



Diversity: Practice beyond theory

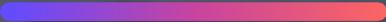
A Resource Solutions guide on how to foster an inclusive environment and make an impact through connection and belonging.



Contents

01	Introduction	1
02	The shift from CSR to ROI	3
03	Tackling gender bias	4
04	Tackling ethnicity bias	7
05	Tackling LGBTQ+ bias	12
06	Tackling disability & neurodiversity bias	14
07	Tackling age bias	16
08	Promoting social mobility	20
09	Tech picks to enable meaningful change	22
10	Conclusion: 5 action steps	24





Introduction

Diversity and inclusion are not interchangeable terms. Diversity within an organisation without inclusion is just many different people in the same place at the same time, with no engagement or connection. Most of us will know that diverse hiring is hiring with special care to ensure procedures are free from biases related to a candidate's culture, ethnicity, gender, religion, age, physical and cognitive ability, or any other difference, seen or unseen, that makes each of us unique. A diverse organisation that is also inclusive is continually seeking ways to ensure all team members' opinions are heard, that their unique perspectives are validated, valued, and that they belong to one cohesive unit.

Everyone has unique characteristics that set them apart from the crowd, but not everyone has to deal with exclusion or discrimination. Individuals themselves are not "diverse". By labeling an individual "diverse", you are implying that a "default" or "norm" exists as a dominant identity. Diversity instead must be looked at as something that can only exist relationally within a group. A diverse group will be composed of people from many different backgrounds. A diverse and inclusive group can achieve equity by recognising that some underrepresented groups have to overcome more barriers and have less access to opportunities than more dominant groups. A company must actively seek out ways to reduce barriers, in order to create an even playing field for all potential candidates or current team members.

So, how are companies doing in 2021? COVID-19 has forced us all to look at disparities in the healthcare system and in the workplace. With many of us still working remotely, we are seeing employees being affected disproportionately. Even before the pandemic, it was estimated women were doing about three quarters of the 16 billion hours of unpaid work done each day around the world. Now that figure is higher. Evidence shows us that remote working has eroded inclusion efforts previously put in place and is proving challenging for many physically and mentally, but there are solutions for businesses to help.



The killing of George Floyd and the subsequent Black Lives Matter protests and rallies across the globe have been the catalyst for many companies to really commit (and recommit) to diversity, equity, and inclusion (collectively labelled DEI) practices and policies. Many businesses have announced changes to fight racism, including Adidas and Reebok, who said they would fill at least 30% of all open positions with black or Latinx candidates, and Apple, who have developed an entrepreneurship camp for black software developers to promote their ideas, which they're calling the Racial Equity and Justice Initiative. While this is a positive step forward, it's imperative that businesses consider the difference between performative and active allyship. Performative allyship is including a diversity statement in a job advertisement merely to appeal to potential candidates, while active allyship is building an authentic culture of belonging in the workplace and recognising that their business will benefit and be stronger for it.

At Resource Solutions, we believe in fostering inclusion, acceptance, and understanding in the workplace by employing individuals who bring unique perspectives to our company.

More importantly, we recognise that we are in a position to impact workplaces in a positive way, by sharing what we've learned (and continue to learn) about diversity and encouraging the businesses we work with to build diverse and inclusive teams. In Feb 2021 we launched our Diverse Hiring Inclusivity Audit which analyses the impact of recruitment content and processes across seven different lenses, providing an immediate 'to do' list to help achieve diversity objectives and goals.

The purpose of this guide is to help hiring managers understand how their hiring practices may be biased, and exactly what steps they can take (tools and technologies included) to tackle discrimination, enable equality, and foster a sense of belonging, to truly make impact in the hiring process and beyond.





The shift from CSR to ROI

The moral case for diversity in business is strong enough to stand on its own, but it's certainly punctuated by the business case. Companies who make the commitment to build a diverse and inclusive workforce are more likely to have above-average profitability than those who don't.

Mckinsey found that companies with top levels of gender diversity, ethnic and cultural diversity in corporate leadership were 25% more likely to have above-average profitability than companies who weren't taking their Diversity, Equity and Inclusion (DEI) efforts as seriously.



more likely to have above-average profitability

As humans, we tend to be attracted to people who are similar to us. This is where the idea of culture "fit" becomes tricky. When hiring managers make the mistake of hiring people just like themselves, they inadvertently create a homogenous culture where everyone thinks and behaves the same, stifling creativity and innovation. Beyond the impact on the bottom line, hiring with diversity at the forefront will result in a larger range of skill sets. When your workforce is diverse, you're able to empathise with a wider variety of individuals (i.e., your customers and clients), and this deeper understanding is what drives the impact on the bottom line. A diverse environment encourages more people to feel included and safe in their work environment, to bring new ideas, ways of thinking and new initiatives to the table leading to a more productive environment.

Globally, legislation that protects workers from discriminatory behaviors varies. However, legislation and policy can only do so much. What truly drives change is when leaders in a workplace make it a priority to understand and address their unconscious biases. In turn, they ensure their hiring practices are inclusive in every way possible, by reassessing how job advertisements are written, how candidates are sourced, and how they are evaluated during the interview process. Resource Solutions has led several pioneering projects to re-engineer our recruitment process to be more inclusive. However, like you, we are still learning every day how to create an equitable and inclusive work environment. All humans possess bias, so it is safe to assume your hiring managers and recruiters are no exception.



