



# Stop the bias: It's time to take action!

A blueprint for driving DEI in recruitment

[tribepad.com](https://tribepad.com)





## Dear Talent Acquisition Leaders,

In a time when diversity, equity and inclusion (DEI) are being challenged globally, your commitment to fairness in hiring has never been more important. The recent decision by Donald Trump to dismantle DEI departments and pressure foreign suppliers to the USA, including UK firms, to do the same is deeply concerning. It is a reminder that progress is never guaranteed. But we also know this: your commitment to fairness in hiring is not dictated by political shifts. DEI has always been about more than policies and statements. It is about people. You see the real impact of opportunity when someone is valued for their talent, not held back by bias. While official policies may be pushed out of sight, the need for inclusive hiring has not gone away and neither has your dedication to doing what is right.

We recognise the difficult balance many of you are navigating. There are pressures to downplay DEI efforts but the truth remains; inclusive hiring is not just ethical, it is essential. It creates stronger teams, better decisions and workplaces that reflect the society we live in. More importantly, it changes lives. This guide is here to support you in making hiring decisions that stay true to those principles, offering practical guidance on sustaining fair recruitment practices even in uncertain times. You are not alone in this work and your efforts matter more than ever.

Your leadership will shape the future, not just for your organisations but for the people whose careers and livelihoods depend on fair opportunity. Thank you for standing firm in your commitment to equity.

We hope to equip you with the tools and confidence to continue making a difference, ensuring that fair talent acquisition always has a place to belong, grow and thrive as we work to make recruitment fairer, faster, better.



**Neil Armstrong, CCO, Tribepad**





# Contents

Get a better result, get a fairer result	4
Finding the right benchmarks	8
How to set DEI objectives	12
Fair recruitment practices	13
Checklist for transforming job descriptions and requirements	14
Adopting a skills based process	15
Promoting pay parity	17
Leveraging technology to boost DEI efforts	20
How to run great video interviews, fairly!	23
Actions! Checklist	26
Allies in DEI	27





# Get a better result, get a fairer result

## Making the business case for DEI

Talent acquisition leaders can demonstrate the business advantages of a more diverse workforce to leadership teams by showcasing the direct correlation between diversity and enhanced organisational performance. By presenting compelling evidence from reputable studies, such as those by McKinsey, Boston Consulting Group and London Business School, we can illustrate how more diverse teams drive innovation, improve problem-solving capabilities, and contribute to higher financial outcomes.

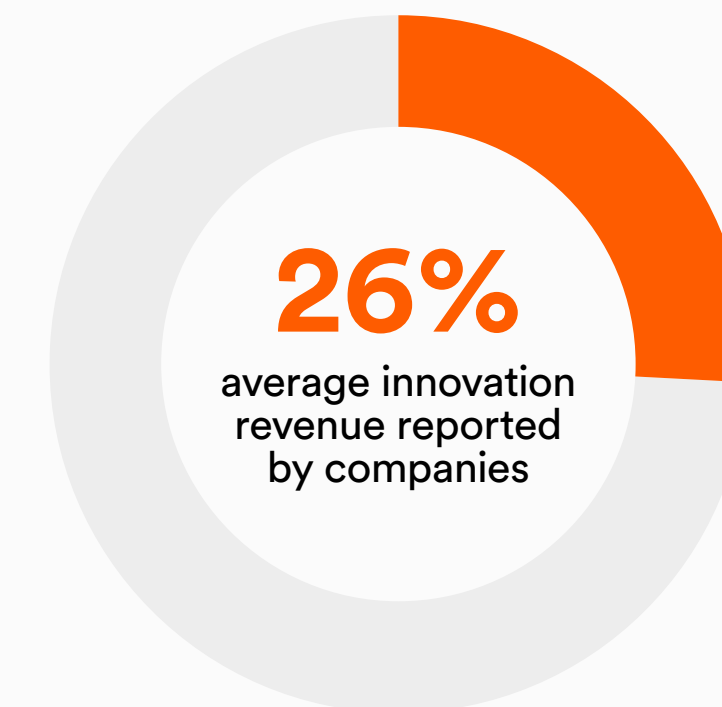
Frame the data in a way that highlights opportunities for growth, showing how a diverse workforce can better engage with a wide range of customers, ultimately leading to increased market share and customer loyalty. Aim to foster a company wide understanding of the strategic value diversity brings to the organisation's future success.

Use our evidence toolkit to showcase what the world's leading consulting firms have discovered.

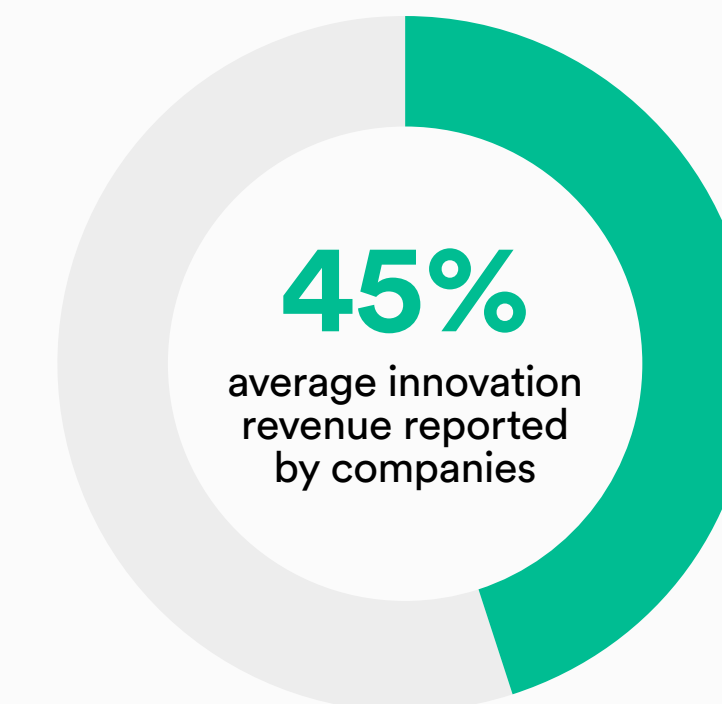
### Exhibit 1

Companies with more diverse leadership teams report higher innovation related revenue

