

Part 1



Module 3: Inclusive Talent Management for SMEs

Part 1: Attracting, Developing, and Retaining Diverse Talent



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Discover the DARE Modules Learning Pathway:

Enjoy our learning blocks designed to help SMEs build diverse, equitable and inclusive workplaces. Unlock the power of how DEI to drive the sustainable success of your company. Our practical and interactive Modules deliver real life insights and case studies from a European perspective – Join us in creating workplaces and communities where everyone can thrive!

MODULE 1

Introduction: Diversities Reviving European Enterprises

Key Features: Overview and definitions of D&I in SMEs. 12 Dimensions of Diversity. Learning key competencies for business case delivery.

Part 1: Why D&I Matters for SMEs.
Part 2: Building D&I Competencies for SMEs.

MODULE 2

Inclusive Leadership Skills

Key Features: Develop inclusive leadership skills (e.g., Bias awareness and mitigation). Tap into the power of neurodiversity. Measure impact and build resilience.

Part 1: Prepare for Inclusive Change Through Leadership.
Part 2: Unlock Inclusive Leadership & Neurodiversity.
Part 3: Measure Leadership Impact & Build Resilience.

MODULE 3

Inclusive Talent Management for SMEs

Key Features: Inclusive advertising, recruitment and retention. Performance management and leadership succession planning.

Part 1: Attracting, Developing, and Retaining Diverse Talent.
Part 2: Creating Inclusive Job Descriptions & Adverts.
Part 3: Inclusive Selection, Interviewing, and Offer Strategies.
Part 4: Employee Talent Development and Retention.
Part 5: Performance Management and Feedback.
Part 6: Succession Planning and Leadership Development.

MODULE 6

Inclusive Community Engagement for SMEs

Key Features: Learn the six core principles of inclusive community engagement. Understand the four layers to community context and prepare an effective Engagement Framework and Action Plan.

Part 1: Foundations of Inclusive Community Engagement.
Part 2: Understand & Engage Your Community.
Part 3: Ensuring Inclusive Engagement through Shared Value.
Part 4: Prepare for an Effective Community Engagement Framework.
Part 5: Create a Community Engagement Framework & Action Plan.

MODULE 5

Inclusive Marketing For SMEs

Key Features: Embed inclusivity into branding. Understand the needs of diverse audiences. Craft strategic inclusive marketing campaigns.

Part 1: The Power of Inclusive Marketing for SME Brands.
Part 2: Understand Your Customers and Overcome Marketing Barriers.
Part 3: Crafting Inclusive Marketing Campaigns.

MODULE 4

Building an Inclusive Company Culture in SMEs

Key Features: Build an inclusive company culture. Design and deliver a strategic cultural change audit, review policies and practices and empower teams through reward and recognition.

Part 1: Understand and Build an Inclusive Company Culture.
Part 2: Design and Deliver a Strategic Cultural Change Audit.
Part 3: Support Management in Creating a Workplace of Belonging.
Part 4: From Policies to Practice: Cultivating a Culture of Inclusion.
Part 5: Empower Teams Through DEI Collaboration, ERGs, and Recognition.

YOU ARE HERE

Introduction DARE to Module 3

In today’s evolving business landscape, diversity and inclusion are more than just values—they are key drivers of innovation, productivity, and long-term success. This module equips European SMEs with the essential knowledge and tools to build a truly inclusive workplace.

From conducting inclusive audits and crafting equitable recruitment strategies to refining selection, interviewing, and onboarding practices, you will learn how to attract, support, and retain diverse talent.

Additionally, this module explores employee development, performance management, and leadership succession planning, ensuring that inclusivity becomes a sustainable and integral part of your organization’s growth.

YOU ARE HERE

Section 1

Section 2

Section 3

Section 4

Section 5

Section 6

Inclusive Talent Management for SMEs

Becoming an Inclusive European SME Employer

Creating Inclusive Job Descriptions & Adverts

Inclusive Selection, Interviewing and Offer Strategies

Employee Talent Development and Retention

Performance Management and Feedback

Succession Planning and Leadership Development

Part 1
Part 2
Part 3
Part 4
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Part 6

Part 1

Becoming an Inclusive European SME Employer

- ❑ Discover how European SMEs can become diverse and inclusive workplaces.
- ❑ Learn how to conduct inclusive audits to develop inclusive recruitment strategies.
- ❑ Learn to navigate the benefits of both in-house and external recruitment approaches to attract and retain diverse talent.

01

Learn the **Definition** of SME Diversity & Inclusion

02

Navigating **European HR Regulations**

03

Inclusive **Workplace Legislation** in Ireland

04

Becoming an **Inclusive SME Benefits** the Company and its Employees!

05

Step 1: Start with an Audit

Identify What Changes You Need to Create a D&I Workplace.

05

Step 2: Create an Inclusive Recruitment Strategy

Case Study: CD Project Red, Poland

Learning Objectives

By the end of this module, participants will be able to:

- Understand how European **SMEs can cultivate** diverse and inclusive workplaces.
- Learn how to **conduct inclusive audits** to evaluate and enhance recruitment strategies.
- Explore the **benefits and challenges** of both in-house and external **recruitment** approaches for attracting and retaining diverse talent.
- Develop practical knowledge on creating **inclusive recruitment strategies** that foster diversity in the workplace.
- Gain insight into **best practices** for enabling an inclusive company culture that supports long-term talent retention.



