

Building inclusivity: Laying the foundations for the future

RICS Inclusive Employer Quality Mark

June 2016



RICS[®]



EY

Building a better
working world

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Time to act



I am delighted to introduce the first piece of research looking at where our profession currently stands on inclusivity and what processes we are, and are not, using to improve the picture. The Royal Institution of Chartered Surveyors (RICS) has gathered data from firms who are committed to change their diversity profile - but this research has demonstrated that they are all at different stages of the journey.

The UK land, property and built environment sector has not traditionally been associated with the image of a diverse workforce. However, the RICS report "Our Changing World: Let's Be ready" highlighted that one of the key areas employers were concerned we address together is the War for Talent; that means drawing upon talent from diverse backgrounds. We urgently need to go beyond our usual recruitment hunting grounds if we are going to ensure that we have a profession that is relevant and fit for the future in a rapidly changing environment.

The statistics, where historically available, show there is a long way to go on diversity. In 2016, we have just 13% of the profession who are female, 1.2% Black, Asian and Minority Ethnic (BAME), those with disabilities are at less than 1% and we have no data for Lesbian, Gay, Bisexual and Transgender (LGBT). RICS has a duty and an ambition to be a catalyst for change across the industry. We need to support firms in their journey and offer advice, guidance and support. To advance responsible business practices in the profession, we have embarked on a number of initiatives to improve diversity and inclusion across the land, property and built environment sector.

We have increased the profile of women to raise awareness of leading female role models, supported LGBT events for the profession in conjunction with Freehold, worked with schools, other professions and Class of Your Own to demonstrate the attractiveness of the built environment as a profession in schools. We also sponsored new award categories for diverse talent through Women of the Future and Young Surveyor of the Year, set up inclusive professional groups for leaders and influencers, and run the #SurveyingtheFuture campaign, which looks to increase the overall diversity of the workforce within the profession.

But we recognised this is still not doing enough, so we talked to our members. We looked at the pipeline and determined that each firm needs to take a more holistic approach if we are indeed going to change the culture and reach our goal of an inclusive workforce that mirrors the community it serves at every level. Much work is being done to increase the appeal of the profession and to bring in non-traditional candidates, but investment in more diverse recruitment is wasted when the new recruits are exposed to a workplace where they see no role models, where they are not supported, and their needs are misunderstood or ignored.

In 2015 we launched the RICS Inclusive Employer Quality Mark (IEQM) for the sector, with an initial focus on the UK only. The IEQM hopes to drive behavioural change by encouraging all firms, large and small, to look carefully at their employment practices and to put inclusivity at the heart of what they do. We understand that different firms in different industries will have access to different means and resources but this document will offer both focus and signpost to support. Over 90 firms have now signed up to the IEQM and 41 have submitted their self-assessment at this snapshot in time when this data was collected. Participating firms received individual benchmark analysis findings for their own organisations, which now allows them to understand and take action for improvement. They may also display the IEQM logo to show they are committed to this agenda.

Through this ground breaking document, we have a first unique insight into what is actually happening within our workforce - and this evidence will help us to work together to drive and foster positive change.

To help us, we partnered with EY to analyse the findings of our survey. EY has been commended for its commitment to D&I, and is a market leader on this agenda - EY is frequently recognised as a top employee brand receiving 'Top Employer' certification in eight countries in Africa, was named a 'Best Company to Work for' in the US, was ranked 'Most Attractive Employer' in Europe and the number one 'Dream Employer of the Year' in India. In addition, its cross-industry National Equality Standard (NES) has enabled EY to gain an understanding of D&I leading practice and the challenges faced by businesses on this issue.

Thank you to all the firms who have pledged their support to diversity and to making their business more inclusive and forward-looking. Their efforts are noted and appreciated and we count on them to lead the way. This document reveals that there is currently a common awareness of the underlying D&I issues, a recognition that something needs to change but that the concrete actions are not yet in place. The policies may be strong, but often there is no delivery plan to turn policy to outcome. This is simply the start of the journey.

As President of RICS, I recognise that I will have a responsibility to help us all shape the profession that is fit for the future - my hope is that it will be a profession that seeks to, literally, build a better working world.

Amanda Clack
RICS - President 2016/17

Document partners



About RICS

RICS promotes and enforces the highest professional qualifications and standards in the development and management of land, real estate, construction and infrastructure. Our name promises the consistent delivery of standards - bringing confidence to the markets we serve.

We accredit 118,000 professionals and any individual or firm registered with RICS is subject to our quality assurance. Their expertise covers property, asset valuation and real estate management; the costing and leadership of construction projects; the development of infrastructure; and the management of natural resources, such as mining, farms and woodland. From environmental assessments and building controls to negotiating land rights in an emerging economy; if our members are involved the same professional standards and ethics apply.

We believe that standards underpin effective markets. With up to seventy per cent of the world's wealth bound up in land and real estate, our sector is vital to economic development, helping to support stable, sustainable investment and growth around the globe.

With offices covering the major political and financial centres of the world, our market presence means we are ideally placed to influence policy and embed professional standards. We work at a cross-governmental level, delivering international standards that will support a safe and vibrant marketplace in land, real estate, construction and infrastructure, for the benefit of all.

We are proud of our reputation and we guard it fiercely, so clients who work with an RICS professional can have confidence in the quality and ethics of the services they receive.



About EY

EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

EY refers to the global organization, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. For more information about our organization, please visit ey.com.

D&I Advisory

We help our clients anticipate and address the sweeping changes in global demographics and the advances in technology so that they can create an inclusive culture where people and ideas flourish. This is essential if organizations are to build resilient defences against disruption and leave an enduring legacy.

Talent Analytics and Workforce Planning

We help our clients take action, make decisions and create strategies informed by robust, data driven insights. The practice provides both advisory and execution services targeting measurable value across the talent management spectrum.

Executive summary

Background

In 2015, RICS launched a voluntary standard known as the Inclusive Employer Quality Mark (IEQM), designed to help firms in the profession gain competitive advantage and a diverse workforce. The IEQM asks employers to pledge their commitment to adopting and continually improving against the following six principles:

- 01 Leadership and vision** - commitment to increasing the diversity of the workforce
- 02 Recruitment** - engage and attract new people to the industry from under-represented groups; share and gather best practice recruitment methods
- 03 Staff development** - equal and transparent training and promotion prospects enabling all staff to develop and succeed
- 04 Staff retention** - flexible working arrangements, adaptive working and wellbeing practices, pay equality making it a workplace of choice
- 05 Staff engagement** - an inclusive culture where all staff engage with developing, delivering, monitoring and assessing the D&I of their workplace
- 06 Continuous improvement** - continually monitoring outcomes of the firm's commitment to being an inclusive employer; sharing and learning from best practice across the industry

Self-assessment and document

Each firm that participates in the IEQM undertakes a self-assessment which has multiple 'proof points' accompanying each of the six principles.

EY has been engaged by RICS to prepare a document, based on the responses received by firms on its IEQM self-assessment, to highlight key observations.

Limitations of the data

The document serves to highlight observations on respondents D&I practices and highlight good practice and gaps that exist within the sector. However, there are some limitations of the data available, including:

- ▶ A relatively small number of responses and therefore, sample size
- ▶ Reliance upon potentially subjective self-reported data that has not been independently verified
- ▶ Potential for self-selection bias, given the nature of a self-assessment

Key observations

The responses show some good practice in the sector, highlighted throughout by the case studies. There also appears to be a **strong commitment** to the D&I agenda from the firms surveyed. However, many of the organisations that responded are clearly at an **early stage** of their journey - while there is ambition and senior support, there is a **lack of planning, implementation and monitoring that is required to see real change happen**. Overall, the data suggests there are a number of key gaps to be closed as the sector moves from aspiration into action.

