

# Inclusive Recruitment

28/02/2022 Laura Smith-Gulliver

**EQUATE** Scotland  
For Women in Science, Engineering & Technology

# Where we want this training to take you:

- ▶ Equality and Diversity is a large topic
- ▶ There are complex reasons why there isn't equal participation by gender in apprenticeships or apprenticeship subject areas
- ▶ We won't cover everything in two hours, and the focus is on inclusive language as one of many important topics where we can take tangible action



# WHAT WE DO

PROVIDING EXPERTISE NATIONALLY THROUGHOUT STEM

MAKING POSITIVE CHANGE FOR WOMEN IN STEM & ACADEMIA

WORKING TO CHANGE CULTURE IN ORGANISATIONS

TOWARDS OUR VISION

ALONGSIDE INDUSTRY & ACADEMIA

A PROGRESSIVE STEM LABOUR MARKET WHERE WOMEN CAN CONTRIBUTE EQUALLY TO ADVANCEMENT IN SCIENCE ENGINEERING & TECHNOLOGY AND HAVE FAIR ACCESS TO THE JOBS OF THE FUTURE

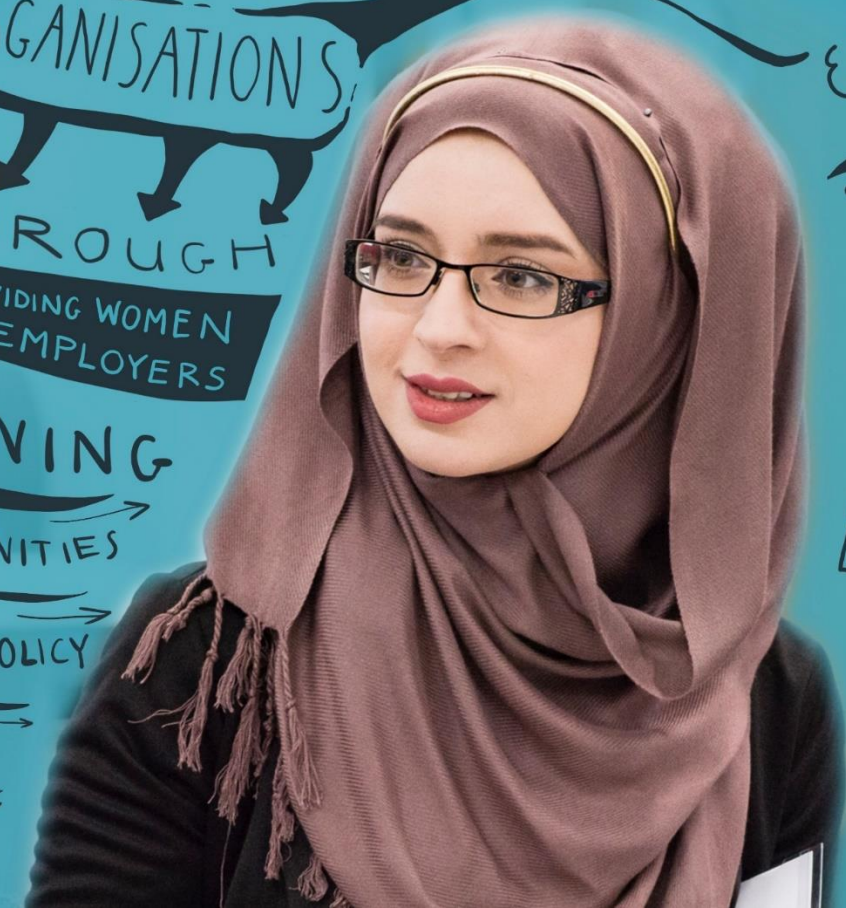
THROUGH PROVIDING WOMEN AND EMPLOYERS

TRAINING OPPORTUNITIES

INFLUENCING POLICY

CONSULTANCY

CAREERHUB & SERVICES





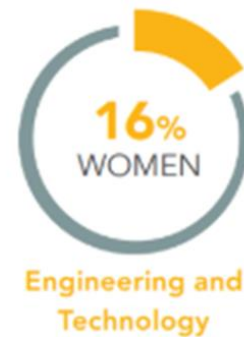
Boys and girls start with an equal interest in STEM. But this begins to drop before secondary school is started

Only a small portion of this already low number will continue on to further qualifications in STEM and construction

It then comes as no surprise that only 12% of managers in STEM are women.



