



## Project Embrace

is an ongoing project internally at Oliver James that embodies our values and visions, it's about maintaining the levels of engagement we have within the company, celebrating its benefits whilst trying to educate society of the advantages of celebrating our individual uniqueness/differences.

### Here at Oliver James we are proud to say that:

- We embrace our individual uniqueness
- We embrace our company values
- We embrace our differences

Individual Uniqueness

Company Values

Our Differences

ENGAGED workplace

feels like a FAMILY



12% more productive

A recent study by economists at the University of Warwick found that happiness led to a 12% spike in productivity, suggesting we work more effectively, creatively, and collaboratively when we're happy at work.

“

Great teams are made of great individuals. So treat people as great individuals, then build your team around those great individuals.

”

Sir Clive Woodward  
QJA Summer Party 2016

## Diversity & Inclusion

### What is our aim?

At Oliver James, our aim is to create an environment that is both open and inclusive, encouraging and valuing a diverse perspective within our workforce and recruitment policy. We aim to draw upon the widest possible range of views and experiences in order to meet the changing needs of our employees, clients and candidates alike.

“Diversity is like being invited to a party and Inclusion is when someone at the party asks you to dance.”

Verna Myers - D&I Expert

Diversity + Inclusion = Growth

“

We understand that change starts from within, we appreciate that we have to practice what we preach. We have always embraced the differences within our workforce, this has been a strength of ours and is further evidenced by the fact that our top permanent recruiter is a working mum who is part time.

”

James Rogers - Director

## Internal Commitment

### Our commitment to our employees

- Educate all and empower our employees
- Provide an inclusive working environment where all employees thrive
- Encourage diversity by successful employee engagement
- Monitor | Act | Report

### How are we doing this?

- In partnership with an external party we carry out annual surveys (including diversity) to gather information on the extent of diversity and inclusion work across our entire organisation and for use in understanding the focus of future activity.
- Unconscious bias training is part of our onboarding programme and available to every employee.
- Regular Diversity and Inclusion workshops are carried out by internal and external trainers.
- We partner with organisations and groups such as Women in Recruitment, enei and the Business Disability Forum to help us achieve our diversity and inclusion objectives.

- Mentoring programs to support and encourage openness. We currently have a number of mentors across the organisation who support and encourage our diverse workforce whilst also providing a powerful opportunity for leaders to gain understanding and insights which help them drive D&I change and accelerate progress.
- We are committed to ensuring gender equality across all our employees.
- Becoming a diverse and inclusive workplace is one of our strategic business objectives. Group Managing Director, Oliver Castle chairs the monthly D&I panel.
- Embracing diversity through our company values.



The gender pay gap reflects ongoing discrimination and inequalities in the labour market which, in practice, mainly affects women. Its causes are complex and interrelated. There is a European government initiative to close this gap.



## External Commitment

### Attracting a diverse workforce

We understand that attracting a diverse workforce has economic, social, commercial and political benefits. We are committed to working in partnership with our clients to attract the best and most diverse talent in the market. We appreciate that diversity isn't enough; we need to understand in detail our clients' medium to long term strategies, in order to truly help them meet their objectives.

We regularly attend and contribute to D&I meetings and forums in the industry to stay abreast of trends and market demands

Recent examples include events hosted by the PRA, LBG, Legal and General, APSCO and Lloyd's of London

We invest time in consulting with our clients and supporting them by keeping them up to date with market trends and by providing updates on which initiatives their competitors are launching relating to D&I

### Practical Tips

What are your businesses objectives in regards to D&I? How is that communicated internally within your organisation? Is everyone aware of it and how is it measured?

