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NEW Whitepaper

Gender Diversity at Executive level

THE SIX POINT PLAN FOR GENDER DIVERSITY IN THE SUPPLY CHAIN

WITH
INSIGHTS
FROM SENIOR
FIGURES
IN THE
INDUSTRY

A **Whitepaper** by Bis Henderson Recruitment

INTRODUCTION

The 30% Club,
are pushing for

30%

of women on FTSE 350
boards by 2020

17.9%

of women hold
Directorships -
MSCI (October 2018)

14%

of women represent
executives at the level of
CSCO, EVP, SVP and
CPO -
Gartner (April 2018)

37%

is the average percentage
of women within the total
supply chain workforce -
Gartner (April 2018)

Logistics is seen as a man's world – but is this widely held perception changing? And if it is, is change happening fast enough? Having a more gender diverse organisation is shown to deliver significant financial and operational benefits. So, what do businesses in the supply chain sector need to do to achieve greater gender equity across the workforce and at executive level?

The corporate world may be actively pursuing initiatives to improve gender diversity within senior management teams, but progress appears slow.

Groups, such as the 30% Club, are pushing for 30% of women on FTSE 350 boards by 2020 . However, indications are that it will take until 2029 to fulfil that objective, with the index provider, MSCI, finding last October that women held only 17.9% of directorships.

Similar disparity between men and women is recorded for senior roles within the supply chain too. Data gathered by Gartner in April 2018 shows that women represent only 14% of executives at the level of CSCO, EVP, SVP and CPO. And although the average percentage of women within the total supply chain workforce amounted to 37%, only 25% of women were senior managers and directors.

There are plenty of compelling reasons for why gender diversity should be pursued by a business. Achieving a balance delivers significant benefits for an organisation and has been shown to have a positive influence on financial and operational performance. Research conducted by gender analysts, Catalyst, found more than a 40% greater return on sales, and over 50% greater return on equity, when comparing Fortune 500 companies with the greatest percentage of women on their boards to ones with the least.

Further studies suggest that women directors are more effective at managing risk and are better at addressing the concerns of customers, stakeholders and employees. In addition, their insights into purchasing decisions may be invaluable too, as 67% of all UK Household consumption is estimated by Catalyst to be controlled or influenced by women.

There are many other benefits to creating a more gender diverse culture. Diverse organisations are more successful at retaining talent and lead to increased job satisfaction, greater knowledge sharing, more innovation, enhanced decision-making and heightened group performance.

A study undertaken by McKinsey & Company, of 1,000 companies from twelve countries, found that those organisations in the top 25% when it comes to gender diversity among executive leadership teams were more likely to outperform on profitability and value creation.

With so much research indicating that organisations with a diverse leadership team out perform those that do not, businesses within the supply chain sector need to act decisively to redress the gender imbalance that currently exists. To understand the full picture, a number of questions need to be asked:

1) WHY IS IT THAT WOMEN ARE SO POORLY REPRESENTED AT SENIOR LEVEL IN THE SUPPLY CHAIN?

Both men and women are equally capable of successfully performing the executive duties demanded of a senior supply chain post. But, as things stand, fewer women are in these roles.

Alison Kirkpatrick, Executive Search Consultant at Bis Henderson Recruitment, has over 29 years' experience in the sector, mostly at director level, working for high profile companies such as Baxter International, Buck & Hickman, Golden West Foods and Exel Logistics, in roles ranging from Supply Chain Director to General Manager.

Alison sees the gender gap in logistics as part of a wider issue facing the sector, one of public perception. "We are in an industry where we still talk about trucks and sheds, and this doesn't instantly have an appeal to younger people in general, not just young females. I think people within the industry need to talk more positively about the industry, because once people get into it, they begin to realise the huge opportunities that exist across the many different roles and the wide array of skills that are needed."

She continues: "Some of it [the disparity] has to do with role models. If people can see an equal mix of women and men around them at senior level and at board level, then that becomes the accepted norm. I think we have to do something about correcting that balance, without enforcing it."

