IF NOT NOW, WHEN?

ACTION FOR BLACK INCLUSION IN BUSINESS 2022



IF NOT NOW WHEN

FOREWORD



A lot can change in two years, and we only need to look at the world around us to appreciate how quickly individuals, businesses and society more generally are constantly adapting to new realities.

Office life as we know it was turned upside down by the pandemic in 2020. Systems that no longer served a function were dropped, and new approaches and norms were quickly adopted. Where businesses didn't have the knowledge, innovation or infrastructure to pivot they began to source it quickly and leaders and governments moved heaven and earth to ensure the best possible outcomes for their success against challenges and their competitors.

In the summer of 2020, we took to the streets in global protests to rally against the grave inequalities facing Black communities and I hoped it would inspire a fundamental shift in the way all businesses acknowledged and tackled systemic racism within their own four walls. The challenge and call to action was clear, we urgently needed to remove the barriers which impact the progression and wellbeing of our Black colleagues, and work together to remove the inequalities faced by Black communities.

Many businesses and individuals pledged to do so, including as part of the If Not Now, When? Open Letter and campaign. I was not so naïve to assume that this mission would take just two years to accomplish. One of the reasons for creating my original Open Letter in the Sunday Times, was to commit leaders to sustainable and long-term action to ensure lasting change. However, in reviewing how far we have all come in over two years since the murder of George Floyd, it is difficult not to express disappointment and frustration on the progress made.

I know these feelings are shared by Black employees across UK business who had hoped for more; although given the lessons of the past had not necessarily expected it. Don't get me wrong, working in the field of DEI I have seen many organisations significantly step up their action supporting diversity, especially with regards to race, and this should be celebrated. There are amazing Black leaders and committed advocates who are working tirelessly to make change happen and this report is full of case studies from leading organisations who are making a difference. Yet when I zoom out from these pockets of great activity, I can't help but fear that the very specific focus and energy of Summer 2020 is at risk of fading into memory and we must not let it.

The final words of the 'If Not Now, When?' letter remain as relevant now, as when they were written during the protests of 2020.

"If nothing is done, Black people will continue to be disadvantaged. Progress for some is not progress for all. If we do nothing, we all suffer. If we don't start now, or build on small beginnings, this same cycle of discrimination will continue and let's be honest, all the excuses will have now been exhausted.

The clarion call has sounded.

We must act. If not now, when?"



Suki Sandhu OBE
Founder and CEO, Audeliss & INvolve

involve the inclusion people
audeliss executive search

INTRODUCTION

Progress For Black Inclusion in Business

For years, progress on racial, and especially Black inclusion in business has lagged behind progress that many organisations have made in other areas. Calls for change from activists and inclusion advocates where often unheeded, met with red tape, or the all too common 'we're just not ready to tackle race yet'. In 2020, after a global wave of anti-racism protests, calls for accountability and change started arising not only from the business world, but across culture and society as well, and these calls could no longer be ignored. Across the summer of 2020, business leaders across UK organisations began to recognise and understand the need for long-term change.

It was then that INvolve and Audeliss created the 'If Now Now, When?' Open Letter for Black Inclusion in Business which acknowledged how little tangible action had been taken to reduce systemic discrimination against Black people in the workplace and set out a list of practical commitments to drive long term and sustainable change, including annual reporting on progress to ensure words and commitments from our signatories translated into action.

> **A unique group of over 80 CEOs stepping up to the call to action to drive cultures within their businesses which are fully representative and inclusive of Black individuals.**

Since being published in 2020, the Open Letter of commitments evolved into the 'If Not Now, When?' campaign, a unique group of over 80 CEOs stepping up to the call to action to drive cultures within their businesses which are fully representative and inclusive of Black individuals. With the commitments outlined in the letter at its heart, the 'If Not Now, When?' campaign aims to support those with the power to make a difference and connect them to the resources required to achieve their goals for change. This group of over 80 CEOs and key drivers of diversity, equity and inclusion (DEI) within signatory organisations are working to make Black inclusion across their businesses a reality.



Flash forward two years since the upsurge of the Black Lives Matter movement and what change have we really seen in business?

In October 2022, INvolve conducted its own research by examining the commitments and targets for ethnic minority and Black inclusion published by the companies within the FTSE 100. From this sample of major UK employers, only 20% had any published targets relating to the representation and inclusion of ethnically diverse employees. Of this 20%, only 7% made mention of targets related to Black representation specifically.

Beyond target setting, only a further 22% of FTSE 100 companies published clear actions and detailed commitments for increasing inclusion for ethnically diverse employees within their organisations.

This means that 2 years after the upsurge and the global protests calling for change, 58% of FTSE 100 companies still have no clearly published targets or specific commitments when it comes to representation or inclusion for ethnically diverse employees.

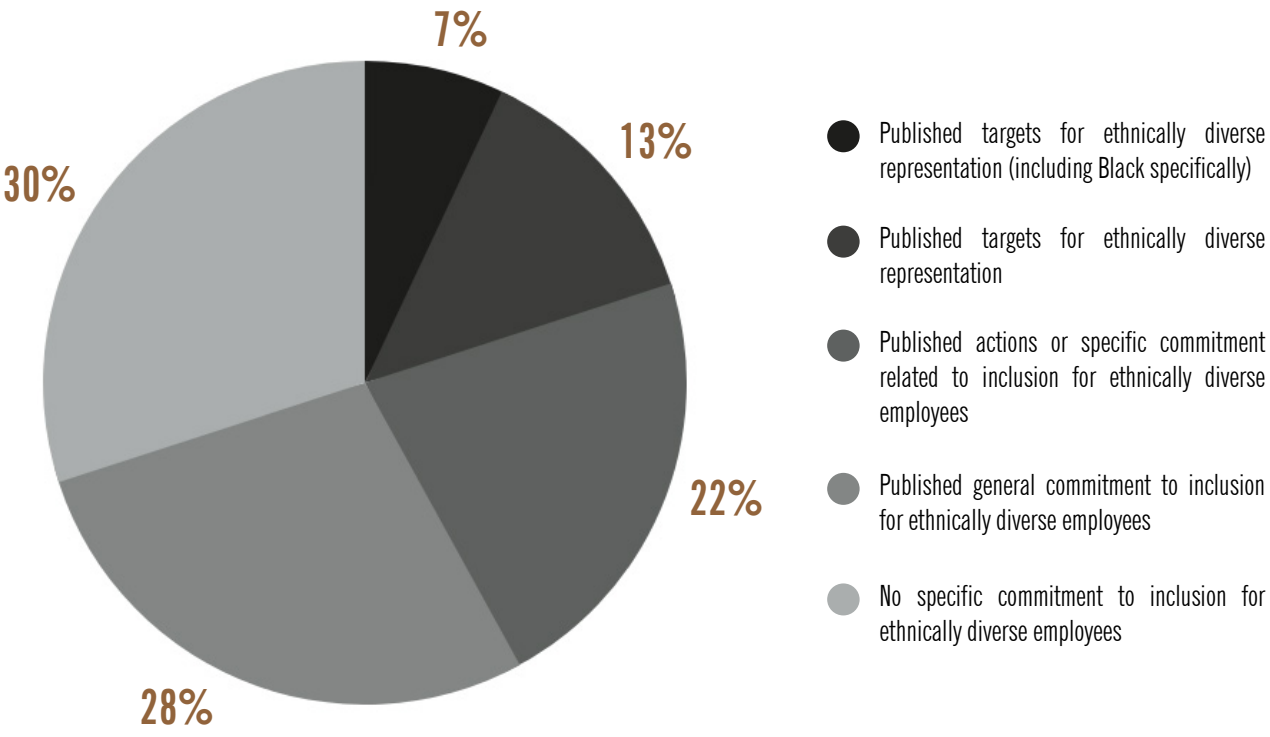
Looking more broadly, recent data from Ipsos[1] states that 57% of ethnic minority employees believe that the Black Lives Matter protests in the summer of 2020, and the murder of George Floyd which ignited them, impacted the way their company handles race related matters. However only 43% of workers affected say that the commitment has lasted. Additional research from the latest Multicultural Britain Report[2] claims that there has been a slight decrease in the percentage of ethnically diverse people who have experienced discrimination though it is unclear if this small positive change is a result of the global protests, or from increased remote working during the pandemic years.

