retention, and guidance. In the responses to a survey of ethnic minority network leaders at the monthly BYP Network leaders event, 100% of attendees agreed that they should be remunerated for their role given the time intensive and emotionally taxing work they carry out for their organisations. Companies should also fund external organisations that support black and minority employees. This shows genuine intent to change the narrative and can go a long way in supporting employee retention.



### DATA AND TARGETS

Work with external companies and D&I consultants to deeply understand the state of affairs within your organisation. Firstly, get a clearer picture of the ethnic make-up of your organisation at all levels and as a second step get input through employee surveys and feedback. However, there is a risk that this feedback can become diluted, so in addition to this, leadership needs to proactively gain direct input from minority employees on their concerns - and then act on these concerns. It is then important to set company-wide KPIs on diversity hiring and promotion which are linked to performance metrics.



### INVEST IN EXTERNAL PARTNERSHIPS

It is important not to underestimate the significance that external networks can have in helping you transform your brand as an employer of choice to under-represented groups. These specialist groups give you access to talent pools that you likely would not have considered previously and can also help to demystify the application process for these candidates, thereby increasing their chances of a successful application. Black and minority candidates have to apply for 80% more roles to get the same opportunities as their white counterparts. Going directly to the candidates through these external networks could help to remove some of these barriers.





### ACCESS TO UPSKILLING AND MENTORSHIP

In 2018, a Guardian survey found that 43% of its black and minority respondents reported that they had been unfairly overlooked for a work promotion within the last five years. This was more than double the number of white people who reported the same experience. Specialised training and mentorship programmes with a clear path to promotion need to be in place for individuals from under-represented and disadvantaged groups. This will help with the retention of employees, as well as in changing the makeup at the top of the organisation in the next few years.



# 27%

of black, Pakistani and Bangladeshi professionals have received a promotion at their current company

Disability

Does prejudice  
prevent progression?

# INTRODUCTION: CLOSING THE DISABILITY EMPLOYMENT GAP

The world of employment can be a challenging setting for anyone with a physical or mental disability.

Professionals with visible and invisible disabilities face significant barriers to employment. The latest **Labour Force Survey (LFS)** data reveals that disabled people were over a third less likely to be employed than non-disabled people, with an employment rate for disabled people (aged 16 to 64 years) of 53.2% in 2019, compared with 81.8% for non-disabled people.

Work is being done to close the employment gap and redress this imbalance, with businesses implored to hire, accommodate, and provide support to disabled professionals in the workplace to ensure that they are not at a disadvantage or discriminated against, while proactive organisations support and train disabled professionals looking to get into work. Progressive organisations are training their entire workforce and leadership teams in all aspects of disability inclusion.

**\*500 professionals surveyed who identified as having a visible or hidden disability or impairment**

The latest **UK government** figures show that of the 7.7 million disabled people of working age, only 4.1 million (53.6%) are currently in work, in comparison to 81.7% of those who are not disabled. Meanwhile, **Ireland has one of the lowest employment rates for people with disabilities in the EU (26.2%).**

While legislation and active campaigning can help to ensure that more disabled professionals get into work and that workplaces are fit for purpose for disabled employees, how can we be sure that they are able to access the same career opportunities as non-disabled workers? Are businesses ensuring that disabled professionals are entering into an inclusive workplace?

## **WHERE DO WE GO FROM HERE?**

The following chapter analyses the career challenges, workplace experiences and sentiment of disabled professionals\* active in the UK and Irish labour markets, with key recommendations from Kaleidoscope Group on how to address these issues.



**1 in 5**

people have a disability

## KEY FINDINGS: DISABILITY

### REPRESENTATION



Less than a third (32%) of disabled professionals are at a managerial level or above, in comparison to 40% of non-disabled professionals



Cultural changes are needed across the business promoting the executive team to inspire and motivate managers instead of bullying and blaming

### BARRIERS TO PROGRESSION

**32%** just a third of disabled professionals work at management level or above

**36%** of disabled professionals feel there is a lack of training or development on offer

**40%** more disabled professionals in comparison to non-disabled professionals said that having performance targets set too high is their biggest progression barrier

**21%** more disabled professionals in comparison to non-disabled professionals stated that feeling unsuited to their company culture has impacted on their progression

**22%** more disabled professionals in comparison to non-disabled professionals said that the lack of diversity in their industry has made it more difficult for them to progress

### SALARY NEGOTIATION



**62% vs. 54%**

Disabled professionals are less likely to negotiate their salary when compared to non-disabled professionals (62% vs. 54%)



**30%**

of professionals with a disability do not receive any salary increase when negotiating, in comparison to only 22% of non-disabled professionals



**49%**

Less than half of disabled professionals received more than 50% of their proposed salary increase, in comparison to the majority of non-disabled professionals

### WORKPLACE EXPERIENCE AND INCLUSION

**31%** of disabled professionals do not think their manager takes the time to understand their personal circumstances

**35%** of disabled professionals do not feel connected with their work colleagues



## PAY AND SENIORITY

The disproportionate access to career opportunities for disabled professionals is reflected in the survey responses. Less than a third (32%) of disabled professionals work at a managerial level or above, in comparison to 40% of professionals who do not have a disability.

With disabled people under-represented in higher-status jobs, this has a knock-on impact on earning potential, as is evidenced by a substantial disability pay gap:

- **Only a third (35%) of disabled professionals are earning above the average national UK salary (£30,000), in comparison to over half (52%) of professionals without a disability**
- **45% of disabled professionals in Ireland are earning above the average national Irish salary (38,500 EUR), in comparison to almost two-thirds (64%) of non-disabled Irish professionals**

**Government data** supports these findings - this persistent disability pay gap means disabled workers are more likely to be negatively affected by financial stress than non-disabled workers.





## NEGOTIATING SALARY

The pay disparity revealed by the research is further intensified by the fact that non-disabled professionals are more likely to negotiate their salary when compared to disabled professionals (62% vs. 54%).

What is more, among professionals who have negotiated their salary, non-disabled professionals were markedly more successful when asking for an increase from their employer:

- **30% of professionals with a disability did not receive any salary increase, in comparison to only 22% of non-disabled professionals**
- **Over half (53%) of non-disabled professionals received at least 50% of their proposed salary increase, in comparison to 49% of professionals with a disability**

With employers taking a stringent approach to the negotiation conversation, as with female and ethnic minority employees, disabled professionals are locked into being paid less than they deserve throughout their career, undermining efforts to close the disability pay gap.



# 47%

of disabled professionals do not think their pay is an accurate reflection of their work, in comparison to just 35% of non-disabled employees

Whilst it is proven that people with disabilities are more loyal and take fewer sick days than employees without disabilities, the soft skills and experience that people with disabilities have continues to be under-valued during businesses' hiring, retention and promotion processes. People with disabilities may already be underemployed in an organisation.

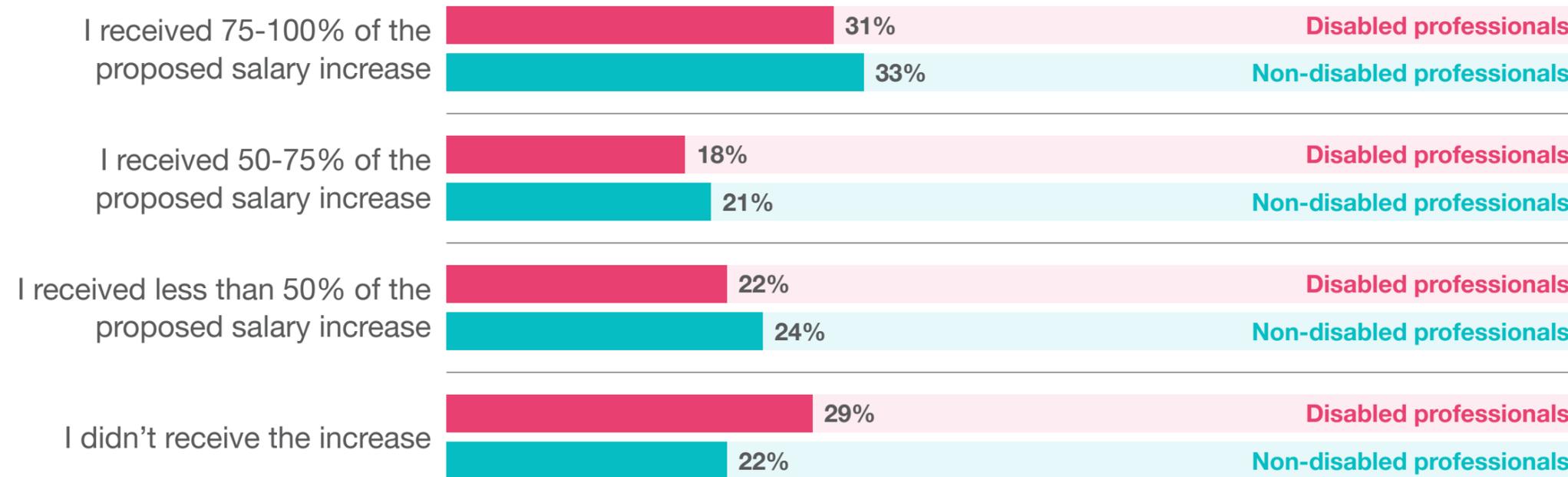
In addition, they may have had barriers to the education that businesses formalise as being 'required' to be hired into, or to progress into, managerial level positions. They may have lacked access to vocational training, or financial resources.

Employers' perception of disability and discrimination within an organisation, or even digital exclusion from hiring or promotion processes, can negatively impact access to career opportunities. All of these factors can restrict or block fair opportunities to progress.