We lose the highest proportion of interest from girls when they start subject choices around age 14



70% of female STEM graduates leave the sector

A **bias** is an inclination,  
predisposition, or  
prejudice toward or  
away from something.

# What is unconscious bias?

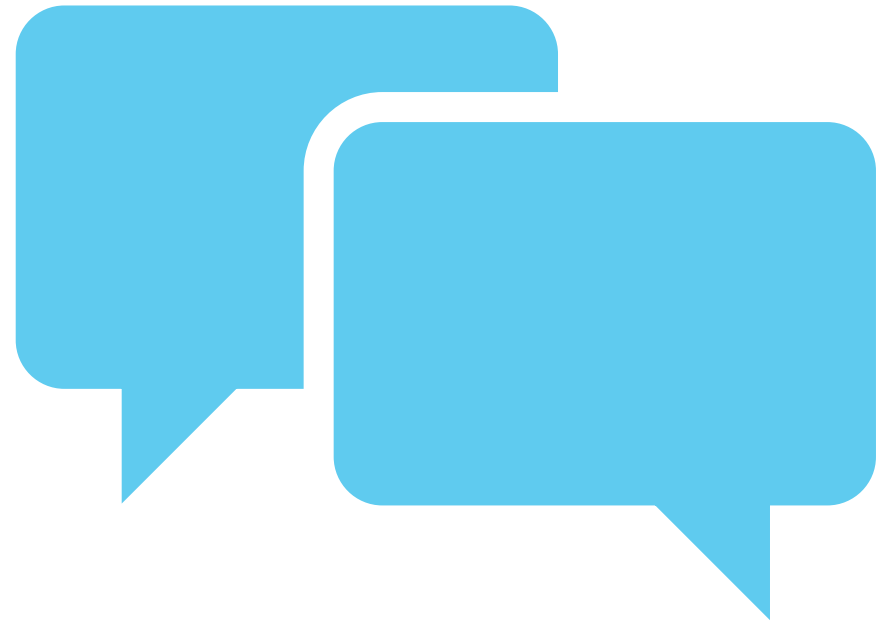
It is a bias that happens **automatically** and is triggered by our brains making quick judgments and assessments of people and situations, influenced by:

- ▶ Background
- ▶ Cultural environment
- ▶ Personal experiences

**It is not innate and is a learned behaviour.** *Therefore, we can learn alternatives and create different "automatic" responses*

# Activity/Discussion

- ▶ What sort of things do you think get in the way of inclusive recruitment at the apprenticeship level?
- ▶ Where might unconscious bias play a part?



# Both Conscious and Unconscious Bias

cause societal inequality and act as a cause and consequence of one another

News > UK > Home News

## Attacks on LGBT people surge almost 80% in UK over last four years

More than one in five LGBT people verbally or physically attacked due to their sexual orientation or gender identity in last 12 months, figures show

**MPs blame age discrimination for 'wasted talents' of more than 1m over 50s**

R News > Scottish News > Pregnancy

## 'Pregnant women are a burden' Scots employers decades behind the law in attitudes to working mums

Almost 30% of employers believe women who become pregnant are 'generally less interested in career progression'.

**Minority ethnic Britons face 'shocking' job discrimination**

## Anti-Muslim hate crime in the UK is at an all-time high, study shows

**One in five employers say they would be less likely to employ a disabled person**

14 December 2017

**Male nurse: 'I was told to become a brickie'**





# Gendered Language

# Beyond the gender binary

- ▶ Binary of masculine & feminine corresponding rigidly to men & women, respectively
  - Masculinity = strength, power, rational thinking mind
  - Femininity = submissive, caring, overly emotional
  - Creates harmful stereotypes and allows for a **gender hierarchy**, where women are viewed as the 'second sex' (to borrow from Simone de Beauvoir)
- ▶ Gender as a **social construct**: it is fluid & can change/be transformed
- ▶ Groups are **not homogenous**; labels can be damaging

Which example seems more 'masculine' and which seems more 'feminine'?

- ▶ Motion is everywhere. It is fundamental to our human existence. We need motion for growing, for learning, and for enjoying life.
- ▶ The rate of change in the momentum of a body is directly proportional to the applied force, and takes place in the direction of the force

# Which is more 'masculine'?

Motion is everywhere. It is fundamental to our human existence. We need motion for growing, for learning, and for enjoying life.

## 'Feminine' language:

- ▶ About people
- ▶ More accessible
- ▶ Not as trusted
- ▶ Warmer/friendlier
- ▶ More 'subjective'

The rate of change in the momentum of a body is directly proportional to the applied force, and takes place in the direction of the force.

