

# Attract & Recruit Workstream Research Review

For Public Social Partnership  
for the Disability Employment Gap



# Contents

	<b>Executive Summary</b>	<b>3</b>			
<b>1.</b>	<b>Introduction</b>	<b>4</b>	<b>4.</b>	<b>Employer Practices: Inclusive Recruitment and Selection</b>	<b>24</b>
<b>2.</b>	<b>Labour market outcomes for disabled people in scotland</b>	<b>5</b>	4.1.	Establish Recruitment Strategy	26
2.1.	Labour Market Statistics: Disabled people in the working-age population	5	4.2.	Defining The Role - Job Analysis	26
2.2.	Work intentions of the inactive population	8	4.3.	Attracting Applicants	27
2.3.	Main employment sectors and growth areas	9	4.3.1.	Place job adverts across a range of mediums to widen access	27
2.4.	Impact of Covid-19	11	4.3.2.	Ensure job advertisements are accessible and inclusive	28
2.4.1.	Employment activity	11	4.3.3.	Offer a range of 'taster' opportunities to gain workplace insight	29
2.4.2.	Industry Demand	11	4.3.4.	Branding and marketing must demonstrate a commitment to inclusion	29
2.4.3.	Discriminatory Workplace Practices	13	4.3.5.	Engage with specialist organisations and schemes	30
2.4.4.	Hiring Intentions	14	4.4.	Selection	33
2.5.	Summary of labour market activity	15	4.4.1.	Application and/or Psychometric Testing	33
<b>3.</b>	<b>Challenges when Recruiting Disabled People</b>	<b>16</b>	4.4.2.	Short-Listing	33
3.1.	Negative attitudes from employers	17	4.4.3.	Interview or Assessment	34
3.2.	Discriminatory Recruitment Practices	19	4.5.	Hiring Decision - making the appointment	34
3.3.	Few open and inclusive working environments	21	<b>5.</b>	<b>'What Works': The Value of Organisational Culture</b>	<b>35</b>
3.4.	Application Barriers	22	5.1.	Inclusive Organisational Culture	36
3.5.	Impact on Jobseekers	23	5.1.1.	Diversity Strategy and Policies	37
3.6.	Summary of Challenges	23	5.1.2.	Training and Education	37
			5.1.3.	Management Commitment	38
			5.1.4.	Measure, monitor and evaluate	39
			5.2.	Model Creation	40
			<b>6.</b>	<b>Analysis: Inclusive Recruitment in Scotland</b>	<b>41</b>
			<b>7.</b>	<b>Conclusion</b>	<b>44</b>
				<b>Endnotes</b>	<b>45</b>

## executive review

With an ambition to reduce the disability employment gap and create fair work for everyone, the Scottish Government seeks to advise employers on how to improve their selection and recruitment practices, provide inclusive workplaces. To effectively design and deliver programmes which support employers, enable advocacy within an employer network, and also create an opportunity to influence policy, it is important to understand existing evidence for 'what works' in attracting and recruiting disabled people.

First, this report looked at the labour market outcomes of disabled people. When compared with the non-disabled working population, disabled people have a lower rate of employment, and higher unemployment and inactivity rates. The current disability employment rate gap of 33.2% has been gradually narrowing, reducing by 5.1 percentage since 2013/14. Of the overall population of economically inactive people in Scotland, 21.8% want to work, with people claiming long-term sickness as the reason for inactivity the most eager to gain employment.

The industries disabled people find themselves in are not disproportionate differently from their non-disabled colleagues: the majority of work undertaken in Scotland includes (1) public admin, education and health and (2) distribution, hotels and restaurants. However, disabled people are more likely to find themselves in low-skilled occupations (e.g. elementary, caring, admin and sales), as well as part-time employment.

Covid-19 has changed the employment landscape for most of the working-age population, with those especially impacted employed in hospitality, accommodation and food service industries, and the lowest skilled, elementary occupations. On the other hand, certain industries saw an increase in their workforce, for example, education and health and social work activities. Many disabled people work in these declining industries; however, this may be balanced out by their foothold in growth industries, e.g. health care and public administration. This is yet to be realised.

Employees with disabilities are also more likely to be negatively impacted by the resultant effects on redundancy and recruitment decisions. Section 3 reports that despite the reported benefits to hiring disabled talent, and while there have been positive shifts in employer attitudes and hiring intentions, the perception and stereotypes of disabled people at work endures. Evidence identifies barriers such as employer bias and discrimination, limited insight into legislation and access to work opportunities, and organisational accessibility issues. These challenges are attributed to a lack of employer knowledge and inclusive workplaces – from policy to representation to data capture – and by employers' own admission, they are not doing enough to deliver inclusive recruitment. Consequently, these attitudes and practices perpetuates the disability employment gap, and addressing this misconception should create inclusive work environments and enable disabled people into employment.

Section 4 suggests that where problems exist, solutions and recommendations to fairly recruit and select include attraction methods beyond accessible job adverts. Inclusive recruitment and selection in itself is not much different than it would be for seeking to hire any specific target audience, but greater effort needs to be made to ensure it is inclusive. Inclusive recruitment is about aligning recruitment practices with the organisational culture. An inclusive culture can be created by improving the knowledge and commitment of leaders and managers, and developing inclusive processes and policies, while measuring and monitoring ambitious recruitment targets.

However, the evidence of theory in practice is still too limited to carry out any robust analysis of 'what works'. There appears to be a lack of reporting and promoting of inclusive recruitment for disabled people – which is not to say it does not occur – it is just not sufficiently promoted. Where data is present, it is questionable whether the targets are ambitious enough – with employers setting targets below the current proportion of working age disabled people in Scotland.

## introduction

With an ambition to reduce the disability employment gap and create fair work for everyone, the Scottish Government produced the **Fairer Scotland for disabled People Employment Action Plan** in 2018, aiming to increase the employment rate of disabled people to 50% by 2023, and 60% in 2030. To meet this ambition, both supply- and demand-side approaches to labour market access will need to be tackled through collaborative projects. Funding is allocated to promote to employers the benefits of recruiting disabled people as part of a more diverse workforce, and to ensure employers (particularly SMEs) have access to up to date advice when seeking to recruit disabled people.

One of the drivers of change set out by the Scottish Government will address the demand side – to support employers to recruit and retain disabled people – and crucially, as SUSE recognise, “the critical first stage of attracting and recruiting” potential employees. This support will include advising employers on how to improve their selection and recruitment practices, provide inclusive workplaces, but also become an organisation with a culture that support fair work for all.

To effectively design and deliver programmes which support employers, enable advocacy within an employer network, and also create an opportunity to influence policy, it is important to understand existing evidence for ‘what works’ in attracting and recruiting disabled people.

Desk-based research was carried out by evaluating reports from disability charities and government evaluations. These reports were balanced with a review of open-access domains, academic sources and independent apolitical research bodies (e.g. the Institute of Employment Studies).

Research was guided by a set of the parameters:

- Contemporary research was given priority. Specific attention was given to examples of employer practice and models of support – however, the availability of this information is woefully lacking in existing academic research or industry papers.
- Scotland was the focal region due to the context of support (i.e. government incentives, initiatives, legislation); however, international evidence also emerged.
- Discussion of progression and retention, nor supply-side challenges relating to improving the employability of disabled people, were featured in this research.
- This report is pan-disability and did not focus on any one disability.
- Evaluations of Department for Work and Pensions (DWP) and Scottish Government employment programmes are excluded from the review.

There is a breadth of literature, self-reported survey data and commentary on the problems of workforce inequality for disabled people. Surprisingly, then, there is an underwhelming presence of literature on “inclusive recruitment” or “inclusive hiring”, and furthermore recommendations for ‘what good looks like’ in regard to tools and strategies is often based on self-report, without frameworks and models from which to carry out any robust analysis.

That said, the recommendations which emerge from a wealth of resources point to similar threads from which a model can be extrapolated – which this report will include before evaluating some of the practices across Scotland’s employers which aim to increase workforce diversity.

Before that, this evidence review will look at the labour market activity of disabled people – from employment rates to employer industries and the impact of Covid-19 – and the challenges they face in the recruitment process.

## Labour Market Outcomes for Disabled People in Scotland

This section provides statistical information in relation to disability and employment in Scotland, specifically focusing on the employment rate, unemployment rate, inactivity rate, and characteristics of employment. Next a discussion of the effect of the Coronavirus (Covid-19) pandemic on labour market demand will be set out.

Key labour market statistics are predominantly derived from the Annual Population Survey (APS) and Labour Force Survey (LFS). While the LFS is more frequent than the APS, the Office of the Chief Economic Adviser (Scottish Government) deem the APS to be more reliable due to its larger sample size. The LFS statistics are updated quarterly and can be found, along with APS data, on the Scottish Government [Labour Market Statistics](#) page as well as the Office for National Statistics (ONS) website. Specific datasets from APS can be derived through web-based database [Nomis](#).

In an employment context, disability is defined as “a physical or mental impairment which has a substantial and long-term adverse effect on a person’s ability to carry out normal day-to-day activities” ([Equality Act, 2010](#)). The APS disability category includes two main categories of the working age population: “Equality Act Core” disabled people who have a long-term condition (i.e. over 12 months) which substantially limits their day-to-day activities; and “Work-limiting” disabled people are those who have a long-term disability which affects the kind or amount of work they might do ([ONS, 2019](#)). As both the ONS and Scottish Government use the Equalities Act (EA) Core Disabled status of disabled people for this analysis, so too will this report, unless otherwise noted.

### 2.1. Labour Market Statistics:

#### Disabled people in the working-age population

According to the latest (Aug - Oct 2020) LFS data ([ONS, 2020](#)), the employment rate for Scotland’s working age population is 74.8%, with unemployment at 4.2%, and inactivity at 21.8%. However, this section will specifically address the labour market outcomes of disabled people.

The following statistics are derived from the APS across the time period of June 2019 to July 2020 for the working population, i.e. aged 16-64.

Table 1 shows that just over 20 per cent of the working population in Scotland is categorised as EA ‘core’ disabled. Of this population, approximate 366,500 (52.5%) are economically active (i.e. either employed or unemployed), with 339,500 (48.6%) in employment and 27,100 (7.4%) unemployed. The remaining 332,300 (47.5%) are economically inactive.

When compared with the non-disabled working population, disabled people have a lower rate of employment, and higher unemployment and inactivity rates (Table 1; Figure 1). In part, a low disability employment rate can be explained by higher unemployment and inactivity rates.

The employment rate for disabled people is 48.6% (n = 339,500) compared to an employment rate of 81.8% (n = 2,010,000) for non-disabled people. This produces a disability employment rate gap of 33.2%<sup>1</sup> (i.e. disabled people have an employment rate 33.2 percentage points lower than people without disabilities).

However, the gap has been gradually narrowing, reducing by 5.1 percentage points since 38.3% in 2013/14<sup>2</sup> (Figure 2).

