



# How to consider D&I as part of the recruitment process.

Tools to create a more Diverse Workforce



# About The Return Hub

- The Return Hub has built a reputation as a leading, unique search consultancy, placing women in the City.
- Winner of the 2021 FT Advisor Award for Championing Women's Equality
- The Return Hub powers The Career Academy for business – an L&D solution helping companies become more diverse.

# Your Speakers

**DOMINIE MOSS**  
**Founder/CEO**



- Established The Return Hub in 2016.
- 20 years' experience in the Financial sector, 16 of which in Executive Search.
- Conducted extensive research on the returner topic, specifically in relation to banking and financial institutions and advises on what the UK government can do to increase the participation of women in the workforce.
- Received extensive award recognition and press coverage in publications such as the FT, Telegraph and on Radio 4's Today programme and he is a regular speaker and thought leader on the topic of Diversity, and Women and work in the City.

**CLAIRE DOUGLAS**  
**Managing Consultant**



- 20 years' experience working in financial services in Foreign Exchange Sales at JPMorgan and Societe Generale working with and advising FTSE100 companies.
- Over 6 years in executive search and financial markets consultancy, coaching and mentoring candidates.
- Assessed and onboarded hundreds of returners, relaunching many careers in firms such as Deutsche Bank, Nomura, HSBC as well as smaller start ups, SMEs and Fintech firms.

# Objectives

**1**

**Understand  
the  
business  
drivers**

**2**

**How can you  
find more diverse  
talent?**

**3**

**Bust some of  
the myths**

**4**

**The  
importance of  
assessing for  
potential**

## **REFLECTING ON YOUR CURRENT TEAM**

- **How has the culture and diversity of your team evolved over the past 5 years?**
- **Where are you now and what is the road ahead for the next 1 -2 years?**
- **How/will you hire, promote, retain.**