Tackling gender bias

Globally, women in the workforce are underrepresented, and gender diversity is a problem that Resource Solutions and the Robert Walters Group continue to strive to create solutions for. Since the onset of the COVID-19 pandemic, global leaders have sought to minimise the economic consequences. While relief programs have mitigated the number of workers filing for unemployment in some countries, other countries have seen double-digit increases in unemployment, including Canada, Israel, Ireland, and the United States. It seems that women are bearing the brunt of this global devastation, leading media to coin the term “shecession” to describe the disproportionate way that job and income losses are affecting more women than men.

1.8x

Globally, women's job losses due to COVID-19 are 1.8x greater than men's

This so-called “shecession” is a huge setback for businesses that have invested in the development of a more diverse workforce. Women make up a large percentage of occupations that were affected by layoffs, such as Social Services, Education, and Office & Administrative support. They are also more likely to have been forced to take time off in order to care for children away from school during the pandemic. Research shows that, in the United States, women who have needed to take time off for this reason, stand to incur a 7% compensation penalty upon return to work.

Businesses can stem gender diversity damage from COVID-19 by implementing policies around wage parity (see: [How to Conduct a Compensation Analysis and Avoid Mistakes](#)), paid family and maternity leave, and/or subsidised childcare.

On a smaller scale, businesses that are growing as a result of COVID-19 should approach hiring in a thoughtful way. Job advertisements should avoid using gendered language that discourages female applicants.





Consider using tools that identify biases in writing, such as [Adify](#), a tool that assesses the readability, gender bias, and discriminations within job advertisements. Formalise your interview process so that all candidates are asked the same set of questions and measured on the same criteria. Finally, instead of returning to a strict colocation policy in the post-COVID work, expand your flexible work policies to support working mothers.

Ever since 1973, job advertisements have not been allowed to advertise specifically for men or women or use pronouns such as he or she. However, gender preferences can and are still being used today to convey more subtle cues such as traits and stereotypes typically associated with certain genders. Adify is a job advertisement analysis model which assesses the copy, readability and quality such as sentiment and tone.

Recruiters can simply copy and paste the text of job advertisements into the Adify model, which within seconds helps identify how the job advert can be rewritten to minimise bias and maximise its resonance with the target talent community.

We analysed over 1,000 job adverts across three hiring organisations. The study analysed job advertisements in the UK & Ireland, US and Hong Kong

95% of adverts posted in the UK and Ireland included masculine gendered wording.

96% of adverts posted in the US included masculine gendered wording.

100% of adverts posted in Hong Kong included masculine gendered wording.

In all regions, the advert wording was difficult to read, with a similar complexity of language as typical legal documents.

Hong Kong has the highest number and percentage of masculine gendered wording across the three regions.

More senior roles include more masculine gendered words.

Job adverts for compliance roles were more complex and difficult to read than any other function.

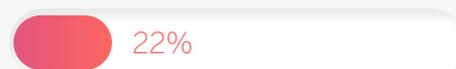
Tech jobs at tech companies included half as many masculine words as tech jobs in banking.

The study also analysed whether **rewritten job advertisements** (removing all masculine gendered wording) could encourage under-represented talent (in this case, female) to apply.

At one bank, the rewrite immediately increased the proportion of female applicants **from zero percent to 14 percent.**



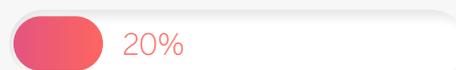
At another bank, the rewrite immediately increased the proportion of female applicants **from 14 percent to 22 percent.**



Across risk vacancies, the rewrite immediately increased the number of female applicants by **25 percent.**



The rewritten job advertisements, with no masculine gendered wording, not only increased the number of female applicants, but also **increased the number of male applicants by 20 percent.**



Our controlled study strongly indicates that masculine gendered wording in job adverts is widespread, and that rewriting job adverts to remove that gendered wording can increase the proportion of female applicants. Given that males appear not to be dissuaded from applying to feminine gendered worded adverts, this approach appears to be risk-free. This study mirrors earlier academic research, suggesting that this approach can be an appropriate starting point for those organisations looking to ensure that their job applicants reflect the communities in which they operate.



Tackling ethnicity bias

Despite a decrease in overtly prejudicial beliefs across the globe, discrimination based on race and ethnicity still affects virtually every country in the world. Unequal treatment persists on a systemic level, and in the workplace that inequality shows up in the form of unconscious bias and racial stereotypes.

