

Diversity and Inclusion Guidelines





Diversity and Inclusion Guidelines

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Foreword



If we want to communicate effectively with the public, then we need to be more like the public: these PRCA Diversity and Inclusion Guidelines form part of that mission.

2018 will be a defining year for industry diversity: with this publication and the new PRCA PR and Communications Census, we are not simply shining a light on the make-up of our industry, we are also providing clear steps forward for it by outlining manageable ways to understand and improve diversity. There is a palpable consensus in our industry that diversity has to improve – and these guidelines will drive that change forward.

These guidelines – in recognition of the fact that diversity is any dimension which can be used to differentiate groups and people – address the situation holistically.

They cover the current state of diversity, the business case for greater diversity, and the equality policies and monitoring that need to be implemented.

For our industry to grow, diversity is essential for us to communicate to society's changing demographics. We believe diversity is a business priority; and we believe that it needs to address issues like geography, age, and mental health alongside the more addressed issues such as gender, sexual orientation, and ethnicity. Otherwise, we are limiting ourselves from the very start.

How do we get there and what role can the PRCA play? We will be developing up-to-date statistics on the state of diversity, and we will be engaging with other key stakeholders – because we are not alone in wanting to improve the situation – to champion all areas of diversity.

Our hope is that the PRCA Diversity and Inclusion Guidelines demystify the area, and give practitioners the tools to improve diversity in the PR and communications industry. The next steps start now.

Francis Ingham MPRCA
Director General, PRCA
Chief Executive, ICCO



Executive summary

The PRCA has launched the Diversity and Inclusion Guidelines in response to our commitment to increasing diversity within the industry. This document is designed to act as a guide for organisations and professionals looking to gain an understanding of how to improve diversity and inclusion within their workplace and the wider industry.

Diversity is any dimension that can be used to differentiate groups and people from one another. Workplace inclusion requires a shift in an organisation's culture and it is a recognition that policies alone are not sufficient to build an inclusive workplace.

According to the PR Census 2016, the industry is 91% White and 89% British. In addition, 64% of the industry are women. However, the gender pay gap in 2016 was £9,111. Only 2% of PR and communications practitioners consider themselves to have a disability. Finally, 85% of the industry describe themselves as heterosexual.

Beyond the clear moral case for improving diversity and inclusion within

the workplace, there is a significant business case as well. McKinsey found that gender-diverse companies were 15% more likely to outperform, whereas ethnically diverse companies were 35% more likely to outperform.

Companies can take the following steps to ensure their workplace is more diverse and inclusive:

- Monitor and collect diversity metrics through employee surveys and equality impact assessments.
- Introduce fair and transparent recruitment practices through unconscious bias training, posting job adverts online and on different job boards, and outreach programmes.
- Offer structured and paid internships.
- Offer quality and paid apprenticeships.

Finally, this report outlines recommendations for managing a diverse workforce, which is just as important as attracting employees from diverse backgrounds.



PRCA Diversity Network 2018 Manifesto

The PRCA Diversity Network's aim is to open up access to the communications profession and make it more representative of the nation.

What do we believe?

- We believe that a diverse workforce is needed for the PR and communications industry to grow, capitalise on, and communicate to changing demographics.
- We believe that diversity should be a business priority and a must have for all companies.
- We believe that diversity should not just be limited to gender, sexual orientation, or ethnicity and should include all aspects such as geography, age, and mental health.

What do we want?

- CEOs and industry leaders to engage with the issue and lead from the top.
- A recruitment process that truly supports diversity.
- More industry-led mentorship programmes to support the development of those from diverse backgrounds.

How do we get there?

- Develop up-to-date data on the state of diversity in the industry.
- Work closely with other key PR industry stakeholders to champion all areas of diversity.
- Work with key stakeholders to reach out to people from diverse backgrounds through broader outreach at schools and universities.

To become a member of the PRCA Diversity Network, please contact: isobel.arrowsmith@prca.org.uk.

To find out more about the PRCA Diversity Network, go to: <https://www.prca.org.uk/membership/groups/sectoral/diversity-network>.



We believe that a diverse workforce is needed for the PR and communications industry to grow, capitalise on, and communicate to changing demographics.





Understanding diversity and inclusion

To ensure that a workplace environment accommodates diversity and is inclusive, it is important to understand what we mean by diversity and inclusion.

Diversity is any dimension that can be used to differentiate groups and people from one another. Diversity entails the appreciation of differences in age, gender, ethnicity, religion, disability, sexual orientation, education, socio-economic background, and national origin.

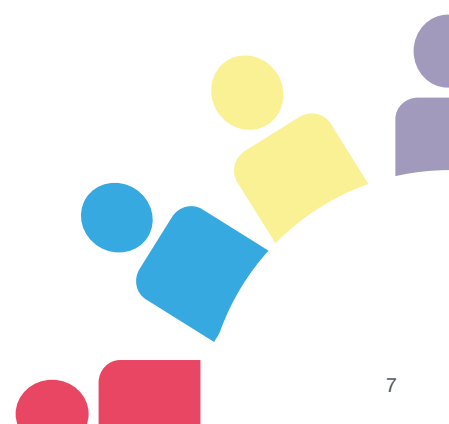
Workplace **inclusion** requires a shift in an organisation's culture and it is a recognition that policies alone are not sufficient to build an inclusive workplace. A commitment to inclusion requires a genuine effort by senior management to ensure that everyone in the organisation is supported and respected regardless of their age, disability, race, religion or belief, sex, sexual orientation, social backgrounds, and pregnancy or maternity. It should not be treated as a "box-ticking exercise".

Senior leaders play an important role in delivering workplace inclusion. They must be vocal about the benefits of embracing people from diverse backgrounds, and believe that workplace inclusion can drive stronger performance and business results ([CBI, Time for Action, 2016](#)).

“

Diversity is any dimension that can be used to differentiate groups and people from one another.

”





Current state of diversity and inclusion in PR and communications

Over the years, the PRCA has tracked diversity within the PR and communications industry through the PR Census, which is the most comprehensive analysis of the industry. Ethnic diversity has remained static over the last six years.

Our PR Census in 2011 revealed that 92% of the industry's workforce was White and 89% British.

When we surveyed the industry again in 2013, we found that the industry's workforce was 91% White and 90% British. Finally, our 2016 figures revealed that the industry is 91% White and 83% British.

However, encouragingly, according to the Census in 2016, the younger the individual, the less likely they are to be White British.

Gender

64% of the industry are women. This majority has remained relatively static since the PR Census in 2011. However, women are persistently underrepresented at senior management levels. According to the 2016 figures, women outnumber men 3:1 between the positions of Account Executive and Associate Director. However, once we get to senior roles such as Board Directors/Partners, 64% of these roles are held by men.

The gender pay gap in 2016 was £9,111. The gender pay gap is the difference between the hourly earnings of men and women as a percentage of men's earnings. It represents a difference in the average pay rather than men and women being paid differently for the same job (this is illegal under the Equality Act 2010). The most common explanation for the gender pay gap in the industry (and most other industries) is that women are underrepresented in senior management roles due to pregnancy and maternity

leave, unconscious bias, and fewer promotions.

This is why, on average, men in the industry have higher average earnings, given that there are more men in senior management roles with higher salaries.

