

# DIVERSITY & INCLUSION

## ENI'S GUIDE TO SUPPORTING INCLUSIVE HIRING



## Our promise is to support you.

Elizabeth Norman International are experts in talent solutions for the insights industry. We are committed to equity, diversity, and inclusion, both as an inclusive employer and as leaders in improving representation within insights and removing barriers to disadvantaged or under-represented talent.

We look to advise and guide our clients on best practice around inclusive hiring. We will always strive to influence positive change and enable everyone to succeed in insight regardless of background. We hold ourselves accountable and will continue to drive awareness and continuous learning.

Being Inclusive opens your business up to a broader talent pool, has been proven to increase revenue and improve overall team performance by up to 30%. Acknowledging this, we have listed some things below worth considering.

This is a journey we are on together and we would love to discuss this in more detail with you, to support you on your journey too!

# How ENI would like to work with you:

## **Accessibility**

Our goal is to work with the Insights profession to help make it as inclusive as possible. Therefore, attracting the best available talent from all sectors of society.

This is a guide on ENI's approach to D&I and the ways we can partner with you. We are constantly learning and evolving our approach and we'd welcome advice and ideas. What are you as an organisation are doing?

## **Avoiding Like for Like**

There is a huge amount of evidence to show that a diverse workforce increases company productivity:

*McKinsey reports a 36 percent higher likelihood of overperformance on EBIT margin for those companies in the top quartile for ethnic and cultural diversity.*

*EY report that the four largest autism hiring programs SAP, JPMorgan, Microsoft, and EY, all have retention rates of more than 90% higher than the industry average.*

To move to a diverse workforce often means breaking away from 'like for like' and thinking of alternative pools of talent when recruiting replacements. Below are some ideas to help with this.

**Job descriptions:** ENI can assist with descriptions that describe the attitude and capabilities of an individual that will do well, but have a background not previously considered.

**Alternative job pools:** how can ENI assist with accessing talent from different backgrounds? We currently speak at some universities and will be rolling this out to schools. Would your organisation consider sponsoring someone from abroad? We are looking into sponsorship and visa options. We have partnered through 'Includability' with several charities that can help source from the disabled communities. We have produced both webinars and video clips on various D&I initiatives, and we are building up a library of information on areas like funding support and inclusive job boards.

Blind CVs make it easier to be objective and avoid 'like for like' initially. However, those same characteristics may be obvious at the interview phase. Rather than remove details, we prefer to encourage candidates to be honest about their circumstances and provide extra details. Then, if necessary, the selection process can be adapted to give all candidates regardless of background an equal chance to get the job.

## **Company – the brand**

Increasingly candidates are choosing organisations for whom diversity and inclusion is important over others. So, we'd love to hear more about what you are doing. Do you have any collateral or positive stories you can share?

Is the organisations approach clear on the website, clear in the job description?

Rather than 'cultural fit', we would love to know more about your company values. Cultural fit doesn't always encourage moving to new types of employees, in addition individuals inspired by your values will contribute more.

## **Promoting the role**

ENI has access to a variety of specialist job boards but on the whole, we believe that Insight professionals use the recruitment boards they consider relevant to their profession, rather than the sector of society they represent.

ENI works with an organisation that has an inclusive language checker, checking the language of the advert for a variety of phrases or words that might put off certain sectors of society.

# How ENI would like to work with you:

ENI have updated all our adverts to state the following:

*'We welcome applications from all sections of society.....'*

Additionally, if you would like applications from a particular sector of society, that can be added.

It may be that advertising is not the right approach, some sectors of society are not as confident when it comes to applying, is it possible to attract them in other ways. Working with specialist organisations with access to particular groups for example.

## **Salary**

The ENI salary survey shows that that minority groups within Insight and Data, like women and the ethnically diverse, still earn less on average.

In New York it is now compulsory to state the salary range on advertisements to avoid clandestine agreements which might favour some over others. Where possible ENI would like a precise salary range, which we can promote. In the future this might be compulsory.

