



PORTFOLIO

---

**FIONA CLARK**

---

FREELANCE WRITER

---

EMAIL: [FIONA@SPIRAL-GLASS.COM](mailto:FIONA@SPIRAL-GLASS.COM) MOBILE: 07974 744 851

# CONTENTS

## ABOUT ME

## FIVE SAMPLES OF WORK:

1. REPORT - 'DIVERSITY AND INCLUSION WITHIN FINANCIAL SERVICES'
2. ADVERTORIAL - 'HOME IS WHERE THE HEART IS'
3. ARTICLE - 'THREE RULES FOR HIRING A CONTENT WRITER'
4. CASE STUDIES -  
'A SPROUT AND OUT HIT'  
'SWEET CHILLI CHEMISTRY'  
'A HEARTY SCOTTISH WELCOME'  
'TALES OF GALLOWAY'  
'WHOLESALE PLEASURE AND ENJOYMENT'.
5. BLOG - 'THE BEST THINGS IN LIFE ARE...?'

## TESTIMONIALS

# ABOUT ME

International writer with global clients, including Randstad HR and Recruitment Agency. Clients also include regional government councils, local education departments, public speaking coaches, graphic designers, media companies, as well as nationwide franchises such as Diamond Home Support and Bluebird Care UK. As an English language expert, I have an excellent track record of writing, editing and preparing distinctive, impactful and engaging content. I have a twenty-year successful career teaching English at GCSE and A' Level, including as Faculty Leader of Communications and Head of English.

## SKILLS AS A PROFESSIONAL WRITER

- 20 years' experience of spoken and written English Language expertise
- Proficient journalist, content writer, editor and proof-reader
- Skilled in writing clear, concise and grammatically correct content
- Excellent written and interpersonal skills
- Creative writer for different audiences
- Experience working in large, successful team environments
- Adroit time and workload management
- Networking, communicating and listening
- Strong customer-focus and commercial awareness
- I.T. competent using MS Word, Excel, PowerPoint and Mac OS
- Operating at speed without compromising the quality of the prose
- Listening to the client and collaborating with staff at all levels
- Developing good client-relations and upholding the client's requirements at all times throughout a project
- Establishing the correct tone and creating engaging, high quality copy in keeping with the brand style.



FIONA CLARK

EMAIL: [FIONA@SPIRAL-GLASS.COM](mailto:FIONA@SPIRAL-GLASS.COM) MOBILE: 07974 744 851



## **SAMPLE 1**

**CLIENT: International HR company Randstad**

**PROJECT: Written report for global publication**

**TITLE: Diversity and Inclusion in the Financial Sector**

**FIONA CLARK**

**EMAIL: [FIONA@SPIRAL-GLASS.COM](mailto:FIONA@SPIRAL-GLASS.COM) MOBILE: 07974 744 851**

# diversity and inclusion



within financial  
services.

Q4 2018

# contents.

|  |    |
|--|----|
| introduction                                   | 3  |
| how to attract the right skill and talent      | 4  |
| a gender gulf. is it getting narrower?         | 6  |
| the BAME question                              | 8  |
| LGBT + and inclusion                           | 11 |
| disabilities within financial services         | 12 |
| is there an age issue?                         | 15 |
| what's next? upping the game, probably.        | 16 |
| perceptions matter                             | 18 |
| global differences within financial services   | 20 |
| how are organisations doing? successes so far. | 22 |
| areas to look at for diversity and inclusion   | 23 |
| conclusion                                     | 26 |

# introduction.

## diversity in the powerhouse? not quite yet.

But we're working on it, says the Financial Services Industry.

As the UK awaits the Brexit deal that will determine our future, the financial services industry is ploughing much of its resources in to attracting the right talent and skills to ensure that our future in finance is stronger than ever. What's becoming clearer, is that the answer to post-Brexit success may well lie in employee diversity and inclusion.

Theresa May says that the UK is "the world's most significant financial sector" that supplies 'more than £1.1 trillion cross border lending in the E.U.' Most agree that it is, without doubt, the powerhouse of the UK economy. By turns it breathes life into us all, and the next minute has us holding our breath. Financial services needs to build upwards from that, and embracing, not just tolerating, diversity and inclusivity could be the key.

Adam Thorpe, operations director of Randstad financial services, adds that, "Financial services is a key driver of the UK economy and employs more than two million people across the UK so it's important the government bats hard for the sector to make the post-Brexit transition as smooth as possible.

"Until a deal becomes clear, roles from control room analysts to head of central compliance will be in demand and command higher pay as companies build teams of experts in order to be Brexit-proof. And within these teams diversity to meet these challenges is key."

Alison Starmer, managing director of Randstad client solutions, agrees. She stated, "Currently diversity and inclusion are hot topics for financial services. While banks and large organisations are looking into this, our new report looks at where we are in terms of diversity and inclusion in the UK. We also consider what organisations who operate within financial services do and can do."

# but how to attract

# the right skill and talent?

Diversity and inclusion strategies and the roles they play is increasingly seen as key to achieving this. Diversity in the corporate boardroom continues to be the topic of many conversations, conference panels and studies.

Despite most of the financial services industry having diversity and inclusion strategies and training in place, few of the main players see increasing diversity as a way of increasing business.

It is becoming clear that inclusion and promotion of staff from across all spectrums, all genders, generations, ethnicities, sexualities and disabilities will almost

certainly see revenues go up. In May 2018, the Randstad 'Paying Attention' report on salaries in financial services found that the UK economy would be £24bn bigger if those from black, asian and minority ethnic (BAME) backgrounds progressed in their careers at the same pace as their white colleagues. McKinsey and Company's 2018 report 'Delivering Through Diversity' reinforced this by noting that

- companies in the top 25% for ethnic diversity were 33% more likely to achieve profit above the industry average
- more ethnically diverse boards were 43% more likely to outperform on profits
- those in the top 25% for gender diversity were 21% more likely to achieve profit above the industry average

What is also becoming increasingly clear is that addressing diversity and inclusion issues may well go some way towards narrowing the gender pay gap. The Randstad salary report goes on to say that despite all the work that has been done, men do still earn, on average, 9.4% more than women, and occupy more of the senior roles. Promoting women to more senior and higher paying roles is one of the ways that companies are closing the pay gap. And by turns, the diversity gap too.



In May 2018, the Randstad 'Paying Attention' report on salaries in financial services found that the UK economy would be £24bn bigger if those from black, asian and minority ethnic (BAME) backgrounds progressed in their careers at the same pace as their white colleagues.

# the gender gulf

## is it getting narrower?

PwC's Female millennial report states that 85% of respondents revealed that an employer's policy on diversity, equality and workforce inclusion, was important when deciding whether or not to work for that employer. But their expectations are not always met: 71% feel that while organisations talk about diversity, opportunities are not really equal for all.

By the mid-2010s, several statistics began to highlight the gulf between men and women in senior roles in financial services. In response to this, and following a request in March 2016 by the government, Jayne-Anne Gadhia Chief Executive of Virgin Money, was asked to lead a review of women in senior management.

The report showed more women than men start out in financial services but, as they progress, the majority fall out, especially at middle management level. This leaves almost all of the top jobs in the hands of men.

Those that believe they have an equal opportunity to advance regardless of their personal characteristics or circumstances.



New Financial's sample of 200 firms active in UK Financial Services showed an average of 23% female representation on Boards, but only 14% on Executive Committees.

In addition, women who did hold excos roles, were much more commonly found in HR and communication roles than as head of division or in Chief Executive roles. This is regardless of country, ownership or size of sample.

The Gadhia Review recommended that financial service firms connect parts of the remuneration packages of their executive teams to gender balance targets. It also recommended that firms set internal targets for gender diversity in their senior management, publish progress reports annually against these targets, and appoint an executive solely responsible for gender, diversity, and inclusion.

In response to this, in June 2016, HM Treasury launched the 'Women in Finance Charter'. This was, and is, declared as 'a pledge for gender balance across financial services'. It was issued as an invitation for financial firms to ensure 'the progression of women into senior roles ...by focussing on the executive pipeline and mid-tier work.'

Firms who sign up to the Charter, pledge to promote gender diversity by implementing four key actions:

1. by having at least one executive responsible and accountable for gender diversity and inclusion;
2. setting targets for such actions;
3. publishing progress annually against these targets;
4. having an intention that the pay of the executives is linked to delivery of these targets.

By March 2018, there were 205 signatories from across the financial services industry, and Jayne-Anne Gadhia said, "I'm delighted to see such strong progress being made in the financial sector."

