



# EQUALITY, DIVERSITY & INCLUSION IN 2020 AND BEYOND

A spotlight on flexible working

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# SUMMARY

Welcome to the Hays Equality, Diversity & Inclusion Report 2020. The world of work has undergone rapid change, as the global pandemic made remote working a necessity for many organisations. In the latest edition of our annual report we explore the impact of these changes, focusing on how the increase in flexible working can affect equality, diversity and inclusion (ED&I) and how integral this is to talent attraction and retention. We ask if this shift towards flexible working can create more equal, diverse and inclusive workplaces. This year's survey was completed by over 10,000 UK professionals who provided their views on ED&I and flexible working practices and policies in the workplace.

Our research revealed that ED&I remains a key issue for employers particularly in attracting new talent. We found that employers risk significantly reducing their talent pool if they don't demonstrate a commitment to ED&I. We look both at the positive impacts greater ED&I brings, and at the work organisations still need to do to tackle inequality. Changes to how we work affect people differently depending on their circumstances, so we explore the perceived benefits and drawbacks of flexible working for different groups. Employees today want to be their authentic, true selves at work, so we examine if flexible working will help or hinder this.

Finally, we share our expert practical advice on what both employers and employees can do to reap the ED&I rewards of greater flexible working.

## METHODOLOGY

This report is based on a survey carried out between 27th August–7th September 2020. Over 10,000 employers and employees from across the UK completed the survey, from a range of key demographics, industries and sectors. Throughout the report, we have split these results by diversity metrics, including age, ethnicity, gender, disability, mental health status, neurodivergence status and sexual orientation to identify trends and insights.



# TALENT DEMANDING GREATER SUPPORT FOR ED&I

## MORE THAN SIMPLY A NICE-TO-HAVE

It is an incredibly challenging time to run an organisation, from the uncertainty around the impact of Brexit, to the massive shift in working patterns caused by Covid-19 and concerns about the economy.

But while many working norms have been disrupted or permanently changed, some things remain the same, including the fact that effective ED&I policies have the potential to deliver powerful, tangible benefits for organisations. Namely, they help workers from all

backgrounds feel confident and included, boosting employee morale and productivity. They encourage organisations to cast a wider net when searching for talent, helping them hire employees with different experiences who can bring fresh insights and perspectives. They foster innovation, creativity and enable businesses to better respond to new market opportunities. In uncertain times, organisations can't afford to miss out on the benefits of effective ED&I policies and the many business advantages they bring.

## A LACK OF COMMITMENT TO ED&I INCREASES RISK OF LOSING TALENT

According to our recent survey, professionals in the UK feel strongly about organisational commitment to ED&I. In fact, over three fifths (61%) say they will only consider applying to an organisation with a public commitment to equality diversity and inclusion. Furthermore, nearly three quarters (74%) of respondents say their organisation should have a voice on current diversity and inclusion issues – whether solely to employees or publicly.

Further to showing a public commitment to ED&I, there are numerous perceived benefits when it comes to the impact of greater ED&I in the workplace. According to our survey, professionals believe the most positive impact greater ED&I in the workplace (51% of respondents) had was on company culture, while 46% say it can have a positive impact on staff morale, over a third (39%) say it can have a positive impact on organisational leadership and a similar proportion (34%) believe it can result in the recruitment of the best talent.

Interestingly, whilst the proportion of employees who believe greater ED&I in the workplace impacts positively on these areas remains on a par with last year, areas that have seen a greater proportion of employees identify a positive impact include on staff morale (increasing by 9% from last year) and productivity (increasing by 5% from last year).

### Top three areas respondents believe would be positively impacted by greater ED&I in the workplace:

■ 2020 ■ 2019

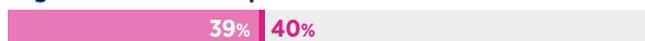
#### Company culture



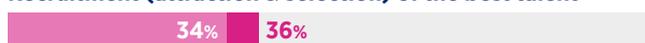
#### Staff morale



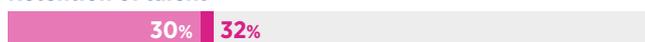
#### Organisation leadership



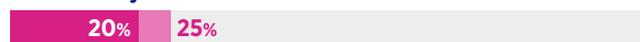
#### Recruitment (attraction & selection) of the best talent



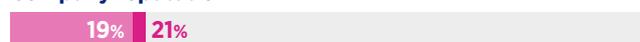
#### Retention of talent



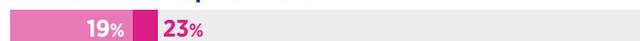
#### Productivity



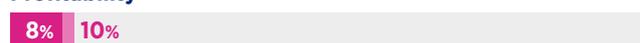
#### Company reputation



#### Innovation & competitiveness



#### Profitability



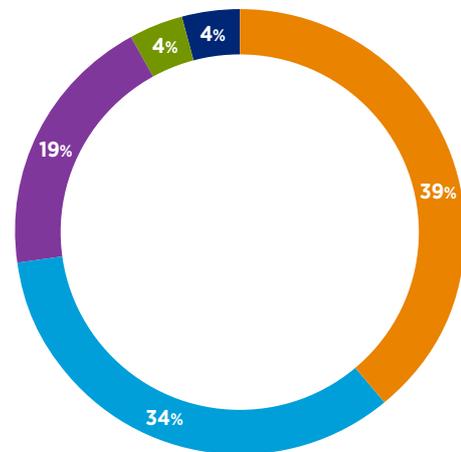
## ED&I POLICES ARE IMPORTANT TO JOBSEEKERS

Given how strongly professionals rate the benefits of ED&I, it is no surprise that nearly three quarters (73%) of professionals say that an organisation's diversity and inclusion policies are very or quite important when considering a new role. Only less than a tenth (8%) of professionals say such policies are not important when considering a new role.

