

# DIVERSITY PROJECT GOALS & OBJECTIVES 2023

Creating an inclusive culture in the Investment and Savings Industry.



DIVERSITY PROJECT



BUILDING INCLUSION IN  
INVESTMENTS & SAVINGS

# CONTENTS



Please click on the link you want to see...

## Dimensions of D,E & I

[Ambassadors](#)

[Disability](#)

[Early Careers](#)

[Gender Equality](#)

[LGBTQ+](#)

[Marketing & Press](#)

[Menopause](#)

[Mental Health](#)

[Military Veterans](#)

[Neurodiversity](#)

[Race & Ethnicity](#)

[Returners](#)

[SMART Working](#)

[Social Mobility](#)

[#TalkAboutBlack](#)

[Working Families](#)

[50+](#)



# DIVERSITY PROJECT MANIFESTO

The Diversity Project (DP) is a cross-company initiative championing a more inclusive culture within the Investment and Savings industry.



We believe that we have an extraordinary opportunity to press the re-set button in our industry: to recruit, nurture and retain the first truly diverse generation of Investment and Savings professionals.

That generation will themselves perpetuate diversity in our industry; we are looking to break one cycle and create another.

If we are successful:

- 1/ Our businesses will better reflect both society at large, and the individuals who trust us with their money**
- 2/ Our people will create better financial outcomes to benefit our diverse savers and investors**
- 3/ We will attract more interest in the industry, with a pipeline of diverse talent**

Diversity is not only our social obligation, it's a business imperative.

Please join us, and help campaign on the diversity issues that matter most to you.

Watch our DP intro video [here](#)





# GOALS & PRIORITIES 2023

The DP is a cross-company initiative championing a truly diverse and inclusive UK Investment and Savings Industry with the right talent to deliver the best possible financial outcomes for our clients, to reflect the society we serve and ultimately build more sustainable businesses. With over 100 members, just under £14trn in AUM and over 70,000 employees - our members, partners and ambassadors are all working together to move the Diversity, Equality and Inclusion (DEI) dial and make impactful change.

