Inclusion & Diversity.

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The BIMA Tech and Inclusion Report (2019) found out that mental health, stress and anxiety are challenges within the industry and for marginalised groups, such as the neurodiverse, the figures are deeply upsetting with incidences of anxiety and depression appearing much higher at 84%. The report also revealed that 40% of Afro-Caribbean and those of mixed heritage, 31% of Asian and South East Asian and 35% of women have reported experiencing discrimination. Whilst we make efforts to bring people from diverse backgrounds into the industry, we are also driving them away.

These insights compel us to action and for the first time provide a clear sign-post on what to do next.

Introducing the BIMA Inclusion & Diversity toolkit – a playbook made up of a number of guides to get you started. Each guide, focuses on a different aspect of Inclusion & Diversity and is backed up with compelling research, outlining why you should tackle this topic within your organisation. The guides provides essential ‘What you need to know’ information and ‘How to get started’. They give practical assistance to get you going on your I&D journey, the rest is down to you!

Due to the intersectional nature of a person’s identity (how the combination of their gender, race, class, sexuality, religion, disability etc impacts their experience of discrimination and/or privilege in the workplace) we would recommend that you take a broad view of diversity by reviewing a number of the guides in this toolkit (rather than viewing each guide as a siloed topic).

I’d like to thank all of the BIMA Inclusion & Diversity Council team and their networks in realising this vital toolkit resource for all BIMA members. The guides will be reviewed and updated annually but if you’d like to make suggestions for improvements please reach out to diversity@bima.co.uk.

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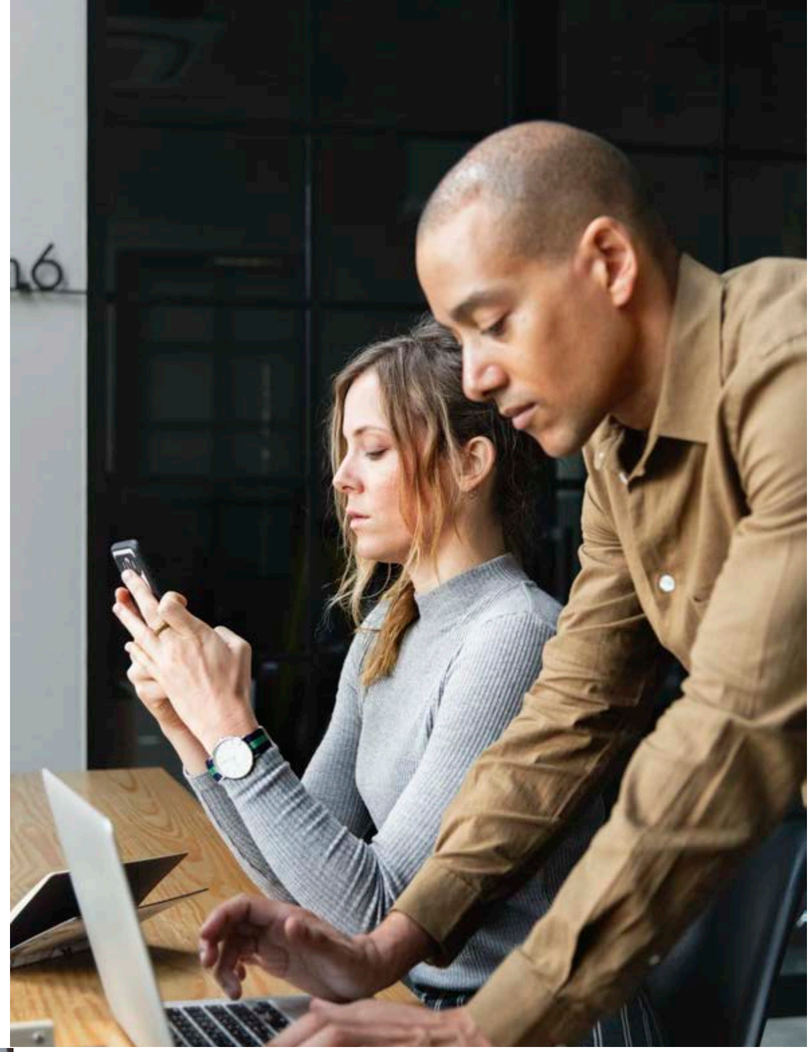
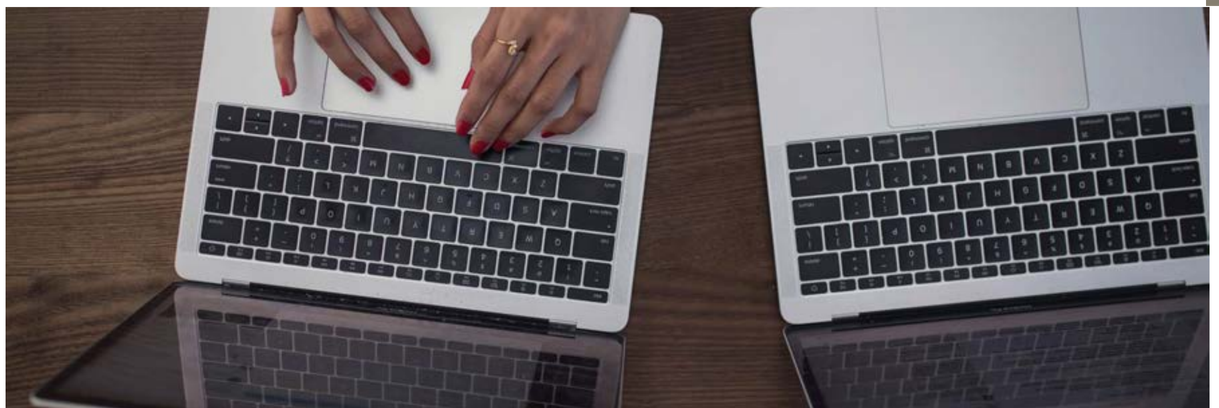
How to get Started