These policies are even more important to LGBTQ+ professionals (85% of whom say they are important), BAME professionals (84%) and those aged 25 or under (79%). It is clear there is a very real risk that employers will reduce the pool of talent from which they hire if they don't demonstrate a commitment to ED&I – both publicly and within their organisations.

### When considering a new role, how important are an organisation's diversity and inclusion policies to you?

Very important   Quite important   Neutral   Not very important  
Not at all important



## PROFESSIONALS HAVEN'T BEEN SELECTED FOR JOBS DUE TO THEIR BACKGROUND

Despite the many well-documented advantages of greater ED&I in the workplace, organisations still have a long way to go. Our survey revealed that 50% of professionals believe their chances of being selected for a job have been limited because of their background or an identifying factor. Worse still, this shows almost no change from last year, when a similar proportion (52%) of survey respondents said the same.

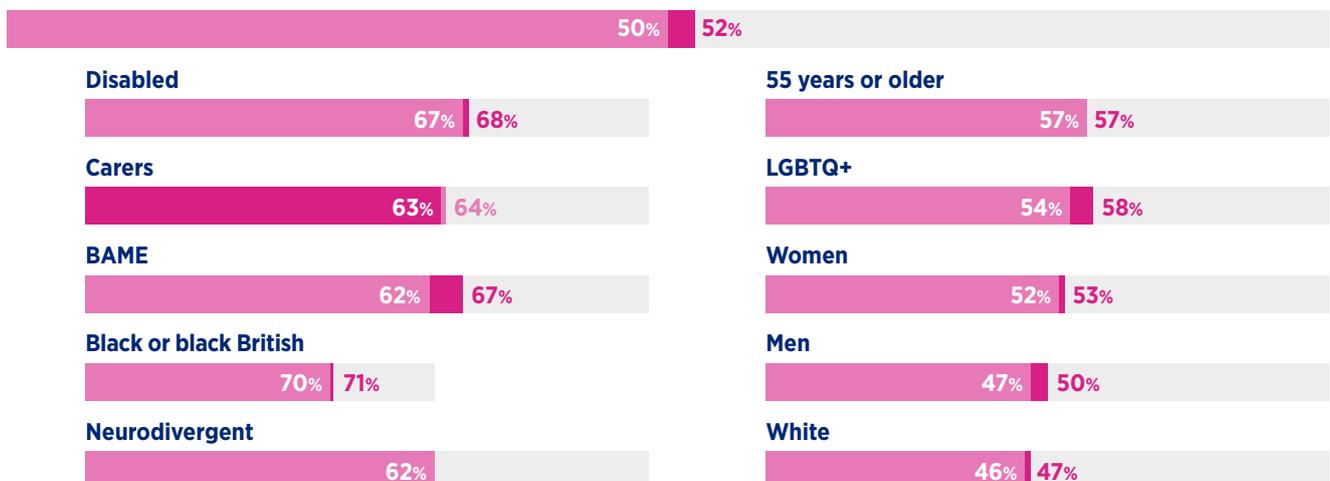
In particular, 67% of those with a disability have felt their chances of being selected for a job have been lowered because of their background or an identifying factor, as have 64% of professionals who are carers, 62% of BAME professionals –

rising to 70% when looking specifically at those who identify as black or black British – 62% of neurodivergent professionals, 57% of professionals over the age of 55 and 54% of professionals who identify as part of the LGBTQ+ community. Notably, the proportion of professionals who feel this way has remained, for the most part, on a par with last year.

### Respondents who say there have been occasions where they felt their chances of being selected for a job have been limited because of their background or an identifying factor:

