LLOYD'S

# Inclusive
# hiring toolkit

# Contents

# Introduction to inclusive hiring

The aim of all recruitment is to find the most suitable candidate for a role, but this can be influenced by unconscious and conscious bias throughout all stages of the process.

Fostering diversity and inclusion is a strategic advantage, but CIPD research[1] in 2018 found FTSE 100 CEOs were more likely to be called Dave or Steve than be female, and Green Park found that the same companies won't meet the target of at least one director to have an ethnic background set by the Parker Review until 2066 at the current rate of progression (Parker Review).

This toolkit is designed to support organisations to create diverse, equitable, and inclusive workplaces by providing practical guidance, resources, and best practice related to inclusive hiring.

[1] CPID Building Inclusive Workplaces

## The inclusive hiring process

| Role profile criteria | Attraction | Objective shortlisting | Inclusive interview | Decision |
|---|---|---|---|---|
| Writing an inclusive job description | Attracting and engaging with a wider and diverse talent pool | Using an objective matrix to select candidates from the pool | Ensuring a positive and inclusive candidate experience | Making evidenced-based decisions and giving clear feedback |
| 1 | 2 | 3 | 4 | 5 |

**Reasonable adjustments:** Throughout the process, proactively ask candidates if they need any adjustments

**This guide provides recommendations and best practice related to inclusive recruitment that enable you to:**

— Attract, assess, and hire effectively and inclusively

— Ensure an inclusive recruitment process

— Thoughtfully define the profile of the ideal candidate, taking the current organisation and market inclusion goals into account

— Apply the principles of competency-based interviewing and how to make fair and effective hiring decisions

— Deliver a positive candidate experience including the provision of timely and constructive feedback

— Be aware of the impact on individual and organisational bias on hiring decisions

— Ensure a complete audit trail

# Inclusive hiring practices in the Lloyd's market

The Market Policies & Practice return in 2024 found that there is a good foundation of inclusive hiring practices already in place in the Lloyd's market. This toolkit is designed for all organisations and provides some best practice guidance on the measures that already exist across the market and how they can be implemented.

Improving inclusive hiring practices can also be one of our primary tools to assist with the attraction and recruitment of a diverse talent pool in an industry that struggles with diversity.

## Inclusive hiring practices and the percentage of firms with these practices in place

*Data from the MP&P return 2024*

| | |
|---|---|
| Job design – essential requirements only | 60% |
| Inclusive language in job descriptions | 85% |
| Disclosing salary range | 22% |
| Promoting flexible and work options | 91% |
| Using job boards that reach / target diverse groups | 72% |
| Using partnerships to source diverse candidates | 81% |
| Anonymising CVs | 24% |
| Recruitment agency requirements | 87% |
| Diverse long and shortlists | 59% |
| Reasonable adjustments | 97% |
| Inclusive hiring training | 75% |
| Consistent selection process for all candidates | 85% |
| Diverse interview / selection panels | 59% |

# Section 1: The inclusive recruitment process

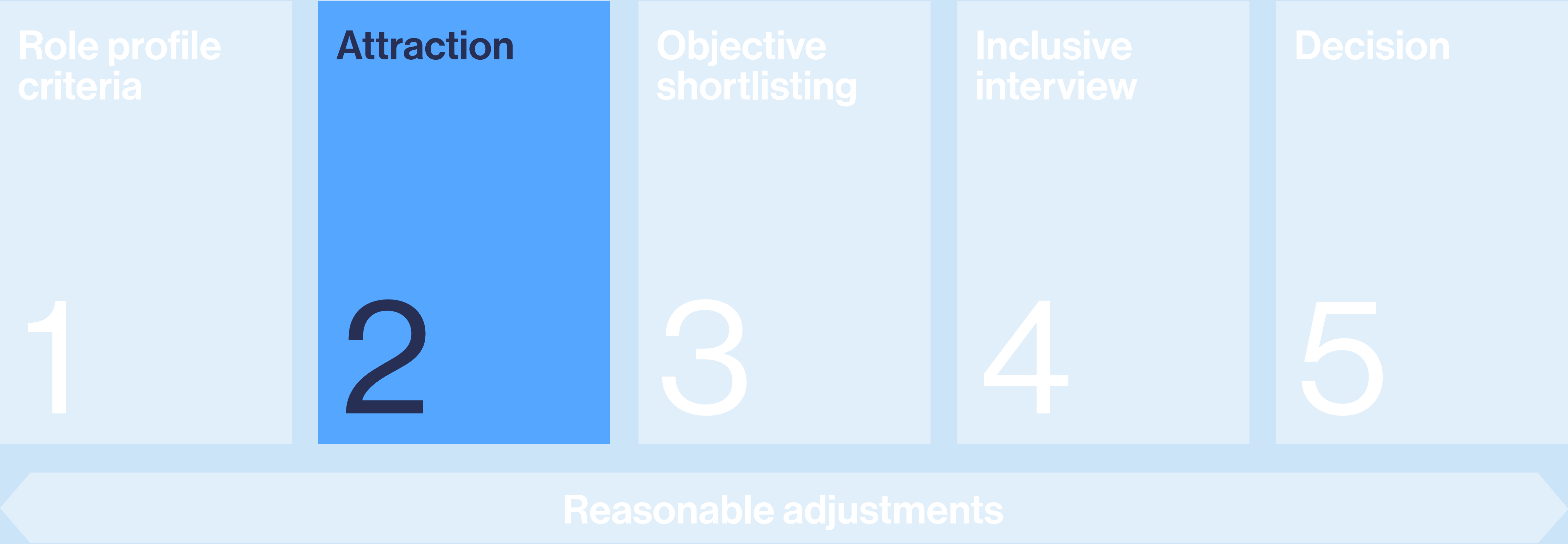| Role profile criteria | Attraction | Objective shortlisting | Inclusive interview | Decision |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |

Reasonable adjustments

# Writing an inclusive job description

The job description is the foundation for all our recruitment and needs to be accessible for the widest possible candidate pool.

The language in a job advert can affect applicant diversity. Use inclusive language, avoid jargon, and highlight your D&I efforts and unique benefits of working at your company.

## Role requirements

1. Be specific about the minimum skills, knowledge, technical and behavioural competencies needed to effectively do the job.

2. Only include essential requirements for the role and don't include unnecessary desirable criteria.

3. Ensure everything that is included can be measured objectively.

4. Avoid personality traits – e.g. 'copes well with pressure' or 'fits well into the team'.

5. Focus on outcomes for example instead of specifying how a task should be performed specify the outcome to be achieved.