# Hire, Promote, Retain



**How can you find more  
diverse talent?**

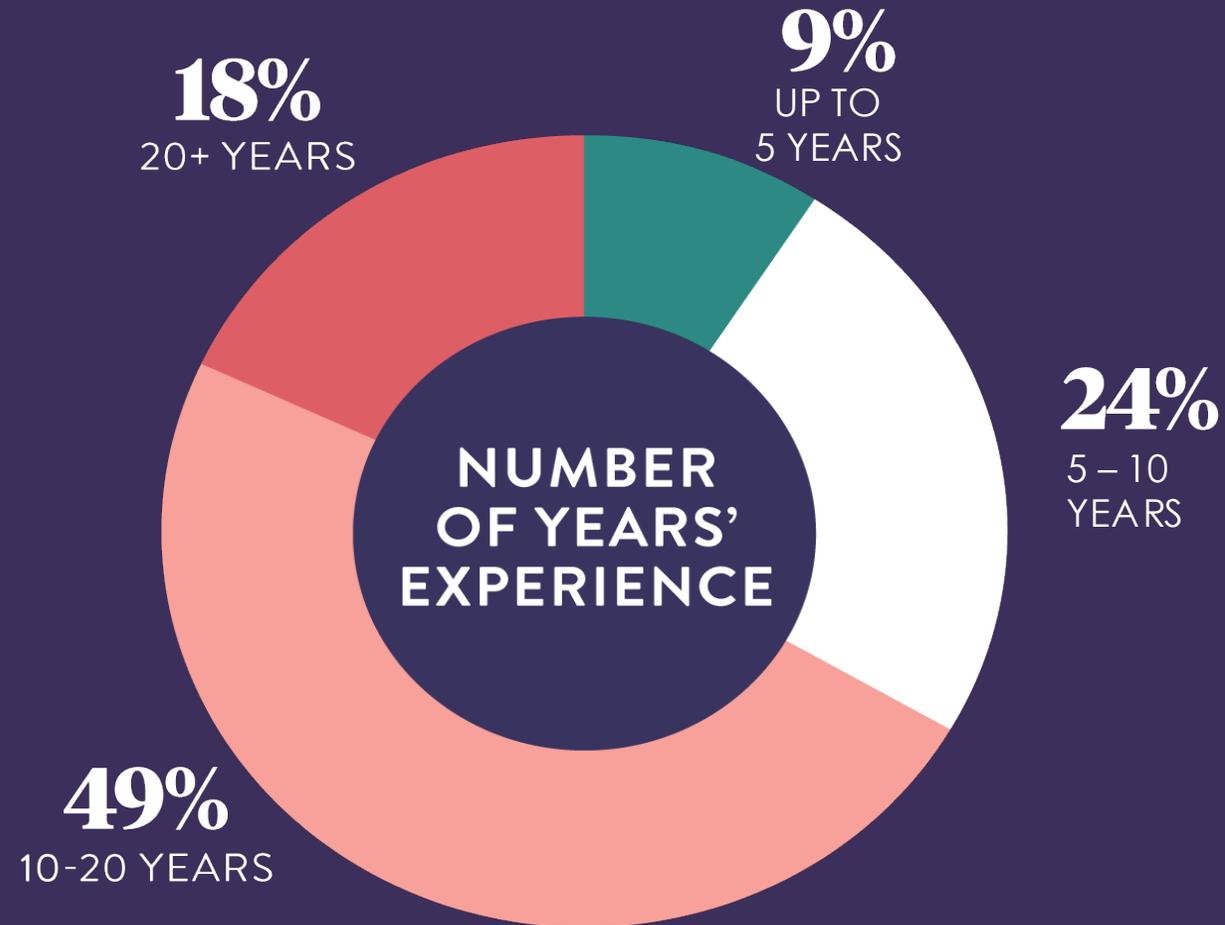


# How can you find more diverse talent?

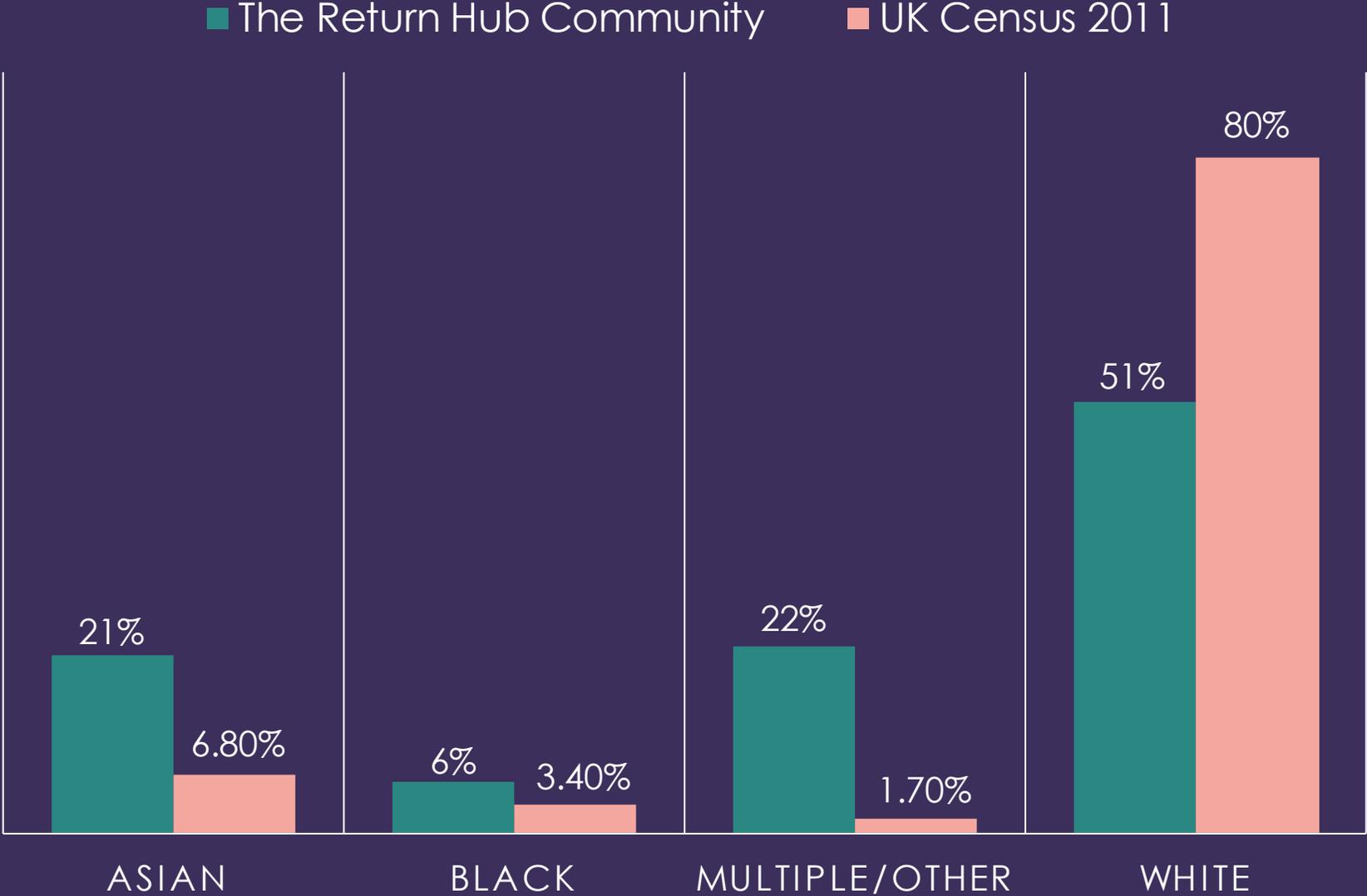


# How can you find more diverse talent?