2020   2019

#### Overall

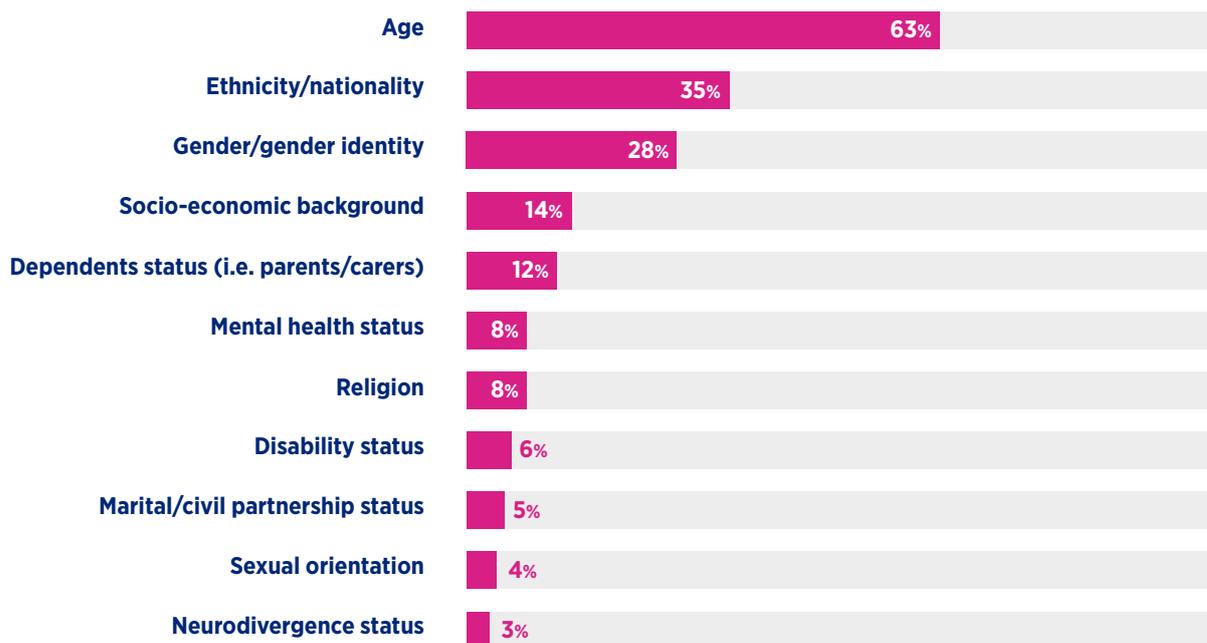




When asked why they had seen their chances of being selected for a job lowered, the most common reason was because of age, with 63% saying this was one of the reasons that their chances of being selected for a job were lowered. Notably, this is a significant increase from the 55% who voiced this sentiment last year. The prevalence of this opinion

demonstrates the need for hiring managers to be mindful of, and work to eradicate, any bias – unconscious or otherwise – around age. Ethnicity/nationality and gender identity were the subsequent most cited reasons.

**In your opinion, which of the following led to your chances of being selected for a job being lowered?\* (Select all that apply)**



\* These percentages reflect the demographics of the survey respondents

# HOW FLEXIBLE WORKING CAN ENABLE BETTER EQUALITY, DIVERSITY AND INCLUSION

Whilst flexible working has become increasingly common over the last decade, the Covid-19 pandemic rapidly accelerated the adoption of these practices across the world.

Large numbers of professionals moved from their workplace to working remotely, and flexible working was implemented across the world at scale and at extraordinary speed. For many this has now shifted into a 'hybrid' setup.

## WHAT ARE THE DIFFERENT TYPES OF FLEXIBLE WORKING?

### Hybrid working

Splitting your time between working in your workplace and working remotely.

### Remote working

Doing some or all of your work from home or anywhere else other than the normal place of work.

### Job sharing

Two people doing one job and splitting the hours.

### Part-time working

Working less than full-time hours (usually by working fewer days).

### Compressed hours

Working full-time hours but over fewer days.

### Agile working hours/flexi-time

The employee chooses when to start and end work (within agreed limits) but usually works certain 'core hours', for example 10am to 4pm every day.

### Annualised hours

The employee has to work a certain number of hours over the year but has flexibility about when they work.

### Staggered hours

The employee has different start, finish and break times from other workers.

### Phased retirement

Workers can reduce their hours and work part-time until they retire.

## FLEXIBLE WORKING ATTRACTS A MORE DIVERSE RANGE OF CANDIDATES

For some, the ability to work flexibly is a 'nice-to-have'. However, for others the ability to work flexibly is critical to balance professional commitments with their personal responsibilities or health requirements.

Overall, nearly three quarters (70%) of professionals say that working flexibly is essential or important to them – with over a quarter (28%) saying it is essential and they would look for another job if this wasn't an option, and 42% say it is important and part of their decision to work for their current organisation. Only 10% say flexibility when working isn't important.

### How important is working flexibly to you?

#### Essential, I would look for another job if this wasn't an option

28%

#### Important, it is part of my decision to work for the organisation

42%

#### Neither important or unimportant

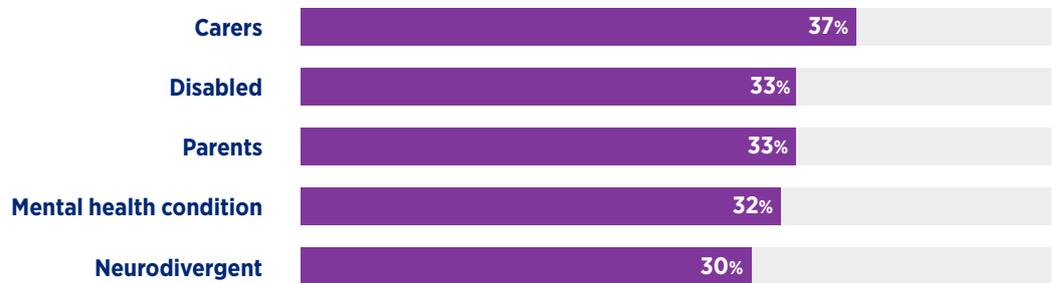
20%

#### Unimportant, it isn't part of my decision to work for the organisation

10%

However, the importance placed upon flexible working is even higher amongst certain demographics. Over a third (37%) of carers say flexibility is essential, as do 33% of parents, 33% of those with a disability, 32% of those who have experienced a mental health condition and 30% who are neurodivergent.