The common thread weaving through the research on this topic is that whilst many organisations have been saying the right things when it comes to action on race and inclusion, there remains a question mark on the depth of focus and commitment to action, and the extent to which this has actually impacted ethnically diverse and Black employees.

[1] https://www.ipsos.com/en-uk/2-years-on-understanding-work-experiences-of-uk-employees-after-murder-of-george-floyd

[2] https://www.theguardian.com/money/2022/apr/17/workplace-inclusion-drives-have-almost-trebled-since-blm-protests-survey-shows

Published targets and commitments amongst FTSE 100 companies



THE VIEW FROM THE INSIDE



Understanding the progress made on Black inclusion since the Black Lives Matter movement's upsurge, and the impact that initiatives across organisations are making on the lived experiences of Black people both inside and outside of work, is a challenge.

Whilst general awareness did increase on the issue of structural racism and we saw positive conversations and commitments as a result, the reality of whether things have really changed for the better within UK companies is very difficult to assess without any universal metrics, or even agreement on what success looks like.

The collection and reporting of diversity data is becoming a powerful indicator on representation and pay gap, but it doesn't tell us anything about the changes - or lack of changes - that Black individuals have actually witnessed inside and outside of their organisations and the impact these have had on issues such as support, progression, wellbeing, and feelings of belonging.

To provide some insight on these issues, we reached out to UK Black Role Models from INvolve's Empower Role Model Lists for their opinions. These prominent Black leaders work within some of the UK's largest corporate employers, and have direct visibility on inclusion efforts and actions taken by their own companies and others. In total 14 Black Role Models responded with their responses to these four questions.

Do you believe that the momentum for change in business has been maintained since the 2020 Black Lives Matter upsurge? How has the focus changed, if at all?

Do you believe that the commitments for change and progress made by companies since Summer 2020 are being honoured?
What do you think are the most effective initiatives for progressing Black inclusion in business?

Outside of business, do you think there has been tangible progress for Black communities in UK society in the last two years as a result of the BLM upsurge? Where does work still need to be done?



The following is a summary of the opinions submitted alongside representative quotes taken from responses. To allow for honesty without repercussion, responses were provided under the promise of anonymity.

The Moment for Change

There is a nearly universal feeling that momentum on action for Black inclusion has dropped since 2020, and the issue no longer stands near the top of company agendas. The conversation has become significantly quieter, and rather than happening across an organisation, it now occurs more often in silos. Some also expressed the wider perception in companies that the work has been 'done' and that some people are tired of hearing the continued call for change.

When it comes to the question of progress, there is a general acknowledgement that companies continue to have their hearts in the right place, but that the boldness to really shift the dial and make impact is lacking.

As two individuals expressed:

"I do believe that some organisations are trying and striving to honour the commitments they made two years ago, but for the vast majority of organisations, I'm yet to see how that change has manifested into action that impacts, shifts and changes the dial."

"So, in answer, there is a lot of noise, niceties, politeness, pat on backs, but still, not enough THUNDER, real change."

Those who are slightly more positive acknowledge that the conversation remains alive and a lot of work happens 'in the background' where it may be less visible to those within the company. Initiatives for change which may have started with a tight focus have also become increasingly intersectional.

"But there are positives. More people seem to be interested in honest conversations around race. More people are signing up to be allies and sponsors. There are more discussions than ever before. We now need to prioritise movements over moments."

When it comes to that movement for change, one of the key messages that carries throughout the opinions provided, is that the onus remains on business leaders to make the change happen. Where attention and commitment from leaders falters, so does progress. As one senior leader notes;

"As business leaders, our role must be to ensure pace is maintained, KPIs are set and measured, and the conversation is woven into the culture and behaviour of our organisations."

The Honouring of Commitments

In 2020, under significant social pressure to act, many organisations made commitments to address the inequality faced by Black communities both within and outside of their organisations. The promise was for real change, underpinned by clear actions and accountability.

On the question of whether these commitments made in the wake of the protests have been honoured, responses point to a very mixed picture. Many leaders reiterate that change doesn't happen overnight, but there is a shared perception that progress towards the original promise of change has been slow and far from universal.

"I believe some companies are truly committed to creating change within and continue to build on the progress that they have made so far but there is unfortunately a very large proportion of businesses who talk the talk but no longer walk the walk."

A frustration that emerges from some is that organisations have focused on plans for action, but without being clear on what tangible delivery of that plan looks like, and how – in real world terms – it will impact Black individuals and communities.

"Same day, different program, but no real change."

Where Black leaders believe commitments have been honoured, it is largely in the realm of education and awareness. It is clear from responses that BLM opened up conversations about Race which had not occurred previously, and this led to a greater appreciation of the challenges of structural racism and the need to act. However it is in the conversion of knowledge and awareness into tangible action around career opportunity and diversifying of leadership where headway has been noted as slow.

Some responses even point specifically to the problem; businesses continuing to address DEI as a general issue, rather than tackling it as a strategic imperative.

"Companies remain focussed on qualitative attempts to address DEI but actually, this needs to be looked quantitatively: it's a business problem. Companies need to invest in this: gathering and analysing data, setting metrics and measuring progress quantitatively."

The Initiatives That Work

When asked about which initiatives introduced by organisations are making headway on increasing Black inclusion and progression, four key themes for success emerge.