Companies with **below-average** diversity scores



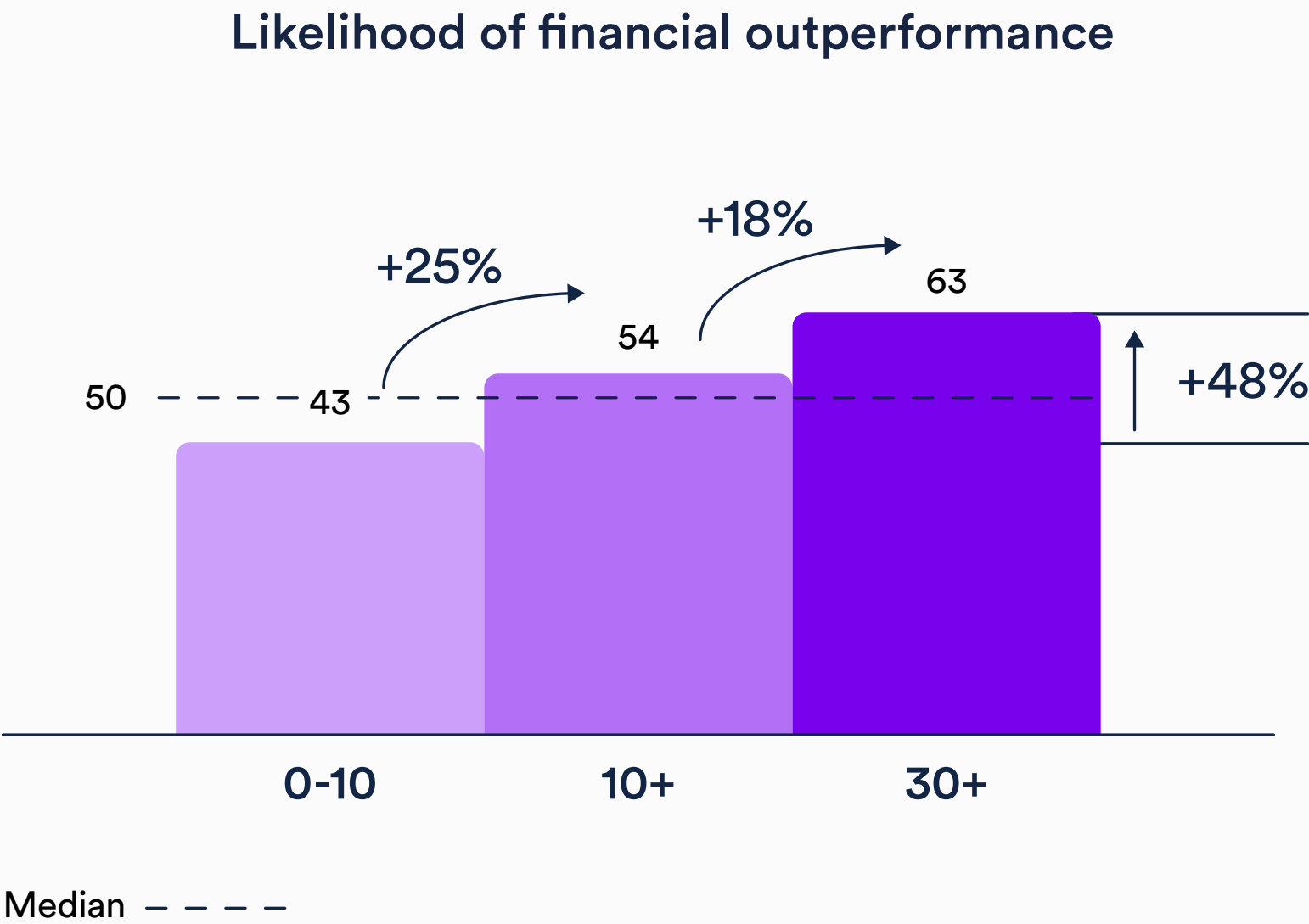
Companies with **above-average** diversity scores



Source: BCG Diversity and Innovation Survey

Exhibit 2

Executive teams with more than 30% women are more likely to outperform those with fewer or no women



Source: McKinsey & Company 2020: [Diversity wins: How inclusion matters](#)

Exhibit 3

FTSE 350 companies with at least one woman on the board average 3-5 percentage points higher EBITDA margin

Average EBITDA margin for FTSE 350 companies

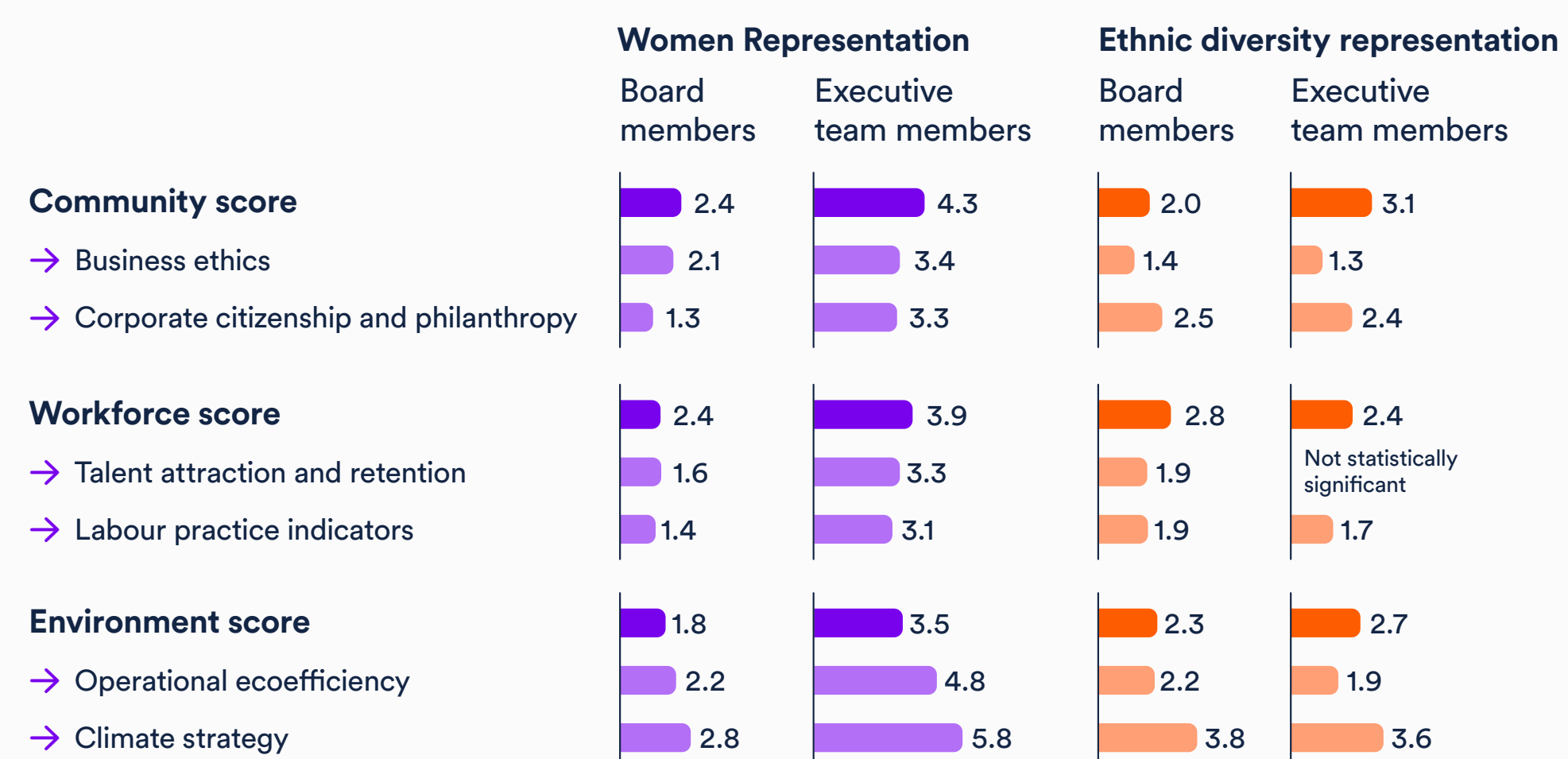
	At least one woman on board	No women on board	Difference in percentage points (pp)
Av. EBITDA margin next year	31%	26%	+5pp
Av. EBITDA margin in 2 years	32%	27%	+4pp
Av. EBITDA margin in 3 years	33%	29%	+4pp
Av. EBITDA margin in 4 years	33%	32%	+2pp

Source: London Business School and Financial Reporting Council 2021: [Board diversity and effectiveness](#)

## Exhibit 4

### Correlation of female and ethnic diversity representation on holistic impact measures

A 10% increase in diverse representation on leadership teams is positively correlated with additional score points, detailed below:



