

COVID-19 – This could be YOUR opportunity to kick-start or test your inclusion strategy

What have we learnt during lockdown and
how can we ensure that our workforce
planning post-COVID is as inclusive
as possible?

Claire Farrow
Consultancy Services Business Partner

taking care
of everything

outsourcing-uk.co.uk



Introduction

At the start of the year, none of us could have anticipated the impact that COVID-19 would have on us all, both personally and professionally. As we work to understand our 'new normal', and plan to bring our workforce back into the workplace (or not) how can we ensure that we are making the right decisions for each member of the team?

In December 2019, I wrote an article about 'Creating a Diversity Inclusive Safety Culture', sharing some of my thoughts on the roles of Health and Safety and Equality, Diversity, and Inclusion within the workplace, and the importance of collaboration, particularly with psychological safety in mind. With many organisations operating fully or partially remotely and others looking to reopen their workspaces, it feels right to continue this conversation ensuring that our workforce feels both physically and psychologically safe as we enter the 'new normal'.

In times like these, with the number of people reporting high levels of anxiety increasing so sharply, employer collaboration feels even more crucial, and I am comforted by seeing an increase in roles entitled "Health, Safety and Wellbeing" appearing across social media. Our people are the lifeblood of our organisations and I cannot stress the importance of an **inclusive** back to work strategy.

The aim of this paper is to highlight the different challenges which may be faced by certain individuals as we look to re-open up our workspaces, and to consider some of the options (which may already be working for some organisations) as we plan to bring our workforce back 'on site', whether it be on a full or part-time basis.

It is also worth remembering that, first and foremost, we want our workforce to feel both physically and psychologically safe when returning to the workplace, however; there are many reasons why adopting inclusive practices now makes good business sense for the future, including:

1. **Future recruitment:** your recruitment campaigns may be on hold right now, however; positive employee experiences, reviews, and referrals will prove invaluable when looking to attract future, diverse talent.
2. **Employee engagement:** understanding the concerns and requirements of your workforce will aide you with your engagement efforts, bringing you closer to your workforce, and helping to reduce absences and attrition.
3. **Business continuity:** it has been proven that organisations with existing equality action plans have been able to respond faster and more positively to new challenges.

Whilst the personal toll of COVID-19 may be etched in our memories forever, and the challenges of social distancing may be with us for some time to come, we must now start to focus on what we have learnt over the past few months. There are many positive lessons which we may be able to take with us as we start to think about our own versions of the 'new normal'. Right here is your opportunity to design a truly collaborative and inclusive back to work strategy!



Claire Farrow
Consultancy Services Business Partner

Where are we now?

The Office of National Statistics has recently published a report detailing the main causes of anxiety during COVID, along with the communities most likely to feel the greatest impact:

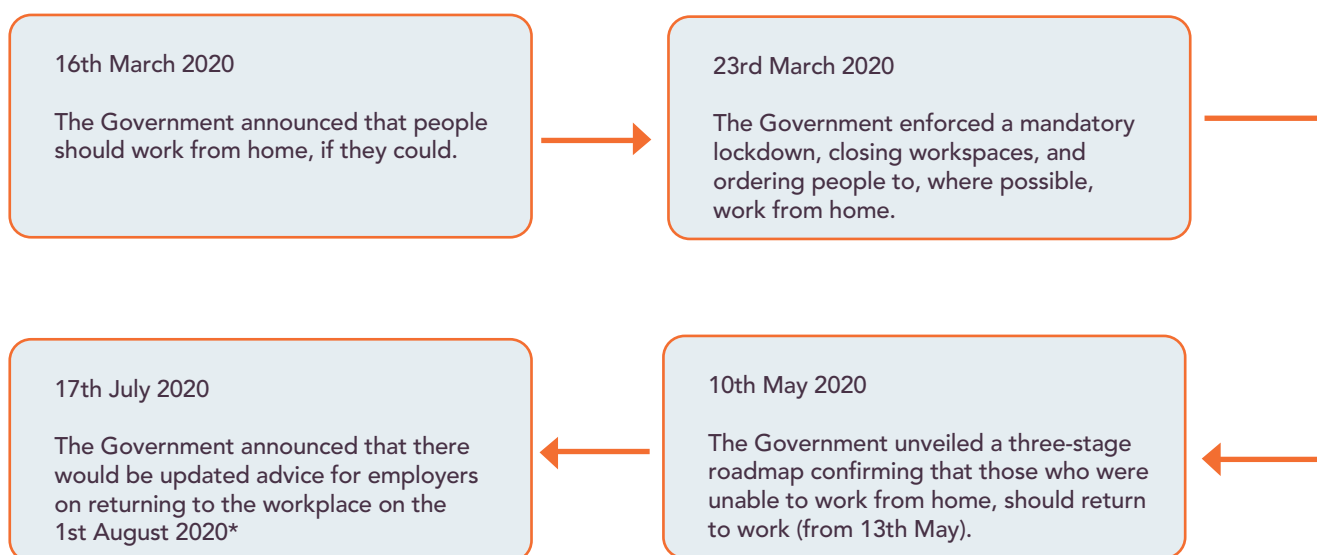
- Loneliness, marital status, sex, disability, whether someone feels safe at home or not, and job security were all factors cited as increasing anxiety levels.
- The percentage who reported high levels of anxiety significantly increased for people who are married, or in a civil partnership, during lockdown, reaching 39%, up from 19% in the last quarter of 2019.
- For people reporting high anxiety during the pandemic, over one (1) in five (5) said that their work had been affected because they were finding working from home difficult.