**Respondents for whom flexible working is essential, and would look for another job if it wasn't an option:**



“ The importance placed upon flexible working is even higher amongst certain demographics – over a third of carers (37%) say flexibility is essential. ”



## THOSE UNDERREPRESENTED IN THE WORKFORCE SEE MOST POSITIVES IN FLEXIBLE WORKING

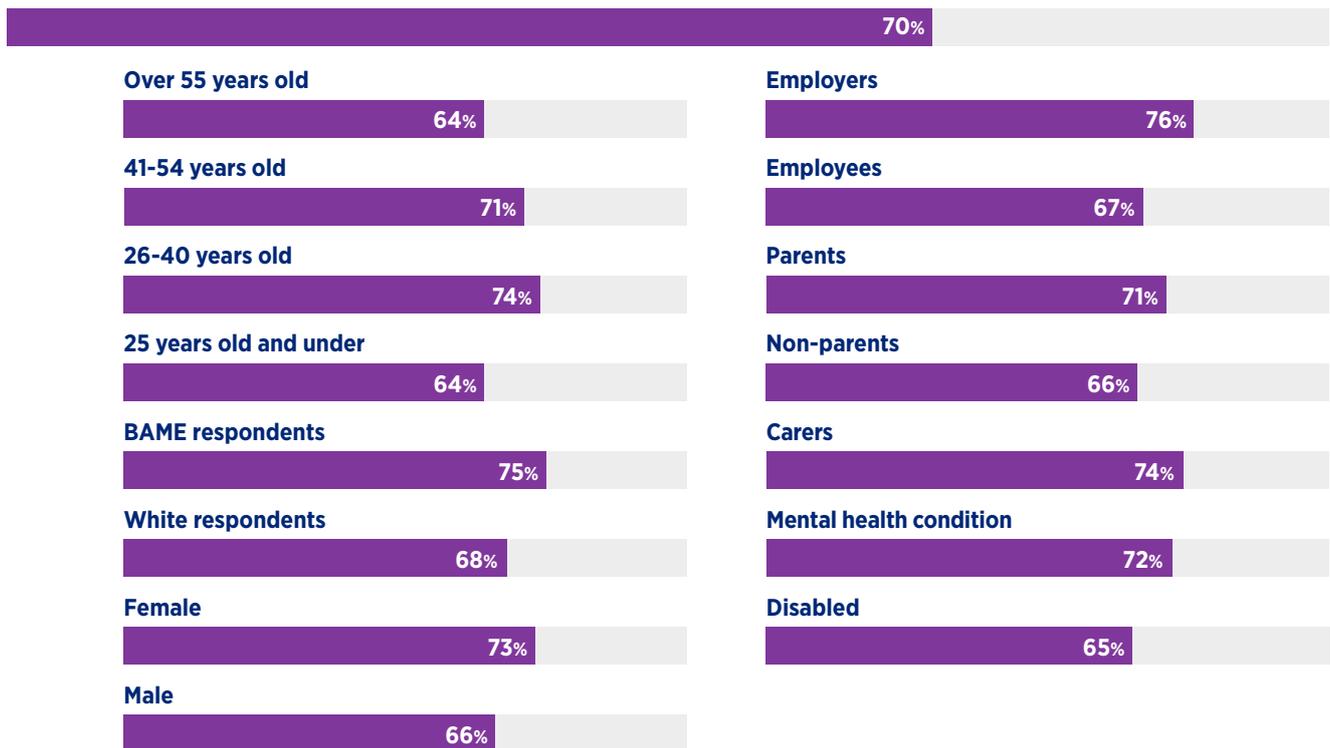
It is perhaps unsurprising that so many professionals are attracted to working for organisations which offer opportunities to work flexibly, as our survey revealed that most perceive flexible working to have many positive impacts.

Overall, nearly three quarters (70%) of respondents say that flexible working arrangements have a positive impact on the success of an organisation.

Interestingly, the percentage of professionals who see flexible working as having a positive impact on the success of an organisation rises within certain demographic groups – including those traditionally underrepresented in the workforce, or who feel like they have been held back in their career due to their background. For example, a greater percentage of women (73%) than men (66%) believe that flexible working arrangements have a positive impact on an organisation’s success.

### Respondents who believe flexible working arrangements have a positive impact on the success of an organisation:

#### Overall



In particular, the most positive benefits employees associate with flexible working arrangements are better work-life balance (by 78% of respondents), reduced commute time (54%) and reduced expenses (28%). Employers were largely in agreement, with 74% believing better work-life balance was one of the

most positive benefits of flexible working arrangements for employees. This was followed by reduced commuting time (49%) and helping to retain employees (24%).

### As an employee, what do you consider to be the top three benefits of flexible working arrangements?



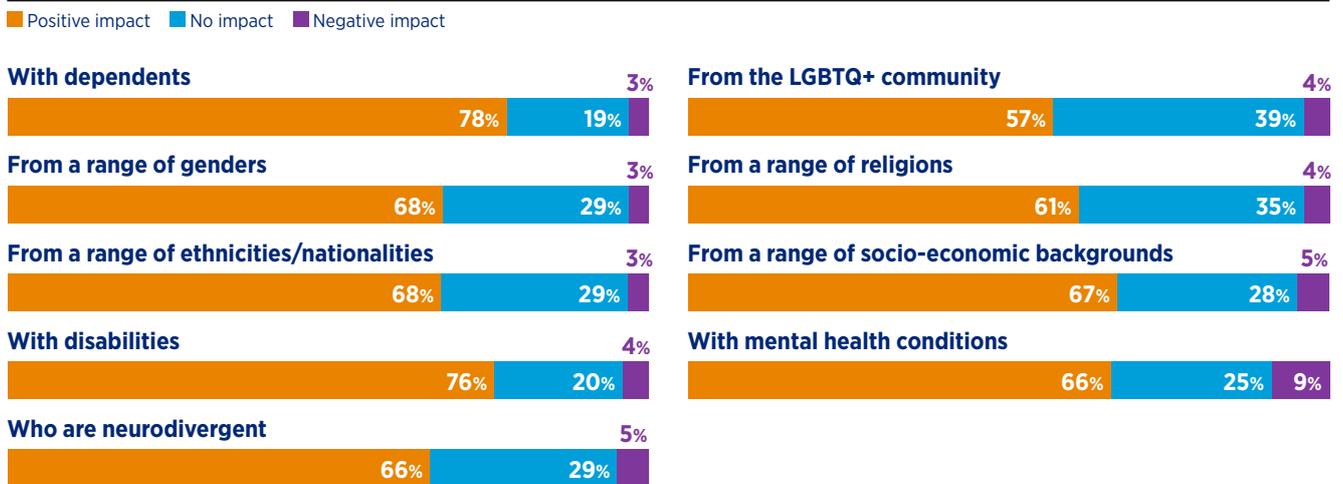
Furthermore, the vast majority (86%) of professionals believe that the increased access to flexible working practices can help organisations gain access to a more diverse pool of talent – with nearly a third (31%) strongly agreeing with this statement.