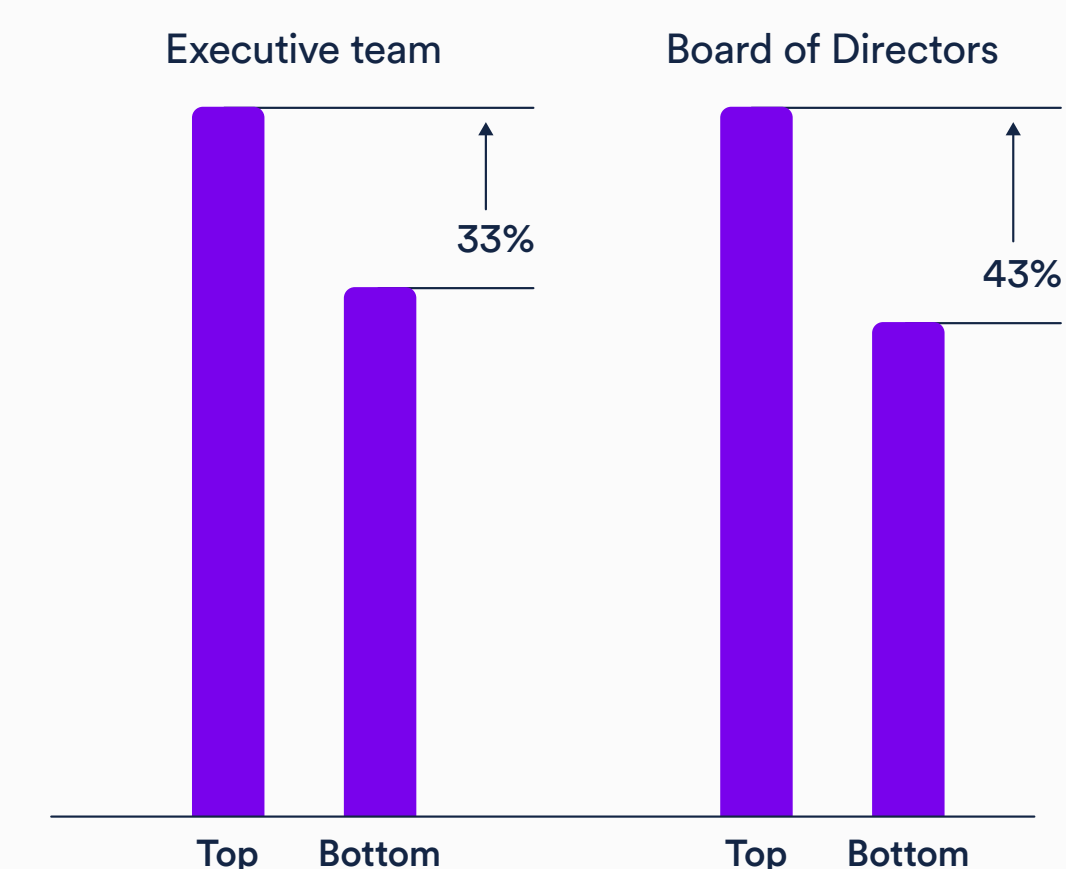
Source: McKinsey & Company 2023: [Diversity matters even more](#)

## Exhibit 5

### Ethnic diversity in executive teams and boards correlates with profitability

Likelihood of financial outperformance above industry median, %

Ethnic minority diversity by quartile



Source: McKinsey & Company: [Delivering through diversity](#)

#### Action!

Use our evidence toolkit to present the benefits of a diverse team to leadership.

#### Achieve

The board will be invested in your strategy for driving DEI in recruitment and embrace the programme.



# Turning quantity into quality

Local government recruitment is challenging, even with the right tools. But with the wrong tools, combined with increasing demand, it's nothing short of a nightmare.

That's where this public sector organisation found themselves. Sure, they could attract talent, but the offline, admin-heavy recruitment process was creating excess work for recruiters and candidates alike, with many roles proving near impossible to fill.

Enter Tribepad with its public sector expertise, switched-on, passionate people and fast, flexible and intuitive talent acquisition tech. The process has transformed. Quality of hire is through the roof. Recruitment has entered the fast lane. A candidate experience renaissance has occurred.

And there's more visibility of performance data (and more control over the process) too.

**Who** Malvern Hills & Wychavon District Councils

**Where** UK

**Why** Key challenges, including endless paperwork, mountains of emails, swarms of low-quality CVs and inconsistent candidate experiences were holding back hiring.

**How** Choosing Tribepad, combining ATS, CRM, Video Interviewing and Onboarding, to deliver faster, fairer and better recruitment.

## The Results

**77**

offers and 100% of roles filled, creating a steady pipeline of great talent

**75%**

reduction in time to offer, reduced from 16 weeks to 22 days

**33%**

faster onboarding and references now completed within just one week

# Finding the right benchmarks

Demographics to benchmark against will depend on your region and industry. Gather benchmarking data that is relevant to your organisation to help you better understand which groups are under-represented in your company.

## How to gather relevant benchmarking data

### Find population-level data

Start by looking at the UK Census. It gives lots of insight into population-level statistics. For example, it will tell you that the gender split in the UK is nearly perfect. Women make up 51% of the population, and men 49%.

### Get local

Statistics vary between UK regions. For large companies with regional teams, look at the data both at a company level versus the national population, and regional levels for local representation.

### Get industry specific

Look at the industry averages on a national level. Then decide which benchmarks are more relevant to your organisation; industry or regional.

### Restrict data to the working population

By adding the employment rate into the equation, you'll get a sense of the representation of various groups in the UK's working population.

### Look at leadership levels

Evaluate the diversity within your organisation at various levels, including entry-level positions, middle management, senior management, and the leadership team.



# Demographics to consider



## Racial and ethnic

Actively seeking candidates from various racial and ethnic backgrounds to create a workforce that mirrors the community and enhances cultural competence within the organisation.



## Gender

Striving for gender balance in recruitment efforts, ensuring representation of all genders. This includes promoting female candidates, non-binary individuals, and addressing gender biases in hiring processes.



## LGBT+

Prioritising the recruitment of LGBT+ individuals by fostering an inclusive environment and actively dispelling discrimination. This can involve partnering with LGBT+ organisations and ensuring non-discrimination policies are in place.



## Disability

Implementing strategies to attract candidates with disabilities by promoting an accessible hiring process and ensuring that workplace accommodations are available to support diverse abilities.



## Age

Valuing talent across various age groups by addressing age-related biases, encouraging applications from younger individuals, and recognising the experience and insight of older workers.



## Socio-economic

Acknowledging and addressing socioeconomic factors that affect access to opportunities, actively recruiting candidates from underserved or economically disadvantaged communities.



Bear in mind that these are purely benchmarks to give you an indicator on company demographics versus the averages. Creating a DEI employment strategy that focuses only on meeting demographic quotas can lead to tokenism. This gives the impression of diversity but doesn't actually tackle the deeper issues at play. This can damage trust within the organisation and slow down real progress toward building a genuinely diverse and fair workplace. Instead, ensure your workforce reflects your **relevant** community and prioritise meaningful inclusion that **values everyone's contributions**.

### Here's an example:

**Racial and ethnic diversity:** For a racial diversity baseline, according to the most recent UK census data, an "average diversity score" in the UK would likely be around 18%, indicating that roughly 82% of the population identifies with an ethnic group other than "White British".

**National benchmark:** 18% non British White workforce

**Gender diversity:** A rough average for gender diversity in the UK workplace, particularly within larger companies like FTSE 350 boards, is around 42% female representation; meaning that around 42% of board positions are held by women, which is considered an improvement on previous years, but still leaves room for further improvement.

**Leadership benchmark:** 42% female leadership representation

### Action!

Benchmark and assess against relevant demographics.

### Achieve

Gain insights to help ensure your workplace fairly reflects your community and give you a competitive edge.







# From support function to strategic function

When you're the largest independent provider of community pharmacies - and are on a mission to improve the lives of patients and customers and do something that really matters - you can't afford to operate with sub-par recruitment processes.

To fulfil its purpose, Well Pharmacy needed to prioritise the colleague experience. And this starts with brilliant recruitment, fuelled by Tribepad's fast, flexible and intuitive talent acquisition tech.

**Who** Well Pharmacy

**Where** UK

**Why** Multiple, disjointed and inflexible legacy people systems were wreaking havoc; disguising the organisation's authentic, caring and human-first culture and negatively impacting recruitment process performance.

**How** To stand out from the herd (and attract the right people in a sector rife with talent shortages and intense competition) and transform the recruitment function from 'support to strategic', Well Pharmacy chose Tribepad. Now, not only does the organisation's brand shine but – free of the mountains of manual work - the talent team does too.

## The Results

**150%**

increase in applications for hard-to-fill roles

**92%**

increase in total application volume

**35%**

decrease in time-to-offer for specialist roles



# How to set DEI objectives

Think about how equity, diversity and inclusion can boost your company’s goals and values. If innovation is at the heart of what you do, highlight how bringing together different perspectives and experiences can spark more creative ideas and solutions. By showing how DEI connects to the bigger picture of your company’s objectives, you’ll not only strengthen your mission but also get your employees excited and on board with the vision.



### Action!

Table your organisation’s goals and document why DEI matters to each one. Set KPIs for each company goal.



### Achieve

Measurable success that proves your DEI strategy in recruitment is impacting against your company’s goals.