Additionally, to support the work set out by the 'Women in Finance Charter', the Financial Conduct Authority has set itself 'achievable and aspirational' targets to include women in senior roles. To firmly demonstrate this, they have set a target of 45% women in senior roles by 2020 and 50% by 2025 and promise to publish their workforce data as part of its commitment to the Women in Finance charter.



A report from the Peterson Institute for International Economics and EY found that **30% female representation on boards can increase company net profits by 6%.**

# the BAME question.

Randstad's 'Paying Attention' report makes the point that it's not just women who have struggled to make it into leadership roles. The report highlights the fact that only 1 in 10 management jobs in the UK are held by members of the black, asian and ethnic minority (BAME) community.

Lloyds Banking Group was the first FTSE 100 firm to set an ethnic diversity target with a target of 8% of its top 7,000 staff to identify as BAME by 2020. Joining them in the charge for change, the FCA has also set ethnicity targets of 8% senior roles to identify as BAME by 2020 and 13% by 2025. As of 31 March 2017 the FCA's senior leadership team was at 2% BAME which was down from 3% in 2016.

Indeed, between 2014-2017 the BAME intake into the FCA Future Managers Programme had gone up from 14% to 22%. Conversely, in the same period, the BAME intake into the Advanced Managers Programme had gone down from 7% to 4%.

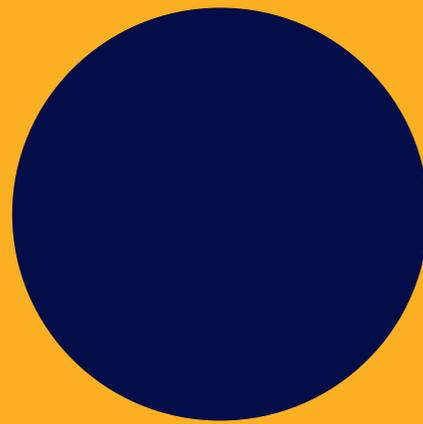
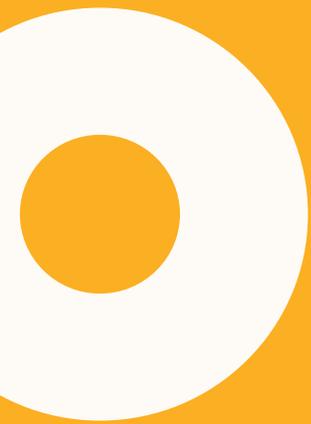
In its overall assessment of its entire staff ethnicity, however, the FCA's own data from the Annual Diversity Report 2016/2017 shows virtually no change in numbers from a white or BAME background over the three years from 2015-2017.

This clearly reinforces the point that BAME staff occupy a far greater percentage of the lower paying roles.

Christopher Woolard, Chair of the FCA Executive Diversity Committee said, "We're continuing to create a diverse and inclusive place to work...In particular, we are putting in place plans to back our ambition to have more black, asian and minority ethnic colleagues in senior roles... And we are delighted to have maintained our place in Stonewall's Workplace Equality Index Top 100 employers list."

It's not just women who have struggled to make it into leadership roles. Fewer than one in 10 management jobs in the UK are currently held by members of black, asian and ethnic minority (BAME) community.





**Embrace** is Santander UK's LGBT+ Network. Currently in the UK, the network has over 3,000 staff members.

The network provides leadership, support and insight on LGBT+ related matters and aims to reflect and celebrate diversity in the workplace to create a supportive and inclusive culture.

# LGBT

## and inclusion.

As detailed in the FCA Annual Diversity Report 2016/2017, 3% of staff declared that they were gay, lesbian or bisexual.

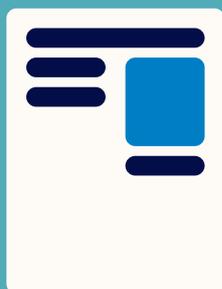
The report highlights key successes as:

- coming 58th in the Stonewall Top 100 employers list
- Chief Operating Officer, Georgina Philippou, being 33rd in the 2016 top 40 LGBT allies list published by FT and OUTstanding
- the FCA's most successful Pride 2016 parade had 65 FCA attendees

The FCA's LGBT+ network group, InsideOUT, continues to foster an environment where lesbian, gay, bisexual and transgender employees have the confidence and support to be themselves at work.

As part of their Public Sector Equality Duty, the FCA acknowledges its responsibility to have an inclusive culture. This extends to include an FCA Carers' Network and other FCA groups which advocate for disability and faith rights. As part of the drive to provide support for individual faith groups, the FCA highlights the following successes in 2016:

- a session on faith and materialism led by Canary Wharf Chaplaincy
- an interfaith day at Deptford Food Bank
- publicising and commemorating significant religious festivals



the Annual Diversity Report 2016/2017 showed **94%** of LGBT+ employees believed that the FCA treats its employees fairly, regardless of sexual orientation.

# disabilities within

# financial services.

Given that at least 3m people with disabilities in the UK work, between 10 and 15% of staff at many employers will have a disability. UK equality legislation encompasses disability and the UK has extensive legislation and case law on discrimination against disabled people. Moreover, the government has recently expressed concern about the high level of unemployment among disabled people and pledged its commitment to improving their employment rates.

The entrance to the UK's Treasury building on Horse Guards Road in London, with its sweeping ramps, are an indication of progress made in removing obstacles to disabled people joining the workforce. Installed in 2002, the ramps allow wheelchair users easy access to the building and are in keeping with the style. The actual use of the ramps demonstrates the continuing challenge of helping people with disabilities into the workplace. Like most modern office buildings, such facilities are not mainly used by disabled employees or visitors but by smokers, who find them a convenient place to have a break. Just three percent of workers who identify as disabled are wheelchair users, for example.

Although many employers within financial services are convinced of the virtues of recruiting people with disabilities, and regulations have been introduced, actual practice often lags behind. In reality some of the gravest continuing problems involve people with "invisible" disabilities such as blindness, deafness, mental illnesses or learning disabilities. Employers may be slow to realise that their employees suffer some disabilities, particularly hidden ones.

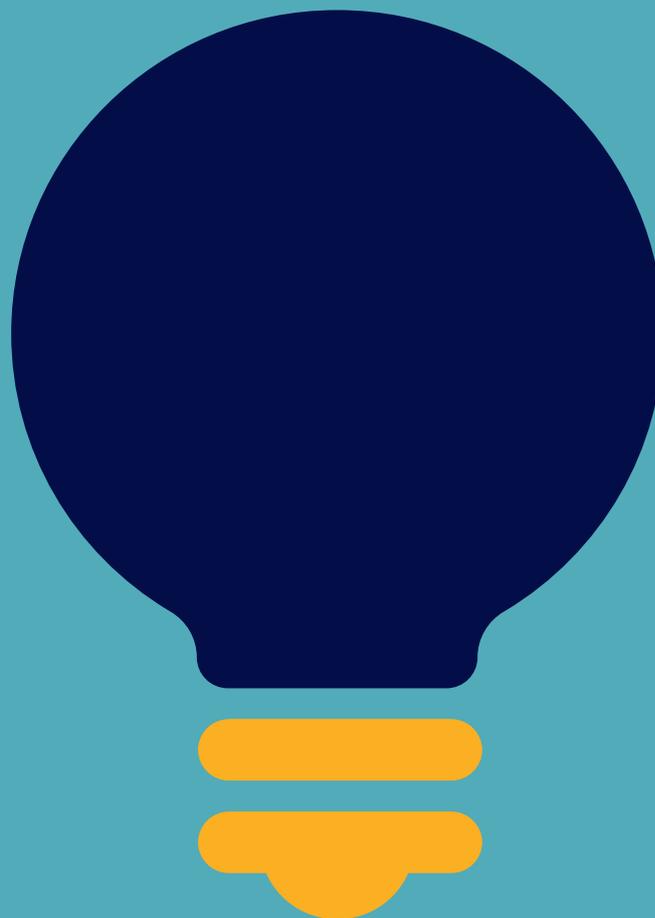
Some HR professionals and those with disabilities argue that modern online recruitment systems are making matters worse. Partially-sighted people and those with learning disabilities, dyslexia and autism struggle to use some of the most popular online recruitment programmes. Some talented workers could be knocked out of the recruitment process who could have brought a lot of talent to companies because employers simply don't understand what an obstacle that online recruitment is creating. Times are changing though.