**Do you agree that the increased access to flexible working practices can help your organisation gain access to a more diverse talent pool when hiring?**



Specifically, when looking to attract new talent, respondents consider flexible working to have the most positive impact on candidates with dependents (78% of respondents) and those with disabilities (76%).

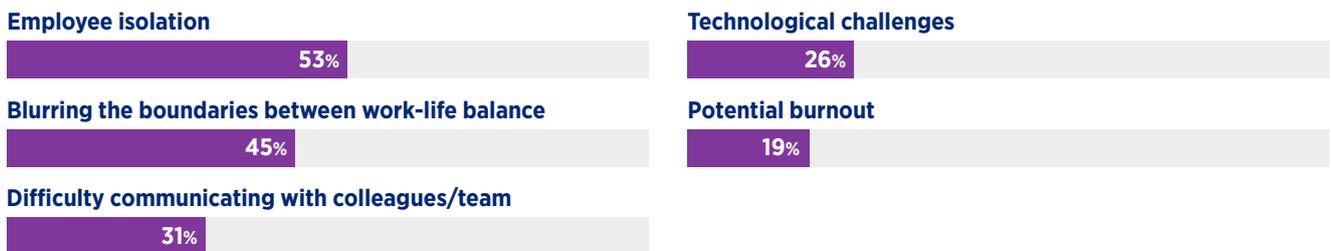
**What impact will offering flexible working have on attracting more diverse talent with the following backgrounds:**



**EMPLOYEE ISOLATION IS A PERCEIVED DRAWBACK TO WORKING FLEXIBLY**

However, that is not to say the professionals don't recognise there may be disadvantages to working flexibly, and employers must be mindful of these if they want to maintain inclusivity. The three main drawbacks to working in any kind of flexible arrangement were employee isolation (53% of respondents), blurring the boundaries between work-life balance (45%), and difficulty communicating with colleagues or the wider team (31%).

**Main drawbacks of flexible working according to employees:**



## REMOTE WORKING ENABLES SOME PROFESSIONALS TO BE MORE 'AUTHENTIC'

Employees today want to be their authentic, true selves at work – expressing their views, and allowing their unique professional and personal strengths and vulnerabilities to shine through. It is an important linchpin to fostering a respectful and inclusive workplace culture based on honesty and trust. Only just over a third (35%) of professionals believe they can always be authentic in the workplace, dropping to 31% amongst BAME professionals.

Employers need to be aware of this when implementing flexible working policies – in particular, remote working. Our survey shows that there is difference between how authentic professionals believe they can be in the workplace versus working remotely, with only 30% saying they can be authentic when working remotely.

However, this is not the whole picture. Certain demographic groups are actually more likely to feel they can be authentic when working remotely than others. For example, female employees are more likely to say that working remotely allows them to be authentic (80% of females compared to 74% of males), and 80% of parents compared to 74% of respondents who are not parents.

Similarly, three quarters (75%) of professionals who identified as neurodivergent say they can always or sometimes be their authentic selves when working remotely, compared to 70% who say the same about working in the workplace.

Professionals believe there are numerous ways that managers can help employees to be their authentic selves at work when some or all are working flexibly. The most frequently cited method (by 59% of respondents) was to increase the use of remote group or team meetings, followed by being more transparent about organisational strategy (55%) and increasing the use of video during meetings with remote working employees (43%).

### How do you believe managers can foster authentic professional connections and allow employees to be their authentic selves when some or all work flexibly?

#### Increase remote group/team meetings

59%

#### Be transparent about organisational strategy

55%

#### Increase the use of video during meetings with remote working employees

43%

#### Increase organisation-wide communications

40%

#### Hold more informal/social gatherings

38%

#### Increase ED&I training for all managers

22%

#### Other

3%

“ Three quarters (75%) of professionals who identified as neurodivergent say they can always or sometimes be their authentic selves when working remotely. ”

## EMPLOYERS MUST SHOWCASE THEIR FLEXIBLE WORKING OPPORTUNITIES

According to employees, the most effective place for employers to showcase their flexible working offerings to prospective candidates is on their job adverts (35%) followed by on their website (29%).

However, not all employers are taking the opportunity to promote the flexible working they offer to employees at these crucial touchpoints in the recruitment process. For example, only 56% say they showcase their flexible working offerings on job adverts, 50% at interviews and 41% on their website. A further 14% say they don't promote their flexible working offerings at all when hiring.

