



DIVERSITY AND INCLUSION STRATEGY REPORT
A FOCUS ON GENDER AND LGBTQI+ EQUALITY

A Robert Walters Group Company

ROBERT WALTERS

About us

Robert Walters Group is one of the world's leading professional recruitment consultancies, specialising in the placement of permanent, contract, and temporary positions across all levels of seniority.

We operate three businesses under the following brands: Robert Walters (senior permanent and interim management recruitment), Walters People (fast-paced contract and professional staffing recruitment) and Resource Solutions (recruitment process outsourcing).



31

we recruit across
31 countries globally

Robert Walters recruits across:

- Accounting & Finance
- Banking & Financial Services
- Technology, Projects & Change
- Legal
- Supply Chain, Procurement & Logistics
- Manufacturing & Engineering
- Marketing
- HR & Business Support

We have offices across the UK and Ireland covering the following regions:

- London
- South East
- Merseyside
- Midlands
- North
- Dublin

ROBERT WALTERS

Who is Robert Walters?

Robert Walters is one of the world's leading professional recruitment businesses and the core brand of the Robert Walters Group. Hiring managers world-wide rely on us to find their best specialist professionals and our clients range from the largest corporates world-wide through to SMEs and start-ups. We recruit people for permanent, contract and interim roles across the world.

Walters —People

Who is Walters People?

Walters People is the professional staffing business for tomorrow's working world. We connect businesses to the staff they need whilst acting as a career partner for today's fast-moving professionals. Our fast and efficient service is characterised by immediacy, digital efficiency and specialist knowledge. Our team offers first class training to those starting out in their career and for those looking to move or transition into a new job.

The journey so far



The case for addressing the gender diversity issue in the workplace has long been discussed and the evidence for the business case for it well known, however although progress at addressing some of the systemic barriers and organisational issues have resulted in improvements, and there have been marginal gains felt by some, the progress is still slow and not where it needs to be.

The impact of the past couple of years has had a disproportionate impact on women and so now is the time to ensure that we don't take our eye off the ball. Organisations must keep their foot on the gas in continuing to hold gender balance at the forefront of their focus and ensure that we don't go backwards in the journey for equity. It is essential to ensure we remember that viewing the topic of gender is complex and cannot be done so independently of the other aspects of identity. Intersectionality is becoming an increasing important factor in how organisations are looking at their own ED&I strategies and the findings within this report support the benefits of why we need to ensure this is done, encouraging women of all diversity to thrive.

As you navigate through this report, as myself and our leadership team are doing for our business, take the time to reflect on any of the recommendations and continue to challenge what more can be done to address the gender inequalities that still exist today. We all have a role to play in moving the dial forward.

**Coral Bamgboye - Head of Equality, Diversity & Inclusion
at Robert Walters Group**



Progress

62%

of women state that their employer meets their career expectations

1/3

of men and women would only apply for a job if they met 71-80% of the requirements

63%

of women feel that their company celebrates people's differences (+2% year-on-year increase)

Falling behind

-5%

decline in the number of women who have negotiated for better pay this year

50%

of women feel they are falling behind (12% more than men)

1/4

of women do not receive a pay rise following negotiation – compared to a tenth of men

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Methodology

In 2022, 6,000+ professionals completed a Robert Walters and Walters People survey to help us to understand the state of play of D&I across UK and Irish workplaces.

In partnership with **Censuswide** and **Qlearsite**, we devised a series of multiple choice and open-text questions.

Analysing both quantitative and qualitative data through the lenses of Gender (including Gender Identity as well as Sexual Orientation - LGBTQi+), 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
- Open ended responses from the survey representing the challenges faced through the lenses of the defined demographic groups

Findings published in the report refer to the Robert Walters 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:

- **Censuswide** - Censuswide is an international market research consultancy headquartered in Clerkenwell, London
- **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

Qlearsite technology

Qlearsite

Qlearsite delivers actionable people insights. The platform combines short, smart surveys with insightful listening technology - so understanding your teams can become the cornerstone of your organisational success.

With 20+ survey topics, customisable dashboards, and easy-to-use sharing and reporting features, Qlearsite helps people-centric leaders know how to make a strategic impact. Whatever the challenge - from boosting retention, to understanding inclusion - you learn how to motivate and engage your employees.

Utilising data filters to analyse the responses, we applied Qlearsite's language analysis technology to uncover the common themes that help to understand employee sentiment. These themes are showcased throughout the report via survey quotes, providing further support for the data included.

[Find out more here](#)

Some of the key themes surrounding gender in the workplace that were identified using the tool include:

Training needs not being met

When exploring what more could be done by employers to better meet workplace expectations, specifically for women, there was a significant desire for more training options. Individuals expressed a need for improved development opportunities, with enhanced choices when it came to learning more about other areas of the business.

Overlooked for progression

The largest challenge personally faced by women in the workplace was surrounding promotions, with numerous individuals claiming there was limited progression opportunities, as well as manager favouritism being a large concern.

Gender minorities not feeling included

When looking into top workplace challenges surrounding inclusion, transgender and non-binary professionals felt the social settings within the workplace needed improvement. Individuals felt businesses gave the opportunities to voice opinions but lacked taking action.



An introduction
to gender



An introduction to gender

The importance of driving equality at the forefront of gender-centric conversations is not a new topic, and it is an essential component of our published D&I strategy research. Our latest publication comes at the end of the 15th anniversary of Diversity month, and the 50th anniversary of Pride month - both key celebrations of gender and sexual orientation differences across the globe.

Robert Walters aims to reinforce its commitment to lead conversations around corporate accountability and strategies targeted at equality, diversity and inclusion (EDI). The prioritisation of EDI dialogue has been accelerated through the efforts of business leaders, who are committing to holding themselves accountable to the customers and employees in the societies that they operate in.

It is in this report where we outline how far we have come in these efforts, and where there is still room for improvement.



Pay and seniority

Pay and seniority

True gender equality can only exist once there is an equal distribution of women and men within senior leadership and management teams. Last year, we highlighted how just a third of women (36%) reported that they were in a managerial role, in comparison to almost half of men (43%).

With a focus on representation in senior positions this year, it is ¹widely acknowledged by numerous report that there is a strong relationship between gender diversity dialouge - with both profitability and value creation. Gender diverse executive teams continue to be associated with higher financial performance and profitability within companies across the UK and Ireland. In short: diversity continues to win.