- Returning from career breaks: any length and for any reason
- Have returned but to a role below their potential
- Looking to transition or pivot from their current role



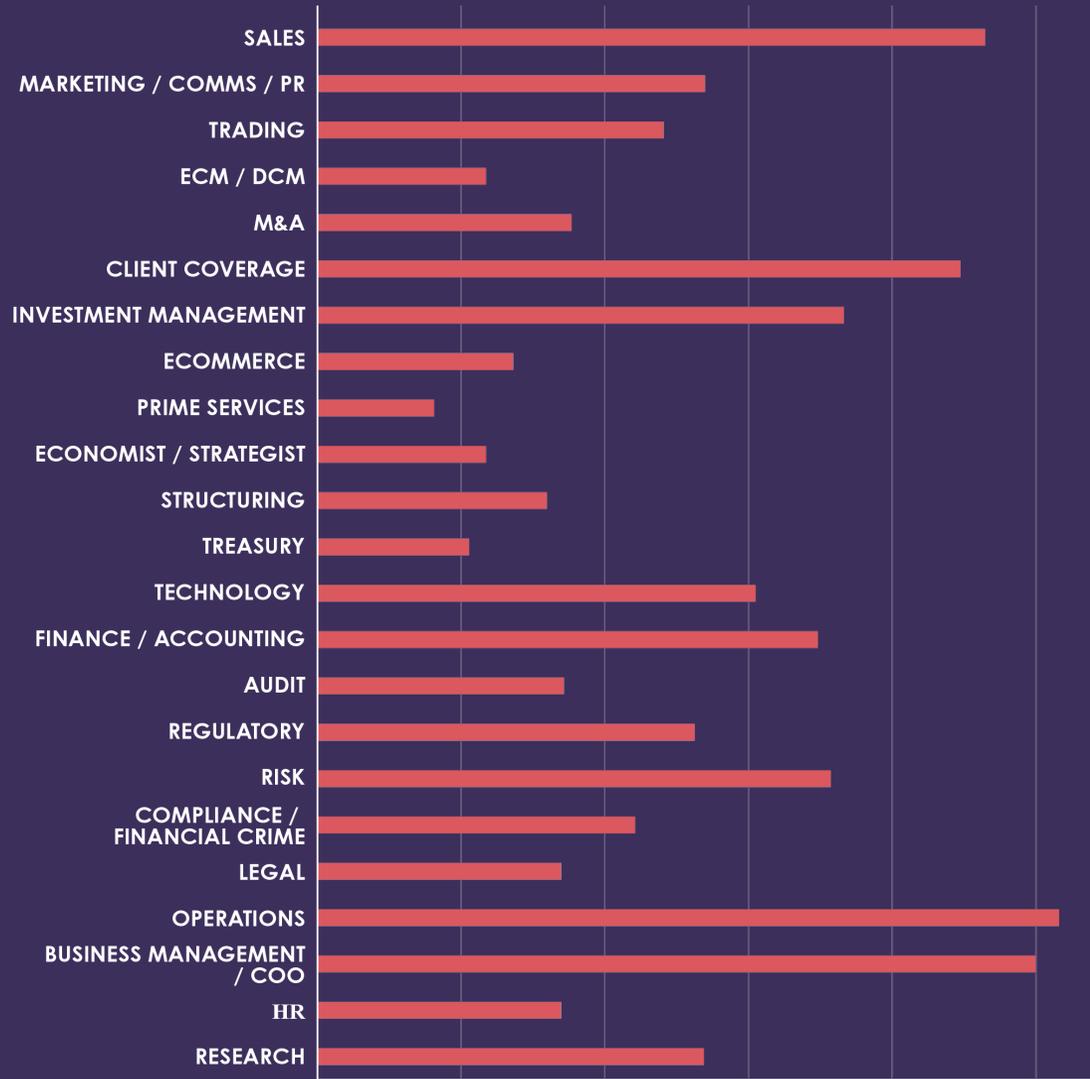
# How can you find more diverse talent?