Since Applicant Tracking Systems and online applications are used frequently in financial services recruitment this can be a challenge for organisations who want a fair and open recruitment system. The use of these systems could be more of a consideration for financial services institutions going forward.

**Auticon**, an IT and compliance business, employs more than 100 IT consultants on the autistic spectrum in the UK, Germany and France, and is the first social enterprise to scale this model across Europe.

The chief executive of Lloyds Banking Group, set a target of making requested changes to The The chief executive of Lloyds banking Group set a target of making requested changes to lights or other parts of employees' environment within 14 days to ensure disabled employees face minimum barriers to productivity. Such policy change reflects how the banking group and many other employers recognise needs that extend widely beyond staff who are the most clearly disabled.

As an example of improved understanding of the value of employing disabled people, some companies – including Microsoft, SAP and IBM – now seek to recruit a number of autistic people. Some autistic people's strong interest in detail, which can be a barrier to their social interactions, can be very useful in tasks from checking computer code to monitoring accounts and expenses.



Employees are more likely to become disabled during their working lives than to have a congenital condition. It is also at this point that organisations need to step up and accommodate their workers. Randstad's award-winning Returning to Work campaign featured a business analyst who worked in financial services and suffered a heart attack and stroke. After months of rehabilitation, lots of hard work and a back to work programme he returned to work in finance.

According to Chartered Institute of Personnel and Development research, employees who work in age-diverse teams say they enjoy:

- improved knowledge-sharing
- better customer service
- a wider understanding of different perspectives
- enhanced problem-solving
- greater innovation.



# is there an age issue?

Anti-discrimination efforts across financial services have mostly focused on gender and racial equality issues. In both these areas, the industry is acknowledging the issues and starting to make strides towards a fairer, more diverse workplace in financial services.

Ageism also appears to be a problem in the UK, with 70.8 percent of respondents to a CV-Library study saying this form of discrimination was common in their workplace. The figure was slightly lower (62 per cent) among finance professionals, but nearly one-third within the industry suspected they had been rejected for a job due to their age.

Is age discrimination set to be the next big battleground for equality in the workplace? Over the last few years there have been a number of cases where financial services workers in London have taken up legal cases with large banks citing age discrimination and have been successful.

Traditionally, age discrimination claims come from those who have lost their jobs, but hiring practices are likely to be a key focus in the years to come. Financial service workers who are passed over for promotion may also take umbrage with employers if they believe age was a factor in decision-making. However diversifying the financial services workforces age range is more than just about avoiding legal issues. Many financial institutions today recognise the benefits of multi-generational workforces.

## combating age discrimination

So, back to the question of age in financial services: does this sector suffer an age discrimination problem? The research suggests that ageism is an issue, probably no more than in most other industries.

# what's next?

## upping the game, probably.

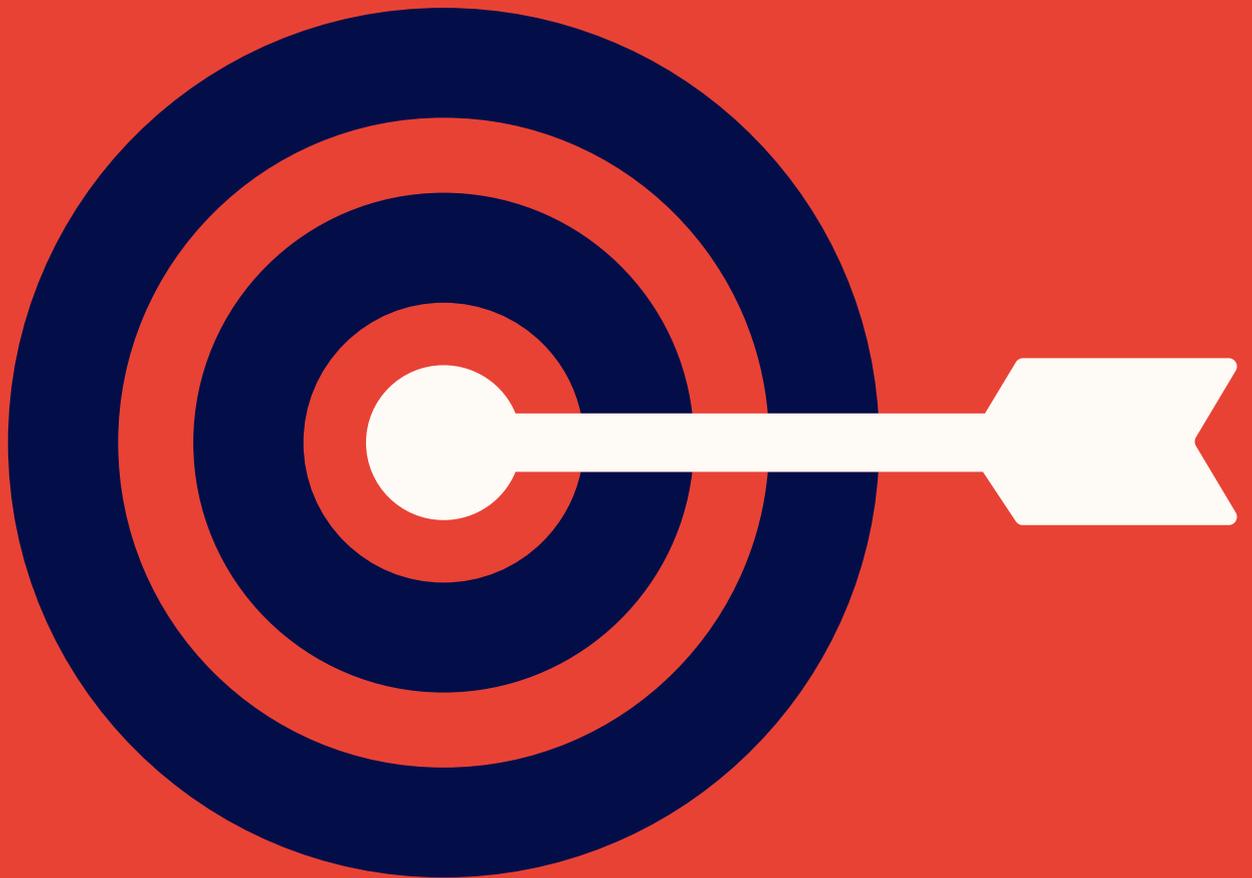
In their August 2017 Diversity Report, Consultancy.co.uk noted that, despite the potential for growth and increased revenues, the promotion of diverse leadership remains a fickle issue for the private sector.

The report showed that 53% of responding financial services firms have focussed on inclusive language and diversity of interviewer panel. 49% of respondents in financial services said that they require a diverse slate of candidates for leadership positions.

PwC, meanwhile, in their 2015 report 'Making diversity a reality' notes that whilst most financial service organisations have strategies in place to increase diversity and inclusion, many of the minority groups such as women and BAME, remain exactly that – in the minority.

In their 2017 report 'Diversity & Inclusion Benchmarking Survey', PwC note that 21% of FS organisations see the primary objective of their diversity and inclusion programme as compliance with legal requirements, 16% see the D&I programme as enhancing their external reputation, and 7% see it as necessary to meet customer expectations. Only 12% see the D&I programme as a way to achieve better business results.

PwC goes on to say that tasking leaders with specific, performance related D&I goals is key to driving real results. PwC also notes that less than a third of financial service organisations' leaders are tasked with specific goals and only a quarter are ever measured against these targets.