01

Defining SME Diversity and Inclusion



Defining Diversity and Inclusion

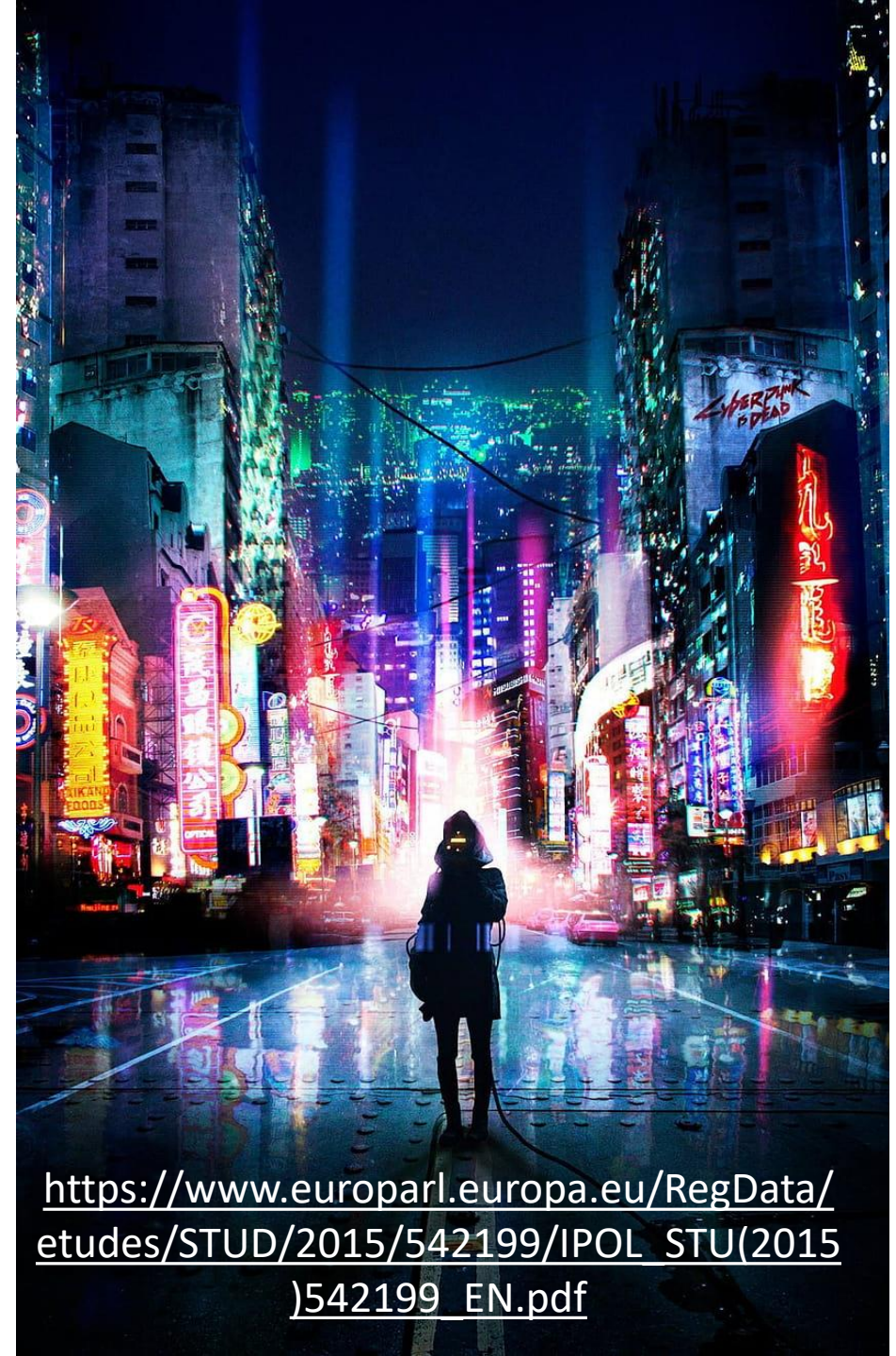
Diversity refers to the presence of differences within a given setting. This could include race, gender, age, sexual orientation, religion, disability, socio-economic status, etc.

Inclusion is the practice of ensuring that people feel a sense of belonging and support within the workplace. It is about creating an environment where all individuals feel valued, respected, and able to contribute fully.



To attract the best talent and create vibrant, creative, functioning and resilient workforces, Europe's SMEs must include people from various cultural backgrounds, gender and sexual identities, and abilities.

Research shows that many SMEs still need D & I and need help attracting and retaining a diverse workforce. A sufficient labour supply with STEM skills is essential to implement the European Agenda for Growth and Jobs. Demand for STEM and associate professionals is expected to grow by 8 % between 2013 and 2025. Europe's university-qualified STEM graduates represent a rich diversity of cultures, ethnicities and languages, with 53% speaking a language other than English and more than 80 % holding high-level qualifications and STEM women almost twice as likely to be unemployed than men, leaving much of this extraordinary potential untapped.



[https://www.europarl.europa.eu/RegData/etudes/STUD/2015/542199/IPOL_STU\(2015\)542199_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2015/542199/IPOL_STU(2015)542199_EN.pdf)



02

Navigating European HR Regulations



SMEs Navigating Europe's Complex HR Regulations

- **Europe's diverse cultural, legal, and economic landscape presents both challenges and opportunities for SMEs when it comes to D&I.** The European Union's policies strongly support equality and non-discrimination, but the implementation of D&I practices varies significantly across regions due to differences in local cultures, regulations, and market conditions.
- **SMEs must navigate this complex regulatory environment that includes EU-wide regulations** (such as the Equal Treatment Directive) and country-specific laws. Understanding these frameworks is crucial for developing compliant and effective D&I strategies. Small and Medium-sized Enterprises (SMEs) in Europe face unique challenges in implementing Diversity & Inclusion (D&I) practices, especially when it comes to talent management.
- **Unlike large corporations, SMEs may not have dedicated D&I departments or substantial budgets for large-scale initiatives.** However, they have the agility and flexibility to implement innovative, tailored strategies that can promote an inclusive culture, attract diverse talent, and improve employee engagement and retention. Effective D&I practices can enhance creativity, innovation, and resilience, enabling SMEs to tap into a broader talent pool, meet the diverse needs of customers, and improve their market position.

Discrimination is Still a Problem for Europe

16% of **Europeans** reported experiencing discrimination (based on race, religion, age, disability or sexual orientation).

Watson, Kenny and McGinnity (2017) Only 11% of **Travellers** of working age were in employment in 2011, compared with 66 % employment in the general population.

Data Census 2017) indicated the labour force participation rate for **people with disabilities** was just 30.2%, versus the general population 61.4%.

TENI (2017), one in four **transgender people** are unemployed and the gender pay gap between men and women is currently 11.3% (Eurostat, 2022).

The proportion of students going into STEM is not increasing at the European level & underrepresentation of **women in STEM** persists. ([Source](#))

McGinnity et al (2018) **Black people**, are less likely to be employed than white people and are less likely to hold managerial /professional posts.
Source [Europa](#)



Reduce
inequality
within and
among countries

UN Sustainable Development Goals

Inclusive Employment is Key to Reducing Inequality

In line with the UN Sustainable Development Goals (2015), inclusive employment is a key factor in reducing inequality. Despite this, some groups remain underrepresented in Europe, undermining their right to equal participation in society. Lack of employment has long-term implications for the well-being of these people and their families, impacting, for example, health outcomes (McKee-Ryan et al., 2005) and poverty levels (Watson et al., 2012).

Inequality and exclusion affect the social fabric as a whole, with reduced social cohesion, distrust in institutions and widening divisions between groups (De Vroome et al., 2014).

In Europe and internationally, barriers to accessing employment are experienced by black people and people of colour, by people from minoritised ethnic and religious backgrounds, by people with disabilities, by women, by lone parents and by older and younger people, among others (McGinnity et al 2017).