Objective focus	Attract and retain the best team	Innovation and product development	Customer reach and market expansion	Financial performance
Why DEI matters	Diverse and inclusive organisations are more attractive to top talent, especially to younger workers who deeply value equality.	Teams with varied backgrounds, experiences, and perspectives are more likely to generate novel ideas and identify market gaps.	In a global marketplace, understanding the needs of diverse customer segments is critical to gaining competitive advantage and growing market share.	Diverse companies are more likely to outperform less diverse counterparts. Improved innovation, engagement, and customer satisfaction contribute to higher financial returns.
DEI strategy	Develop a hiring strategy that focuses on reducing bias in recruitment by expanding out talent pools and removing barriers that create homogeneity of candidates.	Create cross-functional, diverse teams that can collaborate on problem-solving. Allow diverse voices in decision-making processes.	Analyse your target customer base to identify underserved or overlooked demographics. Use these insights to tailor team structure to represent marginalised groups.	Focus on inclusive leadership, equitable pay, and access to promotion opportunities for all employees. Integrate DEI into budgeting, resource allocation, and performance reviews.
KPIs	Track relevant demographics in new hires, promotions, and retention rates.	Track new ideas and measure innovation and product development team diversity.	Track target customer demographics. Monitor revenue growth in new demographic segments or regions.	Track profitability, revenue growth and market share relative to DEI progress.



# Fair recruitment practices

The most fair recruitment methods are the ones that are entirely based on merit, without bias or process side stepping. A fair recruitment process in the UK means a transparent, consistent, and non-discriminatory approach to selecting candidates, where hiring decisions are based solely on merit and job-related skills, with no bias towards factors like age, gender, ethnicity, or religion, and where all candidates are treated equally throughout the process, including clear job descriptions, objective selection criteria, and well-structured interviews. Sharing questions in advance can help people better prepare.

## Action!

Conduct an internal audit of your hiring process to identify bias-prone stages and implement these fair practice solutions.

## Achieve

Build a more diverse and talented workforce, enhance reputation, and foster a culture of equality and belief among employees.

## What does a fair recruitment process look like?





# Checklist for transforming job descriptions and requirements

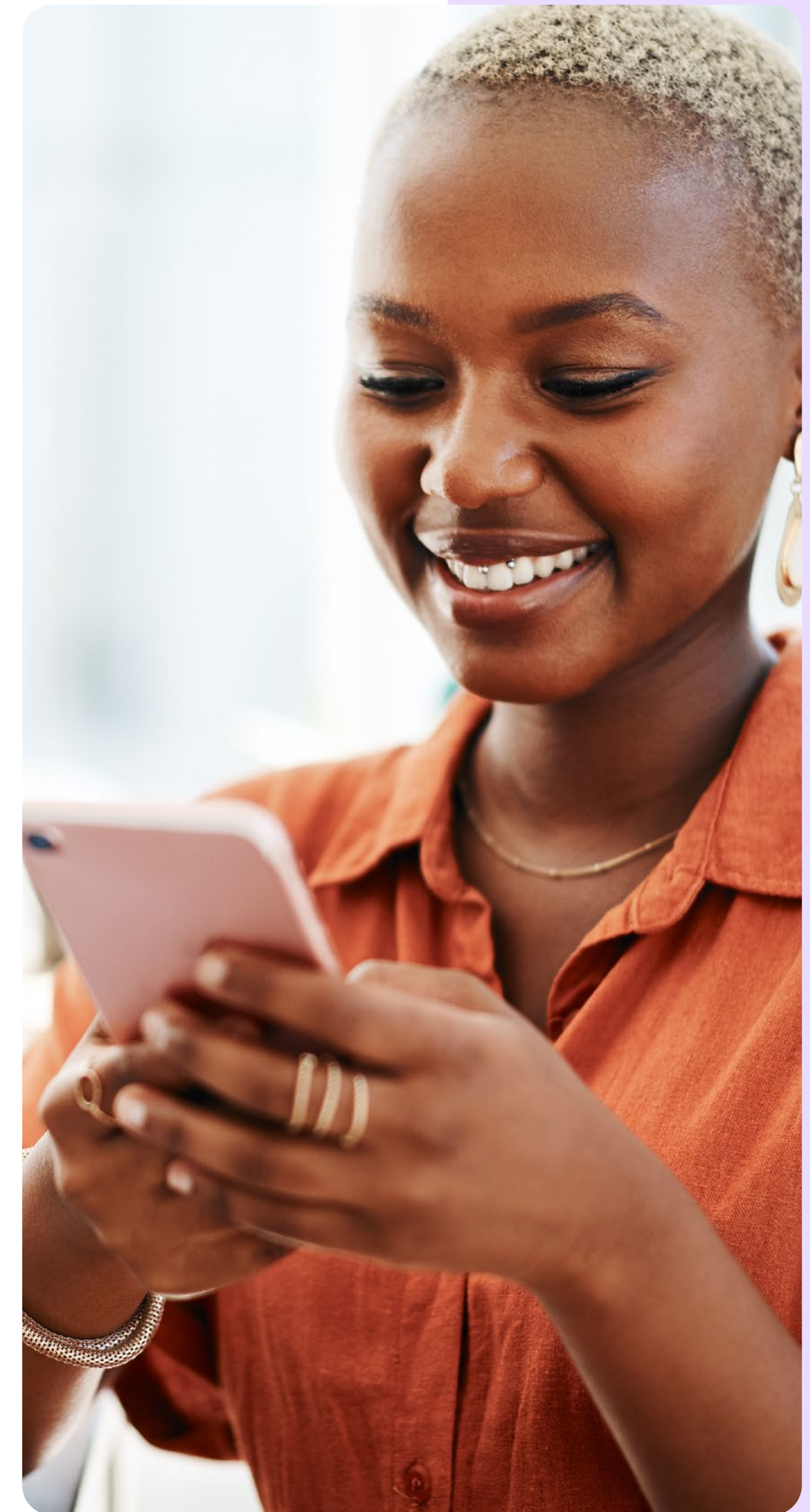
- ✓ **Use inclusive language:** Eliminate gendered language and complex jargon. Use neutral language that welcomes candidates of all backgrounds.
- ✓ **Focus on skills and experience:** Emphasise essential skills and qualifications over specific degrees or years of experience to widen the candidate pool.
- ✓ **Encourage diverse applications:** Explicitly invite candidates from underrepresented groups to apply, reinforcing your commitment to an inclusive hiring process.
- ✓ **Run the ad format through disability checks:** Ensure job descriptions and designs are accessible to disabled and neurodiverse candidates.
- ✓ **Review for bias:** Before posting, review the job description with multiple stakeholders to identify and eliminate any potential biases.
- ✓ **Advertise in niche media:** Don't stick to the same old sites. Meet your audience where they are, aiming to reach a wider talent pool to increase your chances of attracting underrepresented candidates.

## Action!

Use our 6 point job description checklist to double check ads before they go live.

## Achieve

Remove ambiguity and make your application appeal to a wider talent pool.





# Adopting a skills based process

According to recruitment assessment specialists Arctic Shores, the pitfalls of selecting a candidate based on their degree or qualifications alone are well established. But we also have to bear in mind the differences each person's make up has on the way they 'self-report' their strengths too.

*“Women are more likely to underestimate their capabilities vs men in a self-report scenario. So if we just take a candidate's word for it that they have the right skills required for the job, we risk hiring someone who doesn't actually have the level of capability they think they do and overlooking under-represented talent who perhaps don't know how capable they are,” advises Estelle McCartney, CEO at Arctic Shores*

Take a holistic approach to candidate evaluation, considering the whole person. This includes not only their learned hard and soft skills, but also their underlying skill-enablers: core strengths, personality, relevant knowledge, motivations and cognitive abilities. Ask candidates to **demonstrate** this through a series of tasks, including psychometric assessments, knowledge quizzes, mock tasks, role play exercises as well as interviews. You could even ditch the CV and ask candidates to complete an application form and assessments before being shortlisted.

## Action!

Use skills and knowledge based assessments instead of relying on applicant claims about experience.

## Achieve

Remove bias from the recruitment process and broaden your talent pool by focusing on strengths and skills over experience.







