

GatenbySanderson – Diversity and Equalities Policy

GatenbySanderson is actively committed to all aspects of equalities and diversity. We ensure we stay abreast of best practice developments through consistently integrating new knowledge across the business, including internal operations and management systems.

The context in which we work

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:

- Approximately 66% of our workforce is made up of women
- 40% of our Board and 60% of our management team are women,
- 7% of our workforce is comprised of individuals from ethnic minority communities

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:

- The Equality Act 2010
- The Employment Act 2008
- The Employment Equality (Age) Regulations 2006
- *Disability Discrimination Act 2005*
- Gender Recognition Act 2004
- *The Employment Equality (Sexual Orientation) Regulations 2003*
- *The Employment Equality (Religion or Belief) Regulations 2003*
- Sex Discrimination (Gender Reassignment) Regulations 1999
- *Sex Discrimination Act 1975 (including the Gender Reassignment Regulations 1999)*
- Sex Discrimination (Gender Reassignment) Regulations 1999 (subsumed within the Equality Act 2010)
- Race Relations Act 1976 and Amended Act 2000
- Human Rights Act 1998
- Equal Pay Act 1970
- Various European directives linked to Equalities and Diversity

(Items in italics have been repealed in part or in full as they are covered by The Equality Act 2010)

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

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 maintain 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 colleagues/ employees 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 colleagues / 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 legal training courses and updates on an ongoing basis
- implement a robust performance management system that includes career development opportunities with specific emphasis on equality and diversity.

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. In addition we have a Public duty to consider all areas of equality and diversity in our business operations.

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

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 relation to equalities and diversity. Our experience, advice and guidance assists them in surpassing recognised targets
- ensuring our recruitment processes are professional and fair thorough 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 diverse panel, 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 who 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
- Investors in People (IiP)
- Equality and Human Rights Commission standards 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.

Monitoring Information

The table below indicates our most recent monitoring statistics in respect of posts over the last 2 years.

	Placed candidates	Shortlist candidates	Longlist candidates	All applications
Female	41%	33%	28%	28%
BME	4%	8%	9%	10%
Disabled	3%	3%	2%	3%

Age information

	Placed Candidates	Shortlist Candidates	Longlist Candidates	All applications
16-24	0%	0%	1%	1%
25-34	4%	2%	3%	4%
35-44	22%	19%	18%	18%
45-54	38%	40%	40%	34%
55-64	16%	14%	12%	18%
65+	2%	1%	1%	2%
No answer	18%	24%	25%	23%

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:

- Equality and Human Rights Commission
- Investors in People (IIP)
- International Labour Organization
- Chartered Institute of Personnel and Development (CIPD)
- Department of Trade and Industry (DTI)
- Office of the Deputy Prime Minister
- Acas
- Employer's Forum on Age (EFA)
- agepartnershipgroup
- Stonewall

This is to ensure that we continue to improve in our understanding and application of best practice methods.