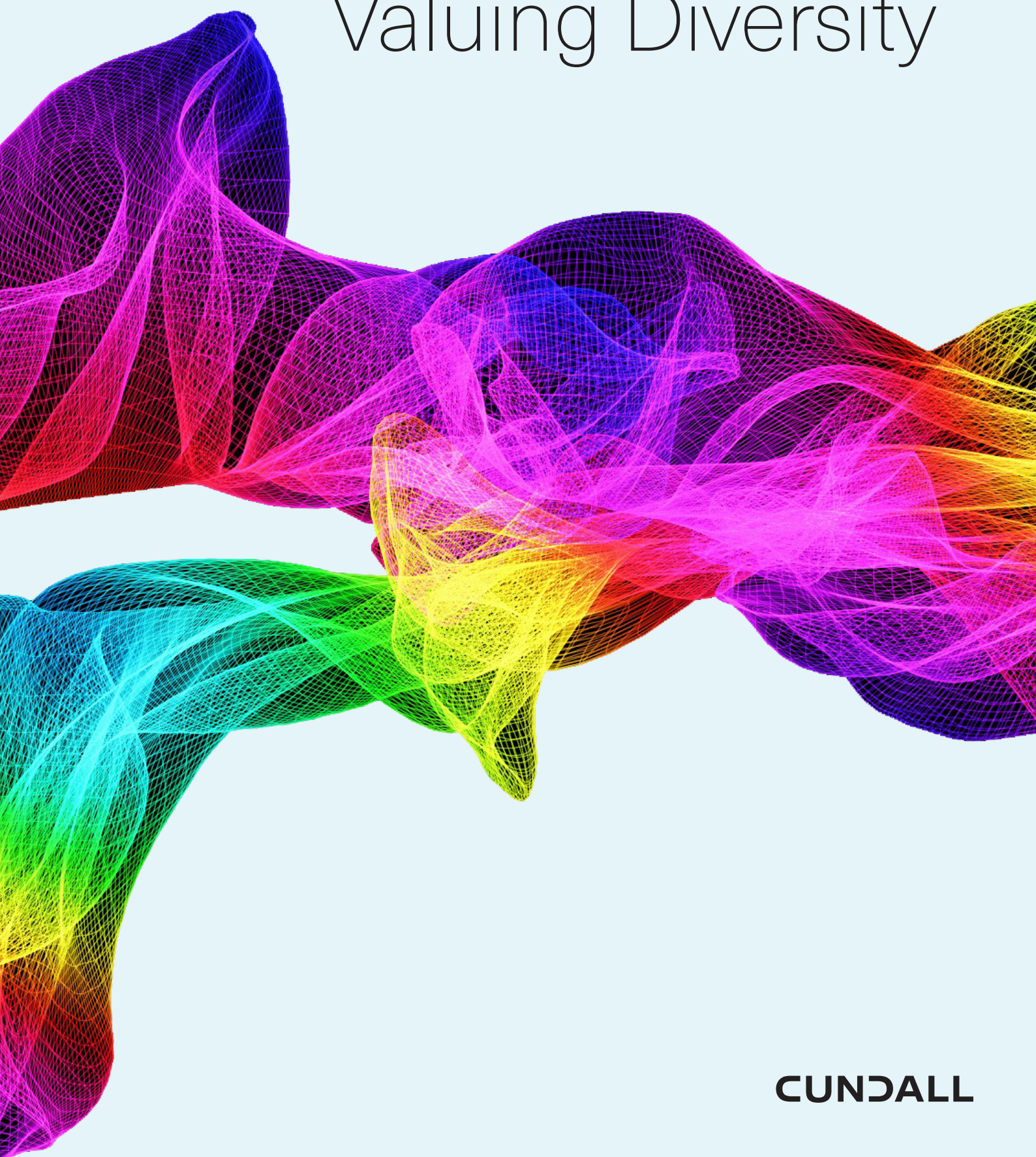


DIVERSITY & INCLUSION STRATEGY 2020 TO 2025

Valuing Diversity



CUNDALL



Valuing Diversity

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Foreword



KIERAN THOMPSON

Head of Talent,
Diversity and Inclusion

As Cundall's global reputation for leadership across sustainability and design for the built environment continues to grow, we have a responsibility to reflect on the impact we have on our clients, industry peers, staff members, and wider society.

In recent years we have sought more than ever to sew our core values of integrity, excellence, collaboration and creativity into the fabric of everything we do. We are a practice that recognises its heavy reliance on the expertise and goodwill of great people. It therefore stands to reason that our staff should feel valued and empowered when they come to work.

It is true that happy workers make for a productive business, but our ambition to be the most inclusive consultancy in the construction sector is driven by more than just commercial ends. A workplace culture that offers dignity and respect to all, that encourages the sharing of ideas and perspectives, and that values difference is of benefit to everyone.

One of the objectives set out under the Ethics and Equity section of the Cundall Sustainability Roadmap, One Planet One Chance, was to improve our performance in the areas of Equality, Diversity and Inclusion. Having played a key role in setting our Ethics and Equity objectives, I was pleased to be appointed Cundall's first Head of Talent, Diversity and Inclusion in April this year. This was the first bold step for Cundall in what represented the beginning of a new era of investment in D&I. We have since signed up to a corporate partnership with Stonewall's Diversity Champions Programme, sponsored the 2019 Women in Construction Summit, and installed several Inclusion Libraries in our offices around the world, providing a range of diversity-related literature for staff to access at their leisure.

We are far from alone in our quest to achieve increased diversity at all levels and areas of our business. Construction has suffered from a long-standing image crisis, lack of diverse role models, and widely acknowledged cultural shortcomings, all of which have limited our appeal to people of diverse gender.

This strategy provides a clear vision of how we will evolve our business over the next 5 years. During this time we will grow from one that recognises the business benefits of diversity, to one for which diversity is a fundamental, valued and embedded component of our culture and our identity.

Global Context

Our work within diversity and inclusion must consider local-level issues, challenges and opportunities. A significant issue we face within our business is the existing lack of diversity among senior management and leadership, and the potential disconnect with the local staff population that this can cause. A lack of diversity among leadership has been proven to lead to concern about a lack of appreciation for cultural differences among employees. Recent staff feedback from our global diversity and inclusion survey indicates that this sentiment is already present in some locations.

Varying attitudes towards diversity are also a key factor to consider. Different global regions face different challenges around D&I, and regard this subject differently depending on local culture, norms and legislation. In our efforts to deliver this strategy we must strike a balance between consistency and adaptation. This requires inviting and taking on board regular feedback from people “on the ground” in all operating locations.

Commitment to Excellence

There can be no question that any initiatives recommended by this strategy will compromise our existing standards of excellence. False assumptions that targeting more diversity somehow dilutes or lowers or standards must be left at the door as we move into 2020. Indeed, this ambitious strategy empowers our business to develop culture and practices that better reflect who we want to be. During 2020 to 2025 we will strive to grow the inclusive culture needed to reap the benefits of a diverse global business, while actively raising the standards for “excellence” to new heights.

Positive Action & Meritocracy

Positive Action: Lawful (e.g. employer encourages more applicants from under-represented groups by advertising vacancies widely, and/or adjusts internal processes to remove aspects that may disadvantage a specific group of people).

Positive Discrimination: Unlawful (e.g. an employer recruits a person because they have a relevant protected characteristic, rather than because they are the best candidate for the job)

The CIPD (Chartered Institute for Personnel and Development) recommend that “positive action programmes should form a central part of any D&I strategy”. This means making use of initiatives such as targeted recruitment campaigns, mentoring, coaching and sponsorship for underrepresented groups. In seeking to build and evolve a practice that harnesses the diversity of our people within the context of an increasingly globalised society it is important that we remain open to new ideas, and that we continuously challenge our own traditions, perceptions, assumptions and operating procedures.

Meritocracy is a noble goal but does not take into account structural, societal or institutional barriers to access to fair and equitable treatment. Indeed, meritocracy ingrains inequality if accepted simplistically, at face-value. This strategy provides a framework that facilitates a more holistic, inclusive and effective approach to business processes, communication and decision making.