# From outsourced to outstanding

There's pride and purpose associated with working for a local authority but in a post-pandemic jobs market, recruiters need to do more to compete for that ever-harder-to-hire talent.

Determined to attract the people they needed to keep delivering great services for their communities, Staffordshire County Council made the switch from outsourced recruitment to a thriving in-house function. The secret to their success? Tribepad's expert team and next level talent acquisition tech.

**Who** Staffordshire County Council

**Where** UK

**Why** Transitioning from an outsourced to in-house model was a learning curve. Processes were inconsistent, workloads were snowballing, and the candidate experience was suffering.

**How** Tribepad's tech helped Staffordshire County Council level up its recruitment game with a slick, seamless and brand-rich candidate experience, optimised onboarding, full visibility over key metrics and heaps less hassle.

## The Results

**30%**

decrease in time to hire

**113%**

increase in application volume

**18%**

increase in completed application rate

**2x**

fill and offer rate (year-on-year)

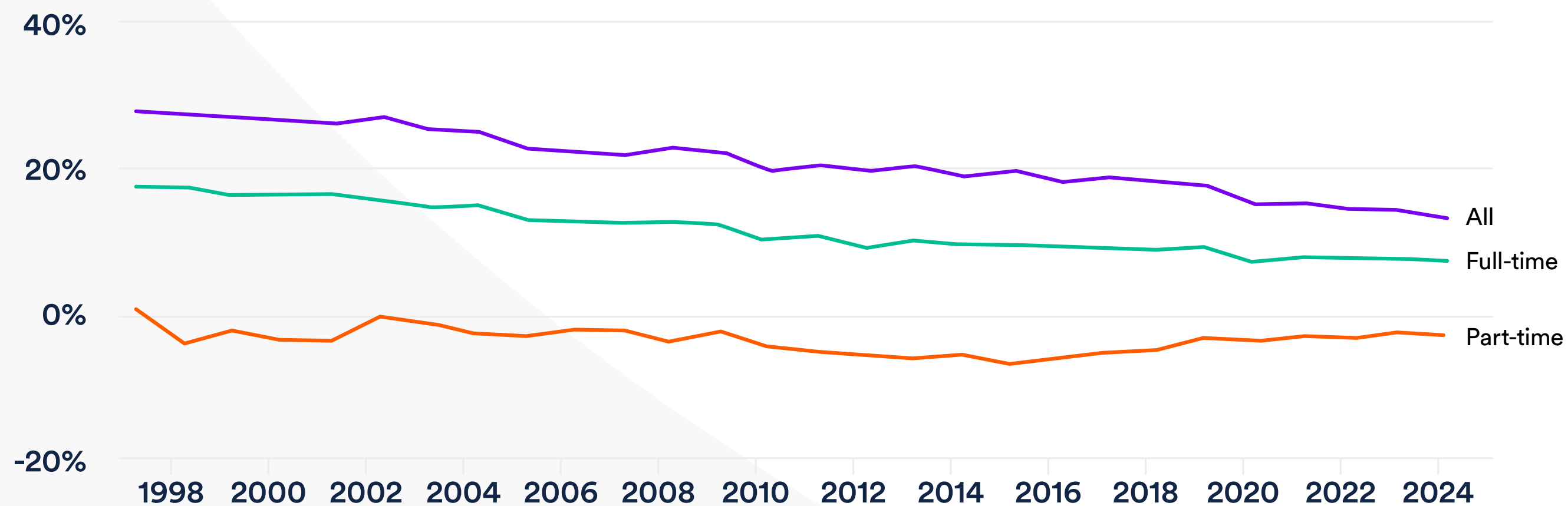


# Promoting pay parity

By law, men and women must get equal pay and contract terms for doing 'equal work' which includes similar, equivalent or work of equal value. In practice, this can be difficult to achieve if you use traditional approaches of recruitment, such as asking applicants their current salary, offering roles based on CVs and applicant claims, and keeping salaries confidential.

The gender pay gap is higher for all employees than it is for full-time employees or part-time employees. This is because women fill more part-time jobs, as described in our [Decoding the gender pay gap](#) blog. Compared with full-time jobs, part-time jobs have lower hourly median pay. So while pay gaps have been closing over time in full-time roles, the gap is increasing in part-time roles.

Gender pay gap for median gross hourly earnings, excluding overtime, UK, April 1997 to 2024



Source: Office of National Statistics



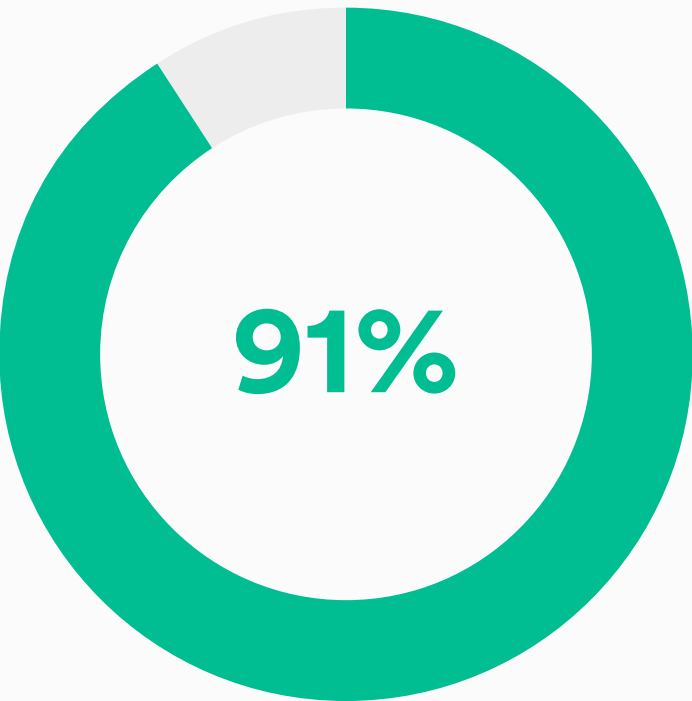


Talent acquisition teams have a key opportunity to advance pay parity, as the initial salary offer often sets the baseline for future compensation.

Insights from LinkedIn

The impact of including salary ranges in a job post

Percentage of respondents who say that seeing the salary range on a job post affects their decision to apply for the job

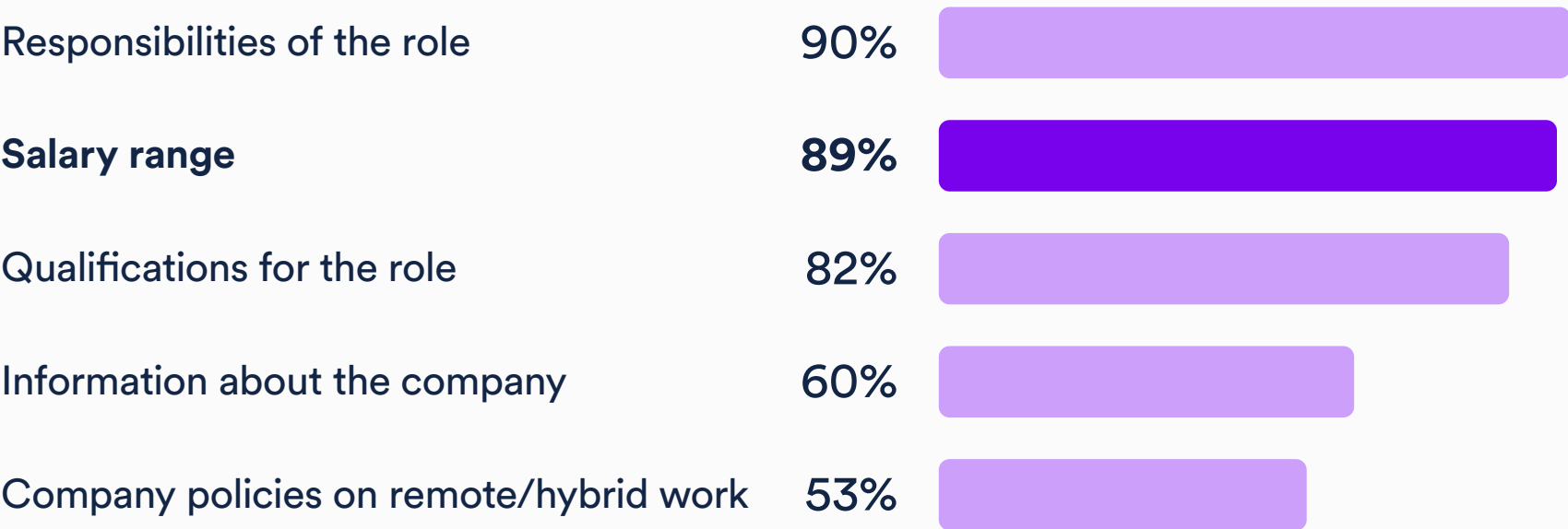


Source: LinkedIn December 2022 Omnibus Survey of nearly 1,200 English-speaking, U.S.-based LinkedIn members

Insights from LinkedIn

Job postings: the details that matter the most

What elements of a job description are most helpful to you in deciding whether to apply?