“There is a white male culture in the higher levels of management - so there are no role models. Even though managers have been great, it still makes it harder to find those opportunities.”

“Very few women work in my specialism and we are seen as not as technically qualified as our male counterparts.”

“There is very much an expectation that you must be twice as good as the man next to you to even be considered, and then you are judged for being ambitious.”

*open ended responses from survey



3x

In this year's survey, 3 times the number of men than women are in executive leadership / board-level positions

¹<https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/delivering-through-diversity>

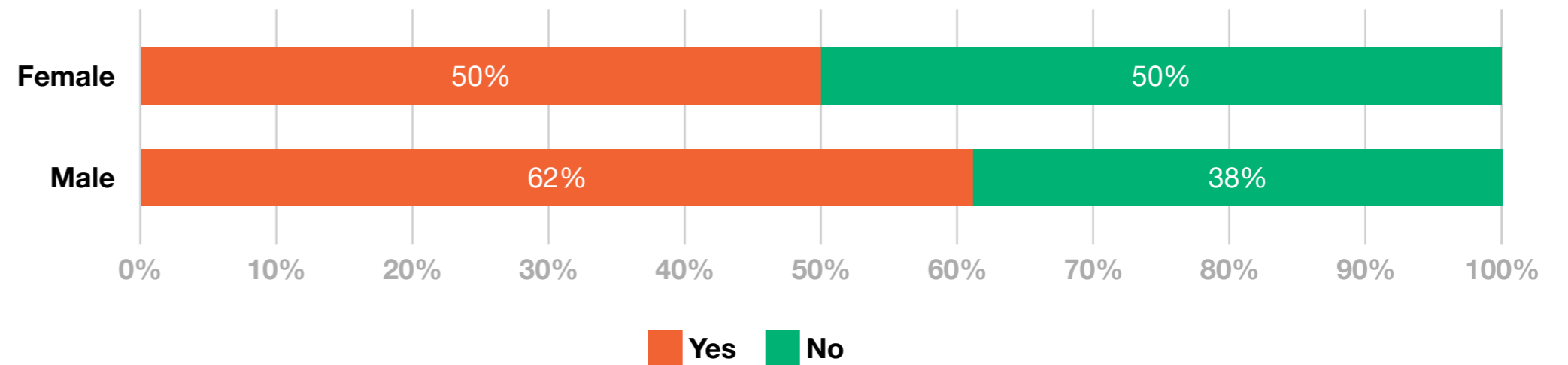


A closer look at pay and negotiaion

In 2021, 66% of men vs 55% of women had attempted to negotiate their salary. This year's data replicates findings from our previous reports, emphasising the influence of gender differences in both the initiation of salary negotiations and the final salary obtained.

It has been a consistent trend that only half of the women surveyed have negotiated their salary at any point in their career.

% of professionals who have attempted to negotiate a higher salary in their career



Impact of Covid-19

50% of women reported that they had never attempted to negotiate their pay. The 5% decline we have seen in the past year of women negotiating their pay, along with additional survey results, suggests that this could be as a result of the workplace shift following Covid-19 - including perceived influence of job security, working relationships with managers and teams, mental well-being, and the sense of community in conversations.

“ I was on a zero-hours contract, then Covid-19 happened. If this hadn't happened, I would have been asked to go on salary where I would have negotiated a new wage. ”

*open ended response from survey

Men



2x

Double the number of men, compared to women, received additional support & resources during Covid-19



2x

Post Covid-19, twice as many men compared to women had increased confidence towards negotiating their salary



32%

32% of men reported that Covid-19 had no impact to their job role – higher than the national average

Women



57%

57% of straight women, and 75% of LGBTQi+ women stated that their mental health suffered as a result of Covid-19