**Sam Barron, Head of Talent Acquisition and Client Relations, The Kaleidoscope Group**



## HOW SUCCESSFUL WERE YOU IN NEGOTIATING YOUR SALARY?



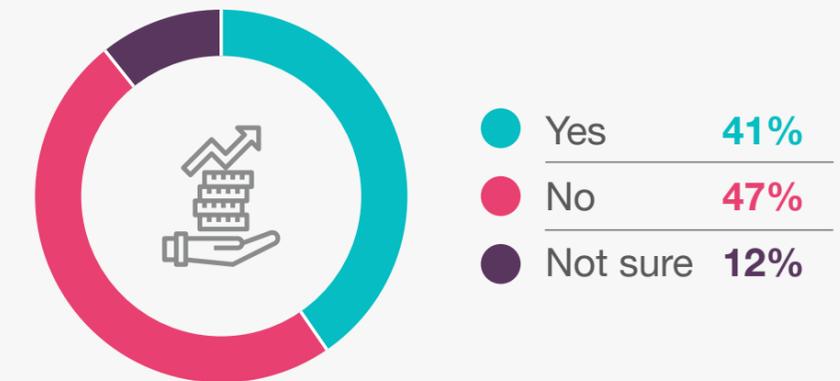
Among those who opted not to negotiate their salary, a quarter (25%) of disabled professionals stated that the main reason they had never opted to negotiate their salary throughout their career is the belief that their employer would not offer them a pay rise.

When this was investigated further, more than half did not think they would receive a rise because of rigid pay structures, with respondents expressing reasons including **'everyone paid the minimum wage,' 'set wages,'** and employers **'finding reasons not to, i.e., high absence, even for disabled employees.'**

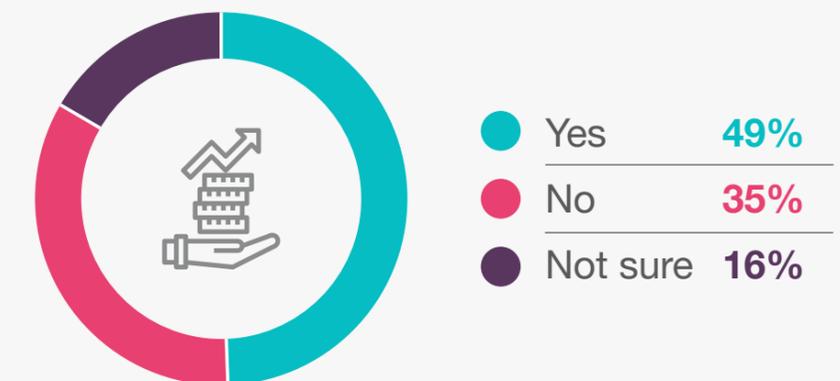
Consequently, non-disabled professionals tend to be more satisfied with their pay. Half of this said they thought their pay was an accurate reflection of the work they do, in comparison to just 41% of professionals with a disability. In fact, nearly half of disabled professionals (47%) did not think their pay reflected their work, while only a third (35%) of non-disabled professionals said they felt this way.

## IS YOUR PAY AN ACCURATE REFLECTION OF THE WORK YOU DO?

### Disabled professionals



### Non-disabled professionals



## BARRIERS TO PROGRESSION

**50%**

of disabled professionals are not aware of how to receive a promotion

Staggeringly, only a quarter (25%) of employees with a disability have been offered a promotion at their current company, with less than half (45%) being promoted when they have worked with their employer for over three years. This compares with the majority (55%) of professionals that do not consider themselves to have a disability receiving a promotion within three years.

It seems that little action is being taken by employers to support the progression paths of disabled professionals:

- **Almost half (48%) of disabled professionals stated that they are not at all aware about what they need to do to receive a promotion, (10% more than among professionals without a disability)**
- **20% of disabled professionals stated that they are aware of their next promotion step, but need more support from management to improve their understanding of how to get there**
- **Only 16% of disabled professionals know exactly what they need to do to receive a promotion, and have specific targets in place that have been set by their manager**

**“I would like more investment in my skills that relate specifically to my role.”**

## A LACK OF OPPORTUNITY

While disabled and non-disabled professionals alike stated that their main challenge when looking to progress in their career is the lack of opportunities available to them, when asked what they thought made it difficult to access opportunities within their field, the two demographic groups had differing opinions:

- **The disabled cohort stated that bullying and disability discrimination were related to their perceived lack of opportunities in comparison to their non-disabled counterparts, with cases of ‘overt racial discrimination’, ‘favouritism’ and ‘poor understanding of disabilities’ reported by respondents**
- **Comparatively, unclear progression paths and poor management were bigger concerns for non-disabled respondents**

These findings correlate with the fact that 1 in 3 disabled people feel that there is still a lot of disability prejudice in the workplace – with **1 in 3 people perceiving disabled people as being less productive than non-disabled people**. Despite anti-discrimination legislation, UK workers believe their disability is still seen as a barrier to career progression, with employers failing in their responsibility to ensure that disabled professionals have equal access to progression opportunities at their organisation.

## LACK OF TRAINING

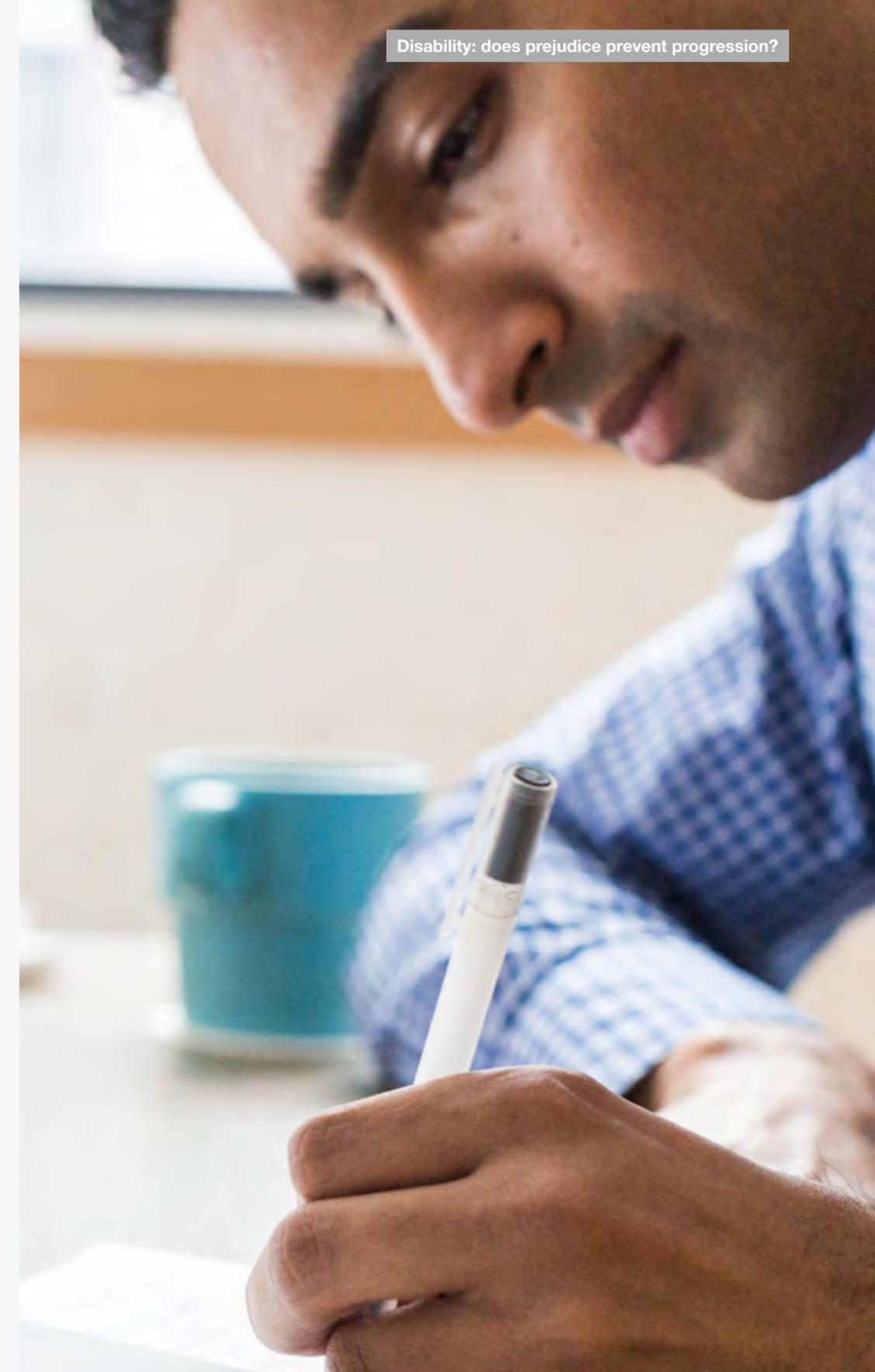
More than a third (36%) of disabled professionals feel there is a lack of training or development on offer to allow them greater access to career opportunities. In fact, where training has been offered by an employer, only 39% of disabled professionals stated that the course has been tailored to their personal needs or requirements.

17% more disabled professionals also said that their biggest progression barrier is performance targets which are set too high (this response was 40% higher compared to non-disabled professionals), suggesting that they are not getting sufficient support from their employers to progress in their career.

