Inclusion & Diversity at SThree
At SThree, promoting inclusion and diversity is at the heart of everything we do.

We are deeply committed to recognising and developing our talent, and supporting our clients, candidates and community to do the same.

We promote a positive and inclusive work environment where diverse opinions and perspectives are valued and a true meritocracy exists.

“Inclusion and diversity isn’t about coming into a room and seeing lots of people that look different. It’s about diversity of thinking, opinions and contributions, shared in the workplace by people from varied backgrounds and experiences.”

Natasha Clarke
SThree Chief People Officer and Chair of Women in Recruitment
Key to our focus on inclusion and diversity is our Identity programme

When Identity was set up in 2011, our focus was to support the development and progression of women within our organisation. Since then, Identity has evolved to support inclusion and diversity in all forms.

We are dedicated to developing talented and committed individuals, acknowledging and celebrating difference, and treating everyone fairly.

We know that having an inclusive and diverse workforce has distinct business benefits. By recruiting the brightest talent from across the community we are best placed to build relationships with clients and candidates, and ensure we maintain an engaged, innovative and productive workforce.
We continue to strive for a more diverse workforce and a more balanced leadership team.

To achieve this, we have aspirational targets in place to ensure that we develop and progress our female staff. Supporting our female talent and increasing the number of women holding positions at all levels of our organisation to build a workforce that matches society will remain a key component of our inclusion and diversity strategy during 2017 and beyond.

Why does this matter?

- Helps to build a strong management pipeline
- Attracts the best talent and helps retain them
- Displays that we understand our clients and reflect them through diverse perspectives
- Helps form strong partnerships with clients who are choosing to work with suppliers with a clear gender diversity strategy

<table>
<thead>
<tr>
<th>Sales Job Levels</th>
<th>Gender</th>
<th>2017 Actual (%)</th>
<th>2019 Target (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 1</td>
<td>Female</td>
<td>43.78</td>
<td>48.00</td>
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<tr>
<td>Level 2</td>
<td>Female</td>
<td>41.13</td>
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<tr>
<td>Level 3</td>
<td>Female</td>
<td>26.35</td>
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</tr>
<tr>
<td>Level 4</td>
<td>Female</td>
<td>10.81</td>
<td>21.00</td>
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</table>
We have established networks of Inclusivity Champions across our organisation

Our inclusivity champions are dedicated to making a true difference, and supporting the promotion of an inclusive culture. Acting as a link between their colleagues and the board, champions share their insights on what needs to be changed, how they’re feeling, and what they and their peers want to see implemented.

Our inclusivity champions have directly impacted the introduction of more inclusive incentives globally, that drive the positive behaviours we are striving for in SThree.
Our SThree Mentoring Programme was introduced in 2014 and will, this year, be entering its 4th cohort.

The Mentoring Programme helps to develop talent from all backgrounds to drive their career forward. It gives our people access to personalised support from experienced team members across the organisation and is an important part of their growth and development to ensure they can achieve their career goals.

“When you work at SThree, our people’s career progression is firmly in their hands. Their hard work and our meritocratic approach means there are no limits to what they can achieve, from consultant to senior manager.”

Victoria Morgan, HR Diversity Manager

“Seeing my mentor on a regular basis makes me a better team manager, and helps me achieve the next level in my career.”

Matt McKenzie
Business Manager at SThree
brand Real, in London

30% of those eligible have taken the opportunity to be mentored

37% of those eligible to be Mentors have participated across the 3 cohorts

2x employees who take up the opportunity to be Mentored are more than twice as likely to stay with the company
Structured behavioural interview training
Designed to remove unconscious bias from the interview process, and to ensure candidates are chosen based on competencies and assessed against pre-defined criteria. This will help create a more structured and consistent selection process.

This programme will be rolled out to all of our people by May 2017, supporting our consultants to impact the way clients select candidates and how candidates present themselves to clients.

Behavioural based approach to management
Already introduced to our managers globally, this programme was launched to drive the management of talented and committed individuals and support our managers to build and manage diverse teams, focusing on the individual strengths and needs of their team members.

All of our new recruitment consultants now have access to our fantastic RecruitFit Training which not only provides a comprehensive induction into the role of a Recruitment Consultant at SThree, but also enables our new starters to highlight what’s important to them in their career with us.

Our Learning and Development team work with our people to identify how they would like to develop and how they want their role to progress, as well as providing individual coaching sessions where new starters can tailor their needs and use the time to maximise their potential.
Focussing on our people from the start of their journey

We wanted to attract a more diverse pool of talent, and so we launched [www.sthreecareers.com](http://www.sthreecareers.com) which focuses on our people, what we can offer them, and reinforces the **inclusive culture** we’re striving for.

