

Inclusivity: Share Responsibilities and Share Results

How a culture of inclusion can inspire
innovation and higher performance



DEI benefits us all

At LHH, our diversity, equity, and inclusion (DEI) program is driven by an acknowledgement that inclusion is everyone's responsibility, across our entire, global organisation. Our mission is to achieve a continuously evolving work environment in which all individuals feel valued, supported, treated fairly and respected. We are invested in providing equal access to opportunities and resources that enable individuals to contribute fully to the organisation's success, and ensure the right conditions are in place for everyone to reach their full potential.



To put our ambitions into action, we are committed to:

- ▶ Challenging the status quo.
- ▶ Acknowledging and breaking down power structures that serve as barriers to access and advancement opportunities for underrepresented talent.
- ▶ Unlearning old behaviors and practices, and adopting new ways to recruit, develop, promote, and engage talent.
- ▶ Continuously listening, learning, and working to develop an environment of respect, empathy and belonging.
- ▶ Investing our time, talent, and resources to strengthen the communities in which we operate.

In this report, we hope to impart some of our key learnings and best practices to help your organisation achieve your DEI ambitions. That said, we realise that a successful DEI programme is a constant work in progress, so we look forward to working with you to continuously learn and get better together.

Companies with inclusive culture

Are

1.7X

more likely to be innovators

Are

3.8X

more likely to coach people for improved performance

Source: [Why Diversity and Inclusion Has Become a Top Priority](#)

Inclusive teams:

¹Make better decisions



³Are

6X

more likely to be innovative and agile

²Drive



more revenue



more customer wins,

and create **higher market share**

⁴Are

8X

more likely to achieve better outcomes

Source:

¹ [Diversity + Inclusion = Better Decisions Making at Work](#)

² [American Sociological Review](#)

³ [Diversity & Inclusion Revolution](#)

⁴ [Hacking Diversity with Inclusive Decision-Making](#)

“DEI is more than just the moral choice; it is a business imperative. In today’s world, with diverse customers and global markets, fostering diversity sparks innovation and strengthens our bond with the communities we serve.”

Mike Small,

Country President, The Adecco Group United States
President, Akkodis North America
Executive Sponsor for Women’s
Colleague Resource Group