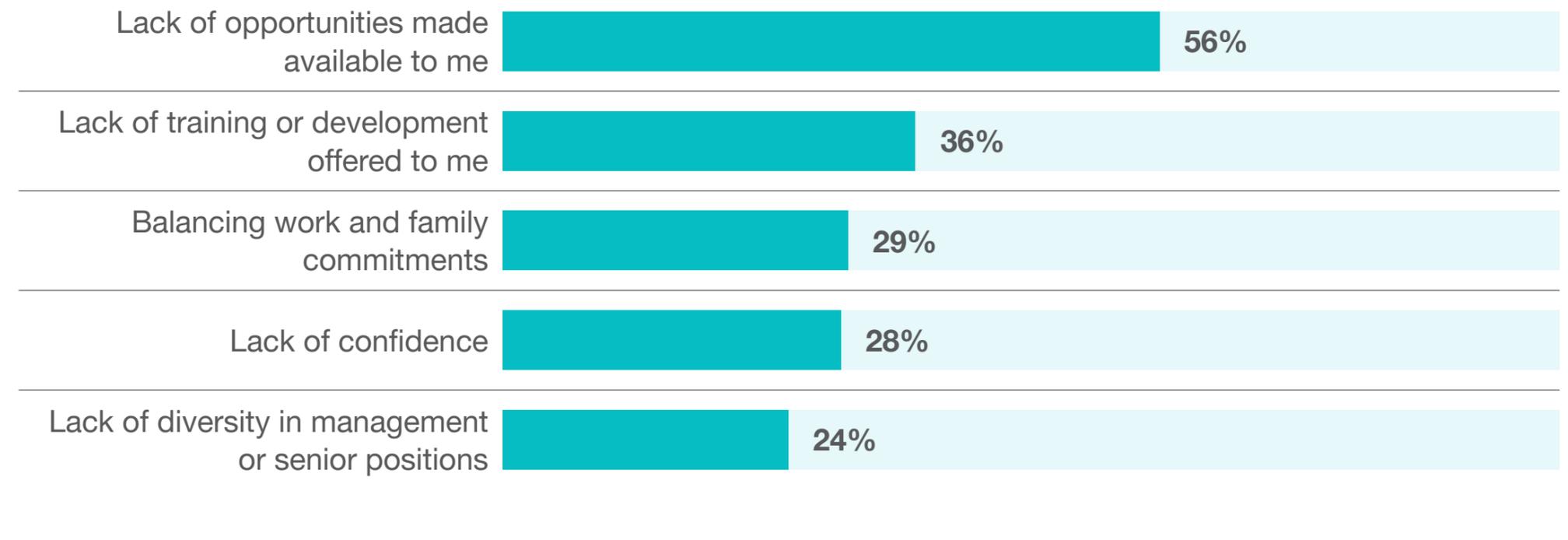
## LACK OF CONFIDENCE

3 in 10 disabled professionals also said that their self-esteem is a barrier to proactively seeking out progression opportunities – only 22% of professionals would be confident in approaching their line manager for advice on how to receive a promotion, which has a knock on impact on their access to internal career opportunities, as well as access to training and development to support their progression.

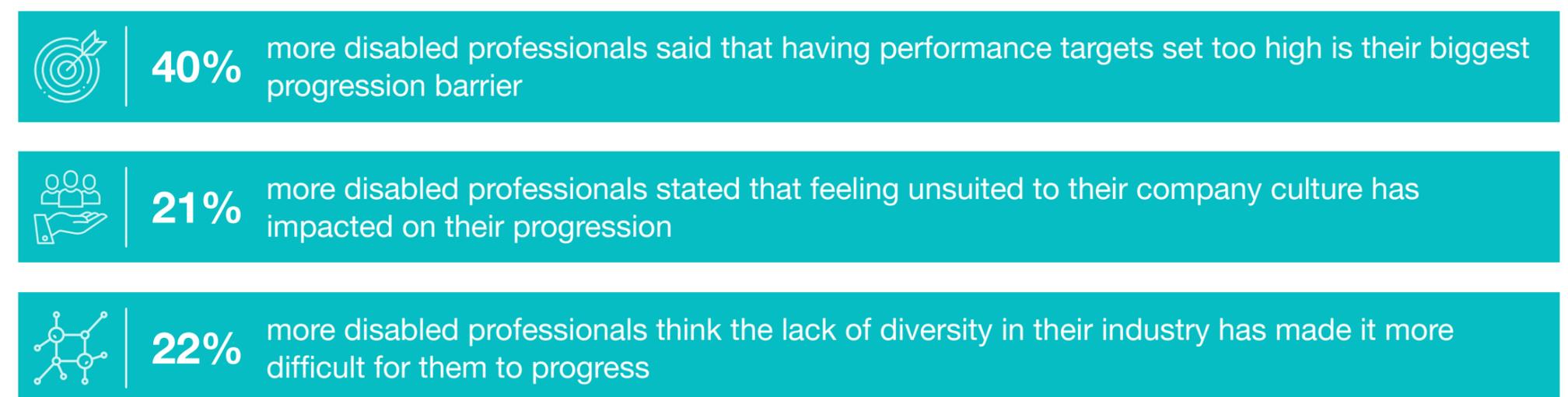
**“Provide more mentoring when individuals struggle in a new grade after promotion.”**



## 5 GREATEST PROGRESSION BARRIERS FACED BY DISABLED PROFESSIONALS



## CAREER CHALLENGES: DISPARITIES BETWEEN DISABLED AND NON-DISABLED PROFESSIONALS





Barriers to progression for disabled professionals are not mutually exclusive, and one may impact upon another. For instance, low confidence may be a factor in poor access to opportunities, as well as missing out on training or development opportunities and struggling to balance work and family. Sometimes a proactive approach to career progression discussions needs to be taken, but this will be less likely if confidence is a personal barrier.

Employers can bring in job coaches and assign dedicated employee 'buddies' to disabled employees, so that these issues can be discussed, and a proactive plan can then be formulated and implemented. The low percentage of people with disabilities in management or senior level positions at firms worldwide is worth noting at this point.

**Kush Kanodia, Chief Disability Officer,  
The Kaleidoscope Group of Companies**

# COMPANY CULTURE – CREATING AN INCLUSIVE WORKPLACE

**When disabled professionals shared their experience of inclusion in their organisation, the consensus was that employers were falling short of creating an inclusive workplace culture.**

## ACCESSIBILITY STILL AN ISSUE

When compared with the majority (61%) of professionals without a disability, only half of disabled professionals think that everybody in their organisation can easily access its resources and facilities. Accord is lowest among those with a physical or sensory disability, with only 46% of professionals believing that the resources and facilities are fit for everyone, while 26% of professionals stated that their organisation's resources do not cater for all needs.

Companies need to think about auditing their technical and digital assets, policies, and procedures, as well as their environment and inclusion strategies for culture, brand, and product – if an employee cannot access internal assets, how accessible is your website and your product to the external market?

**“Stop discriminating against people who have mental health diagnoses.”**

## PREJUDICE STILL AT PLAY

More than double the proportion of disabled professionals surveyed (12% vs. 5%) strongly disagree that their organisation embraces and celebrates people's differences, with more than a quarter disagreeing in total. Similarly, over a third (35%) of disabled employees do not think their opinions are valued as much as those of other colleagues in the workplace, in comparison to a quarter (26%) of non-disabled professionals, suggesting that bias and favouritism are still issues in the workplace.

Moreover, when respondents were asked what their organisation could do to make them feel more included, it became apparent that putting an end to bullying and discrimination was a prime concern for disabled professionals, over and above the non-disabled group.

**“Listen to my complaint about bullying in the workplace and actually investigate properly what went on.”**

## A LACK OF INTEGRATION

While 55% of professionals without a disability say that their organisation has initiatives that help them feel part of a connected community of colleagues, less than half (46%) of professionals with a disability share this opinion. Over a third (35%) do not feel connected, compared to just a quarter (25%) of professionals without a disability.

Disabled professionals voiced the need for better social initiatives to be put in place as a way for employers to improve cohesion and were more concerned about this issue than non-disabled professionals.

**“Cultural changes are needed across the business to encourage the executive team to inspire and motivate managers instead of bullying and blaming.”**

## UNDERSTANDING OF INVISIBLE IMPAIRMENTS

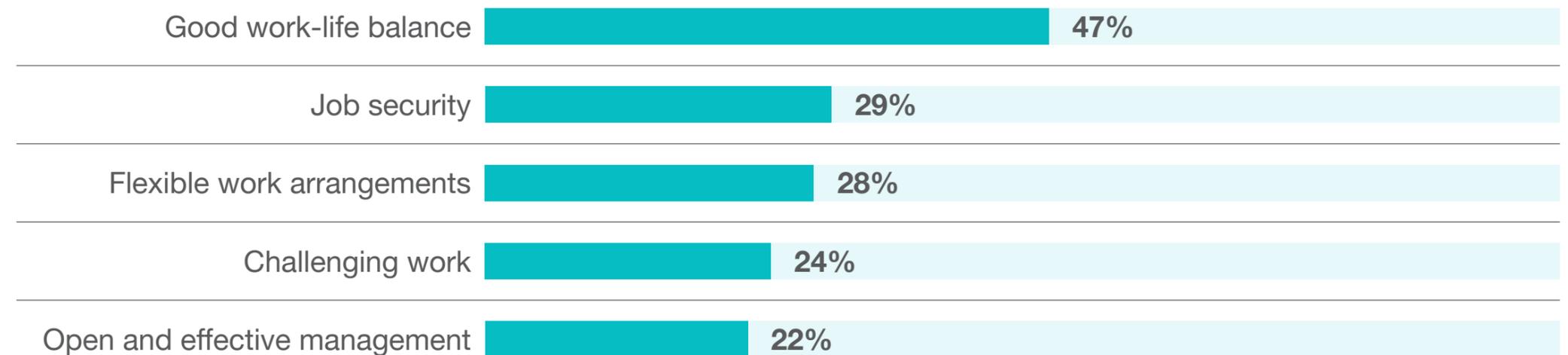
Almost a third (31%) of disabled professionals do not think their manager takes the time to understand their personal circumstances, in comparison to only a quarter of professionals without a disability. This is particularly true for professionals with invisible or hidden disabilities (including cognitive and learning disabilities or mental health conditions) – with 38% stating that their manager did not understand their personal needs.

**Nearly three-quarters (74%) of people have a hidden disability.** Without a physical, visual ‘prompt’ or an encouraging culture and space for employees to disclose a disability, it may be harder for employers to fully understand the challenges they face, especially when they have not been made aware of the impairment during the recruitment and onboarding processes, or in conversations with their manager or the HR team.

## FLEXIBLE WORKING

This correlates with disabled professionals’ attitude to flexible working. Flexible working was cited as one of the top priorities by 28% of disabled professionals (13% more than non-disabled professionals), while almost half (47%) look for a positive work-life balance. However nearly a third (31%) stated that their current employer does not meet their expectations. When asked how employers could better meet their career expectations, flexible-working and remote-working emerged as ways in which employers could be more adaptable:

## WHAT DO YOU VALUE MOST IN AN EMPLOYER? DISABLED PROFESSIONALS



## IMPACT OF COVID-19

Covid-19 has had an incalculable impact on the UK and Irish workforces, with the economic, mental and physical impacts falling most heavily on certain demographic groups, namely the youth, ethnic minorities, and disabled communities.