Firstly, it is those initiatives which make use of internal networks (ERGs) or actively engage Black employees within their implementation. Ideas which are created and executed outside of this engagement often miss the mark.

"honestly - ones that engage, facilitate and include Black people in the planning and strategic execution of said Black inclusion in the workplace."

Secondly, is the power of sponsorship. While mentoring programme have their value, many refer to proactive talent management and the direct sponsorship of Black talent specifically as a key to diversifying leadership teams and creating longer term change.

"Moving from mentorship to active allyship and sponsorship is key. Firms must actively encourage and incentivise senior people to promote Black talent."

Thirdly, is the practical use of data to understand employee sentiment and to set targets for Black representation. Building from the perception that many companies are not acting strategically when it comes to addressing problems, data is viewed as an important method to track progress and drive accountability.

"Why ask for data, only to just put it in a drawer? Just because the results do not show the organisation in a good light and reflect what they want to see. Organisations need to analyse the data, digest, and then share the good, bad and the ugly. Once swallowed, then action and work together to address the bad and the ugly, whilst maintaining and enhancing what's already good."

The last key theme to success reiterates earlier points made; that change must be driven from the top. This goes beyond corporate communications and involves C-Suite and Boards keeping DEI high on the agenda as a fundamental part of organisational goals.

"it needs to be sponsored from the top. The exec team need to continually discuss Black inclusion and how they are supporting the cause."

Tangible Progress for Black Communities

The final question we asked Black Role Models was whether tangible progress for Black communities could be seen in UK society, outside of the confines of business, as a result of the Black Lives Matter upsurge. Answers to this question largely mirrored the story of progress within business. The positives focus on the conversations which have happened since 2020, and that Black voices are being heard. However when it comes to the societal issues which directly affect Black communities, many remain completely unaddressed and the struggles largely remain.

"I do think there's been progress in terms of increased awareness across communities of the experience of Black people in the UK. However, that hasn't always resulted in an increase in positive outcomes or experiences for Black people."

"There is work to be done. We need fewer headlines promoting new schemes that allegedly will help diversity... And more follow through from society's leaders on the promises and schemes that are already with us."

However, there is still optimism that the movement for action inspired by Black Lives Matter and the increase in racially literate advocates will have a longer term impact which rings through to the next generation.

While many voice frustration about the lack of the head-on transformation they had hoped for, there is still an acknowledgement that steps forward have been taken and this momentum may slowly continue to change lives and prospects.

"I do however, have to give respect to all the Black people who have been focussing on generational wealth; taking a risk and starting that business; beating the odds and getting their qualifications; making history and going to Oxford and Cambridge. This is what breaking cycles looks like – this is where change happens".

"But the success of that change will only be truly measurable over generations - as more young and under-represented people find pathways into opportunities to become the leaders of tomorrow. It's up to the leaders of today to help them build those foundational pathways"

INITIATIVES SUPPORTING BLACK INCLUSION



As highlighted in the research, and supported by the insight provided by Black leaders, the picture on progress towards Black inclusion in business is mixed. While it is clear that there are many organisations who have not converted commitments for change into tangible action and accountability, there are others that continue to challenge themselves and lead from the front when it comes to leadership representation, the creation of inclusive cultures, progression for Black employees, and external engagement with organisations supporting Black communities.

The following case studies highlight some of the practical steps being undertaken by signatory organisations within the If Not Now, When? campaign.

The aim in sharing these case studies is to share inspiration, lessons, and best practice on taking action, and also provide direction on the key areas where more work needs to be done.



CASE STUDIES

ITV – AMPLIFY LEADERSHIP PROGRAMME

Overview

ITV have recognised that there is a lack of ethnically diverse senior leaders across the television industry. In order to alleviate barriers to entry and progression, they have launched a senior leadership programme for high potential leaders and role models at ITV.

The Amplify Leadership Programme is for senior ethnically diverse employees at ITV and seeks to enhance their voices internally and externally, develop their leadership skills and provide them with individual and group training sessions with external industry leaders. This programme also matches them with a Management Board or PLC Board Sponsor, and provides them with a pathway to become a Sponsor themselves.

This programme has been designed to complement ITV's Diversity Acceleration Plan that launched in July 2020. The aim of this plan and all of the corresponding initiatives is to focus on specific and relevant DEI initiatives to supercharge overall ambitions for inclusion at ITV.

Implementation

ITV did a call out to all of their colleagues and engaged their internal employee resource networks (ERGs) to ensure that the programme was made available and accessible to everyone. These networks included Embrace, their Black, Asian and Minority Ethnic ERG. Those interested were asked to complete an application form which included questions about why they'd like to take part in this programme for senior leaders.

Once the application window closed, candidates were interviewed and 17 participants were chosen. 41% of participants identified as Black or from mixed/multiple ethnic groups with Black heritage, suggesting a real take-up of the initiative by Black talent specifically.

Feedback

Overall, 17 colleagues were chosen to take part in this programme. They had access to insights from external speaks from Amazon, Disney Plus and Netflix, among others, as well as internal ethnically diverse leaders. Participants reported that they were pleased with the opportunity to learn more about leadership from industry leaders and found these events very valuable.

People of colour in business need sponsors to amplify and empower them, and in doing so can be provided with opportunities through the power of advocacy that they otherwise would not have access to.

The leadership development sessions were met with enthusiasm, and participants also provided positive feedback in having a Management or PLC Board Sponsor on board as it helped them to feel 'seen' across the highest levels of ITV, and praised the opportunity to actively work with Sponsors to elevate their profiles both internally and externally.

Overall, programme participants reported a real appreciation in being part of a peer group of senior leaders who were all people of colour within ITV, with some in the group reporting that the programme has been directly beneficial for their own leadership growth.

Key lessons

ITV have really focused on the reality that there are talented people of colour within their business who deserve the opportunity to succeed into leadership positions. It's been fulfilling to amplify and recognise their internal leaders, and ITV's advice to others who are looking to implement similar initiatives is to encourage the important role of sponsorship. People of colour in business need sponsors to amplify and empower them, and in doing so can be provided with opportunities through the power of advocacy that they otherwise would not have access to.

Looking to the future

ITV are looking forward to enabling even more Black leaders within the business to succeed into leadership positions and are actively working to implement target-driven action for 2023.

CASE STUDIES

TESCO'S DIVERSE TALENT COMMUNITY INITIATIVE

Overview

Tesco have recognised that talented colleagues who are from under-represented groups face barriers to progression in the workplace. Their Diverse Talent Community (DTC) initiative seeks to remove these barriers to progression and ensure that everyone within the business has the opportunity to get on. This career-focused learning community is specifically for talented colleagues from across the Tesco UK and ROI family. Tesco have further recognised that implementing specific support systems for their Black colleagues via the DTC is crucial to drive inclusion further in a way that is both specific and relevant to the unique lived-experiences, barriers and challenges in the workplace that these colleagues face.