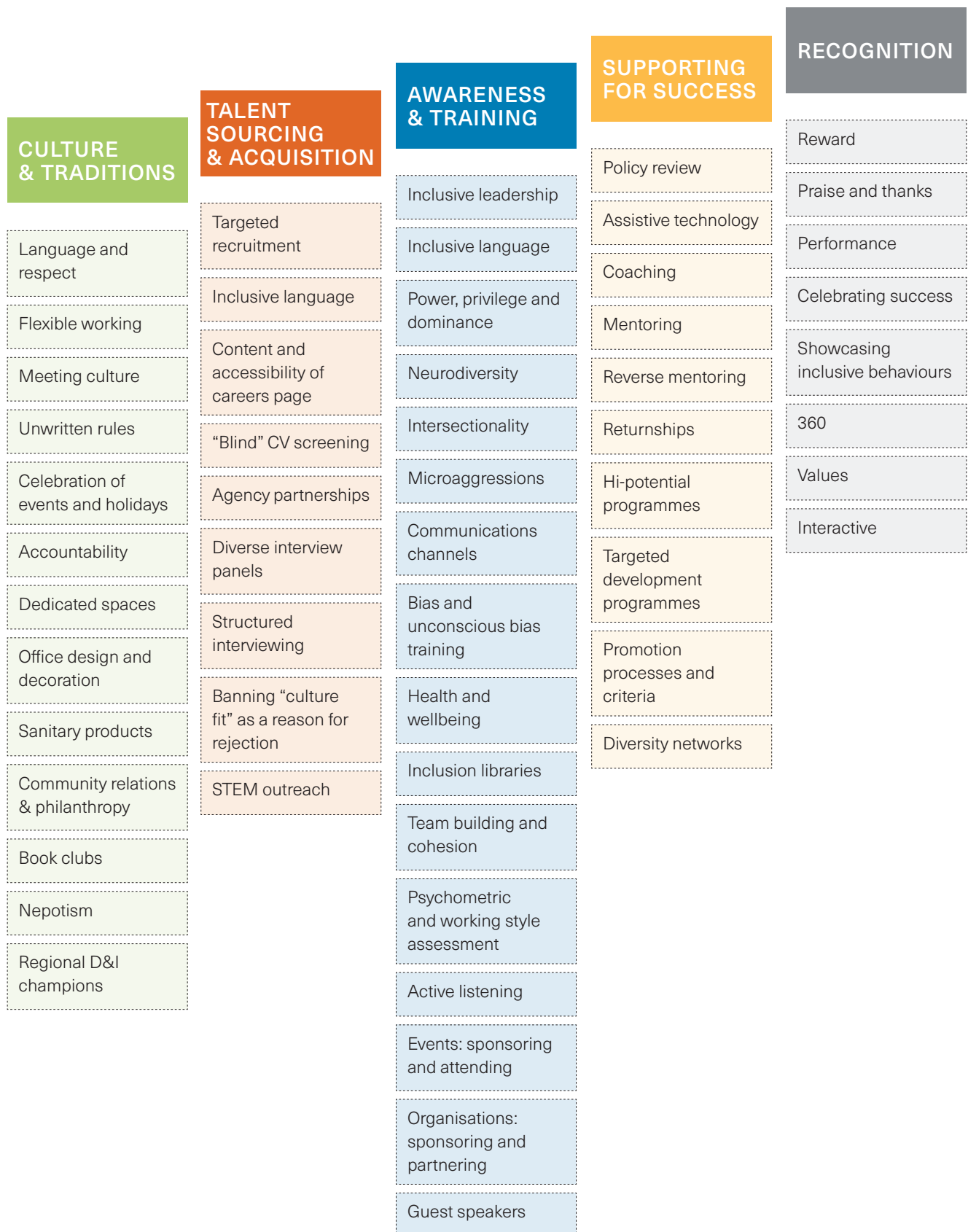


Commercial Benefits

Businesses that proactively pursue and embrace greater workplace diversity are far more likely to enjoy greater financial rewards than those who do not. Conclusive research on this subject is growing year on year, with McKinsey studies ([Diversity Matters, 2015](#), and [Delivering through Diversity, 2018](#)) on the business impacts of diversity and inclusion widely cited as key and credible sources of research on this subject.

While compliance, a principle of fairness, or even social justice can be significant factors in businesses supporting diversity initiatives, commercial and competitive outcomes are increasingly central to investment in this area. The 2018 analysis from McKinsey & Company re-asserted the now widely acknowledged links between diversity (a greater proportion of women and increased ethnic and cultural diversity within the leadership of large companies) and positive financial performance.

However, McKinsey's study also found that progress on initiatives has been slow, and that many businesses remain uncertain about how to create the inclusive environments that allow diversity to thrive. Following extensive data gathering and research this strategy has identified 5 key areas of focus, and a range of initiatives that will support our progress towards becoming the most inclusive consultancy in our industry.



Understanding Diversity and Inclusion

Diversity

Diversity is a combination of different individuals or groups of people, who inevitably bring a variety of perspectives, ideas, beliefs and cultures.

When we talk about diversity we talk about positively empowering people by respecting and valuing what makes them different, particularly in terms of age, gender, ethnicity, religious belief (or lack thereof), disability, sexual orientation, nationality, neurodiversity and socio-economic background.

Diversity allows for the exploration and expression of these differences in a safe, positive, and nurturing environment. It affords us the opportunity to understand one another by surpassing simple tolerance to ensure people truly value difference.

Inclusion

Inclusion is achieved via a collective organisational effort to ensure that all groups and individuals regardless of background, identity or circumstances are culturally and socially welcomed, and treated with fairness and respect.

An inclusive organisation is one in which people feel a level of support and commitment from others so that they can achieve their best at work. This can mean a conscious shift in organisational culture that has visible effects, such as encouraging wider participation in meetings, applying sensitivity to how offices and teams are designed and organised, or proactively providing access to information and facilities.

The process of inclusion engages each individual and makes people feel valued as being essential to the success of the organisation. Evidence shows that when people feel valued, and an integral part of an organisation's mission, they perform better, report higher morale, and are less likely to leave.

Four Cornerstones of Diversity and Inclusion

Overview

The following describe the four key areas that we have identified as fundamental “cornerstones” of D&I. These cornerstones are priority areas of focus for the work that we plan to carry out in this area.

Workplace Culture

A positive workplace culture improves teamwork, morale, increases productivity and enhances staff retention. Job satisfaction, collaboration, and work performance all benefit from a positive workplace culture.

Inclusive Leadership

Inclusive leadership is exhibited by leaders who take time to understand their own biases and preferences. Inclusive leaders seek out and consider different views and perspectives to help inform better decision-making. They also see diverse talent as a source of competitive advantage and inspire people from diverse backgrounds to achieve success.

Career Management

Career Management is the building of relevant skills, experiences and behaviours that result in increased confidence and engagement among staff. Regular open and structured conversations between individual staff and line managers about performance and career expectations are crucial to successful career management.

Recognition and Reward

Recognition and Reward is about appreciating people for who they are and recognising them for what they do. This includes offering appropriate financial compensation, as well as informal team celebrations, recognition of individual contributions, and/or milestones reached.

Roles and Responsibilities

Leaders & Managers

For our leaders and managers, achieving this within their own teams and office locations must be a priority, as well as a key performance criterion for which they are accountable. The responsibilities upon our leaders and managers are manifold, with commercial performance, business development and financial management often competing for priority focus. However, few obligations among our leaders and managers can be more important than to communicate and influence in a respectful, open and adaptable manner, motivating and positively inspiring those around them.

It is important to acknowledge that, as with most professional challenges, shifts in outlook, behaviour and ways of working require dedicated investment in targeted learning, and a commitment to change. Inclusive leadership requires continuous development and refinement of existing methods and working styles, as well as the willingness to be challenged, and openness to new ideas. As a cohort almost entirely of straight white men our leaders have enormous insight and expertise into how our organisation works for other people that fit this description. As leaders and role models, they also have responsibility for figuring out what our business is like for other people, and for making sure everyone has a positive experience at Cundall.

HR

HR play a crucial role in supporting the practice to shape and deliver sensitively designed and targeted D&I policies and initiatives. They must take an evidence-based approach to the design of strategies and practices, and support staff at all levels to understand and comply with D&I policies, processes and initiatives. They must also continuously adapt to best practice guidance and the needs of the business and our people using evidence from four sources in particular:

- staff data
- scientific publications
- professional and industry expertise
- views of key stakeholders

Everyone

All employees have a responsibility to uphold the values of the business, and to create and maintain a working environment in which all colleagues are treated with fairness and respect, regardless of the situation or context. That includes taking a “one size fits one”, rather than a “one size fits all” approach to interacting and communicating with others.