Disability

According to the 2016 figures, 2% of PR and communications practitioners consider themselves to have a disability. Freelancers or independent consultants are most likely to be disabled, with 6% of that section of the industry considering themselves to be disabled. However, 78% of the industry believe that there are no significant obstacles to employing disabled people.

Sexual orientation

In terms of sexual orientation, 85% of the industry describe themselves as heterosexual. Around 4% of the industry describe themselves as gay, 90% of which are men. 2% describe themselves as bisexual and 10% of respondents preferred not to say.

Why does the PR and communications industry have a 'diversity problem'?

It is crucial to understand why the industry suffers from a lack of diversity in order to find solutions to ultimately make workplace inclusion a priority.

In 2012, the PRCA commissioned a report - Broadening Access to the PR Industry - to examine the state of diversity in PR and communications and gain an understanding why the industry was not successful at recruiting people from diverse socio-economic and ethnic backgrounds.

The report cited research from Business in the Community's 2010 report Aspiration and Frustration, which examined BAME perceptions of various industries and found that the media industry (including PR and communications) was perceived to be the most difficult to enter. Similarly, awareness about what the industry does was low among ethnic minorities.

More importantly, the report argues that there are subtle barriers to entry with little guidance about how to enter the industry. The widespread "old boy's network", which allows friends and families to take advantage of connections, can be another hindrance to diversity.

The shortage of representation of ethnic minorities in the industry perpetuates the lack of awareness of the industry among BAME candidates. Several studies have documented the importance and impact that aspirational role models have on younger people. If ethnic minorities continue to see the industry dominated by white male leaders then they will always assume that the industry is closed off to them.

Ethnicity is just one aspect of diversity. We also need to think about fair representation of women, people with disabilities, and people with different sexual orientation, in order to change the perception of the PR and communications industry.

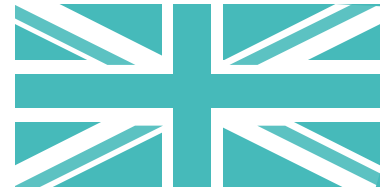
Unconscious bias can also influence recruitment decisions, promotions, and performance perceptions. Unconscious bias occurs when people favour others who look like them and/or share their values. For example, a person may be drawn to someone with a similar educational background, from the same area, or who is the same ethnicity as them ([Acas](#), [Unconscious Bias](#)).



The PR and communications industry in numbers

People

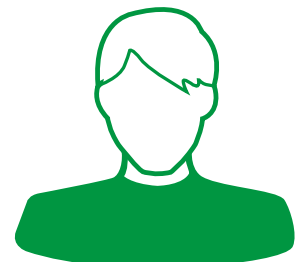
83% British



91% White

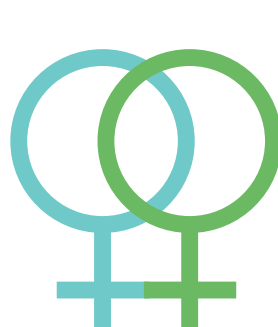
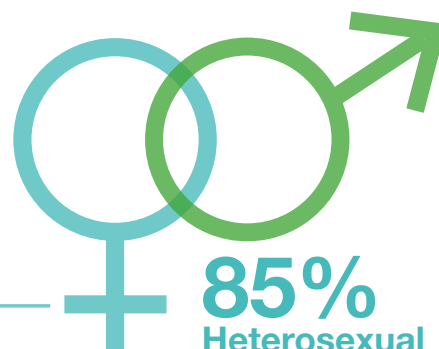


64%
Women



36%
Men

Sexual orientation



6%
Gay/Bisexual

10%
Preferred
not to say



Case study Cicero

Cicero aims to be industry leader in diversity and inclusion and they have set themselves some ambitious targets. These were set at board level, with senior management engagement and were publicly disclosed on their website. One of the targets they set was that all employees were to complete unconscious bias training by year end, 2017.

It didn't need much persuasive 'buy in'. Morally - let's all seek to understand how we can be better. Business case - crystal clear. Diverse teams are essential for creative ideas and reaching diverse audiences. From their CEO to their interns and freelancers, everyone was to take part in this compulsory module. The unconscious bias training had numerous agreed objectives. It would help to improve senior management decision making in recruitment, task allocation, and promotions. More generally, it would help them all be more mindful in their day to day interactions, facilitate a more inclusive workplace culture and highlight that they were taking this seriously, as a companywide responsibility.

Once they had established their objectives, finding a training partner that suited their organisational needs and culture was crucial. Often unconscious bias training is seen as a tick box exercise. If you don't get this part right engagement will be low, and your objectives will not be met. For them, it was all about developing trust and a bespoke partnership with joint content creation that would resonate with their employees. From the working examples they used and how they grouped the training to ensuring mental health was included amongst the diversity characteristics and practicing mindfulness, together with SceneChange, they created the right programme for their needs.

Communication was also key to engagement and success. They ensured regular and consistent formal and informal internal communications about the importance of the training, which not only came from the talent department but also senior leadership. To ensure everyone felt comfortable and got the most out of the training delivery, they split the workshops into two; one focussed on senior leaders and the other was more general. The content was very similar, however in the senior leader's workshop they spent more time on recruitment and role modelling topics.

The training helped everyone to understand that we all subconsciously process information that can result in bias decision making. They used scientific theories to explain that this is part of human nature and therefore isn't something we should be

ashamed of. It is however something we should talk about, take responsibility for and seek to mitigate, as individuals and teams, wherever possible.

They worked through examples to understand how these biases may affect their decision making and interactions at work. They then challenged their assumptions and worked through ideas and techniques to reduce the impact of their biases and outcomes. One of the unique areas they focused on was the impact of impulsive, quick decision making and stress. They learned how practicing mindfulness can be a great mitigation technique for their unconscious biases. Employee feedback told them that taking time out to slow down and be more mindful was the most useful technique they took from the training and put into practice.

They built employee feedback into the workshop activities to help Cicero realise what further support their employees felt they needed. This paved the way for their next diversity and inclusion initiatives such as further mindfulness training, cross 'in-group' social events, and mentoring programmes. For employees, the value was clear. 92% said that they would be more effective at work as a result of the training and topics covered. Qualitative feedback indicated that the best part of the workshop was understanding that we all have biases, challenging the idea of 'givens' and being prompted to think in different ways. Feedback also told them that people would aim to be more mindful in future decisions and make more effort to be inclusive of people outside of their 'in group'; be that in direct work collaboration or as simple as talking to someone different whilst making a cup of tea!

Kris Makuch, their Digital Director, shares his experience: "The unconscious bias training showed how different environments and cultural factors can form false biases, which should be addressed where possible. The session highlighted how to identify and address such biases as well as reinforce the importance of creating a culture of equal opportunity."

Other sessions such as the 30% club mentoring, coaching training, and their own internal mental health initiative have also helped progress the team culturally where individuals feel safe to highlight any areas for improvement (both personally and as a company). These sessions address new perspectives and ultimately are driving diversity and inclusion to find the top talent regardless of background.



The business case for improving diversity and inclusion

There is a clear moral case for diversity but we must also understand that there is a strong business case, especially in the PR and communications industry.

McKinsey's Diversity Matters report revealed that organisations in the top quartile for diversity are more likely to outperform their non-diverse counterparts. Gender-diverse companies are 15% more likely to outperform, whereas ethnically diverse companies are 35% more likely to outperform. Diverse companies are more likely to win top talent, improve decision making, improve employee satisfaction, and reach a wider customer base.