47%

47% of women stated that they felt anxious about job security during Covid-19



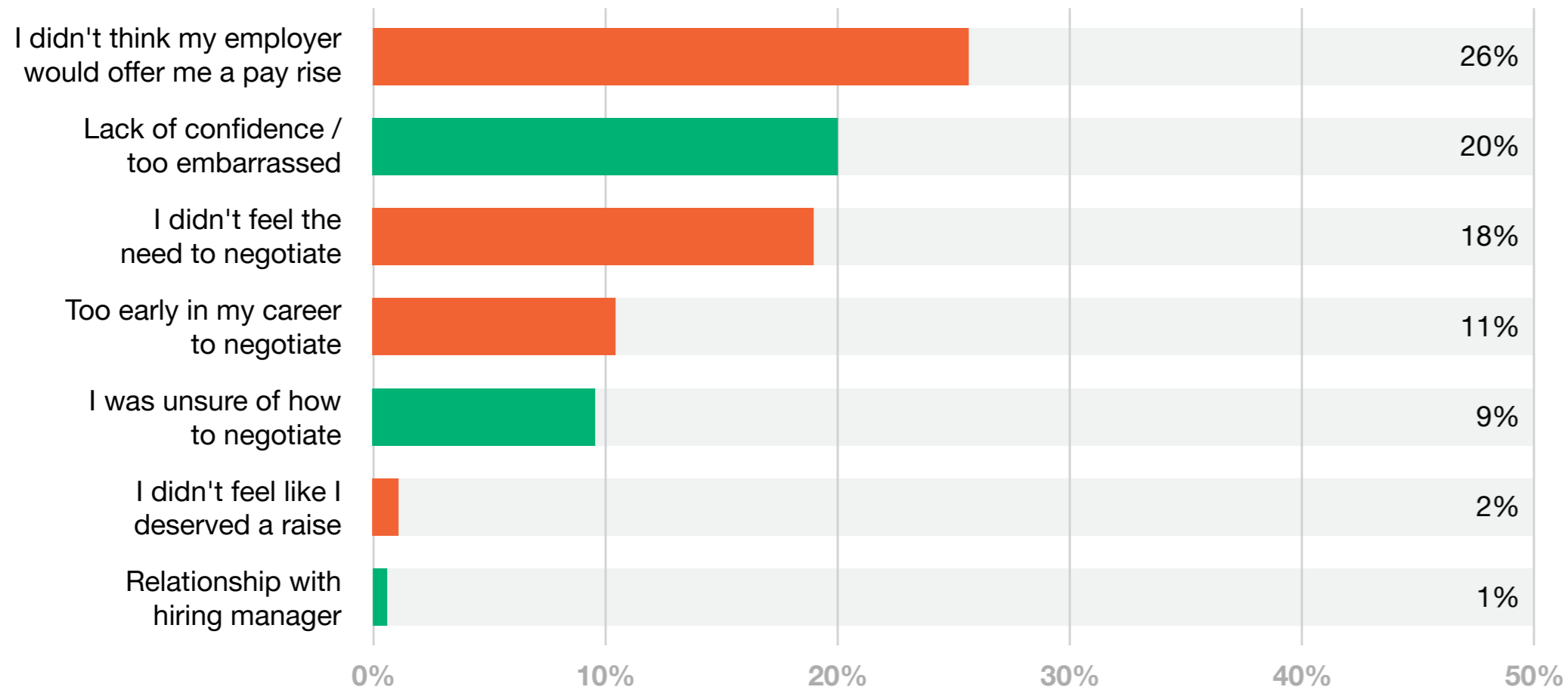
50%

Half of black & Asian women reported higher levels of nervousness around their relationship with their manager and team during Covid-19 – compared to a third of white women

Pay negotiation barriers

When looking into the barriers preventing women from negotiating their pay, the prominent reason is simply because they believe they would not be offered one. This is shortly followed by, and can be linked with, a lack of confidence or feelings of embarrassment when it comes to these conversations.

Top pay negotiation barriers for women



“

I have used my performance review to outline my achievements over the year, but this is usually to help determine a bonus. I never felt comfortable also asking then for raise too, so have waited until they have been offered

*open ended response from survey

”



1 in 5
 women say they are not confident enough to ask for a raise

The role of confidence and communication

A lack of confidence when considering whether to negotiate pay has been a consistent finding within our previous research over the years, with almost double the number of women stating they feel this way, compared to men.

Whilst it is positive to see this gap shrink in our 2022 findings, 20% of women continue to describe this as a key barrier, compared to just 14% of men. This suggests that the communication and negotiation behaviours adopted by men, which are often described as more active and fact-driven, in comparison with women, who focus on rapport-based communication, may be a roadblock in the journey to achieving equal pay status.

“I find conversations around salary awkward, and do not want to be put in a difficult situation.”

“Bringing evidence to the table as to why I should get a raise felt self-promoting, and that felt a bit weird to me to do.”

*open ended response from survey

A head-start for men

The significant gender differences in willingness to negotiate pay, triggers several questions around the driving factors. An area of interest within this report is the historical success of men in both initiating the negotiation and receiving the desired amount.

26% of women didn't think their employer would offer a pay rise

For those that have been successful in negotiating, men tend to receive the amount they ask for, with 61% of men receiving over half of the amount that they had requested.

Our research indicates that these pre-existing success rate for men negotiating pay, may be a major contributor to the ongoing gender pay gap. Additionally, the foundation of gender-pay disparity stems from the evidence that men are offered higher salaries from the onset, therefore men may be more inclined to negotiate their salary further because they feel more empowered in the salary negotiation context; given their historical head-start.

Bridging the gap

The gender pay gap has shown a steady decline overtime, falling by 25% over the last decade.

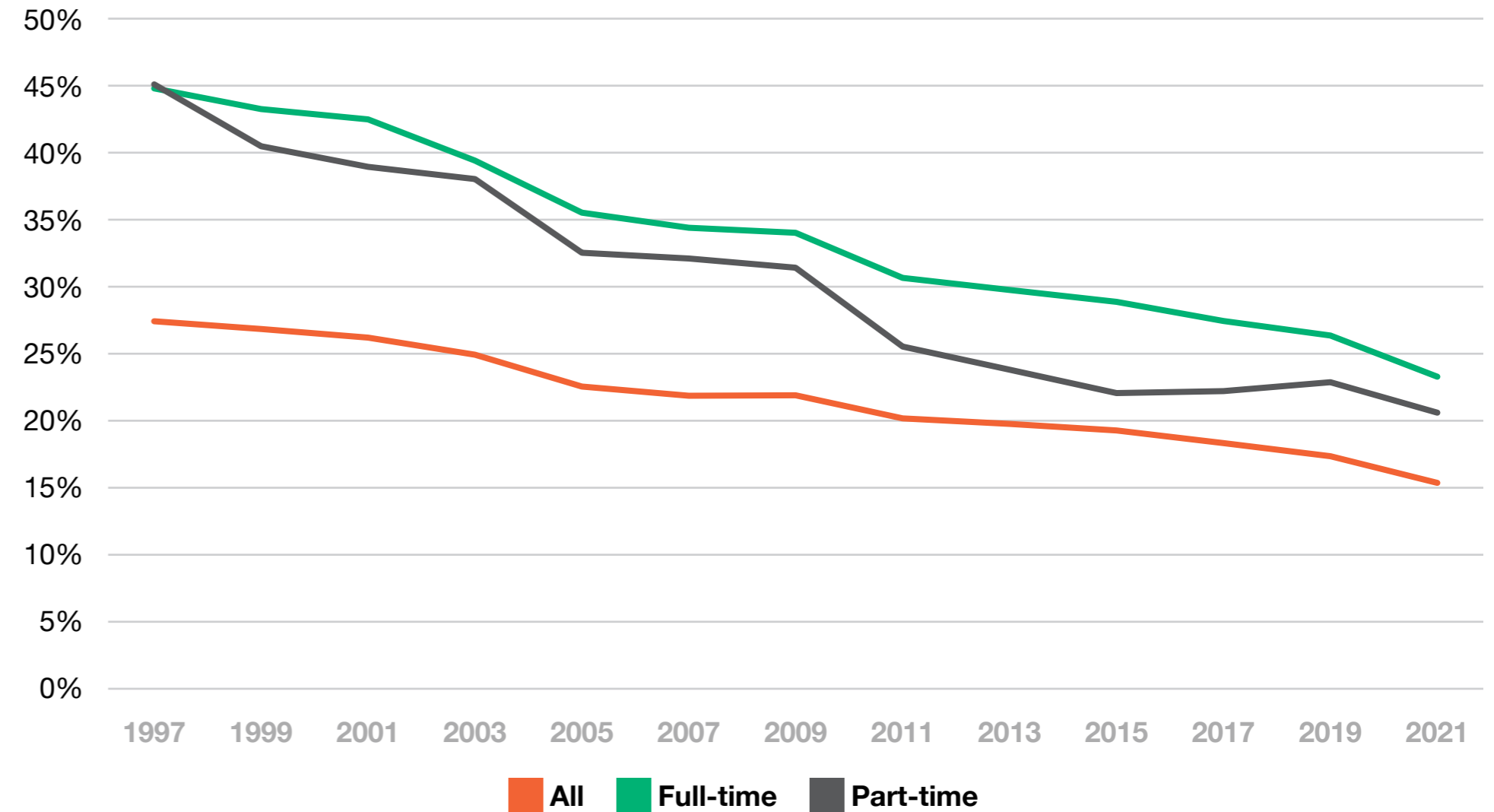
Our 2022 findings show that men expect higher salaries than women, anticipate less discomfort during negotiation and believe themselves to be less emotional in the salary negotiation context.

