

THE BUSINESS OF DIVERSITY

HOW PERFORMANCE CAN BE IMPROVED BY EMBRACING DIVERSITY **OCTOBER 2006**



CHARTERED INSTITUTE OF PUBLIC RELATIONS

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Foreword



Chris Genasi, FCIPR, Chair CIPR Diversity Programme

When the CIPR Diversity Steering Group met at the beginning of the year, its message was clear: the Institute must do more to make PR practitioners aware of the economic benefits of diversity.

The UK's increasing diversity poses new business opportunities and imperatives – and this is a field where PR has a crucial role to play.

It makes clear business sense to engage with our changing society –and that means understanding, and being sensitive to, cultural beliefs, disability, sexual orientation, age, ethnicity, gender, and so on.

The CIPR hopes that this report will help our members better to understand the business case for embracing social diversity. One of our principal goals is to show why it is important for PR companies and PR departments to recruit personnel from different backgrounds. Doing so is crucial for organisations



Zena Martin, Managing director – Acknowledge Communications¹

Some might argue that the UK PR profession is diverse. There are a lot of women, and a moderate number of gay men, who help to shape a very creative business, which requires an aptitude for 'making a splash'.

The truth is, however, that the UK PR profession is not nearly diverse enough, and is dangerously close to being homogenous.

Walk into any agency, and with only a handful of exceptions, you will see very few ethnic minorities or people with disabilities at any level; and hardly anyone over 50 unless they sit on the Board.

Our industry needs accurately to reflect the world in which we live, rather than one's own little world, because it makes good business sense. Some illuminating facts: the BME market has an estimated, annual, disposable income of £32bn, which has been termed, 'The Brown Pound'. The Gay & Lesbian 'Pink Pound', is worth £70bn; and the older person 'Grey Pound' is worth £280bn. That is a lot of spending on the very products that PR practitioners tout for their clients.

Are these consumers being targeted well? Is their tremendous spending power being acknowledged? Definitely not. Why not? For a variety of reasons that range

operating in the modern, multi-cultural world.

In our first chapter, we present findings from the recent CIPR/CEBR survey. For the first time ever, the survey allows us to benchmark just how diverse the UK PR profession actually is. The data contained paints an encouraging picture, but shows that we still need to take action in a number of areas.

In the second section, the report shows why taking a positive attitude towards diversity is good for business. It also offers practical recommendations for how practitioners can be more effective in this area.

The next two sections set out case studies and other useful information to help organisations in their work on diversity. We believe this will be of practical use to our profession.

So why does this report deserve to be read? Because while our profession has long accepted the moral case for diversity, it has failed to present the business case. We hope that this report is the first step towards addressing that failure.

from not understanding the markets, to wanting to take a cautious approach to the PR campaigns, to just not thinking diversely because everyone on the account team is more or less the same.

You do not have to be male to work in sports PR; or female to sell to mums. But someone who is in a particular target group tends to be more empathetic to the subtle nuances which drive that group's behaviour. The same applies to ethnic minorities, gays & lesbians and older people. A diverse team will only enhance the impact that is made by PR campaigns – and ultimately, sales.

In the US, several PR agencies have had Diversity Divisions for decades; and there are several agencies that specifically target a 'diverse' group. In the UK, there are hardly any of either. Research has proven that recognising these diverse communities' significant contribution to the economy shows a respect that leads to unprecedented brand loyalty. Without diverse teams, it will be very difficult effectively to engage with these diverse groups.

As clients become more diverse, they will expect it of their agencies. The PR industry will have to work much harder to make itself more diverse, which means it will have to be committed to it; and it will have to be significantly more creative in its approach to do so. Homogeneity cannot continue to be seen as acceptable. Diversity is the only way forward if the UK is to successfully compete in an increasingly global market.

¹ Zena Martin is the Founder and Managing Director of Acknowledge Communications and sits on the CIPR Diversity steering group.



**Kate Nicholas, Associate Director
Communications – World Vision²**

Diversity – true to the term's Latin origin – means different things to different people, be it gender, sexual orientation, disability, age, ethnicity, even lifestyle, functional expertise and thinking style. So

it's not a wonder that commitment varies so widely with some organisations actively promoting diversity as a CSR differentiator and others in plain denial.

Unfortunately – as a glance around any PR industry gathering underlines – the public relations profession is hardly a shining example of diversity in action. In-house departments have a fair ethnic minority representation and the public and third sectors tend to more closely mirror the society they work in, but 95.6% of consultancy staff say they are white. And in ten years at PRWeek I remember meeting only one disabled PR professional.

