

# Diverse Solutions

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Martin Rogers  
for The Honorary  
Treasurers Forum

# Who I am

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# Defining Equality, Diversity and Inclusion - Acas

## Definition

### **Equality**

“Equality in the workplace means equal job opportunities and fairness for employees and job applicants.”

### **Diversity**

“Diversity is the range of people in your workforce.”

### **Inclusion**

“An inclusive workplace means everyone feels valued at work.”

Source: <https://www.acas.org.uk/improving-equality-diversity-and-inclusion>

# Equality and Human Rights Commission

## Definition

Unlawful discrimination can take different forms including:

- “You must not treat a job applicant worse than another job applicant because of a protected characteristic (**direct discrimination**).”
- “You must not do something which has (or would have) a worse impact on ... people who share a particular protected characteristic than on people who do not have that characteristic” (**indirect discrimination**)

Source: [https://www.equalityhumanrights.com/sites/default/files/what\\_equality\\_law\\_means\\_for\\_you\\_as\\_an\\_employer\\_-\\_recruitment.pdf](https://www.equalityhumanrights.com/sites/default/files/what_equality_law_means_for_you_as_an_employer_-_recruitment.pdf)

# The Charity Commission

## Definition

“The government’s diversity and inclusion strategy...states that ‘It is not right or fair that people are discriminated against because of who they are or what they believe.... that the opportunities open to people are not based on their ambition, ability or hard work, but on who their parents are or where they live’.”

The Charity Commission “identifies with, and is aligned to” this definition of equality.

Because the Charity Commission regulates the sector that seems a reasonable guide to practice and for that reason I have stated it here.

Source: <https://www.gov.uk/government/publications/charity-commission-diversity-and-inclusion-strategy-2019-to-2023/diversity-and-inclusion-strategy-2019-to-2023>

## Definition

“As an employer, you must not discriminate against employees or job applicants, in respect of the nine ‘protected characteristics’ under the Equality Act 2010:

- Age
- Disability
- Gender reassignment
- Marital or civil partnership status
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation”

Source: NCVO <https://knowhow.ncvo.org.uk/your-team/hr/equality-and-diversity>

# Positive action

## **Positive action**

Recruiters can state in a recruitment advertisement that they encourage disabled people or people from a certain gender, ethnic origin, sexual orientation or religion/belief to apply.

## **BUT**

All positive action must stop as soon as a vacancy is advertised. It is then up to each individual to apply for that job and to be appointed on their own merit.

Source: NCVO <https://knowhow.ncvo.org.uk/your-team/hr/equality-and-diversity>

# Positive discrimination

## Positive discrimination

'Positive discrimination' (e.g. recruiting someone **because** they have a protected characteristic) is **unlawful** in most circumstances in the UK.

If you have two **equally qualified** candidates **who have scored the same** in the selection process, you can, if you wish, select the successful candidate on the grounds that they are from an under-represented or disadvantaged group.

It should be stressed that this is a **voluntary**, rather than mandatory, process. It is relatively rare that two candidates are **absolutely equal**.

Source: NCVO <https://knowhow.ncvo.org.uk/your-team/hr/equality-and-diversity>



# Other ways of thinking

There are other ways of thinking about this:

- Do you aim to reflect the **country as a whole**, the **area you are based** or the **communities the charity serves**?
- **Diversity of diversity** - gender, ethnicity, age, education, background etc.
- **Process or outcomes? Quotas?**

For example

- **Newham** in London was the local authority where people from the White ethnic group made up the lowest percentage of the population (at 29.0%).
- But **Allerdale** in Cumbria was 98.9% white, the Isles of Scilly 98.8% white.

Sources: <https://www.ethnicity-facts-figures.service.gov.uk/uk-population-by-ethnicity/national-and-regional-populations/regional-ethnic-diversity/latest>

<https://www.cumbriaobservatory.org.uk/population/report/view/32e912dc0fc8438f932399b24b848bea/E07000026/>

So **apply caution** when seeking to very accurately reflect the community served.