When asked why professionals had not negotiated their salary, it was identified that women are found to experience more discomfort when it came to talking about money:

“ I find it difficult to discuss money and even though I am very good at my job, I have lacked the confidence to sell myself with regards to a pay rise. ”

*open ended response from survey

Gender pay gap for median gross hourly earnings (excluding overtime), UK, April 1997 to 2021



Source: Office for National Statistics – Annual Survey of Hours and Earnings (ASHE)

The working parent

The influence of household status and the consideration of working parents have been reported as key variables in our survey results this year.

The lack of women attempting to negotiate is most profound when looking at women who have parental or guardian responsibilities:

“

“Money is just not something that is easy to talk about. I would negotiate for the salary of others, but it's harder to advocate for yourself.”

“I find it difficult to discuss money and even though I am very good at my job, I have lacked the confidence to sell myself with regards to a pay rise.”

*open ended response from survey

”

This conclusion is critical to driving the dialogue within businesses around non-conventional barriers and challenges that exist to help to influence current strategies aimed at the gender pay disparity.

“

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

“There is a lack of flexible working at senior levels, making it difficult for working mothers to ascend to very senior roles. Flexibility tends to be offered at more junior levels only.”

*open ended response from survey

”



Development
and progression

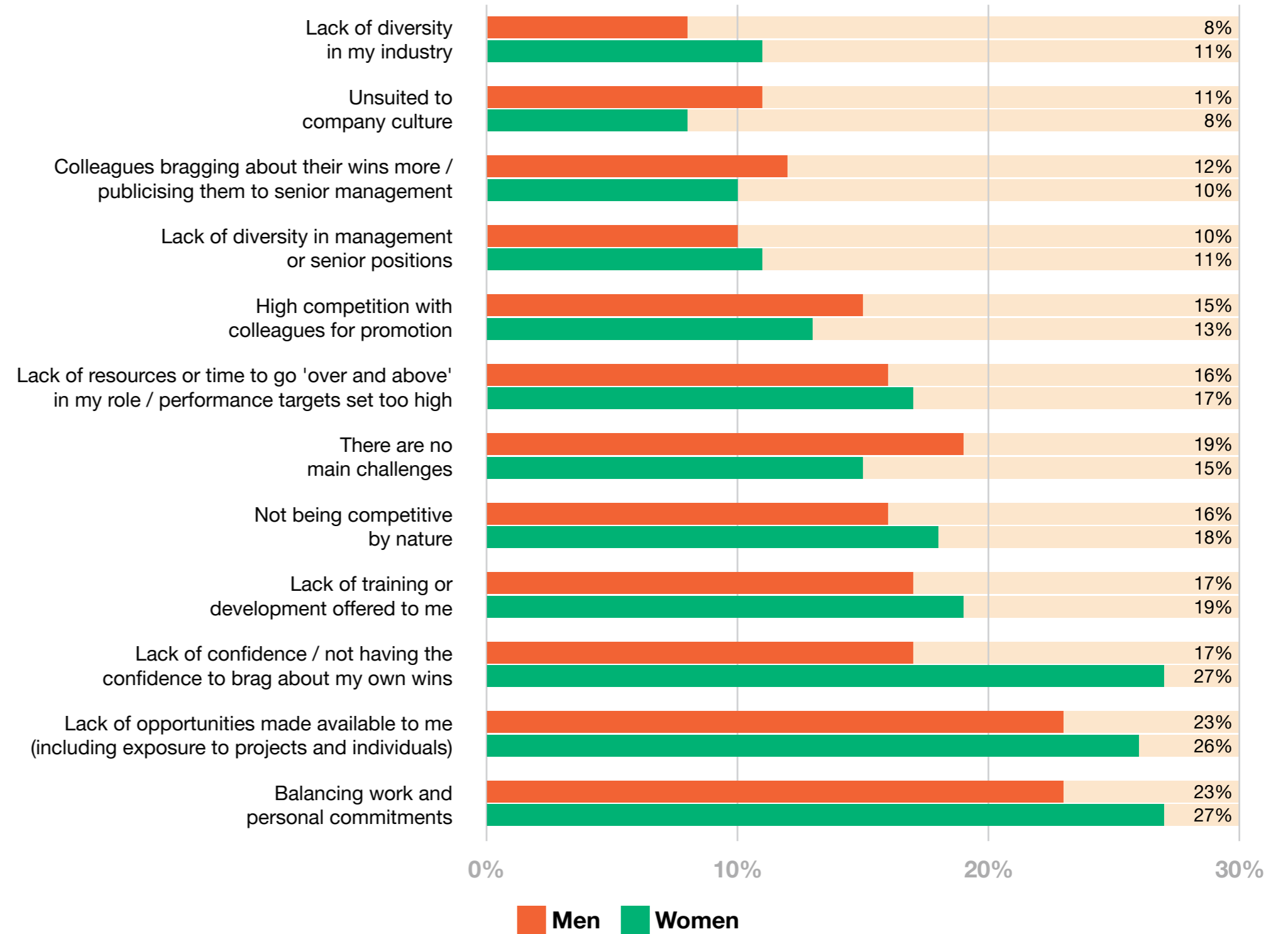
Development and progression

In 2021 our research identified 3 key barriers to development, progression and negotiating pay: *lack of opportunities to progress, the impact of motherhood on self-esteem at work and the inaccessibility of training for women in their thirties.*

There has been a 1% increase in the number of women who felt that the lack of diversity in senior or management positions was the greatest barrier to progression over the last year. Whilst not a drastic change in results, arguably this is an area that has not seen recognisable improvement.

Almost a third of women (29%) are not receiving any tools from their workplace to equip them for progression. This can be identified as a key contributor towards the minor change in comparison with men. It has also been reported that over half of women reported a misalignment between skill set, ability, and remuneration.