Methodology

Participants of the IEQM were asked to respond to approximately 190 questions in the self-assessment, relating to:

- ▶ Profile of the firm
- ▶ D&I policies
- ▶ Workforce data
- ▶ Practices in accordance with the six principles

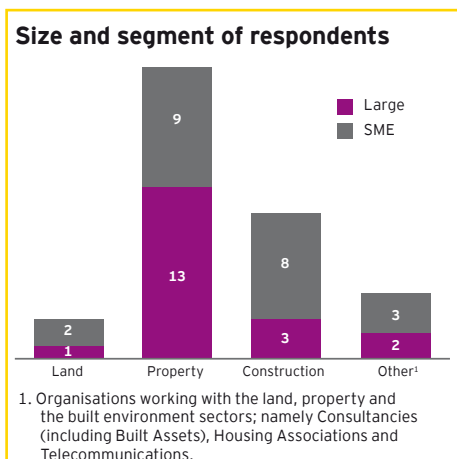
All responses were anonymised for the purposes of the analysis and preparation of this document. Percentages presented in this document have been rounded to the nearest whole percent. Where there was a blank response to a yes/no question, a 'no' was assumed. The observations in this document relate to the UK only.

Responses to the self-assessment

Forty-one firms responded to the self-assessment, in time for the data analysis. Completion of the self-assessment continues across all 92 initial signatories of the IEQM.

Firms were predominantly from the land, property and the built environment sector. However, respondents also included those working with the sector such as consultancies (including Built Assets), housing associations and telecommunications firms.

Of the firms who responded, 19 have over 250 employees in the UK (large firms) and 22 have 250 employees or less in the UK (small and medium-sized enterprises, or SMEs). Where appropriate, we have considered these two groups separately in the analysis.



Workforce data monitoring

- ▶ Although 83% of respondents say they capture D&I data, the **data provided through the survey was very limited**, suggesting that many of the firms that responded plan to collect more data, but are early on in their journey to achieving effective data monitoring.
- ▶ From the limited data that was provided by respondents, there appears to be an **underrepresentation of women and BAME** individuals in a significant proportion of those firms that responded.

Principle 1: Leadership and vision

- ▶ The firms surveyed certainly appear to be committed to D&I, with **95% of respondents saying the development and retention of a diverse and inclusive workforce is a corporate goal and/or a strategic priority**. However, more could be done in working to realise this commitment. 88% of the firms surveyed reported to have a D&I statement/policy in place, but **only 64% of these have a D&I action plan**.
- ▶ **Leadership teams are not involved consistently in the D&I agenda** across the firms that responded. 85% of the firms surveyed said that their leadership considers D&I when making decisions; **only 20% of these firms have a D&I impact assessment** attached to leadership decisions. 41% of respondents said their **leadership do not play a role in monitoring development and retention** of a diverse workforce.

Principle 2: Recruitment

- ▶ **Recruitment is a key D&I focus area** for many firms and although there is positive activity in this regard, there is **still room for improvement**.
- ▶ Twenty-four percent of the firms surveyed who consider D&I in recruitment **do not check** that the **recruitment agencies** they work with **are using D&I best practice**.
- ▶ Sixty-one percent of all firms surveyed reported to operate a structured apprenticeship programme; however, 12% of these **do not pay the national minimum wage**, and 44% of respondents that offer internships **do not provide travel or lunch expenses**. Providing this type of support is useful in enabling individuals from a wide social demographic to take up the placements.

Principle 3: Staff development

- ▶ Though there are **structured staff development processes** in place, there appears to be a **lack of supervision and scrutiny** to help ensure they are implemented in a way that gives equal opportunities to all staff.
- ▶ Every firm surveyed said that they conduct formal reviews or appraisals with staff, yet 39% of these firms **do not have mandatory training on conducting appraisals** for all people managers, leaving significant room for bias in how they are applied.
- ▶ Seventy-eight percent of the firms surveyed reported that all members of staff have a personal development programme, but in 97% of these cases, the **programmes are not monitored** and therefore the D&I impact is not known.
- ▶ Perhaps surprisingly, given the sector, **not every respondent said they consider the accessibility of training locations** (only 66% of respondents said they do this).

Principle 4: Staff retention

- ▶ The firms surveyed appear to have considered recent legislation applicable to staff retention. All **19 large firms** that responded reported to **monitor gender pay differentials**. However, it is **unclear what action plans are in place** to address the differential identified. 95% of the firms surveyed reported to have a policy and process for considering flexible working requests, but uptake appears to be low.
- ▶ While there are **policies in place** to support retention, **greater emphasis** could be placed on **ensuring they are implemented** correctly, **and in reviewing** to ensure they are having the desired impact. 88% of the firms surveyed report that their parental policies are inclusive, **only 11 firms collect feedback on parental leave** to allow for continuous improvement. **Only 27% of the firms surveyed monitor managers to track implementation** of their return to work policy.

Principle 5: Staff engagement

- ▶ **Staff level D&I champions are not commonplace** among the respondents, with only 39% of firms surveyed reporting that they have these in place. D&I champions can be extremely valuable when building an inclusive culture as they have commitment and can speak the language of their colleagues.
- ▶ Responses show that there are **formal staff feedback mechanisms in place** in the majority of firms, and that this is more common in the larger firms that responded. Of the respondents with a regular staff survey, all said that feedback from the survey is used to inform the development of D&I policies, objectives and action plans.
- ▶ **D&I training is not provided consistently** across the respondents, with 39% saying it is not delivered at all levels of the organisation. D&I training gives staff the understanding which can help change the culture of the organisation.

Principle 6: Continuous improvement

- ▶ **Limited review and measurement activity** was reported by individual firms. Only 51% of the firms surveyed regularly review progress towards D&I goals.
- ▶ However there appears to be **enthusiasm to continually improve** as a sector. **Sixty-eight percent of the firms surveyed pro-actively work with other organisations** to share case studies and best practice learnings.

Workforce data monitoring

The collection of workforce D&I data gives a business a clear understanding of its people, which helps to shape its strategy and measure success in meeting its D&I ambitions.

Workforce D&I data collection

Eighty-three percent of the firms surveyed said that they currently collect workforce D&I data.

Who is collecting data?

It was found that 86% of the surveyed firms who do not currently collect workforce D&I data are SMEs.

In addition, the proportion of the respondent firms disclosing that they collect workforce D&I data appears to increase as the number of employees increase.

This trend appears consistent with observations in the general market, where relatively smaller organisations are less likely to collect data. Reasons for this may include:

- ▶ Guaranteeing confidentiality - individual employees may be more easily identified in a small population
- ▶ No or limited resources dedicated to D&I
- ▶ Small employers sometimes assume they already know the characteristics of their staff so do not need to capture this data

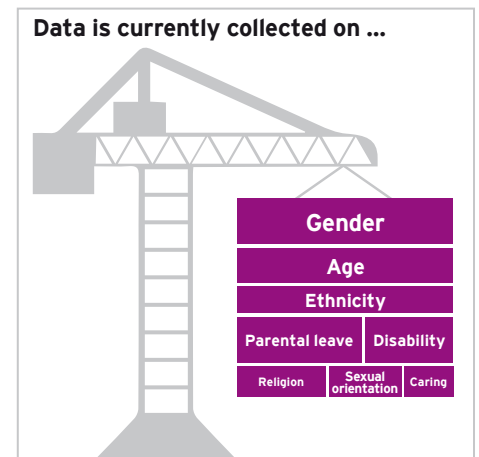
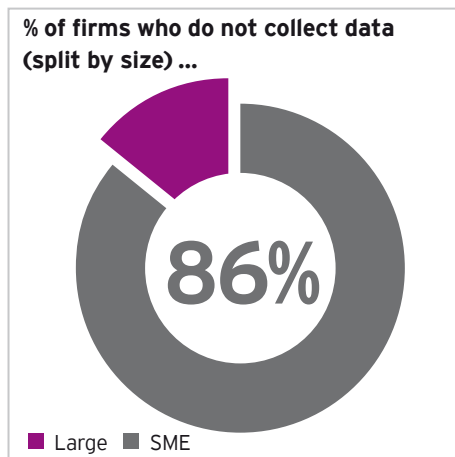
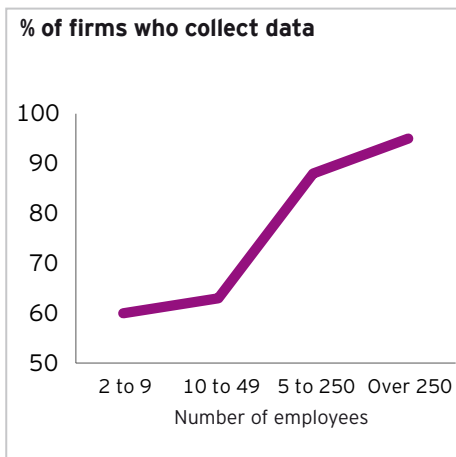
Why collect data?