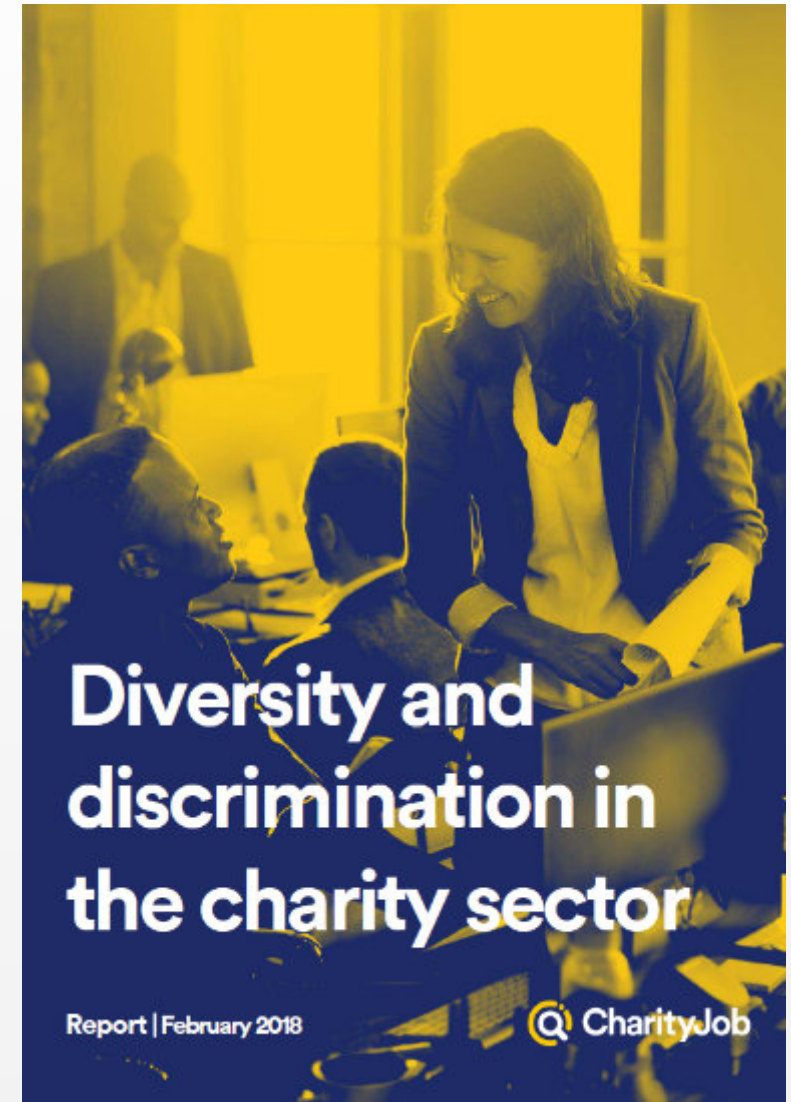
# Diversity and Discrimination in The Charity Sector: What We Found

## Diversity and Discrimination in The Charity Sector: What We Found

The two surveys discussed in this report were designed and sent out by CharityJob in the autumn of 2017.

- The **recruiter** survey received 90 valid responses.
- The **candidates** survey received 984 valid responses.

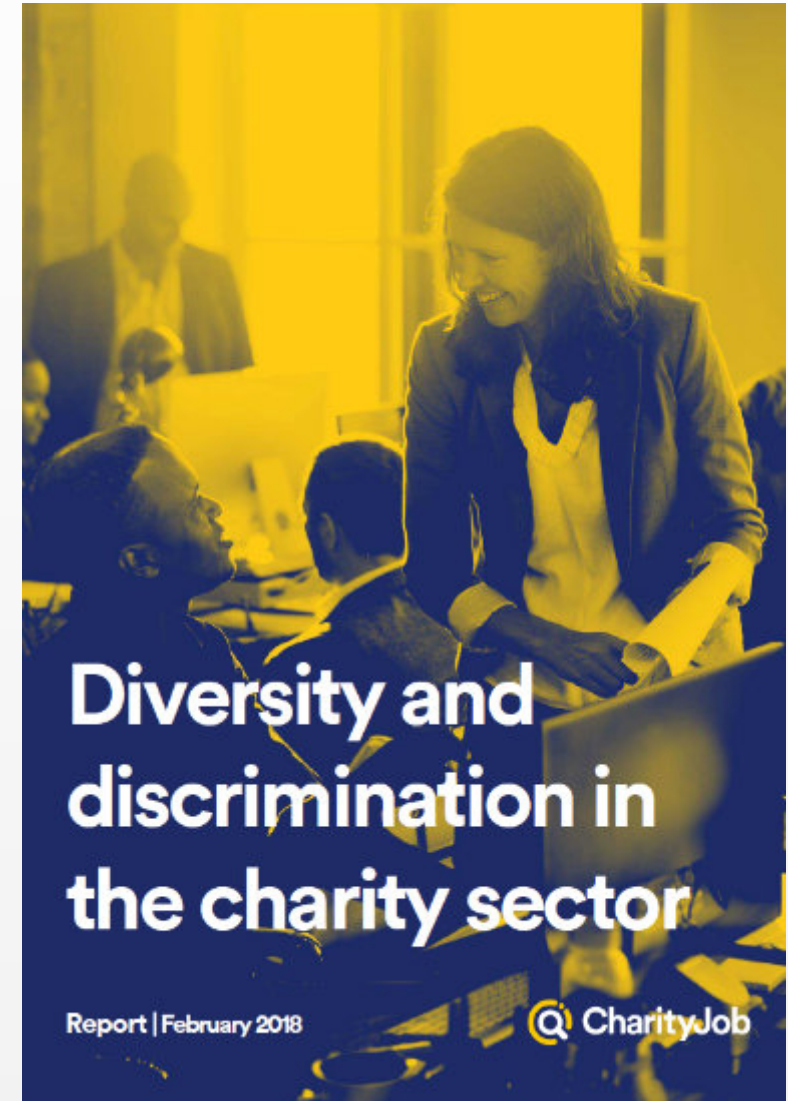
Source: <https://46ypwn3s8wqm15iy3555xzg1-wpengine.netdna-ssl.com/wp-content/uploads/2018/02/CharityJob-Diversity-Report-2018.pdf>