6. Use clear and concise language and avoid jargon.

## Qualifications and experience

1. Ensure any qualifications included are directly relevant to the job and only ask for specific qualification if it is required to assure technical job expertise or regulatory requirements.

2. Avoid asking for previous experience of the entire role. Consider the skills and capability you are looking for rather than where someone has worked and for how long.

3. Length of service is not the same as competence or capability and potentially excludes younger candidates. Advertising for a number of years experience or for a certain level of post-qualification experience may be indirectly discriminatory unless it can be objectively justified.

## Inclusive language

1. Avoid words that have a bias for a particular characteristic e.g. 'strong/competitive' are commonly associated with men, 'compassionate/warm' with women, 'energetic' for younger people, 'articulate' and 'well-spoken' can deter those whose first language is not English.

2. As a first step, there are many online tools to support minimising gender coding in job descriptions. Searching 'Gender Decoder' in Google will highlight a variety of free and paid-for tools.

3. Avoid stating unnecessary work patterns. If a job can be done part-time, hybrid or through a job share state this.

**Note:** the quality of gender decoders varies in effectiveness and context sensitivity.

## Accountability

1. Including a statement relating to the expectations of employees in relation to D&I can be useful to ensure there is clarity and engagement on this with candidates from the outset.

2. Emphasise the most appealing aspects and limit the description to a few clear and powerful sentences.

3. Include a named point of contact for prospective applicants to have an informal conversation about the role.

Role profile criteria

**1**

Attraction

**2**

Objective shortlisting

**3**

Inclusive interview

**4**

Decision

**5**

Reasonable adjustments

# Creating an inclusive job advert

A job advert could be the first time a potential candidate interacts with your company. This is your opportunity to make a good impression on them. Below are some steps to support you in developing your job advert.

*Where possible, offer flexible working (including part-time and job share options)*

*It is best practice from an inclusive hiring perspective to publish salary ranges. In practice, this can depend on your organisation's approach to salary banding.*

*Be realistic on what the successful candidate will be doing, and base this on the role at the time and not previous job descriptions*

*Make person specifications based on skills, knowledge and experience rather than character traits.*

*Offer reasonable adjustments throughout the application process.*

*Be clear on the timeline for the process, and offer flexibility on dates and times where possible.*

| **Culture, Diversity and Inclusion advisor**<br>**Insurance Company** | |
|---|---|
| Main office location | London (hybrid working available) |
| Working hours | 38 hours per week<br>We would be happy to discuss flexible and agile/remote working with the successful candidate |
| Salary | £40,000-£45,000<br>We also offer 25 days annual leave, and a generous benefits package including private healthcare and matched pension contributions |
| Job description | Support the delivery of the culture strategy within the business, actively encouraging the corporation and market to embrace and implement best practice in inclusive workplaces. |
| Person specification | You will:<br><br>• Have experience of conducting equality analysis, managing networks, benchmarking activities and implementing inclusive practices<br><br>• Have knowledge of the Equality Act 2010 and its application in all aspects of organisational activities<br><br>Should you require any additional support or reasonable adjustments throughout the application and interviewing process, please contact [colleague/mailbox].<br><br>Interviews will take place between X and Y Month, and will be held [virtually/in person]. |

# Advertising your role

Tailoring job adverts and advertising roles on range of job boards can help employers to target groups that are underrepresented in their workforce.

**Ensure the job boards you use are accessible by asking for the following:**

- Any data they hold about their candidates that demonstrates diverse applicants are using the site

- Details of their accessibility level or any accessibility statements

- Whether their site (and forms) have been reviewed by diversity expert

**Top tips for the job advert** ★

Ensure that your adverts, the website, guidance documents and any comms materials are in accessible formats, use inclusive language and diverse imagery.

For instance, think about your font size, the colour you use and the text layout. Include Alt-descriptions on social media image posts so they can be accessible to those with visual impairments and transcripts and captions for videos so they can be accessible to those with hearing impairments.

**Jobs boards and their target audiences**

Promotes inclusive employers

**VERCIDA**

Ethnically diverse

**Equity**

**Ethnic Jobsite**

**iCANapply**

Disability

**Evenbreak**

LGBT

**LGBT Jobs**

Over 50s

**Restless**

Maternity returners

**Working Mums**

Service leavers

**Veterans Job Board**

*Please note this is not an exhustive list.

# Web accessibility

### What is web accessibility?

Web accessibility ensures websites and digital services/tools are designed and coded in a way that work with assistive technology e.g. Dragon Professional can help those with health issues and disabilities get things done faster and easier.

### Why is it important for your career's pages and website generally?

If your career's pages aren't accessible, then some disabled candidates looking for vacancies can be placed at a disadvantage when trying to apply. It is important that your companies web pages are accessible. The Equality Act 2010 requires services be accessible to disabled people. This includes digital services and information such as vacancies. An accessible website is a form of a 'reasonable adjustment'.

### What are the relevant guidelines?

WCAG 2.2 covers many recommendations and following these guidelines will help make your content more accessible.