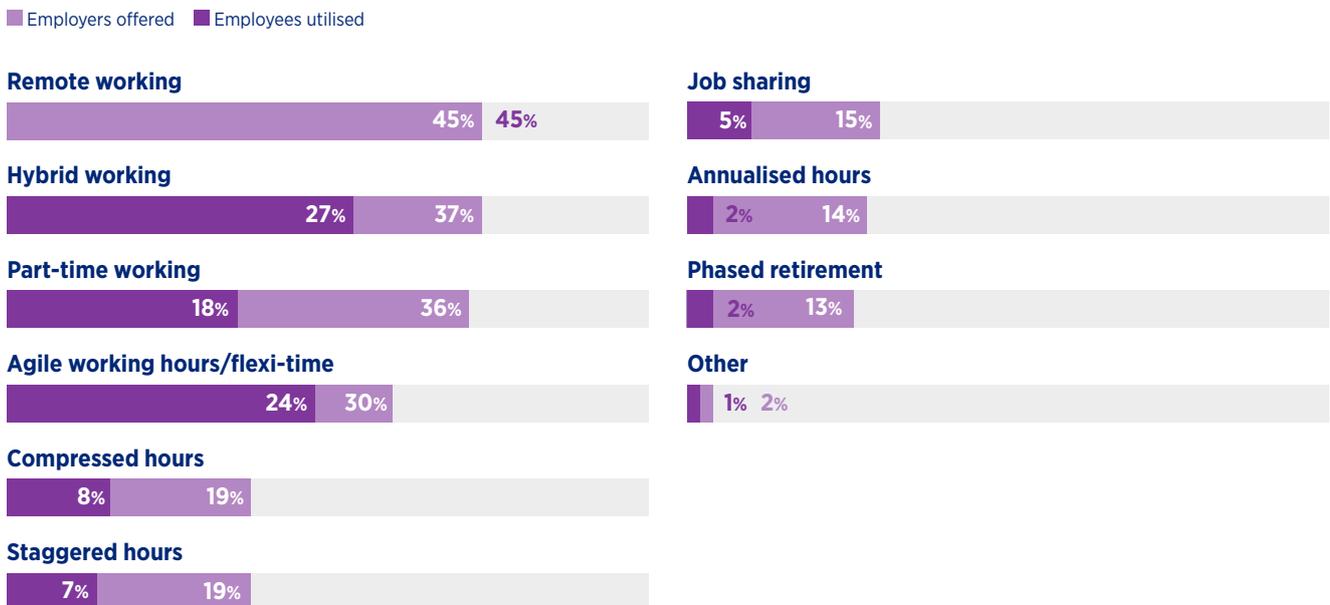
Where do employees think would be most effective for employers to showcase their flexible working offerings to prospective candidates?



## FLEXIBLE WORKING NO LONGER SEEN AS DETRIMENTAL TO CAREER PROGRESSION

Before the Covid-19 pandemic, most (85%) employers say they offered at least some form of flexible working, and 81% of employees say they utilised these. The most commonly utilised flexible working option was remote working, which 45% of professionals say they used prior to the Covid-19 pandemic.

Types of flexible working options employers offered prior to the Covid-19 pandemic compared to the types that employees utilised pre-pandemic



Of those who did utilise some form of flexible working prior to the pandemic, 32% felt disadvantaged in terms of their career progression: 11% 'significantly', and 21% 'somewhat'.

This was higher amongst certain professionals, notably those who are neurodivergent, carers, those with a disability and parents.

**Professionals who felt working flexibly put them at a disadvantage in terms of career progression before the pandemic**

■ Significantly disadvantaged ■ Somewhat disadvantaged

**Neurodivergent**



**Carers**



**Disabled**



**Mental health condition**



**Parents**



**Parents, female**



**Parents, male**



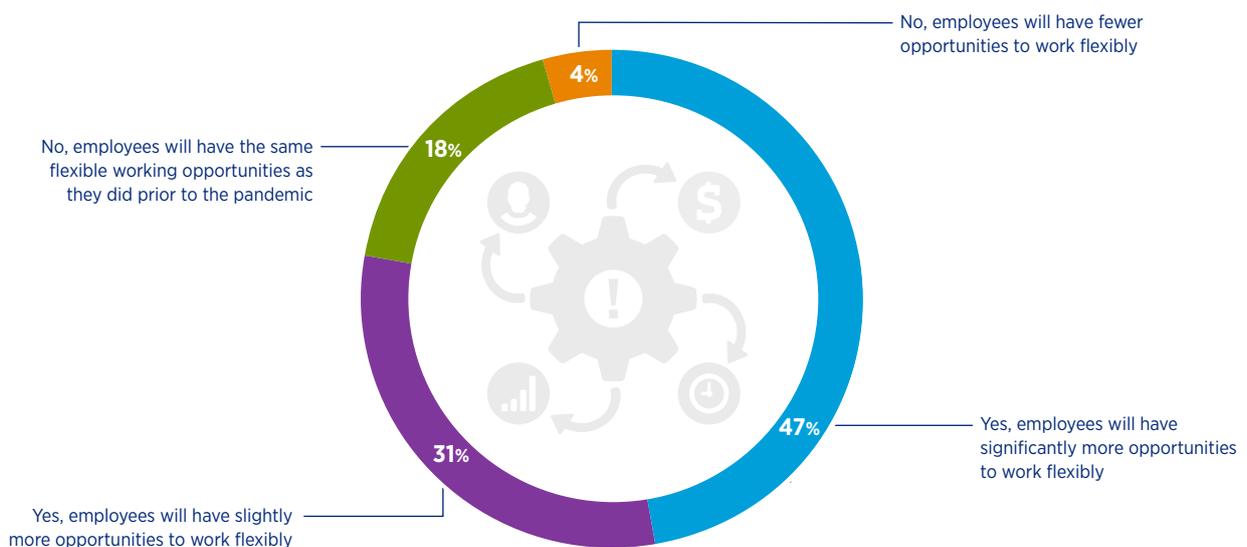
However, during the pandemic, the number of employees who used remote working rose from 45% to over half of all professionals (59%). This rise was even more pronounced for parents with dependent children, rising from 48% using remote working prior to the pandemic to 64% during the pandemic. Furthermore, the percentage who felt disadvantaged by working flexibly fell from 32% to 14% - suggesting such practices had become normalised for many.

