

# GET *inclusive*



**SCOPE**

**=** Equality for  
disabled people



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# 1. Recruitment toolkit

## Rationale

Scope research shows that gap between the employment rates of disabled and non-disabled people has remained at **30%** for the last decade.

## Recommendation

By ensuring your recruitment process is inclusive, you can increase your talent pool, have a wider representation of your customers and stakeholders and reduce the employment gap.

## Steps

- Step 1: Routes to work
- Step 2: Agree the recruitment commitments
- Step 3: Implement
- Step 4: Monitor data

## Outcomes

- Create a diverse workforce to support inclusive growth
- Gain experience and skills of a wider demographic
- Become an inclusive employer of choice



## 2. Inclusivity

### Inclusive employment background

Scope's research continues to highlight inequality within the labour market:

- 30% employment gap between disabled people and their non-disabled peers for the last decade

[Scope's employment research](#)

85% say employer attitudes have not changed since the Paralympics in 2012.

### Benefits of inclusive employment

Disabled jobseekers face barriers in:

- attitudes
- understanding
- accessibility
- recruitment processes

The benefits of an inclusive recruitment and selection process include:

- an increase in high-quality candidates
- a workforce that reflects the diversity of the customer base
- bringing skills and knowledge to the business

[Benefits of employing a diverse workforce \(GOV.UK\)](#)

## What you need to review

- Barriers
- Interview process
- Recruitment
  - a) Work trials
  - b) Traineeships
  - c) Apprenticeships
  - d) Placements
  - e) Graduate scheme
  - f) Job share
  - g) Career Pathways
  - h) Vocational training
- Commitment to inclusive recruitment

## Attracting disabled talent

Traditional recruitment and selection through written application and interview does not always allow candidates the best opportunity to show their ability. Issues include:

- selection criteria applied to CVs or application forms
- communication issues during an interview
- a very limited interaction with the candidate

### Diversifying the recruitment process can:

- allow candidates to show their ability and skills to fulfil the role, enhance the workforce
- decisions based on improved productivity

[Business benefits case studies](#)

## Specific industry barriers

### Attraction

The Diversity Project is a cross-company initiative championing a more inclusive culture within the Savings and Investment profession. They recognise that the industry is late to tackling diversity and inclusion.

**“There is a real sense of urgency and widespread commitment to improve our diversity, driven by the understanding that the best talent now expects inclusive, diverse workplaces.”**

Diversity Project Chair – Helena Morrissey.

Below are some of the specific industry barriers that were discussed at a focus group of Diversity Project members and Scope.

### Minimum criteria

Minimum criteria of a Finance degree, Business MBA and experience in the sector can create barriers for disabled talent who may not have had equal access to further education.

### Resource

Limited time and resource limits capacity for mentoring and support of new talent channels.

### Culture and understanding

There is the possibility of unconscious bias, awkwardness, and fear of saying or doing the wrong thing when interacting with disabled people.

**Scope’s research shows 75% of the British public feel awkward talking to disabled people.**



## 3. Steps

### Steps to attract disabled talent

To attract disabled talent, you can:

- publish disability reporting figures in line with government recommendations
- include Scope's additional reporting recommendations
- work with organisations that support the recruitment of disabled talent
- review recruitment policies and process for disability inclusion
- combat unconscious bias with disability awareness training for hiring managers and key decision makers
- share good news stories from staff on reasonable adjustments and support

### Monitoring

Monitoring the effectiveness of inclusive policies and procedures can be subjective.

Collecting data from various sources can help to identify areas that are not performing. For example:

#### Monitoring area

- Representation of disabled staff

#### Monitoring data

- Percentage of employees recorded on HR systems as disabled or having a health condition
- Data from staff surveys

## Insights

Analysing this data provides an insight into the representation of disabled staff. Particularly if the HR systems do not concur with anonymised survey data.

## Action

Disability awareness sessions and training initiatives encourage employees to talk openly about disability.