This learning community provides modules to enhance the development of its members through its core "Own your career" offer of:

1. Knowing Yourself and Forming a Plan
2. Building Your Network
3. Recognising Your Brilliance
4. Developing Your Authentic Brand

In addition to these core modules, from 2022 Black colleagues in the DTC will experience additional sessions focussed on their lived experience, which will be delivered by Black facilitators in accordance with Tesco's Black Action Plan. This plan was created for Black colleagues and lays the foundation and goals to guide Tesco's action for change in this area.

An objective of the DTC is to provide Black colleagues an opportunity to build co-mentoring relationships with an ally. The allies who volunteered themselves will join the DTC to explore their own "journey of allyship" by joining specific sessions with Black colleagues working alongside, learning from and supporting them with their career development.

Implementation

Colleagues were invited to join the DTC in June 2022. They had with an initial development conversation and completed a profile designed by external experts to assess their potential. This process was done collaboratively alongside underrepresented and ethnically diverse colleagues and their line managers. This ensured the necessary buy-in required from line managers in order to motivate and empower their colleagues to take part in the initiative. Following the profile completion and with the support from their line managers, colleagues were asked to complete an application form, and all applications and potential ratings were reviewed by the Tesco Talent team. Colleagues were then notified of the outcome by the end of August.

> **A specific focus on Black colleagues was one of the four key pillars detailed in the Black Action Plan to increase the meaningful representation of Black talent within the business.**

In terms of engaging underrepresented and ethnically diverse colleagues, Tesco shared information about the DTC in various forms. These included:

- Emails to senior managers from the Chief People Officer
- Briefing document shared with all managers in Stores, Distributions Centres and Customers Fulfilment Centres
- Communication via internal communication channels including T-magazine, Tesco Today daily email summary, esco Weekly Bulletin, The Tesco (intranet), Colleague Network platforms and Yammer
- In-person events including a session with all Store Directors
- Line Manager briefing sessions

The introduction of the DTC with a specific focus on Black colleagues was one of the four key pillars detailed in the Black Action Plan to increase the meaningful representation of Black talent within the business and the pillar aims to increase Black talent at Tesco by 3% by 2030.

Feedback

The feedback from the 2021 DTC pilot initiative was positive, with 94%* of respondents stating that the DTC has helped them to better understand their aspirations and build a career plan, and that they are more confident in having career conversations since joining. 95% also stated that their sponsor has actively supported their career development. For the 2022/2023 cohort, specific feedback will be collected from Black colleagues who experienced the additional modules to understand their effectiveness and impact for the future.

Key lessons

Since the DTC pilot in 2021, Tesco refined their strategy to ensure that the community is providing targeted support for their ethnically diverse colleagues, by having a spotlight on the Black experience.

LGBTQ+ communities and colleagues who have disabilities could also join the community. Secondly, colleagues from the wider Tesco family who were not previously able to take part now have the opportunity to join.

Despite expanding the breadth of the DTC, Tesco are still focused on ensuring that their Black colleagues continue to benefit from a tailored and specific approach to support their career development. This will include the continuation and enhancement of the modules created specifically for Black colleagues, and sponsorship opportunities from select Director and Executive leaders.

Looking to the future

Tesco are further developing and innovating the DTC for the 2022/2023 cohort, and have expanded the number of participants from 54 to 298 colleagues. The DTC is developing with intersectionality at its core and many colleagues in the new cohort are from LGBTQ+ communities and/or have a disability, thus providing Tesco with a real opportunity to drive meaningful change across intersecting identities and demographics. Underpinning their core belief that Tesco is a great place to work for all.

**Insights captured 13/12/21 to 10/1/22. There was a 32% response rate.*

CASE STUDIES

SAINSBURY'S THRIVE INITIATIVE

Overview

Sainsbury's believes that good food and drink should be for everyone, made by everyone – yet it knows this is not the case. Broadening opportunities for ethnically diverse communities makes moral and commercial sense. As a leading national retailer, serving millions of customers a week, Sainsbury's recognises the responsibility and role it has to change this narrative. Sainsbury's wanted to implement a programme which would lead to meaningful change to them as a business, to its customers and to the retail sector.

This year it has implemented Thrive with Sainsbury's, a UK retail first – this is a £1 million investment to deliver a free 16-week incubator programme designed to support Black founder-led brands on their journey from start-up to supermarket shelves. This programme offers funding, 150 hours of practical 1:1 and group support for nine founders to help them scale their food and drink businesses.

The areas of focus and support provided include:

- 1:1 brand development support
- Consumer research
- Strategic input
- Masterclasses on business development topics, from legal marketing and finance to pitching
- Coaching sessions
- In-person networking events

The selected nine founders began the programme on 30th August 2022 and could each receive funding of up to £105,000 to grow and scale their business. This programme is due to end early 2023, where selected brands will secure a listing at Sainsbury's during the next financial year.

The overall objective of this initiative is to increase the diversity within Sainsbury's supplier base as well as provide opportunity for Black founders within the food and drink community to achieve success and to drive innovation.



To offer a meaningful programme, Sainsbury's brought together two complementing, credible external partners. The combination offers a targeted programme that specifically addresses barriers and challenges that Black entrepreneurs encounter, delivered through Foundervine, whilst Mission Ventures provides the expertise of building food & drink challenger brands. In close collaboration with Sainsbury's and its retail expertise, the three parties are delivering a thorough, 360 programme to confidently support these brands to launch and grow exclusively with Sainsbury's.

Implementation

In partnership with Foundervine and Mission Ventures, Sainsbury's developed a four-layered programme, beginning with recruitment and ending with advocacy and acceleration. While there was a vetting process to determine potential, Sainsbury's focused on selecting talent who demonstrated coaching potential and had a clear customer and commercial proposition.

Of nearly 500 applicants, nine founders were selected and since beginning the programme have undertaken masterclasses, Q&As with Sainsbury's colleagues, consumer research deep dives and attended key networking events.

Alongside Thrive, Sainsbury's Touch of Psalt programme, through AddPsalt, further advises, guides and accelerates existing and new Black-owned brands on the Sainsbury's portfolio to deliver critical scale-up. Both programmes are key to driving Sainsbury's overall DEI agenda and complements their key values.

Feedback

Since the launch in July 2022, Sainsbury's has reported positive feedback and enthusiasm for Thrive. Internally, the response to working with less experienced suppliers has been met with eagerness as has the delivery of new and complex ideas and products. When Thrive first launched, it received huge advocacy and coverage from national and specialist media, alongside positive commentary from industry organisations such as ABinBev and Mondalez. Sainsbury's has seen real excitement in this programme and a genuine interest from colleagues, stakeholders and the business community.