# Recruiters

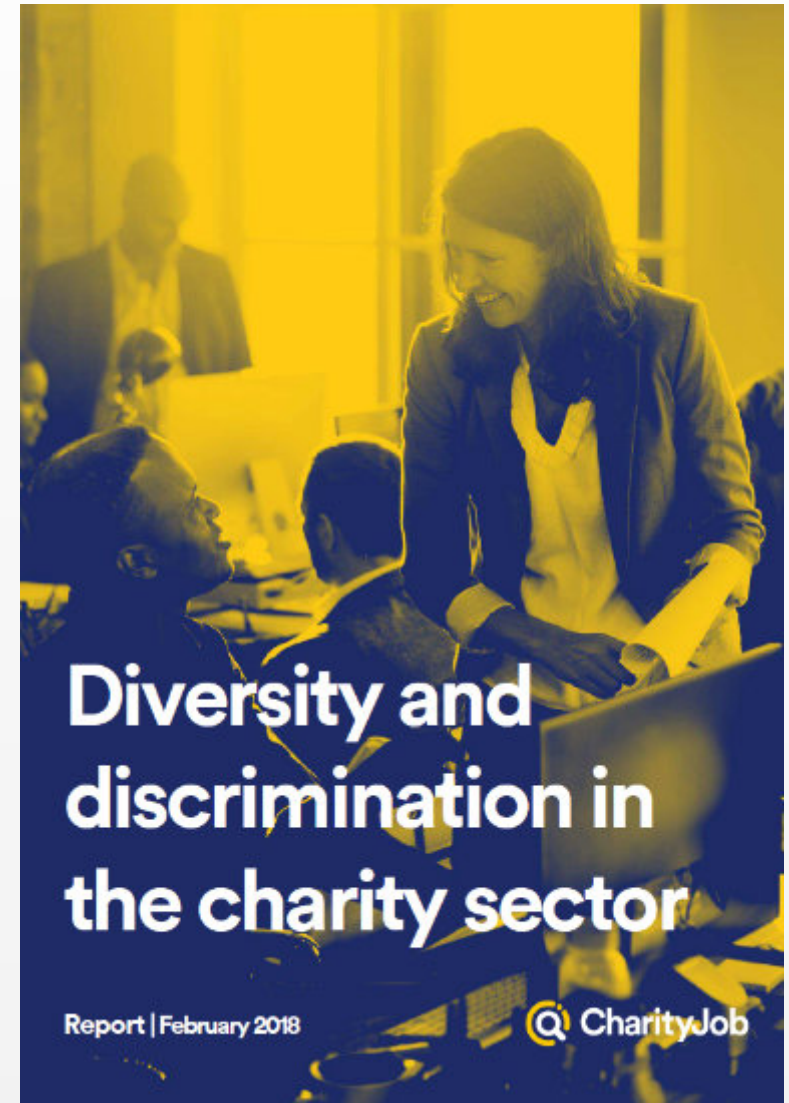
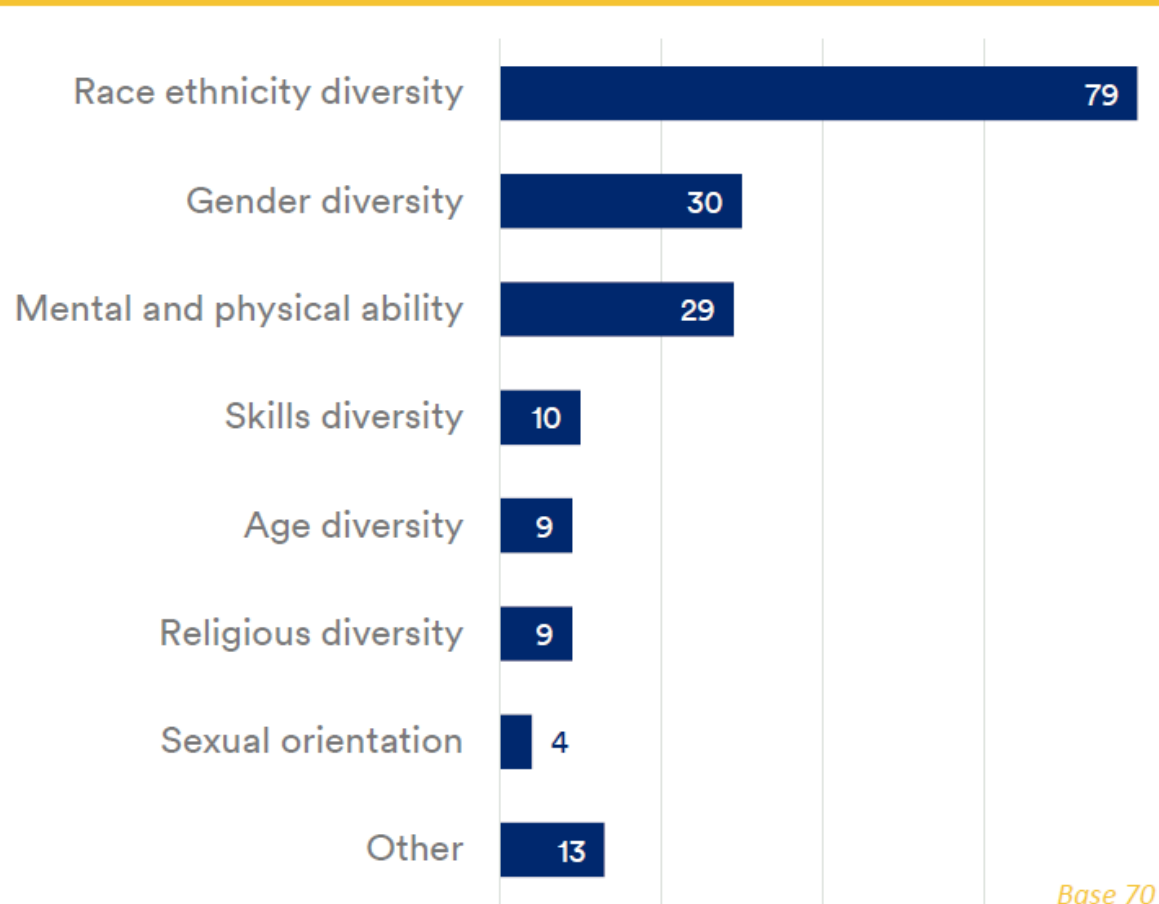
## Recruiters' understandings of diversity

