

## **Equal Opportunities & Diversity**

As a leading public sector recruitment and organisational development consultancy, we are clear that we have an important role to play in developing and promoting diversity and equalities both in terms of our employment practice and that of our clients.

We recognise by embedding these principles many benefits can be gained in core business processes. These include:

- Productivity
- Client focus
- Innovation

With regards to our own workforce we have exceeded some of our original targets, in summary:

- 70% of our workforce is made up of women
- 50% of our top tier managers are women, including 3 of our 5 Board members
- Over 16% of our workforce is comprised of individuals from ethnic minority communities
- GatenbySanderson has a diverse age profile ranging from 19 to 65 years.

In all aspects of our work, we strive to:

- Promote equality
- Value diversity
- Challenge and eradicate discrimination on the grounds of gender, race, age, disability, sexuality and faith
- Ensure that our services are inclusive, responsive and accessible
- Support compliance and promote diversity and inclusion within client organisations
- Measure outcomes, focusing on results rather than processes.

We accept our statutory responsibilities as set out in the following legislation:

- Equal Pay Act 1970
- Sex Discrimination Act 1975 (including the Gender [Reassignment] Regulations 1999)
- Race Relations Act 1976 and Amended Act 2000
- Disability Discrimination Act 1995 and 2005
- Human Rights Act 1998
- the Employment Equality (Sexual Orientation) Regulations 2003
- the Employment Equality (Religion or Belief) Regulations 2003
- Sex Discrimination (Gender Reassignment) Regulations 1999
- Gender Recognition Act 2004
- The Employment Equality (Age) Regulations 2006
- Various European directives

GatenbySanderson also accepts the findings of the Stephen Lawrence Inquiry Report, with particular reference to the MacPherson definition of 'institutional racism'. This is reflected both within our own employment practices and those of our clients.

Mainstreaming equalities and diversity into employment and people management practices at GatenbySanderson.

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GatenbySanderson prides itself on its excellent, client-focused service delivery. As an organisation we understand and reflect our target market and client groups. We aim to:

- Continue to work towards a diverse workforce that reflects our client base more fully, and address its needs more closely.
- Be an inclusive employer that positively values the contribution of all employees, and maximises talent through accessible training and development opportunities.
- Treat all employees with dignity and respect; we will not tolerate bullying, harassment or victimisation of any groups or individuals.
- Be an equitable employer, ensuring members of staff are considered solely on their merits for career development and promotion.
- Regularly review all of our terms and conditions of employment and benefits to ensure that there is no unlawful discrimination against any individual.
- Support the provision of flexible working hours and improved work-life balance arrangements.
- Ensure that all of our employees understand their responsibility to treat customers, clients and colleagues with dignity and respect and to model just, fair and reasonable behaviour both internally and externally.
- Encourage all employees to keep their knowledge of equalities current, through providing training resources.
- Implement a robust performance management system that includes career development opportunities.

### Mainstreaming equalities and diversity practice into business operations

GatenbySanderson operates with a clear set of equalities-based values and principles through all our business. We also understand that the public sector is leading the way in developing inclusive and equitable employment practices and positive cultural models.

We are similarly aware of the equalities and diversity aspirations of local authorities and the successful implementation of key strategies to address issues of inequality and under representation at higher management levels.

GatenbySanderson has a proven track record in securing the successful placement of women in particular at the highest level within local authorities, in fact of the last 10 Chief Executives we have helped appoint, 7 have been women, including the first ever female civilian Chief Executive of a Fire and Rescue Service for County Durham and Darlington. We recently conducted an equal opportunities audit across all appointments we have been involved in. The results of this showed that our recruitment processes are neutral of gender, race and disability. In fact, female, BME and disabled candidates did proportionately better in progressing at each stage of selection through to final appointment.

We add value by embedding equalities best practice into the planning and implementation of all of our assignments. This is done through:

- Researching and providing a diverse mix of people, often with non traditional backgrounds, knowledge, skills and networks.
- Treating every client as a partner and ensuring we operate as an extension of the client's team. This allows close attention to clients' goals and ambitions in

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relation to equalities and diversity. Our experience, advice and guidance assists them in surpassing recognised targets.

- Ensuring our recruitment processes are professional and fair through transparent decision-making.
- Executive search that proactively attracts candidates beyond the obvious, by offering practical and flexible solutions that target the traditionally hard to reach groups.
- Recruitment advertising strategies that are inclusive and accessible, and that they attract the widest possible pool of suitable candidates.
- Designing selection processes that are barrier-free and may include:
  - Fully accessible and accredited on-line recruitment processes to ensure that we
  - maximise candidate participation.
  - Interviews conducted in DDA compliant buildings.
  - Interviews conducted by two consultants, providing a gender or racial mix where possible.
  - Provision of candidate information in large print or Braille, provision of assistance for assessment in the form of sign language interpreters, or palantypists to record the candidate's answers.
  - Designing assessment centres to support diversity objectives.
  - Using structured processes that minimise the opportunity for bias and allow candidates several opportunities to demonstrate their suitability.
  - A rigorous test of the candidates' commitment to social inclusion and

diversity

within the workplace and in service delivery.

- Our consultants are conversant with modern equalities practice as it applies to a learning and organisational development activity.
- Recognising individuals have different learning styles and habits and that programme design and content must reflect this to promote inclusion and effective learning.
- Flexible scheduling to match work-life patterns.
- 'Equalities-proofing' all of our advertising, promotional and learning materials and make them accessible to all participants.

### Monitoring Performance

We continuously monitor our equalities and diversity performance. This is to provide statistical information to improve service delivery. We are currently working to develop our capacity to measure such performance against externally-set targets from:

- the Audit Commission
- Central Government
- liP
- CRE's standard's for local government.

At the end of each assignment we can also produce statistical and qualitative information on our performance against equalities and diversity benchmarks.

At GatenbySanderson we positively welcome the ongoing challenge to achieve diversity and equality within the workplace. As part of this we will continue to seek advice from organisations such as the:

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- Equal Opportunities Commission
- Commission for Racial Equality
- Disability Rights Commission
- ODPM
- Employer's Forum on Age, Opportunity 2000
- Stonewall.