Source: ons.gov.uk

- Less than half (44%) of workers feel they have been adequately consulted about a potential return to the workplace.
- This drops to 28% of people with a disability, suggesting that employers may be adopting a one-size-fits-all approach, without allowing for individual concerns.
- People are more likely to say they have received adequate information about their return to work than they are to say they have been adequately consulted with (55% compared with 44%), suggesting that some employers are relying too much on one-way communication methods.

Source: cipd.co.uk/news-views/news-articles/consultation-safe-confident-returns-workplace

COVID-19 and the workplace



*It is worth noting that with the relaxation of lockdown (from 1st June 2020) and the reopening of public services, employers were afforded the discretion to reopen their workspaces when they felt it safe to do so, with the support of health and safety measures set out by the Government.

There's no better time to kick-start or test your inclusion strategy

Google recently joined Twitter, Facebook and NatWest in committing to allowing the majority of their employees to work from home indefinitely, or at least until 2021. Conversely, at the time of writing Barclays and HSBC were already gearing up for employees to return to the office as early as September. There are many reasons why organisations may wish to bring their workforce back 'onsite', or not, but regardless of when and how you choose to do it, what is important is that whenever you feel the time is right to reopen your workplace, it is crucial to get it right for everyone.

What does our diverse workforce look like and what challenges or concerns might they have?

Depending on each individual's personal situation, preferences, and attitude to risk, you may have found that some of your workforce were tying their shoelaces the second lockdown was eased, whereas there may be others who, for many reasons, are suffering a great deal of anxiety at the prospect of visiting the supermarket, let alone spending a full day back in the office. For this reason, it is important to think about the personal circumstances of each individual when designing your inclusive reoccupation strategy.

The below image describes the variety of personas you may see in your workforce:



Source: 106comms.com

With the above in mind, and with the help of some of our industry contacts, we have outlined some of the key considerations when planning your inclusive back to work strategy.

Discrimination and the Equality Act 2010

As set out by law, employers must be mindful not to treat anyone less favourably based on a protected characteristic and as such, the Government published clear guidance, which should (as has been the case since the introduction of the Equality Act 2010) be followed to avoid costly tribunal claims and damage to brand reputation.

- Decisions regarding redundancy must not be based on protected characteristics.
- Employees should be involved in decision-making processes in a way that considers their protected characteristics.
- Working arrangements should be set up in a way that does not disadvantage employees with a protected characteristic.
- Individuals selected for home working should be chosen based on the work they do and not because of their protected characteristic. Employers should also ensure that they are continuing to deliver any workplace adjustments, whether new or existing, irrespective of the location in which they are working.