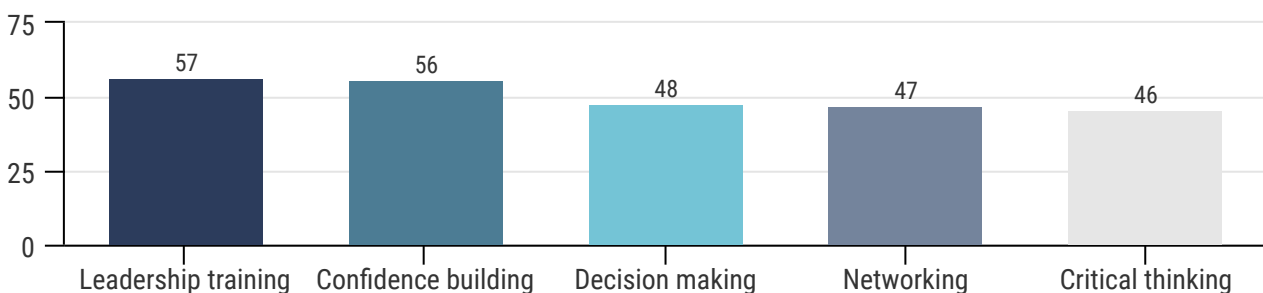
"A great deal in supply chain is about managing teams – quite large teams the further up the ladder you go. Perhaps women in the industry don't realise just how good they could be," says Alison.

Confidence may be a significant factor. According to a 2015 KPMG Women's Leadership Study of 2,410 professional working women and 604 college women, between the ages of 18 and 64, some 67% said they need more support building confidence to feel like they can be leaders. Could more be done to develop confidence?

Training and development play a significant part in elevating women in organisations. "More needs to be done to ensure women are encouraged to enter mentoring and development programmes. This is a proven pathway for building confidence in those women with potential to rise through the organisation, so businesses should actively seek to achieve a good gender mix across such schemes," says Alison.

KPMG's study supports Alison's views. The report says, "When asked what training and development skills were needed to help move more women into leadership roles in the future, professional working women cited leadership training (57%), confidence building (56%), decision-making (48%), networking (47%), and critical thinking (46%) most often." Further to this, the study found that professional working women believe it is critical for companies to support a woman's development in her twenties (80%) and career advancement in her thirties (61%).

KPMG study - % of training and development skills required



“The use of executive leadership programmes is a really effective way of mixing top talent across both male and female candidates, it creates an environment where they are able to experience and appreciate each others skill sets.”

Sue Coenen, Vice President
Northern Europe, RS Components

Sue Coenen, Vice President, northern Europe at RS Components, came into logistics purely by accident. “When I was in education the logistics sector was never promoted or discussed as a career choice. I effectively saw an advert for a Team Leader role in Tibbett and Britten and started my career from there.

When asked if she had experienced any difficulties being a woman in a predominately male environment, she says: “I’ve certainly had some challenges but fortunately, I’ve overcome them.”

Sue is a champion for women in the logistics sector. “The use of executive leadership programmes is a really effective way of mixing top talent across both male and female candidates, it creates an environment where they are able to experience and appreciate each others skill sets.”

She adds: “Mixed mentoring programmes are also particularly good at getting the two genders to understand how to work together and learn from one another.”

Organisations need to develop an inclusive culture, where discussion and mentoring of all staff is encouraged and is combined with a leadership programme that offers equal opportunity for career development. When recruiting, organisations should think carefully about what they are trying to achieve long-term, how recruitment strategy can reflect the cultural aims of the business, and why it is important to look beyond short-term objectives, such as simply focusing on filling roles that are empty. Recruitment should be an integral part of a cohesive strategy for achieving diversity.

2) HOW CAN MORE WOMEN BE ENCOURAGED TO APPLY FOR TOP SUPPLY CHAIN MANAGEMENT JOBS?