- Interpretations of diversity appear to be dominated by a relatively narrow range of concepts.
- Respondents most commonly perceived diversity in terms of race and ethnicity (70%), with gender (30%) and mental and physical health (29%) also featuring.



# What is diversity?

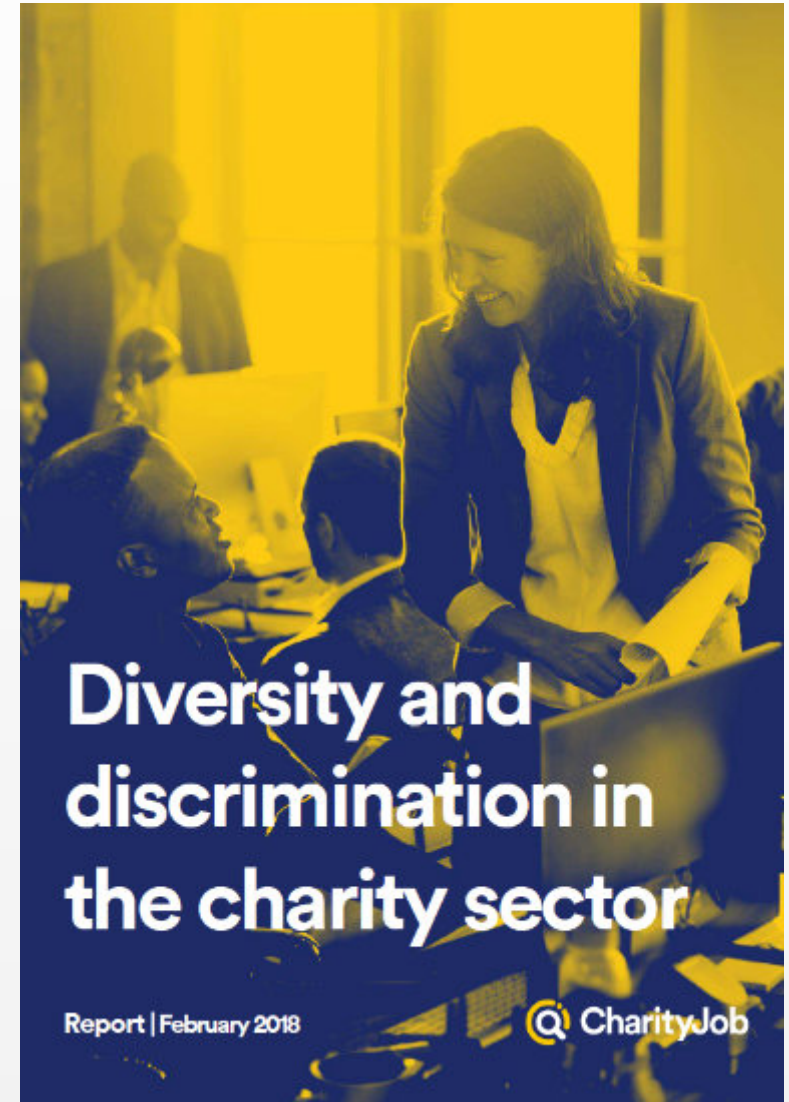
Figure 3 – “When you hear the word ‘diversity’ what immediately comes to mind? (select up to two)” (%)