A critical element was to secure exceptional internal engagement to ensure the programme was supported at each level to deliver truly meaningful change to the sector – from internal and external communications, marketing, its award-winning I AM ME network, to the commercial trading teams – the success of this programme relies heavily on the motivation and passion from the business.

Secondly, a food and drink incubator programme brings complexities not often experienced in other sectors – such as manufacturing, production or shelf-life considerations, food safety accreditations, packaging and nutrition legalities or supply chain and logistical elements – gaining input and advice from Sainsbury's colleagues as experts in their field has been a substantial part of the support.

Implementation

Sainsbury's has chosen to focus efforts, resource and funding on a smaller number of brands as opposed to taking a broad-brush stroke approach.
A tighter approach will allow them to create a meaningful difference to the brands onboard and ensure that there are adequate resources to meet the demands of and help the programme's selected founders to achieve.

Sainsbury's recommends that organisations keep resource and budget considerations top of mind when creating similar initiatives to ensure that founders and brands are adequately supported. Each brand is at the beginning of their journey, and programmes like these should be set up as longer-term initiatives which will require category guidance and commercial backing.

Additionally, Sainsbury's has purposefully chosen to hold all the virtual and face to face masterclasses, events and workshops in the evenings to allow for the founders to balance their day jobs, mindful that many of them will have other commitments at this stage. This however can prove logistically challenging when arranging others to take part and add value, when this would be on top of their existing already demanding roles. Sainsbury's has received a warm and welcoming response, however aligning contrasting working patterns between founders and subject matter experts is something that organisations should anticipate.

Looking to the future

Thrive with Sainsbury's will be measured against the brands which are set up and capable to launch in retail by the end of the programme. Sainsbury's will also be conducting regular listening exercises with the cohort to ensure the programme is fitting their needs and meeting its objectives. This, alongside its complementing diversity initiatives, aims to quadruple the number of Black-founded brands on the Sainsbury's portfolio.

CASE STUDIES

MORGAN SINDALL: OVERBURY

Overview

Morgan Sindall's Fit Out company Overbury are keen to diversify their talent pipeline from the outset and ensure that everyone is provided an opportunity at success. As a result, they have a two-year Foundation Programme aimed at school leavers and graduates who have little to no industry experience. This Programme provides a structural training scheme with an emphasis on business, behavioural and technical skills. The Programme also offers degree-apprenticeships for school leavers.

Chelsie Ratcliffe-Cull, Early Careers Manager, from Overbury has been working with the Construction Youth Trust since 2019 to engage with students specifically in disadvantaged areas of London. As part of her work with the Trust, Chelsie met with a group of students at a school in South London to explain the range of career opportunities that the construction industry can offer. During the session, one of the students demonstrated a clear passion for engineering by going above and beyond to seek virtual work experience during the Covid-19 pandemic. Following the session, Overbury approached the school and the Trust to enquire about offering work experience, Chelsie explained that while they could not offer work experience in Motor Engineering (their preferred avenue), they could offer experience in Mechanical and Electrical Engineering on a project in an iconic part of London that would give them an understanding of other types of engineering that they may wish to consider as a career.

Implementation

The student undertook a week's work experience on a project site in Canary Wharf, which gave them an insight into different career opportunities in the industry and in particular an understanding of what is involved in Mechanical/ Electrical Engineering.

Feedback

The student worked very hard to make the most of their week's work experience during the half term break and was swayed into potentially pursuing a career in technical services engineering. The feedback from the school and the student was fantastic, showcasing the importance of opportunity and work experience.

This Programme provides a structural training scheme with an emphasis on business, behavioural and technical stills. The Programme also offers degree-apprenticeships for school leavers.

The site team were very positive about the student and as a result Overbury are continuing to offer work experience and site visits through Construction Youth Trust and other key school relationships.

Key lessons

The biggest takeaway from this initiative is the importance of looking beyond biases and preconceptions of what success looks like based on an individual's background or circumstances. In this case, the student just required an opportunity and access to spark their interest and provide them with a sense of possibilities after they leave school. This initiative was important to streamline overall efforts to support students in exploring careers that are otherwise not of interest, or seemingly closed off to them.

Looking to the future

Overbury are continuing to educate more students from a range of backgrounds on the career possibilities within Construction, specifically Fit Out to breakdown stereotypes and diversify their workforce.

CASE STUDIES

GREENE KING: DEVELOPING AN INCLUSIVE CULTURE AND BUILDING DIVERSITY

Overview

In 2021 Greene King reported on the creation of their Inclusion & Diversity (I&D) Strategy focused on clear and actionable plans for sustainable change backed by credible diversity data. With the strategy in place, and equipped with a strong 94% diversity data profile collection, Greene King have been focused on building an inclusive environment for their Black employees specifically, and employees across all demographics more broadly.

With an initial clear 3-year plan of activity and an ambitious set of aspirational representation goals in place this has been a year of action.

> **Greene King have received positive feedback and have been able to measure the effectiveness of their current strategies and initiatives to provide them with a benchmark for progress**

Implementation

Greene King have worked with an external training provider to create a workshop embedded into their Leadership Development programme focused on understanding the role of the leader in inclusion and arming their leaders with the tools to create and lead sustainable change.

Building awareness and removal of fear of the topic of inclusion are two key drivers for change, and in 2022 they completed their first Reverse Mentoring programme, with all exec board members being mentored by members of Black, Asian and ethnically diverse communities. The programme was met with positive feedback which saw board members spending eight months learning more about the lived experiences, concerns and challenges of their Black and ethnically diverse colleagues. In a summary film Greene King's CEO Nick Mackenzie commented on his experiences stating that his "ability to talk to people about what can be sometimes a difficult conversation about racism has certainly grown."

Greene King have recently launched a further cohort for their Leadership team who are being mentored by representatives from multiple diverse backgrounds supporting their wider ambition of inclusion for all.

Additionally, Greene King have launched a race manifesto, titled 'Calling Time on Racism', and have made clear commitments to becoming a truly anti-racist organisation and one where their Black employees can succeed fairly and authentically.

Employee-led change

Supporting corporate activity with employee voice and input is critical to making a sustained changed across Greene King's 39,000 workforce.

In partnership with Unity, their Employee Led Inclusion Group focussed on race and ethnicity, where they launched a Ramadan awareness guide internally, and took part in Black History Month and National Inclusion Week.

An Inclusion Toolkit has been adopted by their internal policy working group enabling them to understand and identify when and how they should consult with the Employee Led Inclusion Groups for input into policy changes ensuring they represent fully the diversity of the business.

Feedback

Greene King have received positive feedback and have been able to measure the effectiveness of their current strategies and initiatives to provide them with a benchmark for progress. They are on track to meet their 2022 commitments and will be enhancing and refining their efforts for 2023 and with a clear focus towards crafting an inclusive hiring agenda.