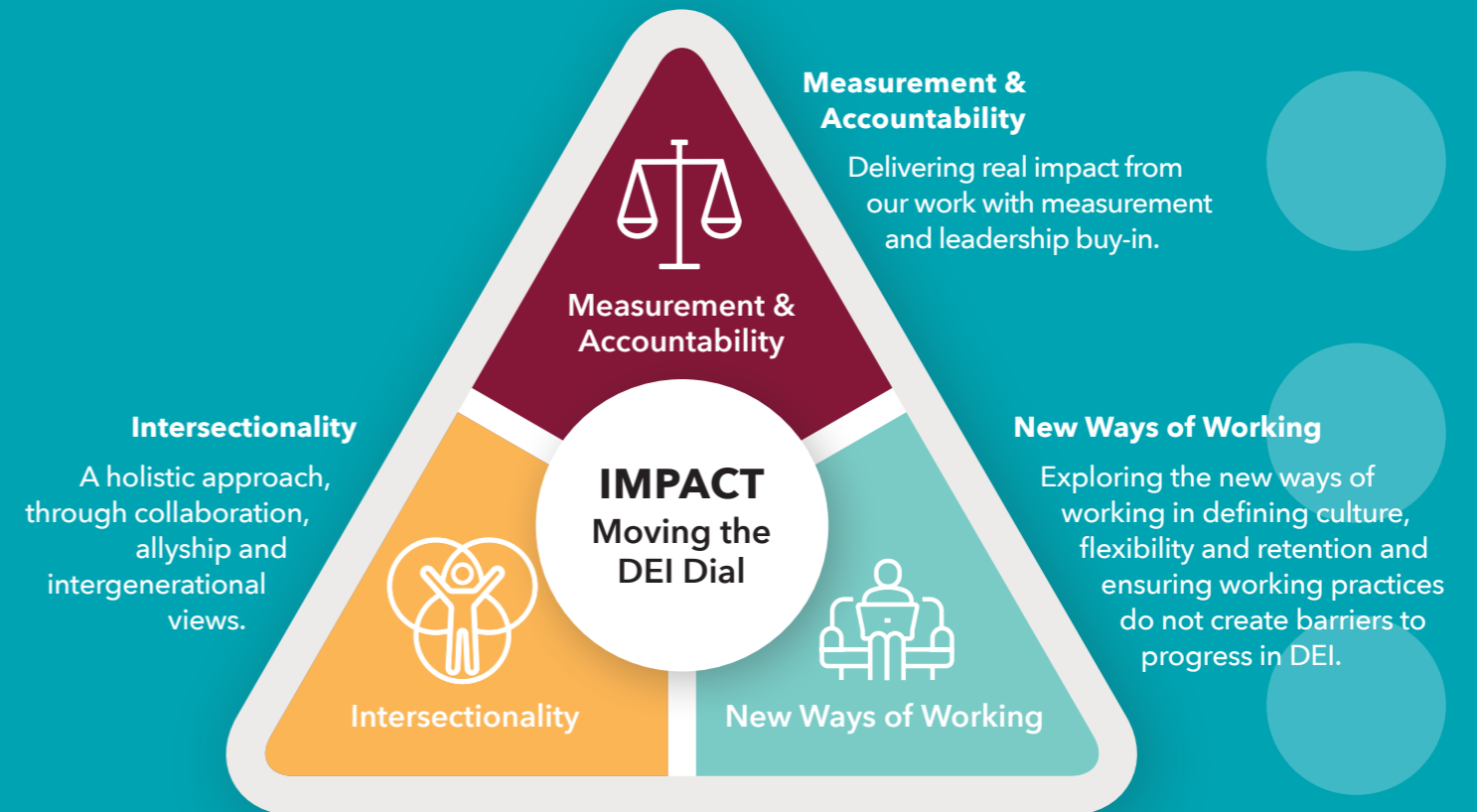
## Five year goals and 2023 themes

The DP announced five year targets in 2021 around three dimensions of diversity: ethnic minorities, gender and socio-economic backgrounds, focused on increasing representation and participation at all levels of seniority. Providing a sharper focus on results and more targeted interventions to address industry-specific challenges.

- **Ethnicity**
  - 90% ethnicity disclosure rate within two years
  - Ethnicity goals to be set after review of disclosure rates by gender
- **Gender**
  - 20% female fund managers
  - Gender pay gaps reduced by one third from 2019 levels

- Equality in graduate and school leaver recruitment
- Equal take up of equity ISAs by gender
- **Socio-Economic**
  - Collection of socio-economic data
  - Support of one or more graduate/school leaver recruitment programmes focused on socioeconomic diversity
  - Adoption of specific and appropriate socioeconomic targets

This has been accelerated in 2023 through three key themes - measurement and accountability, intersectionality, and new ways of working. We hope this clear strategy will creating real impact over the long-term.



# AMBASSADORS

Ambassadors are members involved in the industry who share the aims and objectives of the DP, but are predominantly not affiliated with a DP member firm.



Caroline Keetch



Martina Jersakova



Sasha Molodtsov



Sarah Bates



Shehzad H. Abbasi



Ambassadors support the DP's goals and promote inclusion within the Investment and Savings Industry. They:

- Demonstrate inclusive behaviours of being humble, kind and actively listening
- Identify and address barriers to inclusion and influence/nudge others to do the same
- Collaborate across the DP and get involved in its activities
- Attend and participate in DP events
- Amplify the DP's messaging in person and via social media
- Champion the DP's initiatives in as many ways as possible
- Support the DP's outreach work particularly in relation to careers
- Mentor people from underrepresented groups via the organisations with which the DP works
- Share what they have learnt about DEI initiatives that have/have not worked

# DISABILITY

Our goal is aligned with the DP to move the DEI dial by driving an inclusive culture that supports and celebrates disabled employees, which will lead to happier and more productive employees, who will thrive within a proactively inclusive environment.