## Attraction

### Job Description

- Job descriptions should advocate agile and flexible working (inclusion of diversity statements such as part time/job share)
- Focus on skills to carry out the job rather than the experience of the previous/current incumbent
- Consider how you could make the job more attractive to a disabled employee
- Define the job by desired outcome rather than how the role is traditionally fulfilled

### Advertising

- Adverts should be written in an inclusive manner. The tone and language should attract a diverse base of candidates
- Use a tool such as Textio which will assist you in writing more diverse and inclusive adverts
- Ensure adverts do not include connotations which would be considered as discriminatory
- Consider wording your adverts in a way that explicitly states your interest in a diverse pool of candidates
- Adverts should be written to focus on skills rather than experience or qualifications

### Your Reach

- Use established diverse networks to enhance your reach for potential vacancies
- Partner with external networks/professional bodies which have concentrated diverse membership
- Consider advertising on specific diverse websites
- Engage in local recruitment fairs, community fairs, working with JobCentre Plus and engaging in community outreach activities to widen the diverse pool of candidate reach

## Selection

### Unconscious Bias

- We all have unconscious biases however the danger is if we are not aware of them this can influence selection decisions. Unconscious bias training is a great starting point for ensuring your organisation is diverse and inclusive and enei can provide such training to member organisations
- enei can provide unconscious bias training to member organisations

### Shortlist

- Anonymise CVs, which could reduce the risk of unconscious bias
- Allow sufficient length of time to search for diverse candidates
- Ensure your recruitment partners understand your objectives and work closely with them to achieve your diverse shortlist
- Consider only the essential criteria required to do the job

### Interview

- Ensure all those involved in the interview process are trained on diversity and inclusion issues as well as unconscious bias
- Using a diverse interview panel to ensure applicants will feel less nervous and more responsive
- Offer reasonable adjustments if required and interview flexibility to attract more diverse interviewees

### Assessment

- Ensure that assessments are fair and are appropriate for the largest pool of diverse applicants
- Assessment centres can be a disadvantage to applicants with invisible disabilities, as employers ensure you are catering for this

Research carried out by Pearn Kandola on behalf of the Home Office in August 2004 indicated that the most successful candidates at assessment centres tended to be white males who had previous developmental experiences, often as part of a 'Fast Track Programme'.

Continuous internal Unconscious Bias training means attracting a diverse pool of candidates is always at the forefront of our Consultants' minds; we adopt a variety of approaches to attract different candidates and we monitor the diversity of the candidate shortlists we supply to clients.

We host industry events to raise awareness, learn and network. A recent example being a 'Women in Audit' networking event. Key speaker was Pam Kaur, Group Head of Audit at HSBC.

Government research finds women are paid less than men in 90% of sectors

The report, released by the UK Commission for Employment and Skills (UKCES), found that on average males are paid 19% more than female counterparts in almost all areas of the workforce.

This research shows that women working in financial and insurance sectors, as well as other professional roles, are worst affected by the gap in pay – with some earning almost 40% less than men.

### Clear Kit

We are working towards becoming Clear Assured; increasing the knowledge and development of disability inclusion within recruitment. Commitment to identifying and removing barriers from recruitment policy, process and practice which have the potential to exclude disabled people.

### 1 in 4

FTSE 100 companies are accessible for disabled employees (Figures taken from Business Disability Forum)

## Our Case Study

### Problem

In 2012 we identified a shortage of female employees across the business. Research had shown 'a 50:50 gender split was a more productive workforce'.

### Objective

There was a commitment from the Managing Directors to address gender inequality and the decision was taken to improve the ratio of female employees by 2022.

Evidenced further by the fact that 2 of our 5 top performers are females



Reviewing and improving our Maternity & Paternity Policy.

Improving our agile working practices and offering flexible working when required.

Making sure women returning to work after having a family are offered full support by senior management.

Creating a female networking group to share knowledge and best practice between our female employees.

Creating a Diversity & Inclusion Panel, where we could meet to discuss how to improve on attracting, retaining and developing highly skilled women.

Empowering and engaging our female workforce by offering internal sponsorship programs to promote them internally.

Operating an "Open Door" mentality where every Oliver James employee feels they can speak to their peers and managers about their concerns and ideas without judgement.

Becoming members of APSCO's Women in Recruitment, which aims to support women in the recruitment sector to achieve their full potential and assist recruitment firms in making the most of female talent.

## Outcome

36% of our Managers are female



Female Director

30% of our top performers are returning mums

Today, 37% of our workforce are women and although we have some way until we reach 50/50, we continuously strive to improve

If you would like any further information please contact us: diversity@ojassociates.com