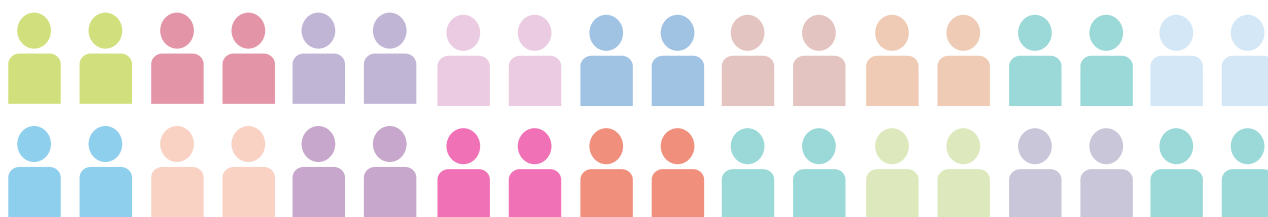
While all industries should focus on achieving diversity in their workplace, the PR and communications industry should make it a top priority due to the nature of its work. The UK population is constantly evolving - the latest estimates suggest that 13.6% of the UK population is non-white ([House of Commons, Ethnic Minorities in Politics and Public Life, 2017](#)). A University of Leeds study estimates that by 2051, ethnic minorities will make up 20% of the UK population.

The PR practitioner's role requires the communication of messages and organisational objectives to often wide-reaching audiences. The industry cannot do this if it is not itself diverse. The industry needs to reflect the audience it communicates to and engages with.

A report published by the CBI, TUC, and EHRC ([Talent Not Tokenism, 2008](#)) found that increasing diversity helps companies understand their customers better, especially when it comes to their spending habits. It has also allowed companies to enter markets they had previously not been able to enter. Finally, it also helps firms to fill skill gaps, as people from different backgrounds will naturally bring a different skill set, which can prove hugely beneficial.

The CBI report Time to Action found that over half of leaders (59%) believe that the lack of diversity in their sector is preventing them from achieving their business' diversity targets. Improving diversity should be a collaborative, industry driven initiative which can foster the sharing of best practice and industry-led solutions to tackling this issue.

35% of ethnically-diverse companies are likely to outperform.





Guidelines on improving diversity

A mission statement or policy document on the company's commitment to making the workplace more inclusive should be the first step in addressing the issue. The following template by Acas is a good starting point.

Example of an equality policy

[INSERT THE ORGANISATION'S NAME] is committed to encouraging equality and diversity among our workforce, and eliminating unlawful discrimination. The aim is for our workforce to be truly representative of all sections of society and our customers, and for each employee to feel respected and able to give their best.

The organisation - in providing goods and/or services and/or facilities - is also committed against unlawful discrimination of customers or the public.

The policy's purpose is to:

- Provide equality, fairness, and respect for all in our employment, whether temporary, part-time, or full-time.
- Not unlawfully discriminate because of the Equality Act 2010 protected characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including colour, nationality, and ethnic or national origin), religion or belief, sex (gender), and sexual orientation.
- Oppose and avoid all forms of unlawful discrimination. This includes in pay and benefits, terms, and conditions of employment, dealing with grievances and discipline, dismissal, redundancy, leave for parents, requests for flexible working, and selection for employment, promotion, training, or other developmental opportunities.

The organisation commits to:

- Encourage equality and diversity in the workplace as they are good practice and make business sense.
- Create a working environment free of bullying, harassment, victimisation, and unlawful discrimination, promoting dignity and respect for all, and where individual differences and the

contributions of all staff are recognised and valued.

This commitment includes training managers and all other employees about their rights and responsibilities under the equality policy. Responsibilities include staff conducting themselves to help the organisation provide equal opportunities in employment, and prevent bullying, harassment, victimisation, and unlawful discrimination.

All staff should understand they, as well as their employer, can be held liable for acts of bullying, harassment, victimisation, and unlawful discrimination, in the course of their employment, against fellow employees, customers, suppliers, and the public.

- Take seriously complaints of bullying, harassment, victimisation, and unlawful discrimination by fellow employees, customers, suppliers, visitors, the public and any others in the course of the organisation's work activities.

Such acts will be dealt with as misconduct under the organisation's grievance and/or disciplinary procedures, and any appropriate action will be taken. Particularly serious complaints could amount to gross misconduct and lead to dismissal without notice.

Further, sexual harassment may amount to both an employment rights matter and a criminal matter, such as in sexual assault allegations. In addition, harassment under the Protection from Harassment Act 1997 – which is not limited to circumstances where harassment relates to a protected characteristic – is a criminal offence.

- Make opportunities for training, development and progress available to all staff, who will be helped and encouraged to develop their full potential, so their talents and resources

can be fully utilised to maximise the efficiency of the organisation.

Decisions concerning staff being based on merit (apart from in any necessary and limited exemptions and exceptions allowed under the Equality Act).

- Review employment practices and procedures when necessary to ensure fairness, and also update them and the policy to take account of changes in the law.
- Monitor the make-up of the workforce regarding information such as age, gender, ethnic background, sexual orientation, religion or belief, and disability in encouraging equality and diversity, and in meeting the aims and commitments set out in the equality policy.

Monitoring will also include assessing how the equality policy, and any supporting action plan, are working in practice, reviewing them annually, and considering and taking action to address any issues.

The equality policy is fully supported by senior management and has been agreed with trade unions and/or employee representatives [INSERT DETAILS AS APPROPRIATE].

Details of the organisation's grievance and disciplinary policies and procedures can be found at [INSERT DETAILS AS APPROPRIATE]. This includes with whom an employee should raise a grievance – usually their line manager. Use of the organisation's grievance and/or disciplinary procedures does not affect an employee's right to make a claim to an employment tribunal within three months of the alleged discrimination.

Note: This template is an example an employer can adapt or develop to meet its needs. For more information, see the Acas guide, Prevent Discrimination: Support Equality.



Monitoring: “what gets measured, gets done”

The first step in improving diversity in the workplace is examining its current state.

This might be an easier exercise at smaller organisations, which can achieve a greater understanding of their employees by monitoring data such as gender, ethnicity, nationality, sexual orientation, and disability by asking their employees to fill out a form or survey. In addition to this, employers might consider monitoring the socio-economic background of their employees by researching factors such as whether employees were on free school meals, asking about parental income or wealth, parental occupation, schools they attended, and home postcodes during their childhood.

These questions can feel intrusive and may be difficult to monitor but they are vital in providing a better picture of an employee's socio-economic background. This should apply to new employees as well as potential recruits as well.

In order to draw conclusions about the state of diversity within the workplace, it is important to compare this data to information which has been previously collected within your organisation, and also in your industry, other industries, and within national research such as ONS statistics.

To the right is the template questionnaire that Professions for Good recommends as part of its 2012 Social Mobility Toolkit.

Under the Equality Act 2010, no one is obliged to answer monitoring questions due to their personal and intrusive nature. Therefore, it is crucial to educate employees on the value of analysing this data for a better equality policy. It is also worth noting that the response rate might be higher if employees are allowed to respond anonymously.

If the data collection exercise produces significant disparities, then an equality impact assessment can help identify the root cause of discrimination. By identifying any barriers and removing them, employers can promote equality and improve participation for people from disadvantaged backgrounds.