The government has set out an ambition (previously a target) for an extra 1 million disabled people to be in employment by 2027. However, due to the rapid implementation of remote working practices, coupled with professionals either being placed on job retention schemes, losing income, or losing their jobs, it is now predicted that there could be up to 1 million *additional* disabled people unemployed by the end of 2021.

### FLEXIBLE WORKING

Two-fifths of employers have stated that being unable to support those with disabilities during the pandemic is a barrier to employing them. This indicates that companies operating during the pandemic are struggling to ensure that their workplaces are universally inclusive, with access to facilities and support services hampered, and employees acquiring disabilities including physical strains from working remotely, as well as suffering degraded mental health. The long-term vision of closing the disability employment gap will continue to be thwarted if organisations do not respond quickly to the negative effects the pandemic is having on the disabled community.



# 1/5

of employers stated that being unable to support those with disabilities during Covid-19 is a barrier to employing them

Key recommendations

Disability

## KEY RECOMMENDATIONS



### The following recommendations are insights from The Kaleidoscope Group of Companies, Disability Inclusion Advisory and Employment Experts

Many organisations might feel it is a great 'concept' to be diverse and inclusive. But what does it mean, and how do you go about it? Most of the time, disability is primarily intersectional. For instance, if you have a diversity hiring strategy – whether it focuses on hiring ethnic minorities, or women, or has a socio-economic focus – we need to understand that disability crosses all of these diverse populations too.



#### LEADING FROM THE FRONT

We encourage CEOs to address disability as part of their organisation's brand experience, talent strategy, and innovation and product design programmes, as well as in their business processes. We should look at the entire enterprise and value chain. In fact, **CEOs globally are making public commitments** to advance disability inclusion in their organisations.



#### IMPROVING UNDERSTANDING – WORKSHOPS AND TRAINING

Businesses can easily address some of the issues highlighted in this report by ensuring that everyone within an organisation understands why inclusivity and accessibility matter to their business, their employees, the bottom line, their brand, and society as a whole. This often starts simply; by gaining an understanding of, and familiarity with, pan-disability – hidden and visible impairments. Through workshops and training, simple, potentially daunting questions around appropriate behaviour and language are unlocked. Talking about disability removes unconscious bias, negative perceptions, misconceptions, and untold barriers. It gives the company and its workforce the freedom to drive progress and change.



#### EMBEDDING AN INCLUSIVE CULTURE

Leaders, HR, managers, and employees together could create positive perceptions of disability by spotlighting their current employees or inviting inspiring speakers with lived experience of disability to promote and celebrate differences across their social media platforms and intranet. Embedding a truly inclusive culture throughout an organisation, including its processes and digital environments, is not only proven to generate productivity and creativity internally but will also boost the company brand to future talent and consumers too. The spending power of the disabled community is **£274 billion** in the UK alone. It is **\$13 trillion** worldwide. So, if you are looking for additional subscriptions, revenue and distribution channels, or consumer value propositions, think about how you approach and include disability.



### UTILISING METRICS

Becoming a more inclusive company requires accountability, fully inclusive strategies, and relevant metrics. Data is key to reporting on gaps and progress, and communicating these positively to your employees and stakeholders ensures expedited, sustainable success. If companies are unsure where to begin or where the gaps are, they can book varying types and levels of audit. Audit reviews and recommendations range from a full company business review to accessibility audits, or audits on recruitment processes, documentation, collateral, vendors, industry, and employee perceptions.



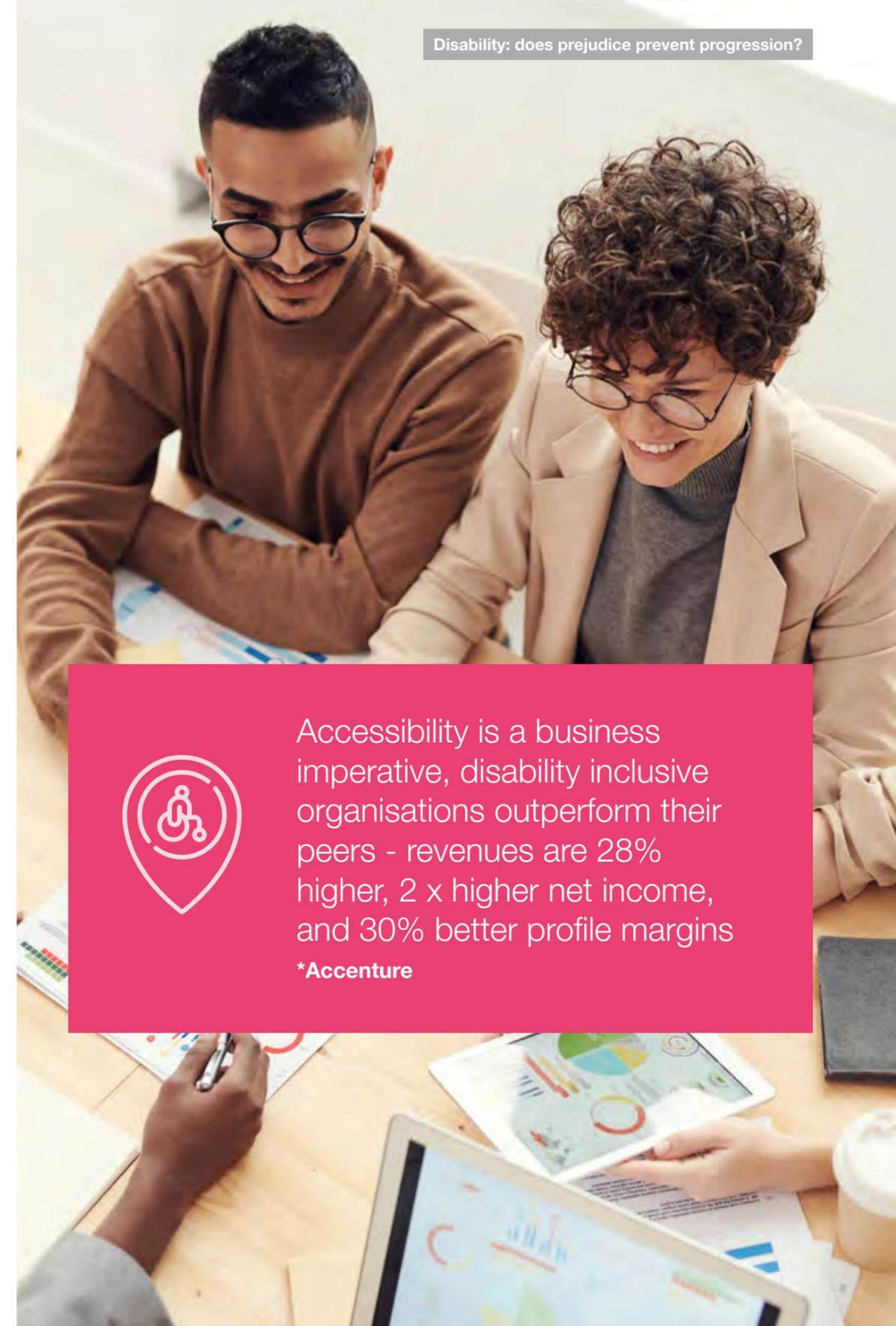
### DISABILITY DISCLOSURES

An audit might identify a need for disability disclosure. This may be internally with your existing employees, or for new applicants during your talent attraction, recruitment, and onboarding processes. Simple, automated software can be integrated to enable and embed an environment of trust across an entire organisation. By ensuring that existing and future employees feel comfortable in self-identifying as having a disability, an organisation can guarantee that every disabled person is given a fair opportunity to realise their full potential for employment and promotion. Alternatively, training on disabilities can be provided to those people with touch points during the HR, recruitment, or onboarding process. 'Job Coaches' and sign language interpreters can be secured from agencies like Kaleidoscope to ensure a smooth onboarding for all.



### EMPLOYEE RESOURCE GROUPS

Often, employees with disabilities are underemployed. With meaningful career conversations, businesses can find even more talent hidden amongst their existing workforce at zero cost but with exponential ROI. Another simple solution is to encourage or build internal Employee Resource Groups (ERGs) with a focus and passion for accessibility, innovation, disability, and intersectionality.



Accessibility is a business imperative, disability inclusive organisations outperform their peers - revenues are 28% higher, 2 x higher net income, and 30% better profile margins

\*Accenture



## DISABILITY MANAGEMENT PROGRAMMES

It is also imperative to note that many people acquire their disability later in life. This could be anything from diabetes, or physical impairments, to mental health conditions. Companies can set up disability management programmes to support the return to work of employees who have become disabled.



## PARTNERSHIPS AND AFFILIATIONS

With regard to hiring people with disabilities, they are often resilient, natural problem solvers, forward thinkers, and planners, with an aptitude for experimenting and providing alternative solutions – offering insightful and different perspectives. Your internal teams can develop partnerships with specialist employment agencies and social enterprises to build a skilled workforce that includes people with disabilities.



## ACCESS TO WORK GRANTS

When employing or hiring people with disabilities, companies can apply for UK Government funded Access to Work grants. These are available to make reasonable accommodations where needed. These government-funded grants are given to organisations for practical employee support in the workplace – and recently, from August 2020, this financial support was extended to those working from home. Relevant support areas range from adjustable desks to adaptive equipment or software (for example, screen readers), or providing support for employees with disabilities to travel to and from work and with their mental health.

**80% of disabilities are acquired by people between the ages of 18 and 64 – the workforce age** \*Disabled Living Foundation





## PREPARING FOR THE FUTURE IMPACTS OF COVID-19

We anticipate that there will be three groups for companies and government to differentiate between:

- **The young and the long-term unemployed people with disabilities - among whom pre-employment and confidence will be especially important**
- **The disabled people who are newly unemployed as a direct result of the Covid-19 pandemic and the ceasing of the furlough scheme**
- **All people in employment**

Companies are acutely aware of the impact of the 'new way of working' and the potential for employees to acquire mental health conditions. With this in mind, companies may need to create a longer-term training and development programme, and additional benefits for disabled employees within their organisation. Culture, coaching, and job-readiness will positively help all three groups of employees.