Alexandra Haggard  
Capital Group



Timothy Roberts  
HSBC Global Asset  
Management



Ashley Fagan  
Amundi



**Our goal will lead to effective teamwork, wider perspectives, and better investment decisions. Our main goal is to get companies to sign up to disability practices and measure this effectively. We were successful in getting 30 companies signed up to Disability Confident (DC) in 2022 and wish to sign up a further 15. This shows our accountability towards the DP.**

Whilst there is a larger dialogue around intersectionality, one of our issues is the suitability and inclusivity of the term "disability". We have decided to use it for this workstream in order to align ourselves with key stakeholders' decision to continue using the term when referring to people living with a physical or mental impairment that has a substantial and long-term negative effect on one's ability to work. One of our new goals and ways of working for 2023 is to encourage companies to sign up to various Abled Intern programmes that have arisen from a number of our partners.

Our 2023 objectives are:

**1/ Get a further 15 companies to be DC by the end of 2023**

- There are levels from entry level to being a leader and some of our 2021/2 companies will still be working towards their first accreditation, or we will be helping them to go further up the levels (there are three)
- There are very few financial services companies who hold this DC kitemark
- It is our goal, through workshops and by working with the Business Disability Forum, to ensure that all DP companies have achieved the DC accreditation (five-year goal). We aim to hold two workshops in 2023

**2/ Continue raising awareness and having conversations about disability and inclusive practices:**

- Partner with SCOPE to deliver a series of workshops to help companies better prepare

for disabled candidates applying for jobs and disabled employees. These cover:

- Access to work
- Interviews
- Policies & procedures
- Reasonable adjustments
- Recruitment toolkits
- Improve awareness
  - More social media posts sharing stories and tips from our members and also awareness of the workshops above
- Offer British Sign Language courses to our members (priority given to those in recruitment roles) over the course of 2023 (following the success of the 2022 course)

**3/ Continue with disability role models:**

- Our mission (in-flight): To encourage and empower employees with disabilities and supportive allies to become visible across the Investment and Savings Industry by raising

awareness to facilitate the attraction, development and retention of talent with disabilities into and within our sector

- Short term: Establish a baseline for firm/member engagement
- Long term: Improved diversity metrics to better inform equitable and inclusive employment practices and policies
- 4/ Disabled/Abled intern programme:**
  - Building on the success of 10,000 Black Interns, a programme has been established for Able Interns
  - Our goal is to secure at least 100 internships for disabled students in different sectors across the UK which will take part in the summer of 2023
  - Our role is to get as many DP members to sign up to this programme



# EARLY CAREERS

The workstream aims to improve access to and increase awareness of career paths in the Investment and Savings Industry. This is achieved through actively engaging with partner organisations and member firms to continue to ensure equitable access to employment opportunities. We also look to support the retention of early careers talent in the industry, through understanding best practice in early career development and listening to the needs of those starting their career in the industry.



Sarah Miller  
Redington



Ellen Clarke  
Insight Investment



Early Careers has intersectionality with all areas of the DP, as such we are keen to involve a range of workstreams in our work; seeking viewpoints, recommendations and support for our activities.

Our goal for 2023 are:

- **Attract, develop and retain early careers talent in the Investment and Savings Industry**

Our priorities for 2023 are:

- **Promote and simplify information on early career programmes schemes available to employers**
  - Our primary goal is to create an employer handbook providing information on how to access government support available

for apprenticeship schemes as well as sharing case studies from employers who have participated in early careers programmes. The employee handbook will also include FAQs and helpful tips and links

- As part of this initiative, we are aiming to collect and share industry data on apprentice and other early career programmes

- **Continue to work with upReach on student access into the investment industry**
  - As part of our continued work with Social Mobility charity, upReach, we have already supported upReach in rolling out work experience for multiple students across a number of member firms. We will continue to work with upReach to run

industry events for students and prepare for the next cohort of work experience

- **Hold asset managers to account on diversity and inclusion in early careers**
  - Create and roll out an Asset Manager pledge to member firms consisting of low cost initiatives to promote diversity across early careers
- **Understand and address perceptions of the investment industry from early career prospects**
  - Partner with recruitment agencies to develop and issue an annual survey to prospective early career applicants to better understand and address perceptions of the investment industry at that level

- **Help to create a network for early career employees of smaller firms the investment industrys**
  - Take initial steps to develop an early careers network for smaller firms who may not have large cohort sizes
  - Opportunity for students to attend talks and early careers focused events
  - Chance for Diversity Project to hear from those in earlier career stages about their experience in the industry, providing an industry wide forum to share ideas and themes

# GENDER EQUALITY

The goal of the gender equality workstream is to promote cultural and behavioural initiatives that help create an environment in which everyone is valued and can thrive.



