



UNLIMITED

INCLUSION & DIVERSITY CONSULTING

Identifying and unlocking your unlimited
potential

From Odgers Berndtson





Inclusion & Diversity Consulting From Odgers Berndtson

There are multiple reasons why inclusion and diversity are now front of mind in organisations: to attract and retain the best talent, to harness their workforce's creativity, and to support under-represented groups who have not had access to equal opportunities in society or the workplace previously.

The path to an inclusive and diverse organisation requires cultural change, leadership commitment, time, and effort. Cultural change takes a conscious decision to act. At organisational, leadership, and individual level, this is something we understand. We can offer proven solutions and approaches to help you start, accelerate, or refresh your inclusion and diversity journey.

The goal of our Inclusion & Diversity consultancy is to help our clients make inclusion and diversity a part of their organisation's DNA. From fostering a diverse pipeline of talent and creating inclusive onboarding processes, through to product and marketing strategies. Our services will ensure inclusion and diversity is embedded into the cultural identity of an organisation.

Why Odgers Berndtson

Odgers Berndtson delivers executive search, assessment, and leadership development to businesses and organisations in the UK and around the world. We work in tandem with our sister companies: Odgers Interim and Berwick Partners.

Odgers Interim provides clients with a global network of interim executives to fill critical skills gaps during times of change, crisis, and growth. Berwick Partners focuses on senior management search and selection. They leave no stone unturned in providing their clients with diverse and highly competent candidates for roles that shape our society.

Recruitment, however, is only one step of the journey to being inclusive and diverse. Put simply, you need to **get**, **promote**, and **retain** talent. An exclusive culture can prevent staff from being their authentic self at work, and may lead them to swiftly exit to organisations that embrace inclusion.

HOW?

- Evidence-based approach to our advice.
- Smart yet simple frameworks and methodologies.
- Conscious of your organisations context.
- Delivered by knowledgeable I&D experts.



Our Vision:
*We make organisations
demonstrably more
inclusive.*



Inclusion & Diversity at Odgers

We have a genuine desire to create a more inclusive and diverse workplace where everyone has a sense of belonging. We strive to foster a culture that engenders innovation. Inclusion and diversity are at the core of who we are, and what we do.

Unlimited is our philosophy, our commitment, our call to action.

Our Unlimited Festival

Our Unlimited Festival is an annual global event, with the purpose to learn, share, and experience new things. It is a time to re-focus on the importance and significance of diversity and inclusion within Odgers Berndtson.

To maximise inclusion, all sessions are virtual and recorded, so our employees around the globe can access the content at a time that suits them.



Our Unlimited Allies

An ally within Odgers Berndtson is an individual who believes all colleagues should experience equality, fairness, dignity, and happiness at work. We currently have ten groups of Allies: Age, Disability, Ethnicity, Faith, Gender, LGBTQ+, Menopause, Mental Health, Neurodiversity and Social Mobility.

The ally groups are run by our employees, with over 25% of our workforce being a member of one or more groups.

It is our ambition that inclusion enables our people to contribute without limits, fostering the infinite potential of:

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





"Fun, interactive and memorable – people are more engaged and remember the content, which ensures they actually do what they commit to in the training."

How We Get There

Inclusive and diverse workplaces are creative, high performing, safe, innovative, engaging, and fun to work in. They deeply understand the communities they serve.

Cultural change takes a conscious decision to act. At organisational, leadership, and individual level, this is something we understand. We offer proven solutions and approaches to help you start, accelerate, or refresh your journey.

I&D Services:



Advisory

Bespoke consulting and strategy expertise, examples include:

- Board and Exco level strategy development and coaching.
- Expertise on tap: a dedicated expert available to support your journey on a flexible basis.
- KPI and Governance models.
- HR policy and practice assessments for systemic bias.
- SME for panels/events.

Analytics

Transforming smart data insights into high impact actions by understanding the roots of your I&D challenges.

Examples include:

- Mapping who is flowing in, up, and out of your organisation.
- Creation of your bespoke business case – mapping business KPIs with team level Diversity.
- Inclusion & Diversity maturity assessment.
- Performance heatmaps – identifying potential behavioural bias.
- Predictive and prescriptive workforce analytics – defining what actions will have the greatest impact.