# Candidates

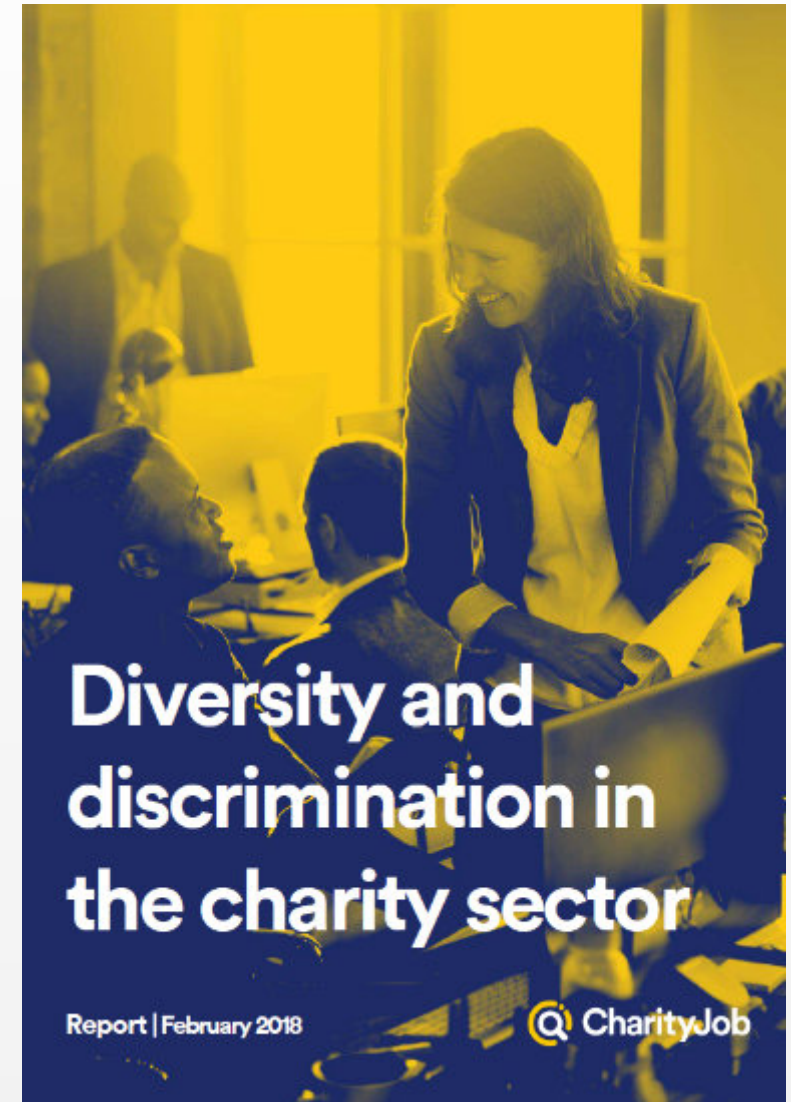
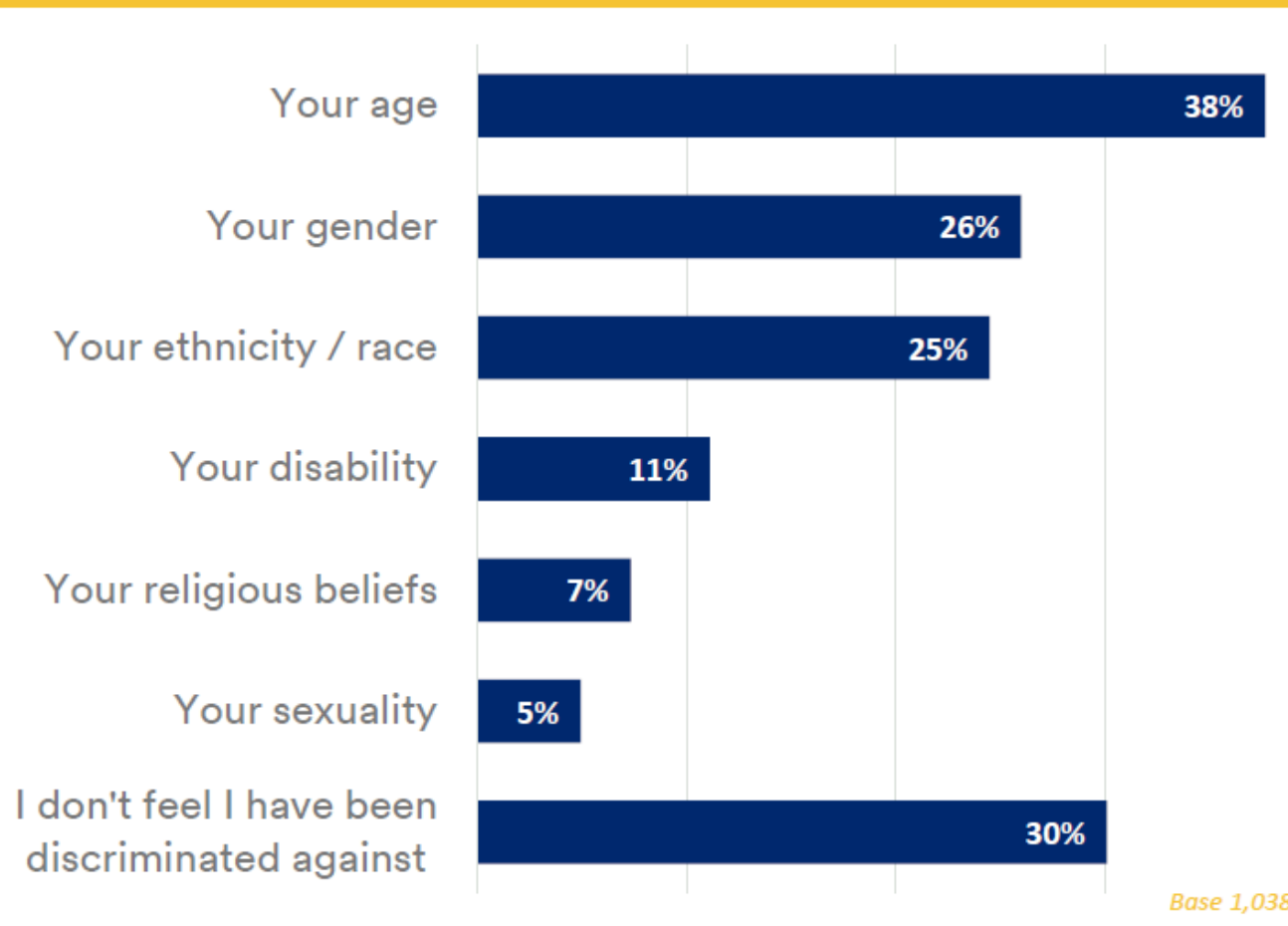
## Candidates

- **Age** was the most frequently described form of discrimination in the open question, although gender and ethnicity were also discussed.
- Equal numbers of respondents felt that their **gender** would have an impact on their career (48% would / 52% would not). More women (56%) said it would than men (27%).
- Respondents most commonly discussed how their gender would negatively impact them as a result of having children, including the impact of maternity leave and career breaks.
- Two in three respondents (64%) felt that charity recruiters did not do enough to encourage those with **disabilities** to apply to their jobs.