Data collection and monitoring helps organisations to:

- ▶ Accurately assess the diversity of their people
- ▶ Identify priorities and aspirations
- ▶ Measure progress

These, in turn, facilitate the implementation of more proportionate, relevant and targeted approaches to areas such as recruitment, promotion and other workplace policies.

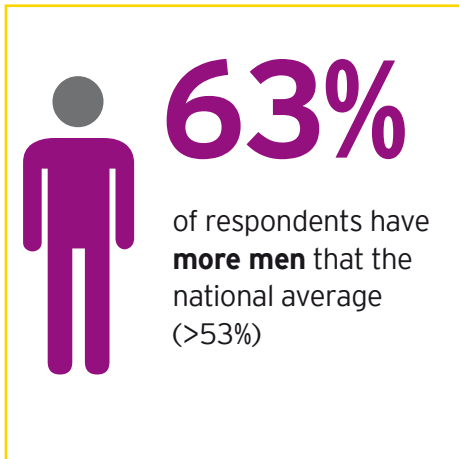
Data collection has been encouraged in sectors such as the legal and public sectors through reporting and publishing requirements of respective governing bodies. Such efforts have helped to build a robust database for analysis. The pending mandatory gender pay gap reporting legislation will require firms with 250 or more UK-based employees to report and publicise their data.



Who works in the sector?

Despite most firms surveyed reporting that they do collect D&I workforce data, disclosure of specific demographic data in the responses provided was limited. The figures below and overleaf summarise the demographic data for gender and ethnicity.

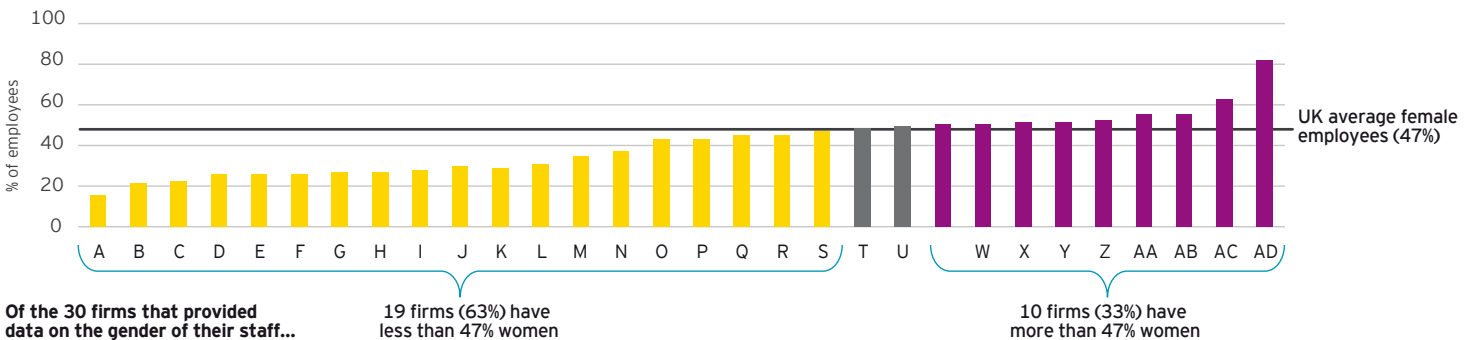
Gender of respondents' workforce (30 responded)



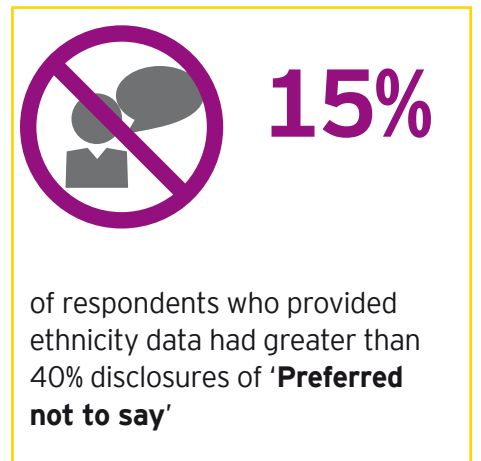
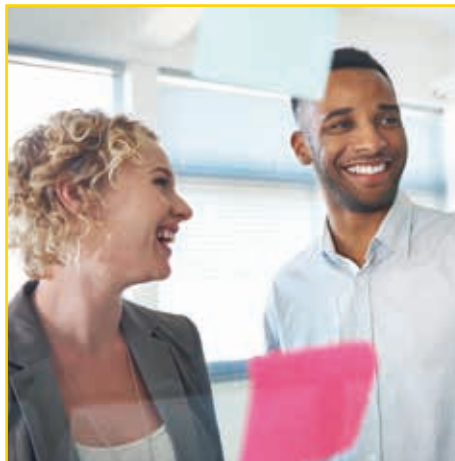
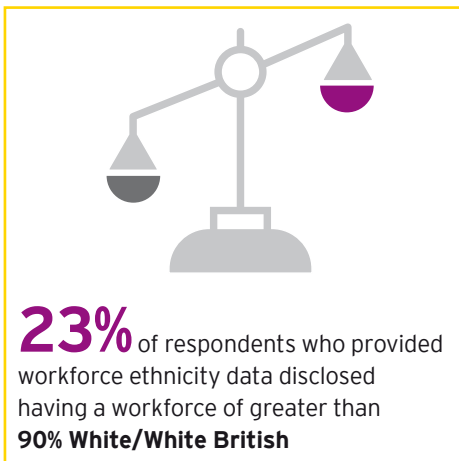
Sixty-three percent of respondents who disclosed gender data have a majority male workforce (>53% national average). Forty-seven percent of these respondents have a high proportion of men in their workforce (>60%). This imbalance is more pronounced when looking at senior positions, as shown in the leadership data later in this document.

By contrast, 33% of respondents who disclosed gender data reported to have more women than the national average female workforce (>47%), and only 7% have a high proportion of women (>60%). Seven out of the ten respondents who reported an above 47% female workforce were property firms. None of the respondents who reported a majority female or gender balanced workforce identified as being from the construction sector.