Looking forward, most (67%) professionals say they will request a flexible working option going forward. Over two fifths (41%) say they will request to work remotely, nearly a quarter (23%) want to work in a hybrid fashion and 15% want agile hours/flexi-time. This is highest amongst those aged 26-40 (68%) and 55 and over (67%). Those aged 25 and under are least likely to request a flexible working arrangement (53%).

It is important to note that nearly half (49%) of professionals say that having the choice to work in an office is important to them. There is a slight discrepancy between those who want this option: only 37% of graduates say having the choice to working in an office is important, compared to 55% at manager level. Employers should consider these findings, particularly when looking to hire more experienced professionals.

Overall, flexible working practices – and the ED&I benefits they can bring – are here to stay: whether employees plan to request flexible working or not, most (78%) professionals believe the Covid-19 pandemic has permanently impacted their organisation’s flexible working offering.

**Do you believe the Covid-19 pandemic will permanently impact your organisation’s flexible working offering?**





## REWRITING THE RULEBOOK ON FLEXIBLE WORKING

Even before Covid-19, the demand for flexible working was increasing rapidly. It was only in 2014 that employees who had worked for an organisation for more than 26 weeks were given the right to request flexible working; just three years later, a Timewise survey found that 87% of full-time employees either worked flexibly or wished they could.

Fast forward to today, and the pandemic has ripped up the rulebook on flexible working. Whole organisations and sectors, previously deemed un-flexible, have discovered what's possible, and surveys have indicated that millions of employees intend to ask for permanent flexible working arrangements going forward.

And while enforced remote working, introduced at speed, is not the same as a flexible working strategy, the crisis has created a once-in-a-lifetime opportunity to rethink how we design work; and in doing so, deliver a more equal, diverse and inclusive working world.

Offering flexible working enables organisations to tackle the structural barriers that prevent many groups participating fully in the workplace. For example, it allows those with caring responsibilities (including children and elder care) to balance their work and personal lives, helps older workers to keep working for longer, and supports people with health issues or disabilities to continue to work around their condition.

As a result, employers who get flexible working right are able to attract, retain and progress a truly diverse talent pool. They also benefit from heightened employee engagement and productivity, increased diversity of thought and a more representative workforce. Which in turn can enhance their reputation for fairness, inclusion and walking the walk.

So, leaders who want to embrace this opportunity should seek to make their workplaces more flexible, by:

- Creating an inclusive culture in which a range of flexible working options are available for all, for any reason
- Training and equipping managers to have proactive conversations about flexible working and to manage flexible members of their team
- Designing jobs to be properly flexible, by considering when, where and how much work needs to be done for each role, so that the employee and the organisation both benefit
- Leading by example and using role models to inspire and mentor others
- And critically, opening up the jobs market by offering flexible working from the point of hire

By doing so, organisations will be able to deliver sustainable flexible working arrangements which lead to more equal, diverse workplaces and ensure that no one is left behind. Not just now, but for many years to come.

**Emma Stewart, CEO**  
Timewise



# RECOMMENDATIONS

## WHAT YOU SHOULD DO TO REAP THE ED&I BENEFITS OF FLEXIBLE WORKING

### Employer recommendations

#### **Your current and future talent pipeline is dependent upon your commitment to ED&I**

Building a diverse and inclusive workforce is no longer a nice-to-have, but a core component of your talent acquisition strategy – and therefore your organisation's success.

Our findings show that candidates carefully consider a prospective employer's commitment to ED&I. Therefore, any organisation wanting to attract and retain the best professionals, from the widest possible pool of talent, must have effective ED&I policies and practices in place.

Furthermore, these policies should reflect a changing landscape, factoring in that most professionals believe that their employer should have a public voice on current diversity and inclusion issues. Not only are you then likely to attract more talent, but you are also likely to attract those from a more diverse talent pool.

Hays offers numerous bespoke ED&I products and services designed to support your organisation's commitments, and through our expertise and partner network, we can help you recruit and retain a diverse range of talent. To learn more about how we can support you with any aspect of your ED&I policies and practices, go to [www.hays.co.uk/diversity](http://www.hays.co.uk/diversity) today.

#### **Ensure you promote your ED&I initiatives across the entire jobseeker journey**

The most effective place for employers to showcase their flexible working offerings to prospective candidates is identified by employees as via job adverts and on their website. However, our findings also show that not all employers are promoting this information during these key stages of the recruitment process.

### Employee recommendations

#### **Look for employers that show a commitment to ED&I**

If you are job hunting, look closely at a prospective employer's commitment to ED&I. Our survey showed that most professionals believe that a more equal, diverse and inclusive workplace has a positive impact on company culture, staff morale, organisational leadership, recruitment and retention of better talent and innovation. Therefore, those organisations that are committed to ED&I are invariably more enjoyable places to work and are likely to be better placed to succeed in a rapidly changing world.

#### **Consider the working style that is best for you**

It's important to be aware of the different types of flexible working options open to you. You should consider how best to balance work with your personal commitments or health requirements, in what environment you feel you can be more authentic, how you can be most productive and how you will best be able to learn and grow professionally. An organisation that truly fosters a diverse and inclusive environment won't have a one-size-fits-all approach to flexible working.