1 Did any of your parent(s) or guardian(s) complete a university degree course or equivalent (eg, BA, BSc or higher)?

Yes No I don't know

2 What type of school did you mainly attend between the ages of 11 and 16?

- A state-run or state-funded school
- Selective on academic, faith or other ground
- Non-selective
- Independent or fee-paying school
- Attended school outside the UK
- I don't know

3 Which of these qualifications do you have to date? (Please tick all that apply)

- 1 - 4 O levels / CSEs / GCSEs (any grades), Entry Level, Foundation Diploma
- NVQ Level 1, Foundation GNVQ, Basic Skills
- 5+ O levels (passes) / CSEs (grade 1) / GCSEs (grades A* - C), School Certificate, 1 A level/2 - 3 AS levels/VCEs, Higher Diploma
- NVQ Level 2, Intermediate GNVQ, City and Guilds Craft, BTEC First/General Diploma, RSA Diploma
- Apprenticeship
- 2+ A levels/VCEs, 4+ AS levels, Higher School Certificate, Progression/Advanced Diploma
- NVQ Level 3, Advanced GNVQ, City and Guilds Advanced Craft, ONC, OND, BTEC National, RSA Advanced Diploma
- Undergraduate degree (eg, BA, BSc)
- Master's degree (eg, MA, MSc)
- Doctorate degree (eg, PhD)
- NVQ Level 4 - 5, HNC, HND, RSA Higher Diploma, BTEC Higher Level Professional qualifications (eg, teaching, nursing, accountancy)
- Other vocational/work-related qualifications
- Non-UK qualifications
- No qualifications

4 Did either (or both) of the following apply at any point during your school years?

Your household received income support

Yes No I don't know

You received free school meals

Yes No I don't know



Equality impact assessments

Acas has published a useful guide to equality impact assessments. These assessments allow you to consider the impact on equality of your corporate policies and revolves around the following core questions:

- What is the purpose of the policy?
- How is it seeking to achieve this?
- Who benefits and how? Who, therefore, does not benefit and why?
- What are any “associate aims” attached to the policy?

You may, for example, have a number of employees working part-time and an equality impact assessment could reveal that your current pay rise policy has resulted in a disproportionate number of that group receiving the lowest possible pay rise this financial year when compared to full-time employees. In all cases, further investigation is needed: uncovering difference is a natural part of the process and there may be entirely reasonable and non-discriminatory reasons for some of the differences shown by an equality impact assessment. The point is to ask why these differences exist and whether the reasons are legitimate and legal.

Acas recommends following the four-fifths rule to identify whether a difference can be considered genuinely significant: this is a “rule of thumb” way of accessing difference and suggests that if any group is less than four-fifths of the rate of the group with the highest success rate, it may indicate bias.

Using an example to explain the four-fifths rule, imagine that a consultancy has recruited for 15 new entry-level positions. During that process, the consultancy interviewed 100 people who were equally split between men and women. Of the people who were hired, ten were men and five were women:

- Male success rate of ten hires from 50 male applicants expressed as a percentage: 20%

- Female success rate of five hires from 50 female applicants expressed as a percentage: 10%
- Four-fifths of the success rate for the group with the highest percentage (here, men): 16%
- In this example, there is a significant disparity because the female success rate of 10% is less than four-fifths of the male success rate of 20%. To comfortably say that there was no significant disparity, the difference would need to be far less pronounced.

Social Mobility Employer Index

The Social Mobility Foundation and the Social Mobility Commission launched its Social Mobility Employer Index in early 2017. The index ranks employers on the contribution they make to social mobility and how open they are to talent from all backgrounds.

The Index is free to enter and all organisations receive an individual feedback report, identifying things that are being done well and highlighting areas for improvement. Employers are not expected to be able to answer every question or achieve a perfect score, instead the index is designed to provide a framework for employers to work towards. Organisations can choose to enter anonymously, and the Social Mobility Foundation only publishes a list of the Top 50 employers.

The PRCA strongly welcomed the launch of the index and we encourage our members and the wider industry to participate in this initiative.

As a final incentive, companies should include diversity as a key performance indicator, making it an annual objective in senior management appraisals to ensure that positive action is being taken to improve diversity across the board.

To find out more about the Social Mobility Employer Index please visit their [website](#).

About: PRCA Communications Management Standard

The PRCA's CMS audit is the hallmark of PR excellence. It assesses whether a business is well-run with all the correct systems and structures in place. Diversity is one of the core areas that consultancies and in-house teams are scored on. CMS is a useful monitoring tool, which helps consultancies to assess whether their diversity policy is fit for purpose. It also guides members through the process of putting together an in-depth diversity policy.

The diversity module covers the following criteria:

- Is there a diversity and equality policy in place that demonstrates best practice?
- Is there a process to support managers and employees with diversity and equality (e.g. through training)?
- Is there a process to ensure diversity and quality guidelines are followed when recruiting?
- Is there a process to ensure that diversity and equality policies are followed throughout the new starter process?
- Does the consultancy measure how diverse the workplace is?
- What modifications have been made to accommodate diversity and equality?
- Is there a structured recruitment process for interns?
- Does the gender pay gap feature in the overall objectives and key policies of the company?

To find out more about CMS, please visit our [website](#).



Fair and transparent recruitment

dynamo

Recruitment practices must also be looked at when addressing diversity in the workplace. Recruitment practices must change in order to attract diverse candidates or make sure they go through the final stages of the interview process.

In many cases, unconscious bias has an impact on an organisation's ability to recruit a diverse workforce. An unconscious bias occurs when people favour others who look like them and/or share their values. In many cases people are more likely to be drawn to someone who shares their ethnic or educational background.

However, given the ethnic and socio-economic background of the industry, it can be a significant barrier to diversity. Our PR Census 2016 also revealed that despite the fact that women make up 64% of the industry, most of the senior management team are men, which can also impact recruitment or promotion decisions.

Acas recommends the following steps to overcome unconscious bias ([Acas, Unconscious Bias](#)):

- Be aware of unconscious bias.
- Don't rush decisions, rather, take your time and consider issues properly.

- Justify decisions by evidence and record the reasons for your decisions, for example during a recruitment exercise.
- Try to work with a wider range of people and get to know them as individuals. This could include working with different teams or colleagues based in a different location.
- Focus on the positive behaviour of people and not negative stereotypes.
- Employers should implement policies and procedures which limit the influence of individual characteristics and preferences.

Another way of limiting the impact of unconscious bias is to ensure that interview panels are made up of more than one person and should ideally include individuals from different backgrounds to help eliminate bias.

Finally, name-blind recruitment, where an employer removes information such as name, gender, and age from their application form, can overcome possible discrimination or unconscious bias. Name-blind recruitment might also give disadvantaged groups the confidence that their application will be considered without prejudice, which could encourage more applications from candidates with diverse backgrounds.

Case study Dynamo PR

Dynamo PR has launched the PR and communications industry's first blind recruitment drive - stripping out of the process names, education, and gender in a bid to end HR bias and attract candidates no matter their background, ethnic group, disability, age, or gender.

Candidates wishing to reply to the advert are asked to forgo the usual CV submission process and instead asked to submit their application anonymously. Candidates are even asked not to reveal their email address, as this too can reveal identity and create recruitment bias. The campaign can be seen at: www.dynamopr.com/blindrecruitment.