## 'Masculine' language:

- ▶ About practical things
- ▶ More specialist
- ▶ Carries authority
- ▶ Cooler/more distant
- ▶ More 'objective'

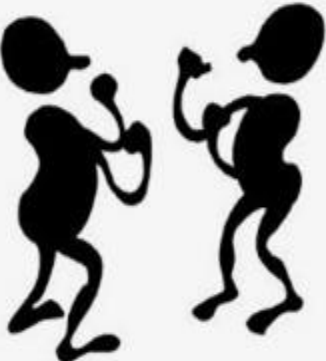
# Equate analysis of ICT related job adverts

- ▶ Aggressive - 9227 job adverts
- ▶ Dominant - 1023 job adverts
- ▶ Assertive - 2931 job adverts
- ▶ Boasting- 4559 job advert
- ▶ Decisive - 2738 job adverts
- ▶ Ninja - 347 job adverts

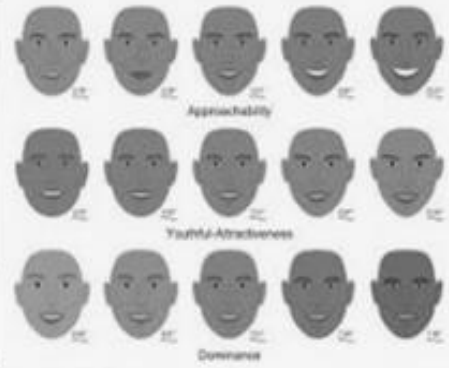




# AGGRESSIVE




# DOMINANT



People like leaders who look like they are dominant, optimistic, friendly to their friends, and quick on the trigger when it comes to enemies. They like boldness and despise the appearance of timidity and protracted doubt.

— David Johnson —

AL QUOTER

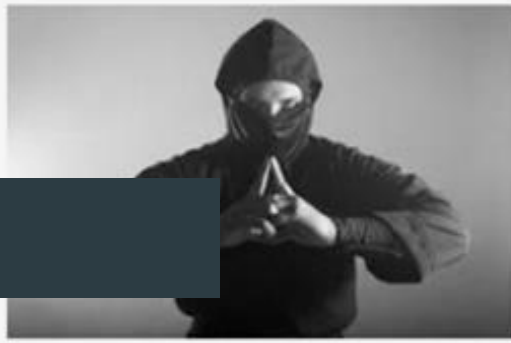


### Top 5 Most Famous and dominant People in India





# NINJA



# Activity/Discussion

**In your own job search history, what in the past has 'put you off' a company or role.**

**Were there any biases on your part, or theirs in the recruitment process that had any impact on this?**



# Language Matters

- ▶ Often job descriptions in STEM are very **task** and **skills focussed** and are **heavy in technical language**, whilst this may be required to an extent, overuse of such language can be off putting, particularly for new graduate women.
- ▶ Although you think of your recruitment materials as 'neutral' or 'unbiased' you'll find that many are inadvertently aimed at men. Fortunately, with a little work, you can make your materials - from job adverts to aptitude tests - accessible to all genders.



# University of Waterloo and Duke University research

## Male-gendered words

Active Adventurous Aggress\* Ambitio\* Analy\* Assert\* Athlet\* Autonom\* Boast\*  
Challeng\* Compet\* Confident Courag\* Decide Decisive Decision\* Determin\*  
Dominant Domina\* Force\* Greedy Headstrong Hierarch\* Hostil\* Implusive  
Independen\* Individual\* Intellect\* Lead\* Logic Masculine Objective Opinion  
Outspoken Persist Principle\* Reckless Stubborn Superior Self-confiden\*  
Self-sufficien\* Self-relian\*

## Female-gendered words

Affectionate Child\* Cheer\* Commit\* Communal Compassion\* Connect\* Considerate  
Cooperat\* Depend\* Emotiona\* Empath\* Feminine Flatterable Gentle Honest  
Interpersonal Interdependen\* Interpersona\* Kind Kinship Loyal\* Modesty Nag  
Nurtur\* Pleasant\* Polite Quiet\* Respon Sensitiv\* Submissive Support\* Sympath\*  
Tender\* Together\* Trust\* Understand\* Warm\* Whin\* Yield\*