03

Inclusive Workplace Legislation in Ireland



Inclusive Workplace Employment Legislation in Ireland



Irish employment legislation states that people should not be treated less favourably in various aspects of employment, including, for example, access, advertising, pay, terms and conditions and promotion.

Additionally, under the Irish Public Sector Equality and Human Rights Duty, public bodies have a statutory duty to protect all employees and users from discrimination, and to promote equality (IHREC 2019).

The Irish Employment Equality Acts aim to promote workplace equality, and ensure suitable facilities are in place to allow equitable access to employment (IHREC 2020).

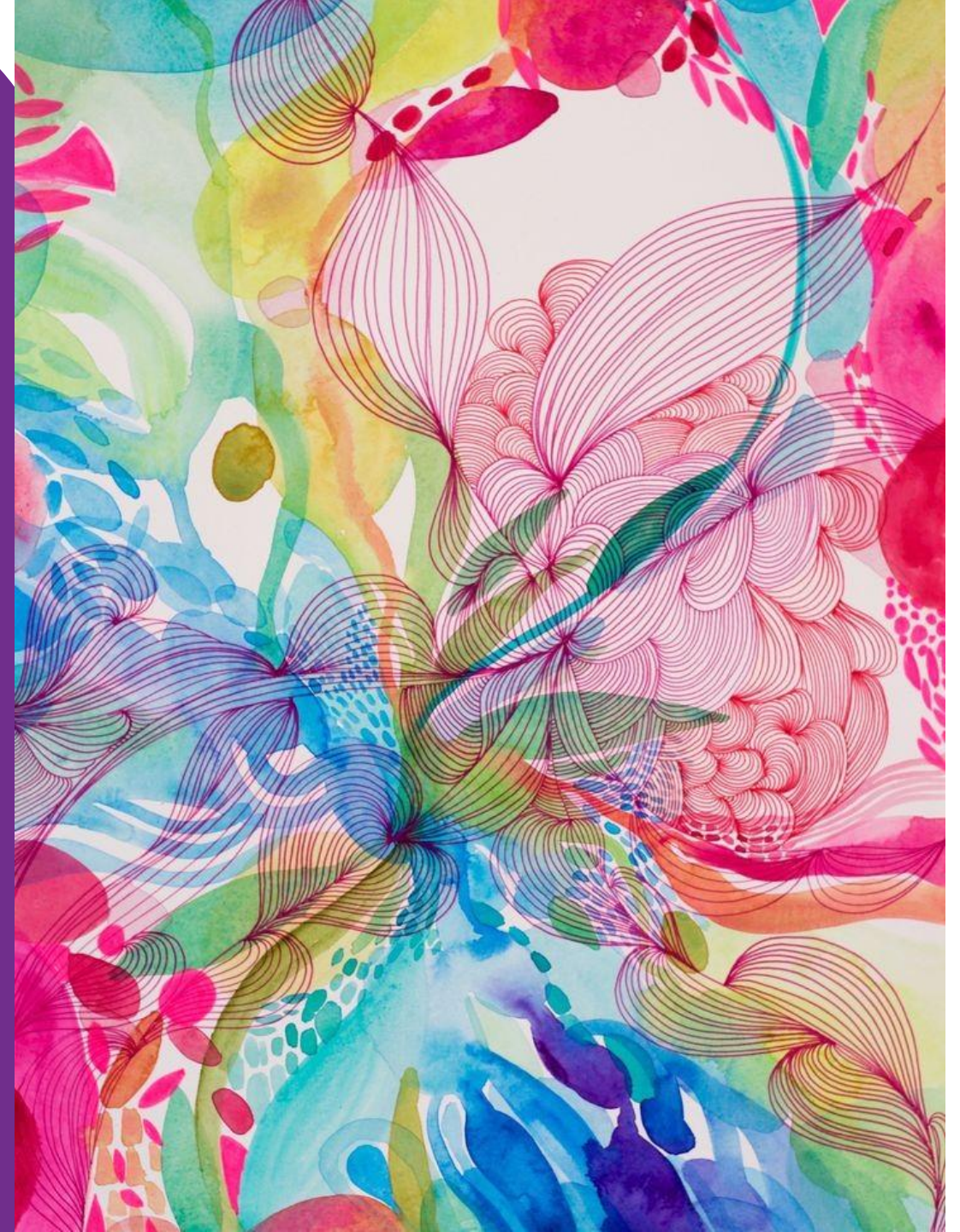
Irish Acts do not currently explicitly include transgender people, however they were successfully used in a landmark 2011 case regarding the employment rights of a transgender woman (TENI, 2017:10).

Source [Inclusive Recruitment Toolkit](#)

Irish Employment Regulation

Inclusive practice at work is built into legislation in Ireland. Discrimination in recruitment processes and the workplace is prohibited under the Employment Equality Acts 1998-2015, on the grounds of:

- ❖ Gender
- ❖ Marital status
- ❖ Family status
- ❖ Age
- ❖ Disability
- ❖ Sexual orientation
- ❖ Religion
- ❖ Race
- ❖ Traveller ethnicity



Inclusive Workplace Employment Legislation in Ireland



Several recent Irish government strategies seek to promote antiracism and equality in Irish society, including in the labour market, for example,

The National Traveller and Roma Inclusion Strategy 2017–2021 (Department of Justice and Equality, 2017), and the

Independent Anti-Racism Committee set up in 2020 to work towards a new National Action Plan Against Racism (see Interim Report, 2021).

Further strategies for addressing discrimination in the labour market are suggested by McGinnity et al (2021)

Diversity is a reality. Inclusion is a choice (Frost, 2014)

Source [Inclusive Recruitment Toolkit](#)

CASE STUDY

CD Projekt Red, Poland

“Our mission is to create revolutionary games for gamers around the world, and this is WHY we need to strengthen the potential of our teams. Diversity of perspectives unleashes creativity and increases innovation.” **Adam Kiciński, CEO**

“We have also been listed as one of the best in terms of diversity management and inclusion by employers in Poland”.