Helena Morrissey  
Chair of the DP



We aim to achieve this by supporting both individuals and organisations.

Our objectives for 2023 are:

- **Successful Pathway Programme:**  
Measured by engagement with the sessions, positive feedback, more confident participants and firms happy with the progress made (to be gauged via sponsors).  
A framework to track participants in future years and to enable them to keep links with the new community
- **Successful 'Safe Space' initiative**  
Where we are encouraging everyone to share their stories about poor conduct (bullying, discrimination or harassment) they have experienced or witnessed within

the past five years, in a confidential way. So we can gauge the extent of any issues and move forwards

A second phase of the initiative, to be launched in Q3, will focus on guidance for individuals and firms so we can create positive workplace cultures

- **Planning well underway for a large scale in-person International Women's Day event in 2024**

- **Cross-Company Returners Programme:**  
To try and increase the number of member firms signing up, with an ambition of 60% of member firms to be involved over the next 3-5 years and to establish momentum towards that target in 2023



# LGBTQ+

The LGBTQ+ Workstream is an umbrella group made up of LGBT Great and InterInvest. Each organisation is operated and governed individually and works together in pursuit of three broad goals.



**Matt Cameron**  
LGBT Great



**Deon Pillay**  
InterInvest



Increase LGBTQ+ awareness and share best practices:

- Encourage member firms to join InterInvest and engage with it to benefit from and share learnings and best practices
- Partner with InterInvest and LGBT Great to leverage external resources to promote and amplify visibility and learning content
- Raise awareness of LGBTQ+ talent attraction and retention
- Events and webinars
  - Promote awareness-building events to focus on LGBTQ+ with intersectionality
  - Host a DP LGBTQ+ event and leverage input of external partners and member firms

Encourage all members to complete an LGBTQ+ benchmark:

- Approx. 60% of members who reported on the tool in 2022 have completed an LGBTQ+ benchmark
- Host an explainer webinar with members about the different benchmarks available including the LGBT Great iiBT
- Share case studies
  - Encourage members to share experiences of completing a benchmark and the impact and value it brings
  - Share best practices

Continue to increase visibility:

- Encourage all members to have visible role models and allies through Project 1000
- Establish a baseline for firm/member engagement across DP members
- Host a role modelling dialog and leverage LGBT Great's blueprint
- Increase social media activity to highlight LGBTQ+ events and activities, especially those of InterInvest and LGBT Great

# MARKETING & PRESS

Our group of volunteers is made up of a small number of senior marketing, social media, communications and PR professionals from across the Investment and Savings Industry.



**Linda Rusheim**  
HT Financial Marketing



**Maddie Morgan Williams**  
Lansons



Our aim is to help the DP achieve its 2023 aims and objectives by:

- Raising awareness, gaining maximum exposure and coverage of the DP, it's initiatives, events, press, via the website and social media
- Improving brand recognition by creating and amplifying DP messages and it's value add
- Helping attract new members
- Running high level campaigns around the DP's five-year goals and 2023 themes
- Ensuring each workstream has a marketing representative on their team, or cover otherwise, to run workstream initiatives
- Encouraging existing members to support DP initiatives and drive the agenda within their own firms
- Agreeing KPIs, monitor and (re) evaluate marketing activity

# MENOPAUSE

According to the Standard Chartered and Financial Services Skills Commission report last year, 128,000 women, or 1 in 10 employees, working in the financial services sector are currently going through the menopause. For a quarter it is the reason they are more likely to retire early.



**Monique King**  
Julius Baer Int.



It is therefore clear that increasing awareness and supporting those going through menopause will help retain and progress key talent at all levels.

Our objectives for 2023 are:

- **Continue to raise awareness of menopause through webinars and resources in order to support both individuals going through the menopause and employers to become menopause-inclusive. Including holding a large face to face event for World Menopause Day in October**

- **Collaborate with other workstreams in terms of intersectionality**
- **Continue to challenge private medical insurers to offer menopause solutions as standard**



# MENTAL HEALTH

The purpose of the mental health workstream is to accelerate progress towards an inclusive culture around mental health within the industry.



