

Achieving Competitive Advantage through D&I



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What Is Think Talent?

Think Talent was created in January 2018 as a response to ongoing pressure that talent functions face to evolve at pace to support business transformation.

IBM Talent & Transformation



- Be Proactive
- Be Aware
- Be Vocal
- Be Flexible
- Be Intentional
- Be Open
- Be Cognizant
- Be Inclusive
- Be Receptive
- Be Respectful
- Be Accountable
- Be Curious



Mission

IBM Talent Acquisition Optimization created Think Talent as a community for talent acquisition professionals and leaders to network, share ideas and help each other.

Commitment

We are committed to exploring topics that affect talent acquisition, supported by research and peer-to-peer workshops.

In April 2019 several dozen Talent Acquisition leaders gathered in London for a deep dive into Diversity & Inclusion. This was the first event of 2019 for the Think Talent community, which includes more than 100 talent acquisition leaders from around the world.

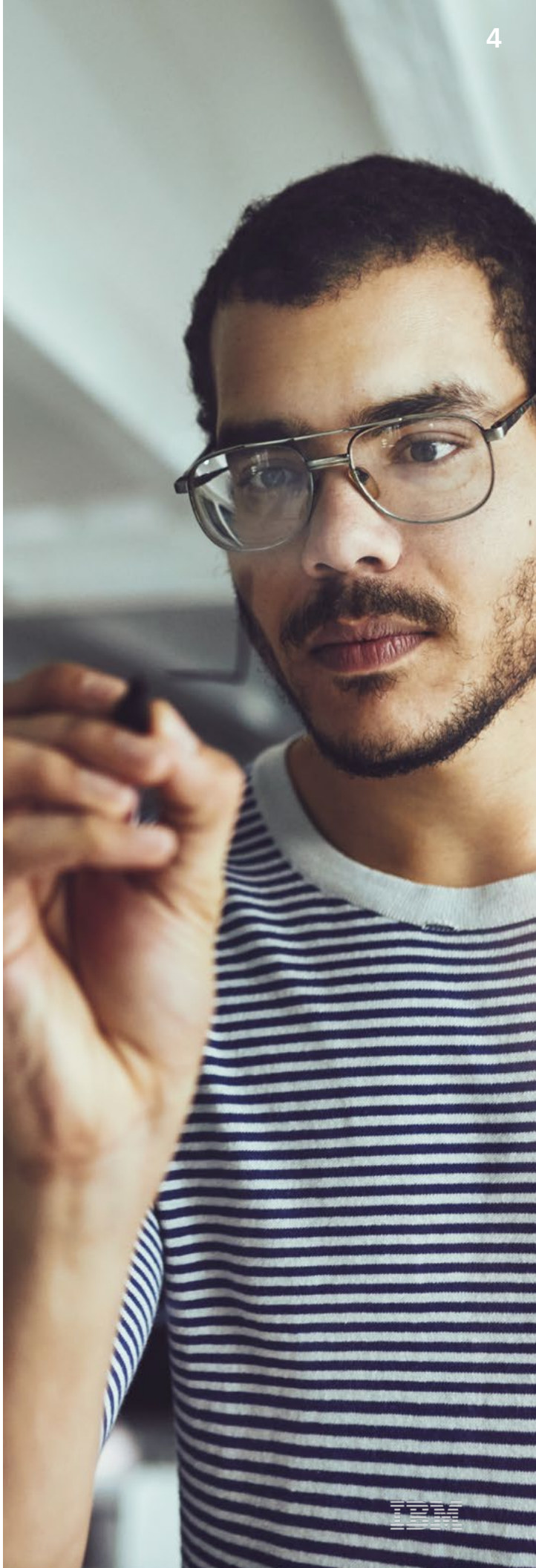
We are delighted to share insights on **Achieving Competitive Advantage through D&I** from this event.



Simon Clements
Client Solutions Executive



Rob Enright
Associate Partner



Part One

Why Diversity & Inclusion?

It's easy to understand why we selected Diversity & Inclusion as the topic for this Think Talent event. According to a 2018 *Global Recruiting Trends* report, building diverse and inclusive teams is the number one talent priority for HR and talent acquisition professionals.

IBM shares this priority—and has from the beginning of our company. Diversity & Inclusion has always been part of our core beliefs and values. Since our inception we have been advocating for our employees to provide them stability, reassurance and support.

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A history of inclusion at IBM

1899

IBM hired its first female employees and an African-American, Richard MacGregor, 65 years before the U.S. Civil Rights Act was passed.



1914

IBM hired its first disabled employee, 76 years before the Americans with Disabilities Act was passed.



1934

IBM champions bringing women into the professional ranks.

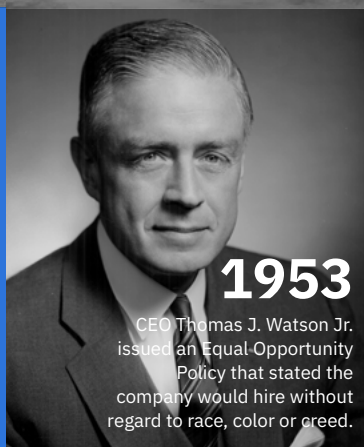
1943

Ruth Leach became IBM's first female vice president.



1944

IBM is first to support The United Negro College Fund.



1953

CEO Thomas J. Watson Jr. issued an Equal Opportunity Policy that stated the company would hire without regard to race, color or creed.

1984

IBM includes Sexual Orientation in Global Equal Opportunity Policy.

IBM launches Global LGBT Council.



1996

IBM provides same-sex domestic partner benefits for U.S. employees.



2002

IBM includes Gender Identity to Global Equal Opportunity Policy.

2012

IBM appoints first female president and CEO, Ginni Rometty.



2005

IBM became the first major corporation in the world to include genetics privacy in its Equal Opportunity Policy.

2017

IBM launches official rainbow logo.



2018

IBM launches Gender Transition in the Global Workplace white paper.

IBM launches the LGBT + Ally Championship Badge.

IBM scores 100% on Human Rights Campaign Corporate Equality Index for the 15th consecutive year.



A Case Study: IBM From Pre-hire to Retire: Our Inclusion Journey

Deborah Richards,
IBM UKI D&I Leader

In broad terms, diversity is any dimension that can be used to differentiate groups and people from one another. It means respect for and appreciation of differences for the nine characteristics in UK law: ethnicity, gender, age, national origin, disability, sexual orientation, education and religion.

But it's more than this. We all bring with us diverse perspectives, work experiences, life styles and cultures.

Inclusion is a state of being valued, respected and supported. It's about focusing on the needs of every individual and ensuring the right conditions are in place for each person to achieve his or her full potential. Inclusion should be reflected in an organization's culture, practices and relationships that are in place to support a diverse workforce.

In simple terms, diversity is the mix; inclusion is getting the mix to work well.

Why IBM focuses on inclusion

Creating and nurturing an inclusive culture enables us to attract and retain the brightest and best diverse talent. An inclusive culture also engages our employees and demonstrates our commitment to inclusion, allowing them to bring their whole self to work.

In addition, our clients expect it, and we are asked to provide evidence of best practices in order to be a preferred supplier, especially to governments.

Inclusiveness means IBM can represent the society in which we operate. We are now legally required to provide information on the Gender Pay Gap and the faith of employees in Northern Ireland. Legislation is expected to be widened to include ethnicity pay gap reporting, and we are championing equality for people with disabilities too.

IBM's Supply Chain is scrutinized by clients, shareholders and employees to ensure that it is environmentally friendly, ethical and inclusive. Shareholders demand that their investments are in ethical and inclusive brands and expect transparency.

Finally, affirmative action on inclusion and respect is essential to avoid brand and reputational damage.

The Benefits of Inclusion

Organizations that have an effective Diversity & Inclusion program are:

6x

more likely to anticipate change and respond effectively

6x

more likely to be innovative

2x

more likely to meet or exceed financial targets

The chart below explains how IBM practices inclusion at every stage of an employee's journey with us. The result is innovation, productivity and adaptability from new, experienced and veteran team members.



Pre Hire

- Attraction activity starts at Primary School using Science Projects; Raspberry Pi.
- Technology support for Teachers
- Work Experience & Teacher Placements
- 'Futures' go back to their schools & Colleges to talk about their experience of a year at IBM
- Sponsor Student Pride WIT events or STEM Undergraduates



Young Professionals

- New to Blue, induction starts before Day 1
- New hires receive an email with links to the Inclusion community and the BRGs in the quarter they join
- Apprentices and Graduate entrants are encouraged to take part in Inclusion events
- Mentoring & Reverse Mentoring Programmes
- Focus on Mental Health & Wellbeing



Family Friendly

- Partnership with My Family Care for Parental Coaching and back up Child and Elder Care
- Carer's Passport
- Bring Your Child to Work Days
- Webinars on all aspects of Work & Family
- Flexible Benefits including Health Care, Child Care Vouchers



Towards Retirement

- Flexible Working
- Ramps to Retirement
- Developing the next generation
- Coaching & Mentoring
- Handing over knowledge & expertise
- Contractor Contracts
- Pensions Advice
- Non-Executive Role

UKI Vision for Inclusion

For IBM UK & Ireland to be recognized as exemplars of inclusion internally with employees and externally by our clients.

For every employee to ensure that the workplace is respectful, fair and inclusive, where every IBMer can say: **I Believe, I Belong and I Matter.**



Culture

Creating a culture of respect and inclusion



Intersectionality

Bringing your whole self to work, cross-constituency representation



Measurement & AI

Increasing representation and using IBM's tools



Communications

Transparent and open communication using all media available



Part Two

Diversity & Inclusion Initiatives

Diversity of teams and thought are increasingly critical to all business and HR leaders. Research shows that diversity is tied directly to company culture and financial performance. According to data from LinkedIn, 78% of companies prioritize diversity to improve culture and 62% do so to boost financial performance.