Which rather begs the question, how can you communicate with communities if you aren't completely cognisant of different cultures and ways of thinking? How can you deal with an increasingly specialist multi-channel media if you do not connect with the journalists' agenda?

Issues such as language and cultural representation are critical in terms of engaging with customers and take on a whole new resonance in the public sector. Pick any area, say emergency paramedic services, and immediately you are faced with diversity issues around recruitment and communication. At the very least, for example, paramedics need to know that shoes must be taken off in a house used for prayer, or ensure that Muslim women are assigned female ambulance workers. I could go on...

And that's just the UK domestic market. How can organisations feel confident doing business and communicating on an international basis with no understanding of the cultures they are selling to?

To the rational observer it would also appear obvious that by artificially limiting the pool of available expertise, organisations are effectively tying one hand behind their backs, particularly in the context of a worldwide skills shortage. At Board level in particular, there just aren't enough talented individuals of relevant expertise to exclude potential Directors. Plus the more diverse the Board, the less likely that decisions will be made based on ingrained assumptions.

The problem is that the human instinct is to gravitate towards like. Patterns of recruitment show that managers promote those in whom they recognise familiarities, and in order to promote diversity, we need to develop new models of behaviour.

Research has shown that heterogeneous teams on the whole outperform homogenous teams, but only when a manager is well-trained to be able to manage not only diversity but inclusion. It's not enough to bring a person into a management team; they must be enabled to add value. It has been found that when you bring a token 'diversity' employee into the workplace, they will simply adapt to the majority view. And that to maximise the potential of diversity programmes, you need to cross that 15% critical mass threshold at which individuals will feel more confident in their own contribution and feel at ease to make suggestions – bringing to the organisation their different networks, attitudes and ways of doing things.

Which is exactly why creating 'minority interest divisions' in PR consultancies is a self-defeating exercise. The PR profession has to actively promote across-the-board diversity, which in itself could be affected by PR's own adverse reputation. The profession may have to face up to the possibility that many highly aspirational ethnic minorities in particular just don't see PR as a top notch career option. While younger generations may be keen to broaden their horizons, first generational immigrant aspirations towards 'proper' professions such as medicine and law die hard.

It's also noticeable that some types of diversity are deemed more 'attractive' than others. There is certainly a sound business rationale for pursuing the 'Brown Pound' currently worth around £32 billion, and the ethnic media is growing at an amazing pace – the South Asian community alone has 18 dedicated TV channels.

But what about ageism or disability? In 2005 I chaired a session at the diversity themed World Festival of PR in Trieste and was so disturbed by the atmosphere of smug self-congratulation that I couldn't resist asking the predominantly white middle class male panel about their policies on staff with HIV and AIDS. It may have been 32 degrees outside, but the atmosphere froze.

Perhaps the greatest step forward will be when, ironically, diversity no longer means different things to different people.

² Kate Nicholas is Associate Director Communications at leading international relief and development agency World Vision and formerly associate publisher/editor-in-chief of PRWeek

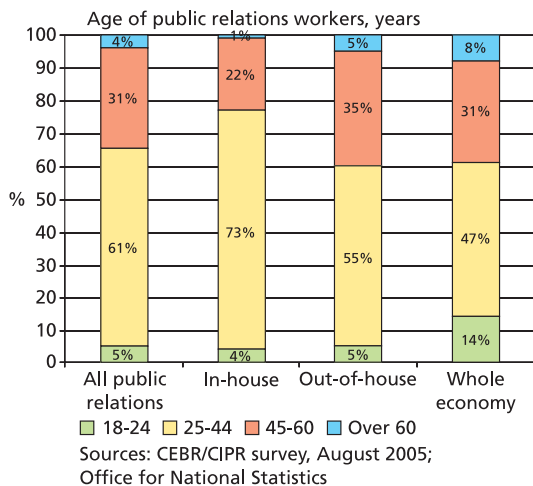
Is PR a diverse profession?

In 2005, the CIPR commissioned the Centre for Economics and Business Research (CEBR) to produce the first definitive analysis of the size, composition and future of the PR profession³. Its findings on the composition of the profession allow us, for the first time, to benchmark PR's diversity.