In addition, the "COVID-19 Secure" guidelines suggest the following steps may be necessary:

- Understanding and taking into account the particular circumstances of those with protected characteristics.
- Involving and communicating appropriately with workers whose protected characteristics may either expose them to a different degree of risk, or might make any steps you are thinking about inappropriate or challenging for them.
- Considering whether you need to put in place any particular measures or adjustments to take account of your duties under the equalities legislation.
- Making reasonable adjustments to avoid disabled workers being put at a disadvantage, and assessing the health and safety risks for new or expectant mothers.
- Making sure that the steps you take do not have an unjustifiable negative impact on some groups compared to others.

Source: <https://www.gov.uk/guidance/working-safely-during-coronavirus-covid-19>

At Outsource UK, we've implemented a range of materials to explain our health and safety measures:



Remember to communicate with each and every staff member.

Consider the Post-Lockdown personas within your workforce and those with protected characteristics, such as those on maternity leave, disabled employees, or ethnic minority staff, who may wish to raise concerns about the potential disproportionate impact, for them, of coronavirus (COVID-19), and ensure you are participating in a two-way conversation, not simply passing on information.

In a recent discussion with **Sarah Gosiewska, HR Manager – Culture, Inclusion, and Engagement at Thames Water**, she explained to us how crucial it is to think about the employee experience, to plan and prepare alleviating any concerns that may otherwise create unnecessary anxiety, such as the process for obtaining personal protective equipment (PPE).

With many Thames Water staff operating in customer facing and operational roles, it was important to ensure PPE continued to be readily available. It was also important for Thames Water to continue to support both customers and their staff, who are key workers, ensuring people were able to focus on the job, delivering life's essential service so that customers, communities and the environment can thrive, without concern.

If you have staff members currently working remotely, whether full or part time, it is also important to maintain your levels of virtual communication. This becomes even more crucial if you have adopted a phased approach to return to the office and have a proportion of staff 'onsite', with others at home. Corridor or 'water cooler' conversations may become 'a thing of the past' as one-way systems are introduced to aide social distancing, however; it is important to be mindful of the in-person interactions, which are so important to many individuals and any potential feelings of isolation which may evolve from the social distancing measures in place.

Karl Simons, Chief Health, Safety, and Security Officer at Thames Water recently introduced a randomised virtual seating plan encouraging a 15-minute telephone conversation fortnightly in order to include those who are not visible. The seating plan is re-set every two weeks in order to allow as much varied conversation as possible.



Image of virtual seating plan

Having these conversations now about individuals' requirements and really understanding the different personas within your organisation will also pay dividends when looking to attract future, diverse talent.

At QinetiQ, we are, in no way, rushing back to work. The drive for wellbeing and listening to people's wants and needs from a parenting, mental health and wellbeing aspect has meant that for many the return will not be as before with 'employee wants' as the key driver. From the wider hiring perspective, this has also enabled us to have a good conversation about how we may now be able to hire a more diverse team, as a result.

Source: Joseph Heppenstall, Group Head of Resourcing and Talent, QinetiQ

Who makes the decisions about where the role is to be based?

Lockdown has proven that, in the most part, technology has enabled continued work, interaction and company performance. With this in mind, and dependent on the type of role, is it now time to reframe what is often assumed at the hiring stage regarding the location of a role, and the necessity to be in a physical office? Instead of justifying whether the role can be undertaken remotely, how about justifying why the role has to be office-based? Flexibility in role location could be a game-changer for your inclusive recruitment strategy!



Figure 1. Percentage of people homeworking pre COVID-19 and post during period 8 - 12 July 2020 inclusive.

Source: FCSA analysis of ONS data

Have you implemented any additional line manager training as a result of lockdown, and what can you do to equip your workforce for a more outcomes based working style?

Do any of your workers have any of the health conditions listed in the Government's guidelines?

If so, have you checked in with them to understand how they are feeling about the prospect of returning, or not, to the workplace?