### Where can I have my website tested?

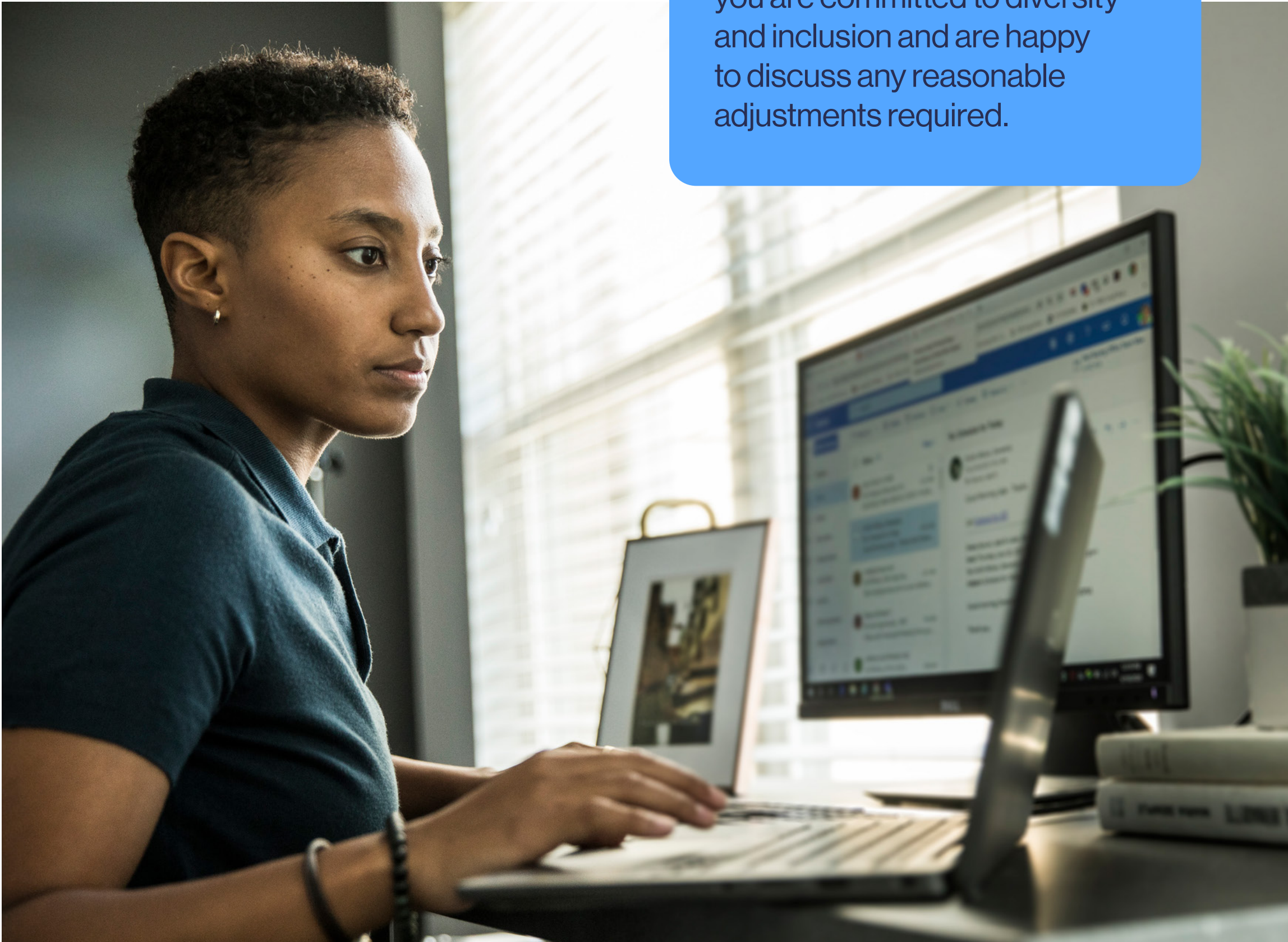Digital Accessibility Centre is Lloyd's preferred supplier; others are AbilityNet & Nomensa.

### What can I do if my website isn't accessible?

VERCIDA offers organisations a service which allows candidates to apply for roles using their accessible website.

# Outreach

Developing an effective long-term outreach strategy is your organisation's opportunity to broaden its talent pool by leveraging staff networks and collaborating with external groups to deliver programmes and opportunities in schools, colleges, universities, and in the community. These activities can help attract and retain a diverse workforce that will bring different perspectives to your organisation.

Across the Market, several partners are used for outreach activities. These include:

The Brokerage

Reach Society

SEO London

The Switch

UpReach

VisionPath

## Examples of outreach

### Careers fairs

An opportunity for your organisation to talk directly to students about the opportunities in your organisation and the paths they could take.

### Mentoring

A powerful personal development tool that will enable young people to maximise their potential and develop their employability skills.

### Skills based volunteering

For example; help young people develop their employability skills by reviewing their CV or taking part in a mock interview.

# Dive In to Insurance – outreach

Opportunities to engage and partner with other organisations in the Lloyd's market are already available through Dive In to Insurance – an expansion of the Dive In Festival.

The below activities are open to market firms at no additional cost:

– **Employability Skills:** Help young people develop their employability skills, for example by reviewing their CV or taking part in a mock interview.

– **Mentoring:** Provide high impact support by offering longer term volunteering via a mentoring programme. Mentoring is a powerful personal development tool that will enable young people to maximise their potential and develop their employability skills.

– **Dive In Careers Conference:** Join the highly attended careers conference at Lloyd's! Set up in your market box or a pop-up stand on the underwriting floor to attract a diverse range of talent. *May incur a fee.

– **Engage as a role model** and **expert** at a careers fair, providing guidance and insights from a company stand and participating in a panel discussion to inspire and educate young individuals about career opportunities and professional development.

All outreach activities can be found here.

| Role profile criteria | Attraction | Objective shortlisting | Inclusive interview | Decision |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |

Reasonable adjustments

# Objective shortlisting

The main purpose of shortlisting is to look for evidence against criteria within the job description and match applicants as closely to the role and person specification as possible. The shortlisting process should focus both on the current fit with the actual position but also on the demonstrated potential to develop in the organisation and the team. If this is done correctly, it can help identify the right person for the job while maintaining objectivity and fairness.

**The below are some top tips to ensure an inclusive shortlisting process:**

– Use a shortlisting template or matrix, this makes it more likely to assess the competencies of the applicant in an objective way, allowing for less biases in the process and a more diverse shortlist of talent.

– Shortlisting should be carried out by more than one person. Ensure any evaluators are utilising the same criteria to evaluate candidates for shortlisting.

– Ensure there is a full audit trail, including full completion of all forms and stored for 3 months.

– Do not introduce new or additional criteria at this stage in the process. Stick to the criteria in the original job description or role profile (see shortlisting template example).

– Each individual's CV or application should be rated separately. Ensure that you do not use other applications as a point of reference or a comparator as this can increase the likelihood of bias.