We are also committed to calling-out our supply chain partners if and when we believe their behaviour or working practices have fallen below our own standards of common respect, decency, equality and inclusivity.

Diversity and Inclusion at Cundall (in data)

Elephant in the Room: Quotas

We have already committed to substantially increasing the proportion of women within our leadership roles as part of our 2019 to 2025 Sustainability Roadmap, and we remain steadfastly committed to this. At the time that this objective was agreed (following extensive discussion and consultation) we decided not to set a formal “quota”, for fear that such a target might lead to the view that people are being hired or promoted by Cundall on the basis of their identity rather than due to their superior knowledge, skills and behaviours.

This strategy has discussed at length the many potential business benefits of greater diversity, as well as the absolute necessity to push our standards of excellence to new limits. The two goals are mutually compatible, and we have therefore decided as part of this strategy to work towards some notional progress aspirations indicated by the dotted line on a selection of the following charts. If successful, meeting these aspirations would see our business benefit from substantially richer diversity of ideas and perspectives between 2020 and 2025. This would also enhance the potential for our leadership to be more effective and inspiring role models to a wider proportion of our staff, and influence more organic inclusivity across our business.

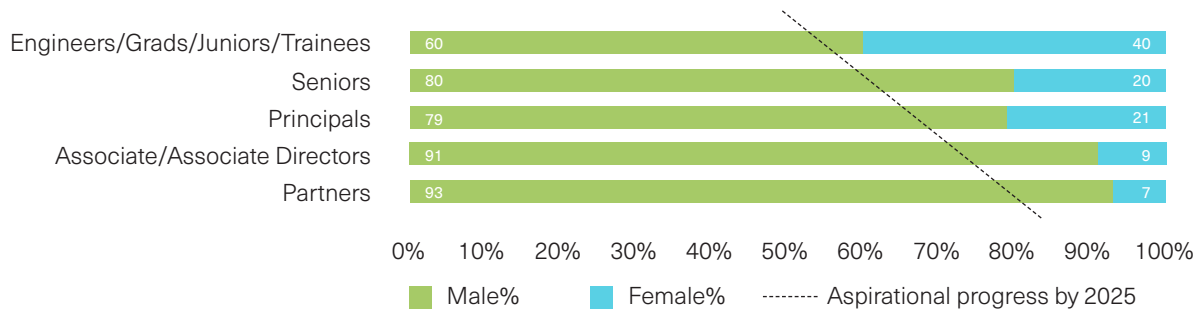
To be clear – we are not setting absolute quotas in the traditional sense. We are offering an indication of what we believe represents positive, ambitious but realistic aspirations, and illustrates our desire to evolve the make-up of our business. Change can’t come soon enough, but we can’t expect to redress industry and society-wide imbalances overnight.

The primary goal of this strategy is to build a business of inclusivity, fairness and respect. The way we will get there is through building upon our strong foundations with a range of sensitively designed and targeted initiatives that support the betterment of our workplace culture, leadership behaviours, and recruitment, development and management processes. Increased diversity will naturally follow.

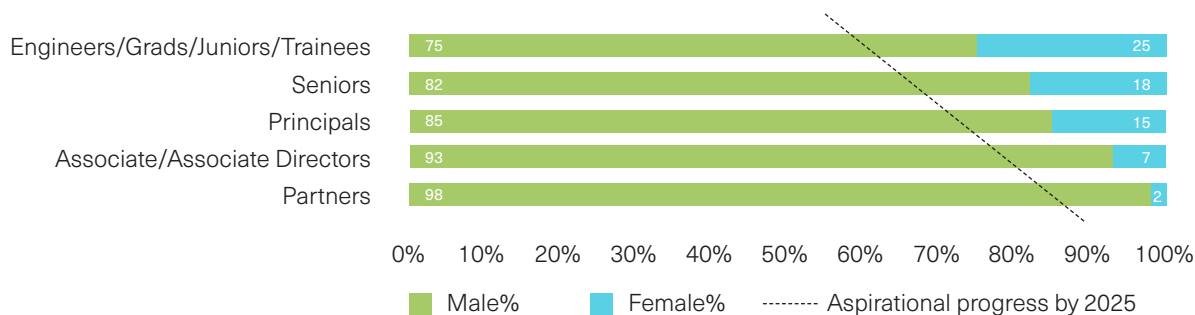


Our Demographics

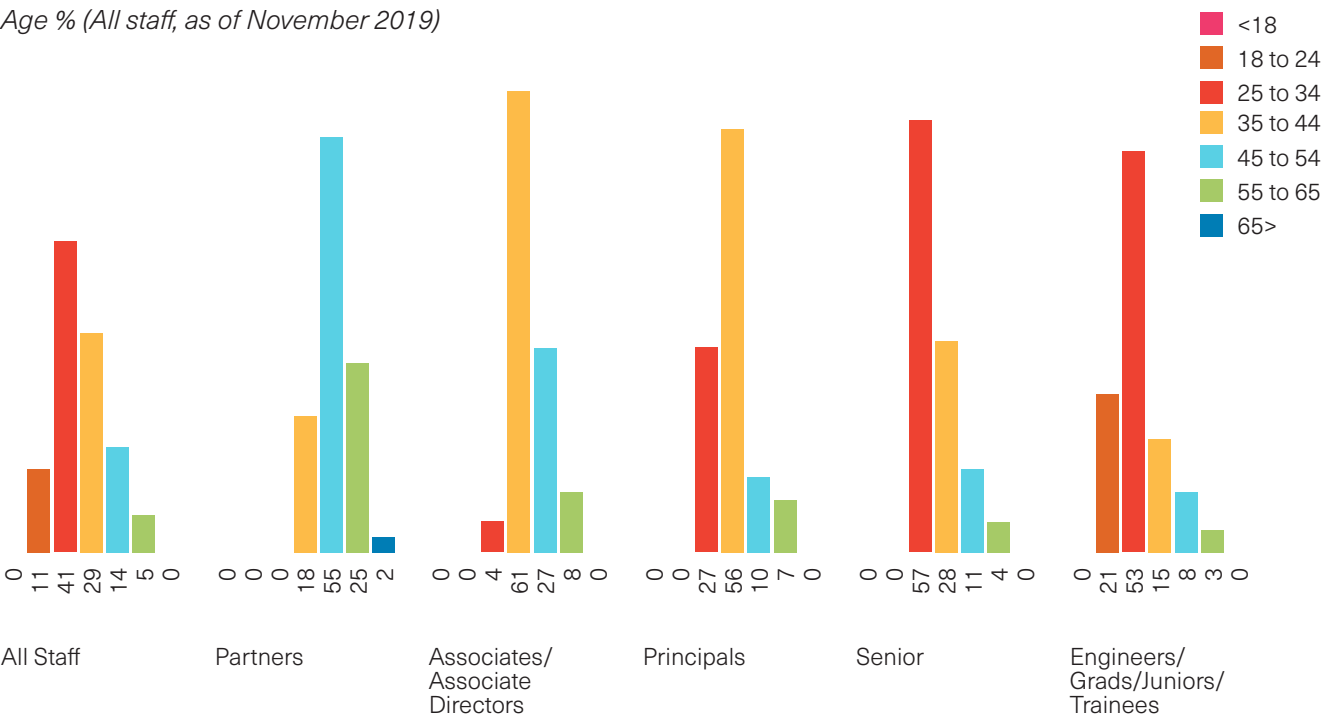
Gender % (All staff, as of November 2019)



Gender % (Engineering/Technical staff, as of November 2019)

