

**Unlimited
in action:
Opening doors
and enriching
lives | Updated April 2023**



ODGERS BERNDTSON

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**What is unlimited
in action?**

In our new report, Unlimited in Action, we re-cap our purpose, the three pillars of our Diversity, Equity & Inclusion (DE&I) strategy, what we have done to achieve our objectives and some of the ways in which we deliver diversity for our clients.

Diversity, Equity & Inclusion is important to us because we believe in equity of opportunity and the value of diverse thinking. At its core, a fundamentally inclusive culture where we can be our true self at work is both empowering and important to our happiness.

The Three Pillars of our Strategy

We are determined that our business reflects the society within which we work.

Our strategy to deliver this is built upon three pillars:

Hiring

Culture

Equity of opportunity



“To realise the full potential of both our own and our clients’ organisations, we must create inclusive environments where diverse perspectives are valued and individuals are empowered to contribute, collaborate, and shape the future. Our three strategic pillars are underpinned by a commitment to measure our performance against specific pledges, ensuring continuous progress and improvement.”

Kester Scrope

Chief Executive, Odgers Berndtson



Hiring

Who we hire defines who we are. We are acting now to improve diverse representation within our business so that we may truly reflect the societies in which we operate. Ensuring that we have industry leading systems and processes to find and attract the best talent, irrespective of background, is critical to our future success.

Pledges

We have committed to the below pledges that underpin our commitment to changing the make-up of our firm. Building on the work we have done to address gender diversity, these pledges have been selected as the most prevalent areas requiring focus across our organisation. As we work towards these goals we will continue to reflect on our progress and consider additional pledges in the future.

Ethnicity

We pledge to be representative of the UK population across both the firm and the Partnership by **2030**.

Disability

We pledge to have employees with declared disabilities representing **8%** of our workforce by **2025**.

Age

Establish an age-friendly action plan to improve the recruitment, retention and development of workers over **50**.

Social Mobility

We have gathered data around social mobility within the firm and we will continue to participate in the Social Mobility Foundation Index and to work closely with the Social Mobility Foundation to target key areas for action in order to improve our ranking each year.

Measuring our performance

It is important that we are able to measure the progress we have made in these areas. We do this by sharing our data openly and transparently in DE&I reporting and by benchmarking our own diversity as an organisation against societal norms.

The insight gained from our employee diversity monitoring data, our quarterly pulse surveys and the UK census inform our priorities. Our DE&I Steering Group, which supports the delivery of the organisation's strategy, meets on a regular basis to ensure these priorities are being met.

Changing ethnically diverse representation

Based on data from an average of 90% of UK staff.

Staff category	December 2021	December 2022
Non-Partner	16.7%	17%
Partner	4.6%	4.6%
All firm	14.7%	14.7%

UK population based on the latest available UK government population census data as of January 2023:18.3%

Changing declared disability representation

Based on data from an average of 90% of UK staff.

Staff category	December 2021	December 2022
Non-Partner	6.6%	7.1%
Partner	1.9%	3.5%
All firm	5.8%	6.4%

UK population based on the latest available UK government population census data as of January 2023: 22%

Changing female representation

Based on data from an average of 90% of UK staff.

Staff category	December 2021	December 2022
Non-Partner	75%	72%
Partner	39%	37%
All firm	67%	65.1%

UK population based on the latest available UK government population census data as of January 2023: 51%

Changing non-heterosexual representation

Non-hetrosexual includes those who identify as lesbian, gay, or bisexual (additional categories under review and will be included in the next report).

Based on data from an average of 90% of UK staff.

Staff category	December 2021	December 2022
Non-Partner	4.4%	4.5%
Partner	2.9%	2.9%
All firm	4.1%	4.2%

UK population based on the latest available UK government population census data as of January 2023: 3.2%

Actions taken

Recruitment

We hold our own recruitment partners to account against diversity targets to actively seek diverse shortlists.

We leverage technology to facilitate inclusivity, whether that's access to interviews, flexibility of working locations and environments, or adjustments needed.

We regularly review and update the language in our advertising, job briefs, and DE&I statement to ensure transparency and inclusive practice. Additionally, we advertise roles across a broad range of online jobs boards to attract a diverse talent pool.

As part of our onboarding, we ask new employees to complete a Diversity Monitoring form. We use this data to collate and review our community statistics to ensure we are achieving diversity across all areas.

We actively build relationships with associations and partners to access diverse talent pools.

We use psychometric and skills-based assessments alongside competency-based interviews to remove bias. Adjustments are provided where necessary to ensure we do not discriminate against those who may be adversely affected by this style of assessment.

Working for Odgers Berndtson

We are clear about our policies and where we stand. We abide by our Equal Opportunities Policy and have a zero-tolerance policy toward discrimination, bullying or harassment.

Our intern programme and Next Generation Council establish a long-term pipeline for the development of next generation talent. The NGC was founded to provide a voice to talent individuals across the organisation and for the Senior Leadership Team to consult and engage about key issues that impact the firm.

We pay fairly and are an accredited Living Wage Employer.

We are a Disability Confident Employer (Level 2). This government scheme assists organisations in playing a leading role in changing attitudes for the better and creating inclusive workplaces.



A recognised accreditation, this identifies us as an employer that is committed to equality in the workplace. To achieve this accreditation, we have reviewed or amended many of our systems, processes, and environment, and have committed to several initiatives in line with the Disability Confident criteria.

We provide adjustments for all members of staff that require them. Additionally, we have worked closely with Leonard Cheshire, a (former) Charity Partner to help them support people with disabilities to live, learn and work as independently as they choose whatever their ability.

Through this alliance, we have implemented our ‘Purple Passport’ for any employee who identifies/declares a disability.

This scheme means each employee with a disability, neurodiversity or long term health condition, has a personalised record of any adjustments, modifications, and equipment needed to do their job, and regular updates and support from our HR team.