– Do not be influenced by limited employment history or significant employment gaps. Voluntary work and life experience can reveal invaluable organisational and problem-solving skills.
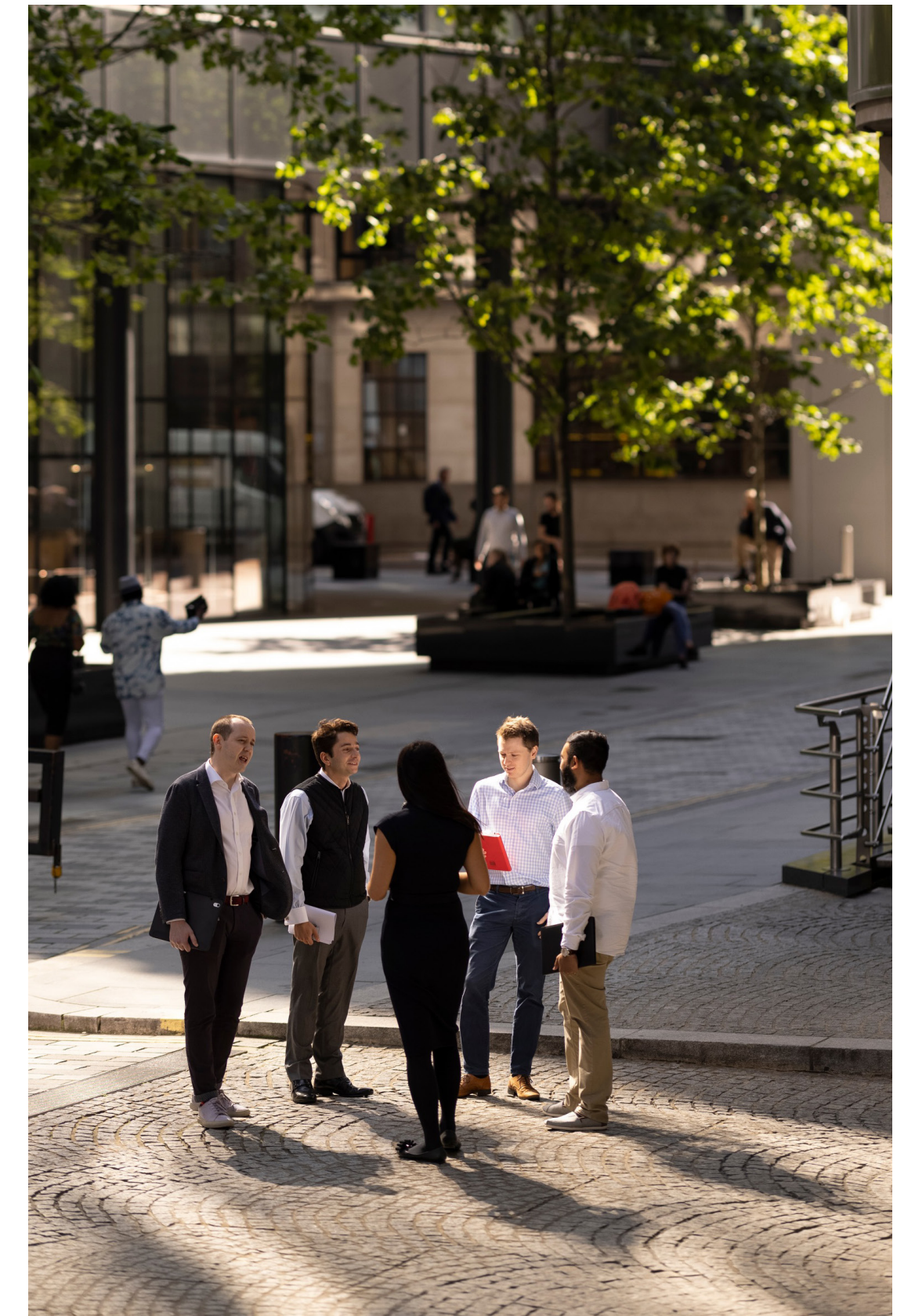
# Designing an inclusive shortlisting process

| Anonymise applications and CVs | Be careful with automated sifting | Consistency |
| --- | --- | --- |

Remove any identifying information such as name, contact details and even schools/universities. An easy way to do this is to ask candidates to fill out an anonymous application form instead of submitting their CV. Anonymising CVs can be time consuming, and sometimes important information can be lost.

Using tools to automate the sifting process can accidentally introduce bias into your process – for instance by searching for certain words, you may be more likely to select more of one kind of gender. You should keep in mind that bias can occur in AI systems and that the use of such systems does not provide protection from discrimination claims.

The marking system, including any weighting and cut-off score for selection, should be agreed before the applications are assessed, and applied consistently to all applications (you can see a template of this on the next slide).

— **Strive for diversity in your shortlist:** There can be a role for HR or recruitment teams to ensure that processes are not influenced by bias, and to review shortlists to ensure that diverse candidates with suitable experience are making it through various stages.

— Where possible, a **shortlisting panel** should consist of a minimum of two people but three is appropriate to minimise the risk of bias.

# Shortlisting template example

*List the competencies you want to measure from CVs*

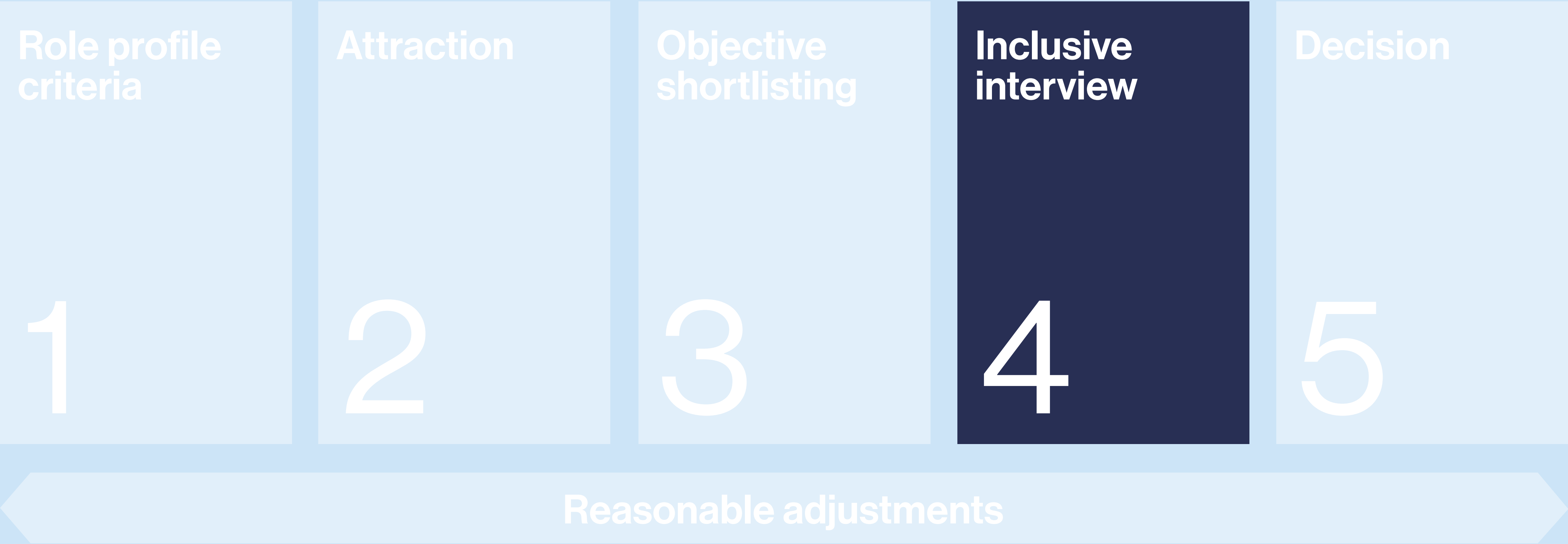*Give each candidate a score of A-E based on the extent to which they meet the criteria*