## Companies that embrace inclusive practices for employing and supporting more people with disabilities in their workforce and extending these practices further to their consumers, achieve:

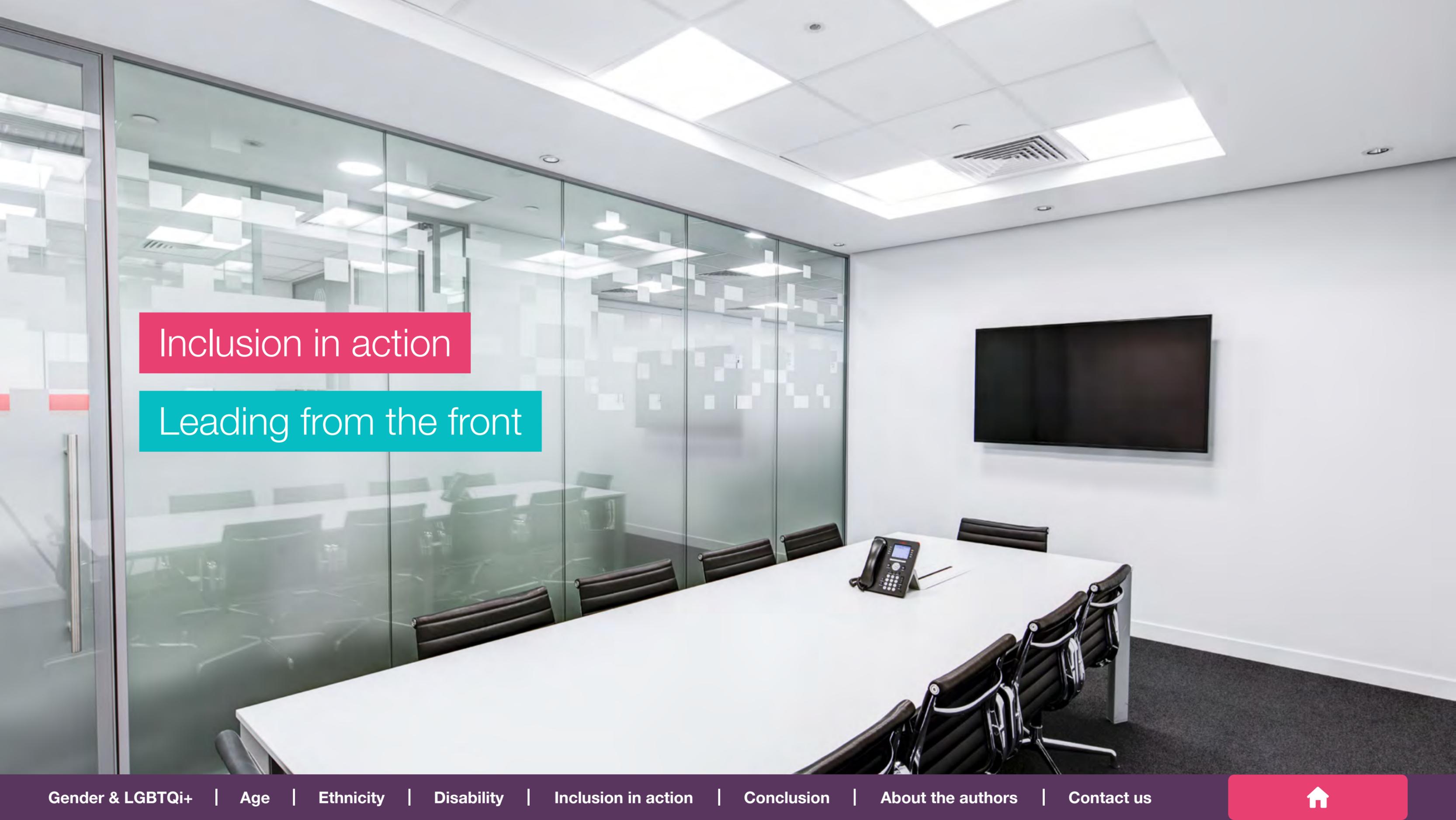
- 1 Higher retention rates and lower levels of absenteeism
- 2 An untapped pool of talent. 1.85 billion people in the world live with a disability
- 3 Greater productivity and efficiency, outperforming peers by 80%
- 4 An improved company image, as a leading employer of choice
- 5 Increased market share with valuable insights into additional channels for products, distribution, and brands



Promoting your organisation as a champion of diversity with intersectional talent attraction and retention strategies, simple technology, reasonable adjustments, or sustainable inclusion and diversity programmes... all of these will help you and your employees to achieve shared success. From increased revenue, to exceeding your Sustainable Development Goals (SDGs – in which disability features in 8 out of the 17), your Corporate Social Responsibility but most importantly, your goals for your people and your culture.

**Sam Barron, Head of Talent Acquisition and Client Relations,  
The Kaleidoscope Group of Companies**





Inclusion in action

Leading from the front

## INCLUSION IN ACTION: CO-OP



It's what we do

In light of the gross inequalities that 2020 has opened our eyes to, Co-op are aiming to make real and lasting changes to the way they do business.

Spearheaded by CEO Steve Murrells, Co-op - the supermarket retailer - has set out 21 commitments to tackle racial inequality head on across their stakeholder groups (colleagues, communities, customers and suppliers). They also plan to use their campaigning voice to educate and raise awareness of these issues, to drive an anti-racist curriculum in our Co-op academy schools and to take a zero-tolerance policy to racism and bullying against Co-op colleagues.

## COLLEAGUE COMMITMENTS

Addressing the issues that colleagues from Black, Asian and Ethnic Minority groups may face in the workplace, Co-op's colleague commitments aim to eliminate barriers to the career progression of these marginalised groups, and to create a more inclusive and diverse workplace. These commitments include:

- **Doubling the representation of Black, Asian, and Ethnic Minority leaders and managers by the end of 2022, moving from 3% to 6%, and then to 10% by 2025.**
- **Requiring diverse shortlists for all leadership roles – with no exceptions, partnering with organisations that will help to reach talent from Black, Asian or minority ethnic backgrounds.**
- **Maximising the use of the Co-op apprenticeship levy and seek partnerships and opportunities which focus on benefitting Black, Asian and ethnic minority candidates.**
- **Actively collecting and monitoring data to track progress and reduce inequalities within internal systems and processes when it comes to promotion and opportunities.**
- **Requiring all leaders to have objectives that ensure they are playing their part in delivering our commitments to racial equality from 2021.**

## HOW ARE THEY ACTING NOW?

Co-op has already kick-started their actions to progress towards accomplishing their colleague commitments by:

- **Establishing a partnership with **BYP (Black Young Professionals) Network** to help to recruit Co-op's future black leaders.**
- **Collecting colleague diversity data to enable them to track their progress against their commitments, and see where there are barriers in place.**
- **Developing inclusive recruitment training for recruiters and managers to roll out in 2021.**
- **Launching a talent development programme specifically for colleagues from Black, Asian, and Minority Ethnic backgrounds to support their career progression.**

[View Co-op's Commitment to Racial Equality and Inclusion.](#)

**“We recognise this will take time – it's a marathon, not a sprint. But we must be a courageous organisation to really make a change. Where no one acts, we act, where no one speaks we do.”**

**Steve Murrells, CEO, Co-op**



# INCLUSION IN ACTION: DORCHESTER COLLECTION

 *Dorchester Collection*

Dorchester Collection's diversity and inclusion story began 10 years ago with the creation of the 'We Care' philosophy, defined by 'creating a safe and respectful work environment for our people, allowing positive engagement to prosper'.

Since then, they have continued to develop their strategy, and Diversity, Inclusion and Belonging is no longer just an initiative at Dorchester Collection but has become part of the overall culture.

## A PIPELINE OF ACTION

### 2011-16

With the appointment of Eugenio Pirri as the Vice President of People came the creation of the company's first diversity policy. Within the next few years, there was a shift in the company culture leading to the implementation of a number of policies, procedures, and training programmes, including the anti-harassment and discrimination policy, new recruitment tools to identify bias in the recruitment process, a new employee engagement survey, a new HR system to monitor employee data, and the formation of the Dorchester Collection Academy.

### 2017

Dorchester Collection embedded the **'We Care'** culture fully into the organisation, and continued to monitor data pertaining to the workforce, asking for specific feedback from employees to ensure that diversity and inclusion goals were being met.



### 2018

Dorchester Collection began working with leading LGBTQi+ charity Stonewall to ensure that all policies and programmes were fit for purpose - and to create further inclusion policies such as the Trans Inclusion policy.

### 2019

Dorchester Collection signed up to the UN Standards of Conduct for Business, to work towards tackling discrimination against the LGBTQi+ community in the private sector. Several employees within the business have since gone on to become global D&I champions and spokespersons for Dorchester Collection, and continue to be recognised for their efforts as leaders within the hospitality industry.



## TRAINING AT THE CORE

Dorchester Collection puts emphasis on training and development for their people within all facets of the business, and diversity and inclusion are interwoven within each programme. A key focus is to ensure that the programmes are more than just box ticking exercises.

The business created core programmes within the internal Dorchester Collection Academy that include specific training to combat harassment and discrimination in the workplace against all protected statuses as defined by the Human Rights Code, known as RESPECT Training. 'We Care' committees were also formed across all hotels to ensure continued education, communication and celebration.

Fast forwarding to today, Dorchester Collection are now a gender balanced organisation representing more than 68 different cultures and backgrounds, with LGBTQi+ representation at all levels in the organisation.

## DORCHESTER COLLECTION'S VALUES



### PASSION

We love what we do.  
We are determined to deliver our best every day.



### PERSONALITY

We are each unique and extraordinary.  
We encourage personalities to shine.



### RESPECT

We respect and celebrate our differences.  
They add new brilliance to our culture.



### WORKING TOGETHER

With a shared vision, trust and network of support,  
we become unstoppable.