### Encourages employees to:

- self-identify
- discuss more than one condition if they need to

### To create openness in the workplace:

- build trust and confidence with employees
- delivering internal communication campaigns where employees can share their experiences
- highlight the benefits and drivers behind collecting the data

## Reasonable adjustments

To show a proactive approach to reasonable adjustments, we suggest that employers:

- monitor reasonable adjustments turnaround times
  - introduce satisfaction surveys or interviews to get employee feedback
  - the support provided during recruitment and onboarding
  - publish a statement setting out your approach to providing reasonable adjustments to employees. Include a case study if you can
- This will help build confidence in disabled applicants to discuss their individual needs.

## Reasonable adjustment requests

### Monitoring area

- Reasonable adjustment requests

### Monitoring data

- Adjustment requests and the proportion of those agreed.

### Insights

- Number of requests can show how comfortable employees are in making requests
- Monitoring the proportion agreed helps to identify any issues in the process

### Possible actions

- Awareness training for line managers in reasonable adjustments
- Training for line managers on embedding reasonable adjustments into performance reviews
- Disability adjustment passports to ease transition between teams and departments

Over a third of disabled people believe that employers won't hire them because of their impairment.



## Reasonable adjustments timeline and evaluation

### Monitoring area

- Reasonable adjustments timeline
- Monitoring data
- Time required from request to implementation

### Insights

Can highlight potential issues in the agreement or procurement of reasonable adjustments.

### Possible actions

- Named contacts responsible for making reasonable adjustments on time
- Disability adjustment passports to ease transition between teams or departments

### Monitoring area

- Reasonable adjustments evaluation
- Monitoring data
- Record if there has been review a meeting with the individual, once the process is complete
- Satisfaction survey for those who have used the service

### Insights

- Can highlight the suitability of adjustments in meeting need
- The accessibility and effectiveness of the process

### Possible actions

- Review policy and procedure
- Disability adjustment passports to ease transition between teams or departments



Disabled people have to apply for 60 per cent more jobs than non-disabled people before they find work.

## Progression of disabled staff

### Monitoring area

- Progression

### Monitoring data

- Per cent of disabled employees at various levels or pay quartiles of organisation
- Employee surveys and exit interviews
- Consider any grievances or HR cases with employees that have left
- Per cent of disabled employees that apply for promotion and are successful

### Insights

- Can show areas of unintentional bias within the organisation
- Can highlight potential issues with workplace inclusivity

### Possible actions

- Disability awareness sessions for staff
- Workability sessions from Scope's Get Inclusive service
- World of work sessions to meet potential candidates
- Using Scope's Get Inclusive and End the Awkward resources





## 4. Recruitment

### Targeted recruitment

Consider advertising vacancies with specific sites for disabled candidates:

#### [Disability Jobsite](#)

Access to 32,000 candidates from £495

#### [Disabled Workers](#)

Free to advertise to 70,000 candidates a month

#### [EmployAbility](#)

Graduate and intern recruitment

#### [Evenbreak](#)

Social enterprise offering adverts from £115

#### [The Ability People](#)

Social enterprise

“Getting rejected again and again, you feel like it’s because of your impairment and that made me want to give up. I couldn’t explain Cerebral Palsy confidently and it made me feel like it was more of a weakness than a strength. I had all the skills, but I felt like I was being judged. It seemed like employers were thinking there will be other people who aren’t disabled who can do the job better.”

Azar, Disability Advocate

## Barriers for disabled candidates

There can be many barriers for disabled candidates in the application process.

The Diversity Project acknowledges that some roles need certain qualifications or previous experience in the role or sector. However length of previous experience can pose a barrier to disabled candidates even if they hold the required qualification.

Education is more accessible now, but it is still harder for disabled people to access the qualifications they need.



**Securing sustainable employment is 60 per cent harder for disabled candidates than for non-disabled ones. This can lead to more frequent or larger gaps in employment or in some cases no experience in a sector for which they have qualifications.**

## Minimum criteria

To mitigate some barriers facing disabled people, consider introducing a guaranteed interview scheme.