In many US states it is now illegal to state a candidate's current salary. This approach prevents the final offer being influenced by this figure, which risks perpetuating low salaries in communities that traditionally are less assertive in salary negotiations. It's highly likely this policy will move to the UK and Europe, are you happy for us to provide just a desired salary figure?

## **Positive Discrimination**

At ENI we are committed to giving all candidates regardless of background an opportunity to get the role if suitably talented. In some cases, this means encouraging particular sectors of society to apply, to ensure they are fairly considered. What we are unable to do in the UK is positively discriminate and completely rule out certain groups in favour of others. This means that whilst we can't commit to only considering women for a shortlist, we can actively go out and encourage women to apply.

## **Assessments**

There are many ways of adapting the process to cater for different needs, we have listed a few below, we'd love to hear of others.

- An interview panel representing different sectors of society.
- Sending a taxi and meeting at the door anyone that is visually impaired.
- Having someone in the interview able to sign language, if necessary.
- Providing the questions in advance to those that find it difficult to process information quickly in advance.
- Offering applicants, the opportunity to demonstrate their skills rather than assessing in a formal interview. This could be short assessment or a taking them on a short-term contract.
- At ENI we are conducting competency/evidence-based interviews assessing the aptitudes that we are born with regardless of background. We do this alongside historic and skill-based interviews, research shows they are a more accurate assessment of ability, and they also give more opportunity to candidates whose background means they won't have had the opportunity to get the same skills. To assist with this, we'd like to discuss with you the competencies that are most appropriate for your role.
- Psychometric testing: where are the personality gaps in the team/organisation, which a different personality could help fill. Testing can also help someone without the traditional experience skills shine in other ways.

## **References and Referrals**

Both references and referrals can be useful, but referrals can perpetuate the recruitment of candidates like your existing employees. Whilst references may not be useful when recruiting someone who doesn't fit your typical personality or skills type.

# How ENI would like to work with you:

ENI conduct references for all temps and some permanent staff but in each case, we stick to questions that state just what that individual has done rather than traits or skills that not everyone has equal opportunity to develop.

## **Record Keeping – Monitoring Diversity**

ENI record the assessment details and outcome of every candidate we work with, so if this is ever challenged later, we have full transparency. Feedback on candidates from clients is an important part of this record keeping.

What isn't measured doesn't change! With this in mind, ENI record the stats of various diversity groups at interview and placement stage, so we can track our progress. We are always looking to improve and develop this and would like to hear from you if specific data would be useful.

## **Resource Centre**

As we learn more and more, we will be producing webinars, and shorter videos on the subject. Working with other key speakers and other inspiring people in the industry. Keep an eye on newsletters and our website.

## **Partners**

We have partnered with **Includability**, as the first recruitment agency! They offer a platform for employers with a commitment to treating people fairly and to offer job seekers a fully accessible and equitable application process. Whilst we can advertise roles here, the main driver for this partnership was that we get to work with some amazing ambassadors who truly believe in driving change.

**Diversely** - We believe measuring to create change and have partnered with Diversely. We help businesses win the war on talent by starting at sourcing, discovering your data, measuring your progress and attracting under-represented talent.

We have also partnered with The Ability People - TAP, who deliver consulting and advisory services focused disability inclusion in the workplace.

We would love to chat through this with you in more detail, please get in touch with Liz Norman, Letitia Oglesby or your account manager for more information.

## **Working with you**

Going forward, when taking a brief or working with a new client we may ask for more information. This will help us understand what clients are currently doing to ensure they are inclusive, and also give us guidance as to how we can help you going forward.

- What processes do you currently have in place to support candidates interviewing (visually impaired or hard of hearing as an example), do you consider sponsoring international candidates? How diverse is the interview panel? What support do you offer candidates who are considered disabled? and so on.

Making a difference is not something we can do alone, it's something we need to do in partnership. This way we can promote you as an organisation together, and jointly encourage more people to join the insight profession. We'd love to sit down with you and understand your processes and needs moving forward, lets catch up!

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# Working together to create equal opportunities in Insight

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