The company has introduced very innovative as for Polish conditions day off. Any menstruating person can take one extra day off per month if menstrual pains and general well-being prevent her from functioning

<https://www.cdprojektred.com/pl/diversity>

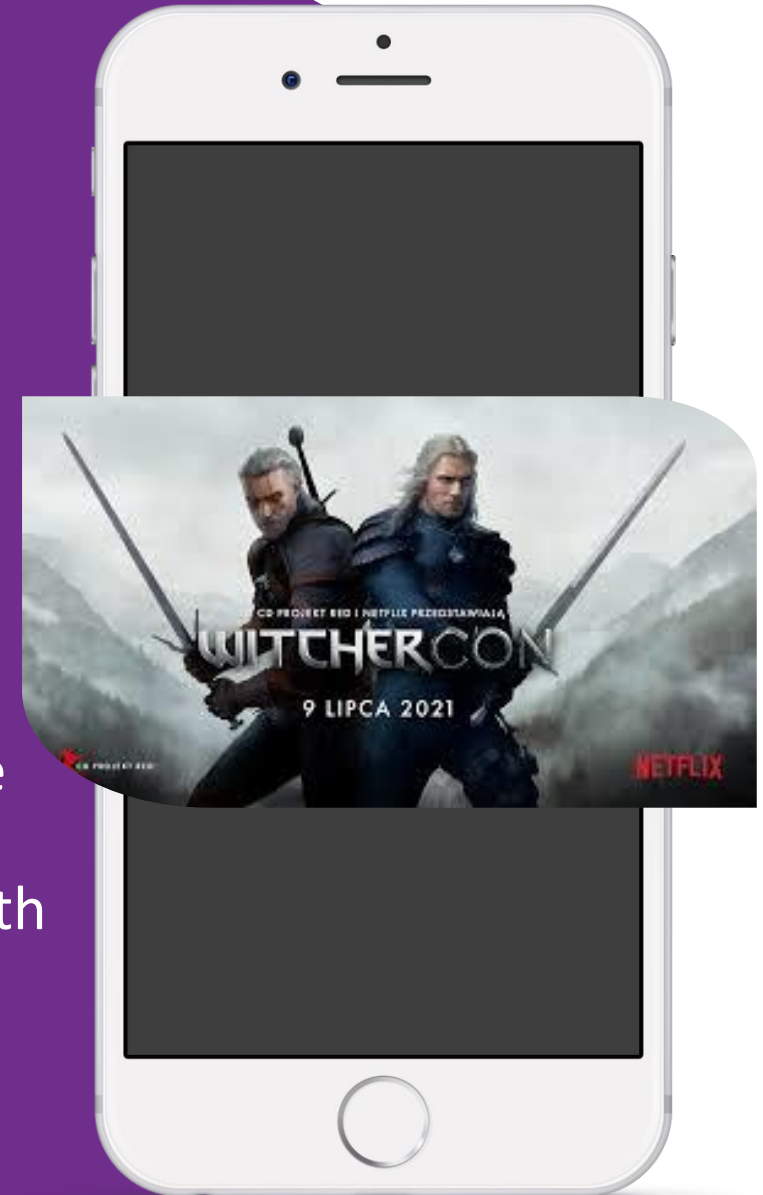


CASE STUDY

CD Project Red, Poland

Diverse teams: It is the potential that can be unleashed in diverse teams that enriches our games and strengthens the community. Openness to differences and different experience is the key to great collaboration and innovative ideas

Inclusive leadership: allows to create healthy teams and relationships based on trust and understanding. Diversity inspires to create an open environment where leaders have the skills to listen to each person and are not guided by biases in decision-making processes. Inclusion fosters growth and builds resilience in teams and the whole company.



<https://www.cdprojektred.com/pl/diversity>



04

Becoming an Inclusive SME Benefits the Company and its Employees!



Becoming an Inclusive SME Employer

Small and medium businesses in Europe on average have 5– 20 employees, which means that efforts towards diversity and inclusion must be considered at every stage of the recruitment process to maintain a diverse workplace.

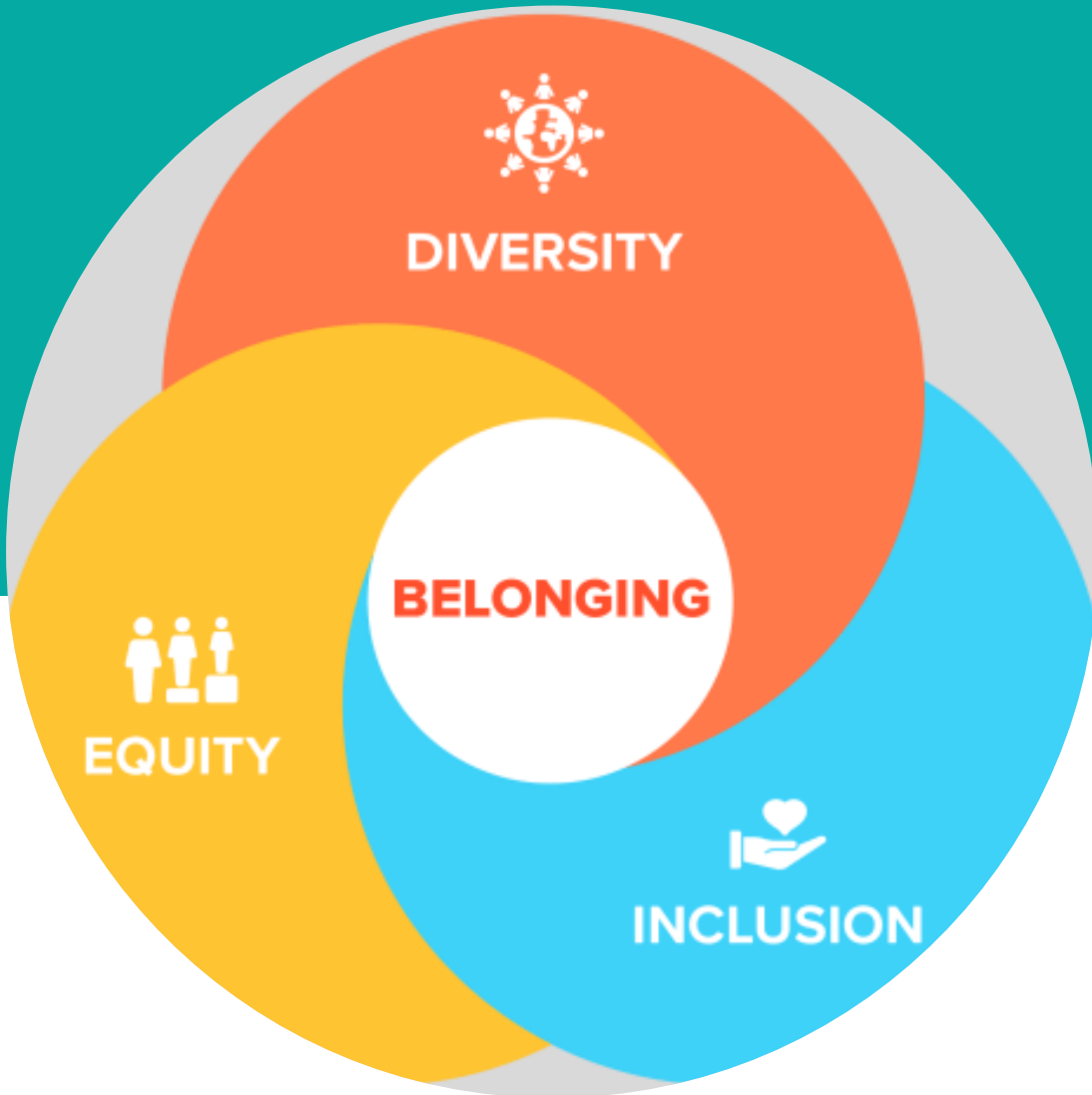
Committing to becoming an inclusive employer makes great business sense and, contributes to a more just society. Putting inclusive values into practice requires thinking through recruitment processes and making changes. Small adjustments can make a world of difference in providing accessible and fair recruitment processes and developing diverse, respectful and happy workplaces. This section highlights how to attract people from diverse backgrounds, learn recruitment insights, practices, strategies, and challenges as well as suggestions for making recruitment more inclusive and equitable.