Key lessons

Greene King are focused on ensuring that all DEI initiatives deliver back to the overall strategic intent and goals for inclusion within the business. Therefore, ensuring that progress is measured and considered is key and remains as their preferred approach when working towards sustainable change.

Greene King have observed that allowing organic change, underpinned by intention, to take place has been critical to strengthening engagement with initiatives and in driving specific partnerships with relevant employee networks.

They will continue to share their vision and progress widely across internal teams to gain increased buy in and maintain the momentum for change and ensure that employees and senior leaders alike are aware of the benefits of DEI initiatives, whether talent development programmes or inclusive leadership trainings and workshops.

CASE STUDIES

FIDELITY INTERNATIONAL: TALENT ACCELERATOR PROGRAMME

Overview

In Fidelity International's 2020 Cultural Diversity Action Plan, they established a set of commitments to increase their racial and cultural diversity and to build a workplace where everyone can thrive. Fidelity is progressing its strategic goals through their Diversity and Inclusion Leadership Council, employee networks and as an early signatory of the UK Race at Work Charter.

To develop a pipeline of culturally diverse talent, Fidelity began to participate in the annual Black British Business Awards' Cross Company Talent Accelerator programme, a leadership and career development programme that aims to support the career progression of ethnically diverse talent.

The Talent Accelerator helps to showcase and develop Fidelity's existing diverse talent with the aim to accelerate progression towards mid-career leadership roles, with a specific aim of increasing ethnically diverse representation in senior leadership roles.

Initially, Fidelity sponsored five employees a year to participate in the external programme. In 2022, and in response to positive impact, feedback and increased demand, they decided to expand the Talent Accelerator offering. Fidelity partnered with the Black British Business Awards to develop an in-house version of the Talent Accelerator. This targeted programme enabled Fidelity to tailor the programme for a global audience and increase the number of participants from 5 to 20 in one year.

Implementation

With the support of a multicultural faculty at The Network of Networks (TNON) and Delta, the programme is divided into two cohorts that follow a 12-week programme of workshops blending reflection, experiential learning, and practical skills. The curriculum focuses on the experience of ethnically diverse professionals and involves active participation from key internal stakeholders. All workshops are virtual to encompass Fidelity's dynamic working policy and connects participants from different geographies, broadening peer learning from local to international and building a global network of support.

This programme has raised the visibility of senior Black, Asian and Indian, and ethnically diverse role models, providing an environment where colleagues felt safe to openly share their own experiences and ensured action plans were developed.

A critical mid-point step of the programme is for the delegates to engage with their line managers and executive sponsors to evaluate their progress, gain insight into the learning experience, set development goals and incorporate the Talent Accelerator into the delegates action plan or objectives.

The engagement of line managers and executive sponsors in supporting participants helps to ensure its impact begins before the end of the programme and continues after. This longer-term engagement means that culture change, an important aim of the Talent Accelerator, is encouraged and facilitated.

Feedback

This programme has raised the visibility of senior Black, Asian and Indian, and ethnically diverse role models, providing an environment where colleagues felt safe to openly share their own experiences and ensured action plans were developed.

Fidelity have already begun to see, through the progression of some of the alumni Talent Accelerator participants, how the programme helped them become more skilled and empowered, in relation to their careers. They have since implemented other targeted development programmes such as mentoring and sponsorship, that continue to help alumni participants to flourish in their careers.

Feedback has been positive, and many participants have commented that the programme has improved their confidence and provided them with the tools to enhance impact in the workplace.

Participant feedback includes:
"My biggest takeaway was the feeling of empowerment but also that you need to 'own' your career."

"The course was empowering and eye-opening. In nearly 14/15 years at Fidelity, I have never been on such a course, it has allowed me to view my career in a different light, to make things happen for myself and to be confident in doing so."

"The training was effective as it provided practical strategies that could be quickly put in place yield visible results."

Key lessons

Three years into the Talent Accelerator, Fidelity have recognised that line managers and executive sponsors need to be fully on board with every aspect of the programme for it to be successful.

Other recommendations include increasing the number of participants, ensuring more support for colleagues across the APAC region and helping pace the programme to balance time demands when participating.

We are delighted to be part of this initial Talent Accelerator to help advance exceptional ethnically diverse talent.

Looking to the future

As a result of the growing success of the Talent Accelerator Programme, Fidelity International are committed to developing and innovating their work for inclusion within business.

DIRECT LINE GROUP'S REVERSE MENTORING PROGRAMME

Overview

In Autumn 2020, Direct Line Group introduced a new diversity and inclusion strategy with greater ambition and reach. This mapped out the practical steps they are taking to remove barriers and create a workplace where people can be themselves and succeed in their careers.

A key component of this strategy was a Reverse Mentoring Programme, as a catalyst for driving meaningful change to support greater inclusion for employees from diverse backgrounds, especially their Black colleagues.

The aims of the programme were to:

1. Grow leadership understanding

   Enable senior leaders within the company to understand and appreciate the challenges and barriers faced by colleagues. Equipped with this knowledge, to ensure leaders are better positioned to drive more equitable practice and support greater inclusion.
2. Support reverse mentors career's

   Provide reverse mentors with the opportunity to influence Direct Line Group's culture and gain valuable career advice alongside this, to enable reverse mentors to make new connections with senior leaders across the business and gain business insights.

Implementation

Direct Line Group worked with an external specialist to guide and support implementation of this reverse mentoring programme.

To find volunteer mentors they worked closely with their employee resource groups, especially their REACH (Race, Ethnicity and Cultural Heritage) network.

This was followed by a matching process to ensure partners had different backgrounds and were aligned to what each side was looking to gain from the relationship.

Senior leaders frequently described the experience as 'eye-opening' and gained a deeper understand of the challenges faced by others.

Once pairs were finalised, participants were briefed and guidelines, including a conversation framework, were shared to encourage trust and kick-start relationships.

The programme lasted 12 months, during which regular touchpoints were established to gain insights and provide further support where needed.

At the end of the programme close out sessions were held to consolidate feedback with the CEO sending a thank you to letter to reverse mentors to recognise their contributions.

Feedback

The programme received great feedback overall.

Senior leaders frequently described the experience as 'eye-opening' and gained a deeper understanding of the challenges faced by others.

Comments on what people learnt included:

"The amount of prejudice a young Black person comes up against on a regular basis. How my upbringing inadvertently created suspicion and wariness around people of colour."

"How there are parallels between experiences I've had as a woman and what people from ethnic minorities experience, but that being a woman in a professional world dominated by men is the tip of the iceberg in comparison."

Additionally, reverse mentors were able to expand their networks, gain career guidance and build closer relationships with leadership teams. Reverse mentors stated:

"That stories and life experiences I thought were quite trivial, to someone out of my network, are actually quite shocking. I think it's been quite eye opening for them. My mentee and I are beginning to think outside the box on how we can become even more inclusive."