Individuals with a high risk of developing complications from the coronavirus (COVID-19) infection;

1. Solid organ transplant recipients.
2. People with specific cancers:
 - people with cancer who are undergoing active chemotherapy
 - people with lung cancer who are undergoing radical radiotherapy
 - people with cancers of the blood or bone marrow such as leukaemia, lymphoma or myeloma who are at any stage of treatment
 - people having immunotherapy or other continuing antibody treatments for cancer
 - people having other targeted cancer treatments which can affect the immune system, such as protein kinase inhibitors or PARP inhibitors
 - people who have had bone marrow or stem cell transplants in the last 6 months, or who are still taking immunosuppression drugs
3. People with severe respiratory conditions including all cystic fibrosis, severe asthma and severe chronic obstructive pulmonary disease (COPD).
4. People with rare diseases and inborn errors of metabolism that significantly increase the risk of infections (such as Severe combined immunodeficiency (SCID), homozygous sickle cell).
5. People on immunosuppression therapies sufficient to significantly increase risk of infection.
6. Women who are pregnant with significant heart disease, congenital or acquired.

Source: <https://digital.nhs.uk/coronavirus/shielded-patient-list>

Let's take it a step further. What about those with caring responsibilities? Do any of your workers care for any friends or relatives with any of the above conditions? Many employers will not be aware of the additional, unpaid caring responsibilities undertaken by many of their staff, nor will some individuals even be aware that they themselves are carers. Having these conversations now will bring you closer to your workforce and provide you with food for thought for your wider inclusion strategy.

Local carer charities will visit organisations, funded by the government, to offer one-to-one support. [CarersUK.Org](https://www.carersuk.org) also offers guidance on how to support those with caring responsibilities.

Ultimately, trust is an important pillar of the psychological contract. Building a genuinely inclusive workplace, and demonstrating that you place people first, will help build trust between your organisation and your employees, where they feel psychologically safe to share this information with you, and know that they will be treated fairly.

For more information on how Outsource UK can support you with your inclusion strategy or wider Employee Value Proposition (EVP), contact us.

Most organisations will have started to think about reorganising the workspace in order to allow for adequate social distancing. Have you kept your workforce informed of what this might look like upon their return?

A particular consideration here would be for your neurodiverse workforce, or those who may suffer with anxiety. Stress and anxiety can be exacerbated during times of crisis, and for many, adjusting to a new way of working for at least the second time in less than 6 months may come with a great deal of unease. Help them to prepare for what is to come by sharing visual content. Images or better still, a walkthrough video of the new office layout, from entering to exiting the building, may just be what they need to put their mind at ease.

It is also a worthwhile task which can then be shared during future recruitment campaigns and when inviting candidates to interview. The more information you can share with your workforce to enable them to prepare, the better, but be mindful that for many, the last few months may have felt like exercise in information overload, so be creative with how you share information.

Here is an example of what Outsource UK has done:



Let me introduce you to some of the social distancing measures that we've put in place and health and safety advice for you.

NB. It is important to pay particular attention to those who may be the recipient of workplace adjustments and ensure continuity of this service both whilst working remotely and when you are ready to invite them back 'onsite'.

Government research has identified that those from ethnic minority groups are at an increased risk of COVID-19. What measures have you put in place to provide additional reassurance to those most in need, without singling people out or making assumptions?

Several news articles, one in particular backed up by a survey carried out by The Runnymede Trust, a race equality think-tank, have highlighted the notable imbalance in the exposure of COVID-19, often due to key worker status, housing, and transport usage. Knowing now that certain societal groups have been harder hit by the virus, is there anything additional you can do to ensure the physical and psychological safety of your most vulnerable staff members?

Source: RunnymedeTrust.org

Q. What about psychological safety? – Particularly for those from the Black, Asian and Minority Ethnic (BAME) community whom we know are at a greater risk.

A. We updated our COVID Risk Assessment and provided managers with the guidance they needed to be open and start a conversation about the disproportionate effect on BAME communities. We ensured that even if we didn't have BAME representation in our Command teams, they were consulting with BAME colleagues, where appropriate. All this was in conjunction with our Employee Community 'Embrace', an employee led community created to promote and champion inclusiveness in our workplace. They raise awareness of and discuss issues that affect colleagues from an ethnic minority background, and help to develop a workforce throughout Cadent that reflects the communities we serve.

Source: Sharna Matson, Diversity and Inclusion Manager, Cadent Gas

For guidance on your communications plan in order to sensitively support those most in need, contact us.

Are your Health and Safety guidelines easy to access and understand for your entire workforce?