There is evidence to suggest that masculine forms of language used in job adverts may put potential female applicants off. Research has highlighted that male-coded words, such as ‘ambition’, ‘challenging’ and ‘leader’, can make the job less appealing to women. The Institute for Apprenticeships is to trial gender-neutral language in their efforts to boost the number of females taking on apprenticeships in science, technology and engineering related industries. Interestingly, it was found that adverts that used neutral words, such as ‘honest’, ‘understand’, and ‘dependable’, lead to an increase in applicants. So, perhaps there are pointers here for those recruiting for positions in the supply chain?

Working for Bis Henderson Recruitment, Alison Kirkpatrick realises the importance of using gender-neutral language in the wording of advertisements and job descriptions. “We take great care to guide and advise our clients on using terms in job descriptions that are appropriate to both men and women. There are many pitfalls that companies can fall into if they are not careful in the way they phrase things. It’s easy to come across as patronising and women certainly don’t want to feel tokenised,” she says. “An important point is to ensure that CVs are submitted gender-blind.”

Alison continues: “Developing a balanced interview strategy is important too in building diversity. Agree the criteria before you interview and then evaluate the candidates bearing in mind that they may well have different but equal experiences. We take great care to ensure interviews are conducted to our strict standards on gender neutrality – in fact, we coach interviewers on how to avoid bias, purely evaluating the merit of the candidate.

"Another important point is to make sure that the interviewing panel has at least one female. One of the biggest factors for women when deciding to take a job is whether they engaged with a woman on the panel," she says.

Unconscious bias can be a significant obstacle to diversity. This is particularly critical when looking at the top tiers of the organisation. People are guided by example. Businesses should try and eradicate any unconscious bias from the board by executing a diversity audit looking at the existing demographic.

"Make sure that the interviewing panel has at least one female. One of the biggest factors for women when deciding to take a job is whether they engaged with a woman on the panel."

Alison Kirkpatrick, Executive Search Consultant,
Bis Henderson Recruitment

Bethany Fovargue, a former member of the Women in Logistics steering committee, "fell into logistics like everyone else". Bethany was a primary school teacher before launching into logistics at supply chain software company, Data Interchange, and is now Operations Manager at NOVUS Trust – an industry led initiative founded by Andy Kaye, CEO of Bis Henderson Group, for providing applied, industry-relevant education with employment opportunities.

When it comes to achieving gender diversity, "I think we have to stop going on about it and start doing it!" says Bethany. "I believe that companies that offer great working conditions – on top of great benefits, ideally – will always secure the best talent from all genders. It's also important to look at working practices that benefit everyone. Offering flexible working is a prime example – a company that accommodates parents is more likely to get a diverse range of employees."

Bethany believes, "It's all about practical help and getting the mentoring right, knowing that you have a structure that people feel comfortable in, having a level of transparency that means you can say 'I need to go at 4pm today' and someone isn't going to go, 'why is that?' It's important too to create jobs that have meaningful responsibilities." She adds: "My bugbear is the assessment of people based on how much time they spend in the office rather than their output... If you create a culture that people want to work in then diversity will happen automatically," says Bethany.

At school Natasha Tyrrell, CEO of Genii Group, spent much of her spare time helping under privileged children in the local community. Today, she runs a group of companies in the area of homecare and lifestyle services. In between Natasha attained two degrees, the first in business and politics, the other in mathematics with logistics & supply chain, with a master's thesis undertaken at Ford Motor Company in Dagenham where she saved £3m by redesigning the synchronous material flow for the body and assembly line.

She travelled the world with Ford working in supply chain management before joining Logicon and Hewlett Packard, taking on the role of Customer Distribution Services. Later she became General Manager for Technicolor UK and then arrived at a big consumer electronics brand in time to project manage the rebuilding of their NDC in just 22 weeks following the London riots of 2011.