Ali Bernat  
AXA IM



Manish Solanki  
Mercer



Lindsey Bass  
DP Ambassador



## Our vision:

- **Our talent, represented by the DP dimensions, will feel empowered to achieve their true potential even when delivering in a high performing culture**
- **All DP dimensions within our industry will be aware of the importance of good mental health and how to maintain it**
- **We will raise awareness of mental health issues related to the DP dimensions along with their support needs**

## Our themes for 2023 are:

- **Measurement and Accountability:**  
Beginning with our Mental Health Benchmarking Survey, we aim to create a measure of the provisions and support available to employees across the industry
- **Intersectionality:**  
Collaboration with the DP dimensions to understand the impact of mental health to these groups in the workplace
- **New Ways of Working:**  
Host member events specific to strategies that can assist employers in supporting the mental wellness of the DP dimension groups

## Our objectives for 2023 are:

- **Build an online directory of mental wellness coaching and support providers:**
  - The listing will provide a summary of what is provided
  - Potential for negotiating preferred rates for DP members
- **Create a network for discussions - Chatham house rules**
  - Small group forum to openly discuss topical mental health issues impacting employers
- **Host member events focussed on supporting the employer**
  - Education and signposting on the mental health issues experienced by DP dimensions
  - Panel of experts to provide different perspectives
- **Launch the Mental Health Benchmarking Survey**
  - Examples and case studies of best practice as well as experiences of what has not worked

# MILITARY VETERANS

The Veterans workstream functions as a conduit for the Savings and Investment Industry to attract, develop, support and retain highly-skilled ex-military personnel.



Kelly Mullane  
Northern Trust



**Our industry is not capitalising on the opportunity to hire talented and committed veterans. Our aim is to help employers recognise the valuable, highly transferable skills veterans possess and support veteran employees in understanding how they can thrive in the Investment and Savings Industry. Encouraging diversity of thought gives us the competitive advantage to enables us to better reflect society and our clients. The wider the pool of talent from which we can draw, the more our businesses will benefit.**

The Ministry of Defence (MOD) has estimated there were 2.0 million UK armed forces veterans residing in Great Britain in 2022. Of that, around 900,000 are estimated to be of working age, but one in five people aged 18 to 34 most associate the phrase 'Veterans' with retirement.

Many financial organisations consider recruiting veterans, but just 39% would employ someone without industry-specific experience, which disadvantages veterans who have only known military service. Candidates who are highly organised, yet adaptable, disciplined and have the proven ability to lead teams in high pressure situations should be in great demand but many veterans with these excellent credentials find looking for employment after their time in the Armed Forces a challenging, and sometimes, demoralising experience.

We need this to change - and the time for change is now.

Our 2023 objectives are:

- **New Ways of Working:**  
To support and promote the DP objectives so that financial industry organisations will better reflect society at large through recruitment of diverse talent, and to help DP member firms, and the industry as a whole, to understand why hiring veterans and accessing the veteran talent pool makes great business sense through events and forums
- **Measurement and Accountability:**  
To encourage all member organisations to show their active support for hiring veterans by signing the Armed Forces Covenant (AFC). We would like at least 50% of DP member firms to have signed the AFC by the end of 2023
- **Intersectionality:**  
Working alongside the City Veterans Network, the Forces Employment Charity, the MOD Civic Engagement Teams and other DP member organisations to share best practices and provide support for veteran hiring initiatives

# NEURODIVERSITY

Neurodiversity refers to the diversity of human brains and considers differences in how our brains are 'wired' as simply another natural variation in humans.



**Rob Davies**  
Aviva Investors



**Jennifer Matthews**  
Hargreaves Lansdowne



**Neurodiversity can make a vital contribution to diversity of thought. Neurodivergent brains are wired differently, and hence, by definition, think differently.**

**From an organisational point of view, these differences in cognitive functioning can provide easy access to often sought-after skills: people with "a different mindset", who "look at things in a different way", who "challenge established ways of thinking".**

Our workstream's objective is to improve neuroinclusion within our firms to allow neurodivergent talent to thrive in the Investment and Savings Industry.