What are the key barriers to you progressing in your career?



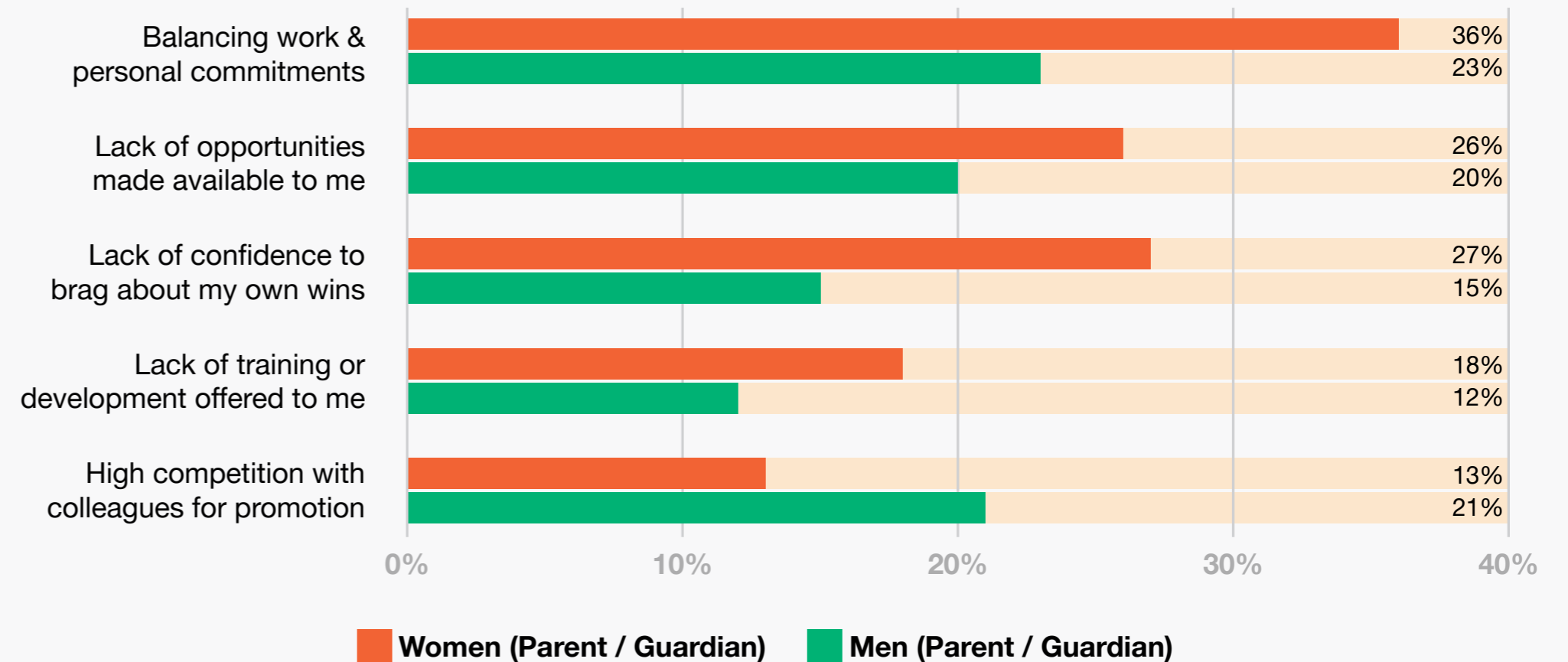
Stalling progression for working mothers

Again, the working mother seems to take a hit when it comes to progression – with 56% stating that their current employer is yet to offer them a promotion, a 14% difference compared to working fathers. It is not surprising to therefore see that over a quarter of working mothers (27%) report not being aware at all of the steps up the company ladder – compared to just 17% of fathers who state that their employer has not given them clear steps toward promotion.

When taking a closer look at working mothers, we can see a significant unfair advantage where lack of training, less opportunities being presented to them, and low confidence are all factors contributing to a decelerating progression rate.

A factor that appears to contribute to progression inequality between working parents/guardians is that working mothers continue to bear the brunt of juggling childcare over working fathers – with 36% of women stating that balancing work & personal commitments comes in the way of work vs just over a fifth of working fathers (23%).

What are the main challenges you have personally faced when looking to progress in your career?





Opportunities
and promotions

Opportunities and promotions

A consistent finding across all our reports is that more men are offered promotions in comparison to women.

2x

Double the number of women (10%) had not received a promotion within 1-3 years, when compared to men (5%)

Last year, 55% of women who had been at their current company for more than three years reported that they had not been offered a promotion and this year - this figure increased by 5%.



of women are not aware of what they need to do to receive a promotion.



of men say they know exactly what they need to do to get a promotion and have specific targets in place with their manager(s).

“

When asked what makes it difficult to access further opportunities, sexism was a recurring trend:

“Very few women work in my specialism and we are seen as not as technically qualified as our male counterparts.”

“There is only one diversity spot on the shortlist for senior jobs, placing women and all minority groups in a competition for that spot while the remaining spots continue to go to white men.”

“Usually if my manager is more comfortable with men then they will select them over me or block me from other opportunities.”

”



Benefits and employer
value proposition

Benefits and employer value proposition

One of the most controversial conclusions of the 2022 report is based on findings that men are found to have access to more benefits and employee value-adds.

The research also found that in addition to the significant pay disparity between genders, men received 50% more monetary incentives such as company stocks and shares. Our study analysed other benefits such as pension contributions from the employer, bonus schemes, private health insurance, amongst others - and the 50% gap between genders remained pronounced.

This highlights that men are not only receiving the higher salaries from the onset, with more confidence to negotiate these further, but they also receive an increase in employee benefits.