Age

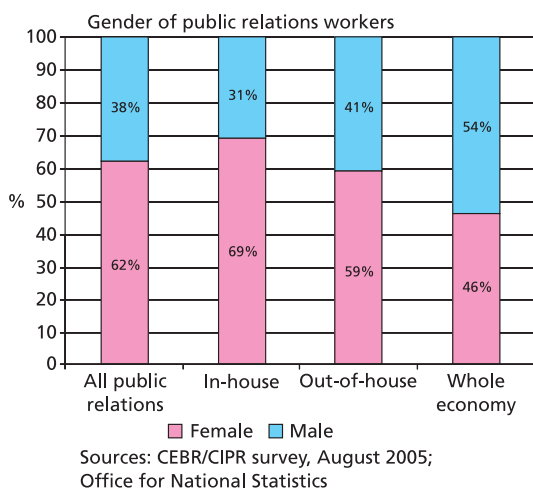
CEBR found that the average age of someone working in public relations is 40. Whereas fourteen per cent of the national workforce is under 25 years of age, only five per cent of PR people are this young. This is explained by the fact that PR is very much a graduate activity – three quarters of respondents to the CIPR/CEBR have a first degree or higher.

What seems less explicable is the low representation of practitioners belonging to the over-60 age group. Here, our profession is far from national standards. The CIPR/CEBR report tells us that only four per cent of public relations workers are in this age group, compared with eight per cent nationally.



Gender

Another key issue is gender. According to the report, PR is a female-dominated profession. Almost two thirds of PR workers are women, compared with only 46 per cent for the workforce at large.



However, the report also reveals that these women tend to be, on average, towards the bottom end of the profession.

Despite accounting for less than two-fifths of workers in the profession, men hold higher salaried posts than women, with their average gross salaries at just over £57,000 (almost £18,000 more than the average for women).

Clearly, further work must be done to understand why this is. But it is striking that a female-dominated profession can still, in effect, be led by men.

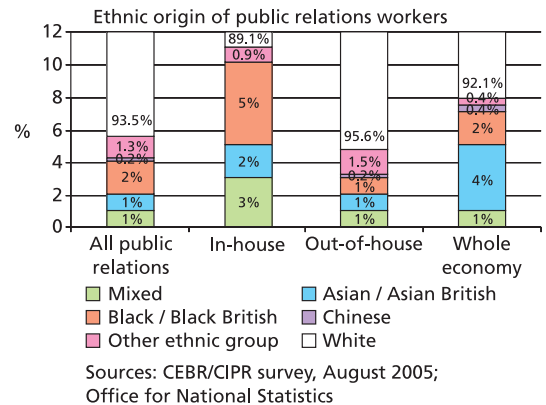
Ethnicity

Our data shows that 6.5 per cent of practitioners are from ethnic minority backgrounds, not far short of the eight per cent national average.

Interestingly, ethnic minorities are significantly over-represented in the in-house sector, where almost eleven per cent of respondents identified themselves as non-White.

Out-of-house practitioners from ethnic minorities are instead under-represented if compared with the national standards (just above four per cent).

The Black/Black British community is the most well-represented ethnic minority group in PR, with levels comparable to the UK's population. In contrast, Asian/Asian British people are significantly under-represented.



Sexuality

Describing themselves as either homosexual or bisexual were 3.5 per cent of respondents to the CIPR/CEBR survey. As a comparison, the Office for National Statistics conducted an omnibus survey of the male population in 1997; it suggested two per cent were homosexual and one per cent were bisexual.

Disability

Two per cent of respondents described themselves as disabled. This figure clearly sits ill with Government figures which show 20 per cent of the population are disabled or with a long-term illness. We feel that this is an area which requires further investigation, as the definition of disability varies so widely.

How then to summarise the findings? That PR is a diverse profession but with some major variations. Representative of black people, but not of Asians; populated by women, but dominated by men.

³ 'PR Today: 48,000 professionals; £6.5 Billion Turnover – The economic significance of Public Relations', CIPR/CEBR – 2005. Summary findings downloadable at: www.cipr.co.uk

Why diversity is good for business

UK businesses face the challenge of competing in a highly diverse environment. Globalisation has changed our societies fundamentally. At the same time as companies seek to deal with the challenges of global competition, they also face new issues in adapting their work to a radically changed domestic market. The growth of minority groups - predicted to continue apace over coming decades - creates both new opportunities and new problems.

Government figures⁴ show that:

- 46% of the labour market is female
- 8% of the population is from an ethnic minority
- 20% of the population is disabled or with a long-term illness
- 16% of the population is over 65
- 2% of the population describe themselves as homosexual and 1% bisexual

These facts explain why many UK businesses have started to take diversity seriously.

In some cases, the expanding volume of equal opportunity legislation has actually helped businesses enhance their dialogue with people from non-traditional backgrounds. Companies have been required to establish programmes based on various measures to increase, for instance, the representation of ethnic minorities and women within the workforce.

This regulatory work has, quite rightly, been accompanied by attitudinal change. What has too often been lacking is the pure business case for diversity - a hardnosed business assessment.