Diverse representation among new hires expressed as a % of all UK hires for this period

Diverse representation	Jan – Dec 2022	UK population
Ethnically diverse	16.66%	18.30%
Non-heterosexual - includes those who identify as lesbian, gay, or bisexual (additional categories under review and will be included in the next report).	5.55%	3.20%
Declared disability	6.66%	22.00%
Female	67.77%	51.00%

UK population figures based on the latest available UK government population census data as of January 2023.

Internship programme

A key element of our internship programme is developing diverse talent for our early careers roles, and we have seen many interns successfully transition into permanent members of the team.

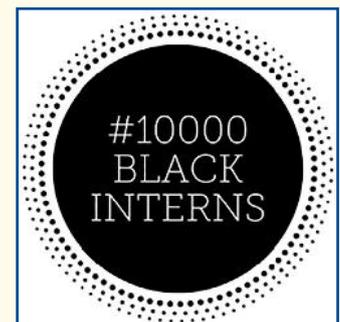
We are proud to partner with Change 100, the Social Mobility Foundation, and #10000BlackInterns on our summer internship programme, in which our recruitment process includes blind application, blind CV sift, and a blind interview process.

Our successful engagement in 2022 included 14 interns; 2 x 10000blackinterns; 2 x Change 100; 2 x SMF. Of these placements 38% were characterised as ethnically diverse, 23% disability, 62% female and 25% non-heterosexual. This year we are also working with Crankstart scholarship to further participate with the broadest population.

Click the images below for more information:

#10000BlackInterns

Odgers Berndtson are a founding member of #10000BlackInterns and sit on the Steering Group for the Executive Search and Recruitment Sector for this programme. 2021 was our first year partnering with #10000BlackInterns on our Summer Internship Programme and we look forward to a continued successful partnership.



Social Mobility Foundation

We have partnered with the Social Mobility Foundation for the past six-years on our Summer Internship Programme. We have expanded our support to delivering professional development/career insight workshops for approximately 1,000 members of the Aspiring Professionals Programme, designed to open professions for those with the ability to join them in the future, but without the means or networks to get there.

The logo for the Social Mobility Foundation is a dark blue rectangle with the words 'S_CIAL', 'M_BILITY', and 'F_UNDATION' stacked vertically in white, spaced-out capital letters.

S_CIAL
M_BILITY
F_UNDATION

Change 100

We are long-standing partners of Leonard Cheshire's Change 100 programme and have worked with them for the past seven-years on our internship programme.

The logo for Change 100 is a yellow hexagon with the words 'Change' and '100' stacked vertically in dark blue, bold text.

Change
100

Testimonials

“I appreciate the inclusivity of a CV-blind process; considering particularly my peers, who may not have been so privileged as myself to have assistance from university careers advisors in developing a polished CV. I feel this benefitted Odgers Berndtson with a diverse cohort of interns, eager to engage with the company culture.

On company culture, I have been truly impressed with how this is embodied across every colleague I’ve worked with. Odgers Berndtson people are without exception, respectful, tolerant and inclusive. What sets Odgers Berndtson apart is that this culture of inclusivity and tolerance is maintained even in private discussions or a less formal context. Having people who buy into that message and enshrine it in all aspects of their work and personal lives is fundamental, in my opinion, to creating a long-standing culture of inclusion whereby people of any socio-economic or ethnic background feel empowered and can succeed. I believe that such a culture only really works if it is supported by its leaders, and thus I’d like to thank you for what has been a wonderful experience.”

Hisham (Intern, 2021)

“What I loved most about working at Odgers Berndtson is that I felt I could bring my whole self to work - I did not have to pretend to be someone I was not. I could be open about my invisible disability and was adequately supported by both HR and my team. People were genuinely curious about my disability and proactively reached out to learn more and to ask how they could better support me.

Odgers Berndtson provide a warm culture where everyone is welcomed and diversity of thought is celebrated. They encourage hiring from all backgrounds and I believe this gives them a competitive edge as their approach and ideas are always at the forefront of accessibility and allyship. This inclusivity is weaved into their work too, always ensuring they are selecting a diverse candidate pool that reflects the varied and multicultural world around them.”

Bethan (Intern, 2022)





Culture

Creating a culture where everyone can develop, progress and flourish is a central pillar of our DE&I strategy. And it is central to recruiting, retaining, and promoting diverse talent.

A working environment in which everyone is respected and treated fairly is essential to ensure that people feel included and accepted. This requires empathy, awareness, and support, and we have embedded these values and behaviours across our processes, policies, and practices.

We are committed to being accessible and inclusive. We work with a variety of organisations to expand our knowledge and continuously improve. We believe that actions speak louder than words and our values should be evident in everything we do.

Next Generation Council

The Next Generation Council (NGC) was founded in 2021 to provide a voice to talented individuals across the organisation and for the Senior Leadership Team to consult and engage about key issues that impact the firm. The NGC is instrumental in shaping the future of the firm and brings diversity of perspective to decision-making. It also works as a talent hub to support key projects and provides an opportunity for members to gain a real insight in terms of how the firm operates and to broaden their network.

Allies Programme

Our DE&I strategy contributes towards creating an environment where colleagues can develop, progress and flourish. As part of this, we invite colleagues to make a personal contribution to the embodiment of an inclusive culture within our firm via our Allies programme. Almost a third of our workforce are Allies and 38.2% of our Partners are Allies.

Our Allies Groups are organic collectives who come together to provide advocacy, education and celebration related to many aspects of DE&I. There are 9 individual groups, each of which has a focus on a particular strand pertaining to the spectrum of diverse considerations. The groups are:

1. Disability
2. Ethnicity
3. Gender
4. Social Mobility
5. LGBTQ+
6. Menopause
7. Mental Health
8. Neurodiversity
9. Faith and Spirituality

Membership of the groups is voluntary and participants do not have to identify with the characteristic in question. Rather, they should be passionate or interested in the subject matter and willing to learn and advocate for it. The concept of Allyship is introduced to new starters as part of their on-boarding process, noting in particular that becoming an Ally is a great way to build internal networks and grow more confident in your knowledge of ED&I.