#### Sweden leading the way

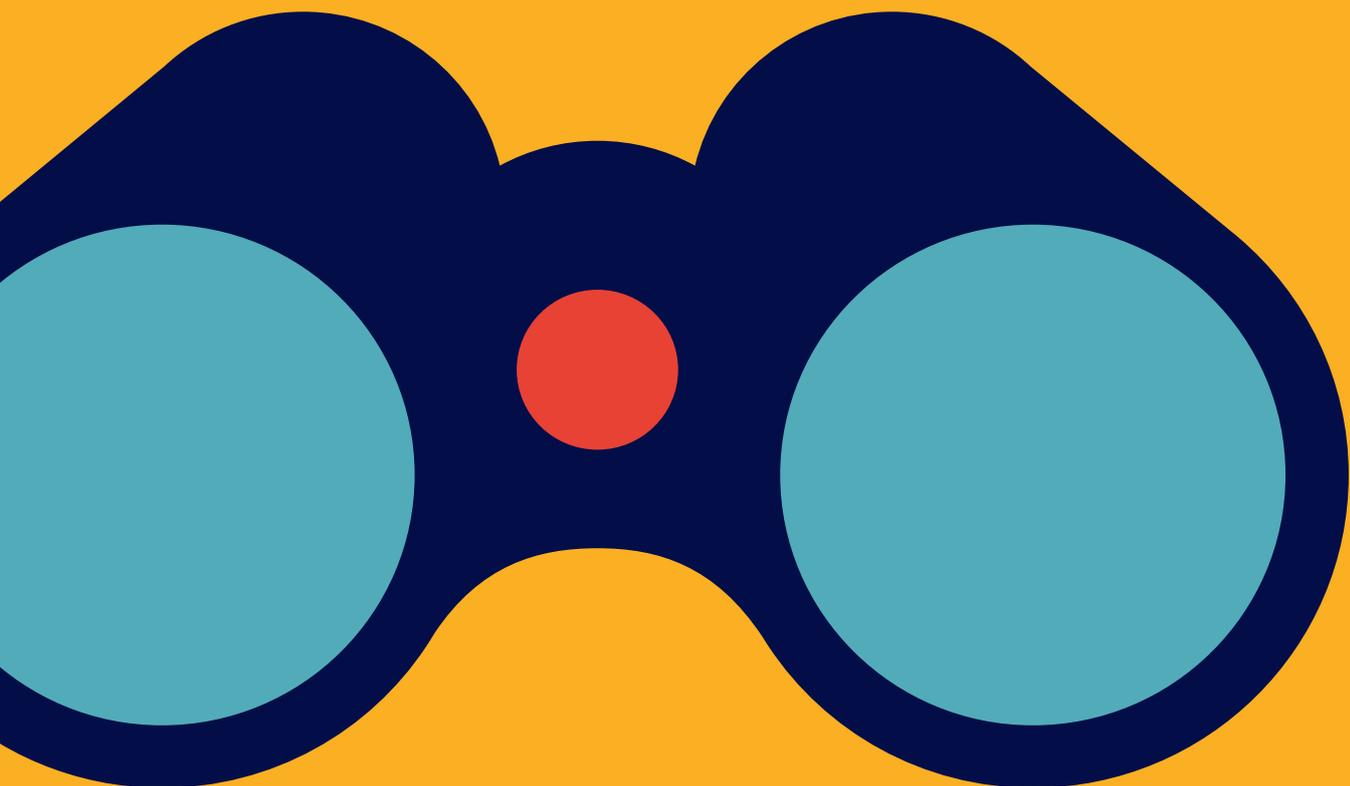
According to the recent European Jobs and Skills report by the Institute for Public Policy Research, Sweden is one of the best countries in Europe at integrating diverse groups into the labour market. It has one of the highest female employment rates (82.5%) and a maternal employment rate of 79.6%. It also boasts an employment rate of 73% for older workers – with only a small gap between older men and women.

Sweden has one of the highest female employment rates at **82.5%**.

# perceptions

# matter.

Looking at our annual exclusive Randstad employer brand research the public perception of both retail banking and investment banking as places of work has been explored. This research takes on the external views of the sector from a wide range of demographics including age and gender.



### Investment banking

Women in the Randstad survey are more likely to regard investment banking as a sector that offers strong potential for career progression (5,000 people surveyed in December 2017, perceptions based on largest UK employers in the sector). Views change when it comes to job security, with men ranking investment banking as eighth out of 20 major UK sectors in terms of providing stable and secure employment. In contrast, women see the sector as only the 12th most secure for employment.

In terms of the relative attractiveness to work in investment banking, there is a gap in the perception between males and females with women less attracted to this sector. Women score investment banking 15th for 'nice environment' and 9th in most attractive place to work. According to our survey, having a pleasant working environment is a top priority for women, therefore this is a significant factor for employers in attracting female candidates. So it appears that investment banks 'collectively' will have to work on the broad image of the sector and work environment in order to attract more women, particularly those with the skills and experience to choose between industries.

### Retail banking

The same Randstad research shows that retail banking has done a better job of appealing to women with both brand and employer brand campaigns and imagery appearing to resonate more strongly with both women and men. Women rate retail banking 11 out of 20 (compared to 15th in investment banking) for pleasant working environment and men rate it 10 (out of 20) also for working environment so the gap in perceptions is a lot smaller. Almost half of all respondents rate retail banking highly for the measurably important talent attraction factor of being likely to offer work in an attractive location. 43% of both men and women feel that retail banking ranks highly for job security.

Women have a stronger perception of the offer of a better work/life balance within this sector with both men and women rating it as ninth out of 20 sectors for work/life balance: so a middle of the road score.

### Insurance

Insurance remains the weakest of the financial sectors in our survey in terms of its attractiveness to women. Men rate it 15th of 20 for pleasant working atmosphere and in the bottom 10 for both career progression and salary. Women rank it 13th out of 20 for pleasant working environment and at 11 for career progression. Insurance as a result has more work to do in terms of collective employer branding if the industry is looking to improve gender balance.

### Graduates and younger workers

Young people have a better perception of retail banking compared to those aged 45 and over. Young people have a more optimistic view of banking and are more positive in their perceptions about how retail banking provides experience of the latest technologies at work.

When seeking the skills of digitally oriented millennials, workers aged 25 to 44 place a higher importance on the convenience of a workplace location than their younger peers.

\*All results are based on perceptions of the 10 largest employers within these sectors.

# global differences

## within financial services.

Randstad's 2018 global employer brand research - an exhaustive survey of 175,000 working-age adults in 30 countries asking about their employment preferences, also looks into the global perception of the financial services sector as a workplace. Respondents were asked to rank a number of factors in order of importance when considering their present employer.



20% of men working in financial services value an organisation with a very good reputation, whilst this is only 15% among their female peers.



### financial health & career progression

An organisation's financial health and career progression are both equally as important for women in financial services in the UK (39%) while globally women place more value on career progression (37%) than on financial health (31%).



**68%** of women in financial services find attractive salary and benefits important. This is more than male financial services employees (59%) and also more than the global female workforce (62%).

---



**29%** of financial services workers aged 25-44 years old find the convenient location of their employer important. This is higher when compared to the 18-24 year olds (20%).

---



### training

37% of the financial services workforce aged 18-24 y.o. find good training important, which is higher than the financial services workforce aged 25-44 y.o. (26%) and 45+ (23%).

---



### job security

Job Security is ranked #2 among 45+ y.o. financial services professionals, while employees aged 25-44 rank it #3 and employees aged 18-24 rank it #4.

---

## the top 5

what financial services workers want (in order of importance)

### female.

- 1 Salary and benefits
- 2 Work-life balance
- 3 Work atmosphere
- 4 Job security
- 5 Flexible arrangements

### male.

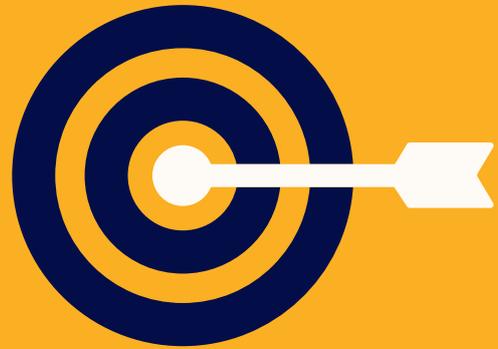
- 1 Salary and benefits
- 2 Job security
- 3 Work-life balance
- 4 Work atmosphere
- 5 Career progression

## how are organisations doing? **successes so far.**

The Excellence in Diversity Awards compiled a list of the most Inclusive Top 50 UK Employers in 2017. Organisations on the list have provided sufficient evidence on an amalgamation of topics including recruitment procedures, training and a host of diversity related initiatives. The list recognised the outstanding efforts of employers that are on a journey to reinforce their commitment to attracting and retaining a truly diverse workforce, achieving equality, diversity and inclusion at its purest form. Number two was Ernst & Young LLP and number five was Royal Bank of Scotland.

In 2016 Barclays Bank broke a diversity and inclusion record by becoming the highest-scoring organisation in a disability management measure's history. The Business Disability Forum (BDF) awarded the company 98% after assessing its approach to 10 workplace practices including physical accessibility and adjustments.

2017 The Business Disability Forum (BDF) awarded RBS: Workplace adjustments innovation of the year. RBS developed their own method of approaching workplace adjustments in a way that did not focus on disability and which was described by Business Disability Forum's assessors earlier this year as "one of the best we have ever seen."