It's not a promise of employment but it allows disabled jobseekers to compete equally and reduces the chances of discrimination during the selection process.

This scheme requires organisations to:

- review job roles and agree minimum criteria
- guarantee any disabled applicant that meets the criteria an interview

You can find more on implementing a guaranteed interview scheme in a separate toolkit.

The following pages look at other recruitment avenues other than standard interview. Although not suitable for all roles, these could be suitable for some support roles.

## Work trials

A work trial can be a paid or unpaid short period where the applicant works as an employee.

Typically, these are for one or two shifts. It gives both parties the opportunity to see if the role is a suitable match for the applicant's skills.

Some more complicated roles may need a week trial, but this should not be standard practice.

Work trials can damage your image if you use them incorrectly. For example, Aldi advertising 150 unpaid work trials for a new store opening (BBC).

A recent poll suggested that 65% of people believe unpaid work trials are unfair. It's important to have a clear process if you use this recruitment method. ACAS states that a work trial must be part of a genuine recruitment process and not more than a few hours' work.

You may need longer for more complicated roles, but the key is for the work trial not to be excessive.

Only use the process to gauge the suitability of one applicant for one position. Do not use it to compare candidates.

Both parties should be clear from the start:

- how long the trial will last
- what is expected
- that the trial is unpaid

The work trial should be the same for all applicants.

If the applicant is not receiving benefits, consider paying them or at least covering their travel expenses.

If the applicant is on benefits, arrange the work trial with their local jobcentre so it does not affect their entitlements.

In this case, you do not need to pay, as the applicant's needs are met by their benefit payments.

For Jobcentre Plus to accept your work trial, the post should be for at least 16 hours a week and be expected to last at least 13 weeks.

In this instance, a work trial can continue for up to 30 days. Keep this to the minimum needed to assess the skills needed for the job.

[Find out more on work trials through your local Jobcentre Plus.](#)

Working interviews are like work trials in that the applicant works alongside a supervisor or manager to show their skills.

It may not be possible for the candidate to complete all tasks expected in the role if some require specific training. However they might be able to talk through those they cannot demonstrate practically.

Like work trials, working interviews give the opportunity to see if the organisation, job role and culture suit both parties prior to a job offer.

As with work trials, use working interviews fairly and give proper feedback to candidates if they are unsuccessful.

**Working interviews give the opportunity to see if the organisation, job role and culture suit both parties prior to a job offer.**



## Traineeships

Traineeships are for young people between 16 and 24 years who do not yet have the skills and experience for the workplace. A stepping stone to apprenticeships, traineeships focus on:

- Maths
- English
- IT skills
- and a high-quality work experience placement

Traineeships are usually up to six months. The Government scheme Access to Work can support candidates on traineeships. The national apprenticeship service can support employers to prepare for traineeship programmes.

[Traineeships \(GOV.UK\)](#)

## Apprenticeships

Apprenticeships last longer than traineeships and are more focused on job skills and training. They must last at least one year but can last up to five years. There is funding available to organisations that take on apprentices. This funding may change depending on whether the organisation pays into the apprenticeship levy or not. An apprentice should:

- work with experienced staff
- learn job-specific skills
- study during the working week either at college or with a training provider
- be paid at least national minimum wage

[Contact the National Apprenticeship Service](#)



## Graduate schemes

Graduate schemes aim to develop the leaders of the future.

They usually start at the end of the second study year in August/September.

With hands on experience and responsibility from the outset, graduate schemes are expected to pay the candidate in line with the sector they are working in.

Most employers look for a 2:1 degree or higher. It's up to you how flexible you can be on this.

Graduates aiming to be business leaders must be flexible and be prepared to work across different business functions and locations.

It's common for there to be an offer of employment at the end of a graduate scheme but it's not compulsory.



## Work experience

These options are generally part of student qualifications or study.

### Internships

These are usually full-time in the workplace and take place outside of term time.

If the role is shadowing an existing employee, the organisation does not have to pay national minimum wage.

If the placement is part of an internship and for less than one year, it is good practice for the intern to undertake independent duties.