Those applying are asked a series of questions to help understand prioritisation of tasks, media understanding, and how the media world is being disrupted at record pace.

The campaign has been endorsed by both the PRCA and Taylor Bennett Foundation as best practice.

Paul Cockerton, Co-CEO, explains: "This reduces the opportunity for any unfair or unconscious bias in candidate selection. In our experience it is clear that whether you have a degree or not has no relation as to whether you can have a successful PR career. Companies that unwittingly or otherwise apply broad filters at the early stage of a recruitment are putting unfair bias into the selection process as well as missing out on a huge pool of talent that we've seen can provide immense value to the PR industry."





TAYLOR BENNETT FOUNDATION

Placing job adverts

Job adverts must also be accessible to all candidates, and so placing adverts on different websites and advertising jobs in different ways might help attract more diverse candidates. Placing job adverts repeatedly on websites such as LinkedIn and Indeed Jobs will likely result in people from a similar background applying for a job.

There are websites and recruitment services that specifically cater to people from disadvantaged groups. For example, RARE is a recruitment service that works with diverse candidates and they have a wide pool of candidates from different socio-economic and ethnic backgrounds. Working with organisations like RARE can give organisations access to a completely different talent pool. More specifically the Taylor Bennett Foundation, the PRCA's charity partner, works with young people from diverse backgrounds and connects them with organisations in the PR and communications industry.

Finally, advertising vacancies on websites such as Proud Employers, which is a portal specifically used by LGBT candidates, can attract employees from the LGBT community.

Above all, if companies are to improve their diversity, they must advertise jobs openly rather than rely on social and familial networks.

About: The Taylor Bennett Foundation

The Taylor Bennett Foundation provides training and mentoring programmes to encourage black, Asian, and ethnic minority graduates to pursue a career in PR and communications.

The foundation offers three programmes, through which graduates can access the PR and communications industry.

The Training Programme

During this programme, six trainees join the foundation on a full-time basis for ten weeks, during which they:

- Attend informative sessions on media, business, and PR.
- Engage with agencies and professionals in the industry.
- Receive career counselling.
- Complete regular practical assignments.

Trainees also receive an allowance while taking part in this programme which covers their living and travel costs.

The Mentoring Programme

This programme offers BAME students and graduates the opportunity to receive mentoring from a PR and communications practitioner to guide them through the process of finding their first job in the industry.

The Work Placement Programme

The Summer Starts programme offers 50 BAME students and graduates a paid work placement in the industry. The programme begins with a one-week training programme at the London College of Communication followed by a four-week placement at a leading agency or in-house team.

To find out more about the Taylor Bennett Foundation, please visit their [website](#).



Job descriptions

The CBI report Time to Action notes the importance of crafting the right job description to ensure the right people are applying. The CBI recommends focusing on skills and competencies rather than education and work experience. This can encourage candidates from disadvantaged groups to apply, especially for entry-level positions.

Companies must consider whether having a degree is absolutely essential for a particular job, or whether the job could be done by someone with sufficient vocational training. In 2016, EY removed university degree classification from their entry criteria and it has since found an increase in candidates from lower socio-economic backgrounds among their graduate intake ([CBI, Time for Action: The Business Case for Inclusive Employers, 2016](#)).

It is also worth considering how job adverts may not be accessible to people with disabilities. Under the Equality Act 2010, it is illegal to discriminate against disabled people at any stage of the recruitment process. Therefore, employers must ensure that job adverts accessible to all, whether they are disabled or not.

Employers should consider the following points when writing job adverts:

- Use a font that is easy to read and large enough to read.
- Make sure that they don't exclude any section of the community.



In 2016, EY removed university degree classification from their entry criteria and it has since found an increase in candidates from lower socio-economic backgrounds.



- State clearly that applications are welcome from all sections of the community and that you have an equal opportunities policy.
- Include in your person specification only the skills and experience which are vital to the job.
- Do not set criteria which automatically exclude certain groups, for example stating that applicants must have a driving licence when there is no requirement for travel within the role.
- Provide the contact details of someone in your organisation who can provide further information and discuss any reasonable adjustments that the applicant may need.
- Offer alternative formats for applications, for example if the application is to be made online, provide a paper based form as an alternative.

Finally, it is estimated that over half of UK employers offer flexible working but that it is advertised in fewer than one in ten job adverts. Several people may need to work flexibly if they are parents or carers. Furthermore, some people may prefer working flexibly if they have a disability or suffer from mental ill health. Candidates who require flexible working may be discouraged from applying to companies that don't offer this opportunity or advertise it openly.



Accommodating disability

The Equality Act 2010 makes it unlawful to discriminate against employees because of a mental or physical disability.

Under the Act, a person is disabled if they have a physical or mental impairment which has a substantially adverse and long-term effect on their ability to carry out normal day-to-day activities. In the workplace, such activities are taken to include things like using a telephone or computer, interacting with colleagues, following instructions, driving, and carrying everyday objects.

According to Government statistics, nearly 7 million people of working age in the UK are disabled or have a health condition ([DWP, Employing Disabled People and People with Health conditions, 2017](#)). That being said, only 2% of PR and communications practitioners consider themselves to have a disability.

Employers must make reasonable adjustments to support disabled job applicants and employees to ensure they can overcome any substantial disadvantages they may have in doing their jobs. Often reasonable adjustments involve little or no cost such as modifying or acquiring equipment and providing training or mentoring.

Employers must also help with the extra costs disabled people face in work such as adaptations to equipment, communication support at interviews, and special aids and equipment. Jobcentre Plus has an Access to Work initiative which can help fund these costs. It is a specialist disability service that provides practical advice and support to disabled people. You can find more information about the fund [here](#).

In addition, there is extra support for small business with 25 or fewer employees. Jobcentre Plus helps employers recruit and retain staff with a disability or health condition. Support includes: matching candidates to jobs, advice on workplace adaptations, and

help arranging in-work support from local community specialists.

These regulations apply to employees that become disabled or have a change in their impairment or health condition that means they could face barriers to remaining in work.

Mental health

Mental ill health is often forgotten about and stigmatised in the workplace, mostly because in many cases it is not obvious that someone is suffering from a mental health condition. However, mental ill health is clearly covered under the Equality Act and employees suffering from any mental health conditions must be given the support they require to operate in the workplace.

Raising awareness and managing mental health is a vital issue in the PR and communications industry. According to the PRCA Mental Health Survey, 59% of PR and communications practitioners have suffered from mental ill health. Alarmingly, over 90% of PR and communications employers said they had no formal mental health policy. Finally, 37% of employees said they would not feel comfortable discussing their mental health with their managers.

There are several resources by charities such as Mental Health First Aid, Mind, and Business in the Community, that can guide employers in managing the mental health of their employees. The PRCA launched its Mental Health Toolkit on World Mental Health Day 2017 in order to give PR and communications practitioners the tools to manage their mental health. The toolkit also aims to help line managers and agency heads address issues surrounding mental health in their workplace.

You can access the toolkit [here](#).