### CREATIVITY

We approach each day with a creative curiosity  
to add new delight to our guests' experiences

## WHAT'S NEXT?

While the pandemic continues to negatively affect the hospitality industry, Dorchester Collection understands that diversity, inclusion, and belonging cannot take a back seat.

Even with all the work that has been done, they recognise that the journey is ongoing. In 2021, Dorchester Collection is working on:

- **The launch of a brand-new training programme, BELONG. This programme reflects on understanding bias within the employee experience and how employees can overcome it within the 'We Care' culture**
- **Mandating existing employee network groups to follow new guidelines which are to be measured as part of a global scorecard**
- **The launch of a new employer branding campaign reflecting the organisation's diverse workforce**
- **The launch of an internal BELONG campaign reflecting Dorchester Collection's diverse workforce.**

**"We have a robust code of ethical conduct that respects all employees in every aspect. As a part of the LGBTQi+ community myself, creating an environment where our people feel respected and safe is my top priority."**

**Eugenio Pirri - Chief People & Culture Officer  
Global Diversity Champion, Dorchester Collection**



## DIVERSITY AND INCLUSION IN ACTION: TAKING RESPONSIBILITY



Manchester United has a long-standing history of promoting equality, diversity, and inclusion through its work within its local, national, and international communities.

The club continues to experience the benefits of diversity, with success on and off the pitch owing much to the diversity of the club's players, employees, and supporters.

RED  
ALL  
EQUAL

#allredallequal

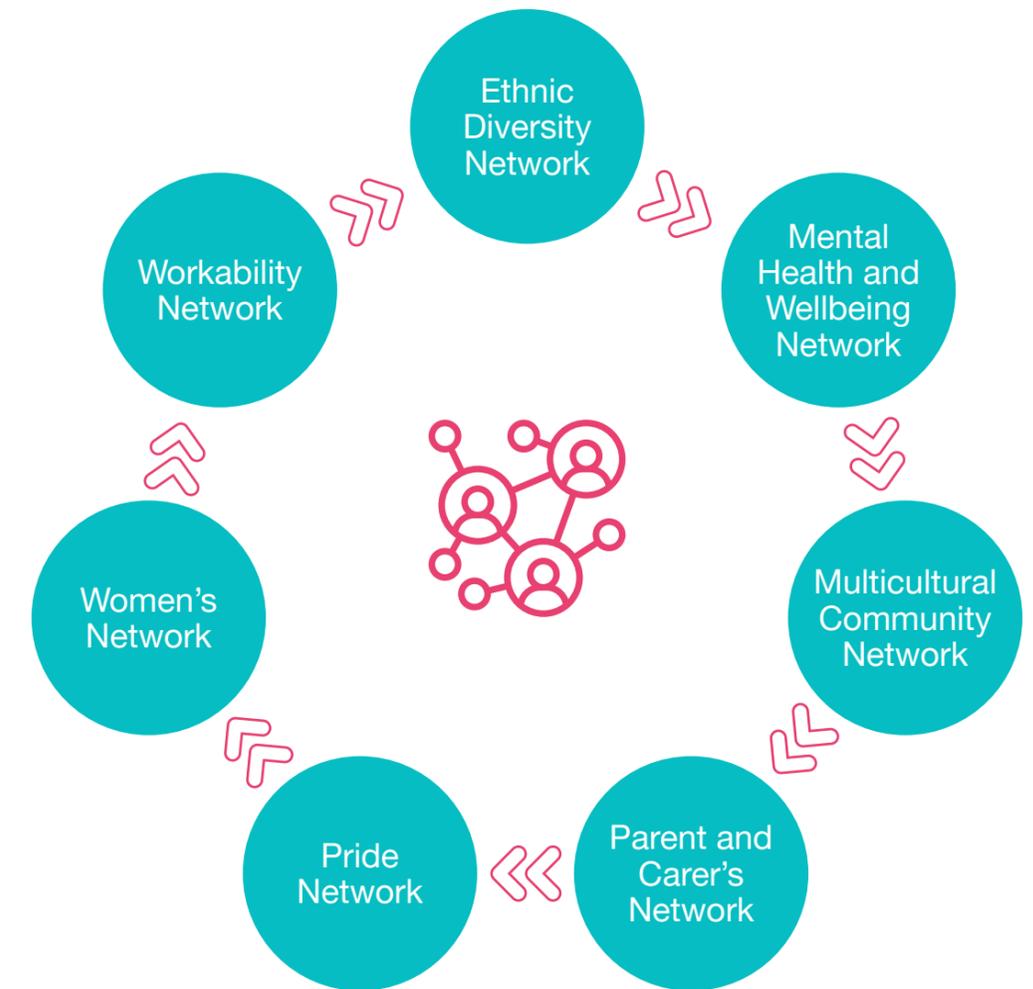


## PROGRESSING DIVERSITY AND INCLUSION FOR ITS PEOPLE

To coincide with the launch of All Red All Equal, Manchester United launched a number of employee inclusion networks across a number of different workstreams. These networks provide employees with the platform and opportunity to drive forward the club's work across varied areas of diversity and inclusion. With the support of at least one Executive Sponsor, members are empowered to provide critical advice and guidance on business initiatives, as well as insights into policies, processes and initiatives.

Successful outcomes have seen the club's Inclusion Networks come together to enhance internal campaigning activities around key dates in the calendar, including Black History Month, World Mental Health Day, Stonewall's Rainbow Laces Campaign, and International Women's Day.

Initial ideas and discussions developed within Inclusion Network meetings are then taken to senior leadership meetings, and have led to a number of success stories which are all shared across the business internally, with initiatives such as the development of a Supporting Disability in the Workplace Policy, the launch of the Mental Health and Wellbeing Network, and the launch of Manchester United's first LGBT+ Supporters Group, Rainbow Devils, all stemming from discussions within the Inclusion Networks.



## BEING A CAMPAIGNER AND ADVOCATE FOR DIVERSITY AND INCLUSION

With the global reach and influence that Manchester United has, the club takes its responsibilities in this area very seriously and focuses them through the campaigning efforts delivered through the All Red All Equal campaign.

The initial launch of the diversity and inclusion campaign saw the introduction of the All Red All Equal Promise, which is the club's commitment to advancing equality, diversity and inclusion throughout everything it does. Since then, with strong input from the club's Inclusion Networks and a number of other workstreams, Manchester United has taken a further step forward in its journey to promote diversity and inclusion with the launch of its HATRED initiative - a hard-hitting video showing players from the men's and women's first teams reacting to real-life discriminatory abuse on social media.

The award-winning campaign saw the club take the conversation about this important topic to the next level, and the messaging within it still resonates strongly today with the ongoing issues of discrimination and hate crime taking place online.

## MEASURING SUCCESS

Since the inception of All Red All Equal, Manchester United has been awarded the Premier League Equality Standard Advanced Level in recognition of the integration of diversity and inclusion into everything that the club does, both internally and externally. The dual approach to the club's work in this area has brought external success with its campaigning efforts recognised at the European Diversity Awards, North West Football Awards, and Inclusive Companies Awards. The club's Managing Director has also been named as an OUTstanding LGBT+ Executive Ally, on the Global Diversity List 2020 and the club being widely recognised as a leader in this space in its own industry and beyond.

Internally, Manchester United has continued to grow its commitment to diversity and inclusion. In October 2020 the club became one of the founding signatories of the Football Leadership Diversity Code, committing to specific targets to increase the diversity of its workforce across ethnicity and gender, with the club then adding its own targets across LGBT+ and Disability in line with its pre-existing strategy.



#allredallequal

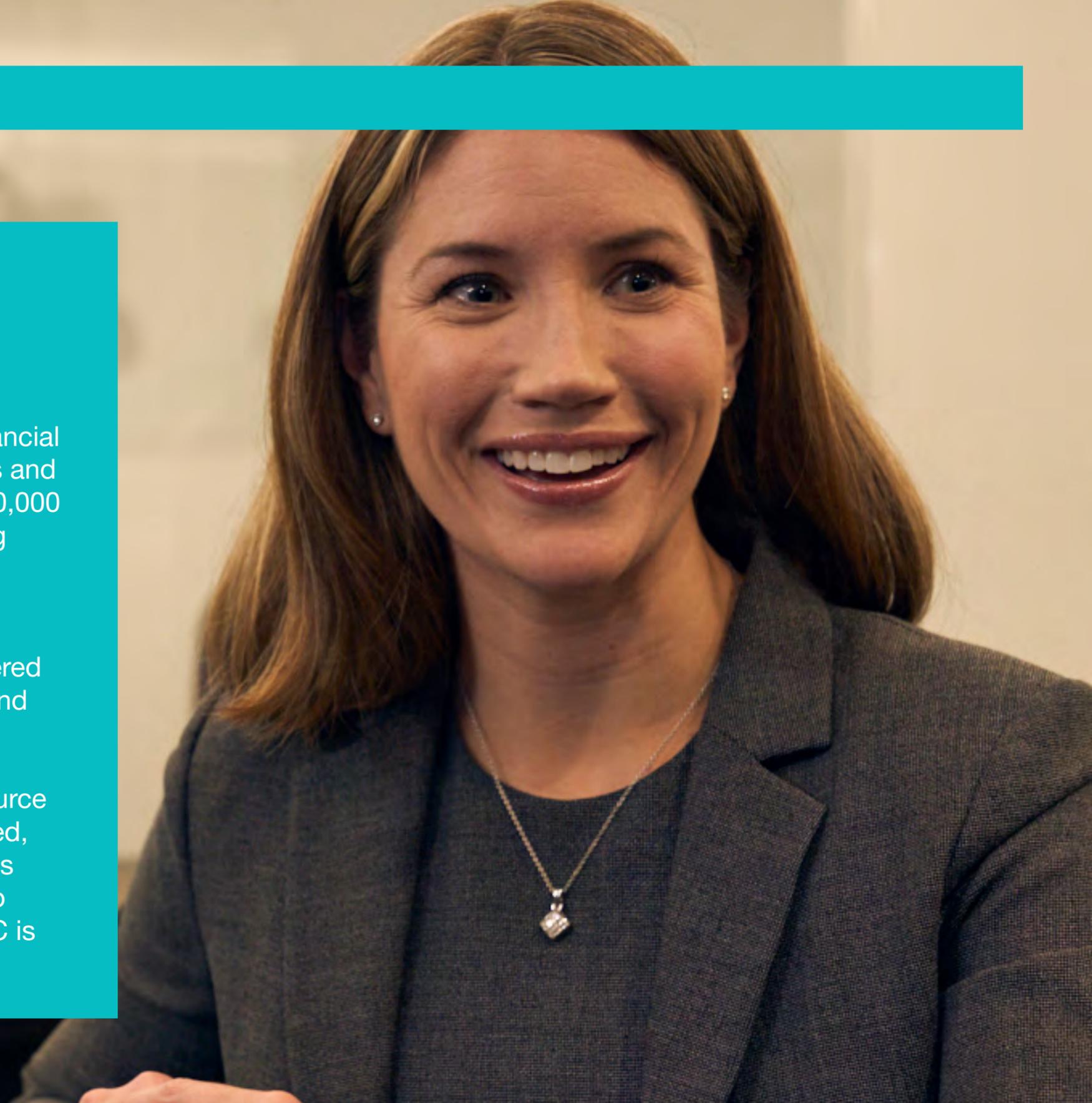




The global financial services firm Northern Trust provides innovative financial services and guidance to corporations, institutions, and affluent families and individuals globally. With 130 years of financial experience and nearly 20,000 partners, they serve the world's most sophisticated clients using leading technology and exceptional service.