Given the cross-industry competition for talent and the ability to know about potential employers through social and digital media, more than ever there is a focus on creating an authentic, inclusive and fair culture in the workplace and in the recruiting process.

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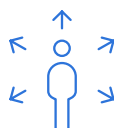
But how does a business go about creating this? Business models are already in flux because of digitalisation and Industry 4.0. Through digitalisation, there is greater transparency and more scrutiny of what constitutes a fair society. This has led to creating additional policy to address issues of fairness, such as Gender Pay Gap.

With the emergence of more and more diversity-related groups and issues, it's becoming increasingly hard for organisations to select and prioritise what to focus on.

Not surprisingly, among attendees of our 2018 Think Talent events, 72% expressed interest in D&I research. So prior to this Think Talent event, we engaged talent leaders from 36 companies in one-hour interviews about the following topics:



**Creating a Culture
of Inclusion**



**Activating
D&I Initiatives**

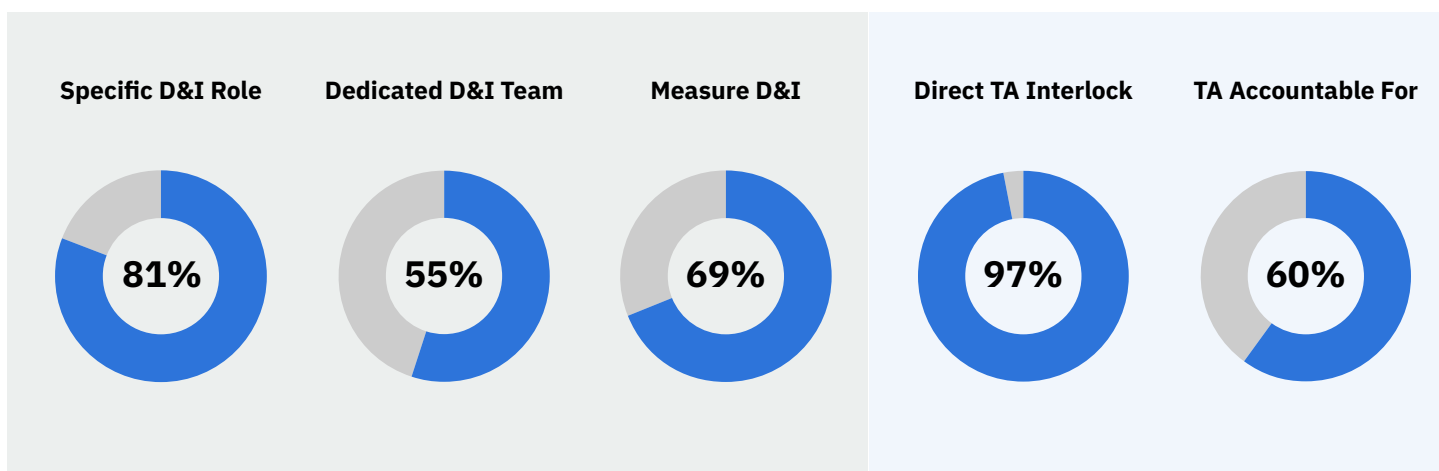


**Harnessing Tech to
Everyone's Benefit**

Creating a Culture of Inclusion

We wanted to understand how organisations are creating a culture of inclusion and what role talent acquisition functions are playing in this, so we asked a range of questions around organisational structure, investment and people.

Shape of the Organization



From the 36 companies that we interviewed, 29 had specific Diversity & Inclusion roles in their organisations, with 20 having dedicated Diversity & Inclusion resource or teams.

Only 25 companies were measuring Diversity & Inclusion, and the majority of those were only looking at gender (more often than not driven by Gender Pay Gap legislation) and measuring limited data points—such as the number of applications and interview shortlist ratios—as opposed to end-to-end process.

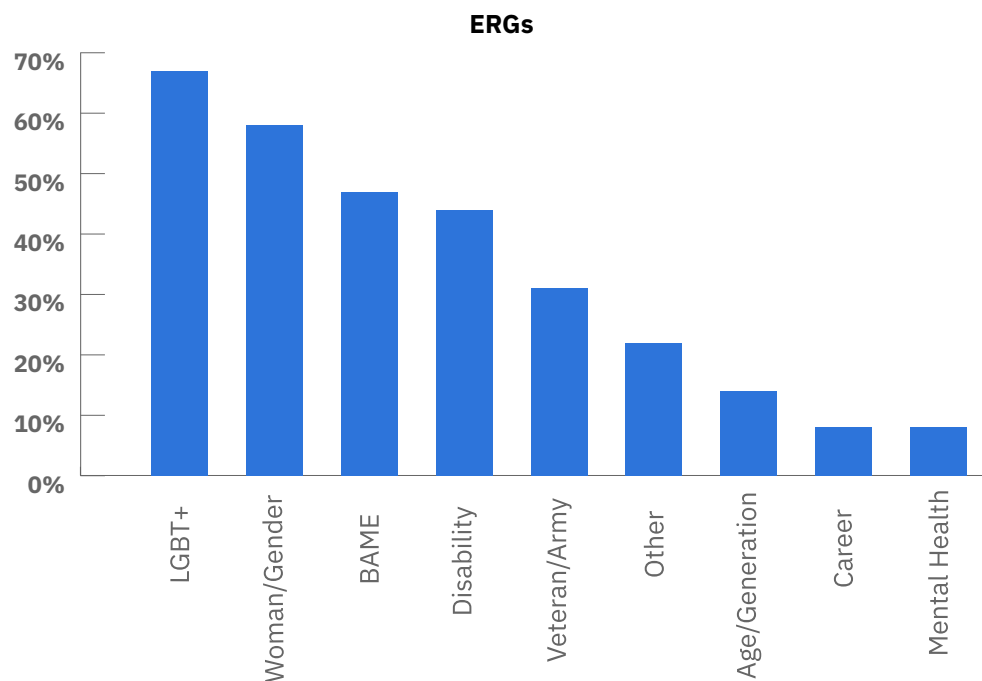
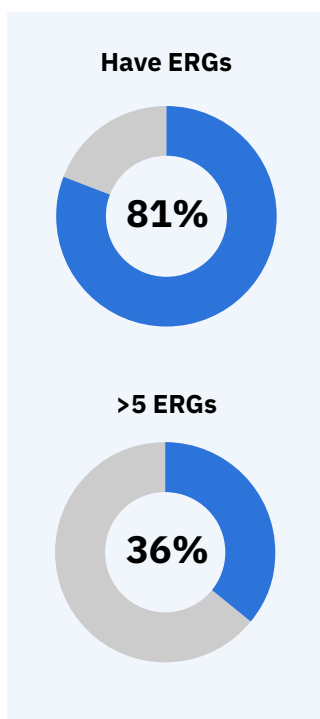
While almost all organisations had a direct interlock between talent acquisition and Diversity & Inclusion, talent acquisition was accountable for D&I targets at only 60% of companies.



Key observation

Talent acquisition should be enabled to take on more accountability for ensuring fairness across external and internal recruitment through being sponsored by CHRO and the board. This is likely to mean the need to redesign processes and take on greater accountability in selection decisions.

Employee Resource Groups



The most common initiative for creating a culture of inclusion was through formally recognised and sponsored Employee Resource Groups (ERGs). Twenty-nine of the 36 companies interviewed had at least one ERG, and 13 had more than five. It was widely agreed that having Ally programmes linked to ERGs is critical in ensuring that these groups are inclusive, as opposed to exclusive, and drive improved awareness, sponsorship and ultimately acceptance and inclusion.



Key observation

It's also important to track and support informal employee-led groups—for example, mothers returning to work. This ensures that smaller, less typically corporately represented groups are able to form, scale and educate others.

Other ways that surveyed organizations are creating a culture of inclusivity are:



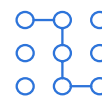
**Awareness
training**



**Leadership
support**



**Performance
management
discussions**



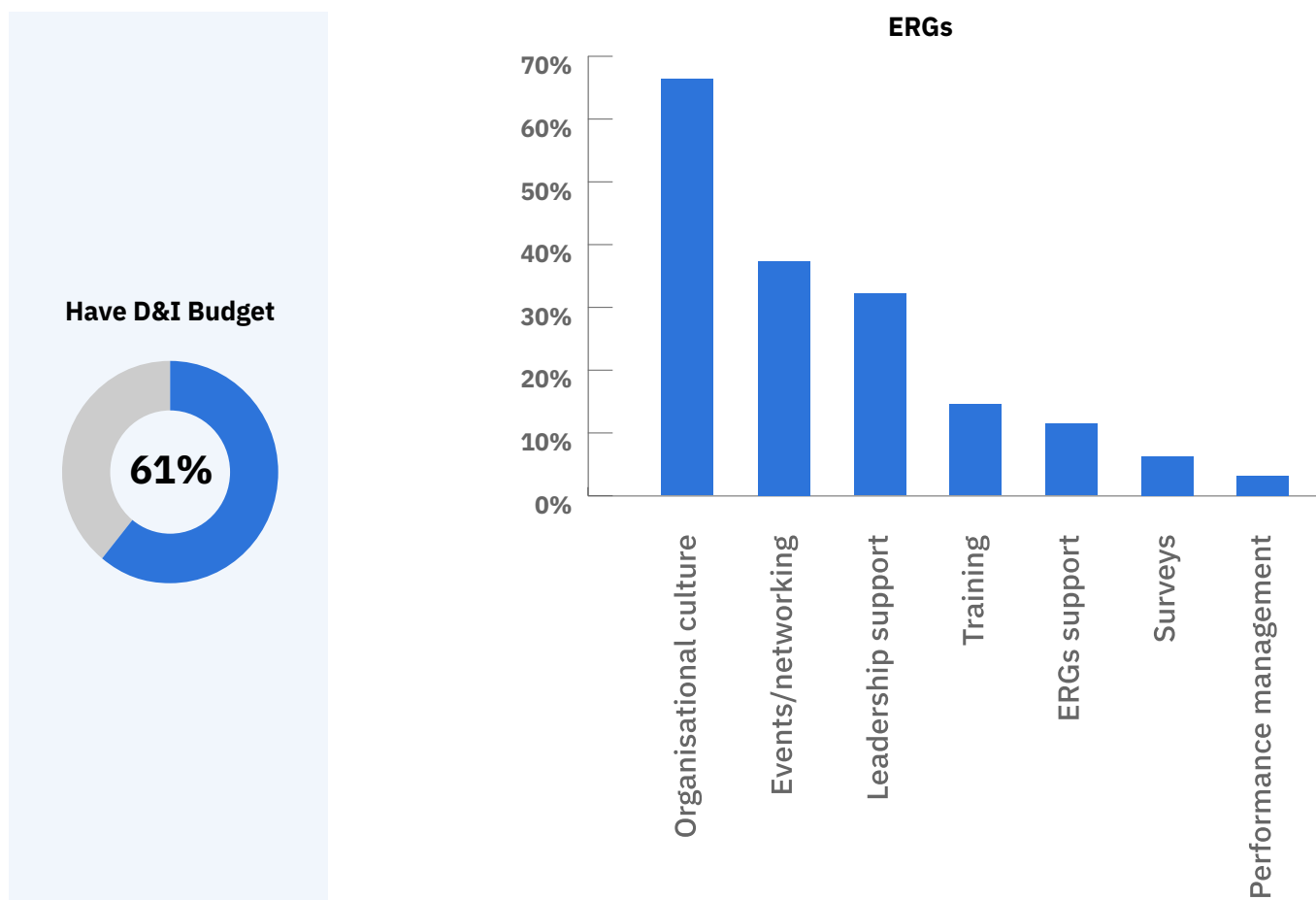
**Learning linked to
career development**

Activating D&I Initiatives

The second part of our research looked at how companies activate and manage Diversity & Inclusion initiatives.

Strategy and budget

61% of the companies who participated have an allocated D&I budget that sits within Diversity & Inclusion or Talent Acquisition.

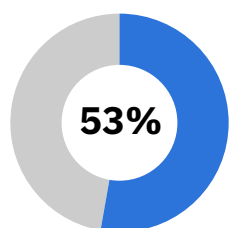


An example of training mentioned in the above chart is IBM's BeEqual Badge, a certification that IBM employees can earn through a mixture of video learning and practical application of what they have learned (for example, joining x2 ERGs, giving a pledge, or contributing to and leading multiple Diversity & Inclusion discussions internally and externally).

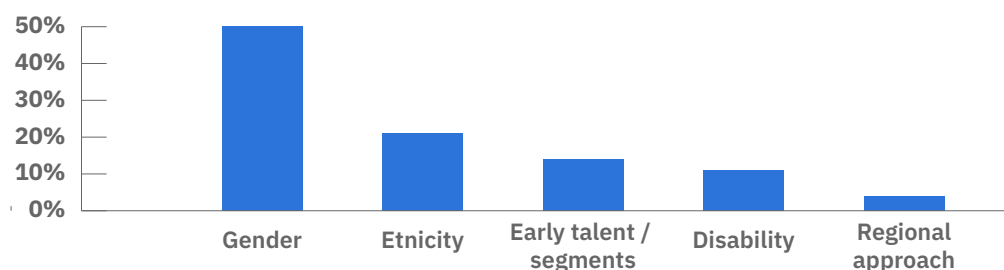
Measures and barriers

Of the 36 companies, 53% have a global D&I targets in place, with 50% of these looking at gender, followed by ethnicity with 20%. Most companies are at the beginning of their journey in this sense and are looking to expand the areas being measured. However, due to geography or culture, some are difficult to measure (for example, LGBT in MEA).

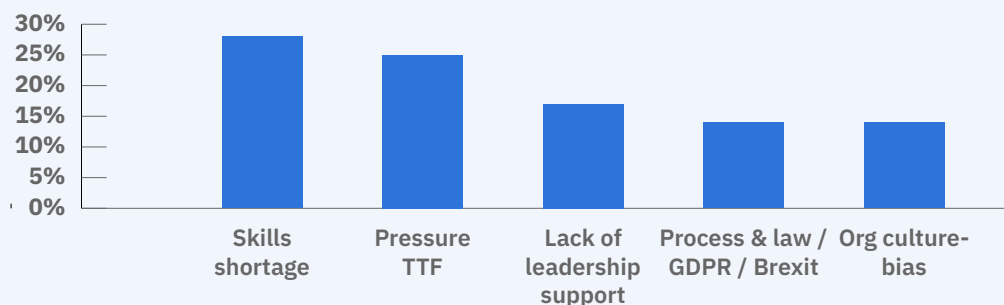
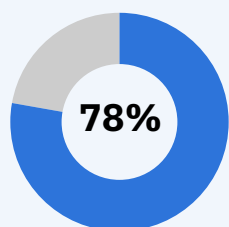
D&I Targets in Place



Measures

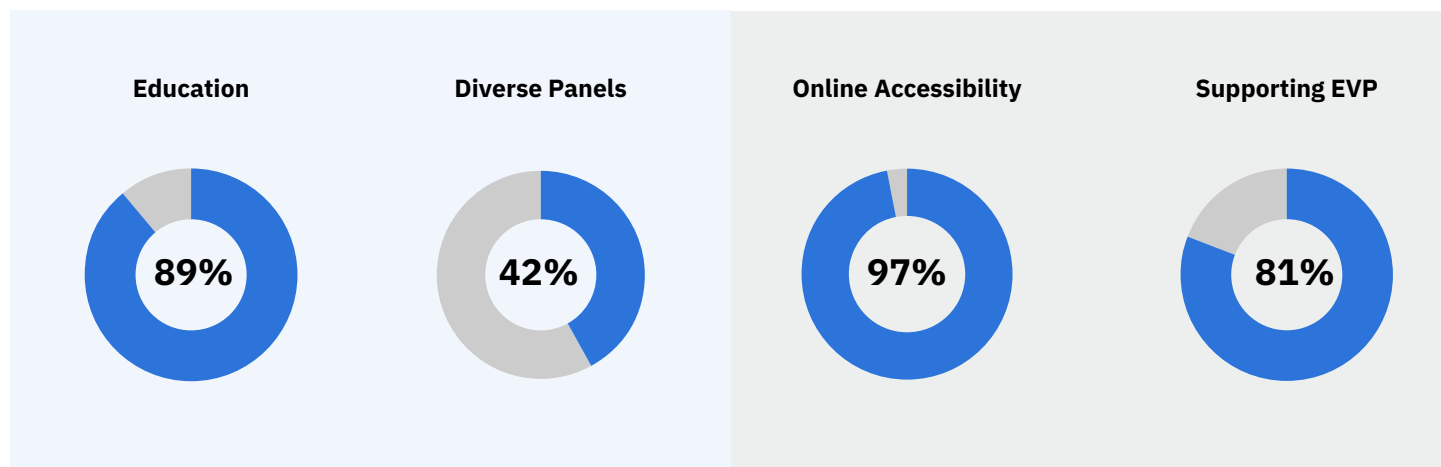


Defined Barriers



Defined barriers are a mix of internal and external factors: lack of diverse representation in candidate pool, for example, followed by the pressure to fill the job.

Diversity & Inclusion initiatives



Examples of the initiatives companies have made in these four categories include the following.



Education

Awareness, Playbooks, Interview Guides



Diverse panels

Female and male split, as well as diverse ethnic backgrounds. For a few it meant panelists from different teams within the same division to assess culture fit.



Disability

For online accessibility, 97% claimed compliance with the law and that they can accommodate interviews for disabled people (focus on physical disability).



Supportive EVP

81% have a D&I strategy that supports the company EVP.

Note: However, we found that given the breadth and depth of disabilities and the differing nature of those recognised between markets and regions, there was a real disparity in companies' approach to ensuring fair processes for people with disabilities. It was regularly suggested that to create best practice, Disability should be removed from D&I, where applicable, and given separate accountability and focus.