**The Bank of Ireland** who was awarded the Champion of Inclusion and Diversity in the 2018 Championing Diversity Awards, have set an organisation goal for **50/50 gender balance** in all senior appointments by 2021

**Morgan Stanley International**, the firm's UK-headquartered subsidiary, is a signatory of the UK Government's Women in Finance Charter and was the first major US Investment bank to do so. One initiative they offer is **maternity coaching** providing support for women before, during and after returning from maternity leave. Additional training is provided for managers on being proactively supportive.

**Mastercard** was one of the first signatories of HM Treasury's Women in Finance Charter. As of 1 October 2017, Mastercard UK met its targets, due to be achieved by 2020. Their current UK management team is made up of **more than 40% women**.

In May 2016, Schroders signed up to the Women in Finance Charter. They have set a target of at least **33% women in senior management** by 2019 after achieving their goal of 30% goal in January 2017. They also plan to increase senior BAME representation.

## areas to consider to increase diversity and inclusion in the workplace.

### Rewording job adverts and job descriptions

This can remove unconscious bias as studies show that men are likely to apply for roles where they have less than 50% of the required skills, whereas women tend to only apply for roles where they have over 80% of the required skills.

### Advertising in minority publications

There are a number of specialist publications in the UK and websites which are aimed at minority groups. This can be a good way to reach out to different groups with employment opportunities.

### Blind applications and a bigger graduate recruitment pool

The introduction of 'blind' applications (e.g. no name, gender, age, education institution, disability etc) is an area that some financial institutions are looking at.

When it comes to graduate recruitment, selection from a broader number of universities and social backgrounds need to be targeted. In recent years the Big4 have changed their approach in recruiting graduates. Deloitte adopted contextualised academic data for its entry-level recruitment process in an attempt to understand the economic background and personal circumstances surrounding their candidates' academic achievements. They realised not all A-level grades are the same depending on the quality of the school that those pupils attended. To prevent unconscious bias and to ensure job offers were made on the basis of present potential rather than past personal circumstance the firm's interviewers did not have access to details of an applicant's school or university.

To improve gender diversity, in 2016 Deloitte intended to remove candidates' names from the selection process.

### Showcasing a diverse workforce on the company website and careers pages with case studies.

Case studies of the senior management team and/or recent graduates from diverse backgrounds can be useful. Reports highlight that BAME students are more likely to drop out of university as they don't feel they belong and it can be similar in the work environment. Creating a sense of belonging and 'people like me' as an inclusivity culture can be helpful and case studies go some way to achieve this. Showing different ages and genders can help.

### Health checking the culture of the organisation especially at a senior level

Is there an overly macho or long hours culture that might disadvantage women?  
Are entertaining and staff events diverse and inclusive or do they all follow a certain theme?

### Introduction/extension of flexible working policies for all staff

A Treasury Committee report, Women in Finance, published in June 2018, wants finance firms to remove the stigma of flexible working through senior men leading by example. The group of MPs are pushing to change the perception that flexible working is for women and to get rid of the culture of presenteeism in finance.

### Ensuring interview panels are diverse and minority groups are represented

Interview panels can be a good idea. Interviewers need training and should ask the same questions of every candidate so their comfort level with some prospective employees, based on similarities in their backgrounds, doesn't bias the process.

### Ensuring online assessments and access to interviews are fair

Working with support groups and charities such as the National Autistic Society and British Dyslexia Association to ensure hiring managers understand how to adapt interview and selection processes to ensure inclusion.

People with disabilities represent a vast market that is often overlooked and largely untapped. The assumption is that technology is different from stairs. If a candidate attended an interview in a wheelchair and was required to walk up stairs, that would be unacceptable. In the same token someone with a visual impairment or dyslexia shouldn't struggle with a website or online selection testing that for them is inaccessible.

### Job coaches

Issues like a sensitivity to noise or light or difficulty coping with social interactions can be relatively simple to address – such as providing a quiet office instead of an open-plan workspace to help avoid sensory overload – but without the right knowledge and understanding, may be difficult procedures for HR to formalise internally as part of the recruitment process. In-house 'job coaches', or someone hired on an adhoc basis, could help ensure workers with autism and those with other disabilities are comfortable with their workplace and are able to concentrate on their work. This could help ensure employees with different disabilities are supported not just during the recruitment stage but throughout their careers – and limit instances where talented individuals fall out of employment due to anxiety or stress.

### Raising awareness internally of the benefits of a diverse workforce through structured seminars and workshops

The goal of diversity training through seminars or workshops is to make employees and managers better understand that even if there are differences amongst the team members that they are working with, a little adjustment in one's attitude can make for an extraordinary team. The key to any training is to make employees not only tolerant of the differences, but to value those differences as a part of successful teams.

### Creation of employee forums, mentoring programmes and culture

Celebrating festivals of all the different cultures is one way of creating awareness and acceptance. Some companies even create short courses or slide decks for employees who are travelling to other countries. These trainings can help employees to understand the culture of the country they are visiting.

Within the office environment mentoring programmes can be established to help employees understand other cultures and challenges for minority groups. Employee forums and cultural societies in larger organisations can help promote different cultures and create a sense of acceptance and belonging.

### Enhanced referral bonuses for diverse hires

If diversity is a focus, and you already incentivise your employees to refer candidates for open positions, consider paying more for candidates who are currently underrepresented in your employee population. This could see an increased referral bonus for women or minorities.



Barclays' diversity and inclusion strategy has five pillars:

gender  
disability  
LGBT  
multicultural  
multigenerational

Each is led by one senior leader. Each of the five pillars has a 'listening group'. These employees, organised by region, speak to colleagues about how well disability targets are being achieved and what more could be done.

# in conclusion.

Achieving a balanced workforce at all levels in financial services will undoubtedly improve culture, behaviour, outcomes, profitability and productivity in the UK and beyond.

Alison Stamer, MD of Randstad client solutions, sums up “Being an inclusive employer is a fundamental part of our business strategy. The future of our business depends on our ability to provide innovative and creative solutions for our clients. This can only happen if we can recognise and capture the most diverse range of thoughts, experiences, and skills which is what we do here at Randstad. Embracing diversity of thought, age, ethnicity, gender, disability and sexual orientation, and creating a workplace culture that is inclusive, results in better decision making and I believe leads to improved business performance. I am proud to work for a company where the leadership team are split 50:50 male/female. But I am even prouder that four out of five of the UK managing directors are women.”

Embracing diversity of thought, age, ethnicity, gender, disability and sexual orientation, and creating a workplace culture that is inclusive, results in better decision making.

Adam Thorpe, operations director of Randstad financial services, explains:

“Our experienced and inclusive financial services team here in London work with a number of organisations to help secure a varied candidate pool. Our consultants are trained in the area of diversity and use inclusive language within advertising of roles. The team are able to recruit from a range of sources to target skilled candidates from different backgrounds and understand the challenges that financial service institutions have. This all helps ensure organisations achieve an inclusive and diverse workforce.”





### contact details

85 London Wall  
London  
EC2M 7AD  
T: 020 7786 6500  
london@randstadfp.com

### specialisms

Financial Services

### sub specialisms

Accountancy & Finance (Perm) , Accountancy & Finance (Temp) , Audit , Change Management (Perm) , Change Management (Temp) , Complaint Handling , Compliance (Perm) , Compliance (Temp) , Customer Service , Investment & Asset Management (Perm) , Investment & Asset Management (Temp) , Legal, Operations & Middle Office (Perm) , Operations & Middle Office (Temp) , Risk Management (Perm) , Risk Management (Temp) , Sales & Distribution (Perm) , Sales & Distribution (Temp) , Wealth Management (Perm) , Wealth Management (Temp)

### SOURCES:

Yasmine Chinwala – Women in UK Financial Services (June 2016)

McKinsey and Company – Delivering Through Diversity (2018)

FCA - Annual Diversity Report 2016/2017

FCA – Diversity and Inclusion – why it matters to us (Feb 2018)

PwC – Making diversity a reality (2015)

PwC – Diversity and Inclusion Benchmarking Survey (2017)

Consultancy.co.uk – Financial services industry increasingly eyeing diversity and inclusion (Aug 2017)

[https://uk.virginmoney.com/virgin/assets/pdf/HMT\\_Voluntary\\_Charter.pdf](https://uk.virginmoney.com/virgin/assets/pdf/HMT_Voluntary_Charter.pdf)

<https://uk.virginmoney.com/virgin/assets/pdf/Virgin-Money-Empowering-Productivity-Report.pdf>

Randstad 'Paying Attention' report May 2018:

<https://www.randstad.co.uk/job-seeker/areas-of-expertise/financial-services/financial-services-whitepaper/>

Randstad workpocket <https://www.randstad.co.uk/workpocket/>

<https://www.ey.com/gl/en/industries/financial-services/ey-placing-gender-on-the-financial-services-agenda>



# randstad financial services.



**SAMPLE 2**

**CLIENT: National UK Company Bluebird Care**

**PROJECT: Advertorial for local press**

**TITLE: Home is Where the Heart Is**

FIONA CLARK

EMAIL: [FIONA@SPIRAL-GLASS.COM](mailto:FIONA@SPIRAL-GLASS.COM) MOBILE: 07974 744 851

# select

GOSFORTH

FASHION INTERIORS LIFESTYLE FOOD

## HOME

IS WHERE THE HEART IS

Choosing care at home over residential care

## MAGICAL MAURITIUS

Recommendations from a personal travel consultant

## PASTEL HUES

Fresh and flattering fashion for spring



TRAVEL  
HEALTH  
LIFESTYLE

FREE





# HOME IS WHERE THE HEART IS



David Haswell, Managing Director of Bluebird Care in Newcastle, took the time to talk to Select Magazine to explain why many of their satisfied customers choose care in their own homes rather than a permanent move to residential care.