"The process can be beneficial for both of us. My mentee is benefitting from me talking about my experiences and issues that matter to me and in turn I am benefitting from their experience. E.g. they gave me some useful tips to prepare for an interview."

Key lessons

Direct Line Group have found that a reverse mentoring programme is a great initiative for organisations looking to establish a firm foundation for change.

Their top learnings are:

- Participant support - successful reverse mentoring requires vulnerability from participants and is based on a very different power dynamic. Briefing sessions and conversations guides are a critical part of ensuring reverse mentors and mentees are set up for success.
- Recognition – there is a burden placed on minoritised communities through programmes such as reverse mentoring, so while they can be invaluable at a moment in time, it is important that they are timebound and lead to subsequent action and positive change.
- Expectations – it is critical that people are clear on what a reverse mentoring programme involves and are actively choosing to participate and make the space to do so. Without this commitment, relationships can fail before they have even started.

Looking to the future

As a result of initiatives to support Black inclusion, today 80% of Direct Line Group's Black colleagues say it is a highly inclusive place to work, up 13 points from 2020.

Penny James, Chief Executive Officer, Direct Line Group said; *"Driving change in relation to racism and Black inclusion depends on hearing uncomfortable truths. And I want to thank our Black colleagues for speaking up so clearly and so openly about the issues and on what needs to be different. While we have made progress, we know more needs to be done and are committed to building on this year on year."*

Direct Line Group are looking forward to building upon the success of their Reverse Mentoring Programme for 2023 and continuing to support Black inclusion.

CASE STUDIES

MORGAN SINDALL: BAKERHICKS BELONGING INITIATIVE

Overview

Morgan Sindall Group's company, BakerHicks, formed their Belonging initiative in early 2021, spearheaded by Chair, Laura James, Head of Scotland. This called for volunteers who were passionate about diversity and inclusion, with almost 30 individuals stepping forward from a range of different disciplines, backgrounds and office locations to get involved.

The first session established the overall aims and focus of the Belonging initiative and led to the development of the organisation's Diversity and Inclusion Strategy which encompassed positive actions for ethnically diverse employees, women and LGBTQ+ communities in particular.

These early qualitative sessions created a wide-reaching action plan for 2021-22, with outputs centred on policy issues, recruitment, internal and external promotion, industry support and a programme of DEI-specific staff training. Essentially, the strategy's success was underpinned by the importance of engaging with employees through regular touch points and formal channels of communication, helping them to create a truly inclusive culture where everyone feels valued and respected.

Implementation

As part of this, the company's celebrations for Black History Month helped ground BakerHicks' overall objectives by looking at the perspectives, barriers and the unique needs of their Black employees. One of their key features in celebrating the diversity of their workforce was a first-of-a-kind video showcasing Black History Month. The video adopted a new and intimate recording format, exploring the journey of one of their colleagues. The impact of this and other stories across a range of different topics, all from keen volunteers, has been both educational and emotive, fostering kindness and understanding at new levels.

BakerHicks are keen to produce content that is representative of all of its workforce, and the company is proud to leverage their communications and surrounding activities to amplify and progress Black inclusion across their business.

The company is proud to leverage their communications and surrounding activities to amplify and progress Black inclusion across their business.

The video was therefore made available to all staff and shared across the company. Its release was also run in conjunction with a playlist celebrating Black artists put together for their Radio BakerHicks Spotify channel, and sharing images, book recommendations and articles platforming Black artists and providing employees with the opportunity to discuss the issues these addressed.

Feedback

While only part-way through its DEI journey, BakerHicks are already seeing the positive effects of real change across the business. By enabling their workforce to address a variety of DEI topics and collectively developing their DEI strategy, BakerHicks are encouraging meaningful dialogue across their teams and tackling topics that might have previously been considered uncomfortable or difficult to talk about.

With strong response rates across their staff surveys, BakerHicks have an indication that employees are willing to have their voice heard and expect them to take action based on the feedback provided. Topics linked to 'relationships' in the workplace have previously scored highest, indicating a strong foundation for a happy workforce. Organisational trust also scores high and this ability to foster connection and collaboration, with inspirational role models and stories is contributing to a healthier, happier and increasingly diverse workplace.

Reflecting on her involvement in the Black History Month video, Sochima Onyenemelu commented:

"I wanted to do the video because I wanted to share my experience, I wanted it to be a very transparent and authentic way of allowing people who aren't very aware of either not just Black History Month but just what it means, or what it could mean within the industry. An industry that is working its way through becoming more diverse and more inclusive, so I just wanted to put my story out there."

Key lessons

BakerHicks have recognised the importance of enabling and empowering their Black employees to succeed and in taking action beyond Black History Month to elicit meaningful, long-term change. Only when all of their employees are able to succeed, will a fully inclusive workplace be achieved, and they are committed to making this a reality.

Looking to the future

- New podcast in recognition of Black History Month 2022 - a panel discussion with three employees discussing their personal experiences in the construction industry
- E-learning – the rollout of an e-learning module for all BakerHicks staff which will cover topics including anti-racism
- Industry Support – creating and formalising a successful work experience programme with local schools/colleges/universities
- Inclusive Employers – working towards accreditation, which will audit and continue to improve the business in terms of DEI

KEY LEARNINGS AND RECOMMENDATIONS



The original If Not Now, When? Open Letter published in the Sunday Times was a way for INvolve and Audeliss to create a coalition for change in the belief that inclusion is not an area for competition, but collaboration, and that more could be done more quickly through working together and holding each other accountable. However, the truth is that whilst workplace diversity initiatives have increased in the last 2 years, with many companies increasing the number of race related training and awareness sessions and pledging to continue to drive DEI initiatives, there remains uncertainty over what the true impact of the commitment is.

In joining the If Not Now, When? campaign, leaders and their organisations all agreed to the following commitments:

01. Diversifying the face of our organisation

Especially setting targets for Black talent within candidate slates for every position and holding recruiters accountable for presenting diverse shortlists.

02. Measuring

Investigating the specific challenges and barriers faced by Black talent in our organisations, starting to track ethnicity data, and conduct focus groups or listening sessions to properly understand the experiences of our Black and ethnically diverse colleagues.

03. Starting the conversation

Being vulnerable with our people. Admitting we haven't done enough and that the work is just beginning. Understanding that the first step in solving the problem is admitting that there is one. Senior leaders and middle managers need to be bold when speaking about issues of systemic racism and part of this is admitting that historically not enough has been done to drive Black inclusion and listening to the experiences of Black people in the workplace.

04. Elevating Black voices

While the burden to educate should never lie with the Black community, it is vital for businesses to ensure that Black voices within our organisations are heard and amplified through internal and external channels to speak openly about their experiences, if they are open to sharing them.