Percentage of workforce self-identified as female for each respondent firm against national average¹



Ethnicity of respondents' workforce (26 responded)



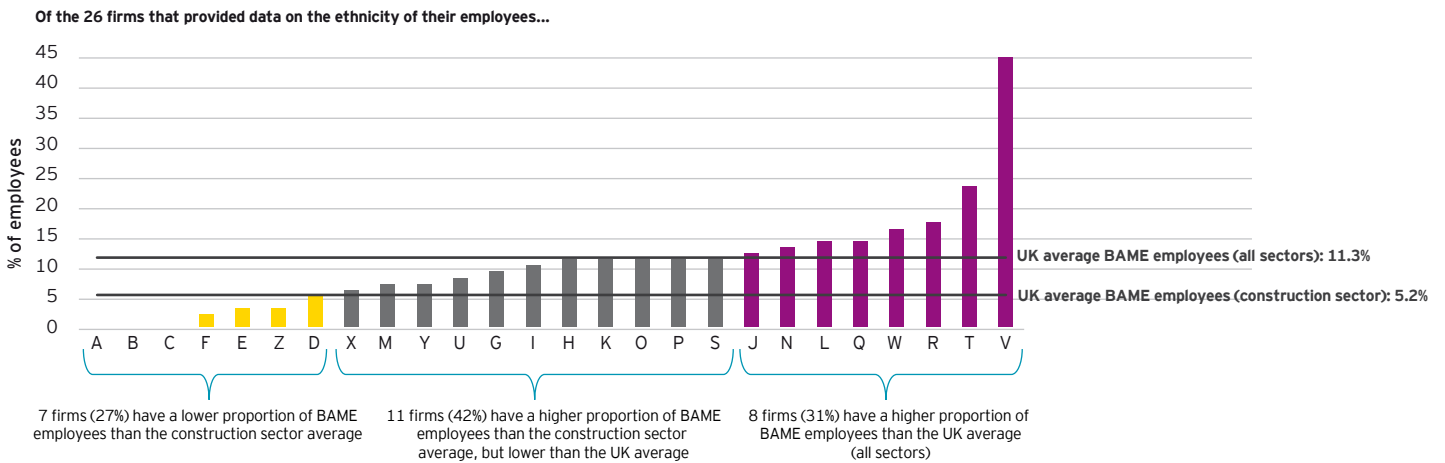
1. National average employment by gender, ONS Labour Force Survey 2016



Twenty-three percent of respondents who provided workforce ethnicity data disclosed having a workforce of greater than 90% White/White British.

Fifteen percent of respondents had greater than 40% disclosures of 'Preferred not to say'. To help improve response rates to data collection, requests should be accompanied by communications campaigns to explain the purpose and use of the data, as well as reassurance that data will remain confidential. The graph below shows the proportion of BAME staff in the respondents' firms, compared against the national average working in the construction sector, and across all sectors. As illustrated, 69% of respondents appear to have a less ethnically diverse workforce than the national average.

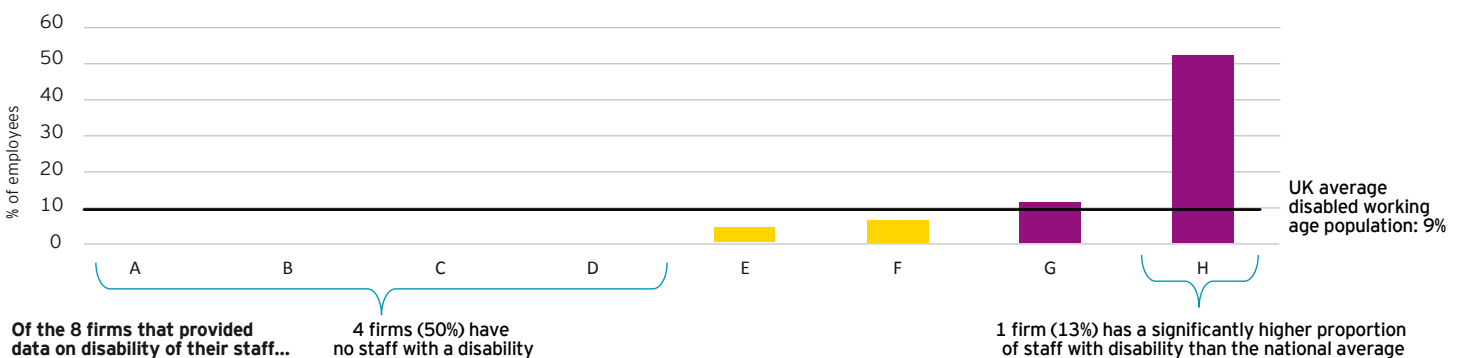
Percentage of workforce self-identified as BAME against national average (26 responded)¹



Only 20% of respondents had data for the other protected characteristics. This again highlights that the sector is at an emerging stage of maturity in terms of data collection and monitoring, and that there is further work to be done. This is reflected by a number of firms who responded that they most want to improve in this area in the coming year.

The current demographics of those firms who did disclose workforce disability and sexual orientation data are described below.

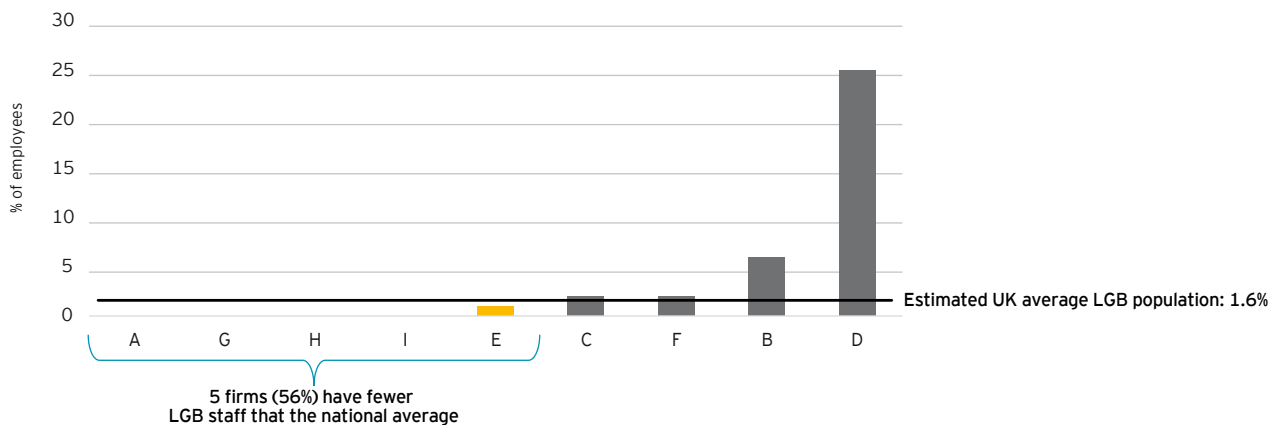
Percentage of workforce self-identified as having a physical or mental impairment that affects their daily activities, against national average (8 responded)²



1. National average employment by ethnic group and sector, ONS Labour Force Survey 2015
2. National average employment by disability, data from Disability Prevalence Estimates 2012 (Office for Disability Issues and Department for Work and Pensions), and ONS Labour Force Survey 2012



Percentage of workforce self-identified as lesbian, gay or bisexual against national average (9 responded)¹



Encouraging participation in the sector

Demonstrating a culture of inclusion can help to encourage participation from individuals from diverse backgrounds to build a career in the sector. Initiatives can include:

- ▶ Employee Resource Groups and networks (which can be internal or external) could support and represent diverse groups, and may be leveraged to understand and address specific challenges faced.
- ▶ Diverse role models that are likely to encourage retention and recruitment of individuals from similar backgrounds, whom should be represented on interview and performance review panels.
- ▶ Promoting inclusive policies and practices that a firm has in its recruitment activities and consideration of innovative ways to address individuals' needs.
- ▶ Increase visibility of a diverse workforce in external collateral.

Looking forward ...



15%

of firms surveyed said that, of the six principles, they most want to improve on workforce data monitoring in the next 12 months.

Age and disability are the two D&I characteristics that respondents most want to start collecting workforce D&I data on.



1. National average Lesbian, Gay and Bisexual population, ONS Integrated Household Survey 2014



Who leads the sector?

Leadership demographic data provided by respondents was limited. Similarly to the collection of wider workforce data, firms appeared most likely to collect data about the gender, age and ethnicity of their leadership team. For those firms that did submit data, the profile of their leadership by gender, ethnicity, sexual orientation and disability is outlined below.

It is worth noting that a majority of the firms surveyed (64%) reported that their board/senior leadership have a plan in place to increase the diversity balance of its membership.

Gender of respondents' board or senior leadership (22 responded)

77% of firms who disclosed leadership gender data reported that **less than 30%** of their leadership are female.