A recent article published by the BBC highlighted that a lack of translated guidance is jeopardising the safety of non-mother tongue speakers of English in the UK. How do you usually pass on information to non-mother tongue speakers?

Source: <https://www.bbc.co.uk/news/uk-53537062>

Additionally, think about the diverse needs of your workforce. Have you considered those who are visually impaired? Be sure to follow the same processes as you would with any other shared document or information – now is not the time to rush to get information out. Check your documents are formatted to enable screenreaders and other online tools to access the content in the right way.

In a more general context, are your Health & Safety documents accessible to your entire workforce, from a legibility point of view? Online readability checkers can scan your documents and give you a reading ease score.

Finally, as previously mentioned, the last few months may have felt like an exercise in information overload for many individuals, so to avoid important safety information being missed, consider the preferred learning styles of your workforce and try to offer a variety of mechanisms for them to access this information, such as video, or even a quiz.

If digital inclusion is in your future Equality, Diversity, and Inclusion strategy, we can support you. Contact us to find out more.

Are you enforcing the wearing of face coverings? If so, have you thought about your exemptions?

With mandatory enforcement introduced in all public spaces from the 8th August, you may have chosen to extend this to the workplace. However, for some, a face covering can lead to increased anxiety levels, chronic discomfort, and even breathing difficulties. It may be worth considering an optional signpost or a symbol for these workers to display in order to avoid potentially intrusive questions or animosity from colleagues or visitors.

The Hidden Disabilities Store offers some useful advice on who is exempt, as well as a range of sunflower related garments, which can be used to symbolise the exemption, such as a lanyard, wristband, or ID card.

Source: <https://hiddendisabilitiesstore.com/>

Alternatively, you may wish to make a selection of badges available, similar to the below, for employees to select from, should they wish to.



Image of exemption badges

Finally, consider the experience for those with hearing difficulties. You may wish to consider the use of visors in place of a fabric face covering in order to support those who lip-read. Employees can also download apps, which transcribe speech in real-time in order to support those who would ordinarily lip-read and are unable to due to the mandatory wearing of face coverings.

Source: ndcs.org.uk

Finally, be careful not to make assumptions that remote working automatically benefits everyone.

For a number of reasons, the workplace may be the only safe space for certain individuals, so before applying a blanket approach to home working, check in with every member of staff to discuss their working preferences. What may be the ideal situation for one, may be the complete opposite for another.

Did you know?

- One (1) in four (4) women and one (1) in six (6) men will experience domestic abuse in their lifetime ranging from cohesive control to murder;
- 1.9 million people were affected by domestic abuse in 2016/2017;
- 66 billion is the economic cost of domestic abuse in England and Wales;
- 56% of employers said that domestic abuse led to absenteeism;
- 54% of employers said it caused the quality of their employees' work to suffer;
- Sadly, only 5% of employers have specific domestic abuse policies or guidelines in place but all employers will have some staff affected by domestic abuse.

Source: Employers' Initiative on Domestic Abuse (EIDA) and a Home Office report commissioned on the social and economic costs of domestic abuse



In a recent conversation with **Lorraine O'Brien, CEO of EIDA (Employers' Initiative on Domestic Abuse)**, she highlighted that the workplace is often the only safe place for a victim and during these COVID times, a new pandemic has occurred: huge increases in domestic abuse. When employers become aware of an employee suffering domestic abuse it is sometimes difficult for them to know how best to deal with this, but it is vital that all employers have channels of communication open where employees can reach out. EIDA helps employers understand the services that are available to help develop policies on domestic abuse.

Membership is free and you will have access to a support services directory and a toolkit that helps employees recognise and prevent domestic abuse, as well as preparing employers to actively respond to those who are experiencing or perpetrating domestic abuse.

More information on EIDA's membership services can be found at www.eida.org.uk

Protecting your workforce

Our first and most important suggestion would be to take a moment, work with us, and review your organisational response to domestic abuse. Each employer has a unique opportunity to respond, firstly by raising awareness and secondly by enabling pathways to support. Secondly, as a business, consider if you have any opportunities within your business that could increase access to support for people enduring domestic abuse in the communities that you operate/serve.