| Criteria<br>Rate all criteria from A (requirement fully demonstrated) to E (requirement not demonstrated) | Candidate A | Candidate B | Candidate C |
|---|---|---|---|
| Qualifications | E | B | A |
| Analysis skills | E | A | A |
| Microsoft Dynamics skills | E | A | A |
| Financial regulation knowledge | D | B | A |
| Budget management experience | E | A | B |
| Team management experience | E | B | B |
| **Score** | **E** | **B** | **A** |
| Put through to interview stage | No | Yes | Yes |

**Key to rating:**

A  Meets all the values required / Evidence consistently provided

B  Meets more than half the value required/ Evidence provided for most areas

C  Meets half the value required / Some evidence provided

D  Meets less than half the value required / Limited evidence provided

E  Meets almost none of the value required/ Little to no evidence provided

*Look at the majority between A-E and give each candidate a grade*

*Based on the scores, determine which candidates will go through to the interview stage*

Role profile criteria

1

Attraction

2

Objective shortlisting

3

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5

Reasonable adjustments

# Scheduling interviews

The majority of the candidates who are interviewed will not be hired but will be left with an impression of the company. Interviews are therefore one of the best opportunities for creating a positive company image. A candidate may after all be right for another role within the organisation. All interview and assessment processes need to be inclusive and free from adverse impact.

Ensuring a positive candidate experience includes being invited in a clear professional manner, receiving directions and information about who will conduct the interviews. It is recommended that the best 3-4 candidates will be invited to an interview.

When scheduling interviews, employers should offer interviewees flexibility, with a range of dates and accommodating earlier or later slots outside the typical working day. Reasonable adjustments should be offered and provided where needed.

Consider that candidates may have time and budget constraints, so flexibility is crucial. Virtual interviews can reduce travel costs and time, but face-to-face options should also be available. The assessment of candidates should not be influenced by their choice of interview format.

It is also important to provide the right accessible environment with no disturbances in both face-to-face and virtual interviews, ensure candidates is comfortable and relaxed.

# Structured interviews

It is important to create a consistent selection process for all candidates to minimise bias. Candidates answer the same questions in the same order, allowing interviewers to score their answers consistently against a pre-agreed criteria.

Structured interviews also support the interview panel to make objective, evidence-based comparisons against the assessment criteria.

## Running structured interviews

**Agree consistent questions and scoring criteria:**
to minimise the risk of bias, you should ask all candidates the same questions in the same order, and score their responses based on the criteria agreed before the interview.

**Use probing questions:**
Probing questions are open-ended, follow-up questions based on the main question which allows the interviewer to gather more information about the candidate's competencies. Asking follow-up questions supports both interviewers and candidates to get the details needed to support decision making.

**Aim to have more than one person interviewing:**
Using more than one person to interview candidates reduces the risk of one person taking an unbalanced or overly subjective decision about an applicant. However, this may not be practical or feasible in smaller organisations or within time constraints.

**Provide inclusive hiring training:**
Give interviewers the tools and competencies to make hiring decisions with objectivity, transparency and rigour. You might also provide the questions and criteria to the interview panellists before the interview and ensure the panel has met in advance to agree who will ask which questions, and ensure they take notes separately using the ORCE (Observe, Record, Classify, Evaluate) methodology.

**Interviewers should score each candidate independently first:**
Discussing candidates before scoring can increase the risk of being influenced by other perspectives, or by the most senior person.

# Objective scoring: ORCE methodology

## Observe, Record, Classify, Evaluate

The **ORCE methodology** is a four-stage structured approach used in recruitment and assessment processes. The advantages of using this method is that the interview questions are tailored to the specific skills required for the role and the competency-based questions follow a standardised approach which can be easily assessed and replicated by all interviewers.

### How does this work

**Observe:** During interviews, assessors observe the candidate's behaviour, responses, and actions. This step focuses on capturing objective data without making any judgement.

**Record:** Detailed notes are taken during the interview. These notes specifically document the examples used by the candidate. In an assessment centre setting, you might also capture the candidates' behaviours during a group exercise for example. It's essential to record evidence accurately and without bias.

**Classify:** After interviews, the collected evidence is organised and classified based on predefined indicators/criteria. This step ensures consistency and relevance in evaluating candidates.

**Evaluate:** Finally, assessors evaluate the candidate's performance based on the recorded evidence. By separating out the 4 stages during an interview or assessment – focusing on observing and recording during the interview and classifying and evaluating afterward – the evidence can be assessed more objectively and consistently.

### What does this mean in practice

After each competency question which has been tailored for the role, there will be positive and negative indicators. These will be graded individually, and it is critical that verbatim comments are captured correctly to analyse the answer against the indicators.

| Negative Indicator | E | D | C | B | A | Positive Indicator |
|---|---|---|---|---|---|---|
| My decisions are not evidence-based, and I am not able to share the rationale or context for my decision making with all stakeholders | | | | | | I actively seek the evidence on which I base my decisions and share the rationale and context for my decision making with all stakeholders |
| I do not seek any diversity of opinion to inform my decisions, I rely on my own experience or that of a few trusted colleagues | | | | | | I proactively seek and consider a diverse range of ideas and opinions before making informed decisions. |

**Key to rating:**

A Meets all the values required / evidence consistently provided
B Meets more than half the value required/ evidence provided for most areas
C Meets half the value required / some evidence provided
D Meets less than half the value required / limited evidence provided
E Meets almost none of the value required/ little to no evidence provided

# Using an interview template

Incorporating an inclusive hiring interview template into your recruitment process, can significantly enhance your company's talent pool by ensuring a fair and unbiased evaluation, leading to a more diverse and innovative workforce that drives business success.