Ethnicity of respondents' board or senior leadership (21 responded)

57% of respondents who provided leadership ethnicity data reported to have a **100% White/White British leadership**.

Sexual orientation of respondents' board or senior leadership (6 responded)

50%

of firms who disclosed leadership sexual orientation data reported that **there are no gay, lesbian or bisexual** in their leadership team.

Disability of respondents' board or senior leadership (4 responded)

75%

of respondents who provided leadership disability data reported **between 1-20%** of their leadership team **having a physical or mental impairment**.

Only 15% of respondents (6 firms) provided data on the sexual orientation in their leadership team. Of these, half the respondents reported between 1-15% of their leadership team being gay, lesbian or bisexual. The other half reported there is no gay, lesbian or bisexual representation in their leadership team.

Only 10% of respondents (4 firms) provided data on disability in their leadership team. Of these, three respondents reported between 1-20% of their leadership team having a physical or mental impairment which has a substantial and long term effect on how that person carries out day-to-day activities.¹ The other respondent reported no disability in their leadership team.

Efforts to increase diverse senior level membership of individuals with diverse characteristics appear to be most successful when they are targeted, for example:

- ▶ Targeted leadership and acceleration programmes focusing on developing specific skills.
- ▶ Direct senior level sponsorship of individuals from diverse backgrounds and assigning accountability for progression.

1. Definition of disability, Equality Act 2010

Principle 1:

Leadership and vision

Demonstrable commitment at the highest level to increasing the diversity of the workforce

Committed leaders with a clear vision give credibility to the cause, and set the tone for the rest of the organisation.

Is there strong commitment to D&I?

Within the cohort of firms that responded to the survey, there is a high degree of willingness to commit to and improve D&I in the sector.

95%

of respondents said that the development and retention of a diverse and inclusive workforce is a corporate goal and/or a strategic priority

Given the public commitment made by the IEQM signatories, it would be expected that those participating would respond positively to this question.

In addition, 88% of the firms surveyed reported to have a D&I statement or policy in place.

However, only 64% of these firms have a D&I action plan with clear objectives of how to implement its policy.

D&I in decision-making

Eighty-five percent of respondents said that their leadership considers D&I when making decisions within the organisation.

Based on the information provided it is difficult to understand the real level of commitment from the leadership, and it was unclear whether these decisions go beyond those pertaining to firms' 'People' or 'Talent' agendas.

In addition, only 20% of these firms have a D&I impact assessment attached to leadership decisions.

Less than a quarter of firms that responded have D&I impact assessments

Without D&I impact assessments (or similar review mechanisms), it is difficult for a business to evaluate the positive or negative effects that any initiative or activity has had on diverse groups.

D&I becomes embedded only when it is considered in all **business decisions**, not just limited to **HR decisions**

Key observations on gaps

- ▶ Leadership involvement in monitoring the development and retention of their diverse workforce
- ▶ Assessing the impact of decisions on D&I
- ▶ Leadership D&I training

Leadership involvement

Eighty percent of firms surveyed reported that they have a champion for D&I at a senior level.

Nonetheless, when it comes to monitoring the development and retention of a diverse and inclusive workforce, 59% of the firms surveyed said that the board (or similar leadership) play a role, while 41% said they do not. From the data, the nature and extent of this role is unclear. It is important for leadership to have visibility of how their business is performing on D&I issues so that they can use this information to shape future strategy and can galvanise their teams to take action where required.

Awareness and action

Responses showed an association between the amount of D&I training in place for leadership and having plans to increase leadership team diversity.

Case study: Arcadis

Leadership involvement

Our leadership team received training in D&I principles, were shown D&I baseline metrics and explored our strengths and opportunities.

Our new global Leadership Competency Model, introduced late 2015, will drive performance change across our leaders, as evidence of promoting D&I now sits within our performance management framework for leaders. To support success we are developing tools to enable leaders to demonstrate performance in this area, including access to inclusive leadership training, unconscious bias and checklists.

The majority of our UK leadership team are diversity sponsors - driving improvement in one of our six diversity strands (Gender, Age, Race, Disability, Religion and Sexual Orientation).

Why do we need role models?

- ▶ Clear role models, with whom individuals from diverse backgrounds can identify, can inspire such individuals to emulate the successes of their role models.
- ▶ Where internal, diverse role models do not currently exist, organisations have looked to invite external role models to speak about their experiences.
- ▶ Role modelling is not just about individuals' backgrounds - it is also about inclusive behaviour.
- ▶ Leaders who exude inclusivity through their management style and consideration of individuals' needs can be powerful role models.
- ▶ Lack of visible role models is cited as a reason by some job candidates to not engage with the industry.

Respondents with 75% or more leadership trained on D&I were most likely to have plans to increase diversity in leadership

Principle 2:

Recruitment

Engage and attract new people to the industry from under-represented groups; share and gather best practice recruitment methods

Inclusive recruitment processes and programmes help to build out and nurture the diversity of an organisation's talent pipeline.

A key focus area



One in five firms identified recruitment as the IEQM principle they most want to improve on

Case study: Rider Levett Bucknall

School engagement

Often parents, school career advisors and the students themselves are completely unaware of the great career opportunities within our industry. To help build a pipeline of diverse talent, we have produced informative literature for parents, school careers advisers and students themselves which has been issued to the schools. Engagement with the careers advisors ensures they are informed and have a clear understanding and can actively guide subject choices to align with our industry and also then communicate the sponsored training or apprenticeships available. Our graduates and placement students play a key role in visiting the schools to engage directly with the students and explain what it is really like to develop a career in our industry. Through this activity we aim to dispel any myths and encourage all types of young talent to join the profession.

Do processes align with the ambition?

In some areas, they seem to:

- ▶ Ninety-one percent of firms surveyed who actively consider D&I in recruitment processes have an action plan in place to assure applications from a variety of different sources.
- ▶ Eighty-one percent of firms surveyed actively engage with schools in the local area to encourage interest in the profession from a wider talent pool.
- ▶ Ninety-three percent of the firms surveyed have recruitment assessments that take into account non-university achievements.

However, a quarter of those respondents who actively consider D&I in the recruitment process do not check that D&I best practice is used when working with recruitment agencies.

In addition, starting salary is a key consideration for those looking to join the sector, and research shows a significant differential between male and female salary for entry level position (see page 18 for further detail).



of firms who consider D&I in recruitment, do not check D&I best practice with their recruitment agencies

Key observations on gaps

- ▶ Engaging and attracting new people to the industry from under-represented groups
- ▶ Leading practice recruitment methods

Routes to the profession

According to their self-assessment, a majority of firms reported to provide 'non-traditional' or alternative routes to the profession, specifically, structured apprenticeship programmes and internships:

- ▶ Sixty-one percent of the firms surveyed (and 70% of large firms) operate a structured apprenticeship programme
- ▶ Seventy-eight percent of all firms offer internships

How does the sector compare?¹

The Government has set a target of three million apprenticeship starts between 2015 and 2020.

In both the 2014/15 year and the period from August 2015 to January 2016, the Construction, Planning and Built Environment sector was fifth on the list when sectors were ranked by number of apprenticeship programme starts.

The three most popular sectors over this period were:

1. Business, Administration and Law
2. Health, Public Services and Care
3. Retail and Commercial Enterprise

| Sector subject area | 2014/15 Full year | 2015/16 Aug-Jan |
|--|-------------------|-----------------|
| Business, Administration and Law | 142,980 | 66,210 |
| Health, Public Services and Care | 129,890 | 57,280 |
| Retail and Commercial Enterprise | 89,570 | 41,910 |
| Engineering and Manufacturing Technologies | 74,060 | 44,410 |
| Construction, Planning and the Built Environment | 18,290 | 15,070 |
| Information and Communication Technology | 15,660 | 8,140 |
| Education and Training | 7,450 | 4,220 |
| Arts, Media and Publishing | 1,460 | 730 |
| Science and Mathematics | 380 | 290 |

1. 'Apprenticeships geography, equality & diversity and sector subject area: starts 2002/03 to 2015/16 reported date', Department for Business, Innovation & Skills

2. 'Apprenticeships, young people, and social mobility' March 2016, Social Mobility & Child Poverty Commission

Apprenticeship programme starts by sector subject area²

In addition, although apprentice programme starts overall appear to be relatively gender-balanced (2014/15: 53% female, 47% male), 'construction skills' appears to have the highest bias (98%) towards males among all apprenticeship frameworks.