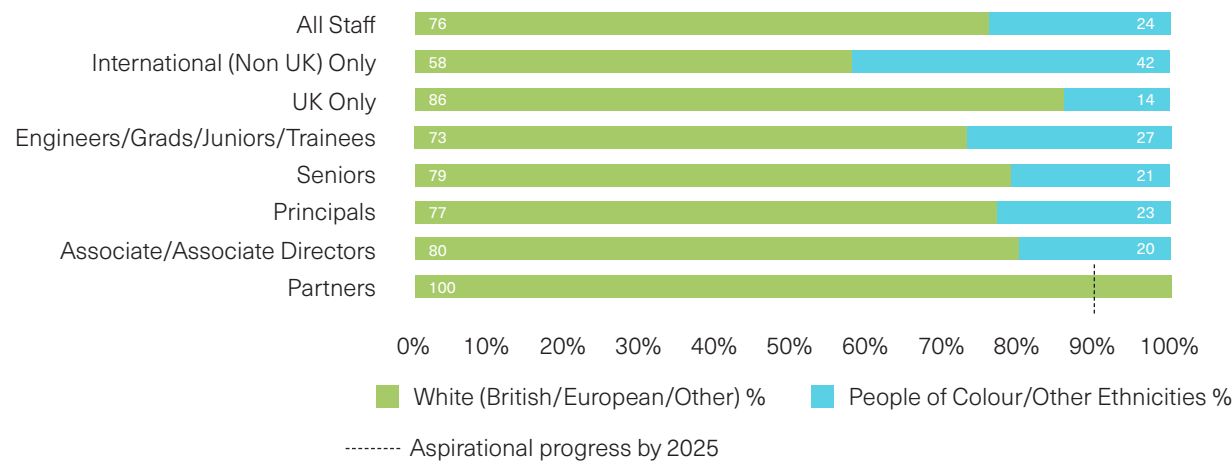


Age % (All staff, as of November 2019)



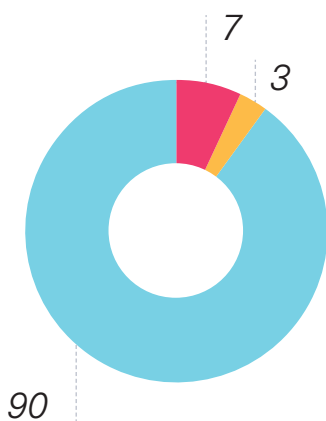
RESPONSE OVERVIEW

Basic Ethnicity Split % (As of November 2019)



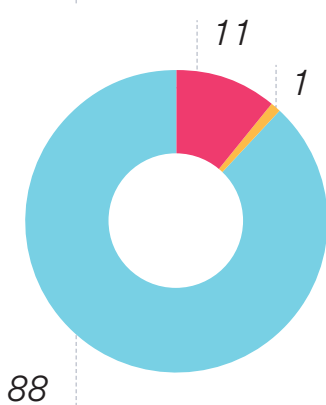
Sexual Orientation % (Taken from Global D&I Survey, July 2019)

- Not disclosed
- LGBT+
- Heterosexual/Straight



Disability % (All staff, as of November 2019)

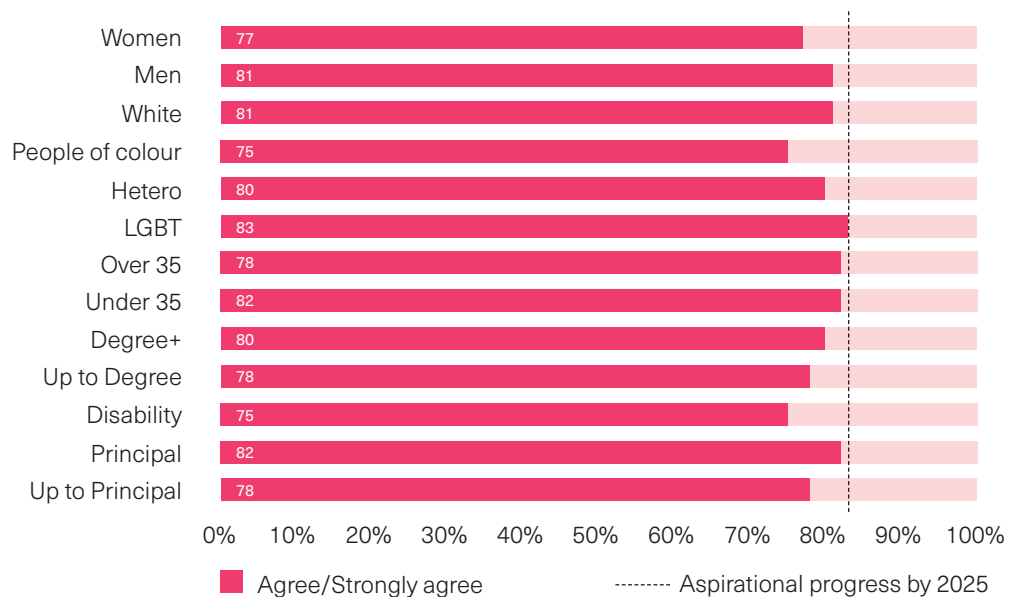
- Not disclosed
- Disability
- No disability



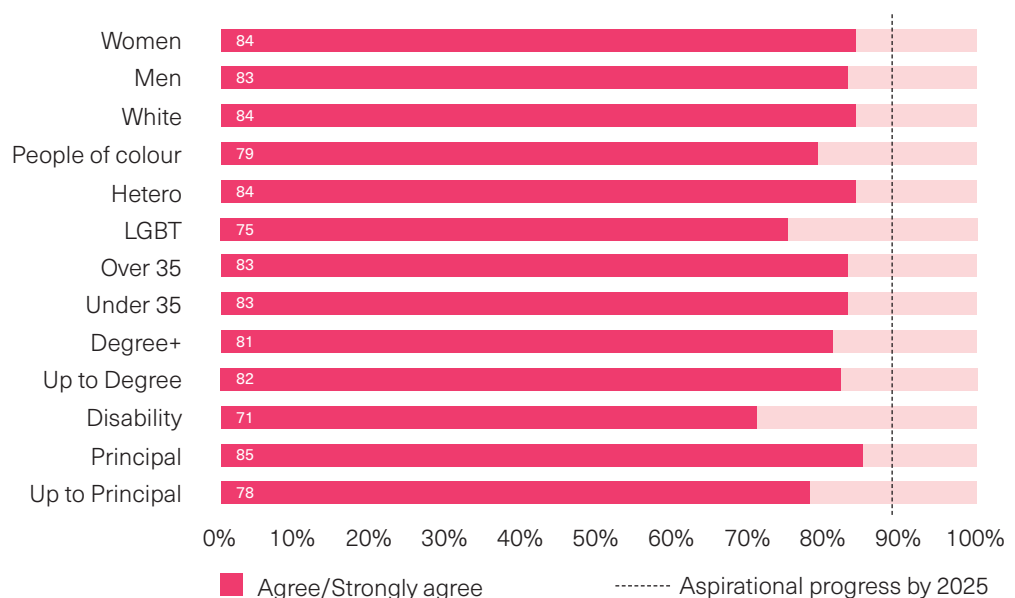
D&I Survey 2019: Key Findings

Workplace Culture

When I speak up at Cundall, my opinion is valued



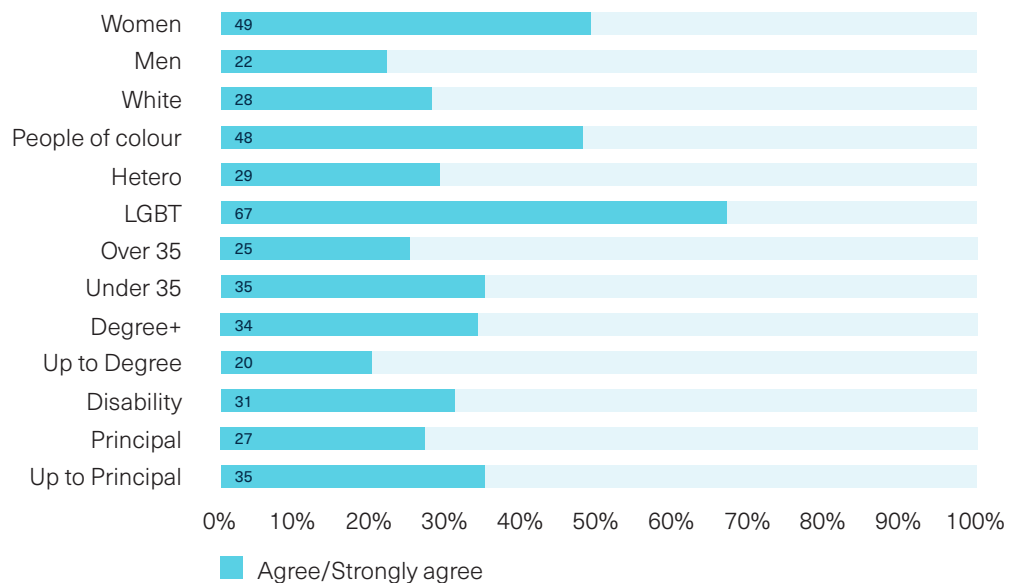
I feel comfortable being myself at Cundall