Given that a high proportion of professionals say that flexibility is either essential or important to them, not having this information available to prospective candidates could have a detrimental effect on an employer's ability to engage with top talent right from the start of the recruitment process. Employers should review this, and if the information is lacking, consider adding this in. Including this information could make the difference between someone choosing to apply for one role over another.

#### **Understand that flexible working is not one-size-fits-all**

Some employees will perceive more advantages in flexible working, while others will find significant drawbacks to working this way – it is entirely dependent upon the unique preferences and background of the individual.

Consequently, flexible working should not be a one-size-fits-all. For example, a neurodivergent employee may feel they can be more authentic and productive whilst working remotely from their home or in the workplace during quieter hours, whilst a young employee may want to be in the workplace to learn from more experienced colleagues in person. Try to be mindful of, and accommodating to, individual preferences and experiences of working in different ways, and open to allowing flexible working practices even to those who are not parents or carers.

Managers can work to mitigate any disadvantages of some or all employees working remotely, and foster a more authentic workplace culture, by ensuring there are regular team meetings using video technology, being more transparent and undertaking ED&I training.

#### **Request flexible working constructively**

If you would like to adopt a flexible working pattern, open a constructive dialogue with your employer and be sure to build a strong business case. If you are applying for a new job, open this conversation with your recruiter and if the job hasn't been advertised with flexible working, discuss how best to raise this with the employer and highlight the advantages of it. State your best-case flexible working scenario and then define how you adopt best practice to make this work. Show evidence based on productivity and output – remember to focus on the benefits to the organisation, not just yourself.

You should also be understanding of any concerns they may have and try to be flexible. Perhaps you can work flexibly as a trial, in order to demonstrate that any misgivings they may have are unwarranted.

# ABOUT US

Whether you are looking at what's next for your career or have an immediate gap to fill, as market leader we remain committed to working together with you. Our recruiting experts offer invaluable advice and insights, combined with unrivalled services and access to the top employers and talent. As your lifelong career partner, we'll support your skills development and help you to navigate the new era of work.

## Our expertise

With over 50 years of recruiting experience, Hays makes finding the best talent easier and quicker, and reduces the risks involved in hiring. Our expertise lies in being able to source skilled professionals, our unparalleled ability to engage with an extensive network of talent, and our capability to match this to our clients' specific requirements. Working across over 22 different industries and professions, we recruit for permanent and temporary roles for organisations of all sizes in the private, public and not-for-profit sectors.

Competition for skills is high in many of the industries we recruit for and the recruitment industry is evolving at a rapid rate. The traditional recruitment model has been transformed into a new model where art and science combine to help establish deep relationships in candidate communities through the power of digital technology, data science and personalised communications at scale.

At Hays, we have developed and are deploying a new and improved model, one which we call Find & Engage. This takes the best recruitment practices and candidate relationships our consultants have developed over many years, and combines them with new technology and data science techniques available today to ensure we find the best candidates for any given role.

This approach puts the relationship back at the heart of recruitment, but uses digital technology, machine learning and data science to operate at scale.

## Our awards and accreditations

Hays was ranked 7th in the Glassdoor Best Places to Interview Awards and was named one of the best places to work in the Glassdoor Best Places to Work Awards, which demonstrates our expertise in best practice interviewing and how our culture is conducive to an honest and open working environment.

Rate My Placement also named us the best undergraduate employer in the recruitment industry, showing our commitment as an organisation to fostering and encouraging young talent.



Hays is honoured to have achieved the National Equality Standard (NES), one of the UK's most rigorous and prestigious accreditations for Equality, Diversity and Inclusion (ED&I). Hays was one of the first 20 organisations nationwide to be accredited. In 2020, we achieved our reaccreditation of the NES, securing a higher score than any other recruitment company and passing all the competencies we were assessed against.

Since signing up to the NES, we have developed a deeper understanding of ED&I, and the accreditation recognises our long-term commitment to building a positive ED&I culture.

For more information, visit [hays.co.uk/diversity](https://hays.co.uk/diversity)

## Additional services

We provide a suite of services to provide further support for your talent management strategies. These include:

- [Hays Thrive – our free online training portal](#)
- [Hays Rise – our subscription-based recruitment solution for tech start-ups and scale-ups](#)
- [Hays Education Training – our effective and easy-to-manage online training portal for education professionals](#)
- [Assessment and development](#)
- [Career transition](#)
- [Employer branding](#)
- [Executive services](#)
- [Fully managed temporary recruitment](#)
- [Outsourced permanent recruitment](#)
- [Salary benchmarking](#)

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- Social Care



# START RECRUITING FOR DIFFERENCE REQUEST YOUR CHECKLIST

The recruitment process is a crucial element of bringing diverse talent into an organisation, and every step of the recruitment journey should be inclusive.

### 8 steps to inclusive recruitment

The Hays Inclusive Recruitment Checklist guides you through eight stages of the recruitment process and advises on best practice to ensure diversity and inclusion is prioritised.

Our interactive checklist details specific interventions to action, risk factors to check and resources to use at each stage of the recruitment process, which will support more diverse and inclusive recruitment outcomes for your organisation.

These include:

- Advice for writing job specifications
- Technology to counter unconscious bias
- Diagnostic tools to analyse the effectiveness of your entire candidate journey

**Request your copy of the checklist now to review your recruitment processes and start hiring inclusively.**

[hays.co.uk/di-checklist](https://hays.co.uk/di-checklist)

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