**I**t's an unshakeable tenet of society both old and new that nothing is lodged deeper in the human heart than the sanctuary you find behind your own front door. It's indisputable, unmistakable, and it's supposed to be untouchable. And yet for many, as health concerns begin to mount, that place of safety can begin to feel like it might very well begin to slip away.

With many people facing one or more long term health conditions, the prospect of a move to residential care can cause untold worry and emotional distress. Luckily, as part of a much needed and overdue social care revolution, a solution may just be to hand, one that is tailored to individual care, right in the heart of your home.

**“Bluebird Care aims to deliver a specialist, individual care service that we would be happy for our family and our loved ones to receive.”**

Many in the UK are, however, either unaware or overwhelmed by the huge range of options available to those in need of specialist care, for younger and older people, their children and their families. It can often feel like you're making your way through a minefield, and issues are not limited to older people. They can include dementia, Alzheimer's and Multiple Sclerosis amongst others.

Luckily for those in need of help, bespoke care options have become much more widely available, with many Home Care companies offering specialist services at affordable rates, which allow their customers to stay in control and in the homes and communities they value and depend upon.

The United Kingdom Homecare Association (UKHCA) is the national professional body who promote the highest standards of care offered by homecare providers and can offer to help find agencies and organisations that can meet specialist care needs at home.

One locally based care company, who are full members of UKHCA, Bluebird Care in Newcastle, took the time to talk to Select Magazine in an effort to raise awareness of the many options available and to explain why many of their satisfied customers choose care in their own homes rather than a permanent move to residential care.

David Haswell of Bluebird Care said, 'From the first day we opened our business, our customers have been at the heart of everything we do'. He went on, 'we have revolutionised the way that high quality, bespoke care is delivered in Newcastle, not only to those with specialist needs, but also to their families. Bluebird Care aims to deliver a specialist, individual care service that we would be happy for our family and our loved ones to receive'.

Indeed, to reinforce the point, Age UK stated in its 'Briefing on the Health and Care of Older People (2017)' that only 15% of people of their 80s and 6.5% of people in their 90s are not living with a long-term health condition. Age UK continues, that most people aged 60-84 are living with more than

one long term health condition. Despite these figures, Age UK goes on to state that spending on older people's social care fell 'steeply to £7.75 billion pounds in 2013.' Whilst spending on older peoples' care has seen a small increase since then, the contentious issue was thrown into sharp focus during the 2017 General Election, when social care reform shot straight to the top of political agenda.

Bluebird Care, Newcastle, is passionate about offering a homecare service which will significantly improve the lives of those in need of care at home. By providing a tailored, individual care service, Bluebird Care allows the customer to remain in control. This can include being surrounded by the things that matter most to them like personal belongings and family pets, but without sacrificing the care they need. In addition, as far as possible, Bluebird will keep staff changes to a minimum to maintain familiarity. In the light of a much-needed social care revolution, Bluebird will also ensure that every part of the service they deliver is driven by the customer.

Finally, an unmistakable benefit of a reliable, friendly and efficient homecare service, is the alleviation one of the most troubling aspects of our modern society - that of loneliness. Older people can often go weeks or even months without seeing anyone, and with their much needed 'Loneliness Campaign', Bluebird is determined to combat the debilitating effects of isolation by continuing to improve its service to all customers.



*“Bluebird care allows the customer to remain in control. Surrounded by the things that matter most to them, but without sacrificing the care they need.”*



To arrange a visit to the Bluebird Care office, or an appointment in the comfort of your own home to discuss your needs, email [newcastle@bluebirdcare.co.uk](mailto:newcastle@bluebirdcare.co.uk) or call on 0191 3410190.



# GUTTER CLEANING SPECIALISTS

**WE CAN CLEAR.**  
We use a powerful vacuum to reach up and clear debris & even grass from your gutters.

**WE CAN CLEAN.**  
From the ground we clean your guttering & fascia boards to remove unsightly staining.

**WE CAN ALSO CLEAN**  
Conservatories and conservatory roofs.

**HOW MUCH IS IT?**  
We can quote instantly. No visit required. We just need to know how many bedrooms you have & your postcode.



GET A QUOTE & BOOK ONLINE  
**GutterPRO.co.uk**

gutterpronortheast

**Hello, I'm Larry**

I own & operate GutterPRO across North Shields, Tynemouth, Whitley Bay, Shiremoor, Wallsend and the surrounding areas.

Because it's my business, you'll get a personal service and be certain we'll clear up thoroughly after the job.



Call  
**0191 654 0035**

mobile: 07813 306711

Fully Insured  
Uniformed Staff  
Before & After Photos  
Cards Accepted





## **SAMPLE 3**

**CLIENT:** Gemma Forster Web Design  
**PROJECT:** Article for online publication  
**TITLE:** Three Rules for Hiring a Content Writer

# THREE RULES FOR HIRING A CONTENT WRITER



By [Fiona Clark](#)

## If you're considering writing content for your website, read this first...

Recently, a friend shared with me a list called '**10 Signs You are a Grammar Nerd**'. And let me tell you.... I tick every box. Unashamedly so. Number four ("You feel compelled to correct poorly written public signs") and number ten ("You mentally edit all the books and magazines you read") are my absolute favourites. Like a mathematician obsesses over numbers, I obsess over words. As a professional content writer, every day at work is like my birthday.

### Word burden?

But not everyone is bursting with excitement and abundant happiness over words. While my passion for precision in writing content dominates a high percentage of my thoughts each day, I realise that not everyone feels the same. Talking to some of my clients, it becomes clear that writing, can in fact, cause a lot of stress and anxiety, especially when writing for critical elements of business. A good example of this, occurs during the web design process, when entrepreneurs set about writing the web copy for their business website. Many articulate, very



intelligent and hard-working business owners attempt this fete of linguistic engineering time after time. After all – how hard can it be? The answer is, in fact, very. Sitting down in front of your computer to write copy, can pose a challenge for the smartest of people.



## Step away from the pain

Just as you wouldn't perform dental treatment on yourself, I don't recommend you put yourself through the pain of trying to compose one of the very cornerstones of your company's public image and one of your most valuable marketing tools. Potential new clients making their first visit to your website, are making value judgements based on what they see.

*"Impressions matter, and as we all know, they are lasting. At the very least, you want your copy to embed your brand and communicate your main messages. But more than that, you want it to convey your business identity, its inherent personality and what you stand for, through the medium of writing."*

Thankfully, there are skilled wordsmiths out there to craft bespoke and personalised copy for your individual website. And if you're unsure where to start with hiring a content writer to create your web copy, here are three important guidelines to help.



## 3 RULES FOR HIRING A CONTENT WRITER

### Make Sure Your Content Writer Gets To Know The Business And Its Background In As Much Detail As Possible.

Producing web copy for a client requires a thorough understanding of the business and the team behind it. Don't be shy of this. A good content writer becomes an extension of your team for the time they are working with you. Letting them get close enables the content writer to begin to find the correct tone; after all, they're breathing life into your message and brand, via their own repertoire of words. One suggestion is for the content writer to attend one or two team meetings (depending on the size of your business and the project), as this usually gives them a good insight into the character of your business and how you like to interact with others.