We are also giving our people a voice through our careers blog, which features their stories. These stories are being shared via social media to positively influence the perception of a career in recruitment, and SThree as a place to work.
We’re providing a career with purpose and no limits, for all of our people

We want to change the perception of recruitment and create an inclusive environment. To achieve this, we created our Employee Value Proposition (EVP), which enables our people to achieve their full potential. This in turn allows us to provide the best service to our customers and displays that we understand our clients and reflect them through diverse perspectives.

Providing a career with no limits is a commitment reflected in our inclusion and diversity programmes and initiatives. We want to empower our people to take their career wherever they want to go, irrespective of their background, gender, religion or ethnicity.

The second key pillar of what we can offer our people is a career with purpose. We want our employees to be aware of the huge impact they can have on our clients’ and candidates’ lives and businesses. Our recruiters can change someone’s life by finding them new career opportunities and roles, but also play a crucial role in supporting our clients who are part of life changing industries such as IT, Life Sciences, Finance and Engineering.

“Sthree completely transformed my life and provided me with opportunities in life I never thought I’d have.”  

Dave Rees  
CEO, Continental Europe
We’ve not only invested heavily in identifying the right competencies and characteristics of our future leaders, how to attract and train them, but we have also clearly defined what we stand for as an employer and what we need to focus on to attract and retain the best talent to drive our commitment to inclusion.

We’re also looking at different demographics to open up the talent pool available. We’ve already hired outside of our previous profiles and are focussing on getting more diverse prospectives within our sales teams and support functions.

We utilise our CSR initiatives as an additional route to reach talent, and have enhanced our approach to graduates, running assessment days organised by a panel of employees from different parts of the business to ensure we are as diverse and unbiased as possible.

We also aim to make our interview process more inclusive, and where possible, to support it through panel interviews to ensure we remove bias from the process. We continually assess how diverse our talent pool is with regards to gender, background and sales experience, and act to address this where needed.
Moving performance management beyond “just the numbers” to reflect our inclusive environment

We have invested heavily in our new talent and performance system (me@work), which measures behaviours and competencies as part of the performance management and promotion process; it’s not just about “hitting numbers”, but utilising competency assessments including 360 feedback, from peers and managers.

We understand the importance of all employees having a personal development plan (PDP) in place, which they can track and measure progress against. We continue to encourage our managers and employees to ensure that a PDP is in place for everyone, and that it is reviewed regularly.
PUTTING INCLUSION AT THE HEART OF EVERYTHING WE DO

Regional Initiatives

UK&I

• Leaders involved in projects to support inclusive culture
• Self-Management programme for all sales employees with 12+ months service
• Ethnic origin data gathered for 94% of employees, reporting capability being developed

Benelux and France

• Proactively established insight into why gender balance decreases within management roles
• Diagnostic completed and senior I&D working group established
• Sponsorship pilot launched

DACH

• Identity days held to support female employees on topics such as valuing difference, personal branding, networking and how to balance family and career
• Insight gathered from all parents to evolve the support offered
• Inclusion forum started and networks established for DACH business women, DACH family in business and DACH LGBT

APAC

• All females have PDP’s in place
• Focus on ensuring inclusive and engaging incentives
• Improving employee well being

USA

• Established “Raise your voice”, which focuses on refining, maximising and publicising exist programmes and offering empowerment tools.
• Launched Breaking the glass, which aims to support, develop and engage women
• Partners with WOMEN unlimited, to focus on developing female leaders

UK&I & CONTINENTAL EUROPE

AMERICAS
Making a greater impact by sharing our knowledge

Due to the nature of our business and the insight regarding candidates, we are in a great position to help educate our customers around the importance of pro-actively sourcing talent from diverse backgrounds. We strive to raise awareness and promote diversity with our customers by offering valuable insight into our customers’ recruitment trends, and offering to share our internal journey.
Awards and recognition

• SThree has been awarded the APSCo Award for Excellence in Diversity & Inclusion 2016.

• The only staffing organisation in the category, SThree has also been listed in the Times Top 50 Employers for Women, in 2014 and 2015.

• Our CEO, Gary Elden OBE, has won the Black Businessman of the Year Award, 2016. Recently, Gary was awarded an OBE for his achievements to Diversity in Business in the Queen’s 90th Birthday Honours List.

• We are proud of our Managing Partner, Natasha Clarke, who has done an amazing job in establishing our Identity Programme in 2011. Natasha is Chair of Women in Recruitment, an initiative aiming to support women in the recruitment sector to achieve their full potential and assist recruitment firms in making the most of the female talent within their businesses. Natasha is also a previous Opportunity Now and Working Mums Diversity Champion.

“It is an amazing honour to be awarded an OBE for Diversity in Business. Diversity and inclusion are very close to my heart. I believe that at SThree you’ll get recognised - it doesn’t matter about your background, your gender, your religion or your politics. It’s about you as an individual.”