Several business sectors, for example finance, telecommunications and food, have been quick to grasp the new opportunities on offer. They have tailored their products in order to penetrate new niche and non-mainstream markets worth billions of Pounds.

To give some idea of the size of those markets, the Disability Rights Commission estimates the annual spending of disabled people to be in excess of £50 billion pounds per annum, while the spending capacity of people from BME groups is worth £32 billion.

“There is both a business case and a moral argument for diversity in business, because it is absolutely right to apply the basic principles of respect and fairness to all.” (CBI 2005)⁵

But, has this process of tackling diversity proactively helped the overall business performance of enterprises? And if so, in what ways?

Among the material reviewed for this report was a study published by the Cabinet Office in 2002⁶ based on qualitative and quantitative research carried out through surveying and interviewing 140 UK leading organisations from all sectors.

Among the survey respondents, almost 80% of organisations said that there was a link between good diversity practice and the overall success of the business.

Similarly, a survey produced by the European Commission in 2005⁷ revealed that the vast majority (83%) of the 495 European companies surveyed believed that their diversity work had yielded a positive business impact.

“Good practice companies are confident of the business outcomes of their diversity policies. They see the benefits of diversity as almost self-evident and are keen to stress their commitment to diversity as a matter of ethics, progressive outlook and good management practice” (EC 2005)

It is interesting to note that the majority of the companies' projects were mainly structured around schemes to diversify the workforce composition; the building up of marketing and communication plans aimed at targeting social minorities; and diversity training for staff.

The reported business fell into three main areas:

1) WORKFORCE QUALITY AND PERFORMANCE.

Diversity in the workplace brings an improved performance in areas such as innovation, creativity and problem solving. Other features frequently mentioned were improvements in skills, people management, and employee efficiency. Better teamwork and problem solving by using different perspectives was also a common feature.

“Innovation is one of the main engines of long-run economic growth and structural change. Businesses employing a diverse workforce will have a wide range of ideas, skills and talents available to them.” (CRE 2006)⁸

⁴ Source: Facts about Men and Women in Great Britain – Equal Opportunities Commission, 2004 / Office for National Statistics, 1997

⁵ ‘Making the business case for diversity’ – Confederation of British Industry, 2005

⁶ ‘How Organisations In The Public & Private Sectors Are Integrating Equality and Diversity to Enhance Business Performance’ – Cabinet Office, 2002

⁷ ‘The business case of diversity; Good practice in the workplace’ – European Commission, 2005

⁸ Source: www.cre.gov.uk

2) RECRUITMENT, SELECTION AND RETENTION PROCESS.

From a human resources perspective, embracing diversity helps the recruitment, selection and retention processes by giving access to a larger pool of potential candidates. It improves staff retention, leading to lower recruitment and training costs, and it helps avoid claims of unfair treatment or discrimination.

“Typical recruitment costs of replacing an individual have been estimated at £4,000. Lloyds TSB, for example, estimates that it costs in the region of £50,000 to replace a senior woman manager.” (DTI 2003)⁹

3) COMMUNICATIONS AND CUSTOMER RELATIONS.

The third advantage is in the field of customer relations and communications. This benefit was usually reported to affect both the organisation’s internal and external audiences.

Embracing diversity was seen to help communications by breaking down language barriers; improving knowledge of religious and cultural beliefs; and by identifying poor access for disabled people. More positive corporate reputations and improved, progressive images were also acquired as a result.

How PR can embrace diversity successfully

But could the PR profession enjoy the same benefits if it were to embrace diversity more proactively?

PR business performance could certainly be improved if diversity were put at the very heart of operations.

Despite being a thrilling and dynamic profession, PR still lacks good diversity policies and still, in a number of areas, fails to be representative of society.

Put bluntly, this means the industry has to do more to embrace diversity.

The CBI in its diversity report¹⁰ emphasises that “businesses should prepare a clear diversity statement with visible support from senior management” and “should consider appointing a ‘diversity champion’ at board level”. This is a practice that could easily be included in the PR profession.

A first concrete step toward embracing diversity is to open up communication departments to minority groups by recruiting more staff from non-traditional backgrounds. This is a key element in achieving a healthy communication practice in today’s business.

Initiatives such as internships, mentoring and recruitment programmes directed at people from non-traditional backgrounds could stimulate PR workforce diversification. Good practice examples from other professions, such as that of financial services, for instance, should inspire this work.

Another way for PR to embrace diversity is to help PR teams increase their knowledge of social diversity. Diversity training for staff could help PR professionals to engage effectively with diversity in their everyday work and achieve the skills needed to identify, acknowledge and understand multi-culturalism.