Factors contributing to apprenticeship participation in the sector are likely to be varied, and could include availability, awareness and attractiveness of these.

Regarding attractiveness, the IEQM queried firms about the benefits and support provided for their work experience programmes.

- ▶ Twelve percent of the firms who have a structured apprenticeship programme do not pay the national minimum wage
- ▶ Forty-four percent of respondents who offer internships do not pay travel/lunch expenses to their work-experience candidates

Providing this type of support can be useful in enabling individuals from a wider social demographic to take up the placements.

Apprenticeship levy

- ▶ On 6 April 2017, a new apprenticeship levy will be introduced.
- ▶ Employers will need to pay the apprenticeship levy if they have a 'pay bill' of more than £3 million each year. Smaller employers who are exempt from the levy will still be eligible for apprentices.
- ▶ A pay bill includes employment wages, bonuses, commissions, and pension contributions that an employer pays national insurance contributions on.
- ▶ The levy will be charged at a rate of 0.5% of an employer's annual pay bill.
- ▶ Employers will have a levy allowance of £15,000 per year to offset against the levy paid.
- ▶ Levy-paying employers will be able to access funding to pay for the training and assessment of apprentices in England from April 2017.

Source: 'Apprenticeship levy: how it will work', Department for Business, Innovation & Skills

Principle 3:

Staff development

Equal and transparent training and promotion prospects enabling all staff to develop and succeed

Fair access to training and appraisals help to ensure that organisations are developing and progressing their best talent.

Is training inclusive?

All respondents reported that pathways for requesting training are transparent to employees.

Nonetheless, clear pathways are just one consideration in providing inclusive training.

Organisations also need to take into account the way training is delivered (e.g., face-to-face, online), when it is scheduled and other accessibility factors, such that all who want to undertake training, can.



That all firms did not report considering accessibility of the training location is surprising, given that the sector focuses on the built environment.

There were very few disclosures of other ways in which firms take into account the accessibility of their training. For example, only one firm said that training times are adjusted for members of staff with caring responsibilities.

Performance in practice

Appraisals and development

- ▶ Every firm surveyed said that they conduct formal reviews or appraisals with staff.
- ▶ Yet, 39% of these firms do not have mandatory training on conducting appraisals and staff development for all people managers.
- ▶ Similarly, although 78% of the firms surveyed reported that all members of staff have a personal development programme, in 97% of these cases, the programmes are not monitored and therefore the impact on D&I is not understood.
- ▶ Training people managers to conduct appraisals to be aware of the pitfalls of unconscious bias and monitor staff development can help to increase the effectiveness of appraisal and performance management processes.

Appeals

- ▶ Eighty-five percent of firms reported to have a process for staff to appeal their appraisal. Of these:
 - Eighty-three percent of firms confirmed that the route of appeal is outside the line management chain
 - Ninety-one percent said that the route of appeal is clearly communicated to all staff

This is a positive observation, as implementing an impartial appeals route can help to safeguard objectivity, and one through which employees may feel less fearful of being reprimanded.

Key observations on gaps

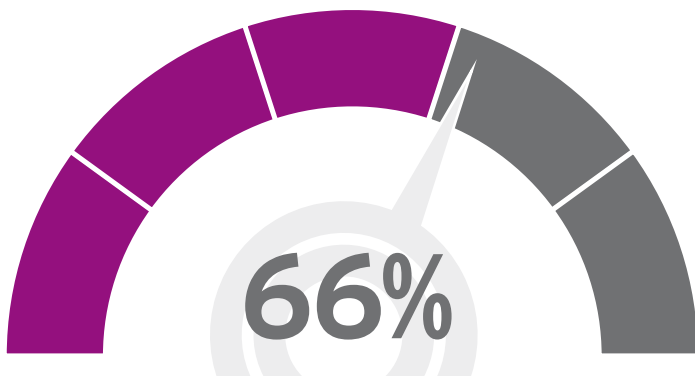
- ▶ Taking account of the accessibility of training locations, timing and delivery methods
- ▶ Monitoring the effectiveness and D&I impact of personal development programmes
- ▶ Training managers on unconscious bias to reduce bias in appraisals and promotion choices
- ▶ Considering D&I goals when implementing fast-track leadership programmes

Building the leaders of tomorrow

Leadership programmes can be used to accelerate the development and progression of key future talent within an organisation. Targeting high-potential individuals from underrepresented groups can help to more quickly achieve a shift in the make-up of leadership teams, as these individuals develop the skills needed to take on senior roles.

The survey responses suggest that this is an area where further progress can be made:

- ▶ Under half of the firms surveyed (46%) reported to have a tailored fast-track leadership programme for UK staff.
- ▶ In addition, D&I is not always taken into account in implementing these programmes.
- ▶ Similarly, 66% of the firms surveyed do not collect participant data on their leadership programme.



of respondents said that D&I is not taken into account in implementing fast-track leadership programmes

Case study: CBRE

Mobility programmes

We understand that our scale and global reach are important factors in attracting and retaining top talent, as well as ensuring we can serve our clients wherever they may operate. Mobility programmes have an important strategic role to play in both delivering exceptional client outcomes, as well as a tool for recognition, supporting broader retention and diversity strategies. Our programmes include:

- ▶ Swap and Share is an international job 'swap' initiative across the EMEA region designed to increase opportunities for our people to gain international experience, and better support both their careers and clients. The programme is aimed at junior to mid-level professionals who are looking for an introduction to international experience. The idea is simple - two service line colleagues from different countries swap places for a week in order to broaden their network, improve cross-border collaboration and share leading practice. Visits are scheduled at different times to allow participants to host each other in their respective locations.
- ▶ Short Term Assignments are an important component of our talent strategy, as well as a vital tool to respond to evolving business needs and changing patterns in the global workforce. Our STA programme offers a flexible way to transfer skills and expertise for the benefit of our clients, and supports our values and culture; sharing leading practice and bringing new expertise and cultural perspectives back to their home country, wherever that may be. STAs offer an agile, connected and innovative approach to mobility to support our commitment to delivering exceptional client outcomes.

Principle 4:

Staff retention

Flexible working arrangements, adaptive working and wellbeing practices, pay equality making it a workplace of choice

The ability to retain employees is crucial for today's organisations, who all compete for talent. What's more, attrition is costly - it is estimated that an employee departure equates to an average financial loss of £30,614 to UK employers.¹

Are all employees valued equally?

Part of what helps to retain employees is recognising and valuing their contributions to firm achievements.

One key factor is pay - including salaries and bonuses - and whether employees perceive this to be a fair compensation for their work.

This often incorporates an evaluation of whether individuals who are performing similar roles at a similar level are being paid equally, regardless of, for example, gender.

From the responses to the self-assessment, it was found that all 19 of the large firms are currently monitoring gender pay differentials. This reported activity is in line with recent mandatory gender pay gap reporting draft regulations expected to come into effect in October 2016. A majority of SMEs (57%) are also currently monitoring gender pay differentials.