The business case for Inclusion & Diversity is, by now, hopefully well understood. Like any change management programme we recommend organisations take a strategic approach to inclusion and diversity in order to drive the desired outcomes. We recommend the desire for change is discussed with those who set the culture, primarily your leadership team, but also employees across the business. Like all business imperatives, you should establish a clear view of the current state (through primary and secondary research) before establishing a vision for the change you want to see and the priorities that are right for your business along with the key performance indicators (what you will measure) over time. Inclusion & diversity is a long game but it is proven to drive both employee engagement, innovation and performance so having a long term plan is not only the right thing to do but also makes good business sense!

Inclusive Recruitment





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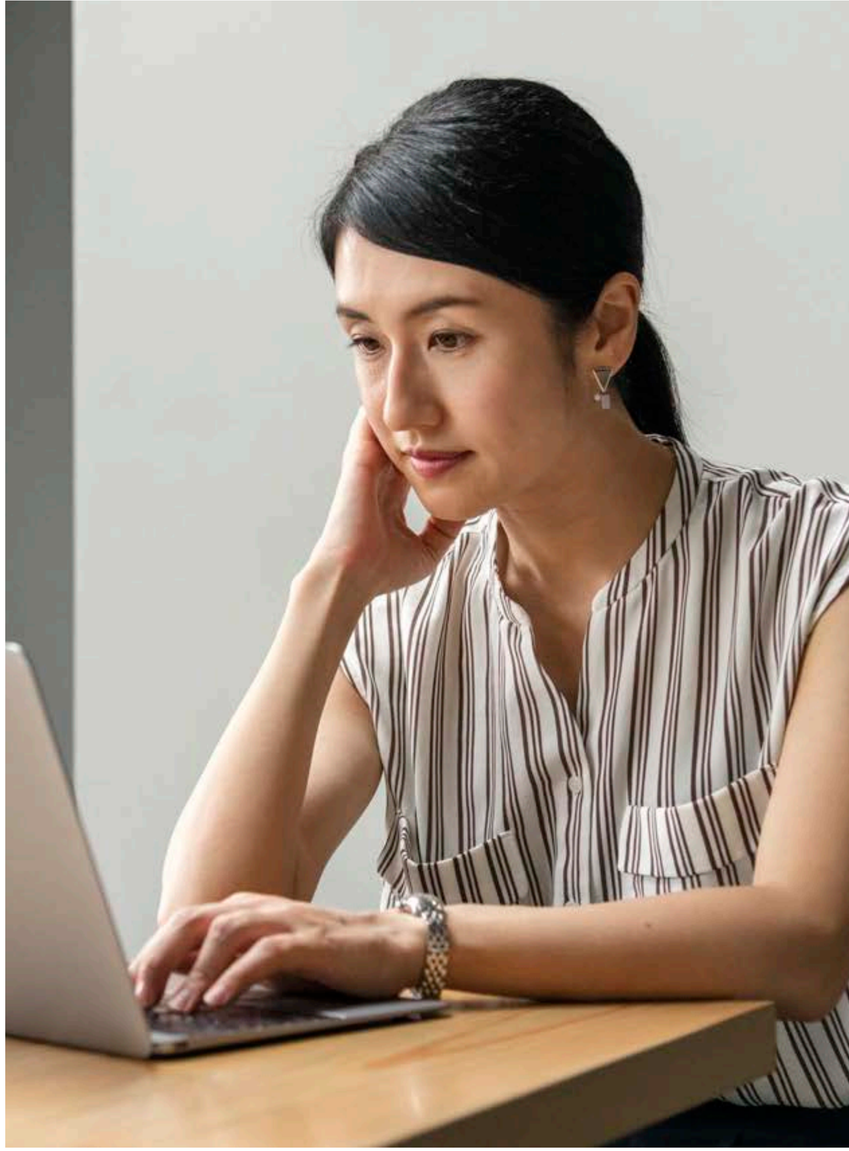
Inclusion & Diversity Toolkit: Inclusive Recruitment