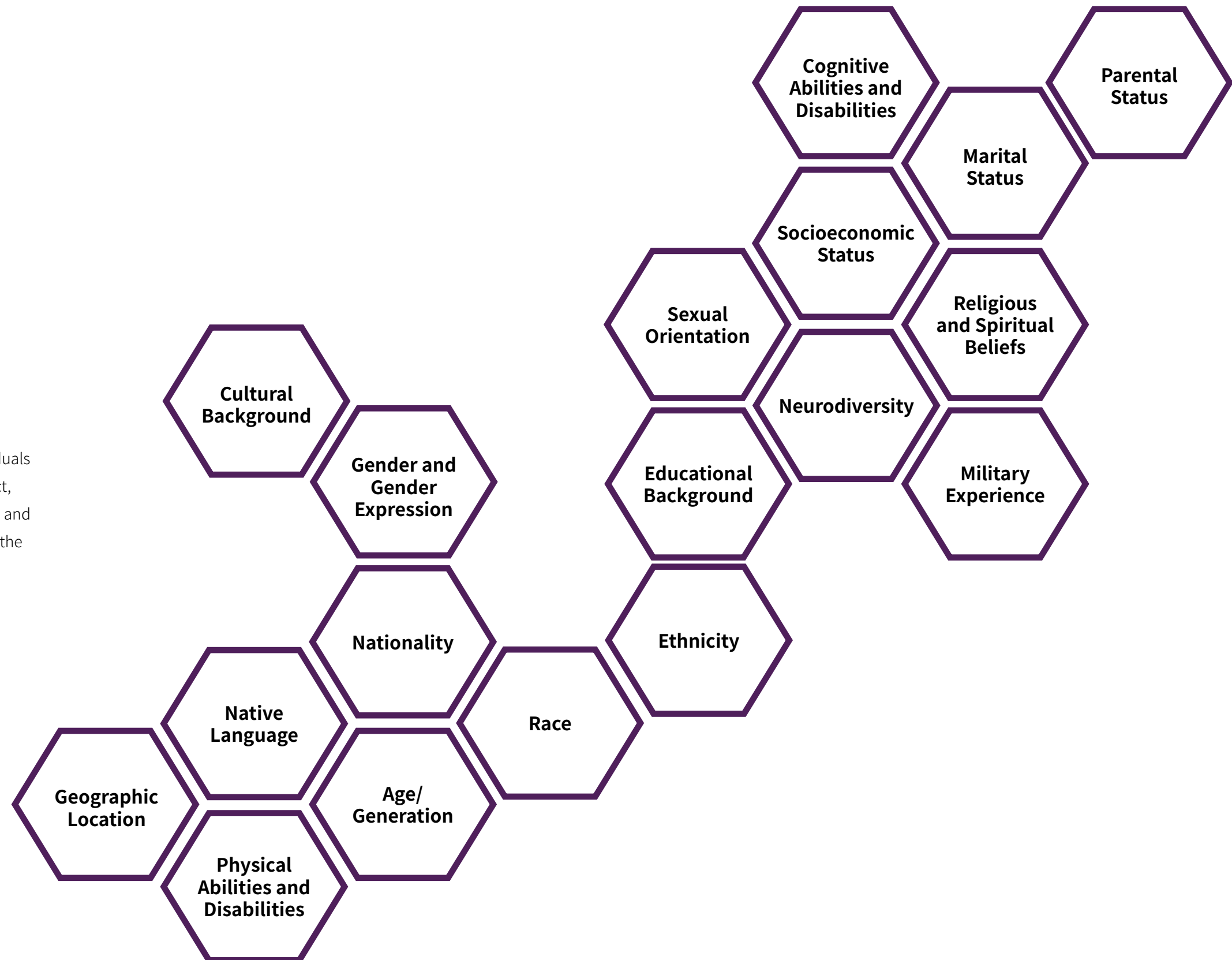


DEI defined

When creating dynamic workforces and workplaces where individuals have opportunities to thrive, it is important for people at all levels of the organisation to understand exactly what is meant by Diversity, Equity, and Inclusion.

Diversity

Diversity is the combination of unique skills, experiences, perspectives, and cultural backgrounds that make us who we are and ultimately benefit our global customers. Individuals and groups are not one-dimensional and, in fact, are shaped by multiple and intersecting, visible and invisible identities, including but not limited to the following:





► Let's take a closer look at certain types of diversity:

Race

Race is a social construct that refers to the categories society places individuals on the basis of physical characteristics such as skin color, hair type, facial form, and eye shape. It is now widely accepted that this classification system was created for social and political reasons. In fact, there are more genetic and biological differences within racial groups (as defined by society) than between different racial groups.

Ethnicity

Ethnicity refers to a person's identification with a group or groups based upon characteristics such as shared history, ancestry, geographic and language origin, and culture.

Gender and gender expression

Gender is a social construct that is typically assigned to individuals at birth based on their biological sex—usually female or male. However, transgender individuals may identify as different from the gender they were assigned at birth. Other gender identities include non-binary, genderqueer, genderfluid, agender, genderless and gender-free.

Gender expression refers to the external expression of an individual's gender identity (i.e., clothing, hair, makeup, voice, behavior, mannerisms, interests, etc..

Gender identities are defined by how an individual views themselves and how they would like others to view them. To ensure you are correctly identifying an individual by their gender or gender expression, it is important to ask for their preferred pronouns and share your own.

Sexual orientation

Different from biological sex, gender identity, and gender expression, sexual orientation is “an inherent or immutable enduring emotional, romantic or sexual attraction to other people” according to the [Human Rights Campaign](#). Sexual orientations may include heterosexual, gay, lesbian, bisexual, asexual, pansexual, and questioning.

Neurodiversity

According to the [National Symposium on Neurodiversity](#), neurological differences include, but are not limited to dyspraxia, dyslexia, ADHD, dyscalculia, autism spectrum, Tourette syndrome, and others.

Cognitive abilities and disabilities

[The EEOC](#) has set the following criteria for a person with cognitive disabilities:

- ▶ Intellectual functioning level (IQ) below 70-75
- ▶ Significant limitations in adaptive skills — the basic conceptual, social and practical skills needed for everyday life
- ▶ Disability began before age 18

Socioeconomic status

The measurement and categorisation of individuals based on their education, income and occupation.