Here are some examples of bias you may find in the workplace:

- 1 Example one:**
A hiring manager reviews two candidate resumes for the same position. Both candidates have the exact same qualifications, but one candidate's last name is unfamiliar or difficult to pronounce. The hiring manager chooses to interview the candidate with the easier name.
- 2 Example two:**
A company wants to start a diversity and inclusion program after a company-wide discussion around the Black Lives Matter movement. The CEO selects the only woman of color in the office to head the program without asking if she'd be interested, thereby putting the obligation on people of color to teach their white coworkers about race.
- 3 Example three:**
A person screening job applicants sees a specific language competency listed on a resume and decides that person would fit well in the existing team culture. They decide to interview that candidate even though the role does not require that language competency.
- 4 Example four:**
A candidate arrives for an interview dressed in traditional, cultural attire. The interviewer makes assumptions based on the candidate's attire and changes the types of questions that person is asked in the interview.

Combating racial inequality in the workplace

Policy change

This is the first step in preventing discrimination in the workplace, and should not be overlooked. Develop an [employee handbook](#) that defines clearly your no-tolerance policy for racial discrimination. Have a protocol for how discrimination complaints are handled and reported. Employees should feel safe to report any discrimination, either experienced or witnessed. Ensure it's a trusted process where follow-through is a guarantee rather than just a maybe.

Analyse pay

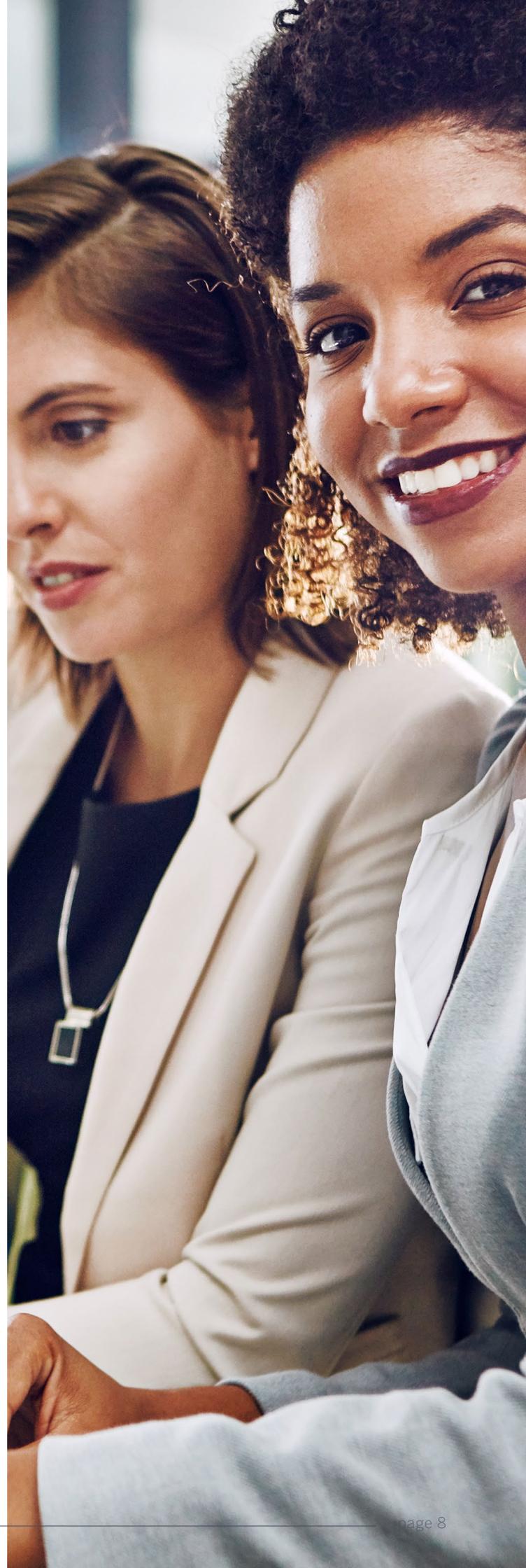
To ensure pay is fair regardless of race, ethnicity, or gender, conduct a pay gap analysis. By conducting an [audit of employee pay and identifying wage gaps](#) for similar roles, you are on the path to closing the remuneration gap.

Establish mentorship programs

Create a mentorship program that matches individuals with different cultures and backgrounds and be transparent about the objectives of the program. Think rather than just 'fostering a culture of diversity' are you looking to increase employee retention within a minority group, or encourage more minority individuals into leadership roles.

Diversify your hiring panel

People typically like to hire people that are similar to them. Ensure your hiring panel is composed of more than one person and is diverse in itself. This can help eliminate potential racial bias during the interview process. [Goodtime](#) is software that can help you diversify your interview panels.





Fair performance judgement across the board

Identify key performance objectives for each role and document those while also linking employee goals to business priorities. A lack of objectivity during performance reviews can easily lead employees to be judged unfairly. Digital technologies and tools can help keep performance management easy to track. [People Analytics by McKinsey & Company](#) provides a good example of best practice.

Avoid homogeneity

Many hiring managers make the mistake of hiring individuals on gut instinct instead of a clearly defined set of values. By failing to define a clear set of values that represent your company culture, they may also inadvertently allow their prejudices to deem someone a “poor” culture fit. Define a series of 5-6 key performance objectives for that specific role. If a potential candidate has experience that matches these objectives, then they are likely a good fit for the role.

Implement inclusive referral programmes

If the majority of your workforce is one demographic, then hiring solely on referrals alone may perpetuate a homogenous culture. Ensure employee referral programs are open to the entire organisation and not just certain groups, track your channels to identify discriminatory patterns and evaluate all applicants (referrals and non-referrals) on the same qualification materials.