The Business case for inclusive recruitment practices

McKinsey, Deloitte, CIPD and Catalyst have delivered compelling research that all draws the same conclusion; diverse teams are good business. Leadership teams that are gender or ethnically diverse perform up to 35% higher than industry averages. Companies with diverse boards and management teams - 10% higher than average across gender and ethnicity - had an EBIT that was up 5.8%. While inclusive teams in any given business will outperform homogenous teams by 80%.It is about far more than the bottom line, but there is no doubting that there is a positive correlation between diversity and financial performance.

We started talking about “The War on Talent” in 1997 with McKinsey’s paper and since then we have seen trends in talent shortage. Fundamentally we need to address this to ensure growth in businesses. Could you be limiting your business with the areas you are sourcing from? Opening your hiring strategies to more diverse talent pools, focusing on a balance of transferable and technical skills and hiring for potential, will all open your applicant list up tenfold.

When done well, diversity and inclusion embedded throughout workplace practices leads to increased productivity, commitment from employees, and ultimately revenue. Yet 78% of UK companies have senior leadership teams that fail to reflect the demographic composition of the country’s labour force and population. This will affect their ability to understand their customers as well as impact decision making and innovation.



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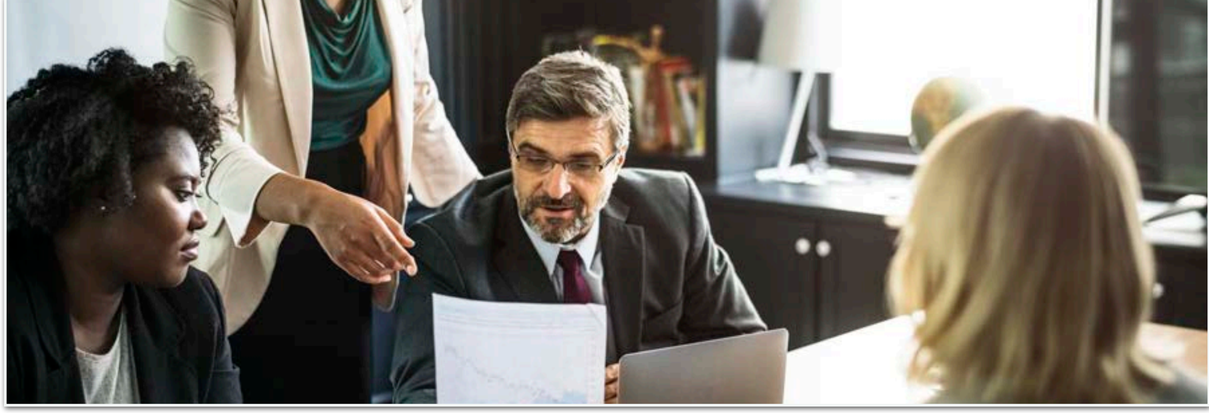

What you need to know

We speak of a considerable talent shortage, however, the research points to the fact that our people or talent policies and processes aren't set up to attract a diverse workforce and ensure they feel included.