To achieve this, we will educate on the topic of neurodiversity and explain how companies can achieve a valuable addition to overall diversity of thought through a neurodiverse workforce. We will also seek to explain the intersection between neurodiversity and other areas of diversity and inclusion and explore how neurodiversity could benefit from the progress seen in those areas.

We expect awareness and acceptance of neurodivergent conditions, such as autism, ADHD, dyslexia, dyspraxia and others. We will also encourage existing neurodivergent employees to disclose their conditions, leading to less energy spent on "masking", which benefits both the employee and employer.

The workstream objectives are:

- **Raising awareness of neurodiversity**
- **Supporting the business case for employing neurodiverse individuals**
- **Creating a safe space for neurodiverse individuals to talk and share**
- **Support employers in becoming neuroinclusive**

Our 2023 objectives are:

- **Build resources for employers, including creating a guide alongside a partner firm**
- **Bring to light the intersection between neurodiversity and other workstreams, by collaborating with the Mental Health and Disability workstreams, e.g. for Purple Light Up day around the perception of the word 'disability'**
- **Build on the success of our 2022 neurodiversity poll and make it bigger and better in 2023, including a section on new ways of working**
- **Continue to provide content via blogs, case studies and articles**
- **Hold events to promote neuroinclusion (including two events during Neurodiversity Celebration Week)**



# RACE & ETHNICITY

The Race and Ethnicity workstream is committed to fostering an inclusive industry and workplace that cultivates an awareness and understanding of the value and competitive advantage that diverse talent brings to the industry, clients and communities we serve.



Dimple Mistry  
GIC



Kelly Tran  
MFS IM



Saira Farooq  
Barings



**Our mission is to challenge the industry status quo so that people of different races, ethnicities and religions have the opportunities to fulfil their career potential and advance to senior positions in the industry.**

Diversity is invaluable to the success of organisations within our industry, yet the lack of ethnic representation in senior positions is commonplace. Although a diverse representation of people join the industry, we see the majority progress only to mid-level positions. Our aim is to challenge the industry status quo and work towards addressing this inequality through raising awareness, developing skills and building a community for ethnically diverse employees and their allies. Ultimately, we want to increase ethnic representation at senior levels within our industry.

Notwithstanding ethnic, religious, racial or cultural backgrounds, everyone should feel they can bring their true selves to work and have the same opportunities as others to succeed. To strengthen a collective voice, we endeavour to work with other industry partners who share our values and beliefs to further this mission. The Race and Ethnicity workstream has adopted four key areas of focus:

- **Awareness**  
Share experiences and raise awareness of themes occurring within the ethnically diverse community. It is important to highlight that individuals from different backgrounds have different experiences, and that these experiences are just as valid
- **Career progression**  
Through the encouragement of transparency, promotion of understanding, motivation and

inspiration, work to materially move the dial of ethnically diverse representation in senior levels within our industry

- **Intersectionality**  
Explore overlaps and widespread challenges that have intersectional links outside of Race and Ethnicity alone. Collaborate with workstreams covering other diversity dimensions to ensure that Race and Ethnicity is considered within initiatives and campaigns
- **Measurement and accountability**  
Promote industry-wide transparency of data so that there is clarity about ethnically diverse representation in our industry

Our 2023 objectives are:

- **Launch a video series highlighting the importance and impact of different religions and cultures within the workplace**

- **Following the success of the EmbRACEyourcareer video series and launch of the EmbRACEyourcareer toolkit, obtain the commitment of 50 firms to utilise the toolkit within their organisations**
- **Build an ethnically diverse community, connections and promote sharing of advice at senior levels, launch EmbRACE100 as phase three of the EmbRACEyourcareer initiative**
- **Collaborate with other workstreams and external DP partners to encourage firms to improve data capture and disclosure rates regarding their ethnically diverse employee population**
- **Continue to partner with City Hive's cross-company mentoring programme**

# RETURNERS

We define returners as individuals who have taken a career break of at least 18 months. While career returners are not only women, hiring career returners should assist in reducing the industry's gender and diversity pay gap.