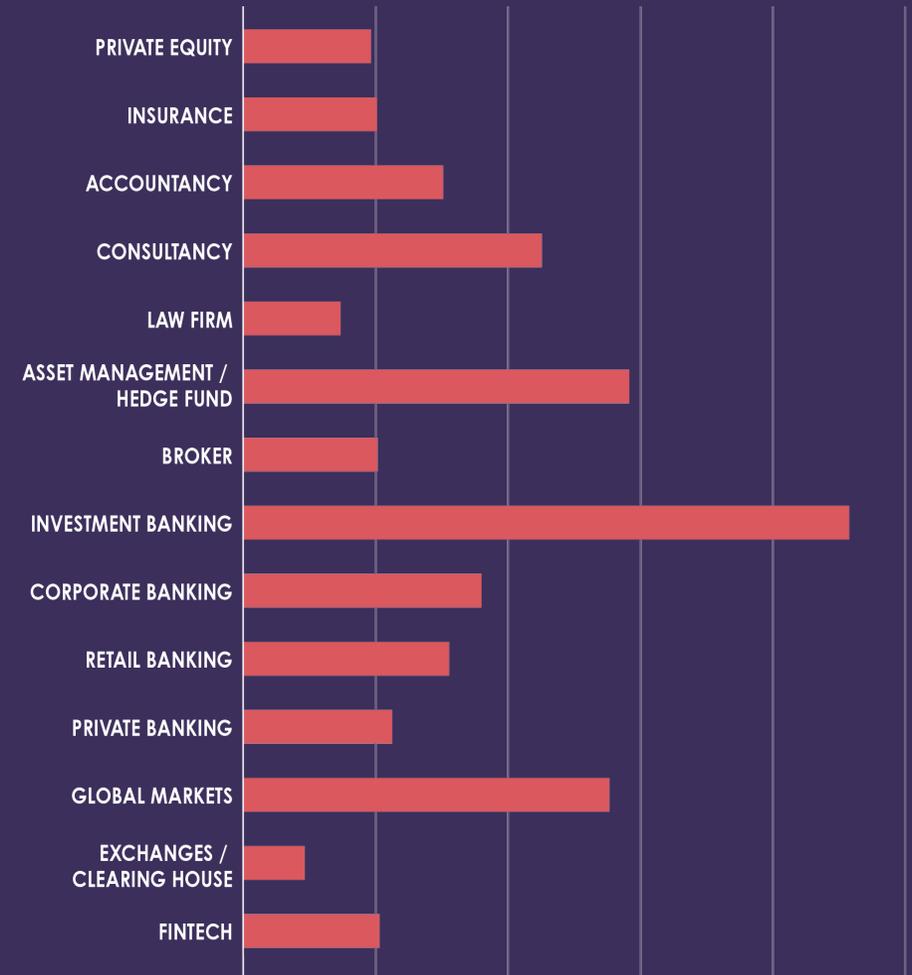
# How can you find more diverse talent?