Use this template to help guide your questions for the interviews; adding context around your technical questions can make sure that the correct questions are asked and by aligning your company values around the competency-based questions, means that you offer a selection of questions that include technical abilities and skills, so it keeps the interview inclusive.

| Interview template: Inclusive hiring | |
|---|---|
| **Opening the interview** | Use this section to make the candidate feel comfortable, introduce yourselves and explain how the process will run, including the time structure. Make it clear you will be taking notes. |
| **Style of interview** | Explain the nature of the structured interview. A structured interview will typically start with some general questions about what attracted them to the role and then move onto technical and competency-based questions. |
| **Nature of examples** | Explain how the candidate should respond to the questions using examples from inside or outside work. Encourage the candidate to be specific about what they did, rather than what a team, or group of people may have contributed. Take accurate, factual, and job-related notes using candidate's verbatim responses and not judgements or opinions. |
| **Closing the interview** | It is best practice to thank the candidate for attending, find out if they have any additional questions and provide the next steps and timeframes before ending the interview. |
| **Post interview admin** | This can include several processes in your firm e.g. collating and evaluating evidence, making a decision, who will be calling the candidates back. |

# Using an interview template

| Interview template: Inclusive hiring | | |
|---|---|---|
| **CV and General Questions:** | What experiences from your CV most apply to this role?<br>What made you want to work for XXXX? | Rating<br>A–E |
| **Technical Question 1:** | Context: This role requires understanding of charity governance.<br>Question: Can you explain the process and elements of due diligence you would undertake when setting up a new charity partner? | |
| **Technical Question 2:** | Context:<br>Question: | |
| **Technical Question 3:** | Context:<br>Question: | |
| **Competency Question 1:** | Please share with us an example of... | |
| **Competency Question 2:** | When have you... | |
| **Competency Question 3:** | Can you give me an example of... | |
| **Overall ratings:** | Score each section A-E | |

*This question isn't scored. Use the candidates CV history – ask clarifying questions and reasons for applying*

*Use technical questions related to the role. These would have been already agreed in advance with the interview panel*

*Use competency based questions to assess other skills and experience you are looking for in the role e.g. customer service*

*Putting the context of the technical ability helps identify the correct question to ask*

*Once you have scored each section using the above template, you will have a majority score between A-E*
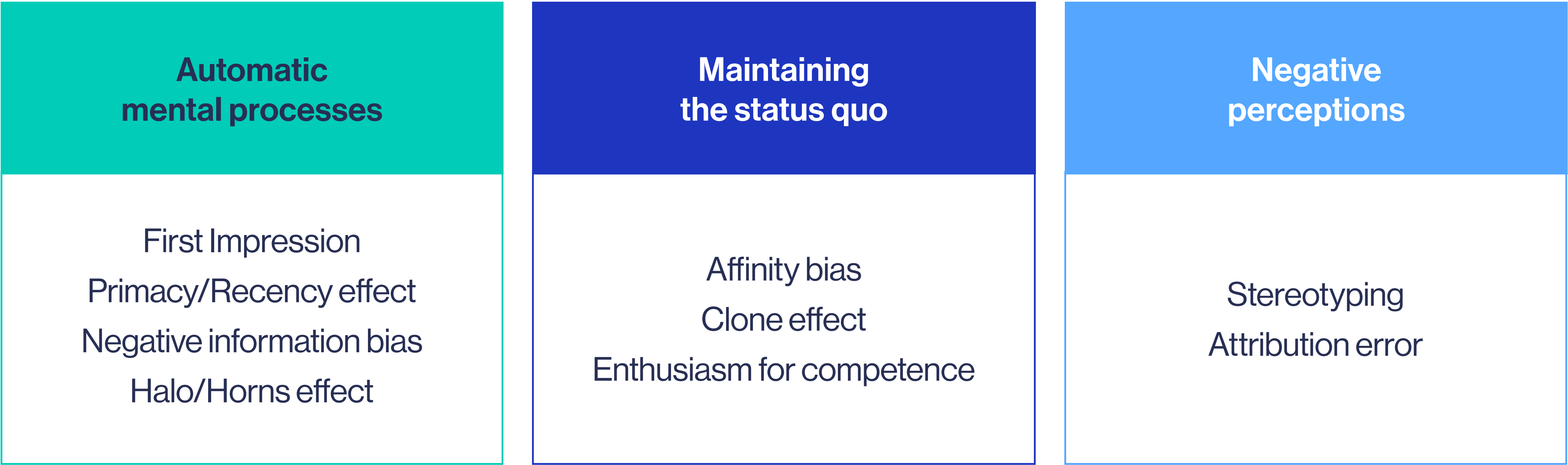
# Ten top tips: Unconscious Bias

Unconscious bias refers to the automatic judgments and stereotypes that people form about others outside their conscious awareness. These biases can influence decisions, interactions, and perceptions, often leading to unintended consequences in both personal and professional settings. Recognising and addressing unconscious bias is crucial for creating more inclusive environments and fostering equality.

1. **Acknowledge and Accept Biases**

   The first step in addressing unconscious bias is acknowledging that everyone has biases. Accepting this fact allows you to begin examining your own biases critically. Self-awareness is key to recognising when biases might be influencing your decisions or behaviour. Use the Harvard Implicit Test to find your own biases.

2. **Educate Yourself and Others**

   Learn about different types of unconscious biases, such as confirmation bias, affinity bias, and gender bias. Understanding these concepts can help you identify them in your own thinking.

3. **Pause and Reflect Before Making Decisions**

   Before making decisions, especially those involving hiring, promotion, or evaluation, take a moment to pause and reflect on whether any biases might be influencing your choices.

4. **Challenge Stereotypes and Assumptions**

   Actively challenge stereotypes and assumptions when you encounter them, whether in yourself or others. Question why you believe something and whether it's based on factual evidence.

5. **Diversify Your Social and Professional Circles**

   Engage with people from different backgrounds, cultures, and experiences. This exposure can help break down stereotypes and increase empathy and understanding.

6. **Implement Structured Decision-Making Processes**

   Use structured processes and criteria for decision-making to minimise the influence of unconscious biases. This is especially important in hiring, performance evaluations, and promotions.

7. **Encourage Open Dialogue**

   Create a safe environment where people feel comfortable discussing biases and their impact. Encouraging open dialogue can lead to greater awareness and collective efforts to address bias.

8. **Use Data and Metrics**

   Rely on data and metrics to inform decisions and evaluate outcomes. Data-driven approaches can help uncover biases that might otherwise go unnoticed.

9. **Promote Diverse Representation**

   Ensure diverse representation in teams, leadership positions, and decision-making bodies. Representation matters and can help combat biases by providing varied perspectives.

10. **Regularly Re-evaluate Biases**

    Unconscious biases are not fixed and can change over time. Regularly re-evaluate your biases and commit to ongoing learning and development in this area.