Autism Exchange – Ambitious about Autism

About the programme

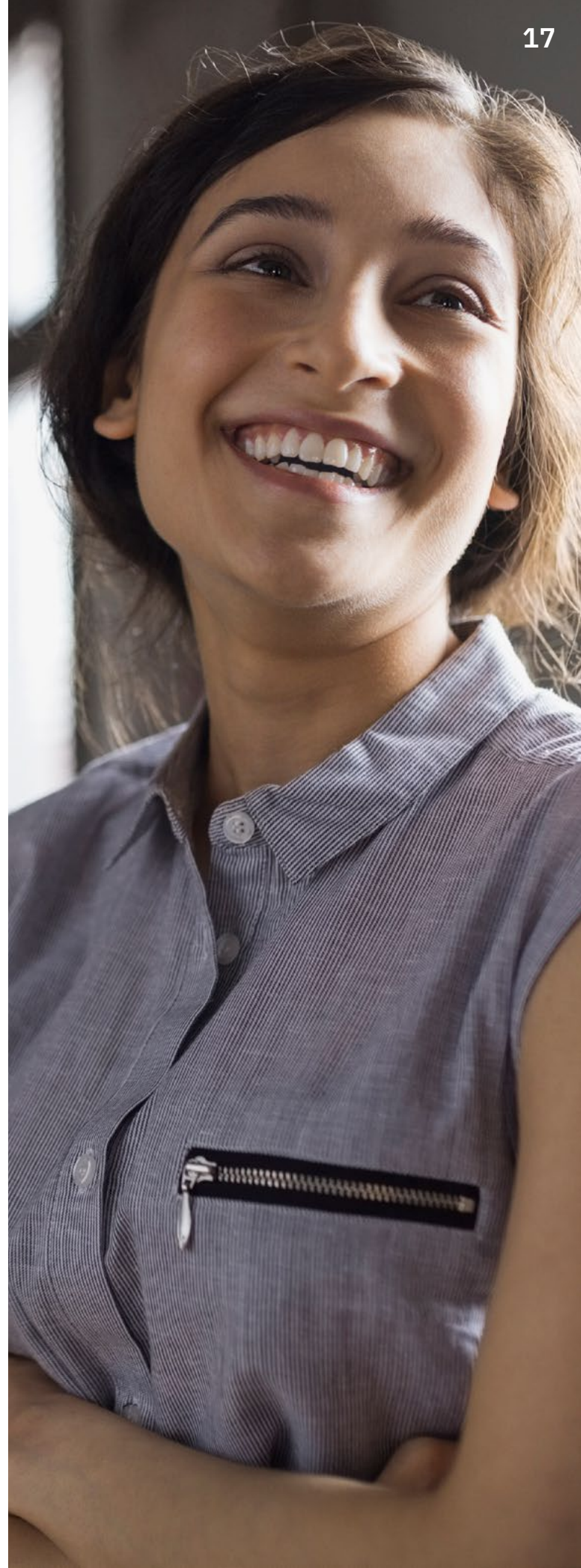
The Autism Exchange programme was established in 2015 in partnership with the **Civil Service** with the aim of exploring barriers to employment faced by individuals with autism. The Autism Exchange programme offers access to paid work experience **opportunities** throughout the year in leading organisations and companies for autistic young people aged 16-25.

Only 16% of adults with autism are in full-time paid employment. Despite wanting to work, many autistic young people struggle to access the world of work. By giving young autistic people meaningful work experience and training employers to understand autism in the workplace, we hope to improve the work prospects of young people with autism.

The programme led by the **Autism Exchange team** has achieved successful placements in many companies, including employers such as Public Health England, SAP UK, m/Six TalkTalk and m/Six (see below for the m/Six story).

Employers are able to build their knowledge, confidence and capabilities in working successfully with people with autism, enabling employers to benefit from promoting and supporting diversity and inclusion in the workplace.

Employers are supported through face-to-face training, advice and support throughout placement. Young people in the programme benefit from a paid work experience placement prior to entering employment in order to develop their employability skills, confidence or



establish their career aspirations. We provide tailored careers advice and support – before, during and after each work placement for our interns.

2018 statistics and outcomes of the programme showing employers reporting:

100%

increased understanding of autism

94%

increased confidence of supporting someone with autism in the workplace

Interns reported:

100%

said their line manager understood their autism and provided appropriate support

100%

said they would recommend the programme

92%

said the experience had a positive impact on their confidence and wellbeing

84%

said they feel confident about getting work as a result of the placement

If you would like to know more about the Autism Exchange programme or the training and expertise Ambitious about Autism can provide and how your business could benefit, please contact Exchange@ambitiousaboutautism.org.uk.

A Case Study: The Autism Exchange Programme at M/Six

m/SIX CEO Alistair MacCallum

We had an existing relationship with Ambitious about Autism as they were a corporate partner of our client TalkTalk. As an agency, we were thinking about how we could make sure we are representative of the breadth and depth of talent out there. There is a large number of diversity initiatives, but we wanted to identify something that was under-championed and in need of addressing.

My sense is that there is an enormous amount of talent that is not being utilised. As our industry becomes more complex, we have very different types of roles. We need a real diversity of thinking.

We thought about how we can champion neurodiversity and address some of the challenges that autistic people have finding employment, because only 16% of autistic people are in full-time employment.

Historically, the industry has been quite narrow in the types of skill sets that it has used.

We are now in an era where we see many roles in data and technology, and we need a broader spectrum of thinking.

“Some of the typical approaches to recruitment and the interview process can be barriers in themselves to those who think differently.”



We might speak about things that are quite abstract – if we haven't been specific and prepped in the right way, that can be quite a daunting experience for someone who has autism.

One of the reasons we were keen to do this is because if we are bringing autistic people into the agency, there's a chance they might have quite complex needs from a management perspective.

I felt that would make our talent better managers and leaders when it came to running any team. If you can deal with complex needs, to get the best out of somebody, then that's only going to make you a better leader.

We wanted to avoid doing a two-week internship, which might look like virtue signalling and have no real impact on the business or on the interns, so we decided to dive in and hire three interns for three months. Therefore, the training was critical.

My concern was how much awareness people had of autism and how they would deal with some of those challenges when they arose in the workplace, so it was important that we worked with Ambitious to set this up for success. Ambitious also supported us in evaluating the programme and how we could build this out for future programmes and to support greater neurodiversity in the agency.

During the training, everyone was asked if they had experience or knowledge of autism. The number of people who had a personal connection meant there was a huge amount of commitment to this.

For the business, the biggest learning was the positive impact a programme like this can have in terms of the unintended consequences:

“It unlocked a sense of psychological safety, where it's okay to express yourself and differences will not just be accepted but championed.”

Immediately after the programme we had someone come forward about their dyslexia, and how we could make the business more open to dyslexic people. We then had a men's mental health session for International Men's Day.

The value of this programme is that because we opened up the whole agency to it and did it in such a big way, the impact is lasting not just in terms of the programme we wanted to run, but beyond that.



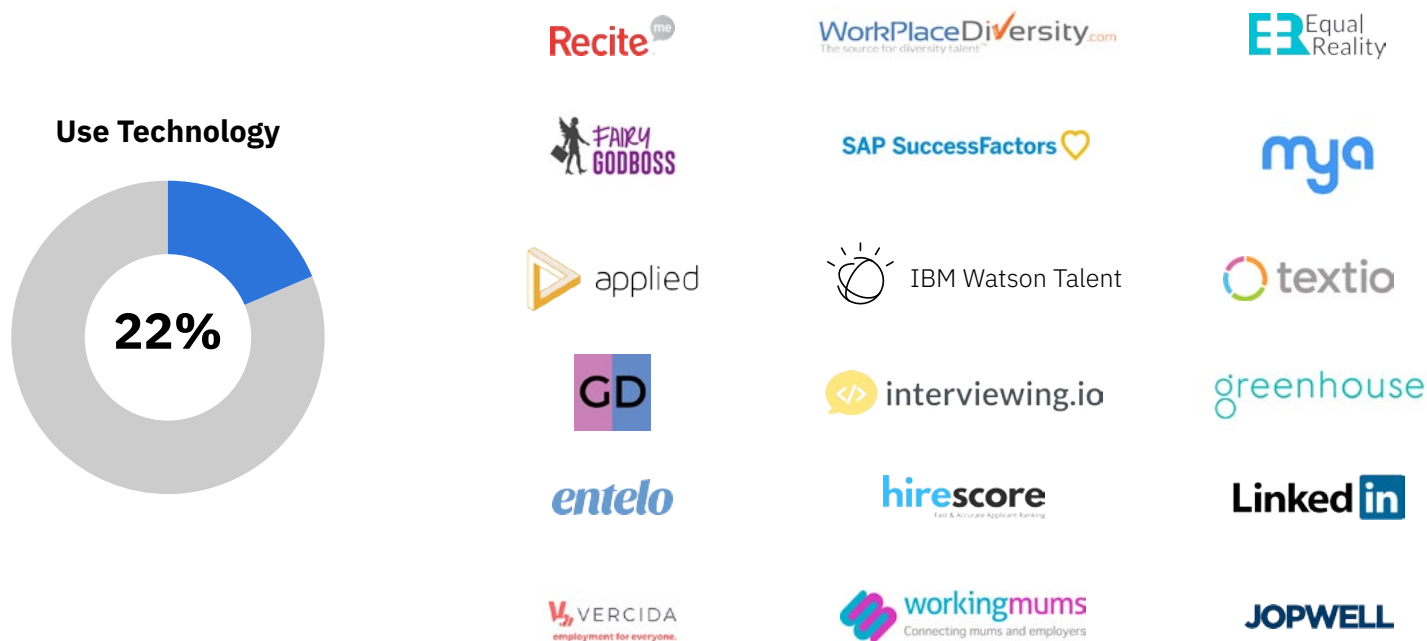
Part Three

Harnessing Technology for Everyone's Benefit

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Below is the range of technologies mentioned in the survey response: from Job Boards (to support employer branding and transparency activity) and Sourcing & Attraction tools, to Screening & Assessment tools and AI & Automation.

Using Technology for D&I



Surprisingly, only 1 in 5 respondents reported using tech to support their Diversity & Inclusion initiatives. This may correlate to our findings that only 69% are measuring D&I, and of those the majority only look at Gender Diversity and at single points in the process.

With the HR technology market growing year on year and many tools claiming a range of tech capability—from AI to automation—that will help address D&I challenges, it is difficult for organisations to know where to invest. This paired with many companies on the first phase of their people technology journey, shifting HR to the Cloud, has meant a reluctance and lack of sponsorship and budget to invest. However, for those that had invested, technology for the most part, when designed, purchased and implemented responsibly, has been a key enabler in driving change and better outcomes.

Improving Fairness & Eliminating Bias with Technology

Jenny Montalto, Watson Talent Offering Manager, IBM

With insights from a webinar by Nigel Guenole, PhD, Executive Consultant, IBM

The benefits of diversity and inclusivity

Genuine diversity and inclusion in the workforce is not only consistent with IBM values, but has many critical organisational benefits:



Better customer experiences



Compliance
(as a minimum standard)



Opens up a wider talent pool to access desired skills



Improves organisational value alignment to enhance reputation

Defining diversity and inclusion

Diversity refers to observable and unobservable differences among people within a work group. Earlier definitions of diversity focused on observable characteristics like gender, age and race. Then we saw definitions expand to attributes that are less visible like tenure and level of experience. Today, definitions of diversity are becoming even more broad and can include any attribute that might make people perceive themselves different than their work group.