Natasha is a high achiever, having held a number of senior executive corporate roles as well as establishing her own group of companies. "I never thought about my gender, per se. I don't think about men and women being separate. I think of people with their own abilities and ambitions. I'm extraordinarily driven and ambitious and I believe everything is possible. But you do have to be resilient," she says.

Natasha believes, "if you educate yourself, not just in core subjects, but learn about people and if you can connect to people you can achieve anything – it's not about being a man or a woman, it's about ability. A business benefits from diversity and should have a mixture of abilities, creed, colour, sexuality and whoever can contribute. And how you do that is to really engage people."

She goes on to point out: “There is a very old-fashioned view that says, ‘it’s the middle-aged white men at the top level that are holding back women’. I don’t think that’s the case at all. The HR teams and senior leadership teams could do more to make working in the supply chain more attractive to women, but I don’t believe men at the top are being obstructive.”

She adds: “I think women have to take some personal responsibility. I think everything is possible. If you market yourself in the right way you can get to where you want to get.”

However, some businesses are attempting a quick fix to redressing the imbalance by poaching female executives. But how sustainable is this approach?

3) SHOULD BUSINESSES POACH FEMALE EXECUTIVES IN ORDER TO REDRESS THE BALANCE?

Of course, finding and then recruiting talent from another organisation is a long-practiced, and often very successful, way of building a strong leadership team. And, importantly it is a very useful means for individuals to further their career, perhaps enabling them to move far more rapidly through the ranks. But to purely seek female executives in order to improve gender diversity on the board is in many ways dubious.

Firstly, it is a short-term fix, without contributing to the greater good of developing gender diversity across the sector and within the culture of the business. And secondly, if pursued as a policy, it would be considered as discrimination.

Alison Kirkpatrick has clear views on the matter: “It doesn’t sit comfortably with me to try and force an equilibrium – I just want the best person for the job,” she says. “You have to go right back to schools to enlarge the pool and re-set the balance. But there is nothing wrong with poaching someone from another company if they are the best-qualified and most suitable person for the role.

“With both genders there is the same technical ability, the same enthusiasm for the role, the same ambition as to where they want to get to and when you are talking to the individual you forget whether they’re a man or a woman,” says Alison – adding, “At the end of the day, you want to fill a position with the best available talent.”

Bethany Fovargue sees it a little differently: “Businesses poach all the time, in logistics and elsewhere. Ultimately, everyone is looking to improve the bottom line and diversity has been proven to be better for business, so why wouldn’t you be looking for a diverse range of applicants? And automatically your pool to fish in is your competitor’s... or customer’s in some cases.”

Leigh Anderson, Managing Director at Bis Henderson Recruitment, is a life-long executive recruitment professional with over twenty years’ experience specialising in finding the best talent for director and senior management roles in the logistics and supply chain sector.

“Poaching senior female managers to redress a gender imbalance does not solve the problem,” says Leigh. “The solution is more sophisticated than that. It’s more about creating the right environment in the first place and then diversity will naturally follow in a more sustainable way. This can also be positively supported by an intelligent approach to recruitment which involves looking at different sectors and different functions.”

“Poaching senior female managers to redress a gender imbalance does not solve the problem.”

Leigh Anderson,
Managing Director,
Bis Henderson Recruitment

However, he believes it's important to ask some forthright questions: "what do women want from an employer that men don't necessarily want?" he says. "This might be a little contentious, but probably more women wish for flexible working arrangements. And a macho, male working environment or culture is unlikely to be that attractive to women. Women have a more collegiate approach to working, so creating a collegiate culture within a business is likely to encourage diversity."

He continues, "If you look at the culture within the supply chains of big FMCG companies they really have it. It's more the smaller businesses, particularly transport and warehousing companies that haven't quite got there yet."

Sue Coenen concurs: "There are strengths from both sexes, of course. For me, advantages I found included emotional intelligence, combined with the ability to question in a way that isn't aggressive, or perceived as aggressive. I think women generally focus on the team, because they see the team as the success for the whole company, rather than just themselves".