Blind resumes

Manually remove identifying information so that a resume review is not impacted by implicit bias. Consider removing home addresses, as well, as they are a possible proxy for race and income. There is also technology that can assist in resume review, such as [GapJumpers](#), which helps hiring managers screen candidates for job-readiness. [Unbiasify Chrome Extension](#) also eliminates names and images from sites like LinkedIn, or [Textio](#), which helps companies create more inclusive job descriptions.

Talk about it

Make it a business priority to talk more frequently and openly about race. Encourage employees to share their cultures and passions (if they choose to). Ensure your business has a mechanism to resolve and respond to discrimination cases in a timely manner, and hold individuals accountable when they have behaved in a discriminatory way.

Hold regular DEI events

Provide regular inclusion awareness and [diversity training programmes](#) to ensure that the message of DEI is firmly embedded within your organisation. Create a safe space for employees to share something relating to their own culture, such as a food item, piece of art, or tradition that is meaningful to them.

Resource Solutions Diverse Hiring Service

Blending a deep knowledge of recruitment, HR Tech and diversity programme management, Resource Solutions' Diverse Hiring Practitioners focus on auditing and re-engineering recruitment and careers content and processes to minimise bias and foster inclusive hiring.

Hiring processes evolve over time, with new processes, content and technology added and removed. Whilst this process may deliver a functional talent acquisition service and experience, bias is likely to be threaded through each stage of your process.

Our end-to-end inclusivity audit is the most advanced diverse hiring audit available, analysing the impact of recruitment content and processes across seven different lenses:

- 1 Age
- 2 Disability and neurodiversity
- 3 Ethnicity
- 4 Gender
- 5 Faith
- 6 LGBTQ+
- 7 Socio economic

Unlike many diversity initiatives, our Inclusivity Audit focuses on actionable, meaningful change, ensuring clients are provided with an immediate 'to do' list to help achieve diversity objectives and goals, covering:

- Analysis of 157 data points
- Blended academic research and best-in-class case studies from over 100 sources
- A minimum of 44 recommendations for quick-actioning, meaningful change
- A fully remote audit
- Key findings delivered within 30 working days

[Visit our website to get in touch with our Diverse Hiring team.](#)





Tackling LGBTQ+ bias

While diversity and inclusion has climbed corporate agendas over the past decade, many LGBTQ+ employees continue to face discrimination, discomfort, and even danger in the workplace. McKinsey research highlights the persistent obstacles that the LGBTQ+ community must overcome in the workplace. Here are a few starting points to ensure your organisation is providing an environment where the LGBTQ+ community is not discriminated against.

>40%

More than four in 10 LGBTQ+ workers have experienced a work-based conflict in the last year, with this proportion rising to 55% for trans workers. CIPD, 2021

D&I strategies, employee education, and recruiting targets can help LGBTQ+ employees feel fully included at work.

1.6x more likely to feel included

Leaders in the organisation placed diversity and inclusion (D&I) on their strategic agenda.

1.4x more likely to feel included

The organisation provided employee training on inclusion and unconscious bias.

1.4x more likely to feel included

The employer has organisation-wide targets for recruiting and/or advancing diverse employees.

Insights: McKinsey & Company



Audit your process for bias

Bias in recruitment is largely unconscious, so it is essential to analyse your processes for common mistakes. In the resume submission process, there is often a question that asks applicants to select their gender, offering “male, female, transgender, or prefer not to say” as options. This question is often intended to be inclusive, but forcing transgender candidates to identify as transgender, rather than their gender, is offensive to many transgender people.

Humanise your equality statement

Most companies have an equality statement on their careers pages as well as within their job advertisements. This can send a reassuring message, but this is an opportunity to engage with LGBTQ+ talent by showing that they are genuinely welcomed, embraced, and can bring their whole selves to work. Rather than stating “we welcome applications from all communities and conform to all legislation.....”, tell the story of why diversity makes your business better and all employees happier. Accenture does this brilliantly.

Be authentic

A Shutterstock photo of a Pride flag on your careers page shows some intention to be inclusive but gives talent no real indication about how current employees bring their whole selves to work. Photos of real employees at real events have much more impact than glossy photoshopped corporate images. Transparency and being a genuine ally to the LGBTQ+ community 12 months of the year (not just Pride month) is key. Avoid changing your logo to a rainbow in June unless your business has made an effort to contribute in some way to the LGBTQ+ community.



Tackling disability & neurodiversity bias

Some disabilities are visible, but others are not immediately obvious. Disabilities come in all shapes and sizes, whether it be a physical or intellectual disability, a mental health condition, visual or hearing impairment, or people on the autism spectrum. These individuals compose a critical and underutilised portion of the talent pool. Businesses who employ and create an inclusive environment for people with disabilities are not just fulfilling an ethical duty; In fact, companies who make it a business priority have been shown to have 28% higher revenue and 30% higher economic profits than businesses who do not, as well as increased innovation and productivity.