“
Only **2%**
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In addition, FuturePProof released a report for the PRCA on the state of mental health in the PR and communications industry ([FuturePProof, Exploring the Mental Wellbeing of the Public Relations Profession, 2017](#)). Here are their recommendations:

- Make mental health and wellbeing a priority issue within your management team.
- Provide clear signposting and training to all employees and managers on policies and procedures.
- Where resources do not exist within an organisation, access external support such as the resources listed in this report.
- Create safe environments to encourage staff to talk about how they feel with each other and with managers.
- Consider flexible working and home working as solutions to help employees manage their work lives and personal lives.
- Provide proactive employee support for mental health and wellbeing, this can include: employee assistance programmes; subsidised exercise mental health awareness training; and wellness action plans.

The Government has advice on how to support employees and prospective employees with specific conditions such as mental health, visual impairments, physical impairments, and hearing conditions.

You can access the guidance [here](#).



90% of employers don't have a mental health policy.





FORSTER COMMUNICATIONS

Case study Forster Communications

Progress never sleeps

Creating an inclusive culture is at the heart of everything they do. Strongly embedded flexible working practices, including shared core hours with a flexible start/finish time, and the option to work from home are offered to all employees. Life-long learning is encouraged and the team are in the driving seat of their own personal development with ambitious targets set for time spent on L&D. Built into personal development reviews is a discussion around the individual's personal needs to make sure that regular check-ins and reasonable adjustments are being made; whether it's to their environment or workload.

They incentivise and provide training on elements around their team's physical health, which they know is fundamentally linked to mental health, like active travel and good nutrition. They run sessions with nutritionists and mindfulness experts, schedule regular running and walking clubs and reward extra holiday for cycling or walking to work.

Crucially, they provide specific support and training on mental health; from themed activities to help reduce the stigma, like paid-for coffee catch ups on Time to Talk day, to training around having sensitive conversations. They undertook an independent workplace health-check comparing the business perspective to their employee's perception which highlighted areas for development and they have a trained mental health first-aider on the team.

Their client work in the last year has included the development of a series of free mental health toolkits for businesses; including mental health, musculoskeletal health, suicide prevention and post-vention (what to do in the aftermath of a suicide). Underlying all of this is regular reporting to the Board on key metrics and indicators across all of these areas, ensuring mental health issues are being discussed at that level. They also offer lots of perks in order to help attract and retain the best talent; free breakfast and fruit, massages, early summer getaways, an EAP, paid time off for volunteering, exercise classes during office hours and even trailing new VR

technology for mediation in the office. Ultimately though, they believe it's the strong flexibility and support backed up by good communication and employee engagement, rather than a bunch of bananas or a giant Jenga in the office, that really make the difference.

So what does this look like in terms of impact?

Last year they were named Britain's Healthiest Workplace, in both the 'overall' and 'healthiest employee' categories – up against 160 organisations with a combined workforce of over 370k. They were also named 'Best for the World' in the Overall and Workers categories of B Corporations, putting them in the top 10% of B Corps worldwide – a globally recognised certification for companies who meet rigorous standards of social and environmental performance, accountability, and transparency.

Findings from the BHW survey showed:

- They had 30% lower rates of health related presenteeism and absenteeism than the UK average.
- 100% of their employees who participated (96% of the company) were within the healthy range for mental wellbeing.
- 100% of employees who had used healthy food or physical exercise interventions felt that it had improved their health.
- 41% of their employees are subject to at least one dimension of work-related stress (demands, support, change, relationships strains or role clarity) but 67% had felt that their work-life balance interventions had improved their health and wellbeing.

Tracking their own metrics has shown:

- Their sickness rate has dropped from 3 days per person per year to 2.2 days, compared to 3.3 days for other PR agencies of the same size (PRCA Consultancy Benchmarking 2017).

- Employees regularly working from home has increased by 32%, in the last two years, to 54% of employees.
- Formal flexible working arrangements have increased by 15% in the same period.
- One third of the company now cycle to work.
- Each employee has spent on average 1 day per year volunteering for projects they are passionate about.
- Two thirds of the team say our Wellness in the Workplace programme has kick-started a sustainable positive change in their lifestyle.

What have they learned?

Their experience shows that the most successful ways of supporting employee wellbeing are often the most simple: Provide employees with really accessible options to help them improve their physical health – free fruit in a bowl in the middle of the office rather than chocolate vending machines or lunchtime walking clubs which even an exercise-phobic employee can enjoy.

Build a culture where people feel safe talking about difficulties – which means being explicit about your mental health policies (and having them!), supporting line managers, and visibly walking the walk when it comes to support for those experiencing poor mental health (including stress and anxiety).

Don't rest on your laurels – a thriving, productive and happy workforce needs stimulation and new ideas. Try out new wellbeing initiatives and most importantly, talk to your employees – what benefits do they use the most and particularly appreciate.

Working in social change PR inevitably means working with emotionally-charged topics, so they have made sure that individuals are given headspace after especially difficult interviews or meetings.

Taking five to debrief and share the experience with a colleague provides a critical opportunity to remind each other why this work is so important and the positive impact it will ultimately have.



Flexible working

There are several benefits to introducing flexible working in the workplace, and it can often attract and retain employees from diverse backgrounds. For example, working parents, employees with disabilities, older employees, and carers can all benefit from working flexibly.

All employees have the legal right to request flexible working and make a statutory application- not just parents and carers. Employees must have worked for the same employer for at least 26 weeks to be eligible.

According to the PR Census 2016, the leading form of flexible working in the industry is Flexitime (core hours with flexible start and finish). Around 24% of people work from home at least one day a week. This is particularly popular among senior members of the industry: 38% of Chairmen, Chief Executives, and Managing Directors; 36% of in-house Communications Directors; and 40% of Heads of Unit work from home at least one day a week. This is positive, although it seems as though the opportunity to work flexibly is more likely to be awarded to senior people rather than to all members of staff.

The PRCA Consultancy Benchmarking 2017 survey revealed similar findings. Consultancy HR directors were asked to list all the flexible working options offered to senior and junior employees. The most popular flexible working options offered to employees were the following:

Flexitime, opportunities to work part-time, and opportunities to work from home.

When asked the proportion of employees working from home at least one day a week on average, the average across all PRCA members who took part in the survey was 17%.

We can make a few conclusions based on this data. Opportunities to work flexibly are generally offered to senior members of staff, which can be problematic, especially when junior members of staff may need to work flexibly for health reasons or because they are carers. In addition, it doesn't appear to be the case that it is common for employees to be encouraged to work flexibly. It may even be the case that these policies aren't laid out clearly in an employee handbook. If this is the case, it is less likely that these agencies are advertising their flexible working policies externally through job adverts. As mentioned earlier, this could limit the pool of applicants and discourage candidates from applying if they are looking to work flexibly.

As a starting point, employers should make employees aware of flexible working opportunities in the workplace. If these opportunities are not clearly available, then employers should let employees know they have a statutory right to make a request for flexible working.

24%

of people work from home at least one day a week,

Including

38%

of Chairmen, Chief Executives, and Managing Directors,

36%

of in-house Communications Directors,

and

40%

of Heads of Unit.



Flexible working options offered to employees

| Flexible working option | Junior employees | Senior employees |
|---|------------------|------------------|
| Flexitime - core hours with flexible start and finish times | 51% | 64% |
| Opportunities to work part-time | 62% | 76% |
| Opportunities to work from home | 68% | 88% |

[PRCA, PRCA Consultancy Benchmarking, 2017]



Better internships

Another crucial step in ensuring the industry is recruiting a diverse workforce is to provide more meaningful, better paid internships.