## CANDIDATES BY SKILLS



## CANDIDATES BY SECTOR



\* This data is snapshot in time and is subject to change on a daily basis

# Myth Busting

Out of Touch?

**New Skills/  
Networks**

Not committed?

**Conscious  
Decision making  
process**

Difficult to  
Manage?

**Resilience and  
Maturity – self  
starter**

A Tickbox  
exercise?

**Return on  
Investment  
in tangible  
results**

# Case Studies

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## CLIENT: TD SECURITIES

- This long-standing member works with us on a talent led approach to hiring. Latest hire, Natalie Murray, MSc and Chartered Fellow LIBF, was placed as a Director, Enterprise Risk Management Director. With extensive experience gained over 15 years from top tier banks in London, New York and Singapore, Natalie has a wealth of knowledge as well as an enviable set of professional academic and banking qualifications.

## CLIENT: BLUECOVE LIMITED

- BlueCove is a fast growing, innovative Fintech Investment Management firm. They engaged The Return Hub as part of their strategic growth plans. Shannon is a qualified ACA and worked at Goldman Sachs for 10 years in Regulatory Reporting. When she moved overseas her career took a change in direction. She joined The Return Hub as she was looking at getting her career back on track. Shannon was swiftly placed with BlueCove as their Finance Manager in a process that took under a month from beginning to end.



NATALIE MURRAY, DIRECTOR,  
ENTERPRISE RISK MANAGEMENT, TD  
SECURITIES



SHANNON MAKORI, FINANCE MANAGER  
BLUECOVELIMITED

# Case Studies

## CLIENT: NOMURA

- Sponsored by the Global Head of HR and Senior leaders in the business. A talent led approach

*"As a member of TRH, we have continual visibility of highly-qualified, relevant, gender diverse, candidates that would otherwise be very difficult to find. They very quickly placed Ella Chalfon with us who is now leading our Sustainable Finance and ESG strategy. I would recommend The Return Hub to any organisation looking to create a more diverse talent pool at the mid – senior level."*

**Caren Gray,**  
**Global Head of Human Resources, Wholesale Division, Nomura**



ELLA CHALFON, SUSTAINABLE  
FINANCE AND ESG AT NOMURA



NICOLE SEMAAN, VP  
RELATIONSHIP MANAGER

# Case Studies

## CLIENT: HSBC

- An ongoing approach to hiring sponsored from the top. Championed by a network of business leaders, HR and Senior Recruiters. Rolled out alongside a series of workshops regularly delivered to key stakeholders alongside a programme of recruitment.

*“I am pleased to endorse and support the Return Hub's mission to hire, promote and retain women in financial services and have been impressed with the level of talent they have introduced us to and the extra support they offer their clients and candidates.”*

**Christiane Lindenschmidt,  
Chief Digital and Data Officer, Markets and Securities Services, HSBC**



AMY BARKLAM,  
GLOBAL LEAD, CAPITAL  
MARKETS



DORIANNA RUSSO  
DIRECTOR, MIDCAP  
EQUITY RESEARCH



LIZELLE VAUGHAN  
DIRECTOR - DIGITAL AND  
DATA, GLOBAL MARKETS



CLARE PIPER DIRECTOR  
GLOBAL CLIENT  
MANAGEMENT GLOBAL  
BANKING & MARKETS

# How Big is the Unconscious Mind?



# Assessing for potential

- Taking positive action



# Assessing for potential

What are you doing to make sure your talent acquisition and interview processes and systems are objective and free of bias?