Sue advocates a structured approach to developing greater diversity within senior roles. "I think companies really need to take a good look at themselves and say, 'okay, at the senior exec role we have 5% women, so what is our target?' The business should agree a target, publish a statement and then live that statement – and then if they are not achieving their target discuss widely within the organisation why that is. Is there a talent shortage? Why aren't women attracted to taking the next step? Everything is about engagement... have that dialogue!"

A further suggestion from Sue is that: "In an organisation there is the senior exec team and then there's the line management. I think what companies should be doing, whether it's about gender equality or creating diversity, they should invite some of their team, whatever level they are at, to sit in board meetings from time to time – to get exposure and for them to be able to demonstrate their skills as well. Generally, there is little interaction between those groups of people."

Like Alison Kirkpatrick, Leigh Anderson sees the potential for women to excel in managing teams within the supply chain.

"90% of a senior management role in logistics is about managing people," says Leigh. "It's about understanding and engaging with individuals, and that is more about HR, which has traditionally tended to be a female role. Warehouses and fulfilment centres require very labour-intensive activities, involving large groups of people, so there is a huge potential for female managers from HR functions from inside and outside the sector to make the transition to operations management."

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Leigh Anderson, Managing Director,
Bis Henderson Recruitment

Interestingly, smaller companies tend to have poor internal processes for moving talent across disciplines. According to Deloitte's Global Human Capital Trends survey, more than 50 per cent of respondents said that it was easier for employees to find a job outside their organisation than inside – "a situation that leaders would do well to address," say the report's authors.

Leigh adds: "Experience in managing teams in other disciplines, such as customer service, HR, finance or sales, could offer the necessary skills for managing a logistics operation – if you can manage five hundred people in a call centre you could manage 500 people in a warehouse."

Leigh explains that: "Bis Henderson Recruitment frequently manages the internal recruitment process for clients to encourage applicants from across different disciplines to apply for logistics positions. We focus on assessing people's potential to move into logistics roles, which may involve us in the training of candidates unfamiliar with logistics processes."

4) CAN IT EVER BE RIGHT TO POSITIVELY DISCRIMINATE IN FAVOUR OF FEMALE APPLICANTS?

A dilemma facing many businesses is whether it can be right to positively discriminate in favour of female applicants when recruiting for senior positions.

Any form of discrimination is wrong and in trying to redress the gender imbalance within higher echelons of management, selecting to fill quotas can create as many problems as it solves. Morally, legally and for good practical reasons, the person appointed to the role should be selected on merit alone. So to ensure a level playing field, more female candidates need to be encouraged to apply for senior positions, and the pipeline of talent entering the sector – and flowing through it – must be more evenly balanced. And that means attracting more women into the supply chain profession.

So, when recruiting, how do you ensure that you find the right individual for the job, without prejudice? “As an executive search agency Bis Henderson Recruitment understands the need for finding the right individual with the best skill set, cultural alignment and aptitude for the vacancy, and that means identifying the best talent wherever they may be. However, gender should not determine who is hired. The appropriate strategy for achieving gender equity in a team or at board level demands specialist knowledge and the application of proven techniques” says Leigh Anderson.

“Positive discrimination is wrong, nobody wants to be the token woman.”

Bethany Fovargue, a former member of the Women in Logistics steering committee

Bethany Fovargue is clear on her position that “positive discrimination is wrong, nobody wants to be the token woman. The thinking shouldn’t be ‘our board is 100% men, we need 25% women’. The business should be questioning the culture and asking itself, why have we had no women apply, or if we have had women apply externally, are there barriers or is it that they are just not the best candidate for the job?”

She goes on to explain, “if it’s because you have looked externally and internally and said, the culture we have created is not conducive to diverse applicants, and then change that culture, that’s where you start getting value in having diverse boards, because you have changed your culture to allow everyone to apply and be successful – box ticking helps no one!”