As understanding of the nature and the effects of diversity has evolved, inclusion has attracted increased attention from researchers and practitioners. Inclusion is the degree to which workers feel they're valued members of their work groups. It's important for people to feel both included and psychologically safe in their workplace.

Scientific explanations for the power of diversity

Studies have indicated that diversity is associated with both positive and negative outcomes. Specifically, research has noted:



Unique Attributes

People with diverse backgrounds, experiences and expertise bring with them unique cognitive attributes (e.g., perspective, capability). These attributes can stimulate creativity and innovation and improve problem solving, which in turn can enhance organizational performance. ¹



Shared Interests

People tend to prefer to work with people who are like them. A “like-minded” group has less conflict, easier communication and more interactions because of shared characteristics (e.g., personality, attitudes) of group members, while a diverse group tends to have more conflict. ²



Social Categorization

People tend to classify themselves and others into various demographic categories, based on attributes like religious affiliation, gender and age. This social identity categorization results in “in-groups” and “out-groups.” In-group members tend to get along with each other and experience positive outcomes, while out-group members do not. ³

References

- 1 Miller, C. C., Burke, L. M., & Glick, W. H. (1998). Cognitive diversity among upper-echelon executives: implications for strategic decision processes. *Strategic management journal*, 19(1), 39-58.
- 2 Lincoln, J. R., & Miller, J. (1979). Work and friendship ties in organizations: A comparative analysis of relation networks. *Administrative science quarterly*, 181-199.
- 3 Ashforth, B. E., & Mael, F. (1989). Social identity theory and the organization. *Academy of management review*, 14(1), 20-39.

Bias and how it inhibits diversity

One potential inhibitor of diversity and its associated positive outcomes can be bias.

In industrial-organizational (I-O) psychology, **bias is said to exist** when equally capable individuals drawn from different groups get different test or assessment scores, or when the same predictive model cannot describe the relationship between a test score and performance equally well across groups.

Cognitive biases are said to occur when people make systematic irrational judgments in thinking and reasoning. They include things like stereotyping, confirmation bias and the like-me effect.

Adverse impact occurs when different groups (such as men and women, or different race and ethnic groups) are selected at different rates due to an employment practice. The effects of adverse impact often occur as a result of using a selection tool, such as a cognitive ability questionnaire, but the principles apply to other employment-related outcomes as well. Adverse impact could be a result of test bias or cognitive bias.

(Un)fairness is a social judgment. Unfairness concerns can't be resolved with statistics alone; you need to engage with affected individuals and groups about their issues of concern. A good way to minimize concerns about fairness is to involve groups who will be affected by decisions of selection systems in the design of the systems.

Different disciplines, different strategies

There are two approaches to overcome biases:

1 **Psychologists** first want to accurately measure people's skills. They are concerned with whether or not any differences between potential candidates reflect real differences. If they don't, there is bias.

2 **Machine learning** experts focus on eliminating impact (which they call bias) directly in their algorithms. Machine learning implicitly treats observed differences as unreal differences and removes them.

In short, for I-O psychologists fairness is a social judgment and bias is a *technical issue*, but in the machine learning community fairness and bias often used interchangeably.

Using AI to mitigate bias across the talent lifecycle

When appropriately developed and deployed, AI can remove the attributes that lead to biases and can learn how to detect potential biases, particularly those unconscious biases that are unintentional and hard to uncover in decision-making processes. Following detection, AI can alert HR or managers to the presence of the biases.

In particular, AI can support diversity and inclusion efforts in the following ways:

1

Attract a more diverse candidate pool.

By focusing on a job seeker's skills and preferences, you can avoid bias. *IBM Watson Candidate Assistant* recommends opportunities based on skills and preferences, regardless of background. This opens the talent pool to all qualified candidates, increasing the potential for enhanced diversity and reduced unconscious bias.

2

Hire top talent regardless of background.

Personal subjectivity can allow bias to creep into job descriptions.

IBM Watson Talent Frameworks identifies the complete skill set needed for any job and defines industry-leading descriptions, including behavior statements, coaching tips and interview questions. This helps organizations remove personal subjectivity.

IBM Talent Assessments help you make hiring decisions by measuring the skills and cultural fit required to be successful rather than relying solely on the resume review of recruiters or managers. Our I-O psychology team validates each assessment to ensure the tests do not introduce adverse impact.

IBM Watson Recruitment's Match Score ranks applicants using their skills and experience matched with the job description. Its Adverse Impact Analysis tool can detect disparities in selection for hiring.

3

Ensure career opportunities are open to all.

Unconscious bias can restrict opportunities for development and promotion for some employee groups. *IBM Watson Career Coach* promotes learning for all employees. It is guided by the skills necessary for growth and provides unbiased career pathing and internal mobility recommendations.

4

Develop talent with fair practices.

Managers can avoid unconscious bias with a more structured approach to performance conversations. *IBM Watson Talent Frameworks* provides coaching tips and behavior statements to help define success for specific roles. This eliminates vague or inconsistent reviews that may be at risk for unconscious bias.

Download the *white paper* to learn more about mitigating bias with AI to enhance diversity and inclusion practices.

Group M Overcoming Talent Challenges in Media

Media and advertising are evolving industries where change is the only constant.

We've faced many challenges over the last 18 months surrounding fee transparency, in-sourcing and in-housing (as marketing teams increasingly look to mirror an agency structure internally) and the overly competitive market for T-shaped talent. As brands and media owners recruit more specialists in areas such as performance marketing, data analytics and programmatic media, we find ourselves with a new set of talent challenges to locating the future hires of our business.

As with many organisations in the UK, media and advertising also faces a diversity challenge, where attracting and retaining a diverse workforce at all levels of the business is a key strategic priority.

How Group M has addressed these challenges

If you walked into any of our offices, you'd see that we are a diverse group of individuals with an overarching ambition to create the most innovative media solutions for our clients — but this is not without challenges and barriers to success.

To tackle the issues of talent shortage in media, we leverage our hiring process and talent platforms as the bedrock of our strategy to remove as much bias as possible in the selection process. We now use a single global ATS and CRM and have expanded our partnership with Applied for 2019.

32,000

Employees

\$108bn

Billings

400

Offices

81

Countries

Group M is the UK's
**number one
media network.**

1 in 3 adverts
seen globally are
run through our
organisation.

Decades' worth of research tells us that, whether we care to admit it or not, the way in which we interpret the world is shaped by implicit biases. These mental shortcuts often help us make a quick decision in a busy world, but in the context of recruitment, they can perpetuate race, gender, age and socioeconomic inequality. Our traditional hiring process was no different.

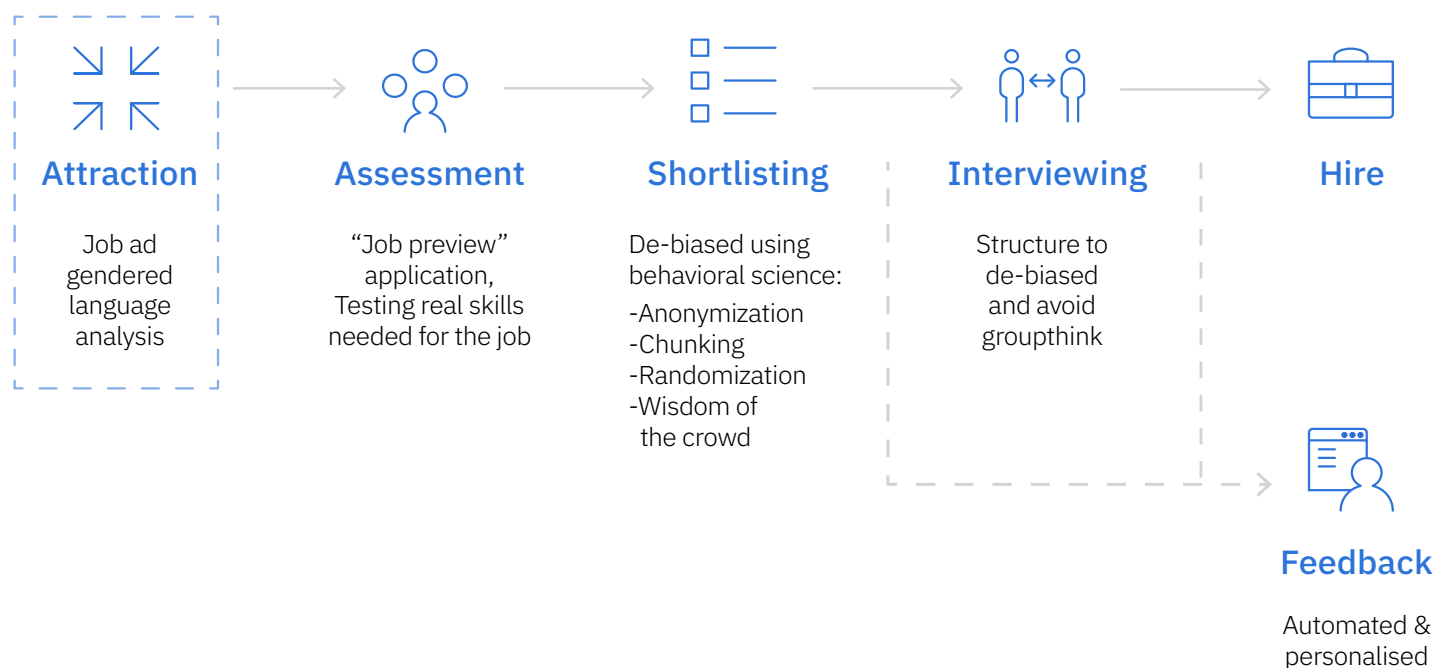
Our previous candidate workflow was 100% based on a CV for the initial screening process. It was reviewed by one or potentially two recruiters, and their decision on what they saw was nearly always final. Once the candidate was passed to the hiring team, the same process followed, and we could see huge numbers of candidates not passing these initial steps in the process — purely based on a CV or cover letter they had submitted.