28%

Companies who employ and create an inclusive environment a priority have seen 28% higher revenues and 30% higher economic profits.

Even with protections in place, people with disabilities are still impacted negatively by unconscious bias in the recruitment process, hiring process, and in the workplace. Here are a few examples:

1

Failure to provide reasonable accommodations

An employee has a visual impairment that requires a larger screen with the ability to invert the text on the screen for readability. The employer claims this is too costly, thereby limiting the employee's ability to perform their job as quickly or effectively as an able-visioned employee. The visually impaired employee is frequently passed over when it comes to promotions, as they are not meeting their standardised KPIs.

2

Indirect discrimination

An employer writes in a job description that candidates should have a driver's license in order to drive to different locations for that role. This rules out individuals who are unable to drive due to their disability, such as an individual with epilepsy or multiple sclerosis.

3

Direct discrimination

An employee is off for several weeks due to a depressive episode. The employee is given a formal warning about taking too much sick leave and won't receive an annual bonus this year because of it.

Ways to provide and encourage an inclusive culture:

Make access a priority

Prioritising access for people with disabilities goes beyond building ramps that can accommodate wheelchairs or ensuring access to elevators. While these are important considerations, businesses must also make web content accessible by providing auditory guides, keeping contrast sensitivity in mind, and adding alt text to images. [This is a great resource](#) to refer to, to build a more accessible website.

Actively approach candidates with disabilities

Candidates who have faced discrimination or bias in the hiring process before may be hesitant to apply for roles they are perfectly qualified for. Actively source candidates via dedicated LinkedIn groups, university / college career centres, or organisations that actively support individuals living with disabilities to find meaningful employment.

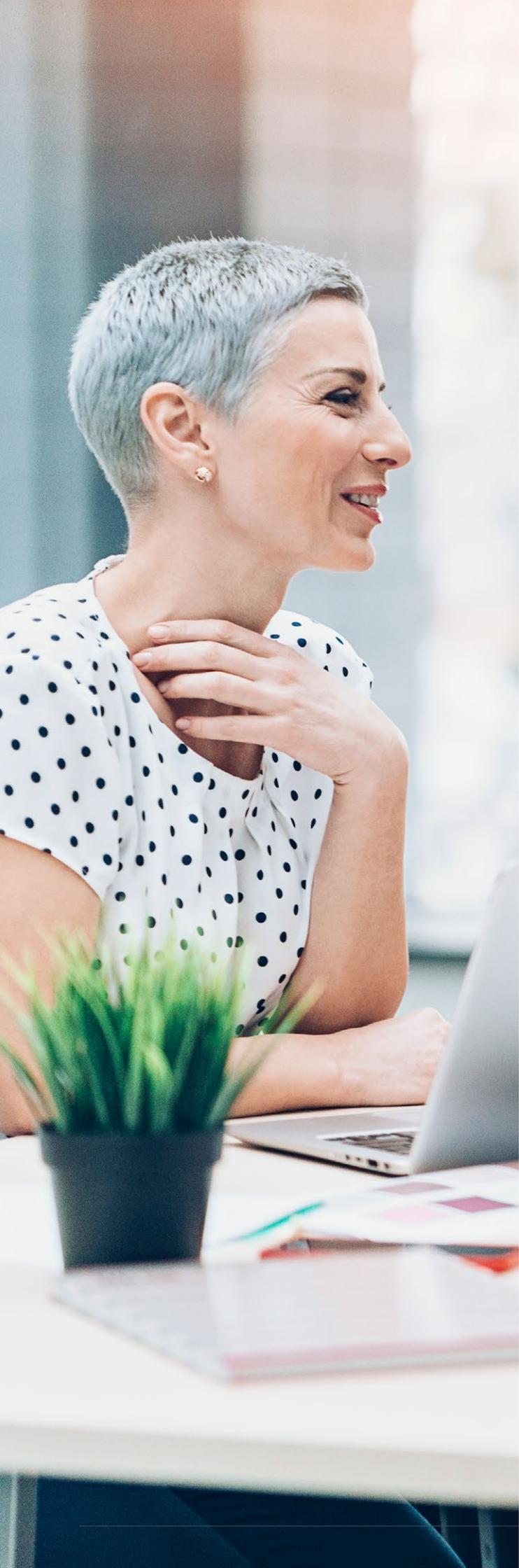
Inclusive job advertisements

Ensure that your job ads and website are welcoming to diverse applicants by including a statement about being an [equal-opportunity employer](#), as well as your commitment to diversity and inclusion. Many individuals will not apply unless they meet 100% of the job requirements listed. To encourage a wider range of applicants, separate out job requirements into categories that include “must-haves” and “nice-to-haves”. If the role requires lifting of heavy equipment, a valid driver’s license, and frequent travel, you may include what kinds of reasonable adjustments you would make, should an applicant need them to do perform the job.

Educate & build awareness

Much like how talking about our other differences in the workplace helps foster understanding and community, talking about disabilities does the same. Don’t assume your workforce knows what’s appropriate. For example, a blind individual may not want to be touched or guided, and an individual on the autism spectrum may have difficulty with certain sensory experiences. Asking individuals how they would like to be treated is paramount. This also applies to the interview process. Instead of imagining how a person with a disability may perform a role, ask them.