DEI defined

Equity

Equity is the fairness of access, opportunity, and advancement for all. Equity looks to identify and eliminate barriers that have prevented the full participation of some groups. It's also about ensuring that policies, practices, systems, and structures meet the needs of all individuals and provide everyone access to the opportunities, resources, and recognition to be successful.

Inclusion

Inclusion means taking intentional actions to allow employees to feel valued, trusted, connected, and informed and provide an environment where everyone can flourish and be their best selves. It's about recognising and valuing the different lived experiences of individuals and leveraging their unique competencies and perspectives, so that everyone may experience ownership and empowerment.



Why DEI?

Organisations that have integrated DEI programmes are improving in areas like innovation and decision making. Having a diverse and inclusive culture that thrives on hearing and understanding more than one voice, are more creative, productive, and profitable. The numbers show that organisations that champion inclusive mindsets and practices are gaining a competitive advantage.



Is your organisation doing enough to promote diversity?

In our 2024 Workforce Trends report, we discovered a major gap in how well employers and employees think their organisations are promoting diversity.

91%

of employers

feel their organisations are doing enough to promote diversity in the workplace.

68%

of employees

think their companies could do more.



What programs do organisations have in place to diversify their candidate pools?

“When an organisation intentionally fosters an inclusive culture, it contributes to driving business success. By acknowledging and addressing biases, systemic obstacles and restructuring recruitment processes to attract and retain a diverse range of talents an organisation gains a competitive edge.”

Roslyn Byrd,

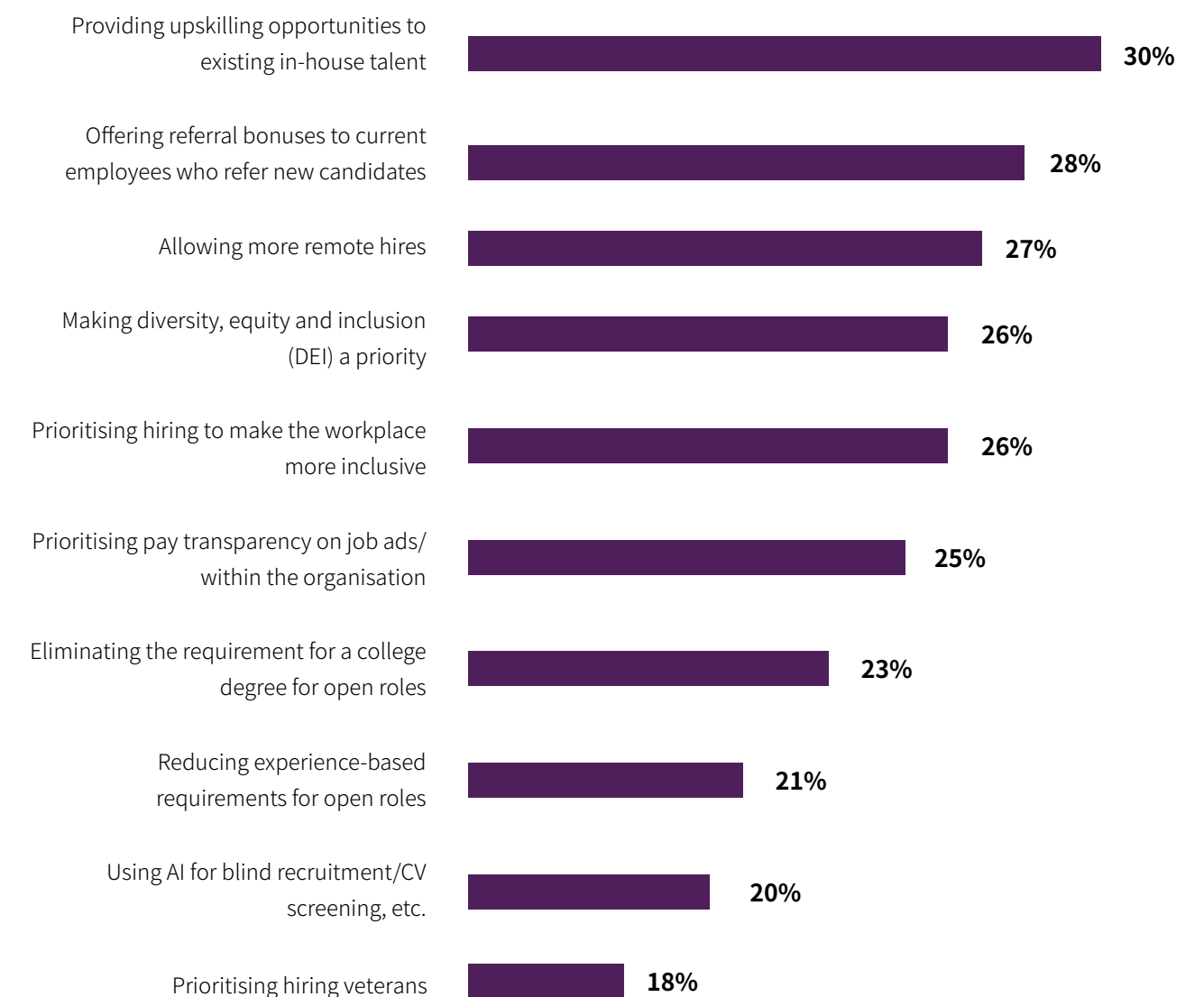
National Portfolio Sales Director, LHH Recruitment Solutions LHH