“ I hope my employer will value my hard work and provide some employee benefits and incentives to keep me motivated and feel more valued. ”

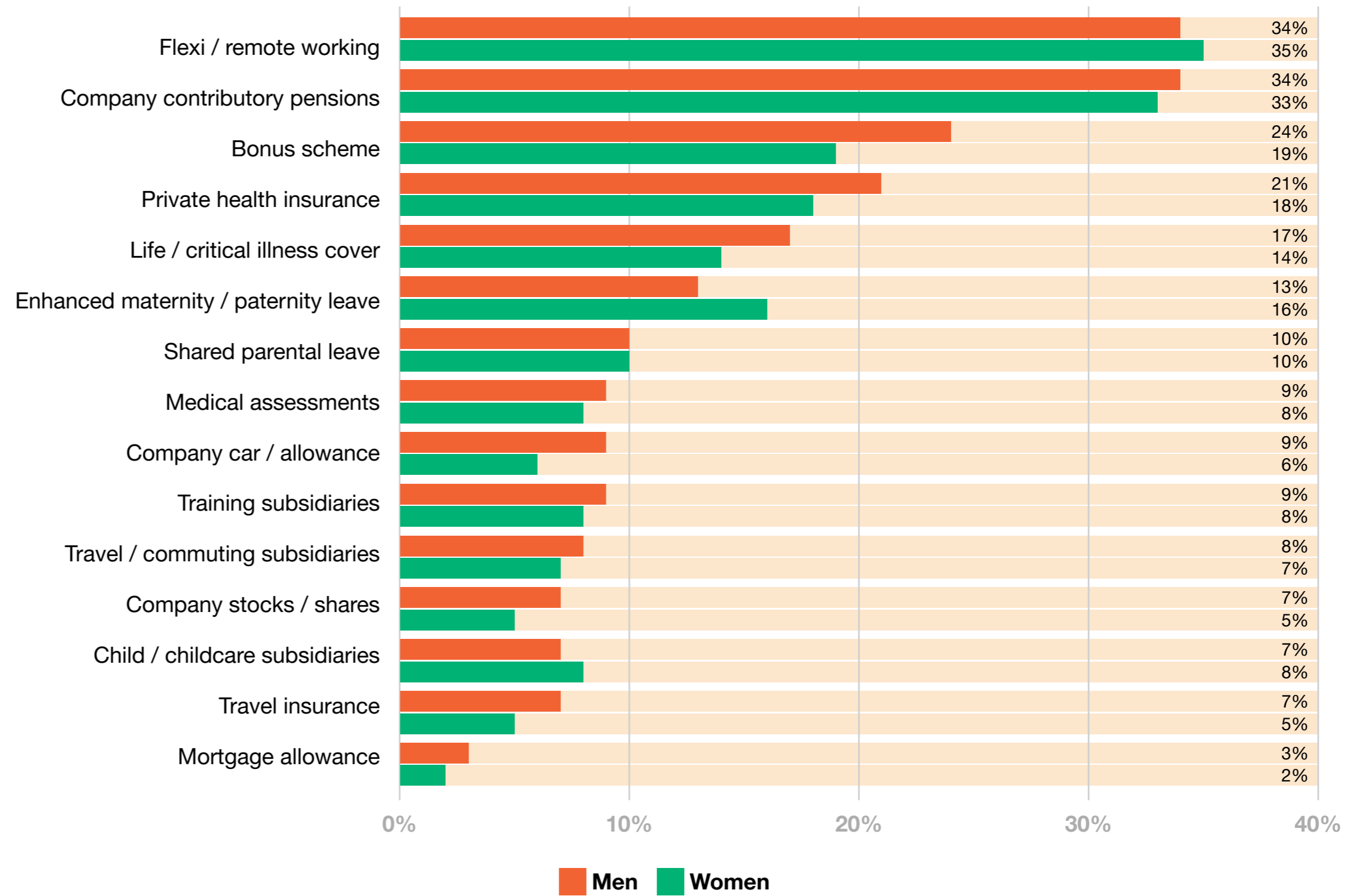
*open ended response from survey



6%

of women have been provided with a company car, in comparison with 13% of men - an alarming 50% difference between the genders

What employee benefits do you currently receive from your employer?



A lens on gender
and ethnicity



“

As a hijab wearing lady, I always felt that I had been denied opportunities because of peoples perception of me.

*open ended response from survey

”

A lens on gender and ethnicity

Ethnicity continues to influence conversations relating to EDI and gender. We have found that ethnic minorities continue to report discrimination as a key barrier to their career advancement.

The influence of ethnic bias for women is a recurring finding in our survey:

- 26% of black & Asian women have experienced discrimination at work, compared to 17% of white women
- A quarter of black women (24%) cite lack of training as a key barrier to progression – compared to 18% of white women
- 3x the number of black (25%) and Asian (22%) women state that there is a lack of diversity in senior positions – compared to just 8% of white women who claim this holds them back
- Twice as many Asian (16%) and black (14%) women – compared to white women - (8%) claim that their lack of confidence to shout about their wins hinders their chances of progression

We have also found that women from ethnic minority backgrounds fare worse when it comes to pay negotiation. Whilst white women have the lowest propensity to negotiate pay (47%) in comparison to two thirds of black (66%) and Asian (62%) women who ask for higher salaries, it is white women who still report a higher success rate in receiving the requested amount negotiated.



A lens on LGBTQi+ professionals

A lens on LGBTQi+ professionals

Our report reveals unequal treatment and a disconnect for many employees, particularly those who belong to the LGBTQi+ community, both in terms of pay satisfaction and career progression, as well as how their organisation helps them to feel connected and engaged within the workplace. Key findings from our report uncover:

- LGBTQi+ professionals are less satisfied with their pay compared to their heterosexual counterparts, with 49% on average feeling like their pay is not an accurate reflection of the work that they do
- 2x as many LGBTQi+ professionals cite the relationship with their manager as the key barrier to negotiating for a higher pay – when compared to straight/heterosexual colleagues
- On average, a heterosexual employee is 10% more likely to receive a promotion than a LGBTQi+ employee - despite reportedly feeling on par with the understanding on what steps they need to take to get promoted

“ I’ve experienced homophobic comments in meetings by people unaware of my sexuality.
*open ended response from survey ”



“

I have experienced direct discrimination and derogatory comments which resulted in feeling like I am an outsider.