05. Committing to specific actions

Many of us have posted on our corporate social media accounts about the Black Lives Matter movement's upsurge in 2020 but now is the time to channel these words into action. Each organisation must define their own aims and create tangible pathways and solutions to address challenges specific to them, because If Not Now, When?

It has been promising to see this campaign's 86 signatories leading the call for action and signing to be accountable for meaningful, long-term change. Amongst signatory organisations there is evidence of many workplace diversity initiatives and a genuine interest in driving inclusion within their businesses. However, while many companies are increasing the volume of work and their commitments for inclusion on a holistic level, it is worth noting that not all signatories have shared clear evidence to highlight what they are intentionally and openly working on to drive Black inclusion.

This fact is not unique to those involved in this campaign, and as demonstrated by INvolve's research into the public commitments made by FTSE 100 companies and insight gained from UK Black Role Models, there is a notable absence of widespread, targeted action and momentum for change when it comes to Black inclusion in business.

To address this, companies involved in the If Not Now, When? campaign need to take the lead and challenge the status quo by taking more targeted action in three key areas: Data, Communication & Collaboration and Accountability.

Data

Despite the lack of legislation around the Ethnicity Pay Gap (EPG), more and more companies are looking at tracking data, especially around ethnicity, but there are still questions around what they can do with the data to drive Black inclusion within their organisation. If there is a lack of Black representation in companies which is the case in a majority of firms), then the EPG may not be telling the whole story - which is why organisations need to have an intentional approach to how they track and report their EPG data even if they are not reporting on it publicly at this stage. For more information on how to get started on the EPG, please feel free to read the report linked below.

https://www.involvepeople.org/involves-ethnicity-pay-gap-framework/

Being honest about what data is being tracked, and the reasons why, is fundamental to building trust amongst employees. Inviting champions across the business beyond HR and DEI who can advocate for why this data collection is important, is a powerful way to gain trust.

'You can't improve what you don't measure', and organisations can't improve their Black and ethnically diverse representation if they don't understand the current make-up of their population. This not only includes tracking demographics, but also tracking the specific experiences of Black talent and being aware of how those differ from those of the dominant group. Analysing and reporting on this data is key to strengthening a diverse talent pipeline by ensuring that there are proper development programs in place for ALL talent. Putting in place a system by which processes, and pipelines are being reviewed for potential bias is also something that is business critical due the systemic nature of racial discrimination.



Communication & Collaboration

To strengthen their commitment to Black inclusion and in addition to building awareness of the challenges through data and reporting, businesses must show that they care through targeted communications.

Transparent communication will lead to trust, and it is far better to over communicate about plans of action and reasons behind data collection. Employees are human and will understand that delays and hiccups can happen. Ensuring that processes and procedures where everyone feels safe, welcomed, and appreciated at work are clear is essential to building trust, including how the organisation deals with discrimination or inappropriate behaviour and which routes to take in such instances.

Encouraging conversations on racial inclusion in the workplace is something that leaders must role model with their teams. This will mean that there may be an element of discomfort in having some of those conversations, though leaders should lean into that discomfort and acknowledge that they too are human and may not know everything, and that it is ok. People are at different levels of the awareness journey on DEI topics, and having these conversations is a way to demonstrate that the business is committed to moving the needle on racial inclusion.

For some, accountability is currently focused on engaging senior leadership teams and middle management as leaders and key drivers in implementing change initiatives and talent development programs. For others, accountability and personal responsibility go hand in hand, with a focus on motivating employees across all levels of the business to engage with and drive action for change.

The formation of Employee Resource Groups (ERGs) has been positive in increasing engagement amongst employees, however, the value of ERGs goes beyond impacting workplace culture. ERGs have been known to support with the identification of systemic issues within organisations and have in certain cases been integral in empowering middle managers to balance ambiguity with self-awareness and confidence within their circle of influence.

As leaders we need to understand what our employees are thinking and ensuring that they have a forum where they feel safe to speak up and out is imperative and not only during specific times of the calendar year; we can (and we should) celebrate Black voices outside Black History Month!



Accountability

More and more organisations are doing work to elevate ethnically diverse individuals within organisations, and whilst it is true that there will be initiatives that will help all ethnically diverse individuals, the challenge we are hoping to overcome is the lack of representation and equitable treatment of Black talent specifically. Committing to meaningful and disaggregated measurement of the impact of your inclusion initiatives is an essential step to track the effects of any changes in culture implemented in your organisation.

It is crucial for leaders to engage in expectation setting and communicate plans as well as a proposed timeline for change. There will be some things that can happen quickly and others that will take years. Ensuring targets on processes as well as the key representation and engagement metrics is essential; processes and practices must be measured to prove the impact of suggested initiatives. Do not be afraid to collect data on different topics and in different ways that are disconnected from HR systems to supplement existing HR data. An additional way to do this would be through ad-hoc engagement surveys. The data collected needs to be consistent and that all ethnic backgrounds are represented rather than focusing on "other".

Collecting feedback from your Black talent needs to be top of the agenda when it comes to driving Black and racial inclusion in business. Listening to their concerns and specific experiences with the intention to understand, while acknowledging the urgency for change, will help driving conversations forward by being intentionally inclusive and inviting people to participate in these conversations, innovative solutions may emerge and stubborn blocks may dissolve in their wake. Accounting for feedback time before and throughout the process will result in sustainable change.

Finally, posting on social media and publishing commitments externally for Black inclusion is important, but how is this being tracked? Holding ourselves accountable for not hitting targets or for not shouting loud enough is also part of driving Black inclusion in business, by sharing successes and not being afraid of being transparent when targets have not yet been reached form an important part of the human equation.



JOIN THE IF NOT NOW, WHEN? CAMPAIGN

The If Not Now, When? campaign is a CEO-driven campaign focused on businesses over 500 UK employees. There is no charge to be involved and resources and events are provided for free.

If your CEO is not currently a signatory to the campaign then please direct them to our website at **www.ifnotnowwhen.uk** or ask them to contact us at **ifnotnow@audeliss.com**.

ADDITIONAL SUPPORT

If Now Now, When? is an initiative created by INvolve and Audeliss. Both organisations have a range of solutions to create more diverse and inclusive workplaces and increase representation in leadership.

INvolve: the inclusion people

INvolve is a consultancy and global network championing diversity, equity and inclusion in business. Through the delivery of training, events, programs, thought leadership and advisory solutions, INvolve helps firms drive cultural change and create inclusive workplaces where any individual can succeed.

www.involvepeople.org

Audeliss: for a new perspective

Audeliss Executive Search level the playing field for diverse leaders in executive and board appointments.
We believe diversity of thought is one of the biggest competitive advantages to any leadership team, so we engage our unique global networks to find exceptional talent who can bring a new perspective to your organisation.

www.audeliss.com



info@involvepeople.org

https://ifnotnowwhen.uk/