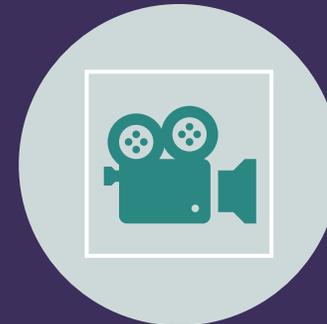
# Recognising & Assessing potential



REVIEW



ADJUST



RECORD

# Recognising & Assessing potential

Supportive,  
welcoming and  
positive

Put yourself in  
their shoes

Look for the  
ability to  
change, adapt  
evolve, learn  
collaborate and  
communicate

## Questions

Potential	<p><b><i>How have you developed over the last six months – and can you correlate how that development might fit into this environment?</i></b></p> <p><i>Determine how they have increased their potential. The best answers are about being wiser. Acquiring knowledge/skills is the first step. Leveraging that knowledge/skill is the second. Converting knowledge and experience to wisdom is the final step. Learning from one’s failures can also make someone better at what they do. If you don’t learn from your mistakes, you’re doomed to repeat them. Being better isn’t just about successes.</i></p>	<p><b><i>What are you currently working on to improve – either personally or professionally?</i></b></p> <p><i>Knowing our biggest weakness only matters if we are doing something about it.</i></p>	<p><b><i>Tell me about the last article/video/talk that really intrigued you</i></b></p> <p><i>This question is asking how they are making themselves more effective. They should be able to articulate how their efforts will have an impact. How are they leveraging resources/communities to increase their potential. This should reveal curiosity, initiative, and proactive learning.</i></p>	<p><b><i>What do people come to you for help/advice about?</i></b></p> <p><i>See if they are increasing the potential of others. Being able to ask for help/advice is a skill often overlooked.</i></p>	<p><b><i>Can you suggest why a team might be better because you are on it?</i></b></p> <p><i>A collaborative team has high collective intelligence and thus high collective potential. Look for answers about how they contribute to the team rather than how they personally elevate it.</i></p>
Trajectory	<p><b><i>Look ahead to six months from now what do you want to have improved – professionally?</i></b></p> <p><i>See if they are aware of the trajectory they are on and if it’s the right trajectory. Good answers will explain how they will leverage and apply what they are getting better at.</i></p>	<p><b><i>What was the last thing you learned about yourself that you didn’t know before?</i></b></p> <p><i>Find out how self-aware they are as well as how their trajectory has helped them grow. Even simple answers “I realised that I perform better in face to face meetings” can be revealing. Delve into how they came to their realization.</i></p>	<p><b><i>Think of a recent project you have undertaken personally or professionally – in hindsight – can you think of what you might have done differently if you were to do it again?</i></b></p> <p><i>See if they have been learning and gaining knowledge. A good answer will reflect the ability to reflect, analyze, and critique their own work.</i></p>	<p><b><i>Can you explain how you see your career trajectory? Can you tell me the last ‘career correction’ you made and why?</i></b></p> <p><i>Get a sense of why they have made the career decisions they have and assess their motivation</i></p>	<p><b><i>They say you’re only as good as your next accomplishment. What are you or do you plan to accomplish next?</i></b></p> <p><i>Good answers articulate vision or strategy and encourage answers outside of a professional environment. that they can learn to be comfortable speaking in front of a room (i.e. leading meetings).</i></p>
Performance	<p><b><i>Describe a piece of work that you took ownership for. How did you measure success?</i></b></p> <p><i>People with a sense of ownership will articulate what the project is, why it is important, and how it will have an impact. How was success defined completion? Output vs outcome</i></p>	<p><b>POST INTERVIEW REVIEW</b></p> <p><i>“What strengths did we see?” “Is this person a self starter?” “What skills/capabilities and experience can they bring to us?”</i>  <i>“What skills/ capabilities would need to be developed and how could we help with this?”</i>  <i>“Where could this candidate add value?” “How can we take this further?” “Cultural Fit? If not, why not”</i></p> <p><i>Always prepare feedback and be aware of retaining company brand with candidate management.</i></p>			

# Q&A

[www.thereturnhub.com](http://www.thereturnhub.com)

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