Source: LinkedIn December 2022 Omnibus Survey of nearly 1,200 English-speaking, U.S.-based LinkedIn members

“In a more recent LinkedIn survey, 82% of respondents said that seeing a salary range in a job description would give them a more positive impression of a company.”



## To reduce the risk of unfair pay, it's good practice to:

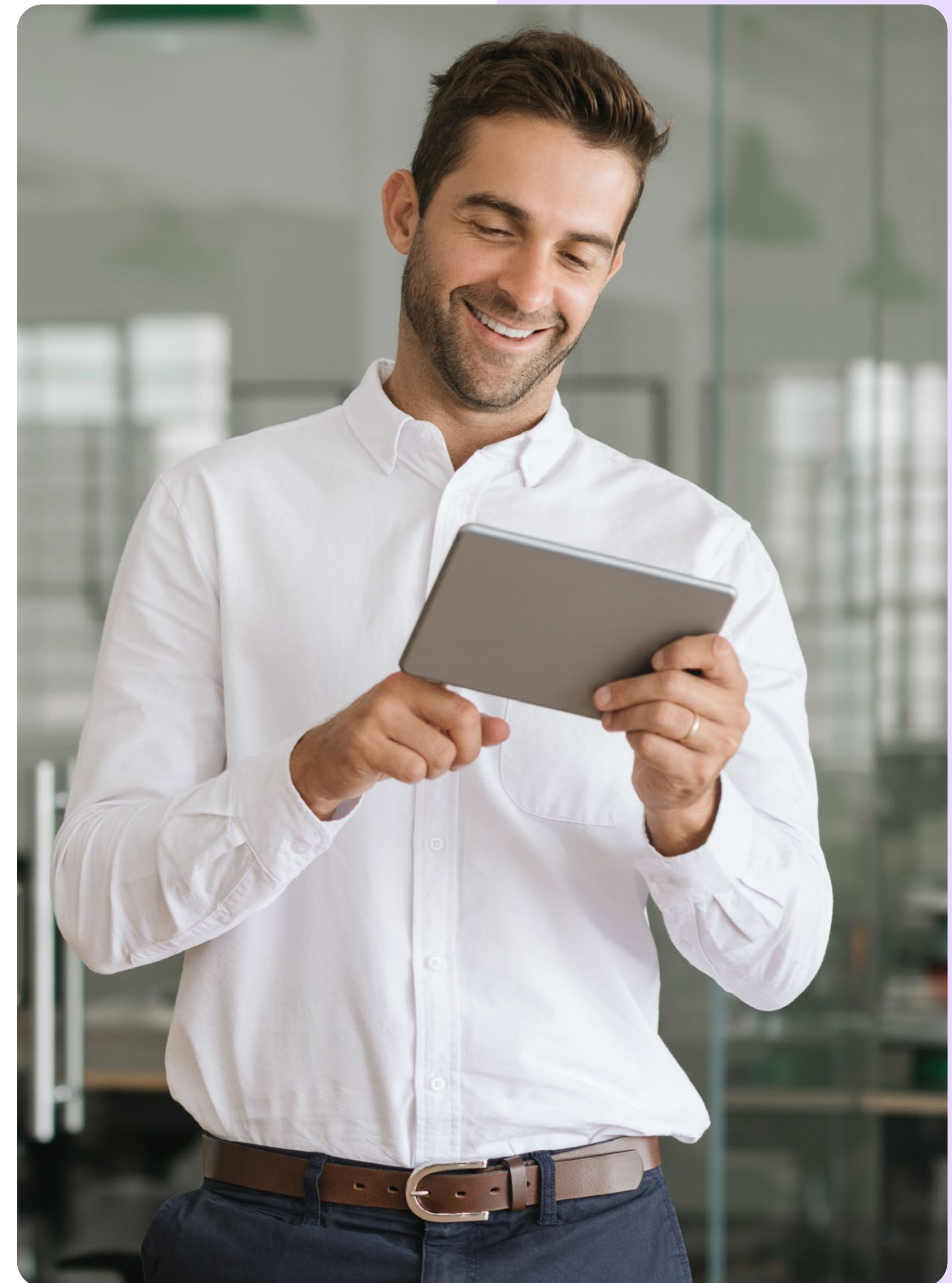
- ✓ **Establish fair and competitive salary ranges:** Use detailed market data to determine appropriate compensation. Pay particular attention to part-time roles and ensure that these employees are not penalised or treated differently to full-time employees.
- ✓ **Publish salary ranges on job advertisements:** Pay transparency is becoming law in some areas, but even where it isn't, some job boards are starting to mandate salary transparency. But don't make the advertised range too wide, it just defeats the purpose!
- ✓ **Maintain internal equity:** Implement an equal pay policy, regularly update job descriptions to accurately reflect responsibilities, and ensure employees performing substantially similar work have comparable job titles. Apply consistent criteria when determining pay and contractual terms.
- ✓ **Conduct regular pay equity audits:** Perform annual audits to identify pay disparities based on gender, ethnicity, or other protected characteristics. Address any identified gaps through appropriate measures like salary adjustments or bonus schemes.
- ✓ **Develop standardised compensation guidelines:** Create clear and objective criteria for setting starting salaries, raises, and promotions. Base these on skills and experience rather than negotiation.

### **Action!**

Establish a pay equity task force within your organisation to oversee audits and implement transparent salary policies.

### **Achieve**

Insights to ensure pay parity in your organisation and policies to reinforce equitable compensation.





# Leveraging technology to boost DEI efforts

We all know that technology isn't a magic fix for equity, diversity and inclusion. But the right tools can make a real difference. One tool that can play a huge role in fostering a more inclusive recruitment process is an Applicant Tracking System (ATS). Here are some ways a great ATS (like Tribepad's) can help you attract diverse talent and create a more equitable hiring experience:



01

## Anonymised applications

A quality ATS can help you reduce unconscious bias by allowing you to review applications without personal identifiers. A “blind” recruiting approach helps ensure decisions are based on skills and experience, not unconscious assumptions.



02

## Automated candidate screening

As well as doing a manual task, technology can evaluate candidates based on skills, experience, and qualifications rather than personal characteristics. Make sure to do a sanity check yourself to ensure the algorithm hasn't developed any unwanted bias itself!



03

## Inclusive video interviews

Look for a platform that lets you engage with diverse candidates through accessible video interview tools. We'll dive deeper into how to conduct fair video interviews in a bit!



04

## Workflows for prioritising underrepresented groups

Some ATS systems offer configurable workflows to help prioritise applications from under-represented communities, making sure that diverse talent gets the attention it deserves.





05

### Diversity reporting and analytics

An ATS can provide real-time reports and analytics on your diversity metrics, so you can track progress and ensure your recruitment processes are truly inclusive. With over 100 standard reports, Tribepad makes it easy to keep your diversity goals on track.



06

### Talent pooling for underrepresented communities

Technology can enable you to proactively build talent pools and run campaigns specifically focused on engaging diverse candidates, helping you take a more strategic approach to inclusion.



07

### Accessible user interface

Accessibility should be a priority for both your recruitment team and applicants. A user-friendly interface ensures that everyone, including people with visual impairments or dyslexia, can navigate your hiring process easily.