Part of the reason for the gap reducing is that the employment rate for the working age population has trended upwards since 2013/14 (Figure 3), accelerating at a faster pace than that of non-disabled people, i.e. an overall change of 7.8 percentage points (from 40.8% to 48.6%) compared to 2.7 percentage points for non-disabled people (79.1% to 81.8%).

<sup>1</sup> Scottish Government’s 2018 figures differ slightly, with a disability employment rate of 47.8%, compared to 81.3% of people who are not disabled, but with a comparable disability employment gap of 33.5%.

<sup>2</sup> The wording of the APS disability question was changed in 2013, earlier dates are not comparable.

**table 1**

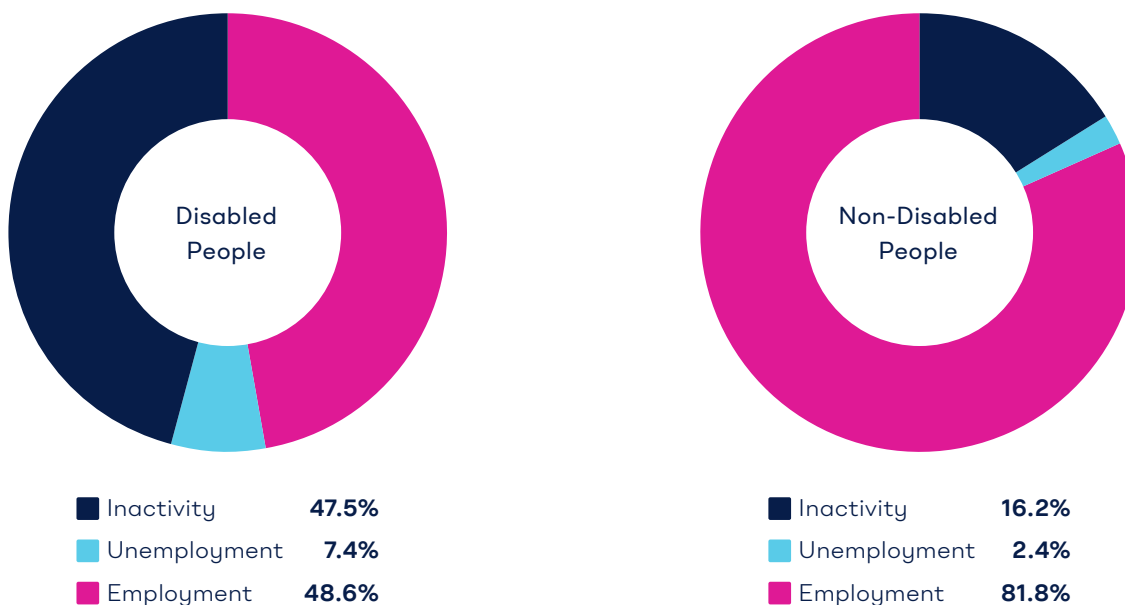
Labour market outcomes of the working-age population in Scotland by disability status

	Public Bodies EA Core Disabled		Public Bodies Not Disabled	
	No.	%	No.	%
Working Population	698,800	20.3	2,457,200	71.4
Economically Active	366,500	52.5	2,059,800	83.8
Employment	339,500	48.6	2,010,000	81.8
Unemployed	27,100	7.4	49,800	2.4
Economically Inactive	332,300	47.5	397,400	16.2

Source: APS, ONS (2020) [accessed from Nomis on 13 December 2020]

**figure 1**

Comparison of labour market outcomes of working-age population in Scotland by disability, %

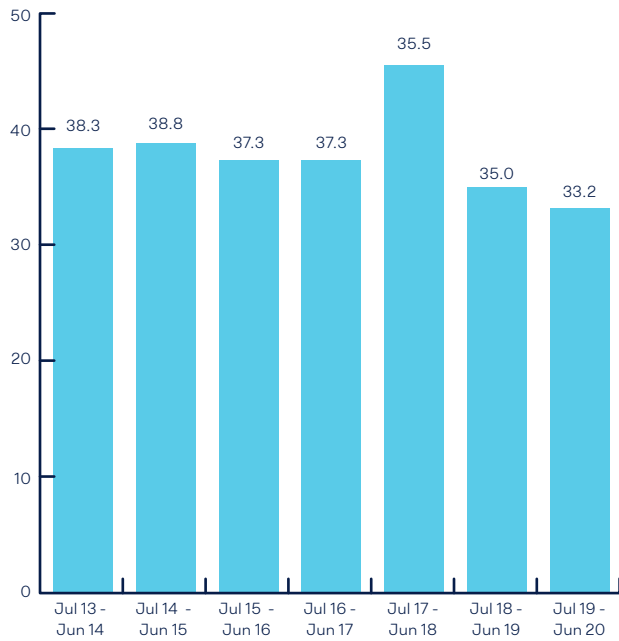


Note. Figures may not add up to 100 per cent due to rounding.

At the same time, the unemployment rate more than halved for both disabled people and non-disabled people, improving by 7.9 percentage points for disabled people (15.5% to 7.4%) and 3.7 percentage points (6.1% to 2.4%) for non-disabled people (Figure 4).

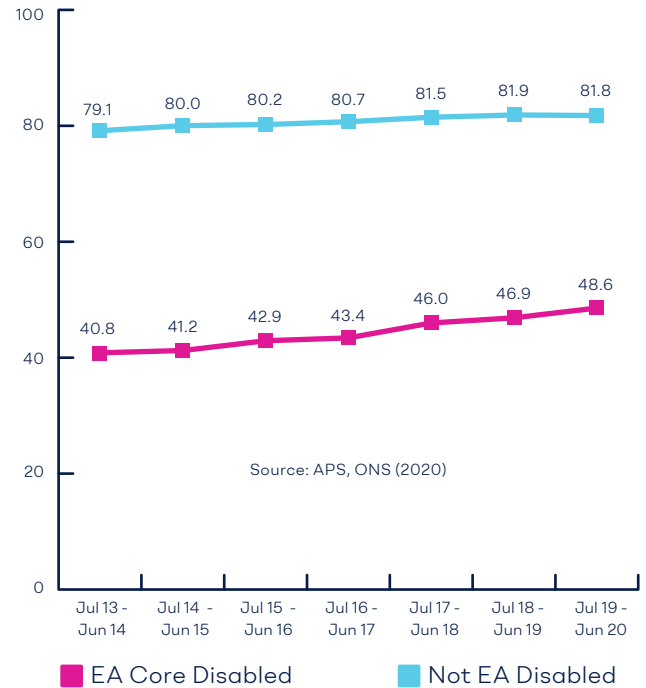
Furthermore, the inactivity rate for non-disabled people increased by 0.5 percentage points (from 15.7% to 16.2%) while the inactivity rate for disabled people decreased by 4.3 percentage points (51.8% to 47.5%) (Figure 5).

**figure 2**  
Disability employment rate gap (%),  
cotland 2014-2020, Core Disability



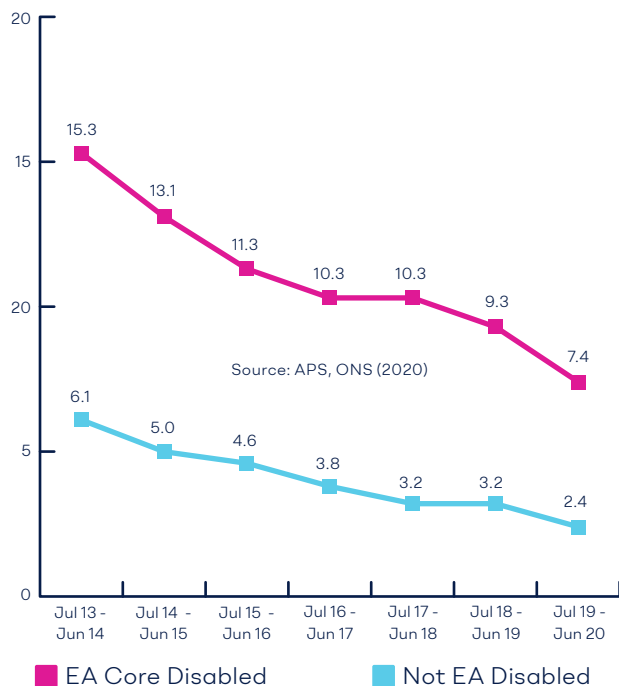
Source: APS, ONS (2020)

**figure 3**  
Employment rates of working age population  
by disability status (%), Scotland, 2014-2020



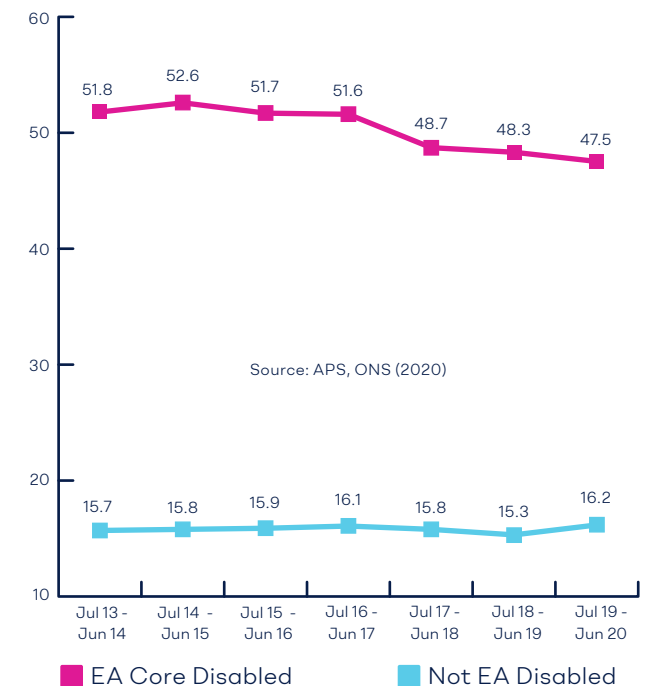
Source: APS, ONS (2020)

**figure 4**  
Unemployment rates of working age population  
by disability status (%), Scotland, 2014 - 2020



Source: APS, ONS (2020)

**figure 5**  
Inactivity rates of working age population  
by disability status (%), Scotland, 2014-2020



Source: APS, ONS (2020)

## 2.2. Work intentions of the inactive population

Of the overall population of economically inactive people in Scotland (Jul 2019 – Jun 2020), 21.8% (n = 174,100) report that they want to work. Specifically, 219,800 cite long-term sickness as the reason for inactivity (27.5% of the inactive population) of whom 53,500 (6.7%) want to work – this is the highest proportion of all inactive people, above students and caregivers.

If: the 53,500 people who want to work plus the 27,100 disabled people who are unemployed and looking for work, were able to gain employment, this would total 79,600. And if, all other factors remaining, they all found work this would increase the disability employment rate to almost 60 per cent – the Scottish Government’s ambition for 2030.