Research has shown that diverse workplaces are associated with profitability and stronger performance overall (Dixon Fyle et al 2020).

More inclusive workplaces also tend to have engaged employees and customers, high levels of productivity, effective decision-making processes and better employee retention (Frost, 2014). Increased job satisfaction and innovative practice are more likely when team members are respected and supported.

Providing an Inclusive Workplace Benefits Employers and Employees

*Providing Fair and Equal Workplaces
and Opportunities to all Employees is
the Right thing to Do!*



We all know that inclusive workplaces are the best places to work. They are safe, fair and free of bias and discrimination. We feel like we belong! We can be ourselves, be unique and share our diverse skills, talents and experiences. Inclusive workplaces often mean employees are happier, safer and more productive directly benefiting both employees and employers

Diverse Workplaces

A diverse workplace understands that each individual is unique and recognises individual differences.

Attention to diversity brings recognition to the range of cultural, ethnic and gender identities that contribute to making our societies and workplaces what they are.

Acknowledging diversity among staff teams and potential employees allows us to draw on their varied experiences and possibilities, which are linked to intersecting social locations such as age, dis/ability, neurodiversity, race, ethnicity, religion, social class, sexuality, gender identity, migrant status and family status. It also considers differences in areas such as personality or working style.

Inclusive Workplaces

An inclusive workplace is one in which all individuals are treated fairly and respectfully and have equal access to opportunities and resources.

An inclusive culture is about creating a sense of belonging, where every employee feels valued

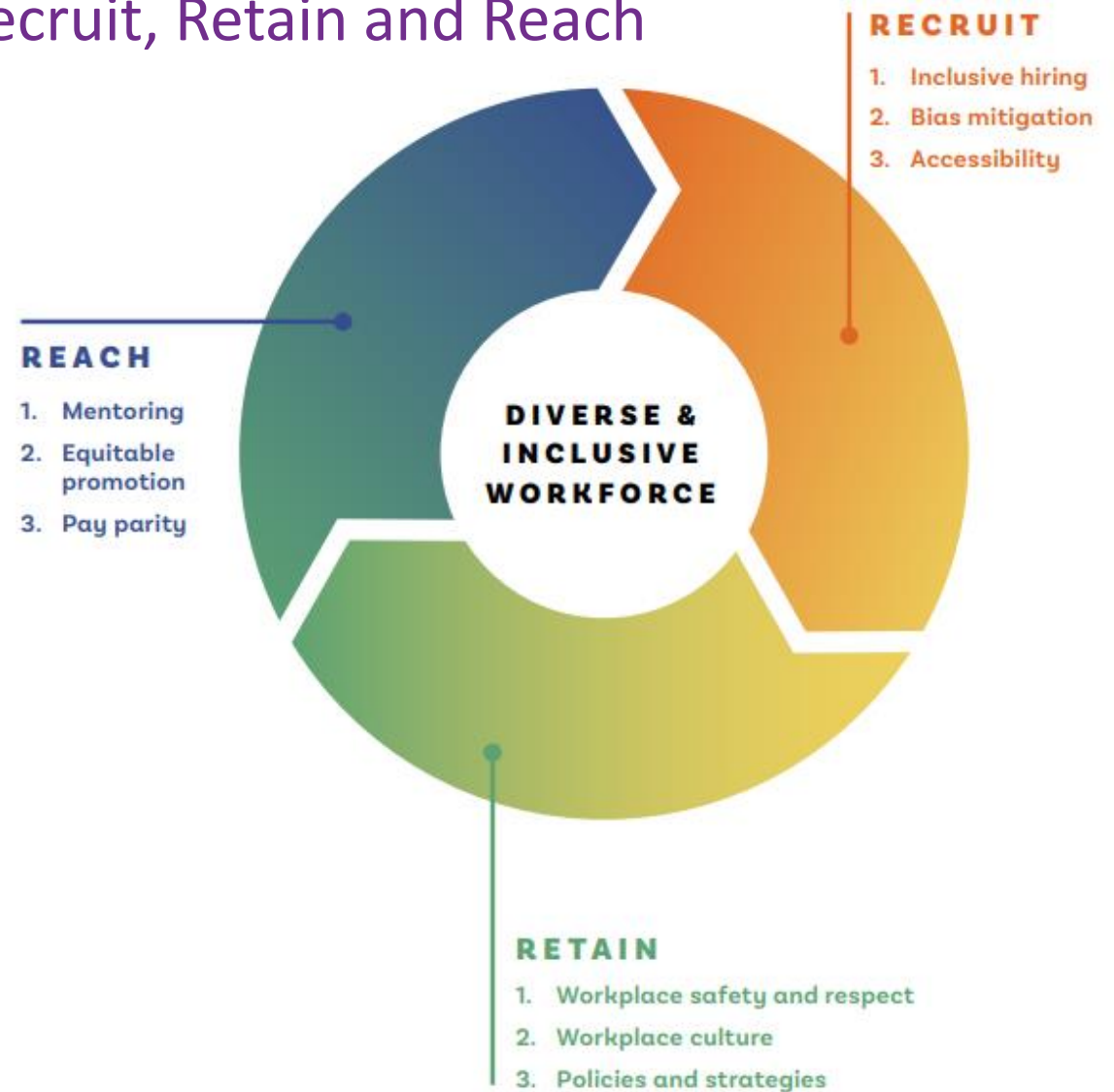
Embedding inclusive values in recruitment practice ensures that the workplace has representation of people with a diverse range of backgrounds, perspectives, skills and communication styles. In an inclusive workplace, there is equitable treatment, so that each employee feels valued and supported, and can bring their full potential to the workplace.