# Evidence that gendered wording in job advertisements exists

## **Strongest bias by industry:**

- Education (67% female bias vs. 25% male bias out of 1,772 job ads)
- Science (62% male bias vs. 28% female bias out of 677 job ads)
- Customer Service (50% female bias vs. 35% male bias out of 3,091 job ads)
- Catering (52% female bias vs. 31% male bias out of 4,677 job ads)
- Marketing (52% male bias vs. 33% female bias out of 1,947 job ads)

## **Most commonly used female-gendered words in UK job descriptions:**

- Support (83,095)
- Responsible (64,909)
- Understanding (29,638)

## **Most commonly used male-gendered words in UK job descriptions:**

- Lead (70,539 mentions)
- Analyse (35,339)
- Competitive (23,079)

# Gendered wording in job advertisements affects recruitment processes

- ▶ Emphasis on masculine traits and technical skills can make women believe that they will not fit the job role
- ▶ Of course women are analytic, competitive and confident, but they are less likely to view themselves in these terms than men and are therefore less likely to apply
- ▶ Women are unlikely to apply for a job unless they meet all of the person specification requirements- Hewlett Packard Internal Report
- ▶ Men are more likely to apply for a position regardless of whether they meet all of the person specifications

# Tone and structure

When someone speaks, their tone indicates their attitude. This is also true of a document, piece of writing or job description where an organisations voice is speaking to potential applicants. It is therefore important to:

- ▶ Consider **WHAT** the JD says
- ▶ Consider **WHO** the JD is speaking to
- ▶ Consider **HOW** the job description is portrayed

# Gendered wording in job descriptors affects recruitment processes

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# Case Study – Open University

- ▶ Commissioned Inclusive Recruitment Training for staff
- ▶ Valued tools for practical application
- ▶ Applied the learning to their prospectus / course descriptions / marketing materials / website etc



**The Open  
University**

***'We saw considerable increase in our campaign performance efficiency'***

## CAMPAIGN PERFORMANCE

**Part Time Fee Grant : 5.4k enquiries – 26.5k clicks – consistently best performing UK campaign across social – lowest Cost Per Enquiry (£3.52)**

**SIGNIFICANT INCREASES IN EFFICIENCY vs PHASE 1**

**College Credit Transfer: 9.7k clicks (main objective/call to action) - 954 enquiries - £15.58 cost per enquiry (previously £52.01)**

**70+%**

**Women in STEM: 1065 enquiries - 1401 Clicks - - £2.62 CPL (PH 1 £4.84)**

**45+%**

**SIMD Men : 2990- Clicks - 1012 Leads - £3.94 CPL (PH 1 £6.17)**

**36+%**

**Men in Psychology : 1015 Clicks - 351 Leads - £2.41 CPL (PH 1 £4.63)**

**48+%**

**PG Loans : 1247 Clicks - 634 Leads - £2.51 CPL (PH 1 £6.87)**

**63+%**

# Be a language star



## **SOCIAL IMPACT**

The facts:


Women are often attracted to roles that help people and communities.

What you can do:

Showcase your organisation's social impact and put this on your website too!

women are more attracted to roles with social impact



 All

 News

 Images

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 More

Settings

Tools

About 1,150,000,000 results (0.83 seconds)

Did you mean: women are more attracted to *males* with social impact

EQUATE





## SKILLS & ATTRIBUTES

The facts:

STEM and construction job adverts often miss out essential skills that women identify with.

What you can do:

Consider what skills and aptitudes are missing from your job adverts. Use the list below as a guideline.

## **SUPPORT**

The facts:

Women can feel isolated in STEM and construction roles, especially if they are working with very few women.

What you can do:

Highlight the support you offer such as training or mentoring, and include student associations.

## CASE STUDIES

The facts:

Seeing women in STEM and construction roles reinforces the message that the job is for women too.

What you can do:

Include case studies of thriving women.

## WORD CHOICE

The facts:

Job titles such as 'product designer' are more likely to attract women than 'engineer'.

What you can do:

Look through your materials for gendered language. Are there any you can change?

# Language Matters

- ▶ Wider strategy of diversity and inclusion
- ▶ Leadership commitment
- ▶ Review recruitment practice and criteria for roles
- ▶ Review language and positioning
- ▶ Training & development to support change
- ▶ Considering the complete employment journey

# Next Steps

- ▶ Consider your job descriptions going forward, how do you want them to be read and understood by those you are wanting to support?
- ▶ Evaluation survey
- ▶ **Final Questions:**
- ▶ **Lightbulb moment or one thing you know now that you will take into your work going forward.**