That's where Applied comes in. Applied uses behavioral science to remove bias and improve predictive validity when hiring. (It's the first tech spin out of the UK's Behavioral Science Insights team and was developed in partnership with Iris Bohnet from Harvard.)

Applied enables us to create specific assessments based around the practical skills needed to perform the role. Rather than asking, "What languages do you speak?" we are able to assess how quickly someone may be able to learn a new language — or better still, what areas we may need to support this person in his or her development so that the candidate is capable of learning a new language.

Coupled with detailed feedback and insight for both the hiring panel and the candidate, it's a real game changer and another step in the right direction to walking the walk with our D&I strategy.

How does it fit into our process?





Attraction

We are able to craft relevant, unbiased content by using the platform to assess both the gender bias of the words and the reading level – very handy if your roles are often littered with acronyms, tech speak and words someone outside of media may not understand. This allows us to keep the job advertisement itself as inclusive and engaging as possible and helps us attract a wider pool of people to our business. Content is the skeleton on which any hiring strategy rests, so it's vital to get it right before it goes online.



Application Process

The candidate experience is really important to us, and we wanted to ensure that by using Applied, there wasn't a significant change to the process from the outside in.

We've developed a seamless application process, so applying via Applied feels like any Group M role and everything looks the same. We still track GDPR consent, basic information and equal opportunities information. Overall, the process to apply should take under three minutes from start to finish.

It's worth noting that post-GDPR there are tighter compliance needs (and rightly so) for any organisation managing protected personal data. If you're looking to track anything in this vein, connect with your legal and compliance teams so they can ensure you have the right contractual agreements and liability in place for your organisation. What you can ask candidates and how you manage this data varies significantly across the European community, and there are some pretty hefty consequences if you don't get it right.



Assessment

One of the best parts of using the platform is the ability to build a bespoke set of assessment criteria for the hire. As this is done in partnership across HR, Talent and the hiring managers, it's a perfect opportunity to business partner.

We use a range of questions based around "a day in the life," situational, behavioural and skills-based assessment questions depending on the level of the hire. We suggest 3-5 questions work best, and it's always a good idea to peer check this with someone who recently joined your business in a similar position.

Assessments are built out in Applied, and applicants are directed to the site to complete their assessment. Once complete, the responses are collated and results pulled together for review.



Shortlisting

When the assessors / hiring teams access the platform, the first thing they'll see is that the responses are shown in a way to mitigate any bias. They are anonymised, chunked and randomised. There's no limit on how many people can review these responses, but we have found the right number is between 4-9 designated hiring managers who all have a range of backgrounds and levels in the business. This ensures that you have a balanced panel of people from within the business who are able to shape the shortlist.



Shortlist completed

This is where the magic happens! Once everyone has been scored, Applied shows us who the highest-scoring, group-reviewed candidates are. We are then able to fast-track these candidates to interview, which helps cut down the need for first stage interviews and phone screens.

Additionally, we give feedback to all candidates at this point. Plus, our hiring team is given sight of our own biases to ensure our interview shortlist is in line with our D&I strategy and is not screening out anyone at this point in the workflow. If we notice a trend, we're able to give this feedback to our hiring teams and broach these conversations with the business, backed by data.

Sounds great, doesn't it? But what are the results?

We've further developed our partnership for 2019 based on our 2018 results:

10/10

hiring teams and colleagues score on using the platform to hire

Increase

in candidate engagement

9.8/10

selected and rejected candidate score on how they found the process

Decrease

in applicant dropouts after this stage

What's next?

We have some truly exciting developments on the roadmap for 2020. Our platforms strategy for next year will include:

- Targeted content and a broader strategy to our CRM and data sets
- Centralisation of our core HR and Talent platforms
- Pulse surveys and micro feedback throughout the hiring process
- Automation of repetitive tasks by utilising machine learning
- Chatbots, interactive support and WhatsApp/SMS automation
- Change management, upskilling, learning and development – across our team, senior leadership and hiring teams across the organisation

If you'd like to know more about Group M and our D&I talent strategy, please contact us via [*TalentTeam.UK@GroupM.com*](mailto:TalentTeam.UK@GroupM.com) or visit **GroupMUKCareers** on any major social network.

If You Aren't Already in Their Data Set, You Never Will Be



A bdi Briefing by Susan Scott-Parker, OBE HonD

Unless the unintended consequences of “artificial intelligence (AI) powered recruitment” are urgently addressed, millions, indeed hundreds of millions already disadvantaged by assumptions triggered by their disability, face lifetimes of needless unemployment and social exclusion.

AI recruitment tools appear increasingly attractive as employers confront the flood of applicants pouring in online. They need to discard as many as possible, as quickly and as cheaply as possible, as the employer seeks to narrow down to the talent deemed worthy of consideration by human recruiters. Candidates with a wide range of disabilities stand very little chance of getting through: neither the employers nor the candidates are likely to ever know how many disabled candidates tried and failed, or why they failed.

Recruiters are increasingly using AI screening tools designed to recruit people who match as “microanalytically” as possible the company’s “Ideal Hire”: that is, who match someone who already works for them. In one example, all candidates answer standard interview questions in front of a camera, while the software notes thousands of barely perceptible changes in posture, non-verbal communications, facial expression, eye movement, vocal tone and word choice.

This data, described as “key to the best screening decisions,” combined with multiple insights regarding competencies and potential, is then turned into a score that is compared

with the score of the employer’s high-performing employees. In effect, an AI tool is taught to select replicas of the best people the employer already has. Estimates show this “pre-hire assessment market” is worth £2.14 billion per year, and growing fast.

Disabled people, however, are always at least twice as likely as anyone else—often considerably more—to be excluded from the labour market, ...”

and so are highly unlikely to be an employer’s “ideal” colleague. As classic “outsiders” they will rarely, if ever, knowingly be presented to the AI creator as a top performing “insider.”

The technology is so new that it is not surprising that so many questions remain unanswered. How can these AI processes be validated for use by people with disabilities? Will the tool know not to discard applicants whose potential contribution hinges not just on their own capability, but also—and decisively—on the ability and willingness of the employer to change how things are done later, to make adjustments on the job, which comes after that AI interview?

The AI tool could be instructed to alert HR in the event it cannot assess a candidate due to the person's disability. But imagine the potential impact of the message: "This candidate is so unusual that an expensive human recruiter must now intervene."

Will the data set that shapes or determines potentially unfair decisions be open to the buyer, the person, the courts? And what about applicant tracking systems that search resumes for key words matching the job description? Or the chat box that then asks a series of yes or no questions to make sure the candidate meets requirements?

Who is ultimately accountable for the impact of these computerised and AI tools on the life chances of disabled job seekers? The manufacturer? The employer that buys and deploys it?

When standardised processes encounter non-standard candidates

While it is reassuring that unintended AI "bias" in recruitment related to race and gender is increasingly under scrutiny, the distinctly different matter of unintended "disability-related unfair treatment" still needs to be addressed.

Bias, a "tendency to prefer," an "inclination of the mind," is quite different in real life from discrimination, which is the tangible, active reality of unfair behaviours and unfair treatment, such as refusing to vary a process so that someone can be accurately assessed on merit.

While standardising a process so that it is free from human bias sounds like a good idea,

"imposing standard processes on non-standard applicants virtually guarantees unfair treatment for many disabled people, ..."



regardless of which “preferences” or “inclination of mind” shape the database. (Note the UK Tribunal case, *Brooke vs GLS*, which found that an applicant with Asperger Syndrome had been unfairly disadvantaged by the employer’s rigid insistence on multiple choice questions, rather than allowing her to provide short written answers.)

Employers treat disabled candidates differently, if these “adjustments” are needed, so that they can compete equitably on the basis of their individual capability and potential. Will these screening tools be granted the authority to deviate from the rigid processes they are asked to design and control? What degree of flexibility or non-standardisation will be deemed necessary, and by whom?

We have in disability the perfect discrimination litmus test

“Systems that work for extreme users work better for everyone.”

AI screening tools, which enable a diverse range of disabled job seekers to compete fairly, will be much less likely to discriminate against other groups who are also unlikely to be in the employer’s current data set.

A tool that enables a speech-impaired job seeker to compete fairly will probably work better for someone speaking English as a second language. And a candidate whose culture has taught them to drop their eyes in respect will find it easier to succeed if the interview is first designed to be barrier-free for the wide range of visually impaired individuals

who fail to make eye contact at all, or at least as eye contact is typically defined.

What best practice guidance will AI recruiters require as they set out to validate their processes for this highly diverse and growing population of more than one billion human beings worldwide?

What legal and regulatory challenges can we expect?

Q: What is the difference between an AI tool that stops millions from competing fairly for work and a teddy bear with button eyes that a child might swallow?

A: The Consumer Protection Regulator pulls the toy bear off the market.

We must expect substantial changes in how unfair treatment delivered by and through AI, and via technology more generally, is viewed and addressed in law—with a possible shift towards Consumer Protection interventions to supplement the Equalities Legislation, which applies in many jurisdictions.

Under most equality and human rights legislation, individuals who believe they have suffered unfair treatment must take their individual cases to court. Redress is after the fact. (Amazon is to be commended for not waiting for equalities-related legal challenge before, as *The Guardian* headlined, “Ditching the AI Recruitment Tool that favoured men for technical jobs.”)

Under consumer protection legislation, the teddy bear manufacturer has an anticipatory obligation to ensure that the bear is safe before it puts it up for sale.