Tackling age bias

The global pandemic has impacted individuals and communities in different – and unequal – ways. The careers of older workers and younger workers are significantly more likely to have been impacted than the overall working population. The number of older workers has been increasing over recent years, but COVID-19 is forcing some workers to retire. In the UK, the number of older workers seeking unemployment benefits doubled during the first national lockdown, with one in four being furloughed or unable to return to their previous jobs.

Analysing job adverts to identify bias

Job advertisements are often the first touch point a candidate has with an organisation, and first impressions count. To minimise bias in job advertisements, ensure that phrases such as “ideal first job”, “young company” and “dynamic organisation” are avoided. Also consider removing a requirement for “years of experience”, replacing it instead with a thorough description of what kind of skills are ideal for the role. Finally, remove any form requirements that force a candidate to submit age-related information, like birthdate or graduation year.

Employer branding

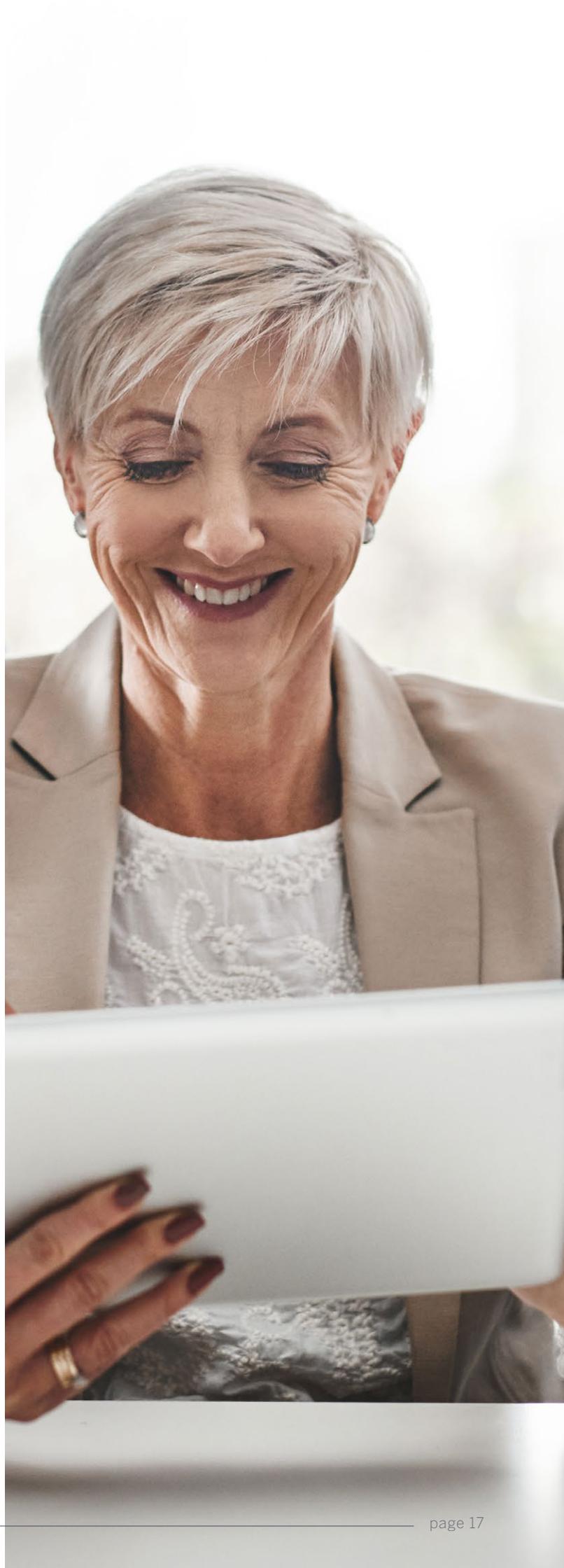
Take a moment to review stock images used on your website, social media channels and on candidate review sites like Glassdoor. If you’re seeking to attract candidates of all ages, then your externally facing employer branding imagery and messaging should reflect this.

Acknowledge misconception

A major concern that is often brought up is this idea that a potential employee may not be a good culture fit because of their age. In fact, in 2019, Google agreed to pay \$11 million to end a class-action lawsuit accusing the company of discriminating against potential candidates over the age of 40 because they weren't a good "culture fit". On the contrary, older employees offer a unique perspective, and years of experience. For this reason, they make strong mentors for younger employees. A homogeneous workplace comprising of only recent university / college graduates will create a tunnel-vision approach for decision making and limit idea creation.

Fostering a multigenerational culture

Age is often overlooked in diversity and inclusion statements, company policies, and training programs. Understanding what constitutes age bias and taking this into consideration when reviewing any processes is the first step in creating and fostering an inclusive multigenerational culture. Ensure older (and younger workers) aren't being excluded from projects, harassed, or being subjected to disparaging comments. Educating employees on unconscious age bias is the number one way to prevent age discrimination in the workplace.





Resource Solutions Rejoin talent pool

Whether taking a career break to start a family, following a redundancy, caring for a loved one or travelling the world, there may come a time when individuals decide to jump back onto the career ladder.