Interns have often been described as the lifeblood of the PR and communications industry. Internships are a vital step on the PR career ladder for many. There is also an expectation that new entrants will go through one or several internships before landing a full-time job. Interns often work full-time and are expected to complete duties that would otherwise be carried out by a paid member of staff. Despite the importance of internships for all parties, there are still a number of organisations that offer unpaid internships.

The practice of unpaid internships has a negative impact on social mobility. Studies by the social mobility charity, The Sutton Trust suggest that unpaid internships favour the “rich”. It costs an intern with no roots in the capital approximately £1,019 a month to live and work in London. A six-month internship in the city is estimated to cost £6,114. The study also estimated that a six-month internship in Manchester would cost £4,962. This is a significant barrier to young people from low-income backgrounds from getting into competitive industries such as PR and communications.

The legislation surrounding the status of interns has been treated as a grey area. According to Government guidance, if an intern is classed as a worker, then they are due the National Minimum Wage. Internships are often incorrectly classified as work placements or work experience; these terms do not have a legal status and are often considered to be voluntary or work shadowing roles

which are not legally required to be paid. Yet there is a clear difference between work experience and internships: work experience tends to be a short-term experience of employment, typically arranged for older pupils by school. However, internships tend to be a minimum of one to six months and the role includes duties often done by a full-time paid member of staff.

In reality, the National Minimum Wage Act is clear on the position of interns and should not be treated as a grey area. Rather there is a problem with enforcing the Act, given that the term “intern” does not have a legal status and is often conflated with work experience. The PRCA considers it a legal requirement to pay intern given that most interns are workers, and therefore should be paid the National Minimum Wage.

At the bottom of the page are the current rates for the National Living Wage (which applies to all employees aged 25 and over) and the National Minimum Wage.

The PRCA recommends that employers in the industry pay their interns the Living Wage or the London Living Wage.

The Living Wage Foundation calculates the real Living Wage every year based on a calculation of household goods and services. They also include a London weighting, given that the cost of living is generally higher in the capital in comparison to the rest of the country. The current living wage is £8.75 across the UK and £10.20 in London. It is a voluntary rate and over 3,800 UK businesses have signed up to the Living Wage Foundation.

You can find out more [here](#).

£6,114
cost of a six-month
internship in London.



The National Living Wage / National Minimum Wage

| Year | 25 and over | 21 to 24 | 18 to 20 | Under 18 | Apprentice |
|---|-------------|----------|----------|----------|------------|
| April 2017 <small>(at the time of publishing)</small> | £7.50 | £7.05 | £5.60 | £4.05 | £3.50 |
| April 2018 | £7.83 | £7.38 | £5.90 | £4.20 | £3.70 |



GOLIN

Case study Golin

Golin B&B was conceived to help tackle rising housing costs for those starting a career in London and, to help them increase the geographical diversity and social mobility of their intake.

They have also pushed the boundaries of diversity and inclusion recruitment even further with a new diversity focus to their 'Untership', increasing BAME candidates and doubling their returnship placements in 2017.

1. January 2017 Golin B&B launch

Golin's interns ("Bright Young Things" or BYTs) are offered a relocation allowance for their first month's rent, followed by a 0% loan to help with living costs for the remainder of their internship. They reimburse interview travel costs, advise on budgeting, lifestyle and commute requirements, relocation essentials (such as SIM card and transport maps), and provide a Golin B&B buddy to offer local tips.

2. BYT programme

Their interns have line managers who work with them on strong objectives, a structured training programme and extensive on-the-job learning:

- Typically 4 interns every 4 months e.g. 1 x healthcare, 1 x B2B/tech, 2 x consumer.
- BYTs have one anchor account to concentrate on as well as ad-hoc projects on other accounts.
- Managers agree clear objectives with them in first week.
- Each intake has a BYT project; last one was to create a BYT handbook for new BYTs.
- Introductions to each Golin G4 community and welcome breakfasts.
- Bi-weekly catch-ups as a group, to reflect on work completed, use each other for advice.
- Pool of ex BYTs in business acting as mentors.
- Access to all Golin perks - pay day drinks, Summer/Christmas party, drinks trolley, Friday breakfast, Employee Assistance Programme, Health and Wellness Allowance, and sports clubs.

3. Put diversity at the heart of the Untership

Golin's Untership reaches 'unconventional' candidates by paying for two months of adventure, followed by a unique internship placement each year. In 2016, they looked for an unlikely creative candidate but in 2017 they focused on finding an unlikely talent from a diverse background. The application was CV-free, open to anyone and shortlisted candidates created a video introduction of themselves and their adventure pitch. The three finalists came into the office and were given £25 and two hours to have a mini adventure in London. Then, they came back and presented their footage to the whole agency.

Their 2017 Untern candidate, Leslie Latchman, was a self-titled rebel from Birmingham who was kicked out of school for bad behaviour. He turned his life around with karate and its discipline and finished his degree at Manchester Metropolitan University. On his two-month adventure, he went to Norway, Denmark, and Latin America to visit the happiest countries on the planet (according to the UN Happiness Report and the 'alternative' Happy Planet Index) seeking out the true meaning of happiness.

4. Improved diversity

As part of their strategy to increase diversity, all their internship advertising specifically targets UK social mobility cold spots and non-Russell Group universities. They also work closely with The Social Mobility Foundation and Taylor Bennett Foundation (TBF) to support BAME and social mobility students into the industry.

5. Doubled their returnship placements

The Back2Businessship returnship programme, now in its 3rd year, focusses on rediscovering talented women (and men) who took a career break after children and to address the brain drain of senior women leaving the workforce.

Following their 2015 and 2016 programmes (in partnership with f1 Recruitment), they identified successful returnship placements as the key. A returnship (an internship for someone returning to the workplace) fills the CV gap, increases skills and builds confidence. Laura Weston, now their exceptional marketing director, came to them on their first 3-month returnship placement in 2015. Following the 2016 course, they were delighted to offer two talented candidates, Jane Bateman and Jacqui Sanders placements in their corporate and health teams respectively. Jacqui is now in a senior permanent role at FleishmanHillard Fishburn and Jane has a number of promising opportunities in progress.



About: PR Internships For All

In 2014, the PRCA and PRWeek joined forces to lead a concerted drive to bring more young people from diverse backgrounds into the PR and communications profession at entry level.

PR Internships For All – PRIFA for short – is designed to change the socio-economic make up of interns, by getting the UK’s leading agencies to commit to taking talented young interns from other ethnic and socio-economic backgrounds.

Agencies are tasked with hiring a set number of paid interns from universities outside the Russell Group within 12 months.

All interns must be hired for at least a month and be paid at least the Living Wage.

Participating agencies can enter the [PR Internships Awards](#) for free, and benefit from ongoing coverage throughout the campaign.

Non-Russell Group universities can also join the campaign as partners. The PRIFA campaign provides the opportunity for partner universities to introduce their interns to agencies in the programme.

PR and communications agencies taking part are invited to get in touch with details of internships that they are seeking to fill, which will be placed on the PRCA jobs board and distributed to relevant participating universities.

To find out more, please visit the [PRCA website](#).

BME PR Pros/ PRWeek Mentoring Scheme

The BME PR Pros/PRWeek Mentoring Scheme is about BME leaders and rising stars joining forces to promote diversity and support the careers of talented BME professionals keen to progress to the next stage of their careers - be it from Account Manager to Account Director, agency to in-house, MD to agency owner.