Above all, in order to programme PR campaigns that successfully embrace diversity, we should give serious thought to:

- Pondering all possible groups in society when identifying audiences of a PR campaign (including age, gender, ethnicity, geography, etc.)
- Making use of research that is valid across all social sectors and include cultural elements relevant to the campaign targets
- Making use of inclusive communication tools (e.g. large print for the visually impaired)
- Evaluating the effectiveness of PR strategies by specifically looking at each different group in society
- Paying attention to the ethnic media during the research phase (there are more than 200 separate ethnic radio, TV, print and web channels in the UK and this number is growing)
- Thinking of developing foreign language media campaigns for reaching the ethnic media
- Reaching the identified public through its specific cultural context (respect and connect with their values, lifestyles, religion beliefs, social class, country of origin, ethnicity, sexual orientation, age, etc.)
- Talking to campaigning groups, public bodies and associations that work with and for social diversity (they could help us better understand specific cultural contexts and how to connect with them)
- Planning PR campaigns that are cause-related (for instance, launch a service or product in partnership with national or local ethnic organisations)
- Identifying spokesmen and testimonials that are relevant to the project targets and allow people from social minorities to speak on any topic (not only for niche subject areas)

These are just a few examples of how to include diversity in the day-to-day PR job. Creativity, experience and creating an ongoing relationship with communities, non-mainstream media, associations, and with social minorities in general, will guarantee success and a more effective PR practice in the long-term.

⁹ ‘Business case for diversity and equality’ – Department of Trade and Industries, 2003

¹⁰ ‘Making the business case for diversity’ – Confederation of British Industry, 2005

Case Studies

Company name: BT

Size of firm: 102 000 staff (UK)

Location: UK/Global¹¹

BT is a leader in the communications industry, confident of its ability to communicate to a diverse and multicultural Britain. Successful mainstream advertising has consistently featured a diverse range of people including those with disabilities and from a variety of ethnic backgrounds. One result suggests that £217m revenue was retained by BT as a result of an advertising campaign featuring an ethnic minority engineer that launched BT's drive to increase the use of broadband.

At the heart of BT today is a philosophy called Effortless Inclusion, which represents BT's thinking about equality and diversity developed in the last 20 years. During this time, BT has been convinced of the business benefits of a diverse workforce and diverse audiences, and has integrated an understanding of inclusion throughout the company, from employment policies to product development and customer service. Effortless Inclusion is research driven, influenced by future-gazing and underpinned by sophisticated demographic analysis, enabling BT to collect data about changes in its workforce composition and customer base. This information has helped to develop concepts such as spoken text messages for the visually impaired.

BT has also trained over 600 volunteer diversity coaches to deliver a variety of diversity packages to their peer groups. There are a number of successful employee networks representing, amongst others, disabled, ethnic minority, gay, lesbian, bisexual and transsexual employees and those who follow a range of beliefs and religious traditions.

These networks provide feedback and information to designers and marketing during the product design phase, as well as supporting employee communities.

Results:

As a result of its diversity initiative, the percentage of people promoted in BT who are from ethnic minorities is higher than the representation of people from ethnic minorities in the associated talent pool. BT also has a high number of female and ethnic minority graduates.

In addition, BT's policies enable over 10,000 people to work flexibly from home. Employee attitude surveys show that these employees are more efficient and deliver more profit to the business. Results indicate 2% less absenteeism than the UK average and home workers are 7% happier than site-based colleagues. Flexible working also enables employees to take more responsibility in their local communities.

Company name: Davies Associates

Size of firm: 15 staff

Location: London¹²

When Davies Associates was established in 1984, its founder, Barbara Davies, was determined to create an agency that did things differently.

She had come from a European PR role within ICI where she worked with a host of PR agencies based in various European countries. In the days before email, this meant she had to spend most of her time in constant contact with the agencies informing each of them individually about news and instructing them on activities. But the time-drain didn't stop there. When evaluation was submitted, each was based on different parameters, making it virtually impossible for Davies to extrapolate any country comparisons.

The other alternative – working with a single, large agency with satellite offices – wasn't an option. Budgets were considered too small for the "big boys".

So at the heart of the fledgling agency was a new approach to international PR – meeting the clients' needs by employing multilingual, multinational PR professionals all based out of one, centralised office in London.

And the strategy worked. Today, with a staff of 15, Davies Associates operates PR campaigns in 11 languages. "Most of our largest clients have been with us for over 10 years," she said: "a strong demonstration that we're delivering what they want."