Each group approaches their theme in their own way. For example, some of our Mental Health Allies have trained as Mental Health First Aiders, a new initiative that will support employee wellbeing. Equally, our Menopause Allies Group is running a series of “Menopause Cafes” to educate and help individual’s journey through the menopause.

Our Allies movement is also bigger than the sum of our parts. In 2023, we will come together more as a whole movement to examine two specific themes;

Intersectionality

Looking at how all our different streams of Allyship cross over, complement or even create tensions between themselves. Intersectionality identifies multiple factors of advantage or disadvantage and the questions it throws up are relevant to our culture as a firm, as well as the work that we do with our clients and candidates. We are aiming to ensure that we are confident and considered in our understanding of intersectionality, recognising that it is not a fixed concept, but rather, something that changes over time.

Advocacy

As colleagues, we have developed a culture of calling in and calling out behaviours that are not conducive to inclusion and diversity. Our Allies spearheaded these activities and each individual has pledged to “stand up for what is right and call out what is not.” Yet as the movement progresses, it is apparent that we are taking greater action in service of the subjects that our Groups focus upon. As such, we are interested in how the movement can strive further for advocacy, thereby having an even more positive impact upon our firm and the work that we do.

Partnerships

Our partnerships are driven by our allies' groups, who work to ensure we are engaged with a comprehensive range of organisations so that we are educated and empowered to support impactful change. Click the images below for more information:

Harris Federation

We have recently formed a new partnership with this multi-academy trust and social mobility charity. We look forward to working with them to help increase social mobility for their young people.



Insideout Leaderboard

We have partnered with and support this organisation, focused on ending the stigma of mental health amongst leaders, by promoting the initiative to third parties and hosting panels for mental health in leadership events.



The Valuable 500

We are founding members of this global movement putting disability on the business leadership agenda.



Gen M

In 2021 we were proud to become a founding partner of Gen-M, an organisation focused on working with manufacturers/ brands and service providers to recognise and support peri/menopausal & post-menopausal women. We are proud winners of the Trailblazer of the Year award in 2022 and have recently arranged to hold a series of Menopause Cafes to better support and connect with those impacted – and ultimately improve the menopause experience for all.



Change the Race:Ratio

In 2021 we became signatories of this campaign, committed to acting to increase racial and ethnic participation in business.



Leonard Cheshire

We have worked closely with Leonard Cheshire to draw upon our specialist expertise to provide employability workshops and speakers to support their Change 100 programme. This initiative is focused on providing internships, career development and mentoring opportunities for university students with a disability.



Race at Work Charter

We became signatories in 2021, committed to ensuring ethnic minority employees are represented at all levels in organisations.



The Talent Foundry

In early 2021 we were delighted to partner with The Talent Foundry, who have over the past 12 years, worked with over 750,000 young people, in their mission to increase social mobility. We have offered coaching to their students and have been working with the Foundry's leadership team to further the charity's reach.



Cancer Research UK

In 2022, our charity partnership with Cancer Research UK got off to a strong start and we continue to deepen our engagement with them. In 2022, we held our first firm-wide volunteering day to focus on fundraising and increasing awareness of the impact that cancer can have.



Unlimited Diversity, Equity & Inclusion Festival

November 2022 saw our sixth Unlimited Festival; a week-long celebration of our culture through a range of activities, providing opportunities for us to learn, share, and have fun. Building on the success of the previous years, the festival was truly global, with the theme of **proud to be...** - an opportunity for us all to embrace what makes us who we are and celebrate difference.

The festival included both live virtual and in-person speaker events, accessible to all employees regardless of time zone via our new Unlimited Festival Website. With speakers from the UK, Canada, USA, and Australia, and online content provided by the USA and South Africa, sessions varied from interactive workshops on diversity dilemmas, talks on menopause, gender, socio-economic background, autism awareness, trans allyship, disability, ethnicity, and more! Our offices also partook in a food festival, celebrating cuisine from across the globe.

Feedback from participants

“Very positive celebration; very important to have such events, particularly when we are working virtually, to bring people together and celebrate our difference. It definitely increases confidence in people being open and bringing their true selves to work.”

“It’s a nice feeling to know that Odgers Berndtson has a very progressive and proactive approach to D&I.”

“The multi-platform nature of the festival was excellent. The live streaming combined with the catch-up functionality was so worthwhile. There was an incredible diversity of topics covered.”

Unlimited Festival website





Equity of opportunity

Equity of opportunity, taking into consideration individual needs, is essential to achieve fairness for all. We are committed to ensuring equity of access to development and progression opportunities for all our colleagues. To realise the full potential of our business, it is vital that everyone has an opportunity to learn, develop and progress whilst feeling engaged and valued for who they are.

Learning and development

We work to ensure that learning and development opportunities are accessible for all. Building on what we have learnt during the pandemic, we are experimenting with ways to increase the number of virtual learning opportunities, to foster an inclusive learning culture.

Continuing our commitment to empower individuals across the organisation with the knowledge and skills required to confidently engage with and drive DE&I conversations and activities, we have delivered an expansive, bespoke DE&I learning programme for everyone in the organisation.

Our 2022 DE&I programme of learning consisted of 4 modules:

- **E Learning** – completed by all
- **Foundation Module** – attended by everyone
- **Inclusive Search Module** – attended by Researchers, Associates, Consultants, Principals and Partners
- **Trusted Advisor Module** – attended by Associates, Consultants, Principals and Partners

This amounted to 61 sessions and 183 hours of training in total. On average, over 93% of attendees rated their experience as either good or excellent.

We have also recently relaunched our mentoring & buddying schemes, which are available to all employees.