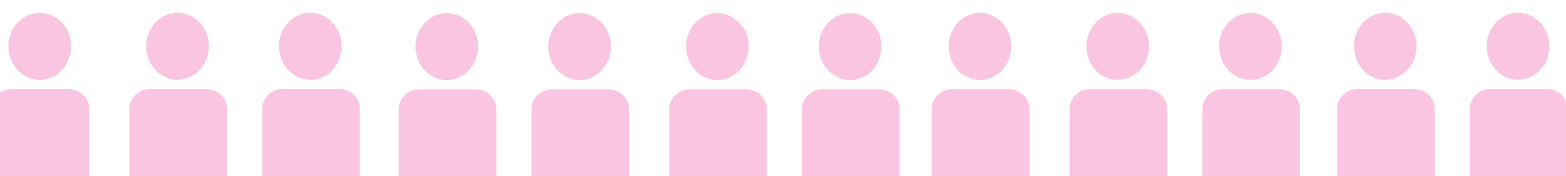
BME PR Pros aims to promote BME diversity in PR and communications. The initiative was founded by – and is led by – Elizabeth Bananuka.

All BME PR Pros events are delivered by speakers from black, Asian and minority ethnic backgrounds and all content on the site is produced by BME professionals.

BME PR Pros is unfunded. Speakers, mentors and writers all contribute their time and/or content for free.



All interns must be hired for at least a month and be paid at least the Living Wage.





Apprenticeships

The PRCA has always championed the “work while you earn” model of apprenticeships – the ability to learn and gain practical on-the-job training is incredibly valuable. The rising cost of tuition fees means that many young people are looking for alternatives to a university education.

Offering apprenticeships will not automatically improve diversity. Employers must be proactive in their approach, to ensure that they are targeting candidates from diverse backgrounds. The 2017 Annual APPG on Apprenticeships Report found that 28% of applicants are from a BAME background, yet only 10% of those start apprenticeships.

We need to engage with young people from a very young age about the value of apprenticeships. It is even more important to communicate with BAME families who tend to undervalue apprenticeships. Business in the Community’s report, *Aspiration and Frustration*, found that teachers, schools, and parents often discourage students from taking the apprenticeships route.

Schools’ outreach programmes can help to communicate the value of apprenticeships properly and can help dispel any negative perceptions of taking an alternative route to learning. They can also help raise awareness about the PR and communications industry. Companies must be proactive in their recruitment approach if they are truly committed to increasing diversity, and must engage with diverse potential applicants rather than waiting for them to apply.

About: The PR Apprenticeship

The PRCA runs the PR Apprenticeship, which is a Level 4 Higher Apprenticeship in Public Relations. It is equivalent to a foundation degree. During the apprenticeship, apprentices are employed by a PR and communications agency or in-house PR team on a 15-month fixed term contract.

All apprentices work full time whilst completing on-the-job training and assessments. Each PR Apprentice is assigned an assessor by the PRCA who visits them once a month. The assessor sets and structures their work, and provides on-going support. All PR Apprentices are paid at least the National Minimum Wage for their age.

The PRCA is the only PR training provider on the Government’s register of apprenticeship training providers.

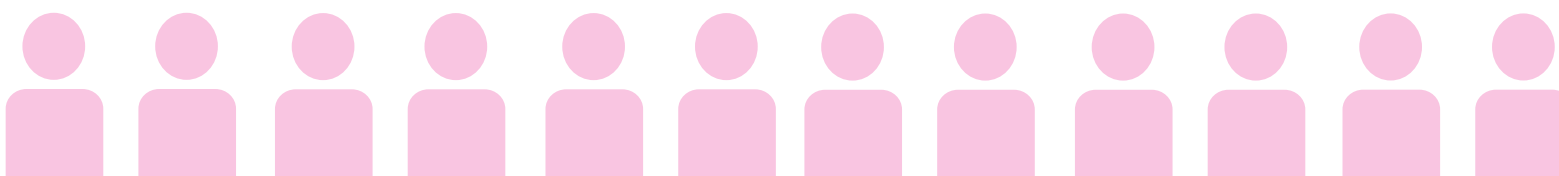
At the end of the apprenticeship, 75% of PR Apprentices stay on in their organisation and 93% continue their career in PR.

To find out more, please visit our [website](#).

You can also contact the PRCA Apprenticeships Manager, Harry Bristow: harry.bristow@prca.org.uk.

75% of PR Apprentices stay on in their organisation.

93% continue their career in PR.





Managing a diverse workforce

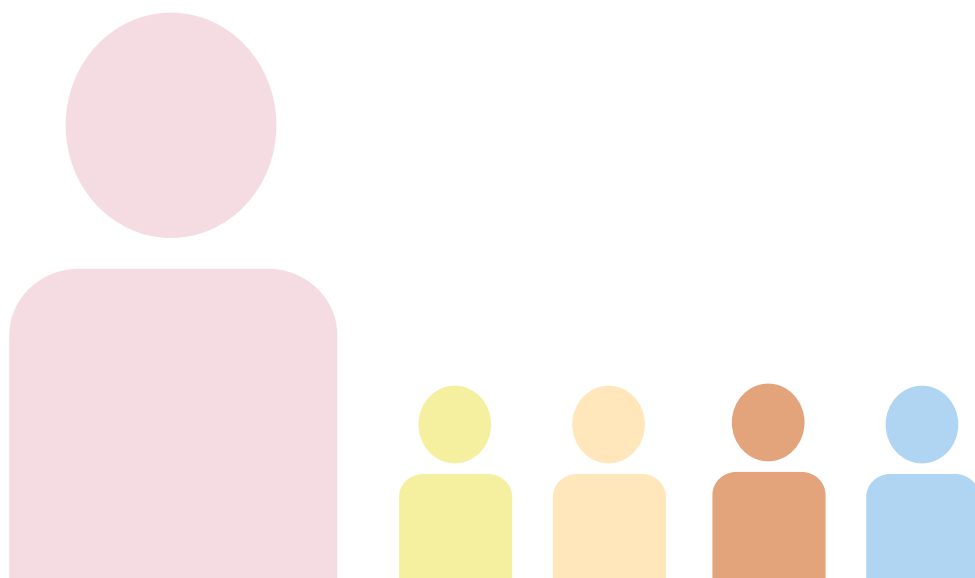
The need for good diversity and inclusion does not end once recruitment procedures are complete. Leaders should also be mindful of the following tips to maintain diverse management of the workplace.

- Senior leaders should embrace diversity and spread this message throughout the workforce so that employees from minority groups feel comfortable and empowered in their workplace.
- Invest in diversity training to ensure that all employees and managers are aware of the sensitivities of working with people from diverse backgrounds. This will encourage appropriate behaviour and a lack of conflict in the workplace.
- Provide mentoring and sponsorship schemes for junior members of staff, especially employees from disadvantaged backgrounds.
- Companies should encourage senior leaders to undertake reverse mentoring with individuals from diverse backgrounds, to better understand their unique position and enable them to make a more positive impact on diversity.
- Make sure that all managers go through unconscious bias training, to understand where their bias lies and overcome them when making recruitment and promotion decisions.

“

Senior leaders should embrace diversity and spread this message throughout the workforce so that employees from minority groups feel comfortable and empowered in their workplace.

”





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