Anna Strillacci  
DP Ambassador



Our 2023 workstream objectives are:

- **Build the confidence of our member firms to run their own returner initiatives.** Hiring career returners should ultimately become business as usual
- **Aim for 60% of DP member firms to run a returnship programme (independent or cross-company) or supported hiring**
- **Promote career returners as furthering the DEI agenda across all types of diversity**
- **Promote the Investment and Savings Industry as an industry of choice to potential career returners**

Our 2023 priorities are:

- **Track and measure the success of our fourth cross-company returners programme for 2023, to continue the excellent track record and positive impact (Measurement)**
- **Promote and launch further programmes as the number of DP members continues to increase (Accountability)**
- **Collaborate with other workstreams on events and projects (Intersectionality/Different Ways of Working)**
- **Continue to highlight to the industry the many different ways that returners can be brought (back) into our industry**
- **Ensure website materials remain up-to-date and relevant**

# SMART WORKING

There are many forms of SMART working - it can describe a place of work, for example working from home, or a type of contract, such as part - time working, flexitime, job sharing and shift work.



**Rosanna Burcheri**  
Fidelity International



**Gareth Miller**  
Artemis Funds



Our 2023 objectives are:

- Launch and rollout a social media campaign to highlight different flexible working styles, which will include short profiles (both written and videos) on SMART working from both men and women in the Investment and Savings Industry (New Ways of Working)
- Collect and distribute data relating to member firms returning to the office, split by gender. Add new questions relating to this in the annual survey for member firms (Accountability and Measurement)
- Produce event(s)/ collaborative activity with other workstreams, using SMART working as an enabler for other aspects of diversity/ and with external third parties (Intersectionality)
- Highlight partners who promote job searching for SMART roles and those firms with SMART working practices (New Ways of Working)



# SOCIAL MOBILITY

Socio-economic diversity is lacking in the Investment and Savings Industry, particularly in front office and senior roles. By helping DP member firms to tackle social mobility and address the benefits of less visible aspects of diversity, we aim to make the industry more inclusive and more considered when valuing and harnessing diverse talent.



**Rachel Allan**  
DP Ambassador



**David Aujla**  
Invesco



**James Whiteman**  
UBS AM



Our 2023 objectives are:

- **Make meaningful progress in helping member firms to collect socio-economic data:**
  - Increase the number of member firms collecting the socio-economic data points recommended by the Social Mobility Commission
  - Help to support member firms in their data collection efforts via shared learnings, resources etc
  - Continue to support “the case for” collecting socio-economic data in our messaging e.g., via case studies
- **Increase the number of socio-economic/ social mobility employee groups within member firms:**
  - Provide member firms with the tools and resources to help set-up and operate social mobility employee groups
  - Finalise and publish toolkits for firms at different stages of the journey, and of different sizes
  - Provide presenters and resources for employee group events
  - Include “case studies” in content marketing plan
- **Increase the focus on awareness and intersectionality:**
  - Highlight how focusing on socio-economic diversity and social mobility can positively help to address other diversity characteristics
  - Encourage and empower employees from lower socio-economic and less advantaged backgrounds to become visible “role models” and share the intersectional nature of their stories
  - Continue to collaborate with other DP workstreams to ensure the DEI debate is holistic

# #TALKABOUTBLACK

Our purpose is to build a pipeline of Black industry leaders. We utilise a combination of mentoring and reverse mentoring, education, thought leadership and public speaking to increase the opportunities for Black people and Black professionals; and to challenge the structures that inhibit progression.



