

CASE STUDY

Granger Reis

Our **10 CEO Commitments on Diversity** have been a flagship Real Estate Balance policy for more than five years.

Setting out 10 inclusive actions that each member CEO agrees to take on diversity, the Commitments are designed to be interpreted and implemented by our member organisations in ways that are most appropriate for them.

We know our members are all at different stages in their journey with the Commitments, so we wanted to showcase some of the fantastic work already taking place and inspire and encourage others to find new and creative ways of engaging with them.

Here, we look at Commitment number ten. **Granger Reis**, specialists in executive search for Real Estate, Infrastructure, Natural Resources and Industrial Technologies sectors, share how they are taking steps to implement change.



Commitment 10

**Promote D&I in
any groups you are
members of and
share good practice**

10 **CEO**
Commitments
on Diversity

Granger Reis

How did you implement this commitment?

In 2016, we started on an intentional journey to improve our own understanding of diversity and inclusion – we wanted to know what it means to us both as a business and on an individual level.

It is a journey we are still on – as we are working with clients, candidates and sector leaders to ensure commitments are not only made, but drive impactful change where it matters most.

At Granger Reis, our central commitment was to use the knowledge we acquire and provide training in diversity and inclusion to all team members. We are currently moving all our employees through the five stages of the Clear Company ‘Clear Assured’ programme, and have committed to gaining Platinum status by the end of 2022/23.

A major part of this initial outreach saw us partner with **Migrant Leaders**, a UK charity supporting young migrants to broaden their horizons and capture opportunities beyond their aspirations.

We have also implemented an internship programme, a number of our employees are active mentors, and we participate in educational events and conferences. We have found the learning never stops – and there is a lot still to do!

What were the outcomes?

We made ‘celebrating authenticity’ a key principle and this is now at the heart of our business behaviours.

This saw us restructure our compensation scheme, with 10% of everyone’s variable pay based on proving their commitment to our values.

As measurement, we created clear actions for assessment:

1. Actively promotes environments in which diversity can thrive
2. Considers how their actions may affect others
3. Creates a safe environment for others enabling them to share and remain authentic

Pivotaly, we also created a new role – Head of Talent. This is a people-centric position, ensuring our commitments are adhered to and that training in D&I continues to evolve and progress.

We have adopted a company-wide principle to ‘tell inconvenient truths’. To us, integrity means being unafraid to confront and challenge. We call this ‘respectful friction’ and facing the truth means we can work with reality to solve problems together.

Externally, we work with our clients during the interview process and at the decision-making stage to ensure they are being fair, consistent, and measuring candidates on what matters.

We also discuss the benefits of having diverse audiences in the interview room to ensure candidates’ suitability is considered from different angles and to counter unconscious bias or prejudice.

How did you measure this?

As we progress through the ‘Clear Assured’ programme, we are able to use this to measure our own D&I performance more rigorously. Our combined efforts in this area over the past five years, has led to a more diverse workforce which has had a hugely positive impact on our culture, ideas and productivity. We have also achieved gender parity for the past two years.

Performance with clients is assessed through a ‘Client Experience Review’ at the end of every assignment. This is overseen by an independent third party. Candidates also have the opportunity to provide feedback on their experience through an online survey sent to them after their process has completed.

We also regularly see results in the work we produce – mainly through more diverse shortlists and placements year-on-year since we implemented the training, and we increasingly find ourselves producing anonymised shortlists to help clients neutralise unconscious bias.

We look forward to continuing our D&I learning journey and to sharing what we discover!