DEI Executive Sponsor

Women’s Colleague Resource Group Lead

With more companies embracing remote and hybrid work arrangements, employers have access to a deeper and more diverse talent pool than ever. DEI initiatives that are integrated into talent acquisition strategies can help hiring managers find and attract top talent in greater numbers.

In the same 2024 Workforce Trends Survey , here’s what employers said their organisations are doing to diversity their candidate pools in the next year:



Unleash the power of inclusion in your organisation

Cultivating the integration of an effective DEI strategy in your organisation starts by taking a comprehensive look at your current values, processes, and practices, including recruitment and hiring, talent development and retention, compensation and performance evaluation, and more. Find opportunities to break down existing barriers and build bridges that empower all individuals in your organisation by putting each of them in a position to thrive and achieve future success.

- ▶ Spot the ingrained/unconscious biases in your organisation
- ▶ Identify existing systemic barriers
- ▶ Review your current hiring practices
- ▶ Attract and retain a diverse pool of talent
- ▶ Support the career development of all your employees
- ▶ Foster an inclusion culture that values diverse perspectives
- ▶ Offer opportunities for learning and development



DEI in your workforce vs. DEI in your workplace:

Understand the differences and potential synergies

DEI in your workforce

Here are some tips to ensure that your workforce is diverse and inclusive:

- ▶ Standardise hiring practices to support inclusion and equitable processes that enable you to attract and hire top diverse talent through strategic channels
- ▶ Retain diverse talent through development, mentorship, and sponsorship
- ▶ Ensure DEI training is incorporated into your onboarding, training, and employee development programmes
- ▶ Establish clear diversity goals with quarterly reviews to assess trends and programmes, and ensure quick and thoughtful action is taken in response to feedback

DEI in your workplace

Here are some ways you can be sure that your employees are working in a diverse and inclusive environment:

- ▶ Strengthen participation in DEI learning activities
- ▶ Frequently assess and enhance DEI learning practices for all individuals
- ▶ Develop in-demand and forward-thinking skills for underrepresented talent
- ▶ Add DEI performance goals for your DEI workstream leads, hiring managers, executive sponsors, and volunteers
- ▶ Recognise and reward DEI successes
- ▶ Seek DEI capacity-building opportunities with clients, as well as with national and community associations, affiliations, schools, universities, and job boards
- ▶ Continuously network and collaborate with these partners

Putting DEI into practice

Your organisation may have a clearly defined DEI philosophy and set of values, but implementing DEI effectively is more than a one-time initiative. It requires ongoing effort, as well as support and sponsorship from company leaders to build on that foundation and incorporate DEI into your day-to-day recruitment, talent development, and career management programmes.

Establish impactful recruitment strategies for inclusive and talent-rich workforces

- ▶ Diversify your talent pool to enrich your workforce with varied perspectives. Consider allowing more remote hires and de-emphasise educational and experience-based requirements.
- ▶ Ensure your hiring practices are inclusive and equitable at every recruitment stage. Consider implementing AI for blind CV screening.
- ▶ Promote cultural competence by training your hiring managers to effectively interact with candidates of various backgrounds.
- ▶ Establish clear metrics and accountability goals to measure your DEI efforts, ensure transparency results, and track your progress towards your inclusion goals.