D&I Employers Focus on 3 Main Areas Recruit, Retain and Reach

Recruit understand and address barriers and opportunities to attracting and recruiting diverse talent. D&I recruitment processes are inclusive and accessible with improved diversity in applicants and shortlisted candidates.

Retain involves different approaches to making the workplace more inclusive and accessible and ensuring SMEs retain a diverse workforce. Most effective when SMEs have implemented appropriate steps in recruitment.

Reach ensures that SME's promotional activities are inclusive. How SMEs can adopt best-practice promotional and professional development opportunities to all employees. Most effective when SMEs have implemented the appropriate steps in recruitment and retention.



SME Questions on the Recruitment & Career Pathway!



Provide Reasonable Accommodations

Diversity and inclusion should be considered at each stage of the talent life cycle. You first need to get workplace ready, start by providing reasonable accommodations.

Under the Employment Equality Acts, employers have a responsibility to provide 'reasonable accommodation' for employees and prospective employees with disabilities, to minimise obstacles or disadvantages in the workplace.

This requires making adjustments to the environment or to work practices, to allow employees who have disabilities to carry out their work effectively. Companies may also choose to liaise with companies that specialise in supporting people with disabilities to enter employment.

Reasonable accommodations might include...

- ☐ Providing assistive technologies
- ☐ Providing information in accessible formats such as large font, audio
- ☐ Providing appropriate furniture such as chairs, desks
- ☐ Providing suitable working environments with regard to lighting, noise levels etc.
- ☐ Modifying work tasks
- ☐ Flexibility around start and finish times
Allowing time to process large amounts of information



05

Step 1

Start with an Audit

Identify What Changes You Need to
Create a D&I Workplace.



Inclusive Recruitment and Hiring for SMEs

»» Step 1 Audit



Begin by conducting a comprehensive audit to identify existing practices, policies, and procedures that may hinder a diverse and inclusive workplace. This audit will help you understand what changes are needed to create an environment that supports and promotes diversity and inclusion.

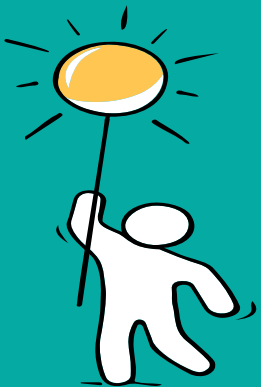
STEP 1

»» Start with an Audit: Where are We Now?

33% of
employees still feel
diversity is a barrier
to progression
([pwc](#))

What can your company do to become more inclusive? It might be useful to consider the checklist on the next slide and to think about areas such as D&I accommodation, policy, training, physical/sensory accessibility and workplace culture.

A commitment to building an inclusive culture in the workplace requires openness to learning and change. Company-wide leaders and employees should engage and be trained in topics such as anti-racism, disability awareness (including sensory disabilities and neurodiversity) and transgender awareness, for example.



Make Your Company Accessible to Everyone. Physical accessibility including ramps, accessible doors, toilets, counters etc. will be useful for many people using your services. For example, parents with prams or buggies, as well as for people who use wheelchairs or have other mobility needs. The National Disability Authority's Building for Everyone (2012) promotes a Universal Design approach and provides detailed design guidance on building design and signage.



STEP 1

»» Audit Current Systems, Policies, Infrastructure, And Organizational Compliance Related To Inclusivity.

Section 1: Company Structure

- ☐ Does your company have a formal diversity, equity, and inclusion (DEI) strategy?
- ☐ Is there a dedicated team or individual responsible for DEI initiatives?

Section 2: Policies and Procedures

- ☐ Do you have clear anti-discrimination and anti-harassment policies in place?
- ☐ Are your policies regularly reviewed for equity and fairness?
- ☐ Does your company have a structured grievance process for reporting discrimination or exclusion?



STEP 1

»» Audit Current Systems, Policies, Infrastructure, And Organizational Compliance Related To Inclusivity.

Section 3: Workforce Representation

- ☐ What percentage of leadership roles are held by underrepresented groups?
- ☐ Does your company track representation metrics by gender, race, disability, etc.?

Section 4: Recruitment, Retention, and Advancement

- ☐ Are job descriptions reviewed to avoid biased language?
- ☐ Does your company have mentorship or sponsorship programs to support career advancement for underrepresented groups?
- ☐ What is the turnover rate for employees from diverse backgrounds compared to others?



STEP 1

»» Audit Current Systems, Policies, Infrastructure, And Organizational Compliance Related To Inclusivity.

Section 5: Accessibility

- ☐ Does your company provide physical and digital accessibility for employees with disabilities?
- ☐ Are reasonable accommodations provided upon request?

Section 6: Accountability and Reporting

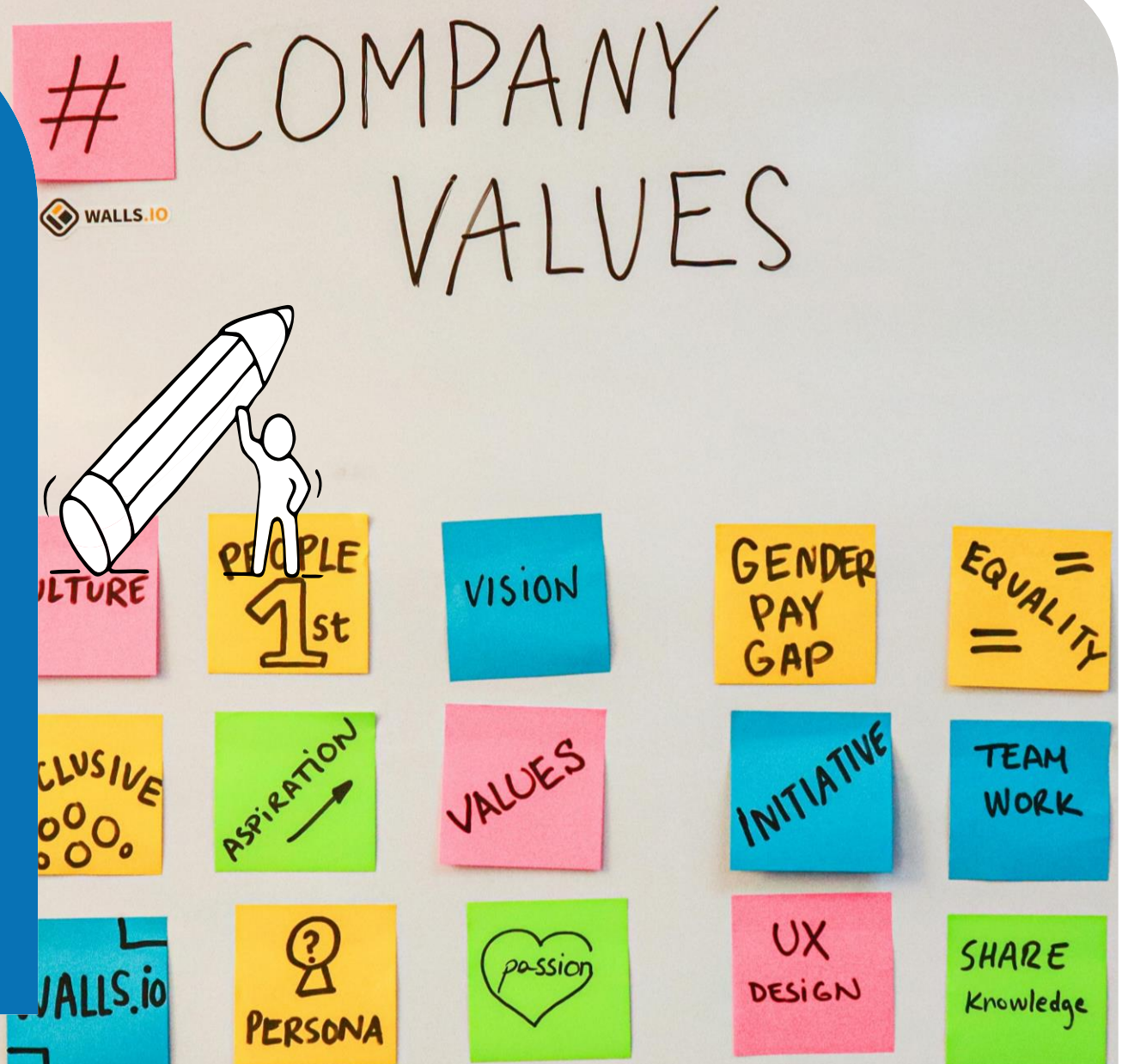
- ☐ Are DEI goals and metrics shared transparently with employees and stakeholders?
- ☐ Is your company's progress on inclusivity tracked and reported regularly?