Northern Trust has long recognised the value of diversity, equality and inclusion. “We believe our most valuable asset is our engaged, empowered and diverse workforce,” says Sarah Boddey, Head of Diversity, Equity and Inclusion for EMEA and APAC at Northern Trust.

The firm actively fosters workplace inclusion through its Business Resource Councils (BRCs). Northern Trust's BRCs are employee initiated, governed, and led. Membership in every BRC is open to any NT partner that shares an affinity for the mission of the group. To provide further connectivity to the organisation's priorities and additional strategic oversight, each BRC is aligned with an Executive Sponsor.





## **INCLUSIVE CULTURE**

BRCs provide tools and resources to support the development of an inclusive culture that values and leverages Diversity, Equality and Inclusion to achieve and sustain superior business results, through:

- **Designing and developing professional development opportunities for the population which they represent.**
- **Assisting in attracting diverse talent and supporting the diversification of the wider industry.**
- **Providing diverse insights to the business.**

## BUILDING A SENSE OF COMMUNITY AND BELONGING

Boddey also explains how the BRCs have continued to provide benefits to both employees and employer throughout the challenge of remote working mid-pandemic.

**“The BRCs are fundamental to Northern Trust’s culture of inclusion. Not only do the BRCs provide a forum to learn about and explore the rich cultural diversity within Northern Trust, they provide ongoing career development support to employees, and have been a critical source of social connection and community during the pandemic and this period of extended remote working. In a world without ‘water-cooler moments’ and restricted ability to network internally, the BRCs present a way to connect with partners and check in on a personal level to find out how colleagues are coping, in addition to sharing practical tools and resources during such a challenging period.”**

For example, acknowledging its commitments to ensure gender parity at all levels of its business, female partners in the Northern Trust offices in Basel, Switzerland were keen to set up a “Women in Leadership BRC”. They were able to leverage technological advancements and therefore harness relationships with their global colleagues in Ireland and the UK where there are more well established groups, whose activity is firmly aligned to the organisation’s gender strategy.

Northern Trust's appreciation of diversity of thought, experience, and background is harnessed with the BRCs sharing expertise, experience and guidance throughout the global business, says Boddey.

**“The BRCs provide a channel that allows our people and leaders to engage in a positive dialogue on the evolving needs of our employees. Such communication enables managers to truly understand the lived experience of our people and can help shape improvements in our policies and procedures.”**



For anyone who is considering Northern Trust as a potential employer, the firm would love to learn more about how your interests and experience could enhance one of the world's most admired and ethical companies. In return, you will be supported in achieving your personal and career goals, through a focus on continuous learning, work-life balance, flexibility and wellbeing. Contact the Talent Acquisition team online for a confidential and informative discussion at: [careers.northerntrust.com](https://careers.northerntrust.com)

Learn more about how Northern Trust fosters workplace inclusion

## Qlearsite

### Insight from Qlearsite - uncovering the value of employee feedback

If diversity is the goal, inclusion is the method. If you want a diverse workforce, you first need to create an inclusive culture in your organisation - or it's never going to last. People from protected groups won't stick around if they feel your company doesn't care about their needs.

But measuring inclusion is difficult. Why? Because, unlike diversity, it's not a quantitative measure - it can only really be understood by capturing your employees' feelings around how included they feel.





For this research, our technology uncovered a deeper understanding of the different needs people have when it comes to organisational inclusion - just by listening.

**“Our language technology doesn’t just count words - it reads and understands them in context”**

An employee survey can be an effective way to gather concrete suggestions to create a more diverse and inclusive organisation. But to uncover actionable insights, it is critical to gather and analyse both quantitative scores and qualitative free text comments. Scores help to provide focus.

Language analysis provides context, explains the scores, and uncovers actions.

By analysing the entire comment – rather than individual emotive words such as ‘happy’ – we were able to go deeper into the meaning - because context matters.

**“This is not a black and white issue.”**

Is this sentence about diversity?

The language tool used for this survey has been trained to read sentences as a whole and to understand everyday language in context. In the same way that we understand this as an idiom, related to clarity in decision making, so does the language technology. Accuracy is essential when you’re exploring deeply personal topics and sensitive employee feedback.

## HOW WE USED OUR LANGUAGE ANALYSIS TECH FOR THIS RESEARCH

One of the key free text questions we asked in our survey was: 'What one thing should this organisation do to make you feel more included?'. Our technology analysed thousands of free text responses, displaying the most common themes in a simple bar chart. This made it possible for us to look at each theme in relation to whichever demographic or personal identity characteristic(s) we were most interested in.

From here, we could identify the themes women most commonly talked about: **'Training and development'**, **'Rewards and recognition'**, **'Help and Support'** and **'Leadership and Management'**. Our tech also shows the sentiment of their statements - with the most negative comments found around 'Gender & Sexism'.

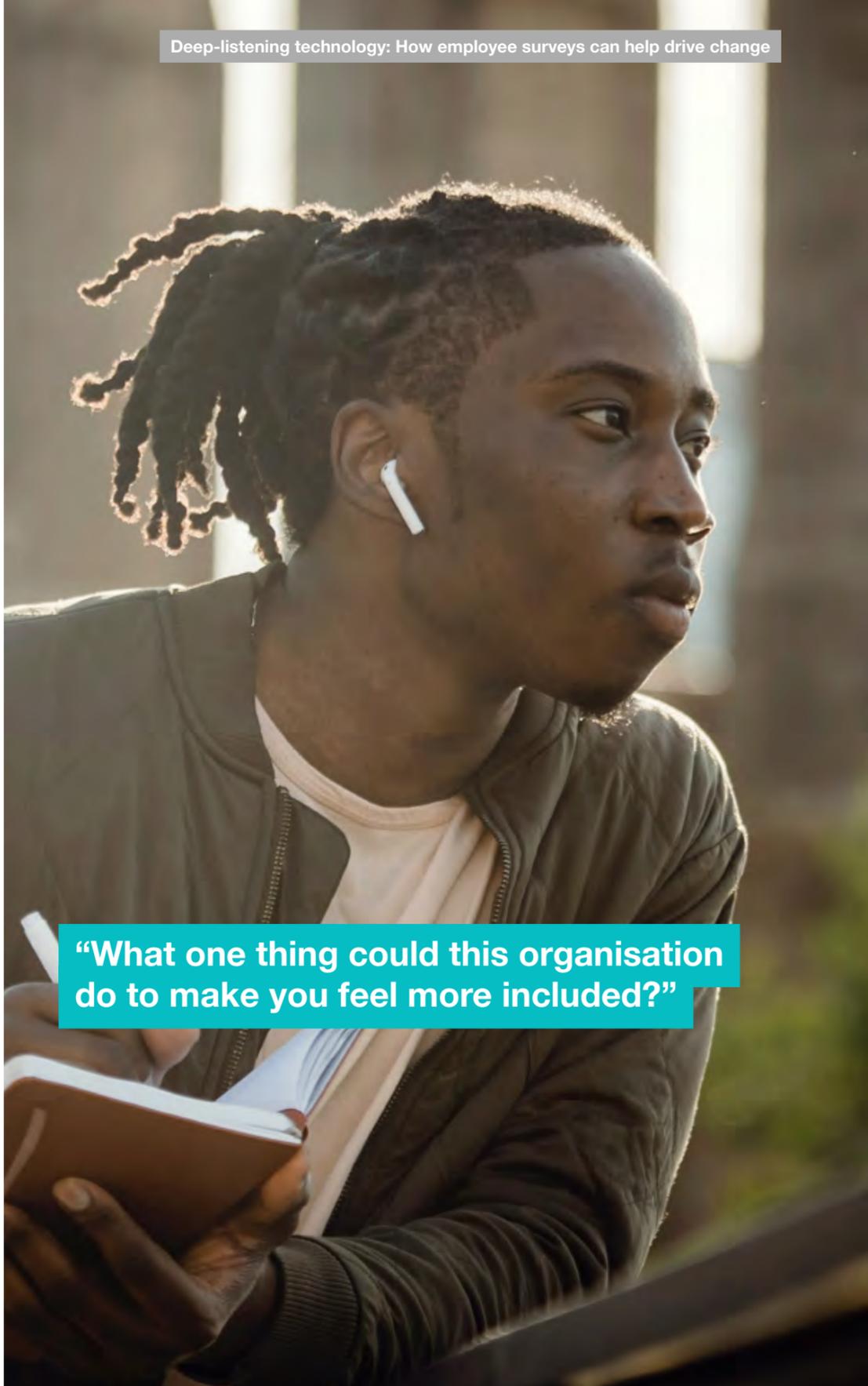
The majority of negative comments from women related to 'Leadership and Management' - and specifically to a lack of representation of women and minorities in leadership and management roles. They highlighted the issue of organisations not 'walking the walk' when it comes to supporting women - for instance noting that recent redundancies disproportionately affected women and those from ethnic minorities.