Boots, Superdrug and Morrisons along with hundreds of independent pharmacies opened up their consultancy rooms to enable victims of domestic abuse to access support through the Safe Spaces initiative.

Tesco and Morrisons updated their till receipts with the details of the Bright Sky app, with many more updating both public and employee webpages with details on how to access support.

You can continue supporting your staff regardless of whether they continue working remotely, begin to move back to office working, or their working environments have remained unchanged.

Our top three (3) tips for all employers as lockdown eases...

Use Bright Sky

The free Bright Sky app provides support and information to anyone who may be in an abusive relationship or those concerned about someone they know.

As an employer, it would be appropriate to have the app on your phone so you can link your employees to local specialist support services and other information, should they disclose that they are experiencing domestic abuse. Many people experiencing domestic abuse may have their mobile phones monitored, so having a colleague with the Bright Sky app on their phone for them could be incredibly helpful.

Allow staff at risk to return to the office

While your organisation may be continuing to work remotely, making special arrangements for certain staff to return to the office could be life-changing for those currently stuck at home with an abusive partner. For many victims of domestic abuse, their workplace is where they can seek refuge, and is somewhere they can safely disclose their experience or seek information, advice, and support.

Consider re-locating staff

If an employee is considering fleeing an abusive relationship or if they feel it is safer for them, please consider allowing them to relocate. This could mean moving them to a different site, or allowing them to continue working from home, as their perpetrator may be able to track their whereabouts if they head back to the same office or continue working at the same site.

Source: Lyndsey Dearlove, Head of UK SAYS NO MORE, [Hestia.org](https://hestia.org)

Finally, there are several reasons individuals may wish to return to the workplace. As one example, for many returning parents, going to work has offered them a new identity, separated from that of being a parent. COVID-19 has, for many, thrown this up in the air and potentially undone a lot of hard work. Before assuming that working from home may solve childcare challenges, check in with your returning parents to understand their position.

In summary

Having had several conversations with organisations and diverse individuals, we can see the real importance in 'taking your foot off the gas' and ensuring that you have considered the psychological wellbeing, as well as the physical safety, of your workforce when planning your 'return to work' strategy. Whether directly or indirectly, COVID-19 will have affected everyone and the impact may be very hard to shake off for many, leaving a plethora of emotions and potential instability, so be patient, listen to understand, and seek advice if unsure on the best course of action. Finally, remember that a positive employee experience now will support you with future hiring campaigns.

Sarah Bakewell of the Swindon Inclusion and Diversity Network has shared her top tips below:

Returning to Work after COVID-19

Many people returning to work will have reservations. The world as we knew it is different. Some people will have had the virus, will have known people who have had it, or sadly lost a relative or friend to it.

Parents and carers have been balancing caring for loved ones and/or educating children whilst working. Some lesbian, gay, bisexual and transgender (LGBT) people have had to isolate with family who don't accept them. Black and Asian people are acutely aware that they may be more likely to suffer adverse effects from the virus. Calls to SWA, Swindon's domestic violence helpline, increased by 700% during lockdown.

Being in lockdown with no contact with others been a disorienting experience for many and the impact on wellbeing should not be underestimated.

As people return to work, or you start to talk to people about returning, please keep their wellbeing at the top of your mind.

Some more points to consider:

- Ask people in advance of reopening the office what their concerns may be and discuss how you can mitigate them. E.g. increased cleaning of communal facilities; no hot-desking for the foreseeable future.
- Do people really need to come into the office yet if they have been able to fully work from home?
- What are the individual circumstances? Do they have dependents? Are they able to share caring or parental duties?
- If they are reluctant, ask them why they're worried.
- What support can your employee assistance programme provide.
- If you don't have an employee assistance programme, what information can you direct people to? www.mind.org.uk, the mental health charity, has a range of free resources available. There will also be many local charities and helplines as sources of support.

Source: Sarah Bakewell, Diversity and Inclusion Manager and member of the Swindon Inclusion and Diversity Network

As we mentioned right at the start of this document, there are many reasons why following inclusive practices now makes good business sense for the future, including:

- 1. Future recruitment:** your recruitment campaigns may be on hold right now, however; positive employee experiences, reviews, and referrals will prove invaluable when looking to attract future, diverse talent.
- 2. Employee engagement:** understanding the concerns and requirements of your workforce will aide you with your engagement efforts, bringing you closer to your workforce, and helping to reduce absences and attrition.
- 3. Business continuity:** it has been proven that organisations with existing equality action plans have been able to respond faster and more positively to new challenges.