Audit Existing D&I

- ☐ Do you have an Inclusion and Diversity Policy?
- ☐ Do you have a reasonable Accommodation and policy?
- ☐ Has Senior Management, those responsible for recruiting and all other staff had opportunities for training in inclusive employment practices?
- ☐ Do you currently employ people with various backgrounds and abilities?
- ☐ How accessible are the building/website/work practices?
- ☐ Do you have information about the specific requirements of diverse potential candidates?
- ☐ Do you monitor for equality and/or survey employees on their perceptions of the company culture?

Source [Employers for Change](#)





06 Step 2

Create an Inclusive Recruitment Strategy

Designed to attract and retain a
diverse pool of candidates.

»» Step 2 Create an Inclusive Recruitment Strategy



An inclusive recruitment strategy attracts diverse talent by eliminating biases and promoting fair, transparent processes in job advertisements, interviews, and selection.

Diversity & inclusion in the workplace—it's about treating individuals with respect; everyone wins, and you get the best out of your people.

Look at it another way!
Why would you or anyone want to work hard for a company that fails to show appreciation for their uniqueness? [\(Source\)](#)

STEP 2

»» Create an Inclusive Recruitment Strategy *to Plan for Inclusive Recruitment*

Only 7% of
European companies
are building a real
inclusive culture ([EY](#))

Financial barriers. There are financial barriers for SMEs to fully access the domestic and international talent pool; SMEs are competing with much bigger companies in a time of high demand for niche or interdisciplinary skills, and there's increasing competition for skilled employees.

Need a D&I Strategy to demonstrate inclusivity. To ensure your recruitment practices are inclusive and provide the best access to talent, small businesses should create a recruitment strategy that outlines a clear and defined process of recruitment that encompasses some or all of the following steps outlined in this section.

Multiple recruitment approaches. Small businesses undertake recruitment in different ways depending on individual business needs. Many use in-house recruitment, and others may hire a recruitment agent to undertake various recruitment tasks such as shortlisting applicants. Small businesses should consider the benefits of each but also consider diverse talent companies and experts to decide the best way to recruit diverse talent.



In House Recruitment

Employers undertaking in-house recruitment are legally obligated to provide a fair process. You may be held liable if there is evidence of discrimination during the recruitment process. However, meeting your legal obligation not to discriminate is a minimum requirement, and alone is not enough to ensure your recruitment process attracts a rich and diverse field of candidates. When recruiting for a new position, inform your current employees, including those on parental, sick, or long service leave, to allow existing employees to apply for new opportunities.

Recruitment Agents

Recruitment agents play an important role in preventing discrimination during recruitment. Agents cannot act on discriminatory requests from employers which relate to a person's age, ethnicity, gender, sexuality, or disability.

Recruitment agencies can improve the diversity of applicants by working with your business to determine only relevant and inclusive key selection criteria for the job, and by sharing a diverse pool of applicants with the employer.

Including refugee employment services and diversity recruiters in the list of recruitment companies you use, will allow you to access candidates who may be missed through conventional recruitment processes.

Consider requesting de-identified applications through your recruiter. This approach can prevent bias against applicants based on their gender, ethnicity, or cultural background during the recruitment process.

When discussing this approach with your recruitment agent, make sure to identify that the diversity and gender balance of candidates are important to your business.

STEP 2

»» Create an Inclusive Recruitment Strategy *to Plan for Inclusive Recruitment*

91% of
candidates say a
collaborative and
ethical workplace is
important ([RW](#))

Be Flexible: Your recruitment strategy needs to strike a balance between being consistent across your business and remaining flexible enough to handle changing business and economic conditions.

Be Efficient: An effective recruitment strategy should balance being time-efficient and rigorous enough to ensure that you find someone the right fit for your company, mainly when competing with larger companies where a lengthy hiring process has become the norm. The gap between someone applying for a role and starting work can be as long as several weeks for contractors or sometimes even months for permanent staff.

Shorten the Process: Smaller companies can have an advantage over large companies if they have a short recruitment process. This is very popular with professionals. Secure top talent by acting quickly and being flexible around recruitment so you can recruit the best professionals over less agile competitors.

STEP 2

»» Ensure a Consistent Approach (But be Flexible)

Only 40% of
managers are
underrepresented
groups and 31%
excluding women (EY)

Focus on consistency: Ensuring that core elements of your recruitment process are consistent across the business is essential, mainly as your company grows. A more significant number of people are responsible for making hiring decisions.

Develop fixed guidelines for how your recruitment process should work to ensure:

- That you are compliant with the relevant legislation when recruiting
- The business can be internally transparent about its hiring
- Candidates will have a consistent experience with the business

However, these guidelines should allow your process to remain flexible. In particular, it should be possible to adapt internal time-to-hire schedules with a straightforward method for hiring managers to seek approval from more senior staff if necessary.