# Candidate experience of discrimination

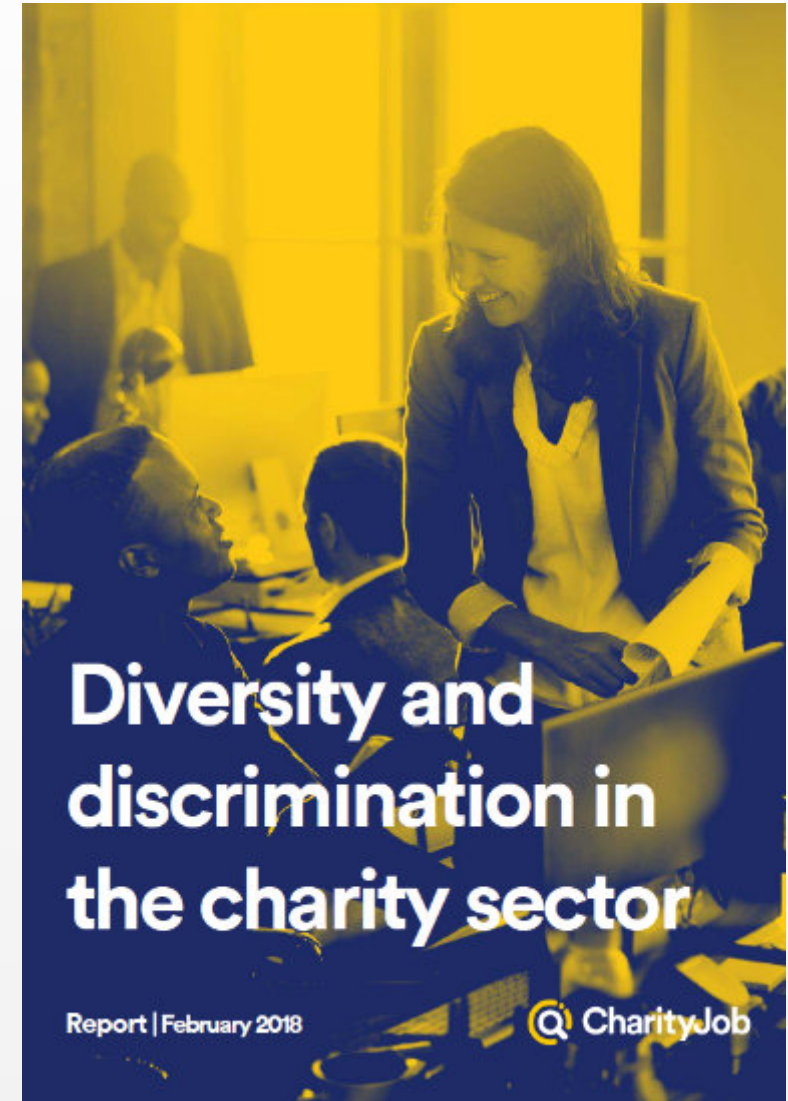
Figure 17 – “Have you ever felt discriminated against at work because of the following?” (%)



# Candidates

## Candidates

- Most respondents felt that, when looking for a job, it was very important that the job allows them to maximise their **transferable skills** (89%).
- Younger respondents were more likely than older respondents to feel that opportunities for **career progression** were important (83% / 58%).
- An **understanding and a prioritisation of diversity** within organisations is important to the vast majority of respondents when applying for jobs.
- BAME respondents were more likely than white respondents to feel that **diversity** within the organisation was important to them when applying for jobs.



# Tackling discrimination

- Respondents most commonly discussed changing the **attitude and approach** of an organisation to being open-minded, honest, or non-judgemental.
- **Blind recruitment** was often mentioned by candidates.
- Candidates felt that recruitment is first and foremost about **getting the right skills, experience, or person for the role**. This was felt to be of greater importance than whether the candidate came from any particular background.





# Diversity in Recruitment: An Inclusive Hiring Guide for the Charity Sector

## Diversity in Recruitment: An Inclusive Hiring Guide for the Charity Sector

### Includes

- How to create a lasting diversity framework
- Instituting change from the top down
- Embedding Diversity and Inclusion (D&I) into your recruitment process
- Looking Beyond Hiring

Find it here: <https://recruiternews.charityjob.co.uk/resource/diversity-in-charity-sector-recruitment-guide/>



# How to create a lasting diversity framework

1. Do your homework – what are other bodies doing?
2. Audit your current processes – continuous improvement.
3. Put an action plan into place – covering budget, time and leadership.
4. Establish frameworks for continued support - define your culture and success criteria.
5. Make a bold and public commitment to diversity.