**table 2**  
Economic inactivity by reasons - Scotland

	Total		Does not want a job		Wants a job	
	No.	%	No.	%	No.	%
Student	215,900	27.0	179,100	22.4	36,800	4.6
Looking after family/home	140,200	17.6	105,300	13.2	35,000	4.4
Temporary sick	14,900	1.9	8,200	1.0	6,800	0.8
Long-term sick	219,800	27.5	166,300	20.8	53,500	6.7
Discouraged	4,100	0.5	800	0.1	3,300	0.4
Retired	111,800	14.0	108,800	13.6	3,000	0.4
Other	91,800	11.5	56,100	7.0	35,700	4.5
<b>Total</b>	<b>798,500</b>	<b>100</b>	<b>624,500</b>	<b>78.2</b>	<b>174,100</b>	<b>21.8</b>

Source: APS, ONS (2020)



### 2.3. Main employment sectors and growth areas

Scottish Government's Chief Economic Directorate (2020) have identified **growth sectors**, i.e. those sectors with a competitive advantage, to include:

- food and drink (including agriculture and fisheries)
- creative industries (including digital)
- sustainable tourism
- energy (including renewables)
- financial and business services
- life sciences.

However we can also gain some insight into employer demand by looking at the industry and occupation split before Covid-19. Data analysed by Scottish Government for 2018 (2020) (Table 3) reports that disabled people are less likely to work in higher-skilled occupations than non-disabled people; and more likely to engage in part-time work (35.1% compared to 24.7%), while less likely to be in full time work (64.9% cf 75.3%). They are also more likely to be employed in public sector (26.9% cf 25.8%) and small firms (52.2% cf 49.5%).

Table 3 also demonstrates that the majority of work undertaken by Scotland's population centres around (1) public admin, education and health and (2) distribution, hotels and restaurants industries. There is a slightly greater proportion of disabled people in both industries. Nonetheless, the spread of disabled and non-disabled workers is similar across all industries.

However, a look at occupations suggests a variation in representation. A greater proportion of disabled people were employed in (1) caring (13%), (2) elementary (12.7%), (3) administrative and secretarial (10.9%) and (4) sales occupations (10.5%).

Even before Covid-19, the Scottish labour market faced a multitude of changes which impact demand. For example, restricted immigration following Brexit will reduce labour supply, new technologies will bring opportunities and threats to existing jobs (Tromel et al., 2019), and an ageing population will increase the demand for public services (e.g. care and health professions) (Skills Development Scotland (SDS), 2017; Vornholt et al., 2018i).

SDS (2017) and UKCES ('Working Futures' report, 2016) forecasted that by 2027 the increased demand would occur, disproportionately, across the top (e.g. high-skilled professional occupations) and bottom of the labour market (e.g. low-skilled occupations such as elementary and caring). Furthermore data from the 2017 Employer Skills Survey (ESS) (IFF Research, 2017) suggested hard-to-fill (skill-shortage) vacancies have increased since 2015, suggesting increased demand in the following industries:

- hotels and restaurants (23% from 22%);
- financial services (34% from 17%);
- business services (37% from 25%);
- health and social work (28% from 20%).

And occupations:

- managers (39% up from 16%)
- professionals (35% from 29%)
- caring, leisure, and other services (32% from 21%)

Those industries and occupations in demand are also those with the greater propensity to employ disabled employees. Lengnick-Hall, Gaunt and Brooks (2001ii) suggest that people with disabilities are more likely to find opportunities in high-growth rather than low-growth industries, especially in service sector positions. Therefore, hiring organisations in industries and occupations where demand is high and supply of labour is low are less "risk adverse", and the likelihood of disabled people being hired can increase (Burke et al., 2013iii).

**table 3**

Employment rate by industry and occupation – Disabled and Non-disabled - Scotland (2018)

		Disabled		Non-disabled	
		No.	%	No.	%
Sector	Public	82	26.9	572	25.8
	Private	222	73.1	1,649	74.2
Industry	Agriculture, forestry & fishing	4	1.4	34	1.5
	Banking & finance	39	12.9	346	15.6
	Construction & Manufacturing	38	12.4	344	15.5
	Distribution, hotels & restaurants	64	21.2	414	18.6
	Public admin, education & health	112	36.7	693	31.2
	Transport & communication	22	7.1	164	7.4
	Other services (including energy & water)	25	8.3	227	10.2
Occupation	Managers, Directors & Senior Officials	24	8.0	190	8.5
	Professional Occupations	57	18.6	476	21.4
	Associate Professional & Technical Occupations	34	11.1	308	13.8
	Administrative & Secretarial Occupations	33	10.9	220	9.9
	Skilled Trades Occupations	27	9.0	254	11.4
	Caring, Leisure & Other Service Occupations	39	13.0	210	9.4
	Sales & Customer Service Occupations	32	10.5	180	8.1
	Process, Plant & Machine Operatives	19	6.3	149	6.7
	Elementary Occupations	38	12.7	240	10.8
Size of Employer	Small employers (less than 50)	141	52.2	989	49.5
	Medium employers (between 50 & 250)	61	22.6	461	23.1
	Large employers (more than 250)	60	22.3	463	23.2
	Don't know but between 50 & 500Full-time	8	13.6	3,000	0.4
Other	Full-time	198	7.0	35,700	4.5
	Full-time	107	35.1	549	24.7

## 2.4. Impact of Covid-19

### 2.4.1. Employment activity

Before the pandemic, employment in Scotland recovered beyond pre-recession levels (+0.7) (ONS, 2018). However, if Scotland is to follow the pattern that emerged after the recession, the rise in unemployment will be steep and inactivity will increase (Scottish Government, 2019).

What is more, while the disability employment rate gap has been narrowing since 2013, there are concerns that the gap has “stalled” during the coronavirus and may reverse (Institute for Employment Studies (IES), 2020) as the UK employment rate for disabled people has fallen by more than it has for non-disabled people. However, the latest employment figures (ONS, 2020) suggest that Scotland has fared better than the UK overall. The UK’s employment rate has declined (-0.5) in the last quarter, unemployment has increased (+0.7) and inactivity held fast (0.0); yet the opposite is true for Scotland, with employment rising (+1.4) as unemployment declines (-0.6) and inactivity (-0.9) falls.

Nevertheless, the usefulness and reliability of measures such as economic activity and inactivity are questionable due to the conflicting range of data indicators, and ad hoc reports, used to provide insight into the future labour market position. The data this year is subject to more uncertainty than usual (i.e. due to the impact of government support such as the Job Retention Scheme) with the outlook for the labour market is relatively unclear, plus changes in employment data do not concurrently follow changes in economic activity (ONS, 2020), with data lagging behind key economic events by approximately 2-3 months.

Therefore, predictions and forecasts of the severity and length of a future economic downturn are impossible to determine, with factors such as the vaccine, government support, Brexit, and employer practices playing a significant role in short-term and long-term economic prospects (CIPD, 2020; ONS, 2020).

### 2.4.2. Industry Demand

In the UK, COVID-19 has significantly impacted employment in specific sectors, with hospitality, accommodation and food services activities particularly hit hard: the effect has been even greater than that of the 2008 recession (ONS, 2020).

The IES (2020) analysed the impact of Covid-19 across July - Sept 2020, and almost three fifths of the decline in employment rates can be explained by reduction in the lowest skilled, elementary occupations. On the other hand, public services, administration and defence has seen consistent growth during the course of the pandemic.

The CIPD Autumn Labour Market Outlook (2020) indicates the industries demanding labour: anticipated net employment scores were most positive within healthcare (+36) and education (+10), while lowest in manufacturing (-27), finance and insurance (-18), and hospitality (-14).

In Scotland, accommodation and food services took the biggest hit of all industries between March 2019 and Sept 2020, but again, certain industries saw an increase in their workforce, for example, education and health and social work activities (Table 4).

Many disabled people work in these declining industries; however, this may be balanced out by a foothold in growth industries, e.g. health care and public administration, but this is yet to be realised.

Nonetheless, the impact of the pandemic on the labour market is reportedly having a “disproportionately” negative impact on the outcomes of disabled people, with predictions of further downward trends. A further wave of redundancies is expected to have a more substantial impact on disabled people (Jones et al., 2020), in part because of a) the decline in vacancies within the sectors that disabled people work in; and b) greater risk of unequal treatment and discriminatory practices (Citizens Advice, 2020).

**table 4**

Total Workforce Jobs by industry (SIC 2007) - Scotland - March 2019 – Sept 2020 (numbers)

		March 2019	Sept 2019	March 2020	Sept 2020	Change
A	Agriculture, forestry and fishing	49,683	50,927	57,768	52,080	+
B	Mining and quarrying	33,344	30,148	32,700	27,857	-
C	Manufacturing	185,072	179,348	180,916	175,652	-
D	Electricity, gas, steam, air conditioning supply	14,332	17,786	18,521	18,689	+
E	Water supply; sewerage, waste management & remediation activities	17,584	17,726	17,547	18,170	+
F	Construction	179,861	173,947	166,802	168,082	-
G	Wholesale/retail trade; repair motor vehicles, motorcycles	359,917	348,284	350,813	350,295	-
H	Transportation and storage	118,950	122,930	126,916	122,289	+
I	Accommodation and food service activities	219,284	222,190	218,947	200,567	-
J	Information and communication	83,482	95,676	95,259	89,717	+
K	Financial and insurance activities	83,473	86,864	84,058	85,674	+
L	Real estate activities	37,400	41,471	40,016	40,072	+
M	Professional, scientific and technical activities	216,431	211,631	226,570	227,748	+
N	Administrative and support service activities	209,440	224,842	214,457	204,055	-
O	Public admin/ defence; compulsory social security	168,995	167,224	167,044	171,119	+
P	Education	209,171	210,183	220,931	223,612	+
Q	Human health and social work activities	379,771	399,678	407,986	387,360	+
R	Arts, entertainment and recreation	89,552	103,510	92,352	89,346	=
S	Other service activities	79,605	71,370	75,113	72,880	-

Source: Workforce Jobs, ONS (2020), [from Nomis on 16 December 2020]

### 2.4.3. Discriminatory Workplace Practices

While Scotland's economic performance improved following the 2008 financial crisis, it remained behind UK and international comparators with issues relating to low pay, wage inequalities and in-work poverty (Scottish Public Health Observatory, 2020). Moreover, disabled employees were more likely to experience negative in-work changes (See Jones et al., 2020).

Similar results are emerging in the wake of Covid-19.

Covid-19 has upended global workplace practices, affecting both individuals and organisations. Businesses have had to adapt to ensure they meet their targets, serve their customers, and keep staff safe, healthy, and productive. As a by-product, organisational commitment to diversity and inclusion has taken a backseat, as evidence suggests the response to organisational survival has pushed the diversity inclusion agenda, and protection from discrimination, further down the list of Human Resource (HR) priorities (Citizens Advice, 2020; Leonard Cheshire, 2020<sup>iv3</sup>). As such, the pandemic has magnified existing inequalities and the importance of diversity and inclusion in how organisations have responded to the pandemic (e.g. fair/discriminatory redundancy process) (Citizens Advice, 2020; Leonard Cheshire, 2020; DWP, 2020; McKinsey, 2020).