Rachel Green  
The Skills  
Workshop Lead



Marina Ebrubah  
EnCircle Co-Lead



Gavin Lewis  
Catalyst Education  
Programme Lead



Justin Onuekwusi  
Taboo Lead



Daniel May  
EnCircle Co-Lead



Gerald Gabriel Boateng  
City Hive Co-Lead



Tutu Kamara  
City Hive Co-Lead



Our 2023 objectives are:

- **Safe Space:**  
#TAB aims to create a safe space for all, where minorities and majorities can air their experiences without being labelled or shamed, combatting issue fatigue by refreshing the structures of debate and updating the narrative to focus on inclusion
- **Intersectionality of age and ethnicity:**  
#TAB will focus on harmonising its communications across the web, social media and email and focus on appealing to different demographics. We will signpost talent along the complete support pathway that we have created to unkink the hosepipe: starting with the Catalyst Education Programme (16-18), into The Skills Workshop (18+), moving into City Hive and EnCircle mentoring (0-10 years' experience), and finally the Black Leaders Programme (senior level)
- **Measurement of impact and accountability:**  
#TAB will report on progress against our KPIs and the impact data across all programmes. We aim to give our participants feedback on what has changed based on the data they gave us. We will support all the firms that work with us as sponsors for our programmes to develop accountability tools

# WORKING FAMILIES

Working Families encompasses employees who have parental or carer responsibilities, and the scope of this workstream covers a broad range of issues pertinent to working carers, working mums, working dads and working parents.



**Claire Black**  
DP Ambassador



**Alexa Shanks**  
Mercer



The focus of much effort in the area of working families has been in relation to working mothers and specifically the pre-leave, during leave and immediate return to work phase. This narrow definition of working families often misses the different family roles and situations that can impact an individual's ability to thrive at work.

The Working Families subgroup is designed to raise awareness of the different needs of working mothers, fathers and those with other caring responsibilities, using events and activities to positively impact cultural change, enabling each of these groups to succeed in their careers.

Our 2023 objectives are:

- **Support for carers:**  
Drawing on the DP's focus on intersectionality, we are aiming to partner with the Mental Health and Disability workstreams to raise awareness of the vast number of employees with caring responsibilities. We will explore what policies enable them to successfully navigate caring responsibilities alongside their career, including the adoption of the Carers Passport. We also aim to equip line managers with the tools they need to put these policies into practice and provide guidance on what practical support is available to carers
- **Encourage take-up of enhanced paternity leave:**  
Our aim is to encourage fathers and non-birth parents to take more substantial periods of paternity leave and our social media campaign will highlight the positive experiences of others. Through our annual parental leave survey we will measure member firm's progress against our goal that 90% of member firms will offer the gold standard of six months maternity and paternity leave at 90% pay by 2026. We are also aiming to make employers accountable and educate them as to why enhanced paternity leave is essential to gender equality. This will be done via a webinar which will coincide with the publication of the results of our 2023 parental leave survey
- **The hybrid office revolution - ensuring working mothers are not disadvantaged:**  
Drawing on the DP's focus on intersectionality, we will partner with the SMART Working workstream to ensure the employers flexible working toolkit includes the impact on working families and more specifically on mothers. We will also consider the impact of proximity bias and advocate for training on the topic across DP member firms to ensure accountability

# 50+

The purpose of the 50+ resource group is to provide resources and support for the DP workstreams where they interconnect with older workers.



Jayne Styles  
DP Ambassador



Steve Butler  
Punter Southall Aspire



The changing demographics of the workforce mean one in three employees will be over 50 by 2025. The 2021 England and Wales census showed that 38% of the population were 50+, an increase of 17% since 2011. The under 50 demographic grew by 1% during the same timescale. There are similar trends in Scotland.

The vast majority of UK employers claim to care about ageism in the workplace but are not acting to combat it. Recent research by the Chartered Management Institute found that 85% of managers said their organisation was age inclusive but only 5% thought older workers were under-represented or reported proactive efforts to recruit them.

The pandemic has led to a wave of resignations and early retirements with three in five over-50s leaving the workforce sooner than planned.

To reverse this trend, and build an inclusive culture for older workers across the industry, member firms need to ask themselves:

- **Are older people receiving the same training and professional development opportunities as their younger colleagues?**
- **Are they being promoted in the same way?**
- **Do they have policies that make the workplace attractive for older workers?**

- **Are they proactively recruiting older workers in the same way they recruit graduates?**
- **Are older workers being made redundant as they reach a certain age or encouraged to take early retirement?**



# WHAT STEPS WILL YOU TAKE?




DIVERSITY PROJECT




BUILDING INCLUSION IN  
INVESTMENTS & SAVINGS

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