08

### Multi-language support

If your hiring process doesn't accommodate candidates from diverse language backgrounds, you're missing out. A robust ATS should support multi-language recruitment and candidate communication, making your process accessible to non-English speakers or anyone for whom English isn't a must-have requirement.

### Action!

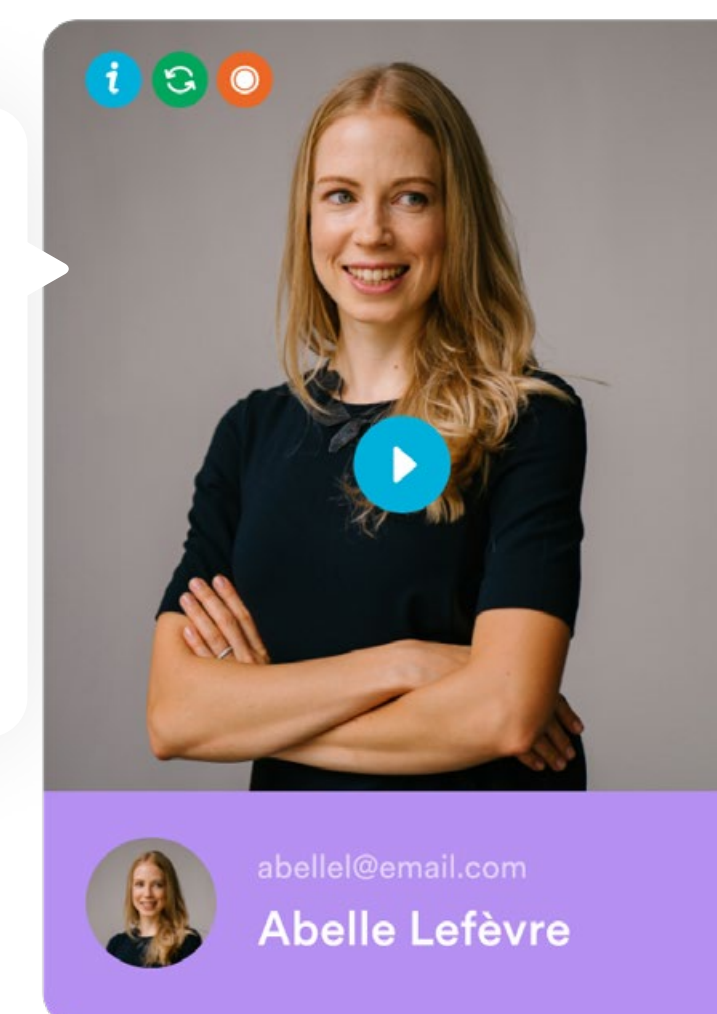
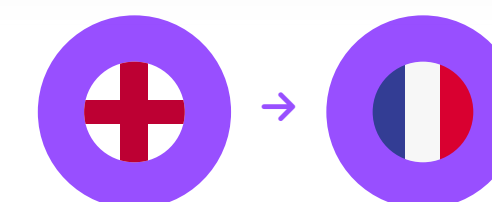
Lean into technology to help remove identifiers and make the process work for all.

### Achieve

A much easier life in ensuring your recruitment process is fair!

### Transcript Translation

- Je suis un excellent joueur d'équipe et je fais toujours un effort supplémentaire pour mon équipe.
- Mon expérience m'a appris qu'il est important de travailler ensemble.





# Modernising healthcare recruitment

Healthcare recruitment isn't for the faint hearted. Add a clunky legacy recruitment system to the mix, that's more hindrance than help, and things can fall apart pretty quickly.

So, when HCRG Care Group's legacy recruitment software provider made the decision to part ways with NHS Jobs (which 70% of the organisation's recruitment hinged on), they needed to roll out a capable new system. And they needed to do it fast.

Now, thanks to Tribepad, HCRG Care Group has created a modern, speedy process that the entire organisation is proud of.

**Who** HCRG Care Group

**Where** UK

**Why** When you recruit for over a thousand roles annually across multiple services and brands, good visibility is a must. But that's exactly what this organisation lacked. The recruitment process was slow and there were too many cracks for candidates to fall through.

**How** Tribepad's simple, intuitive and user-specific dashboards deliver real-time visibility to recruiters and managers. Smart automation, templates and functionality like 'Quick Apply' streamline recruitment. And seamless integration with NHS Jobs, and other key third party systems, provide continuity albeit with a much more modern, intuitive, and engaging twist.



## The Results

**47%**

increase in total applications

**106%**

increase in career site page visits

**62%**

reduction of time in compliance



# How to run great video interviews, fairly!

Video interviewing can be a game-changer when done right. Tribepad's Video Screening feature is powered by Willo, an industry leading video platform. It saves time, makes hiring more efficient, and opens up opportunities for a wider pool of candidates. But to make it truly fair and inclusive, you need to be intentional about how you set it up. Here's how to play fair on camera.

## 01.

### Pick the right video platform

Not all video interview software is created equal. Some platforms can accidentally exclude people if they're not designed with accessibility in mind.

**Make sure it works for everyone.** Look for built-in captions, screen-reader compatibility, and easy navigation. If a candidate with hearing loss can't access captions or a dyslexic candidate struggles with cluttered layouts, the process isn't fair.

**Think about tech limitations.** Not everyone has the latest laptop or superfast broadband. Choose a platform that works across devices and in low-bandwidth situations so no one is unfairly disadvantaged.

**Recording is your friend.** A platform that allows recorded responses means hiring managers can review interviews fairly, pause, replay, and get second opinions—helping reduce snap judgments.

## 02.

### Standardise the interview process

Video interviewing makes it easier to keep things fair, but only if you have a structured approach.

**Automate scheduling to reduce hassle.** Let candidates pick a time that works for them. This is particularly important for those with jobs, caring responsibilities, or living in different time zones.

**Give clear instructions.** Don't assume everyone is familiar with video interviews. A quick guide explaining how to log in, what to expect, and troubleshooting tips can make a huge difference—especially for candidates who aren't as tech-savvy.

**Don't forget to ask every candidate the same questions.** It's easy for unstructured interviews to drift into casual conversation, where bias can creep in. Sticking to a set of standardised questions keeps the process fair.



## 03.

### Make it as objective as possible

Bias can sneak in when you least expect it. A solid process can help keep things focused on what really matters—skills and potential.

**Anonymise responses.** Some platforms can transcribe video answers into text so hiring managers assess what's being said, not who's saying it. This helps prevent unconscious bias based on accents, age, or appearance. Of course, for now, this only works in pre-recorded interview responses!

**Bring in multiple reviewers.** The more perspectives, the better. Having a diverse panel watch interviews means decisions don't rest on one person's subjective opinion.

**Use clear scoring criteria.** Instead of relying on gut feelings, create a structured scoring system based on what actually matters for the role. It keeps things fair and makes hiring decisions easier.

## 04.

### Make it accessible and flexible

Not everyone's in the same situation, so flexibility is key.

**Let candidates record responses at a time that works for them.** Some people have full-time jobs, childcare responsibilities, or health conditions that make fixed interview slots tricky. Giving them flexibility removes unnecessary stress.

**Offer alternatives when needed.** Video isn't always the best option. If someone has a visual impairment, struggles with tech, or just doesn't feel comfortable, offering a phone or written alternative keeps things inclusive.

**Support different languages and assistive tools.** Some platforms allow real-time translation or extra audio features, making it easier for people from diverse backgrounds to participate fully.





# 05.

## Use data to keep improving

Good hiring teams don't just set up a process and forget about it—they check in to see what's working and what's not.

**Track key metrics.** Are certain groups dropping out at the same stage? Are some candidates facing more technical issues than others? Identifying patterns helps you fix any unintended barriers.

**Check for bias.** If you notice fewer candidates from diverse backgrounds making it through the process, it might be time to tweak how interviews are structured or reviewed.

**Keep refining.** Technology changes, and so do best practices. Regularly updating your approach ensures you're always making the most of video interviewing without excluding anyone.

Q1 \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Ready



Record answer

### Action!

Run inclusive video interviews by choosing the right platform, standardising questions, removing the potential for bias and offering flexibility.