Recruiting challenges:

Anyone who works in international PR will know that one of the most fundamental issues is getting the language – or even dialect – right. We demand, and our clients certainly expect, account handlers who are native speakers, not just someone who passed a GCSE. To be considered a true native speaker you have to have learnt the language before the age of three. If the language is learnt after that, even if later in childhood, you are considered to be only fluent.

All of this means that recruiting can be a difficult task. It also means we do our utmost to retain our staff and we've been successful; currently 73% of our employees have been with us over 2 years and 46% have worked here longer than 5 years.

We find most of our staff are products of multilingual households – a German father and a Spanish mother, for example, where both languages were spoken at home and English was learnt in school. Then there are those who, by nature of the area of Europe they are from, have spoken a

¹¹ Case study source: 'The business case of diversity; Good practice in the workplace' – European Commission, 2005

¹² Case study source: www.cjpr.co.uk/diversity

handful of languages from birth – Belgians who speak English, French and Dutch (or perhaps Flemish, depending on who you ask), or the Swedes who grow up speaking English, Swedish, and Norwegian.

Benefits of diversity:

One of the beauties of employing so many diverse nationalities is the atmosphere in the office. Hearing so many languages on a daily basis and seeing how different cultures interact is fascinating.

Ultimately, of course, it is our clients who benefit most from our multilingual ability. They reap the rewards by having account handlers who fully understand the cultural sensitivities of their native lands, which is absolutely vital for running successful programmes. Our clients also have the luxury of briefing only one account director on an entire international programme. In turn, our account director will physically sit down with the team and detail the actions that need to be taken, brainstorm etc.

And with over 20 years of experience we know exactly what works in countries and, more importantly, what doesn't. We're able to run specifically tailored country campaigns, while policing an overall strategy, to ensure objectives are met across the board.

Company: TESCO

Size: 292,000 employees

Location: UK/Global¹³

Tesco is a leading international retailer, with over 2,300 stores worldwide, 1,780 of which are located in the UK with the remainder spread across the rest of Europe and Asia. Tesco is the UK's largest private employer with 237,000 staff. It also employs 55,000 in Central Europe and has created 7,000 new jobs in the region over the last year. All Tesco businesses reflect the diverse communities in which they operate.

Over 95% of management positions are filled by local staff and all Boards have a strong local element.

Tesco carries out a number of diversity projects throughout its business.

Recently it launched a new programme to further understand and promote diversity among its staff and customers. The Everyone is Welcome at Tesco programme was launched in 2004, when the Board asked the Tesco Diversity Advisory Group to analyse the diversity of Tesco's UK workforce compared with the UK population. The main aim was to mirror the composition of the population in Tesco staff and customers. Since then, Tesco has provided stores with a demographic profile of their local community, to identify groups they need to attract to shop and work at Tesco. It has also provided stores with a selection toolkit that provides information about diverse recruitment.

The Everyone is Welcome at Tesco initiative includes inclusiveness workshops to inform and facilitate discussions with staff and managers on behaviours that promote diversity, and help them build diversity action plans for their own stores.

A Cultural and Religious Factbook helps staff and managers to understand various cultural and religious practices. Tesco has also introduced flexible working to support staff during the observance of non-Christian festivals. The initiative also focuses on increasing Tesco's appeal to a diverse range of customers by, for example, introducing product ranges tailored for Asian, Afro-Caribbean, Greek and Kosher customers.

Results:

As a result of the programme, significantly more people from an ethnic minority background are joining Tesco. Last year, 57.8% of new staff came from an ethnic minority, a rate of growth considerably faster than the 10.7% growth in the UK labour market. Tesco has also seen a clear customer demand for its ethnic product ranges, with sales growth of 250% over the last two years. The programme also addresses age and disability.

¹³ Case study source: 'The business case of diversity; Good practice in the workplace' – European Commission, 2005

Resources

Ethnic press:

- 'Eastern Eye': a tabloid paper with focus on Bollywood and entertainment news as well as community issues. Highest profile newspaper in the Asian community, with a circulation of around 21,000. Organises the annual Asian Business Awards. Weekly. Distributed through some Tesco outlets. E-mag, a weekly glossy colour supplement, features interviews with Bollywood stars, the latest news on the Indian film industry and a comprehensive guide to Asian entertainment events. It also carries a large recruitment section, which appeals to its young readership of working age
 - 'Asian Times': is going through expansion and a revamp. Focuses more on affairs in the Indian sub-continent. No audited circulation as yet. Weekly. Asian Times is a well-established and respected newspaper that started publishing in the 80s. It appeals to a slightly older readership and has a large section devoted to news from India, Pakistan and Bangladesh. UK news and sport are treated in a more upmarket, slightly serious style, and the paper has a strong jobs and classified section
 - 'Asian Voice': more of a serious paper, with a focus on the Hindu/Gujarati community in London and Leicester. Circulation unknown, but was around 11,000 the last time it was audited a few years ago. Weekly. Audience much older than EE. Also organises the Asian Diversity Awards
 - 'Gujarat Samachar' (Gujarat news): a Gujarati language newspaper distributed principally around west London and Leicester and other pockets of the Gujarati community around the UK. No audited circulation. Weekly
 - 'Asian Trader': with a circulation of around 54,000, it is the biggest selling Asian publication. Read by and sold to Asian corner-shop owners primarily. Bi-monthly
 - 'Garavi Gujarat': directly competing against GS, this is also a Gujarati language newspaper. Not audited. Weekly
 - 'Asiana magazine': the largest circulation (around 33,000) glossy Asian magazine. Aimed at Asian women primarily, focus on fashion with a bit of accompanying editorial
 - 'The Asian Post': a thin Asian tabloid paper. No audited circulation but is distributed through some Sainsbury's outlets. Weekly paper, stronger around East London where the company is based
 - 'Pakistani Post': an Urdu and English language paper, with a lot of content taken from the Asian Post. Aimed at the Pakistani community
 - 'Works for Me': a freely distributed recruitment newspaper. Audited circulation around 48,000
 - 'Desi Xpress': weekly entertainment newspaper. Launched recently and distributed primarily around the Birmingham area
 - 'New Nation': has grown rapidly, since its launch in 1997, to become the most popular Black newspaper in the UK. It has a vibrant mix of news, sport and entertainment and is read by young, educated Black Britons. New Nation, through its links with the community and sponsorship of major events, is at the heart of the Black community.
- The newspaper also publishes 'The Pulse', a well-regarded, weekly supplement containing coverage of Black music, entertainment, culture and arts

- 'African Times': launched in 2001 to cater for one of the UK's fastest-growing minorities – Black Africans, mainly from Nigeria, Ghana and other English-speaking countries on the continent. The paper reaches its target readership with a mix of news, sport and entertainment from Africa. Combined with news and comment on relevant issues in the UK
- 'Caribbean Times': launched in the 80s and is the UK's oldest Black newspaper. It serves its loyal readership by concentrating on news, sport and social developments in the Caribbean islands, providing a much-needed link for the country's Black Caribbean population. It also has very good jobs and classified section.

Ethnic radio stations:

- 'Club Asia Radio 963+972AM': this multi award winning station targets the new breed of Asians aged 15-44 presenting in English and playing a combination of Asian and mainstream music. The station reaches 333,000 listeners weekly via 963+972AM and is also available on sky digital channel 0145 and online
- 'Sunrise radio': established for fifteen years, Sunrise aims itself at all demographics of the Asian community. Broadcasts around London on AM frequency, and around the country on Digital TV and DAB radio. Most of its audience is 35+. RAJAR figures state around a 550,000 weekly audience nationally
- 'Kismet radio': also owned by the Sunrise radio group, Kismet launched very recently. Aimed at the 35+ Asian demographic in London, as Sunrise becomes progressively younger. Subscribes to RAJAR
- 'BBC Asian Network': the BBC's Asian station is becoming increasingly popular and eventually hopes to steal Sunrise's crown. Weekly listening figures around 500,000. Available around the country on DAB and digital TV, and in the Midlands on FM. Has been national for two years. Was a regional station before
- 'Asian Sound Radio': Based in Manchester
- 'Radio XL': Based in Birmingham. Aimed at an older Asian community, primarily 35+

Campaigning groups:

- Disabled People International: a network of national organisations or assemblies of disabled people, established to promote human rights of disabled people through full participation, equalisation of opportunity and development
- European Disability Forum: a European umbrella organisation representing more than 37 million disabled people in Europe. Its mission is to ensure disabled citizens' full access to fundamental and human rights
- World Institute on Disability: a non-profit research, training and public policy centre promoting the civil rights and the full societal inclusion of people with disabilities
- Disability Benefits 101: helps workers, job seekers, and service providers understand the connections between work and benefits (US website)
- Age Positive: the Age Positive campaign from the UK Department for Work and Pensions promotes the benefits of employing a mixed-age workforce that includes older and younger people