Gender Pay Gap Reporting – 21/22 (published in April 2023)

Gender pay gap figures

Statutory reporting figures	2021/ 2022	2020/ 2021	2019/ 2020
Mean pay gap	18.1%	22.3%	24.1%
Median pay gap	24.7%	25.1%	25.1%
Mean bonus gap	47.4%	44.9%	61.7%
Median bonus gap	42.5%	39.7%	39.4%

Note

1. The snapshot data for 2021/22 was taken on 5 April 2022 to calculate the mean and median gender pay gap
2. The relevant bonus period for 21/22 is the preceding 12 months ending on the snapshot date being used for calculations. i.e. as the snapshot date is 5 April 2022, the relevant bonus period is 6 April 2021 to 5 April 2022.

We are pleased to publish our latest gender pay gap report which details how we have been actively working to reduce our gender pay gap. Our mean gender pay gap has decreased to 18.1%. Over the last 7 years, we have been actively introducing measures to improve our gender pay gap.

Against the backdrop of the pandemic, these figures are particularly encouraging. As we delve into the details, the Consultant pay gap has decreased from 13.6% to 10.3% in the last year although the pay gap for our 'Support' and 'Central Services' teams has increased slightly from 12% to 13.1%. (Please note we include all roles in Central Support under the 'Support' category.) This figure reflects that a larger proportion of women work in lower paid roles within the company, for example roles which are in our 'Support' category.

These roles are competitively paid compared to the market and we ensure equal pay for men and women in the same roles. However because they are predominantly filled by women this affects the average pay and bonus figures for women at the company overall and produces the gender pay gap.

We ensure that everyone at the company receives fair pay, regardless of gender or any other characteristic. We are tackling our gender pay gap by providing development opportunities across the firm. Roles are advertised internally and we encourage our people to apply for these roles to facilitate upward progression.

In 2021, we promoted a total of 52 employees and Partners across the business, 61.5% of whom were women. We have a comprehensive training curriculum in place for roles to help individuals build their skillsets, develop their careers and reach

their potential. We have focused on strengthening the mechanisms that facilitate equal opportunities for career progression. These include the introduction of our new hybrid working approach.

Whilst we are pleased with our progress in working to close our gender pay gap, we recognise there is much more work to be done. One of our key aims as a company is to build an inclusive workplace that fosters diversity. Our Gender Allies group has been working tirelessly to ensure people feel we have an open and inclusive culture.

Reporting our progress through our Unlimited in Action report provides an important mechanism through which we can provide transparency and accountability against our key aims. Work is underway preparing our Ethnicity Pay Gap report, details of which will be available shortly.

Mean & Median Bonus Pay Gap

The Mean Bonus Pay Gap has slightly increased from 44.9% to 47.4% with the Medium Bonus Pay Gap also increasing from 39.7% to 42.5%.

Due to length of service and the eligibility period for bonuses, most of the new hires (who are predominantly women) were not eligible for a bonus but we should hopefully see a smaller bonus pay gap next year.

LLP

By choosing to include Partner data, we go beyond statutory requirements in our Gender Pay Gap Reporting. The Mean Pay Gap among Partners is -0.8% and the Median Pay Gap is 1.4%.

Points to consider

The Company was still being impacted by the aftermath of the pandemic during 2021/22 so we should expect some change for 2022/2023.

Actions taken

We encourage our colleagues to take Shared Parental Leave which offers 6 weeks' full pay as we are committed to being a family-friendly employer.

We have introduced a Pregnancy Loss Policy and Fertility Treatment Policy.

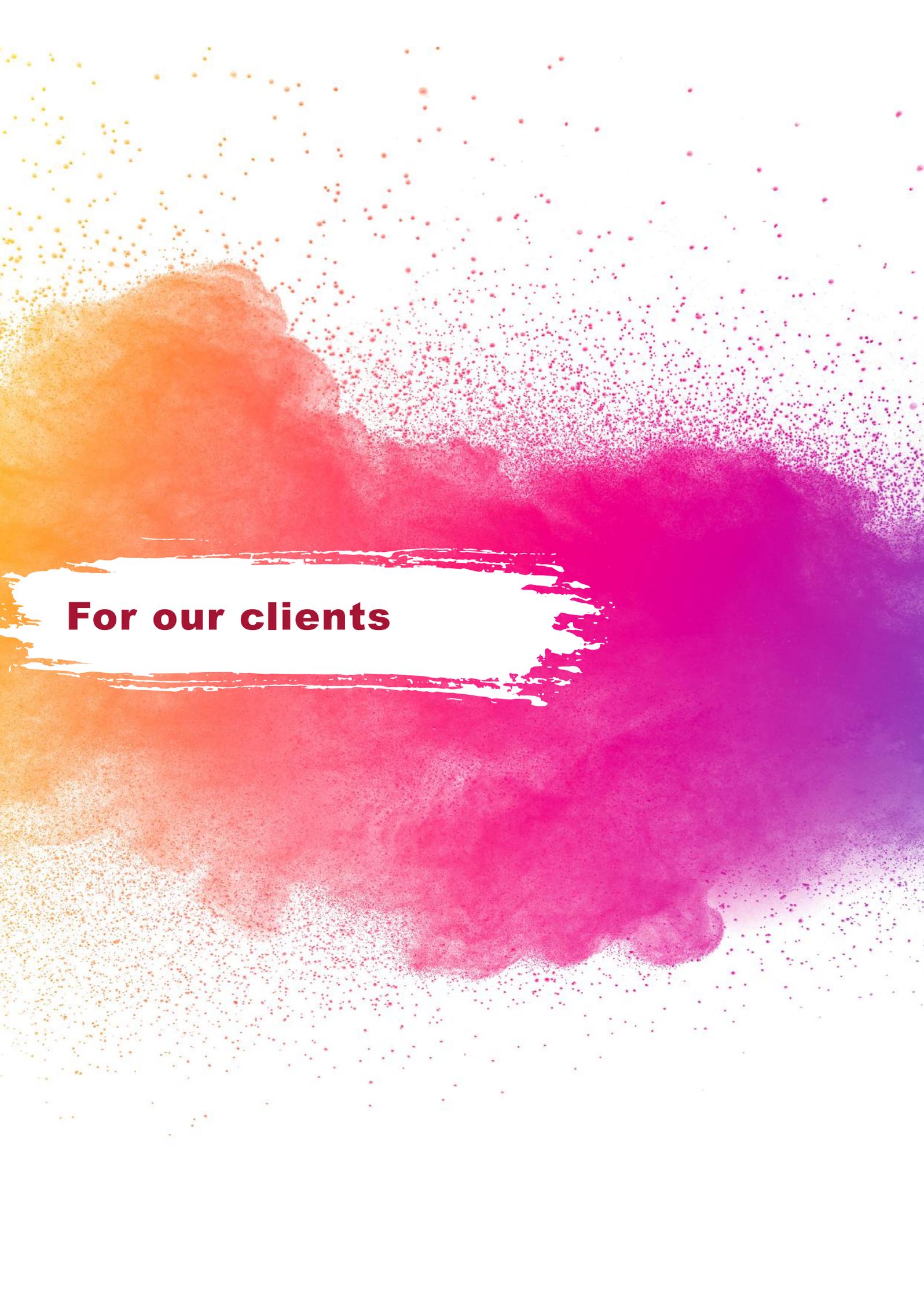
We have adopted a hybrid working pattern and flexi-hours, which encourages our employees to have a work/life balance and help those in particular who are carers or parents.