## COMPARING RESPONSES FROM DIFFERENT IDENTITY GROUPS

Our tech also identifies what themes a particular group is talking about significantly more than a comparison group. In this research, we looked at what women spoke about more than men.

When answering the question 'What one thing should this organisation do to make you feel more included?', the most important theme for women was **'Gender and Sexism'** - with new themes popping up around **'Equality'** and **'Pregnancy, Maternity and Childcare'** highlighting the lack of support around the specific issues they face, like maternity leave and pay, childcare issues and flexible working.

By looking at intersecting identities, organisations can also identify the specific issues faced by groups like women of colour - and in this case, our tool highlighted that they don't feel heard and see a lack of representation in leadership as a cause of that problem. Layering identities is simple on our platform, and allows us to view a detailed picture of the challenges unique to certain groups - providing key insights that can help create more inclusive work cultures.



**“What one thing could this organisation do to make you feel more included?”**



## **STARTING A HONEST CONVERSATION BEGINS WITH LISTENING**

Affecting change within your organisation means having an open, honest conversation. We believe that this process begins with listening. Where the subject matter is emotive and personal, powerful language analysis technology helps you to uncover how included your people really feel.

Asking the right questions is key, and research-led surveys can be a vital part of that. But its advanced text analysis that can allow you to hear the voices of everyone within your organisation, and understand the complex experiences that specific groups have had. With those insights, you can push for a more diverse and inclusive organisation – as you'll know exactly where to focus your change-making efforts.

## **WHY NOW? BUSINESS LEADERS NEED TO KNOW THIS IS A PRIORITY**

When it comes to the business case for diversity, the evidence is clear. Top quartile diverse organisations consistently outperform the bottom quartile in a financial sense. Prioritising diversity and inclusion is not just a moral move, but also gives you a competitive advantage. If that's not reason enough for business leaders, what is?



## Conclusion

## INSIGHT FROM CHRIS HICKEY - CEO - UKI, MEA & NORTH AMERICA, ROBERT WALTERS GROUP



### IT'S A JOURNEY, NOT A RACE

Our strategy document spotlights just a fraction of employers across the UK and Ireland that are actively tackling D&I head-on – but despite these efforts, our year-on-year findings indicate that there is still some way to go to close the diversity & inclusion gap. So where do businesses and employers need to focus their attention for us to start seeing progress?

It can be argued that it is too early to feel the positive impact of some diversity & inclusion initiatives either in companies which have developed strategies to build a diverse junior talent pipeline from the ground-up, or those which have actively tackled representation at the very top. The positive impact of working side-by-side with a diverse range of colleagues or seeing more people who 'look like you' in senior positions can be invisible and will only gradually trickle down (or up). While these strategies will take time to 'kick-in', they will go a long way to educating peers, eradicating subconscious bias, providing marginalised groups with someone to look up to, and appointing decision-makers who understand a diverse workforce.



### DIVERSITY IS WHAT YOU HAVE; INCLUSION IS WHAT YOU DO

It is also important not to rush the conversation around diversity & inclusion – this is where we are in danger of taking the 'tick box' approach towards improving representation at the top level. With this approach comes the risk of unexpected negative outcomes such as exclusion or high turnover.

We can all look at our numbers, but diversity & inclusion goes beyond the data points - they are complex, human issues that require a much more holistic approach. Yes, representation is important, but it is just one fraction of what companies need to be doing to improve diversity & inclusion. It's one thing to offer under-represented groups a seat at the table, but this only works if it coincides with them having a voice.

This report specifically highlights the failures that come from a lack of effective inclusion, where company structure, culture, and/or policies negatively impact under-represented groups, with many leaders and peers lacking understanding of the true workplace experience of these diverse groups.





## WHERE DO WE GO FROM HERE?

For the most part across UK and Ireland, we have crossed the first hurdle in understanding the action which needs to be taken, and as a result, sensible decisions have been made – such as improving diversity in the hiring process. Whilst pragmatic action can be taken to improve representation numbers, it is inclusion where the true measure of success arises – not least with this issue being the fourth biggest driver of motivation in the workplace.

In addition, over a third of Gen Z and Millennials stated that inclusivity within an organisation is important to them, so if employers want to continue attracting the best new talent coming through the market then they need to be in tune with what matters to these employee groups – and rightfully so, as a fair and inclusive workplace is top of that list.

If we measure diversity by the numbers, then inclusion reflects experiences of and feelings about being at work – and that requires employers investing invaluable time in gaining a real understanding of the workplace experience.

This report goes some way to providing actionable – and tried and tested – steps for companies to be in a better position this time next year in relation to diversity & inclusion.

## HERE TO ADVISE

Walters People is dedicated to improving inclusive recruitment and employment practices, and through our access to leading transformative technologies, we are at the forefront of digital advancements in the recruitment sector, offering our partners best practice talent solutions for attracting and retaining diverse talent pools.

Our industry-leading **D&I Sourcing Toolkit** outlines strategies to secure top talent, build strong and diverse talent pipelines, and aid your internal D&I strategy decision-making. Get in touch with our team of recruitment experts for more advice.

[www.walterspeople.co.uk](http://www.walterspeople.co.uk) | [www.walterspeople.ie](http://www.walterspeople.ie)

## ABOUT THE AUTHORS

### Walters —People

Walters People is the staffing specialist for tomorrow's working world. Bringing freedom and fluidity to the job market, we connect businesses to the staff they need whilst acting as a career partner for today's fast moving professionals.

Part of Robert Walters Group, Walters People puts jobseekers first. By delivering a stand-out experience, we build long-term relationships. This means we don't search for people to fill vacancies; instead, we match opportunities to our constantly evolving community of candidates.

Helping organisations to build more diverse teams and professionals to have successful careers is part of our purpose to power people and organisations to fulfil their unique potential. That's why we're committed to supporting the D&I strategies of our clients, designing our recruitment processes to ensure that the talent pools we present are as diverse and inclusive as possible.

[www.walterspeople.co.uk](http://www.walterspeople.co.uk) | [www.walterspeople.ie](http://www.walterspeople.ie)





## PEARN KANDOLA

Pearn Kandola LLP is a Business Psychology consultancy. We believe that all businesses should embrace the power of difference. That's why it's at the heart of everything we offer. It underpins our expertise in the areas of Diversity & Inclusion, Assessment and Development – our wide range of solutions help you use difference to inspire your business.

Based in Oxford, our clients include private, public and voluntary sector organisations in the UK and internationally, with whom we work in partnership to develop and deliver tailored, innovative, pragmatic, and cost effective solutions to develop the potential and performance of their people.

[www.pearnkandola.com](http://www.pearnkandola.com)

# Qlearsite

## QLEARSITE

Since 2015, Qlearsite has been delivering employee surveys backed by market-leading language analysis. We're on a mission to create honest conversations - helping organisations really listen to what their people are saying, so they can push for better performance.

With a background in consultancy, co-founders Alex Borekull and Pete Clark knew that a good people strategy was the key to organisational success. That's why we give strategic people leaders - from HR Managers to CEOs - the tools they need to tap into their biggest asset.

It's about finding deeper insights, and delivering change. Combining research-led question sets, Smart Reader technology, and action planning functionality, we're helping businesses to find their people power.

[www.qlearsite.com](http://www.qlearsite.com)



## INCLUSIVE GROUP

Inclusive Group has been working with global institutions for 20 years around all aspects of diversity and inclusion. We understand the intrinsic commercial, personal, and societal value of ensuring that diversity and inclusion is understood and embraced by all. We are able to leverage our extensive experience and provide unique, insightful value-added solutions so that inclusivity is understood and addressed across the entirety of an organisation.

We work with clients from a variety of sectors including Manufacturing, Construction, Aviation, Legal, Financial, Investment Management, Media, Technology, Defence, and Life Sciences. We have a global footprint and are active in 23 countries. We have worked with over 900,000 professionals. We work in partnership with our clients, building long term relationships as trusted advisors.

In 2020, Inclusive Group were included in the Global Diversity List 2020, in recognition of our success in leading and enhancing diversity and inclusion, and being among the global gold standard for diversity. For over 20 years, our Founder and CEO, Sasha Scott and her team, have been at the forefront of the promotion of diversity, equality, inclusion and belonging (DEIB), building a globally recognised consultancy.

[www.inclusivegroup.co.uk](http://www.inclusivegroup.co.uk)





## THE KALEIDOSCOPE GROUP OF COMPANIES

The Kaleidoscope Group of Companies creates genuine opportunities for disabled people through entrepreneurship or employment. A pioneering group of companies leading positive mindset shifts and up to date data on disability, Kaleidoscope Advisory, Mentoring, Investments and Recruitment inspire and empower individuals and leaders to value the innovation, creativity, and £274 billion per year of revenue possibilities owned by the UK disabled community alone. The company's vision is to shape a world where humankind sees no difference in different. Where people with pan disability - from mental health to cognitive or physical impairments - and across ethnic minority and intersectionality - are given access to the same opportunities that many take for granted.

[www.kaleidoscope.group](http://www.kaleidoscope.group)



## BYP NETWORK

BYP Network, described by many as 'LinkedIn for black professionals, helps to connect ambitious future leaders with each other for networking purposes and with corporations for job opportunities.

After the 2016 Black Lives Matter protests, the BYP network was founded to harness the power of the black community. With a network of 50,000 members and a focus on working with existing black networks and businesses, we are here to change the black narrative.

We do so by matching the best career opportunities to black professionals, improving black role model visibility, and working with corporations to reduce bias in their hiring process.

[www.byp-network.com](http://www.byp-network.com)

## CONTACT US

For more information around delivering diverse candidate pools, creating an inclusive recruitment process, or kick-starting a D&I initiative, please get in touch so we can provide information about our internal services, or direct you towards one of our partners:

**[contact@walterspeople.com](mailto:contact@walterspeople.com)**



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**Qlearsite**