Establish impactful recruitment strategies for inclusive and talent-rich workforces

- ▶ Train your trainers to recognise and mitigate unconscious bias and empower them with the skills and mindset to embrace your DEI efforts.
- ▶ Align your leadership development programmes and practices with your DEI principles.
- ▶ Provide more upskilling opportunities to existing in-house talent, especially those from historically marginalised backgrounds.
- ▶ Create a culture that empowers women through access to more leadership development opportunities.

Elevate careers: Unleash the power of DEI in career management programmes

- ▶ Create and promote diverse career paths to maximise potential within your organisation for lasting impact.
- ▶ Support inclusive upward mobility that fosters diverse career trajectories and growth.
- ▶ Integrate cultural competence into career management to promote diversity in leadership and decision-making.
- ▶ Ensure your DEI programme aligns with the career goals of your employees and establish metrics for measurable outcomes.



“Incorporating DEI into talent development is a win-win for organisations and individuals. Inclusive leadership development programmes are critical to engaging and retaining high potential, underrepresented talent, and they also help ensure that those individuals get a seat at the table and greater opportunities to achieve their potential.”

Kristen Leverone,

Global Managing Director, LHH Leadership Development

Your employees can (and should) be your biggest DEI advocates

The effectiveness of your DEI strategy hinges on the buy-in and support of your employees. This requires an ongoing process of listening, learning, and communicating—conduct employee surveys and ask for feedback on your DEI programmes during town halls and management/employee 360 reviews.

Regular, effective DEI communication can be done via emails and company meetings, but it must be carefully planned, clear, and intentional. Here are some tips to ensure your DEI messaging is meaningful enough to win the backing of your most important advocates:

- ▶ **Make it clear:** Communicate your DEI mission, values, expectations, and how you are integrating it to your organisational practices and procedures.
- ▶ **Make it personal:** Highlight what your DEI strategy means to you.
- ▶ **Be vulnerable:** Share any personal lessons learned or moments of truth that show how important DEI is to you.



Shared responsibilities + shared results: Your partner in DEI

At LHH, we serve as a trusted DEI advisor to global organisations and their leaders. Here are three reasons to partner with us to help you establish and advance your DEI strategy:

Expertise leading inclusive learning experiences

- ▶ Over 50 years of experience in more than 60 countries globally.
- ▶ Expertise embedding new behaviors and mindsets through learning interventions, coaching, and peer-to-peer activities.
- ▶ Consultancy projects are supported by experienced consultants and seasoned Chartered Occupational Psychologists (Masters and PhD level).



Leading solutions for inclusive practices

- ▶ Recruitment Excellence: LHH expands your talent horizon, delivering diverse candidates for a robust workforce.
- ▶ Inclusive Leadership Development: Elevate leadership through LHH's DEI-focused modules, cultivating a diverse, equitable, and dynamic culture.
- ▶ Career Management: Navigate careers with LHH's inclusive support, fostering diverse growth paths and measurable inclusion outcomes.

Cross-industry, global experience

- ▶ Our strong understanding and appreciation for multiple industries in different countries help us interpret and synthesise the data properly.
- ▶ With this experience we make sense of the analysis and design recommendations that can make a difference for your business.

About LHH

At LHH, we exist to help people, teams and organisations find and prepare for what's next. Our end-to-end HR solutions future-proof organisations and careers all over the world. Through Career Transition & Mobility, Insights, Leadership Development and Recruitment Solutions, we enable transformation, and our job is never done because there's always another tomorrow to prepare for.

We make a difference to everyone we work with, and we do it with local expertise, backed by a global infrastructure and industry-leading technology. LHH's over 8,000 colleagues and coaches span 66 countries worldwide, working with more than 15,000 organisations, a majority of Fortune Global 500, and nearly 500,000 candidates each year. Together we address needs across the entire talent journey, helping organisations build their capabilities and individuals build brighter futures. There is a world of opportunity out there. Let's get to work.

LHH is a part of the Adecco Group, the world's leading talent advisory and solutions company, headquartered in Zurich, Switzerland.

“Our purpose is to make the future of work, work for everyone – and one way of doing this is by creating safe workplaces where people are seen and appreciated for who they are, and where different voices and opinions are heard and valued. By doing so, people will bring their authentic selves to work and feel a sense of purpose – and work will naturally feel more meaningful. I believe this with every fiber of my being and am proud to be part of an organisation that has the same beliefs and values.”

Laurie Chamberlin,

President, LHH North America

Executive Sponsor for Women's Colleague Resource Group