Bis Henderson Recruitment has a wealth of experience in building diverse teams for businesses and in advising organisations on the best approach to creating an inclusive culture that encourages engagement, builds trust and nurtures the strengths and attributes of the individual. Gender diversity is at the very heart of Bis Henderson Recruitment’s own business with over 70% of those working for the company being female.

5) WHAT SHOULD BE DONE TO IMPROVE THE MALE/FEMALE BALANCE WITHIN THE TALENT PIPELINE?

A fundamental challenge facing the sector is in attracting people from other industries and young people leaving schools, colleges and universities.

“Logistics has an image problem, it’s not seen as a great place to work,” says Leigh Anderson. “Looking back through The Sunday Times’ 100 Best Companies To Work For surveys, this year there were no logistics companies listed – and in fact, I had to go back to 2016 before I found one, a parcel company.

“The company that came top was from the insurance industry – a sector not seen as glamorous or high paying. But what they have done is create a very positive culture, they have a 50/50 gender mix in the business and people are happy – it’s a good positive place to go to work, where people have opportunities and flexibility,” he says.

Leigh continues: “The reason many people don’t want to join the logistics industry is down to the widely held perception of an austere working environment, around trucks and sheds. Unfortunately, companies in the sector are not seen as having a forward-thinking culture, they are not perceived as great places to work and are not viewed as welcoming.”

According to Bethany Fovargue, “It’s not just the young people themselves that hold this view, it’s also stakeholders – it’s teachers and parents – who hear the word logistics and don’t want their son or daughter becoming a picker or trucker. They’re not aware of the huge potential of a career in logistics.”

“At NOVUS we are focusing on the concept of supply chain and on the changing world of logistics,” she says. “When we have driverless trucks, no one is going to be a driver. So we focus on all the planning skills, the management skills and the technological skills that will be needed to keep that fleet on the road – and there will be no pickers and packers when we move to automated dark warehouses. These are futuristic ideas that sound exciting. All of a sudden logistics and supply chain becomes a fast paced, highly skilled, well paid, environment that everyone can talk positively about.”

So much more needs to be done by businesses involved in the supply chain to inform schools and colleges of the huge opportunities that exist for young people to build successful careers in the profession.

However, Leigh points out a fundamental stumbling block: “When pupils reach 16 or 18 schools present them with a range of occupational choices, but very few teachers understand supply chain or present it as an option. The problem is, schools are motivated to achieve high exam results, they don’t have a duty of care once exams have been sat.”

Bethany agrees: “I don’t think that there is more that the educational bodies can be doing to promote a diverse logistics workforce until the industry does more to promote logistics, because it is not on the National Curriculum in any significant way. For many teachers its outside their frame of reference.”

Alison Kirkpatrick further supports this view: “It’s right at the beginning, at school where we have to do more to introduce young people to the industry. But it’s important to highlight career potential. If you’re at school and you’re good at numbers, you could come into supply chain as a Demand Planner – a job all about analytical skills – and you may go on to become a global sourcing director. But a school pupil today probably wouldn’t even know that those sorts of jobs exist. So we have to make those roles visible to young people early on.”

Natasha Tyrrell concurs: “We should be inspiring those young people and explaining what logistics and supply chain is. Unfortunately, logistics and supply chain are not marketed well, it’s not seen as sexy, it’s not portrayed as innovative... it needs to be made sexy and fun.”

She continues: “When I started out, I didn’t think that I could become a board level executive – so it’s about having that aspiration and drive, for those who want it. Supply chain is not just about trucks and warehouses, it’s all about innovation, digital strategy, technology. The marketing of supply chain and logistics is 20 years or possibly, 30 years behind the times.”

“Unfortunately, logistics and supply chain are not marketed well, it’s not seen as sexy, it’s not portrayed as innovative.”

Natasha Tyrrell,
CEO of Genii Group

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of women reported that when they see more women in leadership positions, they are encouraged to get there themselves.