Here are some alarming figures to consider when putting your talent strategies together;

72% of employers across the UK ignore Neurodiversity according to a CIPD poll.

23% of employers polled by Stonewall are aware of the laws protecting transgender workers.

12% have a zero-tolerance policy on transphobic bullying and harassment in the workplace.

35% of LGBT people at work hide their identity because of fear of discrimination.

36% of parents don't return to their current employer after parental leave.

40% of Afro-Caribbean workers and those of mixed heritage have reported experiencing discrimination.

31% of Asian and South East Asian have reported experiencing discrimination.

35% of women have reported experiencing discrimination.

35% of women feel their gender has negatively affected their career progression.

10% of men feel their gender has negatively affected them in their career.

12% of respondents to the BIMA report with a physical condition feel discriminated against.

22% of respondents to the BIMA report with a mental health condition feel discriminated against.

34% of those aged 55-64 say they feel their age has negatively affected their career progression, a figure significantly (9% or more) higher than any other age group.

Whilst we make efforts to bring people from diverse backgrounds into the industry, we are also driving them away.

Attracting and retaining diverse talent requires equal opportunity and so business practices must be in place to protect employees and create inclusive environments.

How to get started

1) Define a clear employee value proposition and where you aspire to go.
2) Assess how ready your organisation is to go there, what the current state of play is and analyse current statistics and mindsets.
3) Create a strategy with targeted initiatives for specific diverse groups, communicate this openly, often and have it led by example from the top.
4) Define how you will manage the journey; starting with a roll out strategy, flagship projects and how you will monitor rigorously.
5) Implement sound recruitment sourcing, assessment and interviewing practices to mitigate for systemic bias. Ensuring to include decision makers who haven't been involved in assessment of candidates and ensure the interviews are structured to collate data and not to make decisions.
6) Adapt external recruitment advertising and employer brand to communicate your intentions, make all literature (job descriptions, website etc) accessible with imagery and language, and open up to the requirements for application/interview for transferable skills.
7) Make performance management, progression and internal opportunities fair and consistent focusing on merit and behaviour as criteria for promotion.

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8) Support managers and leaders with ongoing coaching, training and development around recruitment, employee welfare and best practice to build inclusive teams.

9) Create networks for groups within your organisation, LGBT, BAME, Neurodivergent etc and encourage them to be highly visible in your organisation as well as network externally.

10) Help your best people stay and encourage talent mobility. Help managers to see employees as a company asset not just a team member.

11) Hold regular awareness training and open events to create an open sharing environment as well as spaces for conversation where people can be authentic to encourage peer to peer learning.

12) Collect data, constantly review and monitor and ensure it is a responsibility of the leadership team to move the business forward. Lead from the top with behaviours and genuine actions to mitigate for systemic bias within your organisation

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Entry Routes: Apprenticeships

It is important to assess the entry routes into your organisation. Do you recruit mainly from employee referrals? Do you require your early talent to have a degree? Perhaps the degree also has to be at least a 2.1 grade? 63% of graduates hired were educated in private schools, compared to just 9% of the national population. Relying on these entry routes can be exclusive and barriers to attracting diverse talent. Apprenticeships are a fantastic way to recruit early talent to your organisation and provide the training and support individuals need to thrive in the workplace.

What is an apprenticeship?

An apprenticeship is a nationally recognised qualification that an individual completes whilst working. 20% of their week is dedicated to training, applying the learning from their qualification and professional development. This 20% can be delivered in the workplace, remotely or at a college, university or training centre depending on the learning provider you decide to use.