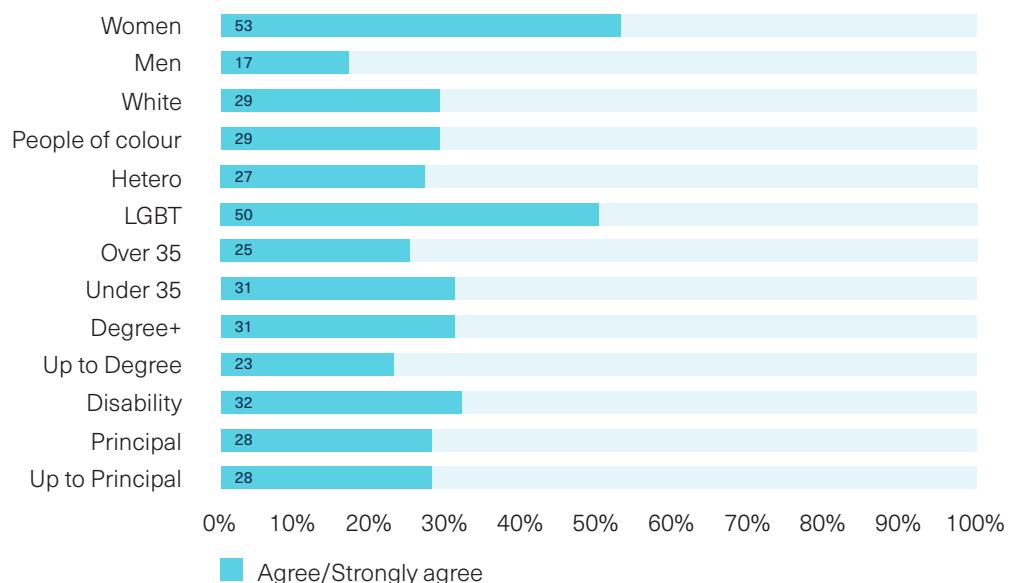
D&I Survey 2019: Key Findings

Inclusive Leadership

Lack of diversity among leadership is a barrier to progression at Cundall



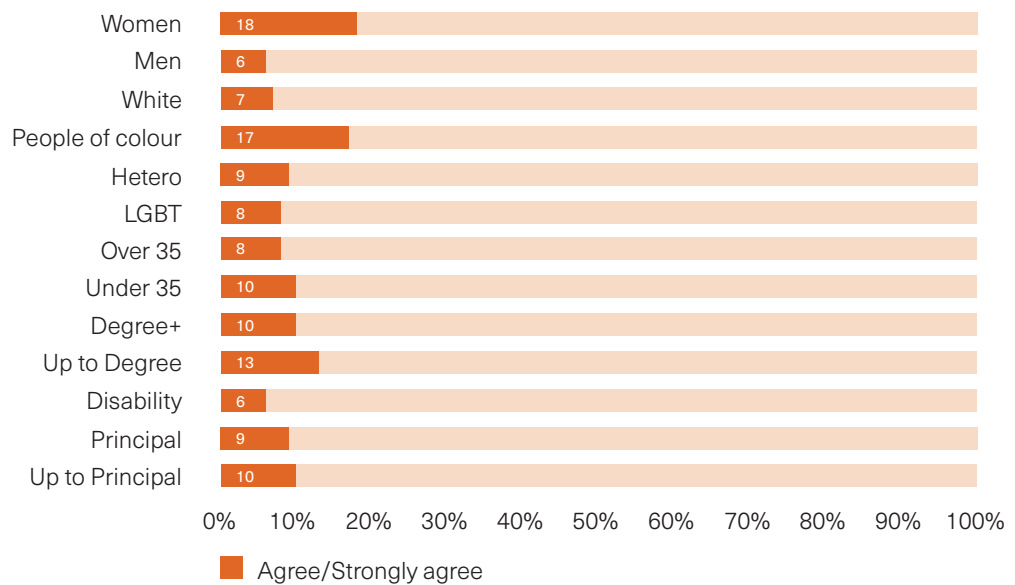
It's more difficult for women to reach leadership positions at Cundall



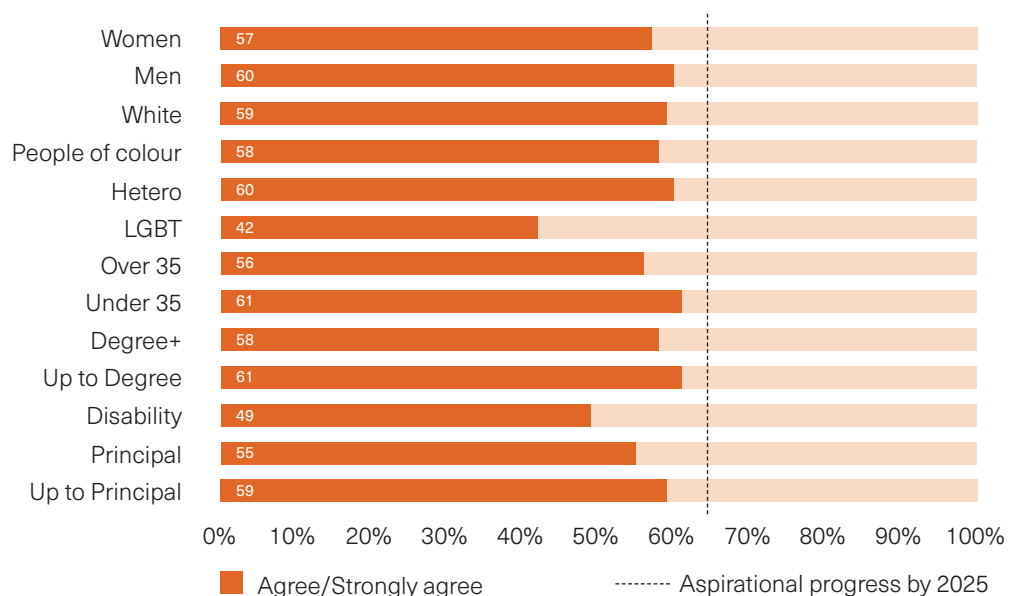
D&I Survey 2019: Key Findings

Career Management

I believe that my chances for career progression at Cundall are unfairly limited because of my age, gender, ethnicity, sexual orientation or disability



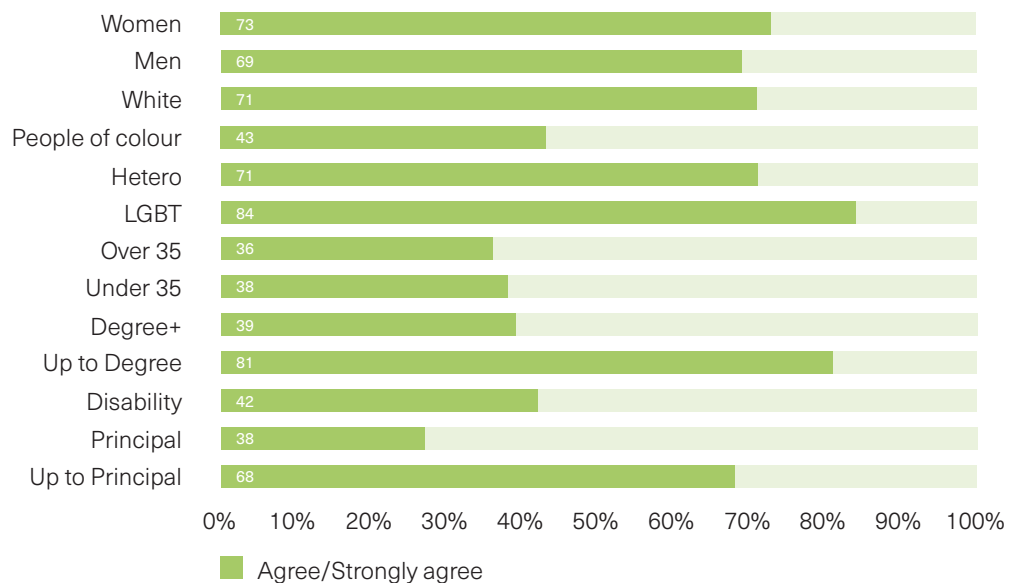
It is possible for me to achieve a rewarding career AND a healthy work-life balance at Cundall