The Gender Allies have held a number of seminars to discuss women in the workplace.

We continue to approve around 92% of formal flexible working requests submitted.

The language we use is regularly audited on all adverts, role profiles and person specifications to ensure we are being open and encouraging. We also have open conversations about how we can support returning parents, establishing flexible working patterns or making other adjustments where needed.

We continue to have an open, accessible, and fair Promotions process that allows development for all and we provide mentoring and buddy schemes for all employees.

The background features a vibrant watercolor wash transitioning from orange on the left to purple on the right. A trail of small, glowing particles in shades of orange, red, and purple extends from the top left towards the center, creating a sense of movement and depth.

For our clients

We have received the highest level of accreditation for our diversity outcomes from the Cabinet Office. We are proud to have launched the new and improved Diversity Monitoring System. The purpose of the system is to collect diversity data from all candidates across all assignments. This data collection allows us to benchmark our progress in diversifying our pool of candidates.

Our search process

Our process delivers our commitment to DE&I at every stage from briefing to onboarding. We anticipate barriers, challenges and scarcity of talent and provide pause points for discussion with key stakeholders on how best to attract a diversity of talent. We both challenge and support our clients; identifying the evolving diversity make-up of each sector and function, and encouraging out-of-the-box thinking to achieve a diverse shortlist. Our [specialist consultants](#) can take you through our unique approach.

Organisation-wide activities

Colleagues are creating programmes, hosting events, and writing content to encourage, promote and support diversity in their sectors and functions.

CEO1xDay

CEOx1Day provides leadership development, career insights, and executive networking opportunities to the world's most promising students. The programme is designed to uncover some of the UK's most promising future leaders and give them an opportunity to walk in the shoes of a senior executive. CEOx1Day is designed to close the gap between students and CEOs by identifying promising future leaders and giving them the opportunity to learn business and leadership skills from top executives.

Berwick Partners Emerging Leaders Programme

Berwick Partners offer an Emerging Leaders Programme (ELP), designed to empower, support, and develop future leaders.

The cohort features inclusive representation from a range of communities who benefit from peer interaction and insight from leading figures within UK business including Nathan Coe, CEO, Autotrader and Lorraine Martins (MBE), Director of Diversity and Inclusion, Network Rail.

Practice based activities

Legal & Professional Services

There is currently considerable conversation in the legal market about how General Counsel are increasingly using their levers of influence to increase the pace of change in the diversity of the legal services market. To this end, our team have financially and otherwise supported the sector wide General Counsel Diversity & Inclusion initiative, alongside setting up a series of round tables including General Counsels, Senior & Managing Partners of major firms.

Alongside this, they were instrumental in facilitating a conversation between a young black filmmaker, Devron Callender, and one of the most progressive law firms, Kingsley Napley LLP, which has led to the creation of a series of film biographies of their own Black Partners.

The team have run multiple searches within the Big4 to support the increase of their diverse senior talent, and continue to be key in the debate on widening this further.

Technology

The Technology Practice leads the Rebus Mentoring programme, designed to provide women who aspire to senior leadership and board roles in technology, with outstanding mentoring, advice, and motivation from objective and supportive mentors. We host three in-person events annually which take place at Google's London offices, our Partner and co-lead of this diversity initiative.

In addition, the Technology Practice is a named Partner of the African Gifted Foundation. The AGF is a STEM focused science academy for girls in Africa. We lead regular virtual lunch-&-learns with serving Tech Executives who provide their perspectives and career advice, to support these young women as they start to think about future careers.

Education

Practice members are engaged with a consortium of Yorkshire Universities (the White Rose Universities) to support their collective efforts to enhance the diversity of their leadership communities. We are providing group workshops, followed by focused one-to-one support to individuals with diverse backgrounds who are seeking promotion to an Executive level position.

Nationally, we partner with TMP (the Top Management Programme) – running a module on “Taking the step to Vice-Chancellor” and, within this, have run specific workshops for diverse cohorts (gender, BAME, other key protected characteristics) to help advance their careers.

Life Sciences

The Global Life Sciences team has launched the Next Generation Talent programme. NGT is about supporting professionals from a wide range of backgrounds who have the drive and ambition to move into senior leadership. We offer career advice, professional coaching and a programme of engagement events to equip NGT members with the networks and wider market insights they need to progress.

Healthcare

The team are working with the OutsideIn programme, enabling organisations to access talented candidates from beyond health and care, particularly from the commercial sector. Additionally, they run the Brightlight programme which is aimed at supporting candidates from ethnically diverse backgrounds at key points in their careers and helping them prepare for formal interviews, etc.

Retail, Consumer, Travel, Leisure & Hospitality

Members of the Practice frequently speak at external client events on issues such as female leadership and we support our clients and candidates around networking, mentoring and personal and career development throughout the year.

