

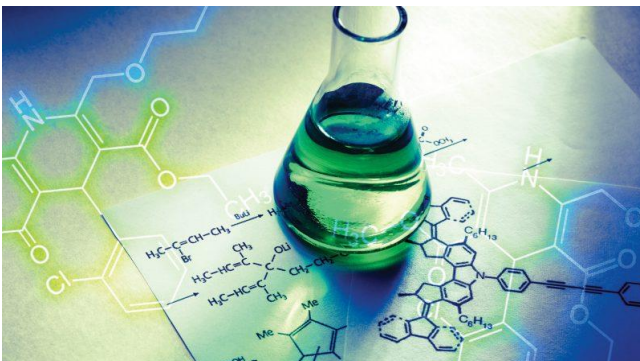
Case Study

Addressing diversity in the Chemical Supply Chain & Pre-Search Due Diligence



KEY POINTS:

- Our Client, a leading chemical manufacturer, was looking to create greater diversity within their succession pipeline, with a particular emphasis on women in Supply Chain.
- Our Pre-Search Due Diligence service enabled the client to see what talent was available in the market, understand salary expectations, and the diversity of potential talent. This approach helped our client understand the talent landscape and proved more cost/time effective than a traditional recruitment campaign.
- Helping them 'tell their story' with examples of their commitment to achieving gender balance, we were able to identify over 100 female supply chain leaders, and create a pool of talent helping create a more gender-balanced function going forward.



CHALLENGE:

- Our client - a leading global chemical businesses - had continually faced gender balance challenges within their executive supply chain team. Wanting to address this, they tasked us with helping them build a more balanced and diverse Supply Chain (SC) exec team. They also sought to boost the number of high potential women coming into their SC Talent Pipeline.
- To help them achieve their objectives, we proposed a Talent Mapping/Pipelining strategy linked to ongoing candidate engagement *and* proactive search. This was focused on 75 firms globally across three key locations: the UK, South Asia and Continental Europe.

SOLUTION:

- Our Research & Insight Practice produced detailed Talent Maps, identifying female Talent at VP level and two levels below for the UK, South Asia and Continental Europe. We also looked at lateral Talent outside the chemical industry with profiles and skill sets of interest.
- In addition, we collated relevant diversity data on each company per geography. This enabled us to produce diversity metrics showing how each region fared, collectively and by individual company, enabling the client to benchmark themselves against the wider market.

OUTCOME:

- We presented our findings and supplied the relevant data/research to the client on time and to budget. We then engaged with individuals of interest and assessed their propensity to move thus building the Talent Pipeline. To ensure objectivity and avoid bias, a consistent assessment process was adopted using the same qualifying questions to assess all candidates against a standard measure. Those who expressed an interest met informally with VP/SVP's enabling both parties to establish whether there was a cultural fit.
- Our client not only made immediate hires, but they also had ongoing access to a live and 'warm' pool of talent for the future.

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If you would like to learn more about this project, please contact **Ali Jafri** at al.jafri@normanbroadbent.com for an initial confidential discussion.