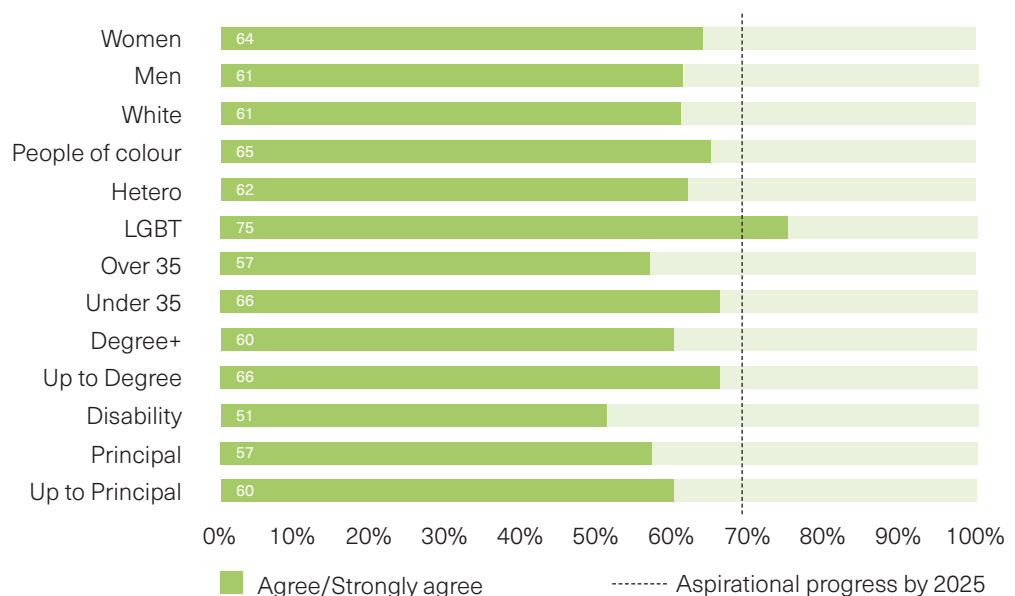
D&I Survey 2019: Key Findings

Recognition and Reward

My manager should do more to praise or thank team members for a job well-done



My line manager does enough to praise me when I've performed particularly well, or gone beyond what is normally expected to achieve an excellent standard of work



Action Plan

Culture and Traditions

Under represented groups such as women, ethnic minorities, disabled people and LGBT people can feel that they do not belong or “fit in” with their employer. This can lead to lower levels of performance, lower work-life balance, lower ambition (“you can’t be what you can’t see”), lower morale, and higher intention to leave. This is of course despite these groups of people being equally as talented and capable as other staff.

Creating an environment where all employees feel supported and valued has been proven to lead to better business performance, including the enhanced attraction and retention of talent. Embracing diversity and building a welcoming inclusive culture is not just the right thing to do - it makes business sense.

Our business culture should reflect our stated values of integrity, excellence, collaboration and creativity, which are intended to describe and shape our business identity and everything we do – including how we communicate with each other.

Ultimately, a culture of inclusiveness is rooted in respect. Employees at all levels must be treated with and treat others with civility and decency. Behaviours which are not in line with this fundamental principle must be called out.

Spotlight on Workplace Culture:

“A positive workplace culture improves teamwork, morale, increases productivity and enhances staff retention. Job satisfaction, collaboration, and work performance all benefit from a positive workplace culture”



Index of Initiatives

Language and respect	Interrupt harmful or offensive language, bias or behaviour in the moment, as it occurs. This includes noting your own, as we all have bias, and we all make mistakes. Take time to listen to and actively amplify under represented voices, and credit where it is due. Delegate tasks equitably and fairly, giving everyone the opportunity to flourish.
Flexible working	In order to normalise and accelerate the success of flexible working we will actively encourage and role model the uptake of flexible work arrangements, ensure such arrangements are supported to succeed through culture, leadership and technology.
Meeting culture	Invite the right people to meetings – diversity of people leads to diversity of ideas. Prepare and stick to an agenda. Solicit everyone's opinion. Ask each person to share their thoughts, concerns or ideas on agenda topics. Don't talk over people. Arrive and wrap-up on time. Seek where possible to avoid particularly early or late meetings that may cause difficulties for people to attend. If meeting virtually with people based on the other side of the World, share the burden of antisocial meeting times, rather than expecting others to be inconvenienced.
Unwritten rules	Every business has cultural norms and traditions. But if these are not made clear to newcomers, it can be much more difficult for new members of diverse groups to discover them and "fit in". We will provide clarity on established unwritten rules, while also actively questioning and challenging norms established by and for privileged groups.
Celebration of events and holidays	Celebrating and respecting religious festivals and notable diversity-related events (e.g. International Women's Day, Eid, Black History Month, Mental Health Awareness Week).
Accountability	Without accountability, diversity initiatives, policies and strategies are merely lip service. All of us need to make a conscious effort towards more inclusive and empathetic behaviours and attitudes in order for our business to be inclusive and welcoming for everyone. Those who behave in opposition to the principles and objectives of this strategy must be held to account.
Dedicated spaces	In seeking to support diversity we must honour the fact that religion and spirituality is a fundamental part of some people's identity that should be respected. We will facilitate dedicated spaces for people to express that part of their lives, as well as spaces for meditation, and for women to express breastmilk.
Office design and decoration	Display posters, signage, and marketing materials that promote our business values. Create spaces that accommodate individual needs (i.e. reasonable adjustments for health, wellbeing and performance).
Sanitary products	A recent study (DPG, 2019) suggests that almost half of workers who experience periods experience stigma around the issue at work. A small but tangible way to show our support for people with periods is to stock bathrooms with tampons and pads.
Community relations & philanthropy	Carefully targeted philanthropic contributions and community relations are increasingly understood to be both a cost of doing business and a requisite to success. We will connect with local community programs and involve staff in philanthropic activities.
Book clubs	Book and movie clubs allow staff to gather either physically or virtually in a completely non-hierarchical forum to compare perspectives, making new connections with people along the way.
Nepotism	Nepotism is a gross abuse of privilege that must be curbed. We will not offer internships, placements or jobs to direct family members, clients or industry contacts without a fair and open recruitment process.
Regional D&I champions	Explore assigning regional champions/advocates to support the coordination of local/regional D&I initiatives

Action Plan

Talent Sourcing and Acquisition:

It's not good enough to dismiss a lack of diversity within our practice on a lack of diverse applicants. We need to ask ourselves why this is happening, and it is simply no longer accurate or sufficient to blame a lack of women, ethnic minority, LGBT or disabled people in the industry.

Lack of diversity among leadership renders our business with a limited range of perspectives, and less capacity to act as effective role models for people who do not happen (in our case, and in the case of many construction industry employers) to be straight, white and male.

We need to consider the message that we send applicants about our culture and values throughout the entirety of our talent sourcing and acquisition process. This also requires us to reflect on our own ideas of what makes someone successful, or a desirable candidate to join our practice. We are striving to be the best place in our industry for talent to grow and flourish. But how effectively do we communicate this to prospective employees?

Research in this area suggests that both candidates and employees pay close attention to the following signals to gauge whether a workplace culture is one in which they can thrive:

- The percentage of women and people of colour in leadership roles.
- Clarity of written advert/job description
- Opportunities for career progression
- Opportunities for development and mentorship.

By looking closely at our recruitment process, we can identify the aspects of our culture that are most likely to appeal to a wider range of genders and ethnicities, and emphasise those.