Creators of AI screening tools are not legally obliged to ensure their recruitment products are “safe,” even when these tools threaten the life chances of those who undergo the assessments, and even when they generate legal, reputation and commercial risks for the employers who buy them. As American lawyers await an influx of serious but difficult-to-prove AI-related claims under the Americans with Disabilities Act, we anticipate increasing pressure on regulators worldwide to bring these tools into the realm of consumer protection.

What needs to be done?

Bdi (Business disability international), IBM, The Australian Employers Network on Disability, BarrierBreak (India), BIOSS International, Face Equality International and The Viscardi Center (USA) are joining forces to create a community of thought leaders and standard setters prepared to lead this global debate, which we headline as:

“How to optimise AI recruitment-related tools and machine learning models for fairness, non-discrimination, accountability and transparency”

We are proposing to create a global strategic leadership group, to convene a series of structured, high-level consultations or roundtable discussions in Paris, Mumbai, Sydney, London, Ottawa and New York.

Our aim is to bring innovators, influencers and thought leaders in the AI and Responsible AI sectors together with buyers, regulators, standard-setting bodies, industry experts and leaders with disabilities, to agree on a Global Agenda for Action. This to be reinforced by authoritative advice on how to craft and promote the governance and industry-specific standards that are so urgently needed.

In preparation for these consultations, we will need to resource a programme of work that would enable us:

- To map this marketplace, its ethical, commercial and technical challenges and emerging opportunities. Which screening tools are having the most impact? What is being done, by whom, to minimise AI recruitment-related discrimination, as well as bias? Where is the cutting-edge thinking and practice? What existing Responsible AI initiatives can and should quickly focus on recruitment?
- To identify the key players who should feed into our consultation process. Who are the thought leaders, innovators, standard setters to be invited to participate?
- To consult regarding how we might use the BIOSS AI Protocol to provide a practical yet sophisticated framework for beginning to address some of the accountability and governance-related concerns identified through the roundtable process.

- To raise awareness of the need for action, to trigger the debate, convey to a wide range of influential stakeholders the human, ethical, commercial, economic and societal risks and opportunities associated with this emerging technology, and with the impact of technology on the entire end-to-end recruitment and HR management process more generally.
- To determine what practical guidance buyers, AI creators and regulators will require, if the market is to deliver AI screening tools that ensure fair and equitable treatment for people with disabilities worldwide and for other disadvantaged job seekers.

To comment and connect with this discussion contact:

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Make the Recruitment Process More Appealing for the Disabled



Steve Ingram, Senior Consultant, Talent & Transformation, IBM

Search Google for “what jobs can a disabled person do.” The list is endless. Doctor, accountant, chef, director, cleaner, teacher, management consultant. Yes, there will be some jobs that aren’t best suited to some with disabilities, but then again, there are people in jobs where their peers, teachers or even parents would not have believed they could have ever succeeded.

Organisations have a challenge in providing full parity to disabled applicants in their recruitment process. Even though an organisation might pride itself on being diverse and inclusive, it doesn’t necessarily guarantee that the ethos has spread to all people within the organisation.

Employing people with disabilities should not be considered as “charity work,” “corporate social responsibility” or as “doing a public service.” Organisations, often to their great surprise, are fast coming to the realisation that disability in the workplace is a positive and rewarding choice. It can provide the organisation with new and innovative best practice methods, a new approach to challenges and an even better quality of work.

For example, Auticon, a specialist social enterprise consultancy that only employs people with Autism Spectrum Conditions (ASCs), has worked with many big-name clients who have been surprised and impressed with the results the Auticon consultants have delivered. Here are some client reactions:

“The Auticon consultant’s technical expertise is now being implemented as best practice in our systems and processes. I can highly recommend the Auticon consultant. We look forward to further cooperation in future projects!”

— *Andrea Schulz*
I Allianz Group IT Reporting

“There is a massive amount of untapped talent and skills readily available within the autistic community.”

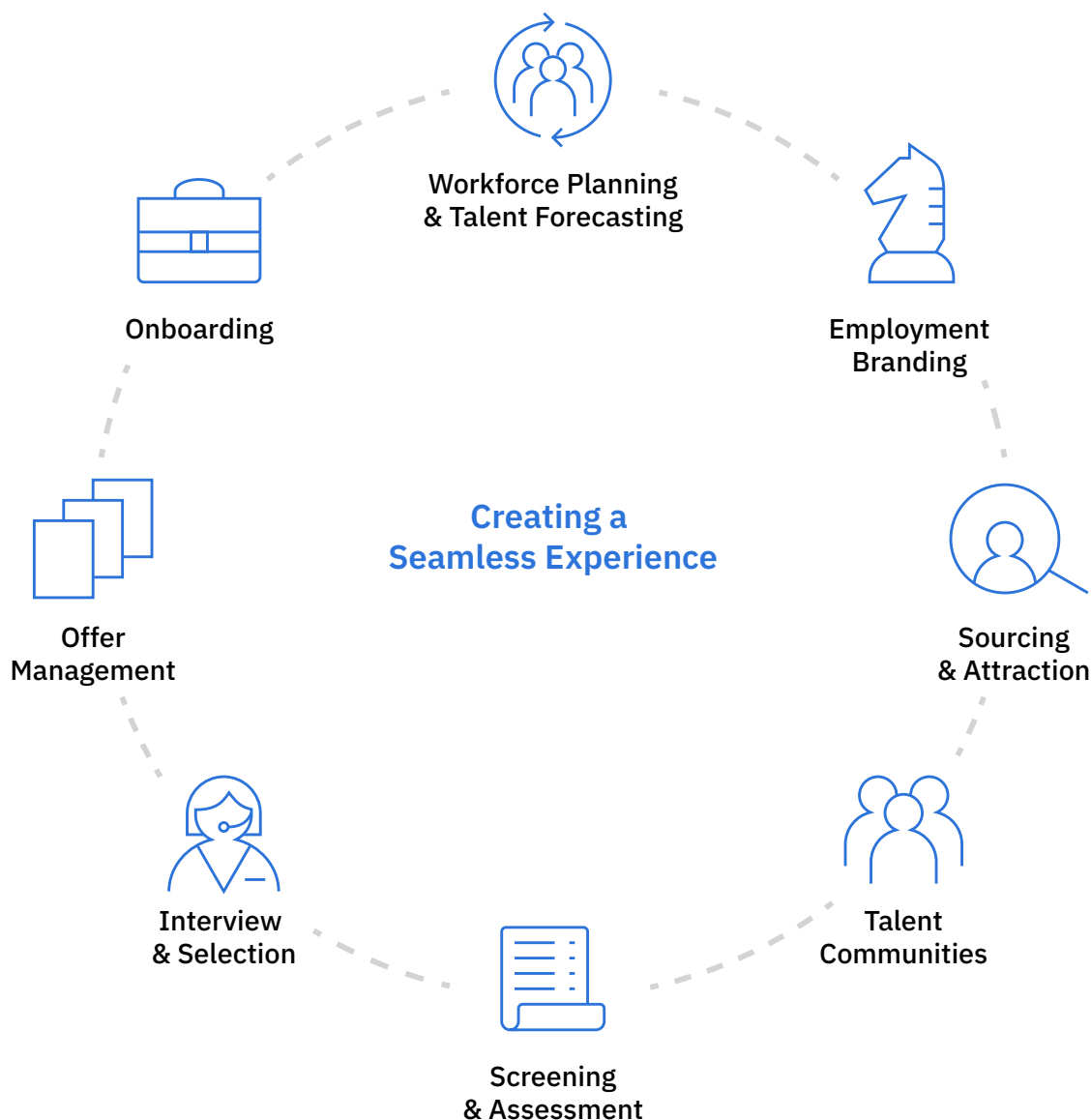
— *Gourab Mukherjee I,*
Head of Pricing Development,
Commercial Lines, Pricing and
Underwriting, Direct Line Group

In addition, people with disabilities may have had negative experiences from previous recruitment or employment experiences that have significantly impacted their confidence. Organisations need to consider this and develop methods of welcoming those candidates, bolstering their confidence and helping them remember what they are capable of.

So, the question arises: How can organisations make their recruitment process more appealing to people with disabilities, both physical and mental? How can organisations make sure their people breathe a culture of disability acceptance during the recruitment process and beyond?

How IBM can help

The *IBM Talent Acquisition Optimisation framework* can be used to help understand the core activities that can be carried out to make an organisation more appealing to disabled applicants.



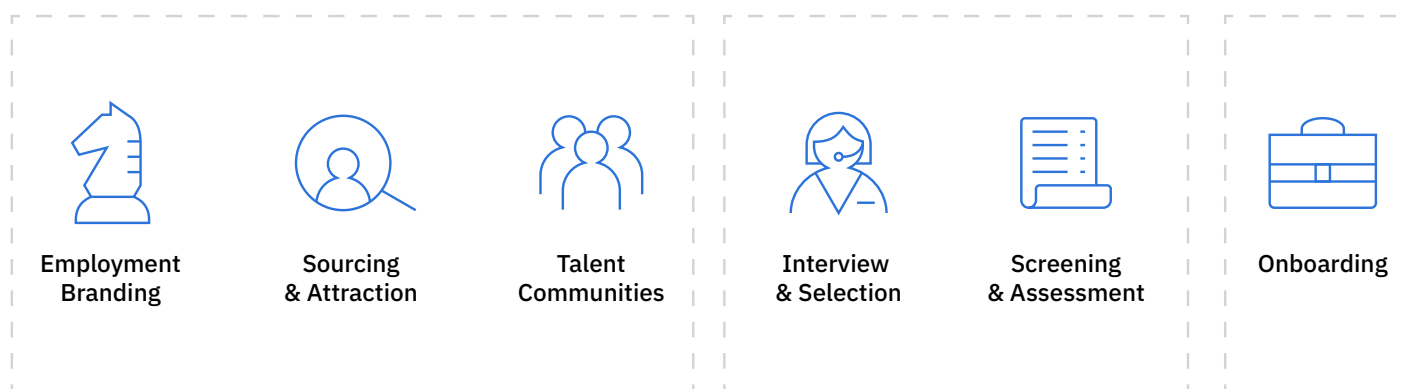
Before those activities are discussed, five important messages should be considered. These will help form a foundation for a disability-friendly organisation.