Here's a useful checklist to support you with your inclusive workforce planning:

- ☐ Take a step back
- ☐ Think about your wider inclusion strategy
- ☐ Remember that two-way communication is crucial
- ☐ Educate your workforce AND your customers
- ☐ Maintain the same levels of engagement with your remote workforce
- ☐ Do you know who may be caring for a high-risk individual?
- ☐ Consider extra measures to ensure the safety of those in high-risk groups
- ☐ Ensure Health and Safety guidelines are accessible for all
- ☐ Think about your exemptions
- ☐ Don't assume everyone wants to work from home



How can Outsource UK help?

In 2017, during the introduction of Gender Pay Gap reporting and increased discussion around gender parity, Outsource UK appointed a dedicated Inclusion and Diversity Client Partner. Very quickly, we moved the dialogue from solely that of gender parity to equity for all people, including support for BAME communities, LGBT applicants and colleagues, and those with physical and / or hidden disabilities, as just a few examples. Our consultancy team now works with our Clients to help build a bespoke strategy, removing barriers to inclusion when attracting talent, and ensuring that we, and they, have access to the widest and most diverse talent pool possible.

Our team's bespoke approach supports the particular requirements of your business, depending on your priorities and objectives. Whether you are looking for consultancy advice and guidance, an inclusive recruitment audit, or a full Recruitment Process Outsourcing (RPO) model, we can build a handcrafted solution, which fulfils your specific requirements.

Our solutions include:

- Inclusive Recruitment Audits and Consultancy Services
- Support with crafting inclusive job advertisements
- Networking events to attract diverse talent or to continue the conversation
- Workshop facilitation
- Provision of training
- Communications plans
- Support with Employee Value Propositions
- Supplier management
- Fully managed recruitment programmes

Get in touch to find out more about the inclusive recruitment services we offer:

T: 01793 430021

E: info@outsource-uk.co.uk

Outsource would like to extend a special thanks to:

Thames Water, Cadent Gas, QinetiQ, The Swindon Inclusion and Diversity Network, EIDA, and Hestia for sharing their workforce plans.

For more information on how to become a member of The Swindon Inclusion and Diversity Network, contact [Claire Farrow](mailto:cfarrow@outsource-uk.co.uk) at cfarrow@outsource-uk.co.uk

For more information on how to become a member of EIDA, contact [Kelly Wilde](mailto:support@eida.org.uk) at support@eida.org.uk

About the author

Claire Farrow, Consultancy Services Business Partner



Claire started her career with Outsource in 2009 as a delivery recruiter for a number of Outsource's key financial services accounts. From there, she moved over to account, and later, programme manage Outsource's two largest accounts, supporting with contingent, executive, and permanent hiring strategies.

After 9 years in this role, Claire now spends her time advising Clients on diverse hiring and in 2017, set up the Outsource UK Inspiring Inclusion team, to highlight the worrying lack of diversity and inclusion in the tech and engineering sectors.



"I believe that to adopt truly inclusive recruitment practices, it is necessary to support everyone in their career search, since achieving total Inclusion, should mean considering EVERYONE. By this, I mean enabling oppressed communities to have the same opportunities and recognising when to adapt the hiring process to ensure equity"

About Outsource UK

We're proud to be one of the country's largest independent recruitment companies, supplying highly-skilled technology, change and engineering talent to clients within a range of specialist sectors. Our success is built on a uniquely consultative approach, and we are

committed to working in partnership with our clients, our candidates and each other. We listen. We understand. We offer forward-thinking, efficient strategies and deliver tailor-made permanent, contract and interim recruitment solutions. *Above all, we enable the companies and organisations we work with to thrive.*

outsource

Birmingham • Edinburgh • London • Manchester • Swindon

Get in touch to find out more about the specialist recruitment services we offer:

T: 01793 430 021

E: info@outsource-uk.co.uk

Curating
specialist talent

outsource-uk.co.uk