To encourage more young women to enter the sector, female role models, champions and leaders should be made more visible to school leavers, and perhaps, there should be a greater focus on the growing importance of the softer-skills required by those managing supply chains. The next generation of supply chain executives will need to be good communicators and will need to know how to skilfully manage large teams of people, possibly across multiple disciplines.

Leigh Anderson emphasises the importance of female role models: “The more senior female leaders you get in a business the more junior female rising stars you will get.”

According to research conducted by KPMG some 86% of women reported that when they see more women in leadership positions, they are encouraged to get there themselves.

The encouraging thing is, within the NOVUS scheme – where young people can gain a degree in supply chain management with the promise of a job at the end of the course – there is a significant closing of the gender gap. So there are hopeful signs for gender diversity in the supply chain.

According to Bethany, “overall, 46% of our students since inception have been female. So we are bucking the trend. The majority of our female students are from Eastern European countries, where logistics is seen as a preferred profession, rather than just a job.”

NOVUS is actively promoting logistics to young people of school age, as Bethany explains: “We work across a number of different schools both through our universities, as each of them has a schools engagement function, and through Career Ready, who run the Think Logistics workshops and programme of events. We do Big Bang fairs too, which have a science, technology and maths focus, we do UCAS fairs and we are on a number of Trailblazer groups to support additional qualifications that will help to get young people into the sector.”

6) WHAT APPROACH SHOULD BUSINESSES TAKE TO BUILDING A GENDER DIVERSE CULTURE?

Building a corporate culture that embraces gender diversity is a complex human resources exercise. Businesses wanting to develop a truly inclusive approach to recruiting at senior level should seek expert help from a specialist executive search agency – one that has a proven track record in generating greater diversity within leadership teams.

At Bis Henderson Recruitment the focus is on building diverse leadership structures using techniques that attract a wider talent base – such as developing non-discriminatory role profiles and through targeting non-sector specific leaders with transferable skills. Bis Henderson Recruitment helps companies to construct interview and selection frameworks that focus on core ability rather than specific experience, and the company works with a broad range of businesses to produce mentoring programmes for developing female leaders.

KEY TAKE-AWAYS

Businesses looking to engage in developing a more inclusive culture should consider these key points from the Bis Henderson Recruitment toolkit:

- Act decisively to make diversity a core element of your corporate culture – change perceptions on finding the right ‘fit’ for the job, it does not mean ‘being the same as everyone else’ – think about what the business needs for the long-term, rather than just focusing on the roles that are vacant.
- Create sourcing strategies and devise advertising campaigns to achieve the intended demographic response – target different industries with transferable skills – look to attract candidates that bring something new to the culture.
- Work to eradicate unconscious bias, starting at the most senior levels of management – execute a diversity audit looking at the existing demographics.
- Discard any criteria that can promote bias – wording on advertisements and job descriptions should be gender-neutral – remove names from CVs and make assessment decisions based on merit.
- Develop balanced interview strategies for line managers – coach those conducting interviews on how to avoid bias – agree criteria before starting interviews and evaluate candidates taking into account that applicants may have different but equally valid experiences.
- Ensure that the interviewing panel has at least one female – use appropriate methods of ‘selling’ the job and the company to applicants – make candidates feel welcome, not patronised or tokenised.
- Construct and manage internal recruitment processes to encourage applicants from other disciplines – provide training on logistics and supply chain management for internal candidates moving into logistics roles.

CONCLUSION

Leigh Anderson, managing director of Bis Henderson Recruitment, believes logistics and supply chain organisations have a huge opportunity to tap into the many benefits that a gender diverse corporate structure brings – in terms of human welfare, staff retention, unity, innovation, financial performance and operational excellence.

He says: “Businesses that are more inclusive are proven to exhibit stronger, more positive traits, many of which are closely associated with both human and corporate well-being. There is strength in being more diverse and those businesses that embrace and nurture diversity, in its many forms, stand to make significant gains.”

For more information on how to recruit, plan and develop a more gender diverse organisation contact Leigh Anderson, Managing Director, Bis Henderson Recruitment
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