- Age-platform: the European Older People's Platform, aims to voice and promote the interests of older people in the European Union and to raise awareness of the issues that concern them most
- Third Age Employment Network: TAEN is a campaigning organisation, working with the media, employers and government to change attitudes and public policies
- Employers' Forum on Age: an independent network of leading employers who recognise the business value of attracting and retaining experienced employees – regardless of their age
- European Network against Racism: a network of European NGOs working to combat racism in all the EU member states
- UnitedAgainstRacism: voluntary cooperation of more than 560 organisations from 49 European countries working together – united in the biggest anti-racism network
- I CARE – Internet Centre Anti Racism Europe: a virtual network to support and to be used by those who are committed to improve universal human rights standards and particularly non – discrimination principles
- Minority Rights Group International: an international organisation working to secure the rights of ethnic, religious and linguistic minorities and indigenous peoples worldwide, and to promote cooperation and understanding between communities
- International Gay and Lesbian Human Rights Commission: an International organisation aimed to secure the full enjoyment of the human rights of all people and communities subject to discrimination or abuse on the basis of sexual orientation or expression, gender identity or expression, and/or HIV status
- International Lesbian and Gay Association: a world-wide federation of national and local groups dedicated to achieving equal rights for lesbian, gay, bisexual and transgendered (LGBT) people everywhere
- Stonewall: a UK organisation aimed to promote research on gender/sexuality diversity.

Reading list¹⁴:

CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT
 'Diversity: stacking up the evidence'
 Chartered Institute of Personnel and Development, 2003

CABINET OFFICE, BARCLAYS BANK
 'The business of diversity: how organisations in the public and private sectors are integrating equality and diversity to enhance business performance'
 Schneider-Ross, 2002

DEPARTMENT OF TRADE AND INDUSTRY
 'Flexible working: the business case'
 Department of Trade and Industry, 2003

DEX, Shirley
 SMITH, Colin
 Joseph Rowntree Foundation
 'The nature and pattern of family-friendly employment practices in Britain'
 Family & Work Series
 Policy press, 2002

GLOBAL ALLIANCE FOR PUBLIC RELATIONS AND COMMUNICATION MANAGEMENT
 'Proceedings of the Second World PR Festival'
 Emerald, 2005

HUMPHRIES, Jane
 RUBERY, Jill
 'The economics of equal opportunities'
 Equal Opportunities Commission, 1995

PUBLIC RELATIONS SOCIETY OF AMERICA
 'Diversity Tool Kit' Public Relations Society of America, 2004

TASK FORCE ON RACE EQUALITY AND DIVERSITY IN THE PRIVATE SECTOR
 'Race equality: the benefits for responsible business'
 Institute for Public Policy Research, 2004

WOMEN AND EQUALITY UNIT
 'Business case for diversity and equality'
 Department of Trade and Industry, 2003

ZADEK, Simon
 SCOTT-PARKER, Susan
 'Unlocking potential: the new disability business case'
 Employers' Forum on Disability, 2000

PEROTIN, Virginie
 ROBINSON, Andrew
 'Employee participation and equal opportunities practices: productivity effect and potential complementarities'

CLARKE, Alison
 'Diversity: a model for excellence'
 Equal Opportunities Review
 No126 February 2004, pp.13-19

SCHNEIDER, Robin
 Equal Opportunities Review
 'Diversity now the ultimate test of management capacity'
 No123 November 2003, pp.13-16

IDS Studies
 No758 September 2003 (Whole issue)
 Work-life balance

SUFF, Rachel
 'Managing attendance the flexible working way'

¹⁴ Source: partly from Equal Opportunities Commission

Annex

The CIPR Diversity Policy

The CIPR is committed to promoting diversity and equality as an integral part of all its activity. In addition we aim to ensure that the PR Industry is aware that we all work in a richly diverse society, and that the profession can benefit from diversity. Ultimately our aim is to have diversity embedded in public relations activity and recognised as a core resource for the industry.

To achieve our aims we will:

- Improve CIPR members' general awareness of the meaning, importance and value of diversity
- Encourage members to adopt and respect diversity within the workplace and to offer recruitment and promotion opportunities on the basis of merit and representativeness
- Help members from diverse backgrounds to understand fully their right to equality of treatment in the workplace
- Assist employers of public relations practitioners to become aware of the benefits of having a diverse public relations department as part of the 'requisite variety' needed in balanced and forward looking organisations
- Increase the number of people from a diverse background within the PR industry and increase the diversity of participants in our educational Programmes
- Progressively increase diversity within the CIPR including officers, Executive Committee, Dignitaries and Council, Sectoral, Special Interest and Regional Group Committees. Third parties whom we work with, such as trainers, will also be more representative of the broader community
- Identify and organise events and networking activities for PR professionals from diverse backgrounds
- Encourage best practice, focusing on the production of PR campaigns that consider multicultural and diverse targets and audiences

¹⁵ More information about the CIPR Diversity Policy can be found at: www.cipr.co.uk/diversity

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