# Unconscious bias

Some other examples of biases that might influence
decision-making throughout the recruitment process:

| Automatic mental processes | Maintaining the status quo | Negative perceptions |
|---|---|---|
| First Impression<br><br>Primacy/Recency effect<br><br>Negative information bias<br><br>Halo/Horns effect | Affinity bias<br><br>Clone effect<br><br>Enthusiasm for competence | Stereotyping<br><br>Attribution error |

Further information on biases can be found in the resources section <u>here</u>

| Role profile criteria | Attraction | Objective shortlisting | Inclusive interview | Decision |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |

Reasonable adjustments

# Evaluating interviews
# Checklist

Only after the interview should you independently classify and evaluate the notes you have taken.

Making an inclusive hiring decision is the next step of the process. To do this it is important that all interviewers:

**1** Make time after the interview to review the evidence individually against the indicators and provide an evidence-based score from A (Outstanding) to E (Unsatisfactory) for each question.

**2** Agree on an overall decision once individuals have scored the interview. Speaking with multiple decision makers for calibration may help eliminate any bias.

**3** Collate and agree feedback for successful and unsuccessful candidates.
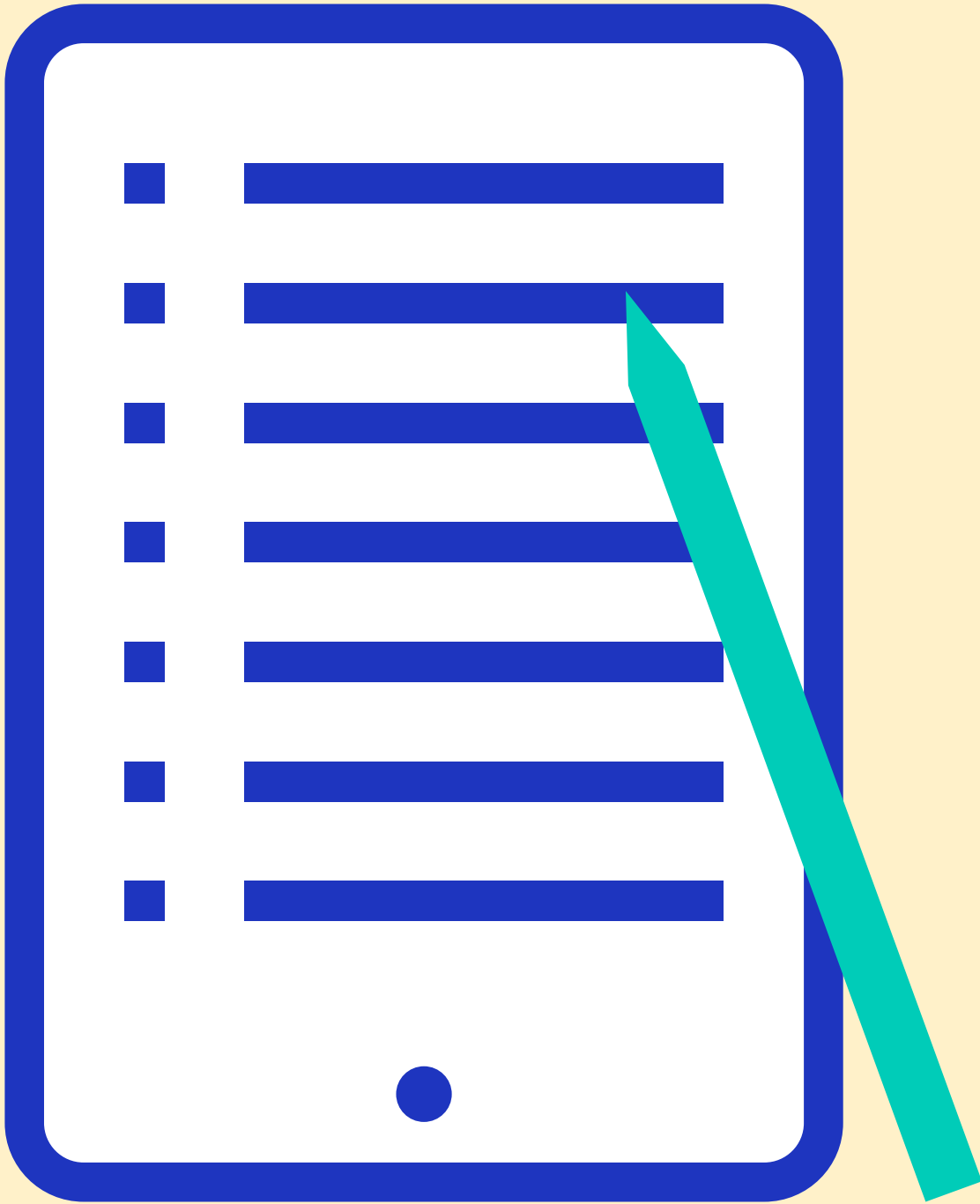
# Giving feedback

Creating an inclusive culture begins with the candidate experience. Providing effective feedback not only helps candidates develop but also offers the organisation an opportunity to learn and improve. Here are some examples of this:

Giving candidate feedback is crucial for a good candidate experience. Candidates are expecting companies to assess their suitability in a timely and efficient manner and to receive quick feedback.

For candidates who have participated in an interview there is a unique possibility to exchange feedback and learn from each other. The candidates will receive valuable information on how they can improve so that they are more likely to be successful next time, and the organisation can learn from the candidates how we can improve the interview process.

Role profile criteria

1

Attraction

2

Objective shortlisting

3

Inclusive interview

4

Decision

5

**Reasonable adjustments**

# Reasonable adjustments

Employers have a duty to make reasonable adjustments to premises or working practices to help disabled job applicants and employees in certain circumstances.

It is important to challenge misconceptions about the ability of individuals with specific impairments to perform in certain roles:

**For example, a visually impaired employee who handles customer enquiries via email or chat can effectively perform the role with assistive technology. It is important to explore effective reasonable adjustments considering the role requirements and the variety of solutions and support available.**

We can challenge this by gaining confidence in disability language and how to ask all candidates what they need to perform at their best. By adjusting or removing barriers in every step of the recruitment process, you can help people thrive.

**Remember:**

– Adjustments will vary according to person, context and circumstances.

– Not all adjustments will be reasonable and will be determined in light of factors such as whether the adjustment would have ameliorated the disabled person's disadvantage, the cost of the adjustment in the light of the employer's financial resources, and the disruption that the adjustment would have had on the employer's activities. Ask the person what they need so that they can perform at the best of their abilities.