Getting a job can be daunting enough, but it can be even more unnerving for those who have been out of work for a long period of time. The number of people voluntarily quitting their jobs increased by 344,000 to 2.9 million in July 2020 as a result of COVID-19. Yet the amount of people seeking to return to work has also grown as a result of the global pandemic.

Rejoin is a return-to-work programme with a difference, providing a community, encouragement, empathy and opportunity to returners. Returning professionals (Rejoiners) offer a wealth of experience, knowledge, maturity and fresh perspectives. Businesses can tackle skills shortages, improve gender and age diversity and increase their organisation's attractiveness for future talent by tapping into a untapped talent pool of high-calibre, professionals.

Cost-effective recruitment

A returner programme can be a cost-effective way to bring experienced employees into your organisation when compared to traditional percentage-based fees for successful hires.

Broader attraction, better retention

A successful returner programme can have a positive impact on your brand image, demonstrating your support for parents and carers in the workplace. It shows your organisation welcomes non-linear career paths and values the role that caring plays in our society.

Supporting female talent

The 'brain drain' of female talent at middle and senior management levels is a familiar challenge for many organisations. Hiring experienced returners is an effective way to expand and boost your senior female talent in your organisation. This can also have a positive impact on your gender pay gap.

Business for good, and good for business

Supporting people who have taken a career break find their way back into the workforce is good for society and good for the economy. Creating pathways back to appropriate roles provides a viable choice for people looking to pause their careers at some point.

[Visit our website to find out more about our Rejoin programme.](#)





Promoting social mobility

Removing barriers to improve economic equality

One of the least talked about aspects of diversity and inclusion is the role that economic inequality plays in the workplace. While the reasons for this disparity aren't well understood, many researchers agree that globalisation and access to education play a major role. We also know that income levels vary widely between men and women (see: [gender wage gap](#)) and ethnicity (see: [racial pay gap](#)).

As a hiring manager, you have the power to reduce barriers to economic inclusion. Here are a few ways in which you drive change:

Review your benefits

Women commonly experience a decline in pay after the birth of their first child. This phenomenon is often referred to as the child care or [motherhood penalty](#). Do your benefits policies go above and beyond legal requirements to make jobs more stable for individuals in a parental role? By offering above-award paid leave and access to affordable childcare you enable employees responsible for the care of small children to retain their jobs and remain in the workforce.

Stop recruiting from a narrow pool

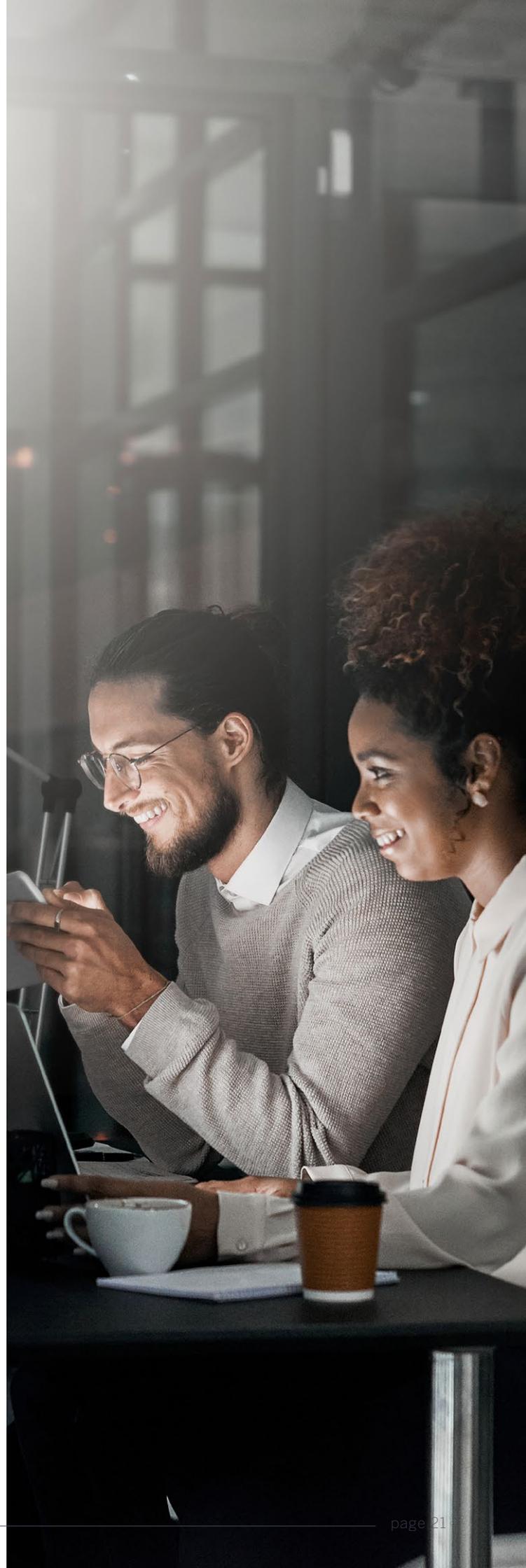
Nearly half of Facebook and Google employees were private graduates. While holding a degree from top universities is an impressive accomplishment, it's fair to say that admission to monopoly companies is granted only to a privileged few given the low admission rates. There are exceptionally intelligent individuals who did not have the privilege of attending a top university. By removing "attended a top university" from your qualifications, you are removing a huge barrier for individuals without the economic means to attend a top school (or any school at all, for that matter).

