

# The Leeds D&I Project

Enhancing performance through diversity and inclusion

Retention

Conducting  
exit interviews

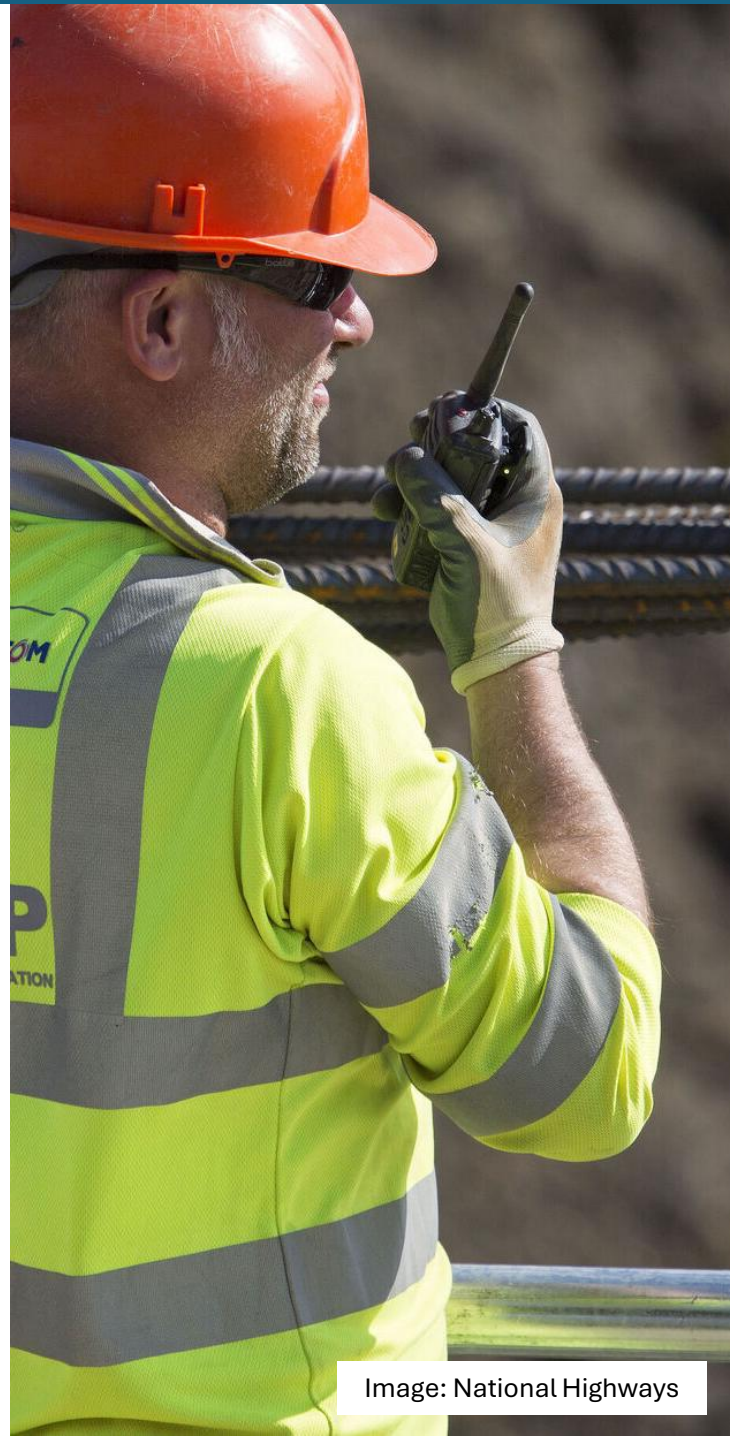


Image: National Highways



## Purpose and approach

Exit interviews offer a vital opportunity to listen, learn, and develop our ongoing inclusion approach. When employees depart, they carry with them unique insights into the lived experiences of working in a scheme – insights that are often candid, reflective and deeply valuable. Exit interviews provide the change to understand how inclusion policies shape employees working lives. Feedback helps us identify what a scheme is doing well, where they are falling short, and how we can better support individuals from background moving forward.

We have structured the interview on five topics, but they are designed to be conversational; they should focus on the employee's experiences rather than simply answering each question. Interviews should last between thirty minutes and an hour. Employee information related to the interview must be kept confidential.

## **Section 1: Role and background**

- What is your current/what was your former job? Please describe your role and responsibilities.
  - How long have you been with the firm?
  - What attracted you to the company?
  - What made you want to pursue a career in the highways sector?
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## **Section 2: Experiences in the company**

- What did you most like about your job?
  - What did you least like about your job?
  - Is there anything that could have been done to improve your time in the job?
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## **Section 3: Leaving the company**

- When did you start thinking about leaving/seeking work elsewhere?
  - What were the key factors in driving the decision to leave?
    - If prompts are needed, consider promotion, terms and conditions, pay, work-life balance, relations at work etc.
  - What prompted you to apply for the job you have now accepted?
  - What sector is your new role in?
  - Are you staying in the local area in your new role?
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## **Section 4: Future intentions**

- Is there anything that could have been done to keep you in the company?
  - Would you think of returning to the company in the future?
  - If so, what could the company do to make that attractive for you?
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## **Final questions and ending the interview**

Thank the participant for taking the time out of their day to talk to us. Before we finish and shut off the recording, is there anything else you would like to add?



Image: National Highways

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## Enhancing performance through diversity and inclusion

If you have found this toolkit useful or would like further information about the collaborative project between the University of Leeds and National Highways, then please contact [Dr Jack Daly](#) or visit our [website](#).

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### About CERIC

The Centre for Employment Relations, Innovation and Change (CERIC) is home to researchers who contribute through high quality research, teaching and knowledge transfer to contemporary national and international debates around the changing dynamics and future of work, employment and labour markets.

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The research underpinning this Roadmap was commissioned by National Highways (2021 – 2025)

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