Gary Elden OBE
CEO, SThree
Rising Stars
The efforts of two of our female employees in the UK, Mary Kay and Kayleigh Bottomley have been acknowledged with the WeAreTheCity Top 100 Rising Star Award, which recognises the contributions made by women across the UK to their organisations and to the wider community.

Women in Sales Awards - Europe and North America
The Women in Sales Awards are designed to target and reward the most exemplary women in sales, in order to create greater awareness of the need for gender diversity in sales and in executive leadership teams, as well as help grow the pipeline of sales talent. At SThree, we’re lucky to have inspiring women who’ve won this prestigious award in 2016. For North America, Ginnette Harvey was named ‘Best Women Sales Director’. In the UK, Kayleigh Bottomley won ‘Best Women Sales Manager’.

“I’m really proud to have won a Rising Star Award. I’ve worked hard for the past six and a half years to provide an excellent customer experience, and I think this award proves that this is truly the most important thing we can do in recruitment.”

Kayleigh Bottomley
Rising Star and Associate Business Manager
Inclusion and Diversity through our community initiatives

Our CSR strategy of ‘transforming lives through skills and work’ supports inclusion in the communities we work in. Our employees can use two paid working days to volunteer, with a main focus on ‘Employability and Aspiration’ to nurture the career development of young people. We run regular workshops with various groups including school students, NEETs, and unemployed adults to support them with the skills and confidence to find and stay in employment.

SThree Foundation

In partnership with charity Generating Genius, we launched the SThree Foundation in 2016, an initiative supporting bright young people from underprivileged and diverse backgrounds into the STEM industries.

As part of this initiative, we have committed to supporting 50 A-Level students from schools in disadvantaged areas, and working with them over the course of two years. We are delighted that 70% of the current cohort are female to readdress the gender imbalance going into the STEM industries.

In addition to running workshops at SThree, we have partnered with external businesses to ask them to host STEM insight placements during the school holidays. Moving forward we are supporting students with their university applications, as well as SThree scholarships with a focus on females going into tech.

SOS Children’s Villages

We have a long term partnership with SOS Children’s Villages with a target to raise £1m by our 10th year anniversary in December 2018. Many of the projects that we fund support women and vulnerable children in the developing world. For example, we sponsor the SThree house where 8 orphans live with their SOS Mother in Chipata, Zambia, as well as the family strengthening programme and a number of micro enterprises run by women in the community. In 2016 we funded 60 places for SOS Mothers and Aunts to attend childcare training in Cambodia.

Gary Elden OBE and Dr Tony Sewell CBE, Founder and CEO of Generating Genius, at the launch of the SThree Foundation, in November 2016
**Apprenticeships and supportive opportunities for young people**

We’re very proud of the fact that our people get involved in hiring and nurturing young people who have left school with limited qualifications and need that extra bit of support to start their careers. Every year we actively employ a cohort of apprentices to provide them with meaningful paid employment while they work towards a National Vocational Qualification (NVQ).

We also arrange supportive placements for young people from underprivileged backgrounds which can lead into employment with us.

We fund bursaries for students who would otherwise struggle financially to attend university, with a focus on the STEM subjects. Every scholar is invited to visit our SThree offices and take up the opportunity of work experience.

**City Gateway**

In addition to our apprenticeship programme with charity City Gateway, we have also partnered with the charity’s Women’s Project to support key elements within the accredited training curriculum around work skills, CVs, interview preparation and workplace behaviours.

**Powerlist Foundation**

Over the last few years, SThree has supported the Powerlist Foundation with its fundraising, marketing and business strategy. We have taken a key role on the selection of delegates for the highly acclaimed annual leadership programme. The charity’s mission is to support ambitious 18 - 25 year olds by helping them to become the leaders of tomorrow.

Our CEO, Gary Elden OBE, has been volunteering as a Trustee since October 2014 and mentors the charity’s CEO, along with groups of young people. Our employees also get involved in positively impacting hundreds of young people through the programme.
Throughout 2017, we will continue to focus on our aspirational gender targets, which have been reviewed and refreshed, and monitored progress to ensure we’re on track to reach them.

We have already started work on identifying if we have a gender pay gap in the UK, in line with statutory guidelines, and will share this information and best practice globally.

We plan to launch the 4th cohort of our Mentoring Programme, and will look to further support our diversity objectives and cultural change work with other forms of mentoring and sponsorship.

We will continue to celebrate diversity in SThree, and have focussed campaigns linked to International Women’s Day, International Men’s Day and National Mentoring Day as well as other key events throughout the year.

We will work with our leadership teams to foster positive behaviours and an inclusive culture, and will support and develop our talent to further impact our diversity targets.