We are the proud sponsors and partner of the Ethnic Senior Leaders Programme for the industry groups Diversity in Hospitality, Travel & Leisure and Diversity in Retail (WIHTL and DIR). In addition, we have developed and launched the Accelerate Mentoring Programme (together with Grant Thornton and the Food and Drink Federation) to promote and improve the gender balance at board level across the food and drink industry by supporting the accelerated development of female and non-binary leaders.

Government

During the pandemic, in partnership with the Healthcare Practice, the team worked with the National Leadership Academy, providing virtual workshops for aspiring diverse future leaders, focused on professional development activity such as CV writing and job applications. Activity with the NLA is on an annual basis and further sessions are in the diary for January 2023.

Not-for-Profit

The Practice has created a survey, in partnership Leonard Cheshire, to gather data about disability representation in the charity sector. The survey was sent out to the non-executive boards of over 100 charities, resulting in a report that has been well-received. The data provides the evidence to enable an informed discussion about disability representation and accessibility across the sector. There is potential for the practical recommendations to have a wider impact across other sectors looking to drive more inclusive practices.

Wales

The Wales Practice have established a number of relationships with UK wide diversity groups as well as having engaged with Welsh based groups including Sub-Sahara Advisory Panel, Race Equality First and Diverse Cymru. We run a large number of searches using name blind longlist and shortlist reports to try to ensure the removal of bias at these key points in the search process. We also include Welsh language as an additional form of diversity alongside other protected characteristics, as Welsh and English have equal status here, and regularly run fully bilingual processes end-to-end.

Scotland

The Scotland Practice are signatories of the Scottish Pledge, a Scottish Government I&D initiative. The pledge is a commitment to:

- pay a living wage
- no inappropriate use of zero wage contracts
- address the gender pay gap
- address environmental impact
- invest in a skilled and diverse workforce
- develop innovation
- play an active role in the community

Sports

The practice successfully tendered with The UK Sport preferred supplier framework for the provision of Executive Search services to the UK High Performance community. As part of the tendering process, we successfully demonstrated our adherence to The Code for Sports Governance which sets out the levels of transparency, diversity and inclusion, accountability and integrity that are required from those organisations who seek – and are in receipt of – UK Government and National Lottery funding from UK Sport and/or Sport England. The Practice also recently signed up to The Football Leadership Diversity Code, launched by the FA, to drive more inclusion in the English game.

People & Culture

The People & Culture Practice host a wide range of events for clients with speakers such as:

- Julia Gillard, former Australian Premier, Chair of the Global Institute for Women's Leadership
- Lord Davies, Author of Women on Boards
- John Micklethwait, Editor-in-Chief, Bloomberg News

As a member of the Guild of Human Resources, they also ensure that best practice is shared.

Financial Services

We work across all aspects of the Financial Services sector, supporting our clients in meeting and exceeding their diversity goals. Our consultants participate in industry reviews and conferences, speaking on topics including breaking down barriers to attract diverse talent, building inclusive cultures and embedding inclusion into hiring, promotion and retention processes. The team is focused on strengthening diversity on Boards and leadership teams. We produce research, thought leadership, and host events, bringing together communities of people to share ideas and collaborate on improving the talent pipeline. We work with a variety of diversity networks, business schools and universities to promote the opportunities which the Financial Services sector can offer. Our senior leaders are mentors to emerging female leaders across the sector, providing career advice and guidance.

Gaming

Odgers global gaming team continue to support the All-in Diversity index, a not-for-profit initiative in the global gambling sector, with the aim of increasing the ratio of individuals from underrepresented groups across the industry globally, at all levels. From a video games/interactive entertainment perspective, Kathryn Spetch continues in her individual role as an Ambassador for Women in Games, a not-for-profit with a mission to build a fair, equal, and safe environment, empowering women in the global gaming ecosystem. This allows for greater global reach and networking across an under-represented cohort within the industry.

Media

Led by Jules McKeen, our Media Partner, the Media Practice adopted a blind salary reporting approach on a recent MD search for Kin & Carta, the first B-Corp listed on the London Stock Exchange. The salary blind approach delivered a diverse shortlist which was representative across many protected characteristics. Jules sits on the Advisory Board of a PE backed LGBTGIA+ healthcare startup, aimed at creating better equality in healthcare for underrepresented groups. She also advises a Nigerian-led NLP startup aiming to improve market entry for brands with local, on the ground real insights by African research scouts in the region.

Berwick Partners

DE&I is integral to the recruitment services which we provide for our clients. Recently, we were delighted to support the West Yorkshire CA/Mayor and West Yorkshire NHS with the appointment of Fatima Khan-Shah as Diversity and Inclusion Champion. Fatima is known regionally and nationally for leading complex change and transformation programmes. She is also an advocate for Public and Carer Involvement and Compassionate Leadership.

We continue to create digital and in-person events that focus on creating a wholly inclusive and diverse recruitment and retention process for all organisations. Our DE&I panel webinar, held during the height of the pandemic, brought together a group of DE&I thought leaders including professionals from Network Rail, Intercontinental Hotel Group and Dr. Hammarling, Partner and Head of Diversity at Pearn Kandola, the UK's leading business psychology consultancy. Topics included how to address the DE&I crisis – both in society and business – and how to tackle key obstacles such as unconscious bias and behaviours within the recruitment and retention process.

Odgers Interim

Odgers Interim has been providing senior level expertise across all sectors and disciplines for over 20 years. Our talent pools have depth and breadth and we are constantly refreshing them. Since 2022, we undertake annual equal opportunities monitoring, with a view to setting ourselves action-oriented targets to improve.

We are passionate about widening the gate for diverse interim candidates and as such, are developing several partnerships with organisations who champion and support members with particular diverse characteristics. We offer the membership support from career coaching to CV guidance, and are given unparalleled access to members, allowing us to highlight interim assignments and encourage people to become part of our talent pools. For example, we have delivered career coaching seminars to a cohort of 100+ members from national membership body WISH (Women in Social Housing) and have significantly grown our network of talented senior women within the housing space.



