

## Social Cohesion Workshop, 17<sup>th</sup> August 2018

### Attendees

<ul style="list-style-type: none"> <li>• Jim Rea, CRH</li> <li>• Sylvia Gaudino, Dawn Meats</li> <li>• David O’Flynn, Dawn Meats</li> <li>• Gerry Keating, Deloitte</li> <li>• Ken Scully, M&amp;S</li> <li>• Mia McCarthy, SSE</li> <li>• Elizabeth Arnett, Ulster Bank</li> <li>• Sinead Patton, Veolia</li> <li>• Julianne Elliot, Veolia</li> <li>• Laura Gillions, Veolia</li> </ul>	<p>From BITCI:</p> <ul style="list-style-type: none"> <li>• Aideen O’Dochartaigh</li> <li>• Bernadette Phelan</li> <li>• Germaine Noonan (Education)</li> <li>• Celine Hamill (Employment)</li> </ul> <p>With apologies from Oonagh O’Reilly, eir, and Natalie Hodgess, Vodafone</p>
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### Actions

1. BITCI to revise framework and test with additional Leader companies – HR Directors identified as key consultees
  2. BITCI to perform stakeholder consultations
  3. BITCI to send case study template
  4. BITCI to present draft of position paper in advance of next sub-group meeting late Sept/early Oct
- 5. Ask for sub-group members:**
- List of **key stakeholders** you think are important to consult with prior to public release of the position paper, and to support our on-going ambitions
  - **Relevant case studies** within your company that address the themes of the framework
    - BITCI will forward case study template in due course; communicating these success stories will be important part of the position paper
  - **Tools for measurement**
    - Forward details of your current KPIs in social cohesion area
    - Forward other insights, projects or suggestions on how to measure success

### Timeline

- Chairs of Leaders’ Group meeting, 20<sup>th</sup> August – Ken Scully attended
- Progress Report issued to CEOs/MDs of Leaders’ Group, 31<sup>st</sup> August
- CEO Roundtable, 6<sup>th</sup> September
- **Sub-group meeting at end of September/early October –review of a full draft of the position paper, and agree on the call to action for BITCI network members**
- Stakeholder consultations to inform position paper - September & October
- Communications approach & plan – to be defined during October
- CEO Roundtable, 14<sup>th</sup> November

## Discussion Points to inform Framework testing

Feedback from May CEO Roundtable emphasised:

- How to measure success with this framework
- Importance of involving HR teams in this process, getting a balance between this and our existing processes
- Identifying possible areas of collaborative action e.g. programmes where 5-6 companies can collaborate for common purpose, programmes that can be scaled up based on individual company experience

### *Insights from small group discussions*

#### Recruitment

- Challenge of getting disadvantaged people to engage with the channels that are there
- Important to help people to develop skills at finding jobs and applying for jobs
- Automated systems can produce more diverse intakes
- Issues with social welfare policy and people losing benefits when they start work
  - Potential for policy influence to be a goal of the group in future
  - Consideration as part of stakeholder consults e.g. Department of Social Protection
- Important that framework links to, and aligns with, existing support / networks that are available
- What is stopping people – what do people need to get back into the workforce? Can source research from organisations in this space e.g. NEIC, BITC
- Companies need to demonstrate that we can create opportunities for marginalised people
- Outsourcing of non-core business activities
  - Corporates could engage with suppliers on a discussion on diversity and social inclusion – this can be added to the framework
  - e.g. ETI Base code – could put additional clauses on outsourcing, particularly in relation to HR providers
- It is possible track profiles of applicants and who you recruit
- Could we also look at the Living Wage - this could be phase two of current work

#### Support:

- Importance of linking with a wide variety of organisations who can support this
- Important that we don't just focus on junior roles
- Scope to look at skills register and matching with company needs – specific to organisational needs
- Within work, need to be clear on our definition of marginalised groups

#### Community:

- Framework can seek to define what social cohesion could mean from each industry or company perspective; framework will seek to communicate that companies don't just go for the easier options and that risks are needed, and that business can work across a wide social cohesion agenda
- Important to look at the impact of existing programmes, and how these could be implemented differently to involve other groups e.g. Ulster Bank Money Sense programme
- Importance of hierarchy support – buy in from senior management
- Can be more difficult to get wider business buy in (e.g. hiring managers re placements, employees in general if moving to ring-fence student placements for different cohorts) than senior management – important to define a goal to get traction and to challenge (perceived) barriers

### **General discussion**

- Stakeholders - Access groups in Universities; ESRI e.g. Dr Emer Smith
- Scope links to objectives of the Central Bank's culture report
- General public – need to know who have you helped? Important factor in terms of wider communications
- How to manage risk of negative publicity as its important to reflect the mood of the nation:
  - Proof points
  - Stakeholder engagement in advance (e.g. low carbon pledge)
- Communications – need to define our audience for the position paper, and define a key communications approach & plan to support objectives; for example could publish just for BITC network this year before going wider
- Alignment – need to assess any links to the proposals of the Worker of the Future sub-group
- Business case – position paper will need to articulate the business case benefits of the framework , and why there is benefit in driving this collectively
- Measurement – position paper will need to have a solid statement regarding KPIs and measurement