Survey data suggests that employees are feeling the financial and employment effects of the pandemic. Specifically, the risk of redundancy, furlough and reduced working hours have impacted disabled people more than non-disabled people.

Social Metrics Commission (2020, N = 80,000), found that disabled workers employed before Covid-19 are 4 percentage points more likely than non-disabled people to have experienced a negative labour market outcome (e.g. furlough, reduced hours or wages, or lost their job). According to the IES analysis of LFS data (2020), the gap is 6 percentage points between disabled people (22%) who were not "working normally" (i.e. temporarily away from work, furloughed, or had their hours reduced) and non-disabled employees (16%) (an increase of 10% in the previous quarter).

Survey data from 1,171 working-age disabled people and 502 employers (Leonard Cheshire, 2020) found that almost three-quarters (71%) of disabled people employed in March 2020 were affected by the pandemic (for example, through loss of income, furlough, redundancy, reduced working hours, temporary leave, unemployment or sickness). This figure was substantially higher in Scotland, at 82%. The comparative responses between the UK and Scotland (table 5) suggest that Scottish employees feel the impact slightly more than the average UK employee.

As Table 5 notes, disabled employees in Scotland feel at greater risk of redundancy (47%) than the wider UK population (40%).

Nonetheless, recruitment in practice, can be a challenge in a time of economic downturn or recession (Needleman, 2008); with hiring likely to be frozen until there is a level of economic certainty.

<sup>3</sup> Savanta ComRes interviewed: (1) 1,171 working age disabled adults (18 - 65) and; (2) 502 UK line managers online with a responsibility for recruitment between 17 and 30 September 2020.

**table 5**  
Perception of outcomes for disabled people employed in March 2020:

	UK	Scotland
worked reduced hours	24	29
lost out on income	20	25
felt at risk of redundancy	11	15
felt more anxiety than usual due to concerns that their job is at risk	57	67
feel at greater risk of redundancy due to employers judging them on basis of disability	40	47

#### 2.4.4. Hiring Intentions

Just as the pandemic has changed the jobs market, it has also changed the hiring intentions of employers, and the pandemic has halted recruitment for some.

CIPD (2020) found that 51% of 1,046 employers (UK and Ireland) surveyed had halted (or planned to halt) recruitment; 44% have not; and 19% are planning to increase recruitment.

Citizens Advice (2020) research (N = 6015, England and Wales) found that while 17 per cent of the general population are at risk of redundancy, this figure rises for people who identified a disability or long-term health condition (27%); EA disabled people (29%); and people with a disability which limits their daily activities "a lot" (37%).

On the other hand, IES (2020) report signs of more vacancies appearing in September and October, particular driven by smaller employers, and suggest that although there is still some way to go, this outcome recruitment could begin again sooner than expected.

Furthermore, the CIPD Labour Market Outlook (2020) suggest that the while the jobs market is still uncertain, the rate of decline shows signs of levelling off. From the previous quarter there is an improvement in net employment intentions for Sept 2020 - Dec 2020: the result of a marginal fall in planned redundancies (30% down from 33%) and rise in recruitment activity (53% from 49%, but still below pre-Covid-19 levels i.e. 69% Q3 2019).

Yet, the pandemic is also cited by employers as a reason for avoiding recruiting disabled people. The Leonard Cheshire (2020) survey reported that 42 per cent of employers said that a barrier to hiring disabled people was being unable to support them properly during the pandemic. Subsequently, 20 per cent were less likely to hire a disabled person overall, while 21 per cent had hired any disabled people since 2018. This is in conjunction with a 16 percentage point decline in organisations who say their organisation employs disabled staff (33% in 2020 compared to 49% in 2018).

## 2.5. Summary of labour market activity

When compared with the non-disabled working population, disabled people have a lower rate of employment, and higher unemployment and inactivity rates. A disability employment rate gap of 33.2% has been gradually narrowing, reducing by 5.1 percentage since 2013/14.

Of the overall population of economically inactive people in Scotland, 21.8% want to work, with those claiming long-term sickness as the reason for inactivity the most eager to gain employment.

The industries disabled people find themselves in are not disproportionate differently from their non-disabled colleagues: the majority of work undertaken in Scotland includes (1) public admin, education and health and (2) distribution, hotels and restaurants. However, they are more likely to be in low-skilled occupations (e.g. elementary, caring, admin and sales), as well as part-time employment.

Changes to the labour market before Covid-19 saw an increased demand for labour in high- and low-skilled occupations with increased demand across industries such as hotels and restaurants and health and social work. However, Covid-19 has significantly impacted employment in hospitality, accommodation and food services, and the lowest skilled, elementary occupations. On the other hand, certain industries saw an increase in their workforce, for example, education and health and social work activities. Many disabled people work in these declining industries; however, this may be balanced out by their foothold in growth industries, e.g. health care and public administration, but this is yet to be realised.

There are, however, fears the disability employment rate gap has “stalled” or may reverse (IES, 2020). Yet, predictions and forecasts of the severity and length of a future economic downturn are impossible to determine as the usefulness and reliability of the measures are questionable due to the conflicting range of data indicators, and time-lags.

Nonetheless, the impact of the pandemic on the labour market is reportedly having a “disproportionately” negative impact on the outcomes of disabled people. A further wave of redundancies is expected to have a more substantial impact on disabled people (Jones et al., 2020), in part because of a) the decline in vacancies within the sectors that disabled people work in; and b) greater risk of unequal treatment and discriminatory practices (Citizens Advice, 2020).

# 3

## Challenges when Recruiting Disabled People

The individual, organisational and societal benefits of hiring a diverse workforce, and specifically disabled people, are long-established (e.g. [Accenture, 2018](#); [Beyer & Beyer, 2016](#); Houtenville & Kalargyrou 2012<sup>v</sup>). A systematic review of literature (between 1997 – 2017) (Lindsay et al., 2018<sup>vi</sup>) found that the benefits of hiring disabled people included:

- improvements in profits and cost-effectiveness driven by higher levels of retention, greater reliability and punctuality;
- employee loyalty and positive company image as a fair and inclusive employer;
- competitive advantage gained through greater access to diverse customers (and customer loyalty), also fresh perspectives and innovative practice, productivity, positive work ethic;
- safety levels improve with the presence of disabled employees;
- creation of inclusive work culture, and ability awareness.

Some of the secondary benefits for people with disabilities, beyond a source of income, include improved quality of life and enhanced self-confidence, as well as a wider social network and sense of community (Lindsay et al., 2018).

Reports also suggest that inclusivity brings improved profitability ([McKinsey and Company, 2018](#)), higher rates of job satisfaction ([Diversity Council Australia, 2019](#)) and a positive impact on organisational reputation which drives future contract wins ([UK Government, 2020](#)).

Therefore, companies that fail to engage with people with disabilities are missing out on a highly valuable talent pool. However, people with disabilities are a “largely untapped” human resource (Lengnick-Hall, Gaunt & Kulkarni, 2008<sup>vii</sup>) insufficiently utilised and under-recruited, despite labour shortages, due to problematic workplace practices (Hyland & Rutigliano, 2013<sup>viii</sup>).

Research has demonstrated the enduring concerns employers have about hiring people with disabilities, some of which will be discussed below alongside survey data to understand contemporary views from employers. A summary of UK data regarding the reservations employers have about recruiting disabled people is captured in Table 6.



### 3.1. Negative attitudes from employers

Negative attitudes from employers range from false assumptions to unconscious bias. Generally, international academic research finds that HR and line managers hold only “moderately positive attitudes” towards recruiting disabled workers (Burke et al., 2013, p. 25).

Thus, employers have the ability to enable inclusive recruitment, or inhibit good practice.

One of the most significant barriers to a disabled person being recruited is the stereotype(s) held by managers about employee capabilities and performance i.e. they cannot effectively carry out the job due to the nature of the work (Bonaccio et al. 2020<sup>x</sup>; British Social Attitude survey (BSA) (2017)<sup>4</sup>; Dewson, Ritchie & Meager, 2005; Vornholt et al., 2018).

Moreover, employers are reportedly ambivalent about disabled employees’ productivity and reliability, with some managers believing that disabled people will not get their work done on time, have greater levels of sickness absence, and cause conflict with co-workers (Bonaccio et al. 2020; Coleman, Sykes & Groom, 2013 – for EHRC). Further concerns precluding successful recruitment includes perceived lack of employability skills and ability to adapt, motivation, ability to follow instructions, and fears of a negative customer opinion (Vornholt et al., 2018).

<sup>4</sup> The BSA suggest approx. one-third (32%) of employers believe disabled people are not as productive as non-disabled people (at least some of the time): there has been no significant change in this percentage since first asked in the BSA in 2009.

<sup>5</sup> ComRes interviewed 503 UK line managers responsible for or involved in the recruitment process, from 29 June – 19 July 2018.

<sup>6</sup> ComRes conducted the same research among 504 UK line managers responsible for or involved in the recruitment process, from 15 – 29 June 2017

**table 6**  
Employer concerns/reservations about recruiting disabled people

Dewson et al. (2005) (N = 43)	Centre for Social Justice (CSJ) (2017) (N = 502 senior decision makers)	Houtenville & Kalargyrou (2012) (n = 320)	Leonard Cheshire (2019*) (N = 503 line managers <sup>5</sup> )	Leonard Cheshire (2019) (N = 504 line managers <sup>6</sup> )
<p>An evaluation of NDdP, found that employers had the following concerns about disabled people:</p> <ul style="list-style-type: none"> <li>• Could not do the job/some of the jobs (65%)</li> <li>• Concerns about their health and safety (15%)</li> <li>• Would make demands on colleagues (9%)</li> <li>• Reaction of members of public (3%)</li> <li>• Lower productivity (3%)</li> <li>• Systems or budgets not in place (2%)</li> <li>• Disabled person would have more time off (1%)</li> <li>• Cost of adapting premises or equipment too expensive (1%)</li> <li>• Senior management do not want to recruit disabled people (1%)</li> <li>• Management time required to deal with needs of disabled person (1%)</li> </ul>	<p>34% of employers reported that nothing would be a barrier to hiring a person with a disability.</p> <p>However, 63% of employers feel that there are significant barriers to employing someone with a disability. These include:</p> <ul style="list-style-type: none"> <li>• Concerns about their ability to do the job (34%)</li> <li>• The costs of making reasonable adjustments (31%)</li> <li>• The inconvenience of making reasonable adjustments (19%)</li> <li>• Fear of increased possibility of litigation (13%)</li> <li>• Concerns about their ability to integrate into the team (11%)</li> <li>• Concerns about a potentially negative customer reaction (9%)</li> </ul>	<p>Percentage of companies citing challenges include:</p> <ul style="list-style-type: none"> <li>• Nature of the work (77%)</li> <li>• Actual cost of accommodation (69.3%)</li> <li>• Not knowing accom. cost (67.6%)</li> <li>• Cannot find qualified people with disabilities (64.9%)</li> <li>• Concern about cost of workers’ comp. premiums (50.9%)</li> <li>• Attitudes of customers (45.9%)</li> <li>• Lack of knowledge or info. about people with disabilities (45.7%)</li> <li>• Cost of health care coverage (43.7%)</li> <li>• Fear of litigation (41.4%)</li> <li>• Discomfort or unfamiliarity (36%)</li> <li>• Attitudes of co-workers (32.3%)</li> <li>• Attitudes of supervisors (19.6%)</li> </ul>	<p>Employers reported their selection decisions in relation to disabled people are influenced by the following concerns:</p> <ul style="list-style-type: none"> <li>• They would struggle to do the job (33%)</li> <li>• Additional cost to the organisation (22%)</li> <li>• They would be off work more often than those without a disability (19%)</li> <li>• They may not be as productive as non-disabled employees (18%)</li> <li>• Concerns about honestly evaluating their performance (15%)</li> <li>• They will be mistreated by other employees (11%)</li> <li>• Managers and supervisors don’t know how to support disabled people (10%)</li> <li>• They won’t fit in with the organisation (6%)</li> </ul>	<p>Almost a quarter (24%) of employers in 2018 said they would be less likely to employ someone with a disability.</p> <p>Of those employers, barriers to employing people with disabilities included:</p> <ul style="list-style-type: none"> <li>• Workplace adjustments (66%) (an increase of six percentage points from the 2017 survey)</li> <li>• Concerns that the candidate would “struggle to do the job” (60%)</li> <li>• Ensuring the application process is accessible is a barrier (38%)</li> </ul>