Diversity, Equity & Inclusion Consulting Practice

Recruitment is only one step of the journey to being inclusive and diverse. Put simply, you need to attract, 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.

We are lucky enough to have our own Diversity, Equity & Inclusion Consulting Practice, the goal of which is to help our clients be demonstrably more inclusive.

This is achieved through:

1. Being evidence based
2. Smart yet simple frameworks and methodologies
3. Being conscious of context
4. Delivery by DE&I practitioners

From fostering a diverse pipeline of talent and creating inclusive onboarding processes, through to product and marketing strategies, our services of: advisory, analytics and upskilling will ensure inclusion and diversity is embedded into the cultural identity of an organisation.

An inclusive and diverse organisation starts with a clear strategy and the tone from the top. We help organisations define their bespoke business case for how inclusion and diversity will accelerate their business performance, their strategic priorities coupled with an action plan, with clear governance and accountability for change at all levels in the organisation.

We help organisations identify with a laser focus where there are talent blockages and leaks (analytics), what are the systemic (policies and practices) and behavioural (workplace culture) root causes for this, and then define an action plan to mitigate bias, ensure accountability for progress, coupled with employee upskilling and nudges to ensure inclusion and diversity is a way of life and not a separate stream solely owned and led by the Human Resources function

As well as the bespoke offering, our DE&I Consultancy runs regular open workshops for HR practitioners and senior leaders on a range of topics, with the objective of advancing knowledge and action for all.

We have recently launched the Inclusive Recruitment Diagnostic, an evidence-based tool for organisations to assess the maturity of their recruitment philosophy.

Objective

To help our clients identify actions they can take to attract, recruit and retain as diverse a talent pool as possible through an Inclusive Recruitment process.

How

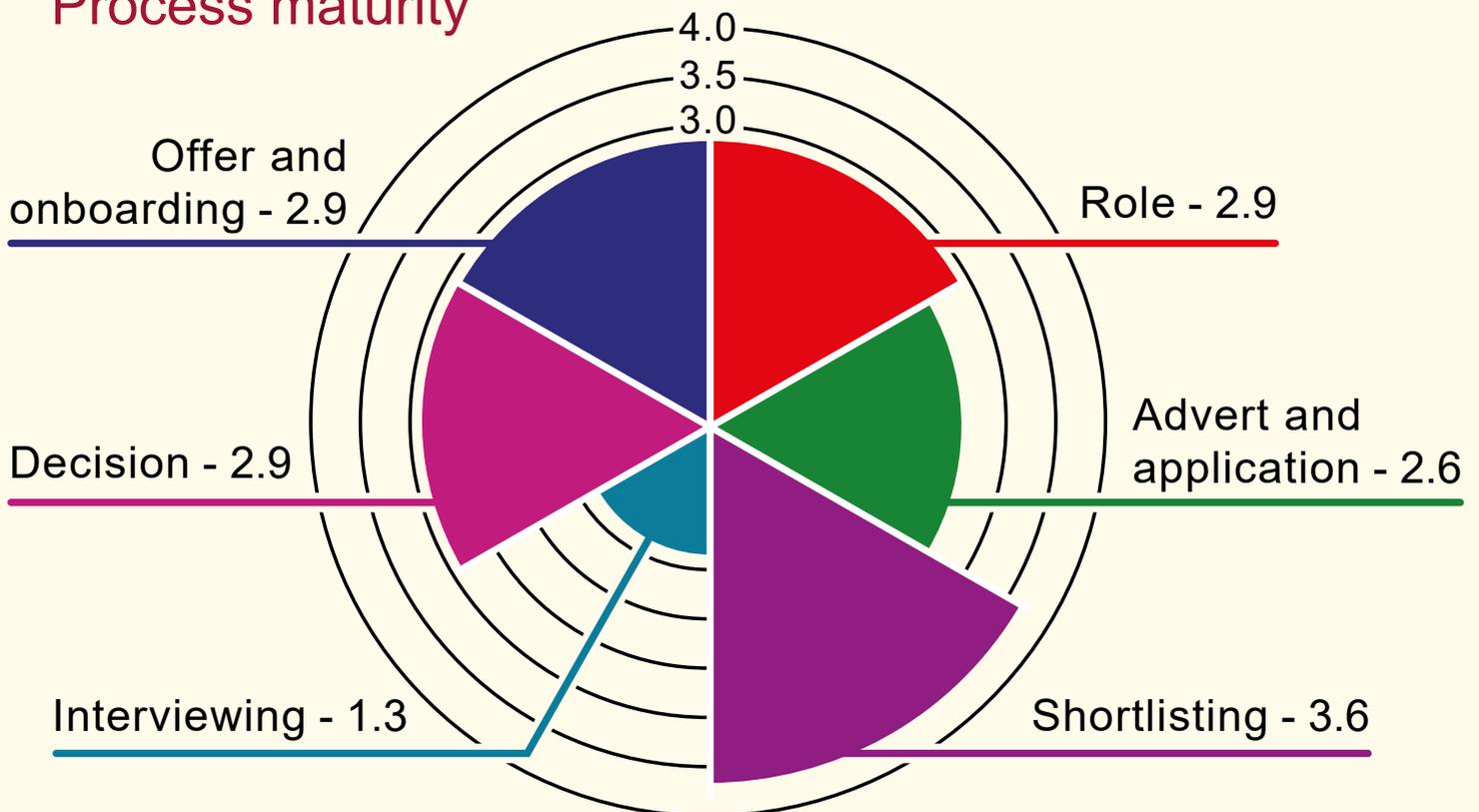
The IRD is a research based, 3 step process to assess the recruitment philosophy of an organisation

Step 1 ASSESS - a web based self assessment, with the output being an evidence based, weighted chart, outlining the maturity of the organisation's recruitment processes and practices, from role definition to offer and onboard

Step 2 REPORT - a bespoke report outlining a number of recommendations the organisation can take to ensure their recruitment process is more Inclusive

Step 3 ACT - a 121 call with the client by an Inclusive Recruitment expert, tailoring and prioritising actions to accelerate action and impact.