*open ended response from survey

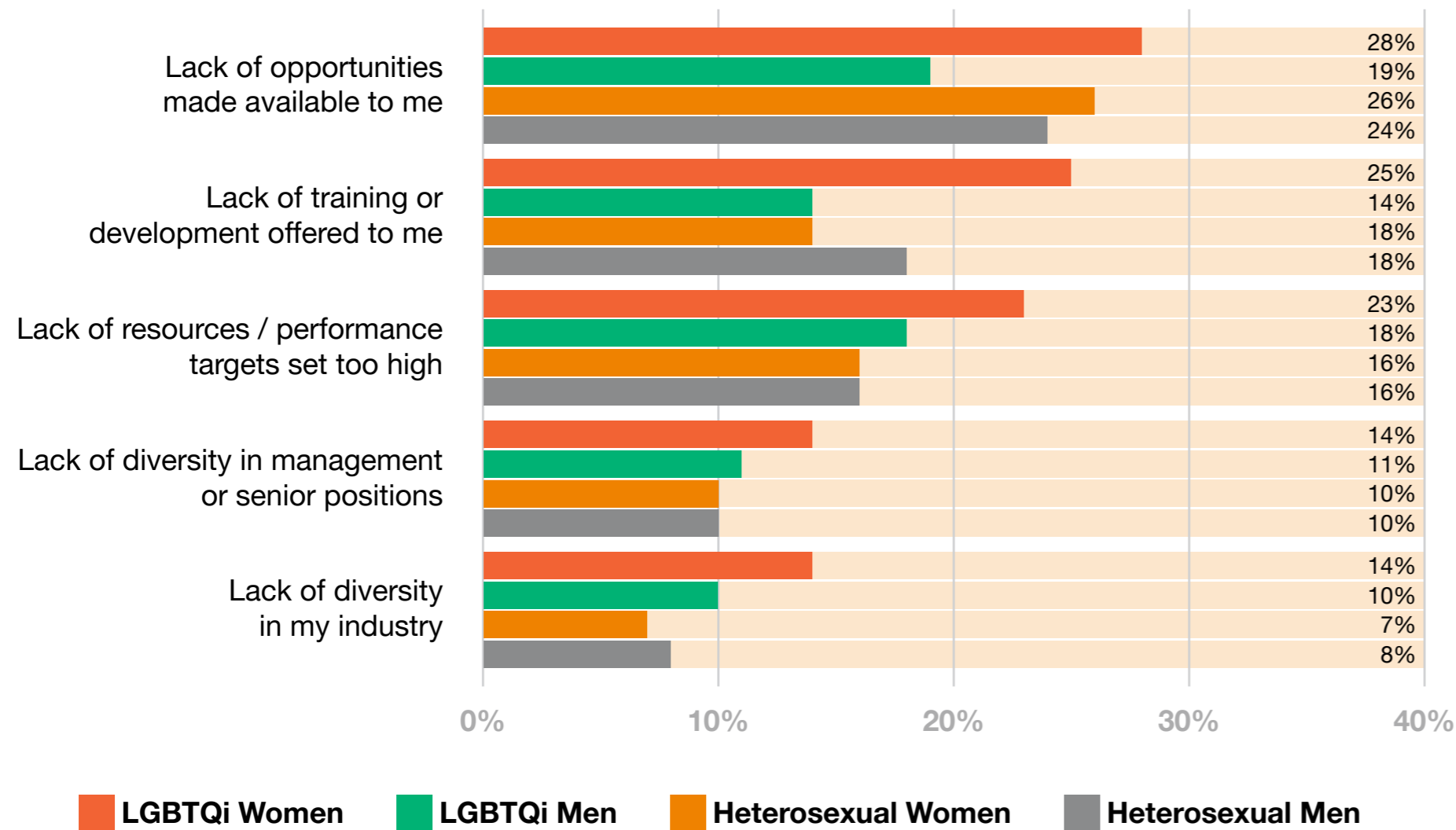
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Women continue to be disadvantaged

It is LGBTQi+ women who reported the biggest hurdles in their career – with this cohort being the least likely of any sexual orientation to have opportunities made available to them (including exposure to projects and individuals).

Key barriers to progression



Impact of Covid-19 on LGBTQi workers



44%

of LGBTQi+ women felt nervous about their relationship with their manager during Covid-19; 10% more than heterosexual women.



+5%

Over 5% more LGBTQi+ men, compared to heterosexual men, felt their progression was slowed during Covid-19



75%

of LGBTQi+ women reported feeling anxious about their mental health during Covid-19, almost 20% more than heterosexual women



77%

of LGBTQi+ men reportedly felt that their role was impacted by Covid-19

How far have we come since Pride 2021?

The implementation of workplace inclusion interventions remains the most under-developed area, with the lowest statistics affecting the LGBTQi+ community. While the stats show a positive increase in the overall sense of inclusion, there is still disparity in the experiences of LGBTQi+ professionals and their heterosexual counterparts.

In fact, almost double the number of LGBTQi+ professionals do not trust the leaders in their organisation 'to stand up for and do what is right.' These challenges could result in lower engagement, communication, contribution, and overall workplace satisfaction.

2021



26% of LGBTQi+ professionals do not think that their organisation celebrates peoples' differences.



Over a quarter (28%) of LGBTQi+ 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 their manager takes the time to understand their personal circumstances.



A quarter of LGBTQi+ women have experienced discrimination in the workplace because of their sexual orientation, vs a tenth of straight or LGBTQi+ men.



Almost half (49%) of LGBTQi+ professionals state that their organisation has progressive D&I initiatives in place, with a quarter stating that they are active participants in such schemes.

Just 14% of LGBTQi+ professionals report feeling misunderstood by their manager – more than halving this statistic in the past year.



2022





Key recommendations
Gender and LGBTQi+

Key recommendations

Gender and LGBTQi+



The 2022 report shows that there are factors beyond remuneration that matter to employees. Over the years, Robert Walters Group has encouraged a more balanced gender representation, understanding motivators and drivers within candidate pools, and offering employment value add-ons that are attractive to men and women alike throughout their careers in order to create holistic working environments.

This year's results encourage businesses and their leaders to promote dialogue that is based on mutual trust and respect of personal circumstances that is non-discriminatory, to aid the development of strategies where bullying or intimidation in the workplace is mitigated.

Our study identifies three key topics that must be tackled to accelerate diversity, inclusion, and equality. These are:

- The role of gender and sexual orientation
- The role of gender and household status (parenting / guardianship / personal responsibilities)
- The role of age, ethnicity, and disability

We found that that previous experiences of discrimination have led to discomfort and exclusion, both during person encounters and observation, and continue to play a role in the lack of confidence, satisfaction, and progression of women. The influence of emotions in this topic is vital in reminding us that it is not 'business as usual' and we must drive real and/or meaningful change.