- Involve people with disabilities when creating a disability inclusive recruitment process. Don't make assumptions on their behalf.
- Don't put people with disabilities into a box. Be astonished at what they can achieve. For example, Franklin D. Roosevelt and Stephen Hawkins are two of the most famous names in history who were at the very top of their professions.
- Unconscious bias is possibly the biggest barrier to entry any organisation has to overcome. Interviewers must seize the opportunity to not only acknowledge but also understand the candidate's disability and the wider positive and negative impacts it may have on them.
- No two disabilities are the same – just because two people have the same condition does not mean that they will have the same symptoms or want (or need) adjustments during a recruitment process.
- Quite often, people with disabilities just want to live their lives and achieve their utmost. Be considerate. Don't be patronising.

Additionally, consider whether your organisation needs a disability inclusive recruitment process or a disability inclusive recruitment framework.

Breaking down IBM's framework

The stages of IBM's framework can be grouped into three areas:



Employment Branding, Sourcing & Attraction and Talent Communities

Show the world that your doors are open for people with disabilities. Create public videos showing the great work your organisation is doing to help people with disabilities. Engage on disability forums and blogs. Be sure to highlight genuine support from senior members of the organisation and motivate existing employees with disabilities to share their stories.

Build relationships. Utilise disability networks that already exist. Work with the networks to host talks and workshops. Get to know your prospective applicants and their abilities. Why not consider providing work experience opportunities? You may be surprised and impressed at how the applicant can fit into your organisation's culture.

Use Talent Communities to keep in touch. Keep an open dialogue with candidates who have disabilities, specialist disability recruiters and disability networks as your organisation might do with non-disabled peers. By doing this, you will have a library of highly skilled and known candidates you can immediately reach out to when an urgent resourcing need arises.

Screening & Assessment and Interview & Selection

Work with specialist disability recruiters and groups.

The responsibility isn't only on your organisation to create inclusive recruitment for people with disabilities. Work with specialist disability recruiters and groups who can put pre-screened applicants forward for your roles. You can also gain an understanding of who the candidate is and why the recruiter or group believes the applicant is the perfect fit for your organisation.

Build steps into your organisation's recruitment process.

You've done a great job in attracting applicants with a disability from branding efforts detailed above, but now the organisation must ensure there are additional steps for applicants with disabilities. When candidates disclose they have a disability, decide how the applications will be reviewed and who will be responsible for it. Consider how the process might differ. For example, what extra allowances will be given for the candidate? Will the expectations of the hiring manager be adjusted accordingly? Could it be that the disabled candidate already exceeds the minimum expectations for the role?

Screening & Assessment and Interview & Selection

An application with a large number of spelling mistakes may normally be dismissed, for instance, but what if those mistakes are made because the candidate has dyslexia?

Interviewers. Provide interviewers with some basic education on some common disabilities. The education needs to explain not only what a disability is, but also how it can positively and negatively impact day-to-day life for the person.

Interview and assessment days/centres. Work with the applicant to understand the recruitment method that will allow them to shine the most. For example, *IBM's Lansing programme*, which hired several consultants with ASCs, moved away from traditional interviews and instead held more problem-solving challenges, both with each other and separately. These challenges looked how their skills could be applied to testing and how they might solve various problems together.

Onboarding

Don't assume. Ask the candidate. It could be that the successful new hire doesn't have any additional needs for onboarding and they can be onboarded as a regular employee. Don't be afraid to ask the new hire what will work best for them.

Provide support. Discuss with the new hires how the company can help make their new journey as smooth as possible. For example, new hires with an ASC might feel safer if they are able to familiarise themselves with the workplace before starting. Someone with anxieties may find it helpful to get to know the new team. Someone with physical impairments might find it helpful to see if there are obstacles to get to the new workspace or office.

One final thought

Don't turn the recruitment process into a circus. It's easy to be well ambitious in making a process disability inclusive. However, it's also easy for this to turn into a process where the candidate feels put down and patronised.

Have guidelines and a framework in place for how (if any) adjustments can be discussed, considered and made, but assume your organisation is hiring a candidate who is just as skilled and able as the rest of your workforce.



Part Four

Co-Creating a D&I Maturity Model

- Be Proactive
- Be Aware
- Be Vocal
- Be Flexible
- Be Intentional
- Be Open
- Be Cognizant
- Be Inclusive
- Be Receptive
- Be Respectful
- Be Accountable
- Be Curious

At our London event we had a unique opportunity to capture the collective views of the talent leaders in attendance in a co-created maturity model. This tool provides inspiration and guidance to shape your own Diversity & Inclusion strategies as well as an indicative measure of your own D&I maturity (increased maturity left to right). It details the HR and Business Engagement enablers that characterise each stage of maturity and, in the bottom row, the measures you can use to verify your achievement.

		Compliant	Prioritised	Strategic	Integrated
		Meeting Minimum D&I Expectations	D&I Is a Priority for the Business	D&I Is Recognised as Key to Business Strategy	D&I Is Fully Integrated into Business Strategy and Culture
Enablers	HR provides	<ul style="list-style-type: none"> Hiring manager guidance for recruitment and selection Recruitment D&I questionnaire Impact analysis discipline 	<ul style="list-style-type: none"> Inclusive policy and workflow design Realistic objectives and KPIs and tracking D&I Playbook D&I Scorecard 	<ul style="list-style-type: none"> Leadership training that includes D&I Leadership assessments that include consideration for unconscious bias 	
	Business engages	<ul style="list-style-type: none"> D&I champions/ teams Mental Health First Aiders & Sign Posting Equality and D&I pledge / company values Published D&I targets & commitments Charity engagement 	<ul style="list-style-type: none"> D&I is a business priority Education and change management for all employees Focus on more than just gender and sexual orientation Adopt National Equality Standards Partner with external organisations 	<ul style="list-style-type: none"> Business leaders are vocal and challenge inappropriate behaviours D&I included in business strategy Executive sponsor D&I Lead Executive sponsors in ERG/BRGs Occupational health role not limited to non-disability functions Reverse mentoring D&I budget available D&I linked to performance bonus Talent succession plans Transparent measures 	<ul style="list-style-type: none"> Talent, recruitment, workforce planning and TA are aligned Choice for candidates to select how they would like to apply for positions Openness to “taking risks on talent” Genuine transparency Internal best practice sharing Investment in inclusive technology Accessibility team dedicated to adjustments Communication channels are multiple and inclusive
Measures		<ul style="list-style-type: none"> More applicants from diverse backgrounds No discrimination claims Policies checked by external D&I groups Routinely test processes to remove discrimination Sign up to industry benchmarks Workforce representation measured 	<ul style="list-style-type: none"> Employee engagement surveys across all D&I External leader boards of organisations Gender/ BAME/ Faith pay group reporting Taken action with D&I data 	<ul style="list-style-type: none"> Adjustments are ready the day a new hire joins D&I blogs from leaders and CEO Promotion/secondment velocity and talent programmes; e.g., BAME /women 	<ul style="list-style-type: none"> Diverse C-suite representation High demographic disclosure rate Increase in hires from underrepresented groups at leadership levels Industry awards No grievance for discrimination or bullying

One of our main observations when reviewing the maturity model is that it reinforces that D&I really has to surpass HR and be integrated into the breadth and depth of the business, if you want to be recognised as a truly diverse and inclusive organisation.



Part Five

The Role of Talent Acquisition in D&I



- Be Proactive
- Be Aware
- Be Vocal
- Be Flexible
- Be Intentional
- Be Open
- Be Cognizant
- Be Inclusive
- Be Receptive
- Be Respectful
- Be Accountable
- Be Curious

The talent acquisition functions in many organisations are just beginning their journey to creating an authentic, holistic D&I mind-set and practice in the workplace. Here are ideas to ensure your success.

As talent acquisition practitioners and advisors, we wanted to better understand how talent acquisition functions are currently approaching D&I. The macro view is that for the most part talent acquisition functions do not have an end-to-end, mature approach to D&I, some of the reason being:

- 1 The breadth and depth of diversity means ensuring fair decisions, equality and adjustments is a major undertaking, requiring a complex framework and system/s to orchestrate the many processes.
- 2 Companies' leadership teams typically place more value on metrics like time and cost and there is a lack of D&I business cases to gain executive sponsorship.
- 3 This results in a lack of D&I budget and tech enablement to track metrics, monitor performance and achieve continuous improvements.
- 4 Talent acquisition doesn't have ownership and accountability for the entire process—for example, the business makes selection decisions on both external and internal recruitment, often without an apt governance model.

So, how can talent acquisition make more of an impact?

Enablement through sponsorship

Create business cases to gain sponsorship and budgets to drive change.

Talent acquisition as custodians of fairness

For both external and internal recruitment, redesign recruitment processes so that they are fair for all and focus on moments of impact (such as application process, screening and selection).

**Activate
unexpected
influencers**

When investing in recruitment marketing and your D&I brand, be authentic and utilise people from across the business, not just specific groups.

**Move from
communications
to conversations**

Internal: awareness training, events and networks *and* External: with everyone that touches the brand. Authentic representation with an openness for feedback and failure.

**Make
it measurable**

Don't cherry pick the data points to measure. Invest in systems that enable you to track impact end-to-end, including business performance—for example, NPS through customer satisfaction and team performance.

Discover how IBM Talent Acquisition Optimization can help your organization with its Diversity & Inclusion strategy. Contact ***Simon Clements*** or visit ***our website***.

IBM