Process maturity



Evidence of diverse appointments

The following roles represent candidate appointments we have supported across a range of under-represented groups:

TSB - CEO

CDC - CFO & CPO

BUPA - CTO

Guys & St Thomas' Charity -
Chair

Barratt Developments - NED

LSEG - CFO

easyJet - GC & CoSec

FCA - CEO

NHS - CPO

Tullow Oil - NED(s)

BAE - MD, India

Cabinet Office - HRD

University of London - VC

National Trust - Trustee

Dr Foster - Marketing Director

Dyson - NED

Croda - CPO

FSCS - Chief Data &
Intelligence Officer

Croda - Procurement &
Sustainability Head

SAGE - Technology Director

Jupiter Asset Management -
Group CEO

FA - Chair & INED(s)

Novartis - UK, HRD

DfT - DG (job share)

Hikma - NED

Wales Millennium Centre -
Trustee

Syncona - Chair, NED

TOCA Football - CEO

Reckitt Benckieser - Chief
Science & Innovation Officer

BBC - HRD (job share)

VetCT - CTO

Hammerson plc - CPO

PZ Cussons plc - Director of
Group Finance

**Aerospace Technology
Institute** - Chair

Sage Group Plc - Head of Risk
& Business Integrity

University of South Wales -
Board of Governors

NHS England - Chief
Commercial Officer

The HALO Trust - Director of
Global Philanthropy

British Business Bank - NED

Electronic Arts Inc - Senior
Director Brand Marketing

S4C - CFO

**Surrey and Sussex Healthcare
NHS Trust** - Chief Executive

**University Royal College of
Music** - Director of Finance

High Speed 2 - NED

BT Group Plc - Technology
Advisory Council

Qualtrics - Managing Director
EMEA

Metro Bank - CPO

Datatec - CPO

Royal Mint - NED

University of Sussex - Vice-
Chancellor

Pets at Home - Audit Chair

**The Institute of Cancer
Research** - CPO

Logicalis - Group VP Services

Tate & Lyle plc - NED

OneWeb - General Council

University London SOAS -
Chief Operating Officer

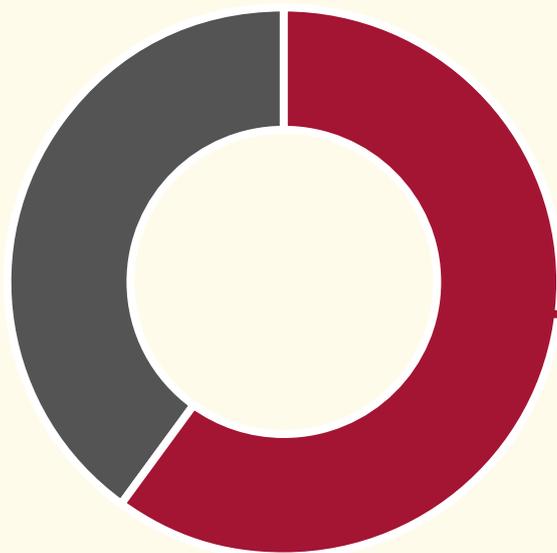
National Crime Agency -
Director Legal

**The Medical & Dental
Defence Union of Scotland** -
Head of IT

William Grant & Sons - NED

BT Group Plc - Group Director
of Procurement

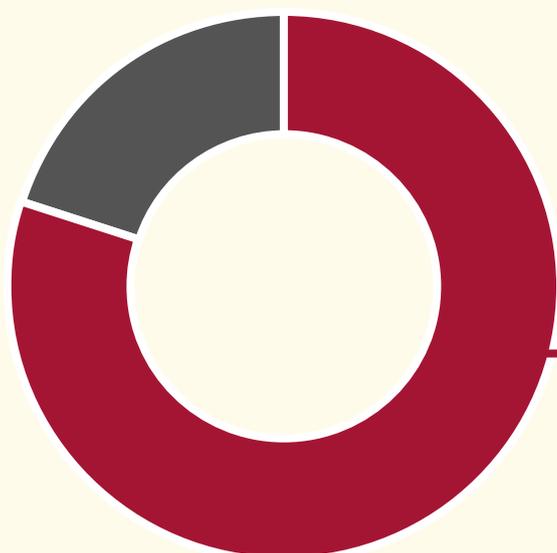
FTSE 350 Board Diversity Statistics 2022



Female placements - 60%



Female shortlisted candidates - 57%



Female placements who were first timers - 80%



What next?

So much has been achieved, but our ambition does not stop here...

We are proud of how far we've come over the last few years, in particular that Diversity, Equity & Inclusion and rightly now occupies a central place in our collective consciousness. We retain a sense of momentum about the path ahead and take assurance from the enormous support internally to drive ideas and initiatives.

Thank you to everyone who has contributed to our many DE&I successes. None of this progress would have been possible without people's willingness to give up their time to make a difference to our firm.

In 2022, we launched our Global DE&I Council with 23 representatives from Belgium, Canada, Denmark, France, Germany, India, Japan, Luxembourg, Middle East, Netherlands, Singapore, South Africa, UK and the US. This is co-chaired by Lauren Van Halderen, joint MD for the Sub-Saharan Africa business, and Áine Hurley, Board Practice Partner and People & Culture Practice Lead.

Of course, there is much more to come. We will see progress in the coming year as, for example, we collate more data to support our track record and launch more learning and development initiatives. We have also launched our own Inclusion & Diversity Consulting offering for our clients with the hiring of Sue Johnson.

We are keenly aware that local variations in local laws and customs mean that a one size fits all approach won't work. But it's clear the intent is there within the global group to support and create an inclusive culture for our people wherever they live and work and in so doing to promote better outcomes for us all.



**Diversity
at the
heart of
who we are**