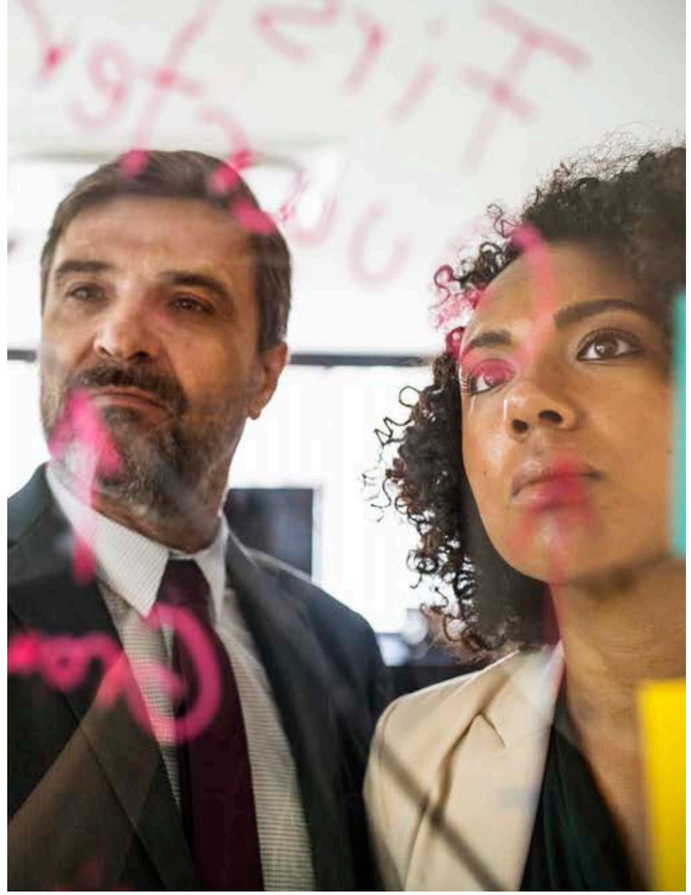
A wide variety of apprenticeships exist including data analytics, digital marketing, software engineering, business administration, accountancy, project management, people leadership and even law. The cost is free to the individual and companies can use their apprenticeship levy to pay for it, find out more here. Apprenticeships last anywhere between 12 months and 5 years depending on the level and the course.

Apprenticeships are available for individuals at any age and any stage of their career, so they are both a great tool for attracting and developing early entry talent but also for upskilling and developing talent in your organisation in the areas you require it most e.g. digital transformation.

How to set up an apprenticeship scheme?

Apprenticeship schemes can be big or small, whether you are a start-up with 1 apprentice or a large corporation with a cohort of 100. You can get advice from the government website which has an email address and helpline or learning providers like WhiteHat are happy to chat through your options with you too.

- Look at which entry roles in your organisation would translate well into an apprenticeship
- Look at which areas of your workforce would benefit from upskilling
- Investigate whether you are paying the apprenticeship levy and if you have an underspend. If you're not large enough to pay the levy, contact a learning provider to understand costs. It is sometimes possible for organisations to help organise levy transfers from larger employers to SMEs and non-profit organisations, to cover the costs of training
- shop around for a learning provider who will provide quality of education, quality of apprentice experience and that meets the needs of your business
- Recruit on potential rather than prior attainment. Ask yourself, 'What skills are needed to do the job well?' and set the requirements based on this, rather than simply asking for a degree.



Signpost to other sources of information

https://www.cipd.co.uk/Images/a-head-for-hiring_2015-behavioural-science-of-recruitment-and-selection_tcm18-9557.pdf
https://www.mckinsey.com/~/media/mckinsey/business%20functions/organization/our%20insights/why%20diversity%20matters/diversity%20matters.ashx
https://bima.co.uk/wp-content/uploads/2020/01/BIMA-Tech-Inclusion-and-Diversity-Report-2019.pdf
https://www.stonewall.org.uk/lgbt-britain-work-report
https://www.gov.uk/discrimination-your-rights
http://www.legislation.gov.uk/ukpga/2010/15/contents
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https://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters
https://www2.deloitte.com/content/dam/Deloitte/au/Documents/human-capital/deloitte-au-hc-diversity-inclusion-soup-0513.pdf

Thank you.