## Be Prepared To Liaise With Your Content Writer.

Give your content writer an exact brief, that nails down exactly what you want written, what the message is and who the intended audience is. Give as much detail as you can. Be specific and talk it through until the writer is clear on the instructions. Are you adding extra services/pages? Are you revamping existing pages – with what purpose? Sometimes starting from scratch isn't necessary. Be available to answer emails and further questions as you go. Writing content is a process and it will require you to read and approve what has been composed. A respectable content writer will allow for drafts with revisions in the quoted price.



## Hire A Content Writer With A Good Reputation.

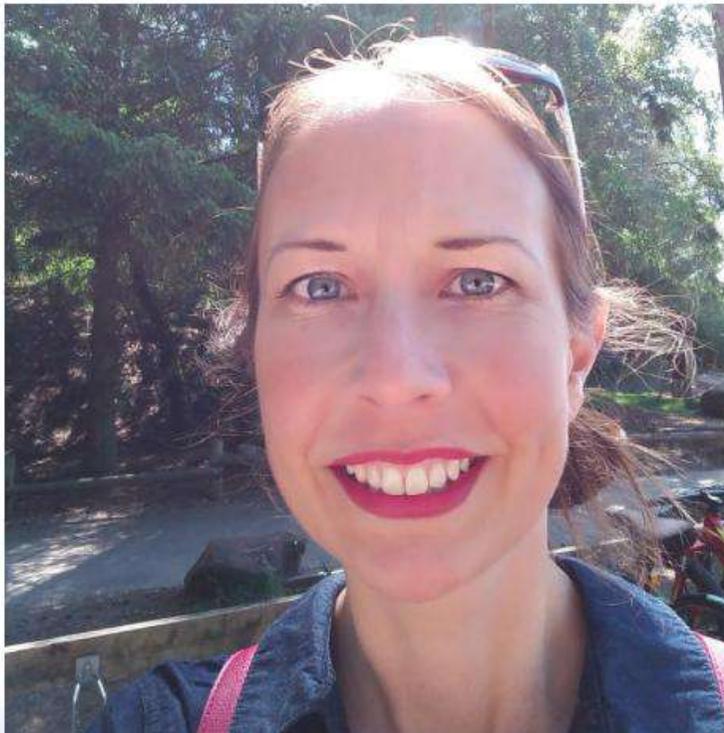
Your content writer needs to know their own craft, including how to employ a subtle, almost undetectable, sales technique through their expert use of the English language. Being a good content writer does not simply mean that you can structure paragraphs, spell and punctuate sentences accurately. A successful content writer knows how to have maximum impact with concision and has a wide repertoire of literary and scholarly devices, knowing when and where to use them in the copy. Many people are good writers, but a skilled content writer can launch your business to the next level with engaging, influential and distinctive copy.

## Let the experts take the strain

Our lives today are filled with words, more than our predecessors' lives ever were. Texting, tweeting, blogging, posting, to name but a few. With the explosion over the last decade of the monsters that are Facebook, Instagram, Twitter and LinkedIn it's impossible to escape words. And I for one LOVE IT. My job as a content writer is all about using words to market your products or services; and it's true what they say, when you find a job that you love, you'll never work another day in your life. So, hire your very own grammar nerd today, to take the worry out of words. You (and they) will be very glad you did.



## About Fiona Clark



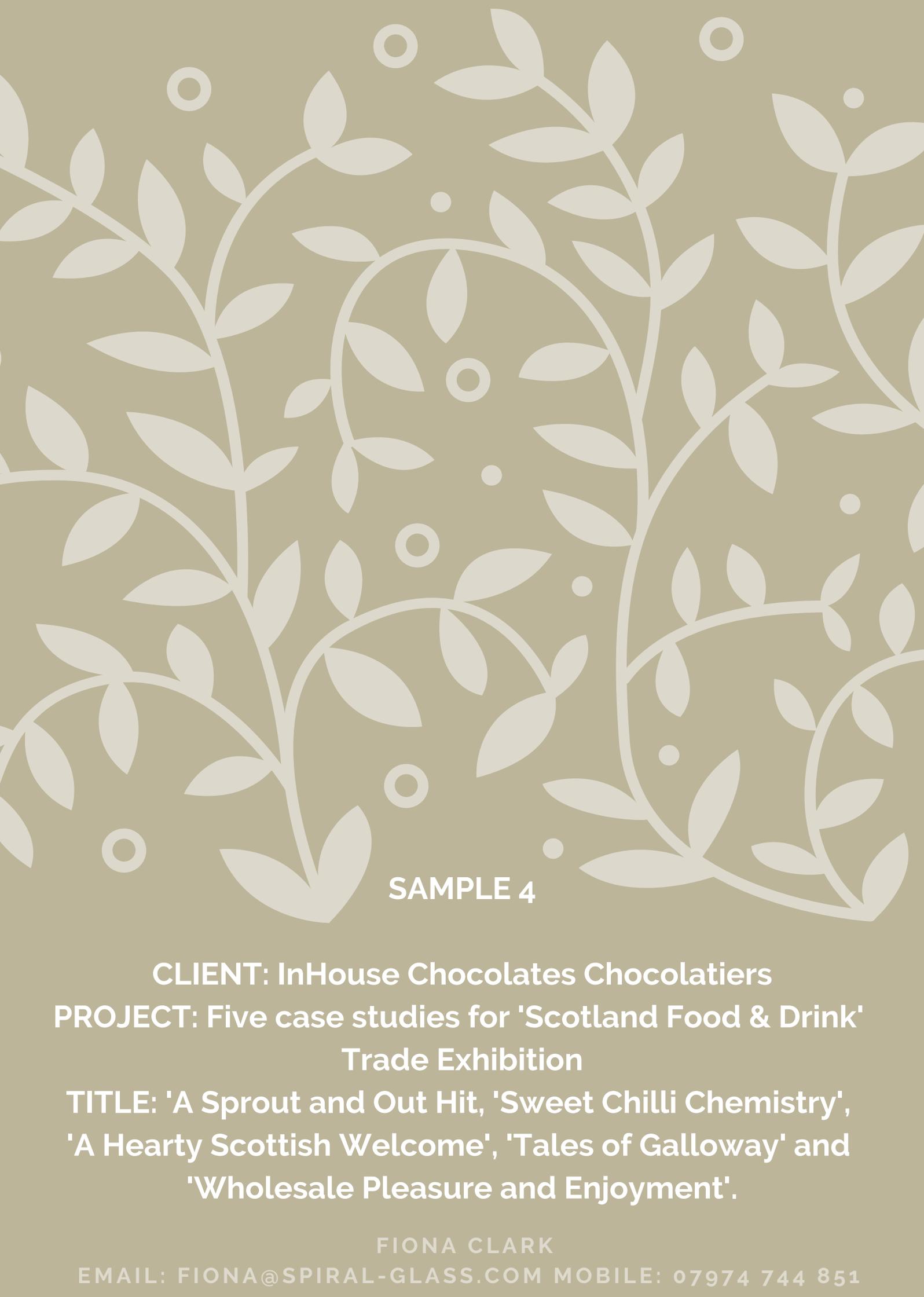
Fiona Clark is a content writer and bid writer and is Head of **Spiral Glass Professional Writing Services**, based near Newcastle, in the North East of England.

Fiona works alongside businesses and organisations to find the right words to improve their competitiveness in today's market. She steers companies through the ever-growing maze that is content marketing.

As an English Language expert, Fiona is most happy when surrounded by books and words. She has an excellent track record of writing, editing and preparing distinctive, original and winning content.

Find out more on Fiona's website [www.spiral-glass.com](http://www.spiral-glass.com)





**SAMPLE 4**

**CLIENT: InHouse Chocolates Chocolatiers**

**PROJECT: Five case studies for 'Scotland Food & Drink'  
Trade Exhibition**

**TITLE: 'A Sprout and Out Hit, 'Sweet Chilli Chemistry',  
'A Hearty Scottish Welcome', 'Tales of Galloway' and  
'Wholesale Pleasure and Enjoyment'.**

**FIONA CLARK**

**EMAIL: FIONA@SPIRAL-GLASS.COM MOBILE: 07974 744 851**

Love them  
or loathe  
them!

## A SPROUT AND OUT HIT!

inhouse chocolates  
by design

When we were given a brief of "Christmas Food with a Twist", we had no idea how much interest there would be in a chocolate brussel sprout!

Designing for Quirky Gift Library in Edinburgh, we were able to produce a chocolate which not only tastes incredible but that has taken the world by storm with over 670,000 sprouts sold!

With a range of flavours and no nasty side effects, we think we have found a winning formula!