Key recommendations
Employee Inclusion

Key recommendations

Employee Inclusion



Insight from Inclusive Group, a full-service diversity consultancy

Workplaces are seeing a major shift in expectations around equity, diversity and inclusion (“EDI”). This has played out in a stronger demand for action and progress - the time for talking is over. Every employer wants their commitment to EDI to be authentic. Achieving this is possible, but it requires a strong focus on everyday inclusion, and a commitment to address flaws in systems and processes that have historically held back diverse talent.

This report provides a stark reminder that, while we are seeing progress when it comes to EDI, the journey is far from over. Perhaps now is the right time to step back and evaluate EDI strategies. Is bias quietly infiltrating our workplace systems and processes? Do we hold people accountable for their everyday behaviour? Are we alive to how minority and marginalised groups experience life at our organisation?

For employers, getting this right has never mattered more, but the breadth and depth of the task ahead can feel daunting. Here are some straightforward tips to harness your approach:

1. Adopt a data driven strategy

Where are we today on EDI - and where do we want to be? The answer to this question often lies in thoughtful analysis of diversity data. Understanding where your organisation’s strengths and weaknesses are in terms of the recruitment, retention, progression and lived-experience of diverse talent is crucial in setting meaningful EDI objectives and goals.

Make sure any diversity data collection complies with local data protection legislation, and build trust with your people by being open about why you are collecting diversity data and how the information will be used. Change is often incremental. But when your overarching

strategy, and the actions that underpin it, are informed by qualitative and quantitative data you can track and measure progress over time.

2. Identify bias in systems & processes

None of us are immune to the effects of bias, but as well as skewing individual judgements, decisions and behaviour, bias can become baked into workplace systems and processes. Analysing EDI data can help you to:

- Spot patterns and disparities across your full employee lifecycle, which may indicate a systemic issue. For instance, a drop in the percentage of black hires compared to job applicants should alert you to a possible problem;
- Identify holes or issues in processes, and take action to address shortfalls;
- Measure the impact of any changes.

3. Equip leaders to talk about EDI

We know many leaders - particularly straight white men - can feel anxious and apprehensive at the prospect of talking about diversity. This is often driven by an innate fear of getting it wrong. But silence can lead to inaction and so it's important to coach leaders and managers in this area, by helping them to:

- Understand why diversity is an imperative for your organisation;
- Consider why diversity matters to them on a personal level;
- Articulate this to key stakeholders - whether that's fellow leaders, clients, middle managers or colleagues at large.

Why does this matter? It matters because when we find our 'why' it becomes far easier and more natural to talk about diversity, with credibility and authenticity.

4. Prioritise everyday inclusion

Central EDI efforts will only ever go so far, if microaggressions and discrimination are allowed to go unchecked 'on the ground'. This report highlights alarming figures relating to black, Asian and LGBTQi women's experience of workplace discrimination. Microaggressions can be particularly challenging to tackle. These seemingly small and subtle, often unintentional behaviours can lead others to feel inferior, undermined, excluded or othered. But a fear of appearing over-sensitive or overreacting can hold many people back from speaking up. Ensure your people feel empowered to intervene by:

- Calling it out: Intervening in the moment to point out exclusionary language or actions
- Calling it in: Speaking to the perpetrator after the event, to discuss the incident (individuals may choose this option if they feel it is the most sensitive way to deal with an issue)

Ensure EDI training includes a strong focus on listening. Humility and empathy are key skills for Inclusive Leaders. Introduce feedback and accountability structures that ensure that behaviour is recognised and either rewarded or penalised.

5. Make a commitment to fair pay

This report reveals a stark gap in the percentage of men and women who have attempted to negotiate pay, and the gap is compounded by the disparity in outcomes: Men are more likely than women to ask for a pay increase - and of the men and women who do ask, men are more likely to be successful.

Embarrassment and a lack of confidence are highlighted here as part of the problem. Could transparency be part of the solution? We are seeing a move towards pay transparency in other jurisdictions, for instance a ban on asking about salary history has been adopted in a number of US states. Pay remains a deeply sensitive issue for many employers, but steps such as publishing salary bands on job adverts sends a strong message about your commitment to fair pay. If your employer is not comfortable doing this, perhaps now is a good time to ask 'why'?

6. Explore experience through an intersectional lens

And last but not least, it is important to recognise that different aspects of our identities come together to shape our experience. As the data here makes clear, women whose identity spans one (or more) minority group can find they experience additional layers of disadvantage in the workplace. Where possible, take steps to build intersectionality into the heart of your EDI strategy. For instance by analysing and reporting data through an intersectional lens, or formalising connections and collaborations across Employee Resource Groups.



Concluding comments

Chris Poole - UK Managing Director,
Robert Walters & Walters People



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This is the third year Robert Walters has undertaken such a significant piece of research into diversity and inclusion in the workplace – and allows us to look at the progress of UK & Irish workplaces from pre-pandemic right through to a post ‘Me Too’ world where there has been widespread recruitment of Heads of D&I or ‘Inclusion Champions’ in businesses large and small.

Gender diversity is vital to any workplace – not just because it is a laudable goal; it simply makes bottom-line business sense. Several studies showcase the financial benefits of gender-diverse business units – with a highly engaged diverse team having a strong correlation with revenue and net profit.

Finances aside - a gender diverse team brings about different viewpoints, ideas and market insight; increases the wider teams access to resources, diversifies customer base, and helps to attract and retain more women into the team.

It is not enough to look at the experiences of different genders face-on, this is an intersectional and complex matter, with the nuances being important to understand if we are to make true progress.

This report allows us to consider the experiences of different genders through several lenses including ethnicity, seniority, length of service, sexual orientation, parental or guardian responsibilities, and industry. All of these areas allow us to look further into what barriers exist in the workplace which both hinder further diversity, and act as a barrier to true inclusion.

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 Poole - Managing Director,
UK & Ireland at Robert Walters & Walters People**

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About the authors

ROBERT WALTERS

Walters
— **People**

Robert Walters: is one of the world's leading professional recruitment businesses. We focus on finding the best specialist professionals for our clients – which range from the largest corporates world-wide through to SMEs and start-ups.

Walters People: focus on connecting businesses to the staff they need whilst acting as a career partner for today's fast-moving professionals. Our fast and efficient service is characterised by immediacy, digital efficiency and specialist knowledge.

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



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

Contact us

For more information around delivering diverse candidate pools, creating an inclusive recruitment process, or kick-starting an EDI initiative, please get in touch so we can provide information about our internal services, or direct you towards one of our partners:
contact@robertwalters.com



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