Index of Initiatives

Targeted recruitment	We will advertise our opportunities widely and accessibly, encouraging a more diverse pipeline of talent from which to recruit.
Inclusive language	Audit all job descriptions and adverts to ensure the use of gender-neutral pronouns like 'he or she' or 'they' and a balanced approach to the use of masculine and feminine "coded" language.
Results-based job descriptions	Job descriptions to include a focus on what a candidate will be expected to achieve in their role, rather than a simple checklist of skills and qualifications that may inadvertently weed great female and minority candidates out.
Content and accessibility of careers page	Ensure content is clear, current, and reflects our values and diversity and inclusion goals. Offer an application process that is simple and intuitive to navigate, and provides access to policy information, a feel for culture, and statements from staff.
"Blind" CV screening	Research shows that CVs with female or ethnic minority names tend to be rated less favourably than CVs with male or dominant ethnicity names when all other details of the CV are equal. Blind screening can help to remove potential bias. We will explore how and whether blind CV sifting can be incorporated into our recruitment process.
Agency partnerships	We will challenge our partner recruitment agencies and executive search firms to help our business source candidates from diverse demographics.
Diverse interview panels	Candidates respond more favourably to diverse interview panels, particularly when the candidate themselves is from an underrepresented demographic. It is also important that whoever is on the interview panel is well-placed to question and assess the candidate, and that one person is not overloaded with interviews simply because they are the only female engineer.
Structured interviewing	Taking a structured and consistent approach to interview criteria and questioning ensures a fairer experience for candidates. This isn't to say that you must stick verbatim to an interview script, but that a set of core baseline questions should form the basis for the conversation. By asking each candidate the same or a similar set of questions, followed up with "probing" questions hiring managers will achieve a consistent "data set" of responses to aid objective decision-making.
Banning "culture fit" as a reason for rejection	"Culture fit" or a "gut feeling" are never good reasons to reject candidates, and when used as such can indicate that bias may be a factor. Hiring managers must articulate a more specific explanation and evidence (scoring) for decision making.
STEM outreach	We will continue to actively promote our business and our industry to future generations within schools, colleges and universities, as well as dedicated STEM events.

Action Plan

Awareness and Training

Whether at work or in society, we share a mutual responsibility to communicate respectfully and to be sensitive to the traits, perspectives and experiences of others. Collaboration is a core value of our business that demands empathy, which in turn requires an appreciation for the perspectives and priorities of the people with whom we wish to collaborate. Our D&I awareness and training initiatives will be designed to support the widening of our collective understanding of each other, and capacity to work together successfully.

We will be working to normalise flexible working, and will challenge our leaders and managers to become informed about the realities and impacts of diversity, bias and privilege. 2020 to 2025 will also see Cundall introduce a range of opportunities to learn from the perspectives of others, and to shape our business based on the feedback from people within it at levels, and from all locations.

We will start by prioritising the development of inclusive leadership behaviours. Diversity can be a complex and uncomfortable issue to navigate, particularly among those who have the least direct experience of structural or societal discrimination. But it is our leaders and managers in particular who will be accountable for learning from the perspective of others, and for fostering inclusive behaviours and environments within their own teams.

Spotlight on Inclusive Leadership:

“Inclusive leadership is exhibited by leaders who take time to understand their own biases and preferences. Inclusive leaders seek out and consider different views and perspectives to help inform better decision making. They also see diverse talent as a source of competitive advantage and inspire people from diverse backgrounds to achieve success.”



Index of Initiatives

Inclusive leadership	Inclusive leadership is exhibited by leaders who take time to understand their own biases and preferences. They also see diverse talent as a source of competitive advantage and inspire people from diverse backgrounds to achieve success.
Inclusive language	The language we use, whether written or spoken, formal or informal, sets the scene for an inclusive environment. Inclusive Language avoids identifying, stereotyping or demeaning people based on implicit bias and perceptions of personal characteristics or cultural background.
Power, privilege and dominance	In the workplace, privilege may simply mean not worrying about “normal” day-to-day things. The less privileged have more reason to be concerned about things like bathroom access, being respected, accessing rooms to use for nursing, and pay equity. Privilege often grants access to power, and power to dominance.
Neurodiversity	The accepted medical term denoting the diversity of the human brain. Often used as an umbrella term to refer to Autism/ASD, Dyslexia, Dyspraxia/DCD, Dyscalculia, ADHD & Development Language Disorder (DLD) etc. It is estimated that around 1 in 8 people are neurodivergent.
Intersectionality	Intersectionality is a way of thinking about identity that acknowledges that inequalities are often connected, and that diversity is multi-dimensional. For example, gender inequality can be impacted by racism, class, homophobia, ableism etc.
Microaggressions	Subtle comments, phrases or actions that reveal bias or prejudice.
Communication channels	Yammer, Staff Intranet (Dr Johnston), LinkedIn, Staff Forum, Cundall Newsletter (Connect), Quarterly Briefings etc.
Bias and unconscious bias training	We each have backgrounds, cultural environments, personal experiences and philosophies that furnish us with feelings and attitudes (conscious or unconscious) towards others based on race, gender, age, appearance etc. Training on this subject will help us manage the impacts that such biases can have on decisions we make and the ways in which we interact with others.
Health and wellbeing	An inclusive work environment supports employee well-being through its positive effects on employee self-esteem, belonging, reduced discrimination, and overall job satisfaction. Similarly facilitating positive health and wellbeing among employees, leads to greater inclusivity.
Inclusion libraries	We have set up “Inclusion Libraries” in a number of our offices that encourage staff to “check-out” popular literature on diversity related subjects including feminism, racism, LGBT history, pregnancy, and societal inequality. We aim to expand on existing titles and the availability of these libraries in more office locations.
Team building and cohesion	We’ll dedicate time and energy to building and valuing team cohesion through targeted team building activities
Psychometric and working style assessment	Understanding ourselves leads to better understanding of others and the appreciation of differences. We will enhance our use of psychometric and work style assessments to assist colleagues to understand each other’s work and communication styles.
Active listening	Active listening creates trust and commitment and show others that they are genuinely interested. Someone who actively listens pays attention to what is being said and makes a genuine attempt to understand – a crucial skill for anyone who seeks to influence or motivate.
Events: sponsoring and attending	Leaders should make effort to attend diversity-related events either within or outside of our industry. Opportunities for people in leadership roles to listen to the perspectives of others are often undervalued and overlooked. In 2019 we sponsored the Women in Construction Summit, and will seek opportunities to sponsor events that align with our values and objectives, and participate in events that allow us to discuss our own progress against this strategy with industry peers.
Organisations: sponsoring & partnering	We currently work with a range of diversity-focused organisations including the likes of Building Equality, WES and Stonewall, and partner with schools, universities and industry bodies such as the IET and ICE to encourage young people from all backgrounds into our industry. We will continue to strengthen and grow these partnerships, investing in the next generation.
Workshops on communication, emotional intelligence and empathy	Our learning & development team will design, procure and deliver targeted training to enhance our collective capacity for effective and adaptive communication, raising awareness of the principles of emotional intelligence, and its role in collaborating with, understanding, and managing unique and diverse individuals.
Guest speakers	External speakers can often provide refreshing and inspirational perspectives on a range of diversity related challenges and experiences. Conferences, leadership forums, lunchtime learning, and webinars all offer opportunities to host guest speakers.

Action Plan

Support for Success

This section focuses on the life cycle of employment with Cundall and highlights what we consider to be the key touchpoints that require concerted attention in order to ensure a truly inclusive experience for our people. We want great people to join our practice, and we want to give them every reason to stay.

When people join Cundall we want to make sure that they are welcomed into an environment that provides opportunities to grow and succeed. This means offering excellent learning and development opportunities, a work-life balance that supports mental health and wellbeing, progressive and people-focused policies, and a network of knowledgeable and collaborative leaders, managers and peers.

Over the next 5 years we will review, improve and monitor our development programmes and promotion processes, and ensure structured support is in place to ensure all staff, regardless of identity or background, have equal opportunity to thrive at Cundall.

Spotlight on Career Management:

“Career Management is the building of relevant skills, experiences and behaviours that result in increased confidence and engagement among staff. Regular open and structured conversations between individual staff and line managers about performance and career expectations are crucial to successful career management.”