### Achieve

Level up your hiring process while keeping things equitable.

powered by

*willo*



# Actions! Checklist

## Make the business case for DEI

- ✓ Use data-driven insights to show leadership the impact of diversity on performance.
- ✓ Present case studies from McKinsey, BCG, and London Business School.

## Benchmark and assess diversity gaps

- ✓ Gather relevant demographic data from national, regional, and industry sources.
- ✓ Compare your workforce composition against benchmarks to identify disparities.

## Set DEI objectives aligned with business goals

- ✓ Link diversity efforts to innovation, market expansion, and financial growth.
- ✓ Define key performance indicators (KPIs) to measure progress.

## Implement fair recruitment practices

- ✓ Conduct an internal audit of hiring processes to identify bias.
- ✓ Ensure a structured, merit-based selection process.

## Transform job descriptions

- ✓ Use inclusive language and focus on essential skills.
- ✓ Encourage diverse applications and advertise in niche media.

## Adopt a skills-based hiring approach

- ✓ Replace degree requirements with skills assessments.
- ✓ Implement structured, competency-based evaluation methods.

## Promote pay parity

- ✓ Conduct regular pay equity audits and adjust compensation structures.
- ✓ Publish salary ranges and implement standardised pay-setting criteria.

## Leverage technology for DEI

- ✓ Use anonymised applications and AI-driven screening tools.
- ✓ Implement diversity reporting and bias-free ATS workflows.

## Run inclusive video interviews

- ✓ Choose accessible platforms with built-in captions and assistive tools.
- ✓ Standardise questions, allow flexible scheduling, and track fairness metrics.



# Allies

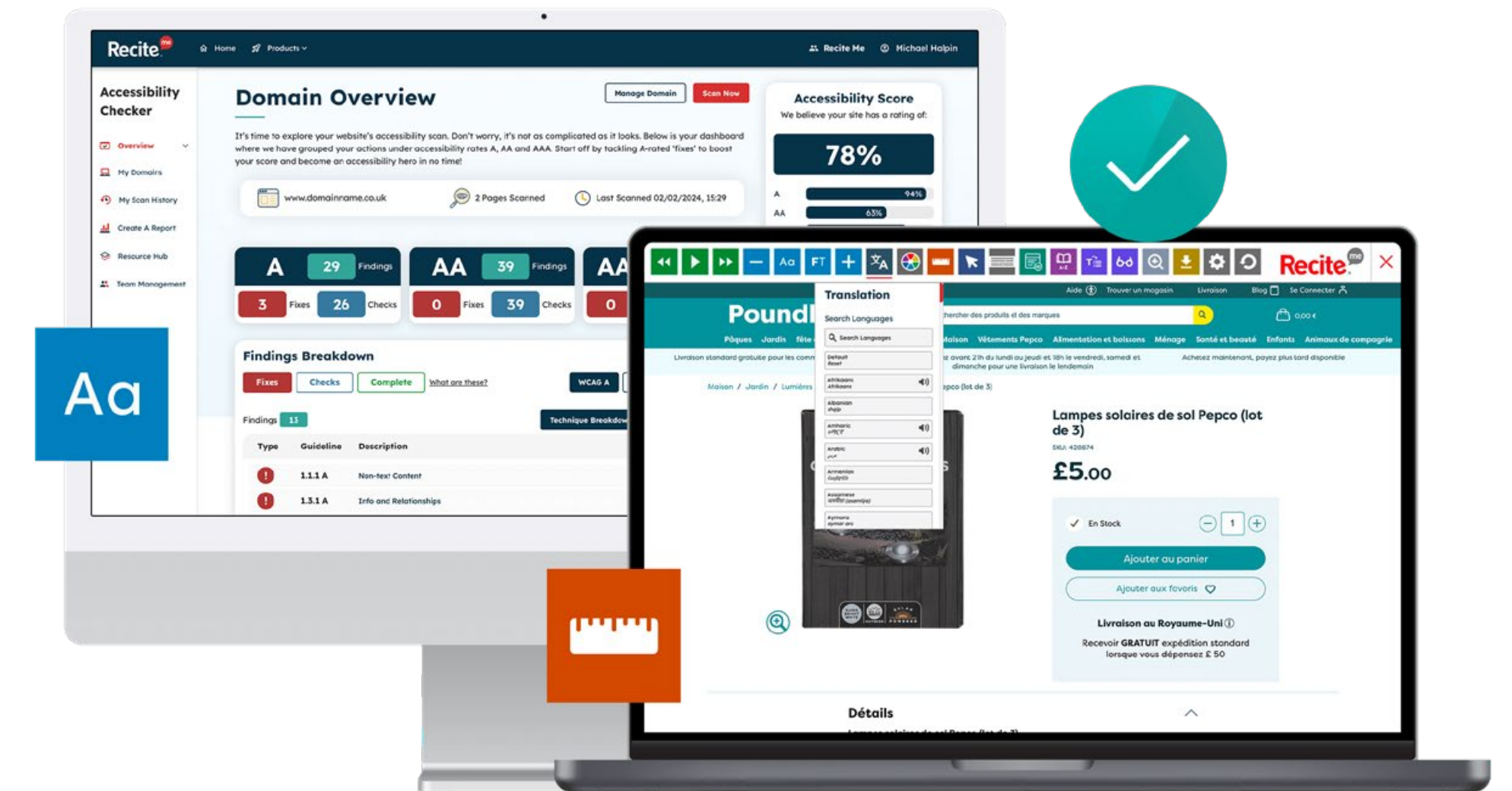
in DEI







**Recite Me** helps businesses create inclusive online experiences through a range of accessibility solutions. From ensuring WCAG-compliant websites to enabling personalised user journeys, their tools support organisations in making digital spaces more accessible. Recite Me is dedicated to removing barriers and providing every visitor with equal access and opportunity.



*“Diversity, equity, and inclusion aren’t just aspirations, they’re everyday commitments. They challenge us to recognise different perspectives and create inclusive spaces, both online and offline, where everyone feels seen, valued, and empowered, especially in critical moments like recruitment. No one should be excluded or overlooked simply for being different.”*

**Ross Linnett, Recite Me CEO and Founder**





Evenbreak is a social enterprise run by and for disabled people, aiming to reduce the global disability employment gap. We support employers to become more inclusive and accessible through training and consultancy. We offer inclusive and accessible careers support for disabled people looking for new or better work. And we help each group find each other through the only global disability job board run by and for disabled people.



*“In 2025, in a time of skills shortages and high competition, inclusion is more important than ever. Inclusion should be integrated with business strategies – including accessible product and service design, marketing to a wide range of customers, and attracting the very best talent. Inclusion isn’t about quotas or favouritism; it’s about skills, talent and innovation.”*

**Jane Hatton, Founder/CEO, Evenbreak**





Founded in 2020, [Diversity Jobs Group](#) is a suite of 10 job boards designed to empower underrepresented talent and promote confidence in the job application process. To help remove bias, all vacancies are advertised across all 10 boards and shared with our UK-based network of around 3,000 community groups connecting inclusive employers with an array of exceptional, diverse candidates.



*“Equity, Diversity, and Inclusion (EDI) are essential for creating fair and respectful environments where everyone has equal access to opportunities. Embracing EDI promotes innovation, strengthens communities, and ensures that diverse perspectives are valued. It helps reduce systemic barriers, fosters a sense of belonging, and supports social justice by empowering individuals from all backgrounds to thrive.”*

**Joe Sweeney, Joint Founder & CEO at Diversity Jobs Group**





Bridge of Hope Careers is your complete Social Value partner. We operate a digital, Inclusive Hiring platform, matching untapped, job-ready talent from overlooked/ marginalised backgrounds with progressive employers from every business sector, pursuing workforce diversity.

Our inclusive candidate database has been built through relationships with charities and universities, plus organic traffic.



*“Industry leaders appreciate that diversity and inclusion in recruitment is good business, having a positive impact on innovation, staff retention, life experience, team resilience and morale. In addition, each ‘overlooked candidate’ hired generates over £20k in Social Value, according to the Social Value Portal.”*

**Michael Corrigan, CEO at Bridge of Hope Careers**



# theview

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