Managers and HR personnel can also make false assumptions: for example, applicants might not want challenging careers, or do not want to work at all (Hemphill & Kulik, 2016). However, data from Table 3 suggests the industry split between disabled and non-disabled people is broadly similar. Moreover, disabled people who are inactive are more likely to want to work than non-disabled people who are inactive (Table 2).

Adams and Oldfield (2012, for EHRC) carried out interviews with disabled people to identify how they viewed work and the workplace. Participants valued work and unanimously wanted to work, but commonly encountered or perceived significant barriers, specifically related to the attitudes and behaviour of management and colleagues, such as:

- Lack of understanding/knowledge about impairments and health conditions;
- Management fear about how to relate to disabled people and their capabilities;
- Negative assumptions about the capabilities of disabled people;
- A perception that disabled people did not fit the organisation's image;
- Bullying and harassment, including colleague's resentment of 'special treatment'.

Overall, employers' negative assumptions about their abilities and capabilities meant they were sifted out of the recruitment process, thus proving a substantial barrier hurdle to securing a job.

Another study found that less than a third (30%) of candidates who applied for a job in the past five years felt the employer had not taken them seriously as a candidate because they were disabled. Fewer than one in five (17%) who applied for a job in the previous five years said the employer withdrew their job offer because of their disability (Leonard Cheshire, 2019).

Leonard Cheshire (2019) did identify some positive findings, suggesting employers' attitudes are changing.

- Over half (53%) of employers were actively seeking disabled workers.
- There was a 9 percentage point increase in the proportion of employers who report being more likely to employ someone with a disability: 11% in 2017 to 20% in 2018.
- In addition, the proportion of employers who report hiring at least one disabled person in the previous 18 months rose by 10 percentage points: 69% in 2017 to 79% in 2018.

However, there is often a gap between employers' hiring intentions and actual recruitment and selection practices, i.e. willingness does not equate to appropriate and fair behaviours and practices (Lengnick-Hall et al., 2001).

### 3.2. Discriminatory Recruitment Practices

Even when employers report positive attitudes towards recruiting people with a disability, this does not necessarily lead to candidates being hired, and there is still evidence that recruitment practices are discriminatory (Burke et al., 2013; Hyland & Rutigliano, 2013).

Despite the requirements of the Equality Act 2010 to avoid discrimination in the recruitment process (Box 1), many employers still choose not to hire employees with disabilities. This decision is in part due to lack of knowledge of disabilities, uncertainty about employees' needs and adjustments, as well as the associated costs and time required when hiring an employee with a disability (Vornholt et al., 2018).

#### box 1

Anti-discrimination legislation: recruitment (CIPD, 2020; Disability Rights UK and Disability@Work; 2018<sup>xi</sup>; DWP, 2020)

- The Equality Act 2010 protects people against direct and indirect discrimination in employment and recruitment because of their disability or long-term health condition.
- As part of the Equality Act 2010, employers must make reasonable adjustments to support disabled job applicants. Examples relevant to recruitment include:
  - making alterations to premises, e.g. installing a wheelchair ramp or an audio-visual fire alarm;
  - ensuring all information is provided in accessible formats, e.g. Braille or audio tape;
  - changing the recruitment process altogether.
- Financial assistance towards meeting all/some costs of implementing reasonable adjustments can be sought through 'Access to Work'. Moreover, adjustments are also frequently requested by workers without disabilities, and the cost to accommodate employees with disabilities is equivalent to the costs to accommodate applicants without disabilities (see also Bonaccio et al., 2020).
- Section 60 of the Equality Act (2010) stipulates that an employer may not ask about an applicant's health or disability – e.g. through pre-employment medical questionnaires – until the applicant has been offered a job.
- In exceptional circumstances, health/disability questions may be part of the recruitment process. See CIPD (2020) and EHRC (2013). For example, prior to an offer of employment, health-related questions can only be asked to help decide if:
  - the candidate is able to participate in the recruitment process;
  - reasonable adjustments need to be made to the recruitment process;
  - the candidate is able to undertake an essential function specific to the job;
  - to monitor diversity (anonymously);
  - to support positive action.

As seen in Table 6, the need to make workplace adjustments is a significant barrier to hiring disabled people. The process can appear costly, time-consuming and complicated before reaching the 'right' accommodation (Bonaccio et al., 2020).

However, the costs of reasonable adjustments are commonly overestimated (Disability Rights UK and Disability@Work, 2018; CSJ, 2017; Knowledge Exchange, 2018; DWP, 2020), with the average cost reported to be on average £75 per individual (Intelligent Resource and BDF, 2019xii) to £184 per disabled employee (Knowledge Exchange, 2018). Moreover, Access to Work (AtW) is designed to offer financial support for reasonable adjustments, but not all employers are aware of it (See Box 3).

Much of the discriminatory practice that takes place is attributed to a lack of knowledge, experience and resources.

- CIPD (2017) suggests that employers lack resources, incentives, and knowledge of the Equality Act 2010 and reasonable accommodations, and line managers are not given the tools required to effectively manage disabilities.
- Also, employers fear positive action (Davies, 2019 for EHRC), wrongly conflating it with positive discrimination.

Managers also underestimate the size of the problem.

- Many organisations are unaware of which applicants are disabled, therefore underestimate the proportion of disabled candidates and the requirement for equality practices or reasonable adjustments (Disability Rights UK and Disability@Work, 2018).
- Bonaccio et al. (2020) also suggest that managers underestimate the number of job applicants with disabilities in their talent pool. Which is unsurprising as the majority of respondents to the British Social Attitudes Survey (2009) perceived the proportion of the population who are disabled to be lower than the actual level (Staniland, 2009). But in reality, approx. one in five (21%) in the UK population have a disability, rising to 24% in Scotland (DWP, 2020, Family Resources Survey 2018/19, table 4.4).

- Managerial underestimation is likely to stem from a variety of factors: the range of 'invisible' conditions; candidates may conceal their disability status due to fear of discrimination or damaging their employment prospects (Scope, 2017xiii); the recruitment process does not require disclosure (Equality Act 2010); and also the assumption that their recruitment practices are deterring people with disabilities from applying (Bonaccio et al., 2020).

Moreover, the size of an organisation can determine hiring intentions and practices.

- Larger organisations are more likely to seek and accept people with disabilities (Erickson, von Schrader, Bruye re, & VanLooy, 2014xiv; Vornholt et al., 2018).
- In a study 320 hospitality employers in the US, Houtenville and Kalargyrou (2012) found that larger companies are more likely to actively recruit people with disabilities than smaller firms and subsequently more likely to hire them due to availability of financial resources and information. They tend to be more able to afford formal recruitment strategies and are less concerned about potential costs of accommodations and safety, while offering mentoring and disability awareness training to reduce barriers; while SMEs are more likely to adopt less costly and informal methods to reduce barriers, such as flexible work practices, and accept government incentives. Larger firms are also more likely to have a formal D&I strategy and Corporate Social Responsibility (CSR), while SMEs will rely on external experts for support.

In addition, few employers (especially small ones), and staff, are likely to have previously recruited and managed someone with a disability (CIPD, 2017). Whereas research regularly suggests that prior contact with people with disabilities is correlated with positive attitudes towards their employment (Lengnick-Hall et al., 2001; Vornholt et al., 2018).

### 3.3. Few open and inclusive working environments

In order to support effective and non-discriminatory inclusive recruitment practices, there needs to be stronger cultures and leadership. As it stands, non-inclusive working environments can be a barrier to recruitment (CIPD, 2017; Vornholt et al., 2018).

Leonard Cheshire (2019) reported that 33% of organisations were 'unsatisfied' with their processes for making reasonable adjustments and over two-thirds (67%) of employers actively record disability data. (However, 40% of admitted to not knowing the size of their disabled workforce).

A recent resource and talent planning survey carried out by CIPD (2020) reports that just over half of organisations surveyed (52%) have a formal diversity strategy. Also, from a survey (CIPD, 2018) of over 1,000 organisations, approx. only three in five reportedly had a supportive framework to recruit, retain and manage people with a disability and/or health condition in place.

In addition, diversity inclusion policies/strategies often place a greater emphasis on gender and race, rather than disability (CIPD, 2017). Analysis of the diversity statements within Fortune 500 companies revealed that less than half of them included people with disabilities in their description of diversity (See Bonaccio et al., 2020).

A survey of 1,002 UK business leaders (Inclusive Boards and Survation, 2019) found that approx. 20% of them would be "very apprehensive" about appointing a disabled person to a senior role, and only 11% would have "no concerns". Just over half (58%) would have "some" apprehension. Cost for reasonable adjustments was cited as the main concern. In addition, the risk of sick leave (41%) and not being able to "benefit" from the hire (27%) were also cited as reservations in appointing a disabled person to a senior role.

Furthermore, the nature of the work can be a barrier to recruitment. Leonard Cheshire (2019) report that while increased flexible working can be an effective solution to attracting staff in recruitment, and 87% of the general population want to work flexibly (See Leonard Cheshire, 2019) only 11 per cent of jobs are advertised as flexible.

### 3.4. Application Barriers

The Recruitment Industry Disability Initiative (RIDI) Candidate Survey (2017) of over 200 disabled jobseekers found that their disability had an impact when searching for work (75% in 2017 compared to 85% in 2015). In particular, the application stage was challenging (53%, compared to 56% in 2015), specifically "face to face interviews" (36% compared to 57% in 2015) and online assessments (28%). RIDI assume that the increased use of technology in the recruitment process has made it more accessible, however, technology brings with it other challenges (See Box 2).