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Policy review	Continuous review of policies and introduction of new ones when necessary (e.g. bullying & harassment, maternity/paternity, compassionate leave, flexible working, retirement, transitioning at work etc.)
Assistive technology	Increasingly, inclusive employers are being proactive in their efforts to help staff with hidden conditions, and to communicate in a second language, with the use of assistive technology (AT). We will investigate the merits of assistive technology and how it may be leveraged to enhance the experience of our staff in navigating information and communicating with each other.
Coaching	Coaching is a form of non-directive learning that can be led by any suitably skilled person. A coach does not need to be more senior than the person being coached. The purpose of coaching within the workplace is to improve an individual's performance on the job. This involves either enhancing their current skills or through acquiring new ones by asking questions and providing guidance rather than directing; provoking thought rather than giving instructions.
Mentoring	Traditionally, mentoring is the long term passing on of support, guidance and advice. In the workplace it tends to describe a relationship in which a more experienced colleague uses their greater knowledge and understanding of the work or workplace to support the development of a more junior or inexperienced member of staff.
Reverse mentoring	"Reverse mentoring" describes the process where more junior colleagues share their experiences with more senior colleagues in order to enhance knowledge and skill transfer throughout an organisation.
Returnships	We will introduce programmes and guidance designed to support the reintegration to work from long term absence of any kind (e.g. bereavement, sickness, maternity)
Hi-potential programmes	Cundall's Aspire programme is a dedicated initiative aimed at developing, motivating, and retaining high performing, engaged staff who have been identified as potential future leaders. It does not facilitate or offer any "shortcut" to promotion, but offers enhanced learning opportunities to a limited number of staff who score highest in the (anonymous) Aspire application process.
Targeted development programmes	Our well-established graduate programme and award-winning sustainability diploma demonstrate that Cundall are well equipped to design and deliver high quality development programmes covering technical and soft skills. We will enhance these programmes and investigate opportunities to provide additional collective development opportunities, including programmes targeted at "levelling the playing field".
Promotion processes & criteria	We will review our internal promotion processes and criteria to ensure that opportunities for professional advancement are equally accessible to all staff.
Diversity networks	Staff networks are an effective way of promoting diversity, building a sense of community and sharing perspectives, experiences and ideas. They provide a safe space for colleagues to support each other and raise issues which affect them at work. We will support existing networks such as our LGBT+ network Kaleidoscope, and provide support and guidance to staff members who wish to form new diversity networks to support underrepresented groups.

Action Plan

Recognition

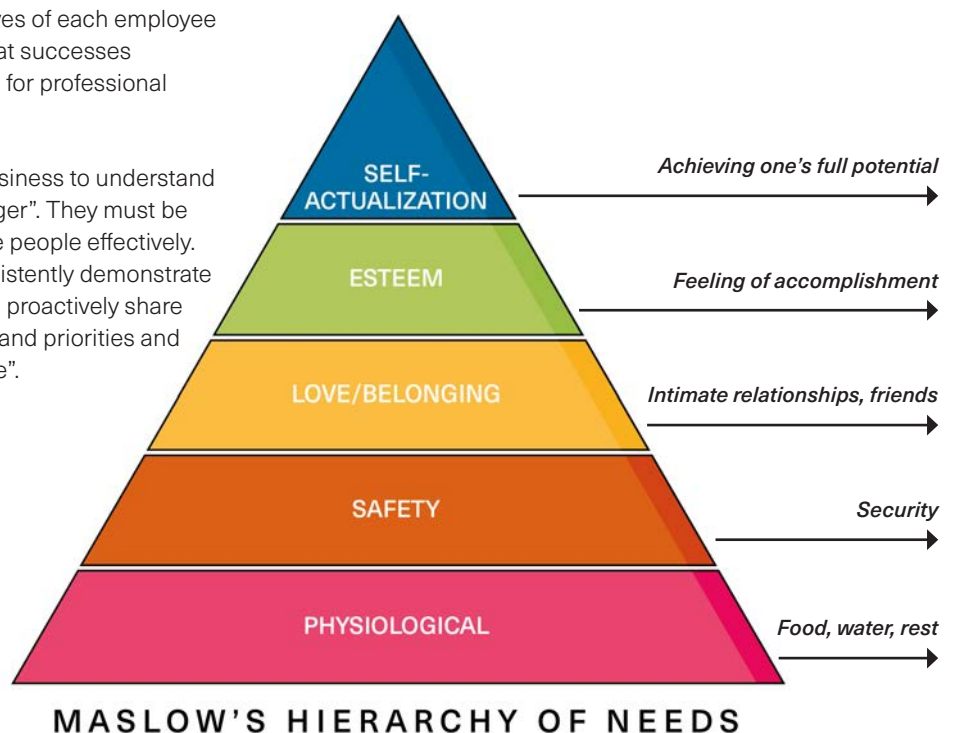
We know that while salary is important people are primarily interested in working for businesses that take work/life balance seriously; that encourage flexible working; that promote recognition and that provide staff with clear and frequent feedback. The most attractive modern-day employers, (and those most likely to retain talent) cultivate an environment that reminds people every day that they are respected, valued, and central to the practice achieving its wider goals.

Employees are not yearning for treats, perks or “free stuff”. They simply want their jobs to be rewarding and fulfilling. It would therefore be unwise for us to focus too much energy and expense on offering people one-off rewards to distract from relentless workloads. Smart employers are dedicated to ensuring that the roles and objectives of each employee are clearly defined and achievable; that successes are celebrated; and that opportunities for professional development are accessible.

This requires managers within our business to understand and seriously value the role of “Manager”. They must be afforded the time and tools to manage people effectively. It also requires our leadership to consistently demonstrate and promote our stated values, and to proactively share information about our strategic goals and priorities and how each of us fit in to the “big picture”.

Spotlight on Inclusive Leadership:

“Recognition and reward are about appreciating people for who they are and recognising them for what they do. This includes offering appropriate financial recognition of individual contributions, and/or milestones reached”



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Reward	Ensuring that people are fairly and rewarded for through consistent application of competitive pay and benefits, and performance related bonuses, team activities and other reward schemes.
Praise & thanks	Simple but proactive acknowledgment and thanks for efforts, successes and achievements of individuals and teams. This can take the form of a simple "well done", interacting with our internal recognition platform, a post on the staff intranet, a team meal or activity, or shopping vouchers etc.
Performance	We will integrate inclusive behaviours and principles into role requirements and formal discussions around work goals and objectives.
Celebrating success	Showcasing award nominations and successes both of an individual and team nature.
Showcasing inclusive behaviours	Raising awareness of managers and leaders who demonstrate particularly inclusive behaviours and communication, paving the way for others to follow suit.
360	Providing opportunities for staff at all levels and in all locations to receive constructive feedback from people outside of their own team
Values	Proactively building our desired culture by promoting and reinforcing notable instances of staff demonstrating our core values
Interactive	Utilising Yammer and other media channels to offer public and interactive praise and recognition

Buy In

Advocacy

We will maintain our focus on diversity and inclusion as a strategic priority aligned with our core values.

We will ensure that all employees understand the business benefits of diversity and inclusion, with a particular focus on leadership and management engagement. This cohort of influential role models will play a leading role in focusing other employees on diversity and inclusion, and in leading a positive shift in business culture.

Resources

While policy and process activity may be driven through the HR team, it is our managers and leaders in particular who will need to understand the positive benefits that will come from their commitment to D&I, and crucially - be afforded the time and resource needed to embed D&I into their day-to-day operations. Our managers and leaders must see D&I as a fundamental requirement of their role, and be supported to understand and deliver on that requirement.

Celebrating Success

Celebrating successes is a useful tool in ensuring momentum and gaining buy-in to any initiative. It is important that where our teams, leaders or managers display positive behaviours and actions around D&I, that this is celebrated and promoted as an example for others to follow.

Accountability

Progress on D&I is not possible unless all staff are held to account for their behaviours and performance against this business imperative. D&I is not a matter for only those who already believe in its value. All managers and leaders must be supported to understand and deliver to D&I goals, and held to account when they fail to meet the expected standards of behaviour and activity, or when they actively undermine the principles and goals of this strategy.

It is also crucial that leadership are consistent in their holding each other to account. There must never be separate rules or lower standards for leadership when it comes to how behaviour that contravenes our principles, values or objectives is dealt with.

Control

The manager's role in D&I is key. While a clear framework to achieve progress in this area is necessary, our managers must retain control in decision making with the support and guidance of regional leadership and HR. D&I must not be viewed as an HR-imposed necessity, but one that is endorsed and led by the practice leadership in the same way as any other business imperative.

Measuring Success

Data to demonstrate our progress against D&I goals will be measured and reported periodically from January 2020. Data will be collected, analysed and reported from the recruitment process right through the employment lifecycle including exit interviews.

The following are a snapshot of the data collection points that will be investigated (each to assess demographic representation):

- Recruitment (applicant pools, shortlists, appointments)
- Pay and Progression (appraisals, promotions, internal mobility, pay gap)
- Working Patterns (parental and adoption leave, returner data, flexible working uptake, sickness absence)
- Conflict (complaints, grievance and disciplinaries)
- Employee Data (staff diversity, D&I survey, H&W survey)
- STEM Outreach Activity
- Exit Data (retention/turnover, exit interviews)

We will also undertake a review of current HR data collection, to ensure that where any of the above (and any other useful data collection points) are unavailable or not taken consistently, that we improve existing standards of data collection where applicable.



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