### Work experience or placements

Usually one day per week in the workplace during term time for twelve weeks.

The organisation is not obliged to pay the candidate.



## Job shares

Job sharing is another tool in flexible recruitment. It splits a role in various ways, such as:

- a full-time position where one person works three days a week and the other two days
- a full-time position where one person may work mornings and one afternoons
- two candidates work alternate weeks

The key to successful job sharing is an effective handover between job sharers to ensure business continuity.

Some of the benefits of job sharing include:

- better quality and quantity of work having two sets of skills and experience working together
- creating learning opportunities where employees support each other in developing new skills
- access to a wider range of roles for potential applicants than traditional part-time role

**The key to successful job sharing is an effective handover between job sharers to ensure business continuity.**



## Vocational training providers

Disabled candidates who have not had equal access to education and training may benefit from vocational training.

To support this, organisations can look to employ disabled candidates in more junior roles. By studying for qualifications whilst working, they can also gain experience and contacts in the finance sector.

Distance learning in finance is available from many institutions. Employers should agree:

- what qualifications would be acceptable in supporting an individual's career advancement
- working patterns to support the individual achieve these qualifications whilst working



## Interviews

Knowing how to adapt the interview process for specific candidates can be difficult.

If you use a standard face to face interview, think about the structure. Asking every candidate the same questions does not guarantee a fair process.

For example, many individuals with neurodiverse conditions would struggle to answer open questions, such as “Tell me about yourself?” This is not specific and can cause confusion in how to respond.

Instead of questions like this, try to be more specific and focused. For example, “In your last role, did you do any work on the computer?”

Try to avoid hypothetical questions and relate questions back to a scenario the candidate will find familiar.

For example, do not ask how they would cope under pressure. Try relating to a previous experience: “Think back to your role with..... How did you cope with reaching the high targets?”

The candidate may not be fully aware when they have provided enough information. If they have, it is okay to thank them and ask another question.

Other things to consider include:

- accessibility of the environment
- lighting and noise levels
- time of interview to adjust for travel during peak times
- materials available in appropriate formats or sent in advance if required



## 5. Commitment

### Limited resources in the sector

To become a truly inclusive employer of disabled people, you need to recognise the value of mentoring and supporting the next generation of industry leaders.

Career development through vocational training is a long-term investment.

Using vocational training providers can minimise the impact of training and mentoring on other employees.

Creating a more diverse workforce is an important commitment.

To become a truly inclusive employer of disabled people, you need to recognise the value of mentoring and supporting the next generation of industry leaders.





## Commitment to inclusive recruitment

Your organisation will need to:

- decide which routes are suitable for the roles available
- develop processes and policies to ensure a fair and standardised procedure
- embed inclusivity in new policies
- introduce a guaranteed interview scheme to widen the pool of suitable candidates
- attract disabled talent by working with agencies and organisations that support disabled candidates

All vacancies



Work trials / Working interviews  
Traineeship  
Apprenticeship  
Work placement/ Experience / Internship  
Graduate Scheme  
Job Share



Guaranteed Interview Scheme



Successful inclusive recruitment

## UK legislation

All recruitment policies and practices need to adhere to current UK legislation.

[Equality Act 2010](#)

[Offender rehabilitation Act 2014](#)