# Widening Your Talent Pool

1. **Encourage** all hiring managers to test their own assumptions.
2. **End** unpaid internships.
3. **Consider** abandoning long application forms.
4. **Remove** the criminal records check from the first stage of the application process and only ever including it if the job requires a DBS check.
5. **Promote** your commitment to being an equal opportunities employer who welcomes applications from people with disabilities.
6. **Focus** on the language used in jobs ads to remove inherent bias e.g. age, gender.
7. **Think** about where to search for applications from a wider demographic.



# Embedding Diversity and Inclusion (D&I)

1. How roles are presented. Does the **language** used imply preferences for certain age, gender, ethnicity, (dis)ability?
2. Are 'necessary' skills or experiences **really necessary**? e.g. asking for a degree.
3. Avoid **like for like** hiring, seeking to replicate the previous person.



# Unconscious bias

1. Write better **job descriptions** – avoid bias.
2. Establish **guidelines** for candidate evaluation during application and interview.
3. **Continuously** measure and monitor process then adapt as necessary.



# Job ads

Your job ad should accurately represent the mission and vision of your organisation.

Try thinking of it as an **impact description** instead.

1. The outcomes you'd like the new hire to achieve in the first few months/years.
2. What skills the candidate should have vs what skills you would expect them to develop.



# Job ads

Job ads should include

1. **Cause** - what the charity does.
2. **Salary** - ads with salaries get over 30% more applications than those without.
3. **Non-salary benefits** – such as cycle to work scheme.
4. Time commitments and flexibility - **don't make candidates ask** as some will be more comfortable than others.



# Finally

1. **Avoid biased language** e.g. gendered or ageist.
2. Be **accessible** to those with disabilities.
3. Consider **anonymised recruitment**.
4. Have a **diverse** interview panel.
5. Have a **consistent structure** for scoring candidates at every stage.





# What it is, what it is not

This is not about filling a quota. You're not hiring someone because they are 'diverse'. It is about ensuring your practices widen the pool of candidates you have to choose from and then picking the best person from that. You should never hire someone just because of their gender or ethnicity.



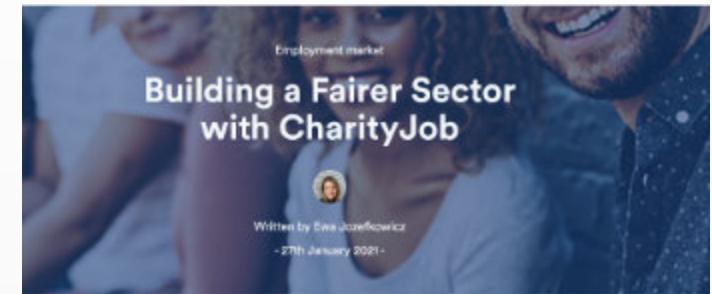
# Anonymous Recruitment

CharityJob have developed Applicant Manager and the Anonymous Recruitment feature to help ensure that the recruitment process is as fair as possible.

Anonymous Recruitment is the sector's first anonymous hiring tool. It is **available free of charge** to all charities posting jobs with us.

Recruiters posting with us now have the option to anonymise the applications they receive on a role – **removing key personal details, such as names** and email addresses until first contact with the applicant.

More to come soon, but for now read more at <https://recruiternews.charityjob.co.uk/build-a-fairer-charity-sector/>



At CharityJob, we recognise that discrimination continues to be a problem in our sector. We are deeply committed to addressing this issue head on.

We want to support the charities that we work with to build a workforce that is more representative of the communities they serve. That's why we're really happy to announce two measures that we're taking to promote fairness and transparency in our recruitment.

### Introducing the sector's first anonymous hiring tool

We are excited to share that we have just launched the sector's first anonymous hiring tool on Applicant Manager – which will go a long way in helping you to achieve your diversity pledges. It will be **available free of charge** to all charities posting jobs with us.

Recruiters posting with us will now have the option to anonymise the applications they receive on a role – removing key personal details, such as names and email addresses until first contact with the applicant. We hope that this tool will be a powerful asset to any charity looking to reduce bias in their recruitment.



Candidates will be able to see whether a charity is receiving applications anonymously for a given position through this new logo on our site:



# What next?

We already have several best practice articles such as '[Are Your Interview Processes Fair?](#)'. But can we do more?

CharityJob are planning work on 'Diverse Solutions': a programme of work assessing the uptake, effectiveness and popularity of the various attempts to improve diversity in recruitment. All solution-focused.

A research library, including work on EDI.

# Thank you

**Thank you.**

**Any questions?**

**Please feel free to follow up with me**

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