Nonetheless, male property professionals earn on average 26% more than their female counterparts. A differential exists across all age groups, but the biggest differential is in the 18-22 age group (i.e., entry-level positions) where the differential is 28.7%.²

Mandatory gender pay gap reporting

- ▶ In February 2016, the Government issued draft regulations on mandatory gender pay gap reporting for consultation.
- ▶ These regulations will apply to private and voluntary sector employers in England, Wales and Scotland with at least 250 employees.
- ▶ Employers that fall within the scope will be asked to calculate their gender pay gap every April from April 2017 and publish the details by the following April.
- ▶ The regulations will require employers to publish their overall mean and median gender pay gaps.
- ▶ 'Pay' includes basic pay, paid leave, maternity pay, sick pay and bonus pay (among others). It does not include overtime pay, expenses, the value of salary sacrifice schemes, benefits in kind, redundancy pay, arrears of pay and tax credits.
- ▶ Employers must publish the information on their UK website that is accessible to employees and the public, and must upload the information to a Government sponsored website.

Source: 'Mandatory Gender Pay Gap Reporting: Government Consultation on Draft Regulations', Government Equalities Office

Value and recognition can also be demonstrated through nominated awards (e.g., employee of the month), rewards (e.g., gift vouchers) and other informal tokens of appreciation.

Seventy-six percent of respondents reported to offer an additional benefits package to employees. However, less than half (49%) of firms said that this includes options for staff to choose the benefits which suit their needs.



**All large firms
monitor gender pay differentials**

1. 'The Cost of Brain Drain: Understanding the financial impact of staff turnover' February 2014, Oxford Economics

2. 'UK Rewards & Attitudes Survey 2016: Executive Summary and Key Findings', RICS and Macdonald & Company

Key observations on gaps

- ▶ Action plans to address significant gender pay differentials
- ▶ Flexible benefits packages to encourage retention of staff with diverse needs
- ▶ Monitoring the implementation of return to work policies
- ▶ Uptake of formal flexible working

Are workplace practices inclusive?

Inclusive policies and practices make employees feel supported in the workplace, through considering their individual needs.

The self-assessment highlighted some positive efforts by the sector in this regard.

83%

of firms surveyed recommend that meeting times consider part-time staff, flexible workers and those with caring responsibilities.

of firms surveyed have arrangements in place to support parental commitments during school holidays.

Eighty-eight percent of organisations also said that their parental policies are inclusive. Despite this, only 11 organisations (27%) collect feedback on parental leave to allow for continuous improvement.

Case study: RICS

Parental leave initiative

Our staff survey identified a need to overhaul the parental leave approach. We have interviewed parents across RICS for their experiences, challenges and recommendations relative to improving our policies, practices, pay and time off for parental leave (including adoption and paternity leave).

In addition, we have done extensive external benchmarking, including within our own industry, to devise a set of recommendations to improve the inclusivity of our approach.

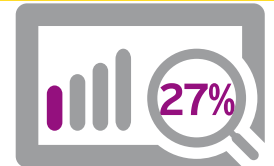
We will be implementing these recommendations over the coming months, which will see us provide greater preparatory support for parents considering leave, tools to guide effective planning, manager conversations, return to work practices, as well as to provide greater time allotments and leave pay that aligns with our commitment to role model inclusivity in the built environment sector.

We will also engage employees to share their own experiences, tips and leading practice for colleagues preparing for, during and returning from leave. By devising a community of practice approach, we hope to provide parents with the tools, network of supporters and resources to enable a better leave and return to work experience.

In addition, adaptations are said to be made for members of staff returning to work after a period of ill health for 98% of the firms.

A majority of firms (73%) also reported to have a contact policy for staff members returning to work following an absence greater than two months. Yet, only a low proportion of firms reported tracking implementation of the policy.

27% of firms surveyed monitor managers to track implementation of their return to work policy



Flexible working

Ninety-five percent of firms reported having a policy and process for considering flexible working requests, consistent with current legislation.

Moreover, 88% of firms stated that their flexible working policy gives individuals at all levels the opportunity to work flexibly.

It was observed that the reported proportions of UK staff whom are working flexibly in a formal arrangement was relatively low. This may reflect the fact that flexible working is commonly undertaken informally, such as working from home or remotely and flexitime, however from the data this is unclear.

Nonetheless, it is good practice for firms to have a mechanism in place to track the uptake of flexible working and assess any disproportionality in performance or progression outcomes for these individuals. Flexible working is likely to be an increasing trend in the coming years.

Right to request

All employees now have the legal right to request flexible working - it is not just a right reserved for employees who are parents and/or carers.

Employers are expected to deal with requests in a 'reasonable manner', for example:

- ▶ Assessing the advantages and disadvantages of the application
- ▶ Holding a meeting to discuss the request with the employee
- ▶ Offering an appeal process

An employer can refuse an application if they have a good business reason for doing so.

Source: 'Flexible working', gov.uk

Principle 5:

Staff engagement

An inclusive culture where all staff engage with developing, delivering, monitoring and assessing the D&I of their workplace

To succeed in fostering a truly inclusive workplace, organisations need to include their employees, and the diversity of thought they bring, on the D&I journey.

Can employees provide feedback?

Employee surveys

Employee engagement surveys are a popular and useful tool to gauge staff sentiment whilst also providing them an opportunity to offer feedback.

Overall, 63% of firms reported to have a regular staff survey. Staff surveys appeared to be available more with large firms (78%) than SMEs (52%).

Of the firms with a regular staff survey, all said that feedback from the survey is used to inform the development of D&I policies, objectives and action plans.

Employee groups

Twenty-seven of the 41 firms reported to have a staff steering group, 78% of which have membership from all levels of the business.

In addition, 66% of the respondents with a staff steering group said that proposals from their staff group are considered at the board/senior leadership level.

D&I Champions

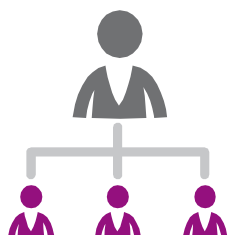
D&I Champions help to drive the agenda forward as they often take personal responsibility and interest in doing so. They also help to raise awareness and can articulate the issues in a meaningful way at a local level, and in this way they 'mainstream' the D&I agenda. Yet, a minority of firms in the sector reported to have staff (as opposed to leadership level) D&I Champions. Organisations can get value from encouraging the inclusion of D&I championing roles on individuals' goal plans.



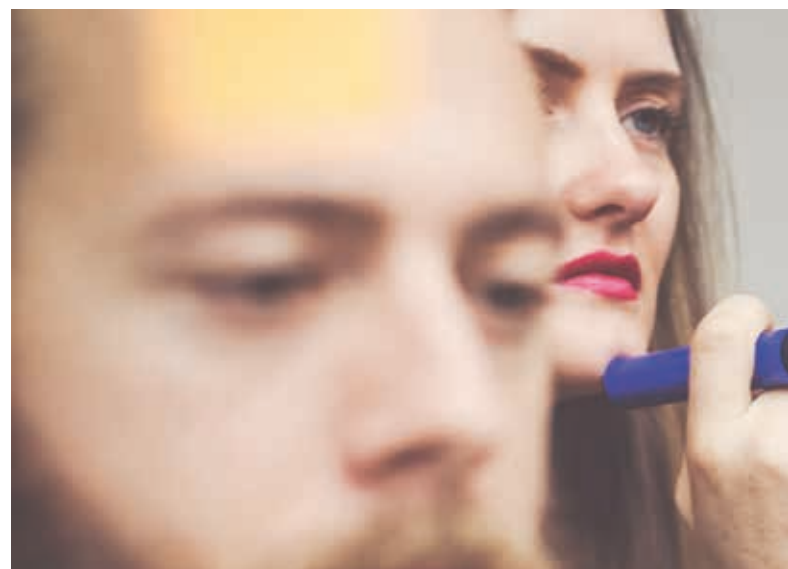
Only

39%

of firms have
staff D&I
Champions



Firms with a senior level D&I Champion were **over 3x more likely** to have staff D&I champions



Key observations on gaps

- ▶ Consistent use of staff surveys to gain employee feedback
- ▶ Having D&I champions to drive change at a local level

Case study: John Rowan and Partners (JRP)

JRP's Dragon's Den programme

An employee-researched report reviewing 'Culture, Values and Organisational Change' at JRP identified innovation as an area for improvement.