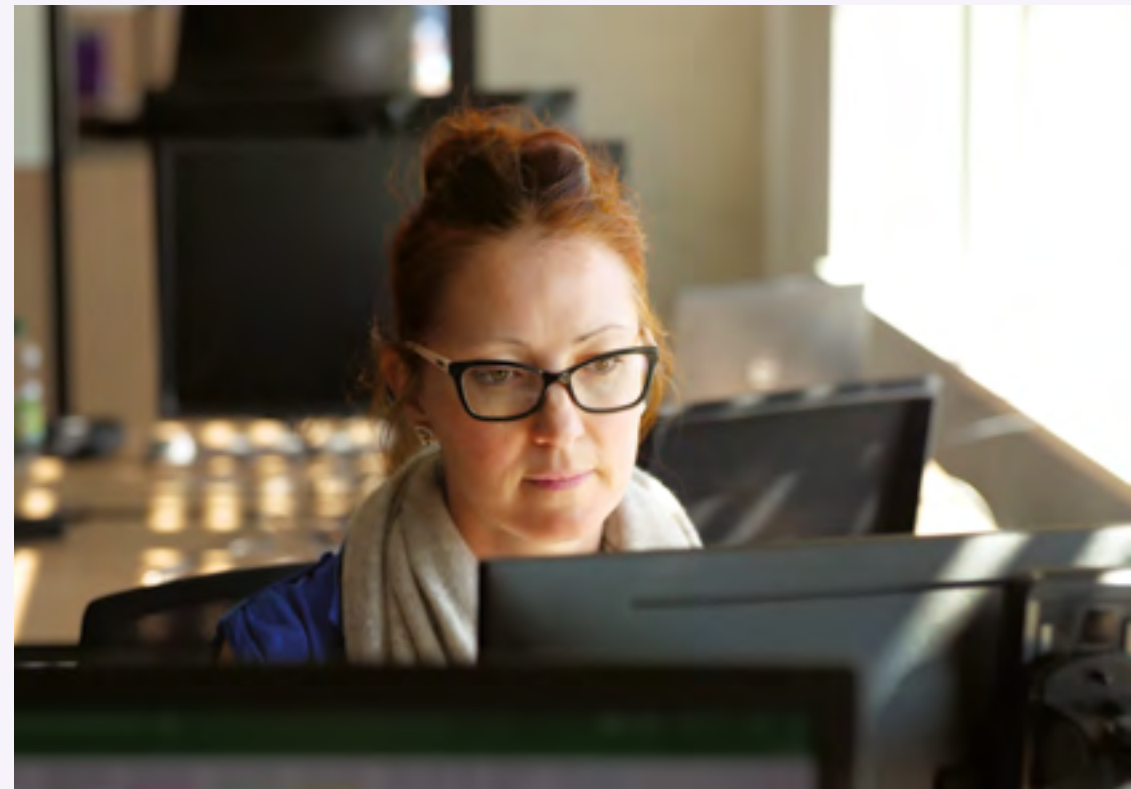
[Data Protection Act 2018](#)

[Safeguarding Vulnerable Groups Act 2006](#)

[Immigration Act 2006](#)

[Employment Rights Act 1996](#)

[Fixed-term Employees Act 2002](#), [Fixed-term Employees Act 2008 amendment](#)



## Implementation

To reinforce your commitment to inclusion, you will need to:

- create clear selection criteria to protect against accusations of unfair treatment or discrimination
- roll out disability awareness training across the organisation
- embed an inclusive culture, not only for managers but also for colleagues
- encourage a disability forum or working group to promote a positive culture
- feature disability in corporate events throughout the year

### Consultation

Consult with key individuals and stakeholder



### Decide

Decide which policies to amend or implement



### Tailor to your business

Tailor policies to suit your organisation



### Define

Be specific and define obligations clearly



### Inform

Publicise the new policies to whole organisation



### Train

Provide the relevant training



### Track and enforce

Monitor to ensure understanding and compliance

## Recruitment monitoring

Monitor each recruitment route for its impact on successful recruitment and retention at least once a year.

This will help you gauge the most effective routes for increasing inclusion and those that may not be working as effectively.

If a route appears not to be attracting or retaining the right candidates, look at areas of improvement.

## Your journey to everyday equality

The key to including disabled talent goes beyond policies, procedures and fulfilling legal obligations.

It requires a commitment to be disability gamechangers in culture, attitudes and action.

There are one million disabled people who can and want to work. With the full commitment of employers like you, we believe they can realise their full working potential.

To support your organisation's journey to everyday equality, please visit [www.scope.org.uk](http://www.scope.org.uk)

**Get in touch**

We'd love to hear from you, drop us an email at [getinclusive@scope.org.uk](mailto:getinclusive@scope.org.uk)

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