Sample Inclusive Recruitment Strategy



1. Write Bias-Free Job Descriptions

Strategy: Use gender-neutral language and focus on skills rather than traits. Tools like **Textio** can help identify biased language. <https://textio.com/>

Strategy: Regularly review job descriptions to remove unnecessary requirements that could deter diverse candidates.

Example Instead of "aggressive salesperson," use "proven sales track record."

2. Implement Blind Recruitment

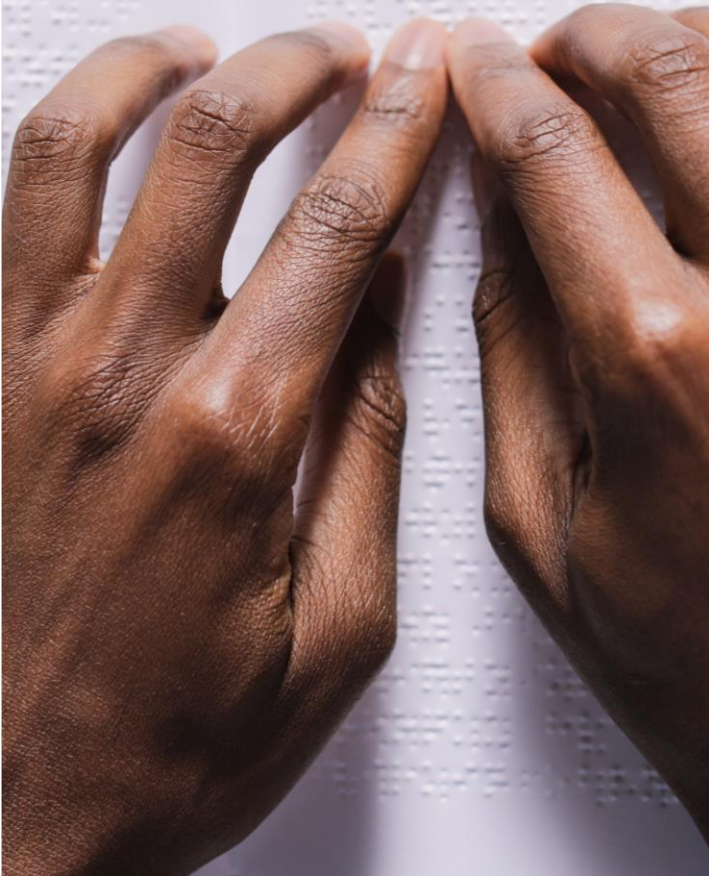
Strategy Remove personal details (e.g., names, photos) from applications to reduce unconscious bias.

Strategy Use anonymised CVs to assess candidates solely on their experience and skills.

Example **Honeypot** (a European tech talent platform) uses blind recruitment to focus on skills rather than demographics.

<https://www.honeypot.io/>

Sample Inclusive Recruitment Strategy



3. Diverse Interview Panels

Strategy Rotate staff on panels to ensure diversity, even with a small team.

Strategy Use interview panels with diverse members to reduce groupthink and provide different perspectives on candidate suitability. If you do not have the diversity invest in expert support.

Example Buffer ensures that interview panels include a mix of genders and ethnic backgrounds.

<https://buffer.com/resources/technical-interviews/>

4. Structured Interviews

Strategy Train interviewers on unconscious bias and provide them with clear, structured guidelines.

Strategy Standardise interview questions to reduce the influence of bias and ensure consistency.

Example Instead of unstructured interviews, use a set list of questions and scoring criteria.

Sample Inclusive Recruitment Strategy



5. Proactive Outreach

Strategy Attend job fairs focused on diversity or partner with local universities and community groups.

Strategy Actively source candidates from underrepresented groups in education or the community to increase diversity reach.

Example Partner with companys like **DiversityJobs** or **The Female Hub** to access diverse talent pools. <https://www.diversityjobs.com/>
<https://thefemalehub.com/home/>

6. Onboarding Programs

Strategy Develop a simple onboarding checklist that emphasises company culture and inclusion.

Strategy Provide inclusive onboarding, such as buddy systems or mentoring programs, helps new hires feel welcome.

Example **SAP** runs a successful "buddy program" that pairs new hires with experienced employees.

Sample Inclusive Recruitment Strategy



7. Continuous Feedback and Improvement

Strategy Use anonymous surveys or suggestion boxes to gather feedback.

Strategy Regularly collect feedback from employees and applicants about the recruitment process to help identify areas for improvement.

Example Use employee surveys to continuously refine hiring practices.

8. Measure Success

Strategy Set clear diversity goals and review progress regularly.

Strategy Track diversity metrics, such as the diversity of applicants versus hires, to help measure success and reaching goals

Example Track how many women or minorities apply for and are hired in specific roles.

Job Flexibility is a Priority for Employees

50% of employees are ready to skip a pay raise if it means they get the flexibility of working patterns that they desire.

Men (50%) and women (60%) prioritise flexible work options when searching for new jobs, this is clearly of higher importance for women.

Source [Morgan McKinley](#)



“Only 31% of employers or hiring managers ensure the use of inclusive language in job descriptions.”

Global Study: Inclusive hiring practices to start today' from [Remote](#)

What a lack of overall diversity among applicants looks like....

- Resulting in less diversity in the shortlist and at the interview stage
- Expect a highly homogenous pool of candidates to select from
- The outcome is an inherent lack of diversity in the workplace, less innovation, creativity, productivity etc.

Building A Diverse Skilled Workforce

In addition to the ethical reasons for embracing diversity in your recruitment strategy, there is also a strong business case for doing so.

Recruiting professionals from diverse backgrounds helps ensure that your business gains different perspectives, opinions, insights and ideas from the broadest range possible, helping to develop a culture of innovation within your company.

Reaching candidates from diverse backgrounds when advertising a role can be challenging.

Engaging in a recruitment consultancy or network is an effective strategy to gain access to a broad network of talent from a variety of backgrounds.



Learning Outcomes

- ☐ **You understand the benefits of becoming an inclusive SME:** Recognised how diversity and inclusion can positively impact the workplace culture, employee engagement, and company success.
- ☐ **Can conduct inclusive audits:** Learned how to assess current practices, identify gaps, and implement necessary changes to enable a diverse and inclusive workplace.
- ☐ **Able to develop a comprehensive, inclusive recruitment strategy:** Gained skills in developing internal recruitment strategies.
- ☐ **Can navigate in-house and external recruitment approaches:** Understand how to effectively use both methods to reach a broader talent pool and enhance diversity within the company.



Well Done!

Now Complete Module 3 Part 2

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