Similarly, Intelligent Resource and BDF (2019) question whether the recruitment process is fit for purpose. Their survey of 392 employers identified that most employers (80%) felt they could do more to attract disabled jobseekers and support disability inclusion. These findings are in part attributed to the finding that only 40% of employers suggesting they were 'very' confident assisting disabled jobseekers. Recruitment was reportedly most challenging for applicants at the online application and assessment stage (44%), followed by face-to-face interviews (38%) and telephone interviews (31%). A quarter (25%) of organisations reported that no applicants faced barriers in their recruitment process (conversely, this implies that 75% of organisations reported barriers to the recruitment and selection process).

The increased use of technology gives rise to some concerns for disabled jobseekers as almost a quarter (22%) of disabled people have never used the internet (Leonard Cheshire, 2019), and inaccessible online and digital communications (e.g. on job boards and company websites) proves to be a substantial barrier to attraction and subsequent employment (Bonaccio et al., 2020; World Bank, 2020; Sayce, 2011; RIDI, 2017). For example, the Business Disability Forum found that 71% of disabled people will click away from websites they struggle to use or access content on (See RIDI, 2017). Moreover, software vendor, Citrix (2019), surveyed 250 UK disabled knowledge workers, and reported that 24 per cent believe the majority of businesses are ill-prepared to employ individuals with disabilities.

According to RIDI (2017) negative recruitment experiences occur when the candidate is subject to telephone or panel interviews; subject to patronising and abusive experiences during the interview process, and furthermore not receiving feedback. On the other hand, positive experiences emerge from practices which occur at the application stage (i.e. being offered a choice of contact method, given a fixed deadline to plan applications; more information regarding the role and person specification) to interview and assessment practice (i.e. online interviews and competency based interviews and job-specific assessments) and reasonable adjustments such as extra time for assessments and an allocated parking space.

### 3.5. Impact on Jobseekers

According to a ComRes survey of more than 1,600 disabled adults in the UK (Scope, 2017), carried out between June and July 2018, before gaining employment, disabled people have to apply for 60 per cent more jobs than non-disabled people (an average of 8 applications compared to 5) with 51 per cent of their applications resulting in an interview (69% for non-disabled applicants). A subsequent ComRes survey in 2018 (Scope, 2017) found that over a third (37%) do not feel confident about securing a job (assuming employers would overlook them because of their disability), with more than half (53%) of disabled people surveyed applying for jobs they were over-qualified for to compensate for the bias they face.

In Scotland, CIPD (*Working Lives Scotland, 2020*) reported that over half (55%) of disabled employees, compared to 42% non-disabled employees, say they would find it difficult to find a job at least as good as their current one: suggesting fewer labour market opportunities for people with disabilities, with additional barriers to overcome.

### 3.6. Summary of Challenges

In spite of some positive shifts in employer attitudes and hiring intentions, the perception and stereotypes of disabled people at work – specifically their performance and productivity – endures. Moreover, managers are concerned that the recruitment process, and subsequently hiring, of a disabled people will incur unreasonable costs. There are also examples of discriminatory recruitment practices. These challenges are attributed to a lack of employer knowledge and inclusive workplaces – from policy to representation to data capture – and by employers' own admission, they are not doing enough to deliver inclusive recruitment.

Consequently, these attitudes and practices perpetuates the disability employment gap, and addressing this misconception will create inclusive work environments and enable disabled people into employment.

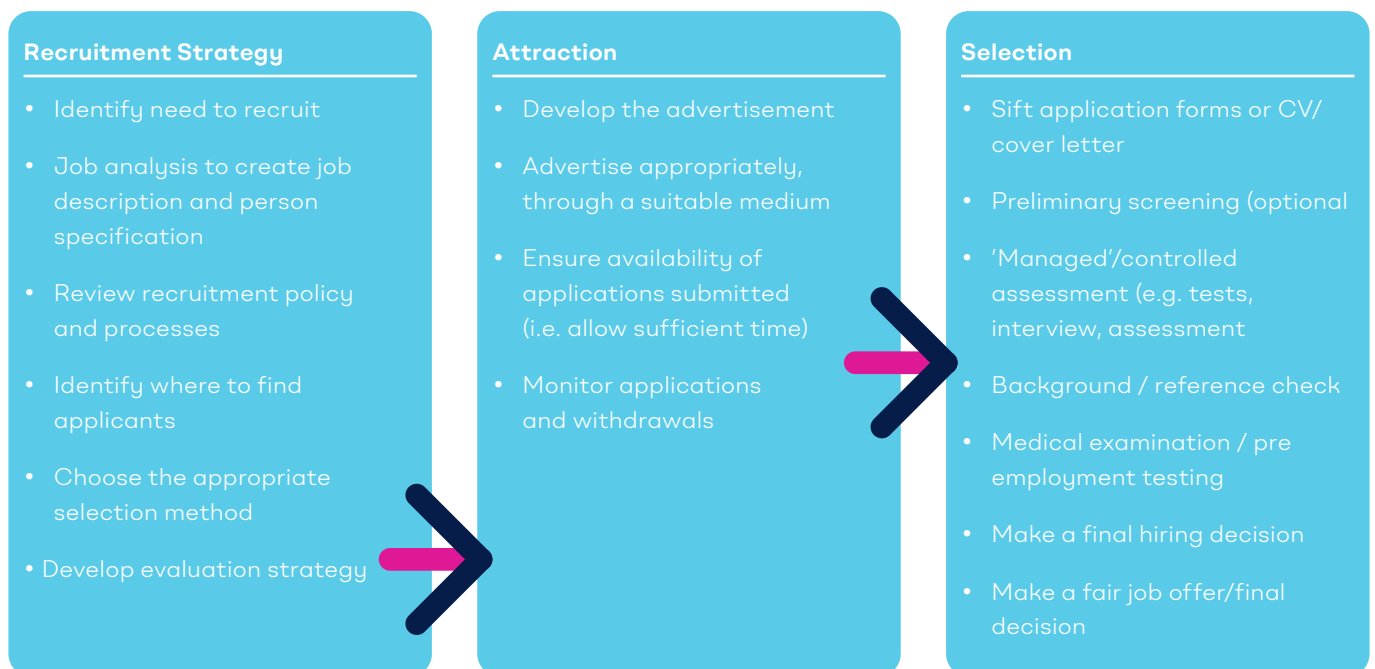
# 4

## Employer Practices: Inclusive Recruitment & Selection

“Recruitment and selection” can be clarified as two separate phases within a broader hiring process. The recruitment process is designed to attract a sufficient number of qualified candidates to generate a pool of potential employees, which is then narrowed down to the most suitable candidate through the selection process which consists of a range of assessment methods (e.g. from sifting initiation applications to interviews). See Figure 6 for a basic process model.

Effective recruitment and selection is key for an organisation seeking to attract and select a workforce with the individual knowledge, skills and abilities to meet the essential requirements of the role within a particular organisation (Acikgoz, 2019<sup>xv</sup>). Making good selection decisions is important for not only the organisation (e.g. in terms of productivity, profitability, competitive advantage, and reduced costs associated with staff turnover) but also the individual (i.e. the “right fit”). Therefore, it should be rational and planned, with sequential, but linked, activities (Thebe & Van der Waldt, 2015<sup>xvi</sup>).

**figure 6**  
A basic process for recruiting and selecting applicants



Based on Recruitment and Selection Process Model by Thebe & Van der Waldt (2015)



However, candidates have no control over the recruitment and selection practices which occur within any organisation, and for disabled people, standard recruitment processes can be an obstacle to gaining employment. Moreover, the changing demand for skills has allowed employers to adjust their recruitment and selection processes. Therefore, understanding how to overcome the challenges faced in the recruitment of disabled people can go a way to addressing the disability employment gap.

To address labour supply problems and consequently address the disability employment gap, employers can adapt their practices, and think innovatively about how to draw on the pool of disabled people who are seeking employment. Moreover, finding the most suitable person means expanding standard recruitment processes to ensure candidate attraction is inclusive (CIPD, 2020 ([recruitment factsheet](#)), ([selection factsheet](#))): candidates must have the opportunity to demonstrate their skills and abilities, and their potential to carry out the role.

Inclusive recruitment – i.e. the practice of “recruiting from a diverse range of backgrounds” (UK Government, 2020) or “delivering fair and equal recruitment across all attraction and selection activities (PWC, 2017) – is often the first step in welcoming diversity into an organisation. Furthermore, ensuring the recruitment process is inclusive at each stage of the process, organisations can avoid claims of discrimination or bias. The implementation of disability equality practices is a starting point for creating a level playing field.

Organisations seeking to create an inclusive workforce may choose to take positive action, i.e. create opportunities to improve workplace equality and attract applicants who might not otherwise apply. Positive action must be evidently appropriate for an organisation to achieve inclusive recruitment, and the law provides for favourable treatment of under-represented groups to provide equality of opportunity (EHRC, 2019).

Models exist which set out sequential steps in a generic recruitment and selection process(es) (e.g. Breugh, 2009; Thebe & Van der Waldt, 2015). For example, Thebe and Van der Walt (2015) developed a recruitment and selection model consisting of 19 steps to get to the hiring outcome, while recognising that organisations will adapt their processes to suit their needs. Yet, in an extensive literature and evidence review, no inclusive recruitment/hiring models are forthcoming. However, what research does provide is a series of ‘good’ practices involved in the recruitment of disabled people and from that a model can be extrapolated.

Establishing a recruitment strategy is often set out as the starting point.

#### 4.1. Establish Recruitment Strategy

The need for employee recruitment is often driven by human resource planning, specifically organisations' assessment of the current labour market (and the match between supply and demand of labour) and an examination of their own workforce. For organisations seeking to diversify their workforce or to ensure it is representative of the wider population, they may seek to expand their current recruitment processes and widen their net to attract a diverse talent pool, including seeking applicants with disabilities (Intelligent Resource and BDF, 2019; PWC, 2017).

Public service organisations, such as the police, aim to ensure their workforce is representative of the people they support. Once a target population is identified, the organisations will seek to better understand how to attract them.

At this stage organisations should also review their recruitment and selection methods to ensure they are all non-discriminatory and accessible for jobseekers with disabilities, and there are processes in place to make reasonable adjustments (Intelligent Resource and BDF, 2019; Gegg & Hawkes, 2020; CIPD, 2020; Fuhi, 2020). Reasonable adjustments are likely to occur at each stage of the recruitment process to allow candidates to demonstrate their skills, abilities and potential (DWP, 2020) (See Box 3).

This is the stage in which to involve hiring managers in the planning process (Breagh, 2009) and identify and train the staff that will be required to deliver the recruitment activities.

However, CIPD (2018) report that only a third of organisations provide training on how to support people with disabilities of health conditions, and less than a third have a clearly communicated workplace adjustment process.

A recruitment strategy should also be aligned with an evaluation strategy at this stage.

#### 4.2. Defining The Role - Job Analysis

Job analysis is the formal, systematic process of collecting information and analysing the content of jobs. Information should be gathered from multiple sources within the workplace (CIPD, 2020).