Upskilling

Our learning pathway (delivered in virtual or in person classroom sessions) covers all I&D topics for all employees from the shopfloor to the C-Suite, examples include:

Becoming comfortable with...

A suite of interactive and engaging workshops aimed at individual contributors on a range of key I&D topics including speaking up, leading conversations, being an I&D ambassador.

Becoming confident with...

I&D topics aimed at leadership, including: busting bias, allyship and leading diverse teams.

Becoming experts in...

A deep dive into specific topics including: inclusive recruitment, inclusive performance management, inclusive language, and more.





The Five Step Approach

Case Study:

A client (900 employees) requested a gender equality analysis. Their workforce was 57% female and 43% male, however there were a number of comments from the employee survey regarding equal opportunities and women in leadership roles.

We undertook the following evidence based approach, to identify systemic and behavioural unconscious bias in the workplace, where specific interventions were required to ensure inclusion and equality for all employees.

We believe in the five step approach to becoming inclusive and diverse. This proven method has helped a number of businesses achieve their I&D ambition.

Step 1 Facts of today

InsideOut analysis. The analysis identifies who works where, in which role, at what level, as well as, the talent flow in, up, and out of the organisation.

At first glance, the main challenge is at the individual contributor level. There is a need to recruit more men to create a gender-balanced pipeline (25% men, 75% women), however, men are promoted into management at twice the rate of women into management roles. Men are also promoted six months faster than women.

At the senior leadership level, men were six times more likely to be recruited, and three times more likely to leave than women. We conducted a number of leadership interviews and focus groups to understand the employee perception.

Voice of the Employee. Through carrying out eight focus groups (clustered by employee level, single, and mixed gender groups) and ten leadership interviews, we received feedback from 15% of the workforce. We mapped responses against a six point Inclusion framework, identifying a number of powerful truths. Leadership commitment to I&D, microaggressions towards minority groups, poor transparency, and understanding of career progression were consistently raised.

Step 2 Map the current situation

Identifying the presence of systemic unconscious bias – we carried out a gender equality assessment of the key HR policies and practices, and a performance management heatmap.

This highlighted variances in performance ratings between departments and lower than average ratings for women over 40.

Step 3 Create a strategy

An evidence-based executive level workshop led to the creation of the organisations vision for inclusion and diversity, with action pillars based around equality for all. An accountability and governance model was agreed to track progress and I&D change agents were identified throughout the organisation.



The Five Step Approach

Step 4 Engage & equip

A differentiated learning strategy was defined for the organisation, with a learning objective of: "Becoming curious with I&D, confident with I&D, and experts in I&D".

Step 5 Make it stick

Strategies to ensure there are regular applications of inclusion skills to effectively change behaviours in the organisation. These include: conversation guides, five minute skill bursts prior to promotion panels, creation of three business resource groups (allies), and Inclusive language/imagery consideration of consumer marketing.

The Outcome

The I&D journey is constantly evolving. After 18 months the recruitment at leadership level is now gender-balanced. Calibration reviews between departments and by gender occur to ensure consistency of processes taking place. This results in the elimination of the variation in performance ratings received by age. I&D is a standard business item in every monthly update and a follow up engagement survey is planned to assess the employee experience.

Get In Touch



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I&D Consultancy from Odgers Berndtson

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Sue Johnson is the Managing Partner of Inclusion & Diversity Consulting at Odgers Berndtson. Having spent the first 15 years of her career in Operations and Sales, Sue has first-hand knowledge and experience of how and why inclusion and diversity, as an integral part of the organisation DNA, will step change business performance.

Prior to joining the Odgers Berndtson group, Sue was the Global Chief Diversity Officer for the Nestle group, and then led the Inclusion client practice at PwC Switzerland. Sue has worked cross-industry and cross-border, with clients from: Private banking, Sporting organisations, Pharma & Life science, Humanitarian sector, FMCG and Life sciences. Sue is a renowned and passionate advocate for inclusion and has spoken at the United Nations, Catalyst, and women's forum. She specialises on educating executives, guiding and challenging them to deliver results as organisations embark on their journey of cultural change.



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