**Questions to consider when offering support:**

– Will it solve the problem?

– How practical is it and what is the potential disruption?

– What are the costs?

– Employers' resources, availability of financial, or other assistance

– What has already been provided?

# Top tips – offering reasonable adjustments

- Before making an offer to a candidate, pre-employment health questions are only permitted in certain circumstances. Questions relating to previous sickness absence count as questions that relate to health or disability.

- No-one else can ask these questions on your behalf either. So, you cannot refer an applicant to an occupational health practitioner or ask an applicant to fill in a questionnaire provided by an occupational health practitioner before the offer of a job is made (or before inclusion in a pool of successful applicants).

- You can ask questions to establish if the applicant will be able to comply with a requirement to undergo an assessment/selection process or if any reasonable adjustments may be required in connection with the interview process.

- You can also establish if the applicant will be able to carry out a function that is intrinsic to the work concerned. But you must consider whether there are reasonable adjustments that would enable them to do the job.

- Once an offer has been made, you can ask health related questions, but should be careful that these are relevant to the role and that consideration is given to any reasonable adjustments.

# Reasonable adjustments

Making reasonable adjustments to address barriers during the recruitment stage for disabled candidates is part of the law in the UK. Below are examples of reasonable adjustments you can take at various stages of the recruitment process.

## Role profile criteria

– Ensure you don't include criteria that might impact disabled candidates and use neutral criteria (e.g. 'must be able to drive to business appointments' vs 'must be able to travel to business appointments').

## Attraction

– Use accessible job boards and websites.

– Ensure your website is AA accessible and provide features to report accessibility issues.

– Promote flexible working, how you value different perspectives and lived experiences.

– Profile underrepresented role models on careers pages and social media etc.

## Shortlisting

– Only use essential criteria for roles and avoid desirable criteria which can often include industry-specific knowledge or experience even when not required.

– For employers who have signed up to the UK government Disability Confident scheme, disabled candidates are shortlisted automatically for interview if they meet the essential criteria for the role.

## Interview

Ask all candidates attending an interview:

Do you require any of the following adjustments to the interview process?

– Extra time during tasks or video applications assistance if the test or assessment is on a computer, such as closed captions.

– Option to interview without the camera on.

– Have an accessible car parking space reserved.

– Hold the interview at a specific time of day [please suggest].

– A British Sign Language interpreter.

– Anything else? Please describe:

# Section 2: Using data effectively

# Diversity data collection in recruitment

Collecting diversity data throughout the recruitment process can provide key intelligence on where in the process to focus improvements. If possible, you should collect data at all stages: **Application, Shortlisting, Interview, Offer, Hire** stages.

Having collected this data, use it to identify any gaps or issues in your processes and focus action in those areas. For instance, are underrepresented groups disproportionately dropping out of the process at any stage? Are you attracting a diverse range of applicants?
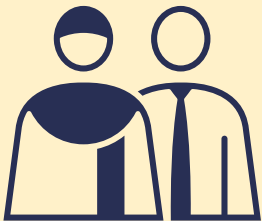
– To support effective data collection, online application processes or application forms should ask applicants to voluntarily provide their demographic data in a simple way that follows ONS guidelines to allow comparisons with the sector, regional or national data as appropriate. **You can find the Lloyd's Diversity Monitoring Toolkit here**.

– If online, your process should require an active **"Opt-out"** approach. This approach means that answering all questions is mandatory, however a candidate can opt to choose "Prefer not to say" for each question. Using an active "Opt-out" approach is proven to increase disclosure rates significantly.

**Disclaimer:** Outside the UK, approaches to diversity data gathering during recruitment need to be consistent with local laws and practices

# Strive to achieve diversity in recruitment and diversity targets

Use your current company diversity data or data from your recruitment process to help identify under-representation and where in the process any impacts are occurring.

Set realistic recruitment targets based on a range of factors, which might include: your volume of recruitment, types of roles, industry talent pools, transferrable skills available through other industries and/or sector, regional, national populations.

Utilise your data to form a plan addressing any impacts where you have identified them throughout the process. Application, shortlisting, interview, offer, and hire stages may all require different actions to support continuous improvement.

Setting recruitment diversity targets can support work to increase the proportions of underrepresented groups throughout the process and through to appointment.

It is important to have effective reporting processes. Ensuring leaders, hiring managers and recruiters are aware of your initiatives on inclusive hiring is key to success. Awareness of performance can focus attention to encouraging innovation and creative problem solving to enable progress in diversity in your recruitment processes.

**Please note:** Targets cannot be a quota as this is unlawful

# Section 3:
# Further resources

# Positive action

You can take positive action to address under-representation in line with the Equality Act 2010 sec.158. Equality Act 2010.

Positive action can be effectively used to address barriers to recruitment which impact under-represented groups and provide a level playing field which supports equity. Positive action should be used carefully and should be a proportionate means of achieving a legitimate aim. Understanding under-representation in parts of your workforce should be a pre-requisite for using positive action. If in doubt, seek legal advice before implementing positive action.

## Advertising

– You may choose to advertise in media or using channels that are utilised more frequently by under-represented groups in addition to your usual recruitment channels.

– You include statements such as *"We welcome applications from (insert group) due to under-representation in our workforce).*

## Attraction & outreach support:

– You can offer events targeted at under-represented groups to increase confidence to apply to roles at your organisation.

– You can offer short work-related experiences to increase confidence to apply.

– You can undertake outreach with community groups or organisations set up to enable access to diverse talent.

## Decision

– The law allows organisations to treat disabled candidates more favourably. In a situation where there are two exactly matched and equally rated individuals, and one has a protected characteristic, you could hire the individual with the protected characteristic. This would not constitute positive discrimination.

– Taking positive action at the point of a decision for other protected groups needs to be used very carefully.

– You can read a guide on the use of positive action at the point of decision via this link: positive-action-practical-guide.pdf

# Resources

**Lloyd's Culture Team Upskilling Programme –
free for Lloyd's Market**
Culture Upskilling Programme (lloyds.com)

**RIDI Disability Confident Videos**
Disability Confident – Your guide to inclusive recruitment
practice :: The REC

**The Equality Act**
Section 158 Equality Act

**Unconsious Bias Examples**
Asana - 19 unconscious biases to overcome
and help promote inclusivity

LLOYD'S

If you have any questions about anything covered in this toolkit,
please contact Inclusion@lloyds.com