The content of a job will consist of:

- tasks, responsibilities and duties to be undertaken;
- the knowledge, skills and abilities an individual must possess to perform the job well;
- technology/equipment used;
- working conditions;
- physical surrounding;
- position of the job within the organisational structure.

Job analysis will identify specific job-relevant skills and behaviours required for successful job performance, and be used to (a) populate a job description and person specification which (b) drive HR practices, such as the design of reward strategies, training, and recruitment.

When recruiting disabled people, specific attention at this stage must be paid to which elements of the job content are essential. For example, is a driving licence essential? Is remote working reasonable? Is the job flexible? Thus, employers seeking to deliver inclusive recruitment must consider how best to accommodate disabled people. This doesn't only include the recruitment process, but the nature of the job and working conditions. For example: workers with disabilities often benefit from flexible working patterns, hours and location; re-design of the job to ensure any impairment-related restrictions can be accommodated (Bonacci et al., 2020).

Accurate job descriptions and person specifications are essential parts of the attraction process. For example, identifying, and advertising, roles as flexible can make recruitment more inclusive to disabled people (Leonard Cheshire, 2019; Alban-Metcalf, 2008).

Job analysis also serves as the foundation for constructing reliable and valid application forms and interview questions (DWP, 2020).

### 4.3. Attracting Applicants

To attract applicants, adverts must be placed in the right mediums and in the right manner to reach the organisations' target audience. Standard attraction methods involve highlighting the organisation's competitive advantage, for example, flexible working conditions and competitive pay, learning and development opportunities, and position themselves as a positive brand, with a CSR policy and diversity and inclusion policies.

However, research from Intelligent Resource and BDF (2019) found that half (47%) of employers do not actively attract disabled workers, despite over three-quarters (80%) acknowledging they could do more to attract disabled jobseekers. Although many recognise there are various ways of making reasonable adjustments to the recruitment process.

- implementing 'more bespoke attraction processes';
- ensuring application processes were more accessible;
- offering alternative assessments and putting a disability policy in place.

However, the effective recruitment of disabled people is reliant on the capacity of the employer to market their inclusive diversity-friendly culture (Bonaccio et al., 2020), thus demonstrating a commitment to inclusive recruitment gives disabled candidates the confidence to apply.

Recommended attraction methods are often linked to positive action and reasonable adjustments (CIPD, 2020; Disability Rights UK and Disability@Work, 2018; Intelligent Resource and BDF, 2019; Leonard Cheshire, 2019; EHRC, 2019; Fuhl, 2002; DWP, 2020; Simpson, 2014; Sayce, 2011; Hatton, 2018; United States Department of Labor; 2016; Leonard Cheshire, 2019), and the research review will be summarised and discussed in turn.

#### 4.3.1. Place job adverts across a range of mediums to widen access

The use of online recruitment has increased over the last two decades moving from traditional print methods (e.g. print advertisements, referrals, job postings and job fairs) to company websites, online job boards, and social networking sites (CIPD, 2020). (See Box 2 for a discussion of technology)

However, recruiters can access a wider target audience to increase the number of disabled applicants by placing job adverts on specialist job boards, disability forums, disability magazines/journal, or by sharing vacancies with particular disability organisations.

**For example:** Channel 4 advertise vacancies on a specialist job site run by and for disabled people - Evenbreak. They aim to attract even more applications from disabled people to further diversify their workforce and help disabled people break into the media industry. Other initiatives include their Year of Disability (2016) and creation of their guide to employing disabled people (2018) which has been especially tailored for the TV industry

*"We all have the power to challenge the status quo and to help level the playing fields to create a more inclusive culture in our workplaces and across the UK."*

**Alex Mahon, Chief Executive**

See: <https://www.channel4.com/press/news/channel-4-introduces-tv-sector-guide-employing-disabled-talent#:~:text=Lord%20Holmes%20of%20Richmond%20MBE,people%20in%20the%20broadcast%20industry.>

### 4.3.2. Ensure job advertisements are accessible and inclusive

Job adverts must be accessible to all applicants who can do the job, whether or not they are disabled. Using plain English, and avoiding jargon, employers need to provide an advert, job descriptions and personal specifications in a different format if a job applicant requires it (e.g. large print, Braille or easy read versions). Any online documents should be compatible with screen readers and all on-line recruitment must be accessible.

Job adverts should be precise and list the essential role requirements or person specifications as identified through job analysis, allowing individuals to self-select. If 'essential' role requirements are not actually necessary for the job, it could discriminate against a disabled individual with a specific barrier to an unessential task, precluding/deterring them for applying.

Positive statements catch the attention of jobseekers, and send a message that the role is available to them. For example, explicit text such as "we encourage people with disabilities to apply" or "we provide reasonable accommodations as needed to people with disabilities" send a positive message to jobseekers that the organisation has an equal opportunities policy. According to a study carried out by Dewson, Ritchie and Meager (2005) the main method employers used to attract disabled people was to create a job advert which welcomed disabled applications (32%). See for example [Pinsent Masons](#).

It is good practice to ask all applicants if they need adjustments, and to provide them. Moreover, by stating clearly that adjustments are available – across the application process, the interview and the job itself – applicants will understand why disclosing any needs might be beneficial to ensure they get the help they need ([Jones et al., 2020](#)). See for example: [ITV](#)

If a medical questionnaire or health check is required for the role, this should be explicitly stated upfront in the job advert or other recruitment literature ([CIPD, 2020](#)).

Provide a contact name for anyone who may have questions about the recruitment process or reasonable adjustments.

#### box 2

##### The use of technology in recruitment

Technology is increasing being used to attract a broader talent pool and strip out bias in selection ([CIPD, 2020](#); [PWC, 2017](#); [RIDI, 2017](#)).

The use of Information Technology (IT) and Information and Communications Technology (ICT) to carry out job search and apply for jobs is increasing. For example, the proportion of employers using technology to track applications (43%) and conduct interviews (68%) has continued to grow and more organisations are also conducting tests/assessments online (35%, up from 23% in 2017) ([CIPD, 2020](#)). New advances in artificial intelligence (AI) technology and automation save hiring managers from sifting through multiple CVs and can carry out pre-screening through algorithms and the use of assessment tools.

The use of HR technology has the opportunity to reduce unconscious bias that emerges from subjective assessments, and allows for a fairer screening and selection process ([Fuhl, 2020](#)). However, there are some examples which suggest AI will mimic the biases of traditional recruitment (e.g. Amazon's algorithm to review CVs and automate their recruitment process undermined their approach to removing bias, as it had 'learned' to favour men).

With the pandemic, the means of recruitment has necessarily shifted from face-to-face to online – increasing the already on-the-rise use of technology, and not likely to revert to previous levels ([CIPD, 2020](#)). Therefore, to remove barriers, one of the most important developments for utilisation of ICT is the introduction of the Web Content Accessibility Guidelines (WCAG) ([Broadband Commission for Digital Development, 2013](#)). A compliant and tailored website with web accessibility software will not only help with attracting candidates, but also to comply with anti-discrimination legislation in the UK, EU and worldwide ([RIDI, 2017](#)).

Overall, to support disabled talent, technology used in workplaces, but also in recruitment, needs to be inclusive to employees' needs.

See also: [https://www.ilo.org/skills/pubs/WCMS\\_316815/lang--en/index.htm](https://www.ilo.org/skills/pubs/WCMS_316815/lang--en/index.htm)

### 4.3.3. Offer a range of 'taster' opportunities to gain workplace insight

Even when companies are not actively hiring, they can create opportunities that provide insight into the work and the environment, e.g. including company tours, informational interviews, job shadowing, internships and training opportunities (Henry et al., 2014).

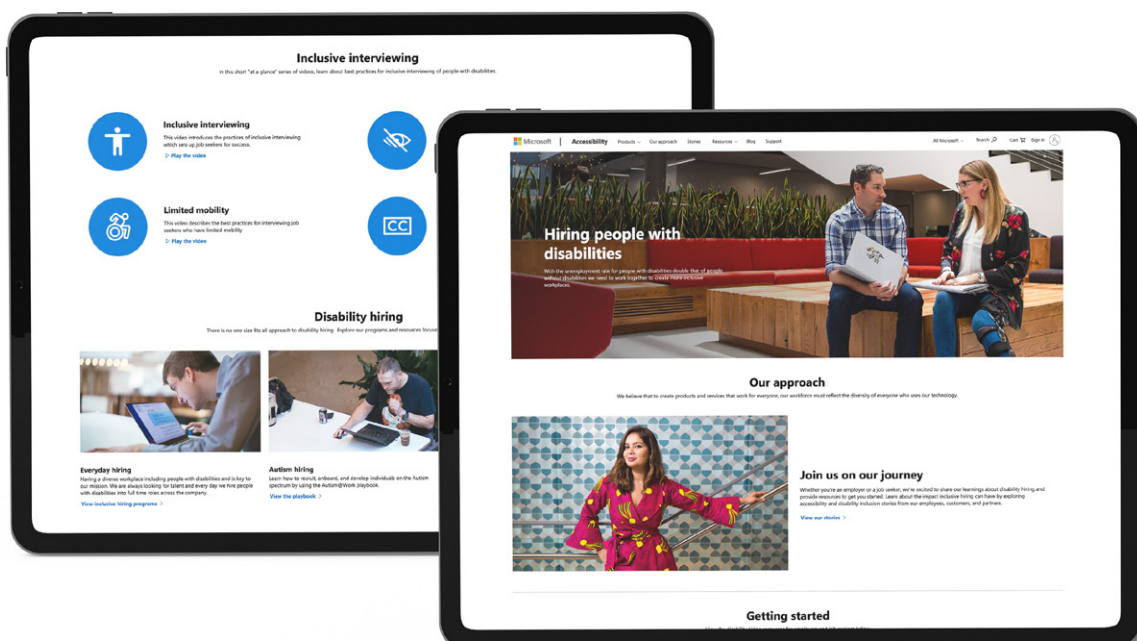
Organisational site visits provide applicants with realistic insight into how organisations treat their employees and the environment within which employees work. A job candidate's experiences during a site visit are important in creating an impression of the organisation of one which they want to work with or not - affecting whether they not only apply for a job but then accept it (Breagh, 2009).

Realistic job previews can also help with self-selection, with evidence to suggest that written and oral RJPs can increase the amount of applicants refusing a job offer, but ultimately improving turnover after 3 months (See Breagh, 2009).

Social networking sites provide insight into their organisational values and the 'reality' of the job itself (See Breagh, 2009 and Acikgoz, 2019).

### 4.3.4. Branding and marketing must demonstrate a commitment to inclusion

Candidates expect to apply for jobs online, therefore employers must pay attention to their corporate website and their employer brand. The most important elements to attract candidates is organisational values (50% of respondents), followed by pay and benefits (44%), career development and opportunities (37%), flexible working (33%) and perception of organisation as an employer (30%) (CIPD, 2020). As such, the organisation must make its value statement clear and set out disability inclusion as an organisational value. The commitment to inclusion, can also be demonstrated by gaining, and displaying, relevant accreditation demonstrates commitment to inclusive and accessible practice. For example, the Disability Confident badge (See Box 3), the Mindful Employer symbol and the Disability Standard. All marketing and recruitment materials - brochures, websites and posters - should include images of people with disabilities.



