



Diversity Mark

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### Members Best Practice Roundtable

Hosted by Danske Bank in the Catalyst Fintech Hub

22<sup>nd</sup> August 2019

Roundtable Discussions

<b>GENDER BALANCE THROUGH RECRUITMENT</b>	<b>Challenges identified</b>
	Drop in female applicants even with programmes
	Hard to get roles filled in finance sector
	Hard to make roles appealing to female particularly jobs that are perceived as man's work
	Role models trying to get them to tell their stories
	Degree mentality
	Lack of flexibility in working practices
	Profile of business to attract applicants
	24/7 not family friendly hours (policing/engineering roles)
	Creating an attractive image of engineering for women
	Less female representation at senior roles
	Lack of confidence applying for roles
	Job criteria in advertisements/perception of job roles
	Lack of role models in certain industries (i.e. engineering)
	Pipeline of industry specific issues
	Perception that female not being promoted based on merit
	Perceived lack of flexibility in senior roles
	Unconscious bias/perceived barriers to progression



<b>GENDER BALANCE THROUGH RECRUITMENT</b>	<b>Best Practice ideas How do we overcome the challenges?</b>
	Schools mentoring program
	Real stories from real role models
	Apprenticeships
	Student paid placement
	Scholarships
	Code of Conduct
	B& H Training
	Anonymous shortlisting
	Challenge nature of role /skillset of qualifications when posting
	Communicate flexible hours
	Communicate agile working allowances
	Gender inclusive language
	50:50 representation on shortlisting/interview panel
	Offer training on the job (example rather than drivers requiring PSV licence, advertise for customer care and train for licence)
	Tick list for managers (have they considered x,y,z in respect of job role)
	Early identification of potential and development of skills
	Recruitment days to entice female applications (example Give it a Go day)
	Visible role models
	Attending external events
	Educating children to the world of work to demystify bias for certain job roles
	Challenging ourselves in relation to how we attract talent-not doing what we've always done
	Promoting and encouraging visibility of flexibility in senior roles
	Focus on retraining recruitment teams and hiring managers on being conscious of unconscious bias
	Challenge criteria for what is essential
	Encourage better visibility of how much flexibility can be achieved in a role
	Removal of barriers to progression



MENTORING PROGRAMMES	Challenges identified
	Some schemes haven't worked
	Good connection and chemistry needed between mentor and mentee
	Commitment
	Informal/no structure
	Senior management/hierarchical attitudes
	Justification for costs for external mentors/coaching
	Balance of mentoring. Group Executive to 3-4 levels below
	Difficult to recruit male/female for mentor programme
	Time commitments within small organisations
	Executives don't believe they have the skillset
	Perceptions as it could be seen as patronising
	Providing tools for mentoring
	Where to start getting a mentor
	Keeping it professional in mixed gender mentoring
	Do managers have the skills they need to manage
	Pairing challenge can be short or long
	Mentees need to be able to understand their challenges and weaknesses against their goals
	Mentors able to give practical help
	Mentoring programmes too formal for something so personal
	Cost of programmes for organisations with little money
	Coaching v mentoring -getting both from different people
	Perception of 'grooming' for promotion
	Inconsistency of informal mentoring -some might be better than others



MENTORING PROGRAMMES	Best Practice ideas How do we overcome the challenges?
	Waterfall mentoring scheme within the business
	Reverse mentoring
	Engagement with external bodies
	Careful which mentor to choose/different departments on the business
	Retired professionals
	Women in community/return to work schemes
	Safety/trusting relationship
	Inhouse mentoring programmes: BOI =female/female Fintru=Females in Finance And Mentor A-level students who have signed up on a monthly basis to get them career ready Catalyst=ICT Talent Learning Circle Sign up mentor/mentee for analyst graduates. Training for manager/mentor and role play NIE=Inspiring leaders' rotation Sensata= Gender network and 'Appreciating Cultural Exchange' Link arts to engineering and highlight creativity
	Remote mentoring with external bodies Police=Women's Police Association & Ethic Minority Police Association BOI=Lean In mentoring in personal time Women in Business mentoring scheme
	Keep widening the programme to all rather than restrict to females
	Reverse mentoring between partners/apprentices
	Identify mentoring partners from beyond own organisation
	Provide external trainers
	Tool pack for getting started
	Graduate programme-formal programme/reverse mentoring (benefits young and senior people)
	Mentor and Mentee training programme
	Not putting too much pressure on the relationship -can end anytime
	Accountable goals
	Pairing who can give skills they need
	Mentoring contracts to ensure everyone knows expectations
	'Coaching' mindset for everyone -all helping each other
	Line manager as coach and mentor-building relationships so they know to how to help and do so regularly
	Immersive training -give people interactive activities which are enjoyable
	Have credible engaging people delivery message to win over hers and minds



MOVING INTO OTHER AREAS OF DIVERSITY	Challenges identified
	Diversity profiles Trying to get existing staff to fill in surveys /questionnaire as small response rate Educating staff Acceptance of level/changing attitudes Collaboration over all locations/networks Equal measures with groups/momentum NIE-admin office-based roles Providing information to get people started in work re utilities/local information/amenities especially for foreign workers coming to work in NI Training on cultural awareness Neuro diversity _ADHD/Autism/Dyslexia Physical working conditions-hotdesking for example difficult for people with autism How to get people to engage
MOVING INTO OTHER AREAS OF DIVERSITY	Best Practice ideas How do we overcome the challenges?
	Diversity champions Gender, ethnicity, LGBT, disabilities networks for each Hubs around the country Celebration of ‘what at we said, we did’ Employability talks, career fairs Disability placement day/work shadowing Collaboration scale Diversity networks (gender, LGBT, parents, disability) across all office locations Quality not quantity Responsible business reporting NICS- Apprenticeship for poverty/qualification skills put through GCSE’s Remove criteria and years’ experience Age-transfer of skills Disability network with buy-in from CFO Everyday language around disability Speaking to groups and 1-2-1 to people to make them aware of invisible disabilities / mental health awareness Sharing diversity of your wider population Leadership driving diversity areas



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	Created a gender group which quickly spread out to a 'appreciating cultural exchange' group
	Cultural champion
	Find people who are passionate
	Find external people who are willing
	Survey staff and design networks around what staff tell you they want /need -based on data
	Look at various issues which are challenging for staff like caring responsibilities/menopause (taboo subject which affects confidence)/mental health
	Hold sessions on topics that staff have expressed need for i.e. education & awareness
	Authenticity of approach