This also aligned with feedback received from a recent employee survey. From this JRP's Den was formed, a 'Dragon's Den'-style initiative, where employees can pitch their ideas to improve the company to four 'dragons' and an audience of fellow employees.

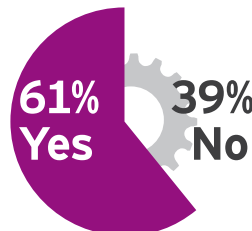
If the idea is backed, the employee can win a cash prize and also receive support to implement their idea. The feedback has been great. This has engaged other employees to put their ideas forward, be given the chance to implement them and all strive to improve the company together.

Building D&I awareness

Aside from unconscious bias training and inclusive leadership training, firms also reported to provide D&I training on areas such as:

- ▶ Cultural awareness
- ▶ Disability and mental ill-health awareness
- ▶ Well-being

Training staff in these areas provides them with understanding, skills and the language needed to help change the culture of their organisation and make it more inclusive.



**D&I training
is delivered*
at all levels**

* Respondents reported to interpret this question as the availability of D&I training; therefore, the responses may not reflect that this training is mandatory or has a high level of uptake.



Principle 6:

Continuous improvement

Continually refreshing and renewing the organisation's commitment to being the best employer, sharing and learning from best practice across the industry

Regardless of the level of D&I maturity of an organisation, there are always opportunities to improve and set more challenging goals.

Does the sector review its progress?

It was observed that roughly half of respondents reported to regularly (i.e., at least once a year) review progress towards identified D&I goals. This shows that while nearly all responding firms are committed to improving D&I, many are still early on in their journey making this a reality. Even for firms that already have a D&I action plan in place, not all are yet at the stage where they regularly review progress. For some of these firms, it is understood that their action plans have recently been put in place and therefore they have yet to review progress.

- ▶ Only 51% of firms regularly review progress towards D&I goals
- ▶ Seventy-nine percent of firms with a D&I action plan in place reported to regularly review progress towards D&I goals

Why review and measure?

Reviewing D&I activity allows the organisation to reassess what it should 'start', 'stop', or 'continue' doing. Moreover, review and measurement drives progress and accountability.

As an organisation progresses in its D&I maturity, the metrics for measurement should similarly shift in order to help ensure that they are continually improving.

Does the sector share good ideas?

Firms in the sector appear to be engaging in sharing leading practices, whether it is through their own initiative or as part of inclusive employment codes.

>50%

of firms are a signatory to other codes supporting inclusive employment practices that require regular review and renewal



In addition, 68% of firms pro-actively work with other organisations (within and/or outside of the sector) to share case studies and leading practice learnings (e.g., Women in Property, Real Estate Balance). It was found that those with a D&I Champion at senior level were 28% more likely to do so.



Firms with a D&I Champion at senior level were **28% more likely** to pro-actively work with other organisations

Key observations on gaps

- ▶ Established action plans
- ▶ Review and measurement of progress against D&I goals
- ▶ SMEs don't collect sufficient workforce data

Case study: EY

Knowledge sharing: We like to learn from other firms and to share the things that are working well for us, so we take in part in a range of D&I forums.

Learning from others: In order to develop a fair and competitive shared parental leave policy, we engaged with firms from within and outside our industry. As a panel we worked together to understand the implications of potential changes for different staff groups.

Sharing our experience: At the last Working Families conference that we attended, we talked to the group about our journey to create a culture of flexible working - how we got our best people involved, how we got our senior teams to lead from the front, and how we dealt with all the challenges along the way. Other firms at the conference said the insight was useful in considering how flexible working could happen for them.





What next?

This is the first-ever document of its kind on D&I in the UK land, property and the built environment sector.

The observations in this document offer insight into what the current D&I practices are in the sector across the six IEQM principles, providing a useful baseline from which the sector can continue to progress.

Of the 92 firms that initially signed up to the IEQM, only 41 responses to the self-assessment were received. This has limited the ability to provide a more complete picture of the state of the sector.

Respondents have demonstrated some positive foundations:

- ▶ Leadership are beginning to be involved in the D&I agenda.
- ▶ There are efforts in recruitment to improve the diversity of the talent pipeline.
- ▶ Structured staff development processes are in place.
- ▶ There is some awareness of legal requirements to support staff retention.
- ▶ Feedback mechanisms are in place to engage employees in the D&I agenda.
- ▶ There appears to be an overall commitment to D&I and an enthusiasm to continually improve as a sector.

The sector should now turn its attention to how it will move forward on this agenda and fulfil its aspirations through action, including:

- ▶ Apply scrutiny to all D&I activity, including developing detailed action plans.
- ▶ Dedicate delivery resources to the agenda.
- ▶ Benchmark its practices against other, more mature sectors and draw learnings from this.

- ▶ Offer enhanced inclusive approaches to staff retention beyond legal requirements, considering employees' needs.
- ▶ Improve data capture across all protected characteristics in order to provide a measurable starting point for review and progress.

This document is only the first step of a changing and exciting journey. The more firms sign up and commit to the IEQM, the higher standards we'll achieve to drive change in the UK land, property and built environment. You can join the IEQM by going to this address www.rics.org/inclusion. Being an IEQM signatory not only gives you access a network of members and firms committed to improve diversity and inclusion. You will also have access to the RICS Knowledge Hub being launched Summer 2016 comprising key resources including articles, case studies, as well as relevant training sessions, events and awards. Share your leading practice and join the debate now!

RICS will help you implement changes needed as highlighted in this document and a very quick 'half-way mark' self-assessment will take place in Spring 2017 with the next full assessment taking place in Spring 2018.

IEQM signatories

| | | |
|---|----------------------------------|-----------------------------------|
| Aberdeen Asset Management | Deloitte | Pinsent Masons |
| Aberdeenshire Council | DIEM Ltd | PMS Leasehold Management Ltd |
| Advent Project Management Ltd | Doig + Smith Ltd | Poole Dick |
| Arcadis | Domec | Ravenslade |
| Arnolds Keys LLP | DSG Surveyors | Rendall and Rittner |
| Aspinall Verdi Ltd | Eltizam Asset Management Group | Residentially |
| Bilfinger GVA | Ernst & Young | Rider Levett Bucknall |
| BNP Paribas | Evolution5 | Ringley Chartered Surveyors |
| Bowman Riley | Fairweathers Chartered Surveyors | Robinson Low Francis |
| British Land | Faithful+Gould | Rolls-Royce |
| Broadland Housing Group | Fletcher Morgan | Sanderson Weatherall LLP |
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| Chainbow | Holtby Turner | Sitec Infrastructure Services |
| Chamberlains Surveyors Ltd | J & E Shepherd | Stephen Lawrence Charitable Trust |
| Changing the Face of Property | John Rowan & Partners | Strutt and Parker |
| Colliers International | Jones Lang LaSalle | Sweett Group |
| Colloborator Northumbria University | JYM Partnership | TFT |
| Concertus Design & Property Consultants | Knight Frank | The Crown Estate |
| Countrywide | KTD Surveying | Turner and Townsend |
| Croudace Homes Group Ltd | L&Q | Urban Building Surveyors |
| Cunliffes Ltd | Land Securities plc | Valuation Office Agency (VOA) |
| Cushman & Wakefield | Lovell Partnerships Limited | Willmott Dixon |
| Dalcour Maclaren | Malcolm Hollis LLP | Winkle-bottom |
| Dayle Bayliss Associates | Michael Holden | Women in Property |
| DB Associates (Chartered Surveyors) | P H Warr | Workman LLP |
| DeLever Ltd | Pennycuik Collins | |

Please note this is a snapshot of those that have signed up to the IEQM, as at 13 June 2016.

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