Workplace location

One of the many lessons we've learned as a result of the COVID-19 pandemic thus far is that location is somewhat irrelevant. We have all the technologies to ensure business continuity with a completely remote workforce. If you haven't already, consider a balance of remote and in-person work that would ultimately expand your talent pool.

Close the gap within your company

Audit your salaries internally by race and gender to reveal wage gaps. Ensure employees performing similar work are paid the same. If you don't already have it laid out in a clear way, be sure to document and agree on exactly what factors go into determining compensation as well as the "when", "how", and "why" individuals are promoted. Finally, destigmatise negotiation for women. Checking your biases in this area can help all individuals feel valued, safe, and understood within the workplace.





Tech picks to enable meaningful change

Diverse hiring, by its very nature, is a human process. However, emerging from the boom in HR technology over the past four years, diversity tech has become an industry in its own right. Faye Walshe, Global Director of Innovation at the Robert Walters Group, shares her favourite technology products and vendors to enable meaningful change.



Adify

Adify is our job advert analysis solution, assessing adverts for gender bias and language complexity. Job adverts are often the very first touch point that a candidate has with your brand, and your choice of wording can either fixate and engage or dissuade talent from applying. We have used Adify to ensure our clients adverts are gender neutral and accessible.

[Click here for your analysis report](#)



The Muse

The Muse is a US-based careers website featuring 'behind-the-scenes' insight into company culture, office tours and coaching. Authentic and transparent workplace insights have never been as important as in 2020 – in an unstable world of work, we increasingly need to trust our employer. Job adverts can introduce your company as an employer and the nature of the role, but it's hard to convey many of the more human traits of your employer brand. How are staff nurtured, encouraged and supported? How do employees have fun? What do the current employees look like - crucially, is there anyone who looks like me? The Muse has seven million monthly users and 55 percent identify as female.

[Click here to explore further](#)



Unbiasify

Unbiasify is a free Chrome extension that removes names and photos from social networks, including LinkedIn. This simple tool can empower your HR and hiring managers to explore their own biases and behaviours.

[Click here to explore further](#)



LinkedIn diversity by design

LinkedIn has developed some pretty awesome features which have largely gone under the radar, but which we've had great success using at Resource Solutions and the Robert Walters Group. Within LinkedIn Recruiter, you can measure the performance of your InMails across genders, enabling you to identify gender gaps in your InMail outreach success, and discover opportunities to draft more inclusive messaging.

Secondly, the feature allows you to identify gender discrepancies in job post applications, understand differences in how your job posts perform across genders, and pinpoint where you can make job descriptions more inclusive.

[Click here to explore further](#)



Harvard bias tests

We all have bias, and the desire to both understand this and to change is an incredibly powerful enabler for minimising bias. A number of online bias tests (which allow users to 'test' their own biases) exist, but the original implicit bias test from Harvard remains an excellent starting point.

[Click here to explore further](#)



Conclusion: 5 action steps

Driving real change in the workplace is not about organising a workshop or ticking a box. As a business, we pledge to continue learning about how to help the businesses we work with build better diversity and inclusion processes, as well as look internally at the areas that we can improve on.

- 1 Encourage discussions that have the potential to be uncomfortable.
- 2 Audit your current workforce and identify areas in which you can improve.
- 3 Educate your employees about unconscious bias and hidden prejudice.
- 4 Rethink every aspect of your hiring processes; from the places you source from, to the way in which you assess candidates.
- 5 Acknowledge that equity is not the same as equality; Equality is giving everyone the same opportunities despite the fact that we all have different abilities, backgrounds, and privileges. Equity is treating people differently depending on their needs to create an even playing field for all involved.

About Resource Solutions

Established in 1997, Resource Solutions is a provider of Recruitment Process Outsourcing (RPO) and Managed Service Provider (MSP) solutions. As part of the Robert Walters Group – a world-leading specialist professional recruitment consultancy, our business has considerable resources at its disposal. With a global footprint across 31 countries, we're able to work in close partnership with organisations and manage everything from global accounts with demanding resourcing strategies to single sites with lower recruitment volumes. We currently source and recruit for clients in over 60 countries, manage a recruitment budget of over £2 billion and hire tens of thousands of employees each year.

Connect with us

Visit our [website](#) to get in touch with our Diverse Hiring team, and find out how you can minimise bias and foster inclusive hiring.



Australia
Belgium
Brazil
Canada
Chile
Czech Republic
France
Germany
Hong Kong
India
Indonesia
Ireland
Japan
Luxembourg
Mainland China
Malaysia
Mexico
Netherlands
New Zealand
Philippines
Portugal
Singapore
South Africa
South Korea
Spain
Switzerland
Taiwan
Thailand
UAE
UK
USA
Vietnam