670,000

sprouts produced

Each sprout is made from solid chocolate piped into a white chocolate shell then rolled in more white chocolate with a hint of coloured cocoa butter giving them their life-like appearance!

4

flavours

Our sprouts are truly made by hand, with no machinery and are a great example of how we can produce high volumes.

NOTHS  
bestseller

Talk to us today if you would like to know more about .how we can help you develop your next big seller.



[inhousechocolates.biz](http://inhousechocolates.biz)

## COLLABORATE

Creating new blends and flavour combinations is a huge part of the fun at inhouse chocolates. Mix that with our love of design, there is nothing more rewarding than working in partnership with other local artisan producers to create something extra special.



inhouse chocolates  
by design

Sweet  
Chilli  
Chemistry



## HOT CHOCOLATE

Working with our friends at Galloway Chillies, we have created a tasty Christmas pudding truffle filled with their chilli chocolate mincemeat. The perfect combination of sweet chocolate and spicy chilli heat!

## MAGIC

We make all our products by hand using the best quality Belgian chocolate and quality ingredients. Our small design team make and pack everything in-house, ensuring that it always meets our high standards.



[inhousechocolates.biz](http://inhousechocolates.biz)

# A HEARTY SCOTTISH WELCOME

At our retail shop situated in the heart of Castle Douglas on King Street, we offer a very warm welcome. Come in and browse our wide selection of chocolate temptations. Resist the delicious treats on offer from our chilled counter if you dare!



## TEA TIME?

Sit and relax while you enjoy a coffee (freshly ground of course), a thirst-quenching pot of tea or why not try our mouth-watering, signature hot chocolate. We have over 25 coffees to choose from and over 14 teas. While you sip on your refreshing beverage, soothe your senses by perusing our scrumptious selection of confections.



# Tales of Galloway

At inhouse chocolates, we are incredibly proud of our Scottish heritage. Our Tales of Galloway range was developed in collaboration with local photographer Phil McMenemy to showcase the rich history of our local landscape.

Our work with Phil enabled us to bring to life the rich history of the characters of our local area using the skills of our team and flavours of our area.

As part of the gift box, we developed a chocolate Belted Galloway cow, a distinctive breed, renowned for its top quality taste...much like our chocolates!

*Moo-tiful!*



## WHOLESALE PLEASURE AND ENJOYMENT!

If you're looking for a wholesale supplier of impeccable handmade chocolates, then you're in the right place. Our range of fine chocolate confection can be supplied in large consignments or made up into large orders of individual gift set combinations.

## GAME, SET AND MATCH

We already supply various companies around the UK, including Braehead Foods, a fine food wholesaler and Scottish game processor, who supply the best chefs in the hospitality industry across the UK and Europe. And we are ready and waiting to fulfil your order.

Our products are all made by hand, using traditional methods of chocolate production and that means we make and select everything meticulously, with your individual order in mind. If you have an idea of something you'd like created we can do that too. (We are the inventors of the chocolate sprout, you know!)

To buy bulk, or talk about wholesale orders, please talk to us today and we can discuss your requirements.



## **SAMPLE 5**

**CLIENT: Flourish with Lucy Patterson**

**PROJECT: Online blog**

**TITLE: The Best Things in Life Are...?**

**FIONA CLARK**

**EMAIL: [FIONA@SPIRAL-GLASS.COM](mailto:FIONA@SPIRAL-GLASS.COM) MOBILE: 07974 744 851**

**Question: The Best Things in Life are.....? [fill in the blank].**

**Clue: Most adult women use on average 20,000 per day and adult men about 7,000 per day. What are they?**

Answer: WORDS.

**So, the big question is – are the best things in life words?**

**Whether man or woman, we all use so many of them all the time, surely the answer is ‘yes’ already.**

Whether you agree with this or not, words are a powerful tool. Sometimes we find exactly the right words to express what we mean. Other times we draw a blank. When we do get it right, a few kind words can boost someone’s day, build rapport, or create a lasting friendship. Words can be used to generate discussion and debate, and resolve problems. They can paint pictures of other worlds without the need for a canvas or a camera. Open any page of Michael Palin’s ‘Around the World in 80 Days’ and the words transport us to another landscape, another shore, another climate, another moment in time:

*“All is pretty quiet aboard the Al Shama this morning, the crew lie curled up on various parts of the deck... A small rattan mat of many colours is produced for us, and our breakfast of omelette, chapati, jam and fresh oranges laid out on it.... As we eat, the sea around us turns leaden and heavy. We’re passing through the thick, viscous smear of an oil slick... It is so obscene it silences us all.”*

With just a few words, a few black marks on a page, we can begin to understand not only what is delivered to Palin’s five senses but also how he and the crew operate around each other and what their reactions are to the damage to the environment around them. Talented writers are gifted in this way of providing exactly the right words in the right order for the benefit of the reader. Apart from informing and describing, words can also hold the power to influence. Most of us can recall from memory great writers and orators throughout history that have had an impact on us as individuals. Many will have heard of the Martin Luther King “*I have a dream...*” speech, and will be able to identify the words “*Never was so much owed by so many to so few*” as those of Winston Churchill. Of course we all experience some of life’s most memorable moments powered by words:

- a love note / a valentine
- a proposal
- the first words of a little one

- choosing from the menu of your favourite restaurant
- travel documents for your holiday of a lifetime
- a competition result
- an election announcement
- confirmation of a job offer
- break-through news
- a critical work contract



Whatever the moment, one thing ties them all together, words. Without them we would not have the means to be so very specific about areas in our life: Love, relationships, family, work, school, science, maths, construction, engineering, manufacturing, architecture, law, medicine, health and wellbeing. Words allow us to connect with each other on an intelligent level and distinguish (wo)man as the paragon of the animal kingdom. Words provide education, knowledge and learning and allow the passing on of information.

The 'right' words allow us to be understood as an individual and prevent being misunderstood. Here's a scary but awesome thought about the power of words and communication: In 200 years' time there will be no one left on the planet that is here now, however the population of the world will know everything that we know now... and more. And that's down to communication and the passing on of knowledge, intrinsic to educating the next generation. It's an incredible thought what amazing tools we have at our fingertips these days to search online using just a few key words; and often with predictive text the computer knows exactly what our next words are before we even type them. The world becomes smaller and more accessible for more people without even leaving their own homes, just by entering a few words on Google, YouTube, Instagram, Facebook, Twitter. The power to share your message online and in printed format opens up endless possibilities for businesses to flourish.

Whatever your view of words, one thing we can agree on is that there would be no double chocolate cupcake recipes without words, no poetry, theatre or drama. Our world would be silent. No caroling, no voice, no song. Here's hoping your year ahead is full of the right words, whatever they might be for you. If you can't find those words my best advice is to hire an expert for a little guidance. There are lots of good freelance copywriters out there who are head over heels in love with words and who are itching to write just for you.

## TESTIMONIALS

"Fiona is an intelligent, creative person who is a committed, supportive and enthusiastic team-player. Her approach is always meticulous, measured and consistent. Her knowledge of her English specialism and skills are impressive. She is always prepared to 'get alongside' colleagues in order to help them achieve their best. I would highly recommend her."

Sarah Hay, Project Leader, School of Education, The Northumbria Community

"Fiona is a true wordsmith, committed to her craft. She is both articulate and artistic in her approach. Responsive, reliable and easy to work with too, Fiona has the ability to take a concept and put it into words, integrating keywords into a narrative. Fast, reliable, creative and meticulous."

Lynsey Parke, Cumbria Careers Hub

"Fiona is professional, personable and very reliable. The quality and accuracy of her work is of the highest order. I would have no hesitation in recommending her to any individual or company. Fiona combines excellent results with genuinely great value...couldn't be without her."

Angela Tuplin, Director of NE Display

"I would happily recommend Fiona. Her writing style is clear, concise and easy to read. She totally understands that web copy should embed the the clients brand, convey their business identity and provide valuable information. Fiona clearly sees that web copy is one of the most valuable marketing tools and her service shows this. She was a dream to work with and I look forward to working with her again."

Gemma Forster, Gemma Forster Web Design.

"Just had Fiona complete a piece of work for me that I needed with a fast turnaround for one of my companies. I was impressed with her ability to act quickly, professionally and most of all understand and nail the brief. Thanks a million!"

David Haswell, Bluebird Care.

FIONA CLARK

EMAIL: [FIONA@SPIRAL-GLASS.COM](mailto:FIONA@SPIRAL-GLASS.COM) MOBILE: 07974 744 851