See for example, Microsoft (April, 2021)

#### 4.3.5. Engage with specialist organisations and schemes

Effectively engaging with networks, community support and expert bodies can help to build employer confidence and capability (Knipprath & Cabus, 2020)

Leonard Cheshire (2019) finds that when assistance is required, organisations mainly utilise the support of HR consultancies (80%), BDF (67%) and internal employee networks (60%). Only 7% approach recruitment for support (reflecting well-evidenced concerns of bias in recruitment).

Engaging with expert networks and community-based organisations that specialise in supporting the employment needs of people with disabilities can help employers gain knowledge and information about disabilities (See Bonaccio et al., 2020 and Vornholt et al., 2018). A review of policy and employability programmes is beyond the scope of this report. However, successful government-led interventions acknowledge and address the effect of demand-side factors on the employment needs of jobseekers. This is seen more prominently in Supported Employment and Individual Placement and Support models of vocational rehabilitation (Burke et al., 2013) demonstrating the importance of engaging in competitive employment rather than sheltered alternatives (Bond & Drake, 2012; DWP, 2013; Frederick & Vander Weele, 2019; Knipprath & Cabus, 2020; Rinaldi et al., 2008; Scottish Government, 2011; Sayce, 2011).

Following Covid-19, the UK Government suggest the “same principles of inclusive employment of disabled people apply now as they did before” recommending the Disability Confident scheme and the associated, and updated, advice provided by the UK Government and CIPD (DWP, 2020b). However, in the aftermath of Covid-19, greater effort has to be made to ensure that existing inequalities are not exacerbated. In part, this will include employment policy that encourages and funds activity ‘proven’ to support employment entry for disabled people and those with health conditions (e.g. Supported Employment and Individual Placement and Support) but also support for employers (e.g. Access to Work and Disability Confident). See Box 3.

### box 3

#### Government Support and Initiatives

UK government's main policy initiatives/schemes include Disability Confident and Access to Work. Two government policy directives – one established and one new – have been lauded as effective means of engaging and supporting employers to 'do the right thing' by disabled candidates. However, there is limited evidence of their effectiveness.

Introduced in 1994, Access to Work (AtW) (See UK Government, 2020) and Powell (2020a<sup>xvii</sup>) for further information) is a publicly-funded employment support programme which provides practical and financial support to meet the needs of people with a disability or long-term health conditions people in the workplace, either to find or retain employment. AtW funding can support organisations to make reasonable adjustments (See the Equality and Human Rights Commission (2019) for examples of reasonable adjustments in practice).

Provision was approved for over 32,000 people in 2018/19 (e.g. communication support for interviews, adaptations to premises and help with travel costs), an increase on previous years (Powell, 2020b<sup>xviii</sup>; DWP, 2020). A funding cap was set in 2015, with the maximum annual amount an individual can receive set at £60,700 (from April 1 2020) (Powell, 2020a). The cap reportedly affects only 200 users (Powell, 2020b). And while employers may be expected to pay some of the costs of provision.

Despite being a substantial barrier for employers, many adjustments are simple and can be easily implemented, at little or no cost (i.e. £75 or funded by AtW) (DWP, 2020b).

Clayton et al. (2011<sup>xix</sup>) reviewed five UK studies to understand the perspective of people supported by AtW grants. They report that recipients were generally appreciative of the scheme, but also found that take-up of the services was concentrated in particular groups – younger, married, and more likely to have a sensory or mobility impairment. They also found an 'overrepresentation' in public sector and clerical and secretarial occupations.

Applicant and employer experiences are generally positively according to qualitative research carried out by IES (2009) and IFF (2018), with favourable outcomes listed as job retention, increased well-being and reduced absenteeism. Findings across both papers were consistent – despite the 9-year time lag – suggesting low levels of awareness (from both employees and employers) and delays to the application (with issues raised by both participants and AtW assessors) were the two main areas of concern.

This is also reflected in a recent study carried out by Leonard Cheshire (2019), with findings to suggest that:

- disabled people were reluctant to identify the need for extra support or workplace adaptations to avoid being seen as less capable;
- the process for gaining approval of their applications was lengthy and put their jobs at risk - 69% reported waiting more than 3 months for their application to be approved.
- 23% of disabled adults in the UK are currently, or have previously, received support. This figure is significantly lower in Scotland at 14%.
- 59% of employers were aware of the scheme in 2018, up from 41% in 2017. (This figure varied depending on the source, only 25% according to Knowledge Exchange (2018) are aware of it).

In addition, Disability Confident (DWP, 2020; UK Government, 2020) was launched in November 2016 to support the Government's ambition to halve the disability. Developed by key stakeholders, the objective appears two-fold: to provide employers with the skills, methods and confidence required to recruit, retain and develop disabled people, highlighting the business case for hiring disabled people; but also to recognise businesses that are actively inclusive in their recruitment and retention practices (DWP, 2020).



**box 3 - continued****Government Support and Initiatives**

The scheme is voluntary, and members have free access to guidance, peer support and specialist events. There are three levels of the 'journey' and employers can gain accreditation at each level – including a certification and DC badge to display on their website and recruitment adverts (DWP, 2020b):

- **Level 1** – Disability Confident Committed – adhere to DC commitments; offer a disabled person an opportunity within their organisation within 12 months;
- **Level 2** – Disability Confident Employer – needs to demonstrate they are actively looking to attract and recruitment disabled people and making reasonable adjustments as required; commit to various actions to recruit and develop disabled people.
- **Level 3** – Disability Confident Leaders – independently validated, they will show they are encouraging and supporting other employers to become Disability confident.

As of July 2020, 18,219 employers had signed up to the scheme, with the majority (79%) at Level 1; 19% (n = 3,516) at Level 2; and 2% (n = 319) at level 3 (Powell, 2020a).

As reported by Powell (2020b), the DWP report that it would be impossible to estimate how many disabled people are employed by DC employers. Moreover, there is little evidence to support or refute the value of the scheme in enabling more disabled people into employment 22. Largely bureaucratic, for some accreditation can be gained without employing one disabled person. Indeed, research carried out by Warwick University suggests that signing up to DC does not improve employment rates of the experience of disabled employees (Hoque, 2019), nor did Two Ticks before it provide disabled people with a greater chance of gaining employment (Bacon & Hoque, 2019).



#### 4.4. Selection

The aim of selection is to match the applicant with the job requirements. This begins with reviewing and 'short-listing' applications and/or CVs and cover letters to 'sift' out those applicants who do not meet the basic requirements of the job. This process then narrows down the applicants taken forward to more manageable, formal and controlled assessments.

Assessments form part of the selection process and may take place over a number of stages to identify applications with the greatest potential for success in the role. These assessments will range from psychological tests, to interviews, to assessment centres (CIPD, 2020). All assessments should be 'equality' analysed to ensure they are inclusive and barrier-free (Intelligent Resource and BDF, 2019)

It is at this stage where applicant's perceptions of fairness can influence relevant organisational outcomes: for example, perceptions of any (un)fair treatment, processes, or decisions can influence an eventual job offer, or willingness to recommend the organisation to others, affecting their reputation (see Bonaccio et al., 2020)

Therefore, all stages of selection should be conducted fairly, without discrimination or bias, and thus based on the candidate's overall aptitude, suitability to the job and ability to carry out the role (CIPD, 2020; Intelligent Resource and BDF, 2019).

While questions about an individual's health or disability should be (mainly) avoided, all applicants should be asked if they need any adjustments made during the recruitment or selection process – especially before an interview or assessment. Assumptions of candidate needs are to be avoided. (DWP, 2020).

##### 4.4.1. Application and/or Psychometric Testing

Application forms or assessment test should be available in alternative formats, e.g. audio, large print, Braille or audio - in part, to comply with discrimination law (CIPD, 2020; Intelligent Resource and BDF, 2019; Simpson, 2014)

Paper and online applications will be in the format of a curriculum vitae (CV) with covering letter, or an application form. However, flexibility of application would allow a candidate to provide the essential information required in an alternative format, e.g. video application or recorded verbally (Simpson, 2014), taster days or telephone interview (Fuhi, 2020).

Employers would benefit from using an external assessment company for their psychometric testing to ensure it does not discriminate against any groups (Intelligent Resource and BDF, 2019). This would ensure validity and reliability of the test, thus reducing the risk of discrimination, but also reasonable adjustments are accounted for in the test administration policy, including, but not limited to additional time (Simpson, 2014).

##### 4.4.2. Short-Listing

Organisations should use objective measures to screen applicants (i.e. identify those with the necessary skills to progress to the next stage) to avoid sifting out qualified applicants because of their disabilities and perceived limitations (CIPD, 2020). That said, employers should take education or employment gaps into consideration, and make reasonable adjustments to essential criteria to allow a disabled person with fewer qualifications or experience to be considered for an interview (Simpson, 2014).

Some organisations offer a "guaranteed interview" to applicants who meet the minimum selection criteria: in the UK, this has now been replaced by the Disability Confidence scheme.

### 4.4.3. Interview or Assessment

Whatever the method of assessment, the criteria for success should be based on the job analysis and should be consistent across candidates.

Simple adjustments to the recruitment process at this stage could include conducting interviews differently or changing the location and time of the interview. Moreover, traditional, or standard, selection processes may be reconsidered entirely depending on the needs or preferences of the candidate: face-to-face interviews may be replaced by video or online interviews; work trials may be a more accurate indicator of the candidates suitability and potential by demonstrating their skills and abilities (Intelligent Resource and BDF, 2019; DWP, 2020).

The interview stage of recruitment is a potential source of bias and discrimination, and therefore the organisation must adopt best practice in fairness and interviewers must be trained.

The interview should take place in an accessible room which is appropriately equipped, e.g. wheelchair access, hearing loops, computer access, dimmed lighting (Fuhl, 2020) The time of the interview should also suit the needs of the candidate: accounting for when they may have medical appointments, take their medication, have difficulty with transport, or feel fatigued (Simpson, 2014).

It may be necessary for another person to attend the interview: allowing a support worker; providing an interpreter or communication support (e.g. for a candidate who communicates using sign language) (Simpson, 2014). However, the interviewer should speak directly to the applicant.

As with psychometric assessments, timed test should be adapted for any tests or selection exercises (e.g. within an assessment centre): additional time may be provided, or time limits removed altogether (DWP, 2020).

Competency tests may be a more suitable measure of a candidate's abilities against the outcome from the job analysis, than interviews which are subject to unconscious bias. They may also provide insight into any workplace adjustments (e.g. environment etc) that would be required should the candidate be successful (Disability Rights UK and Disability@Work, 2018).

Assessment centres, as with psychometric testing, should have an administration policy which addresses reasonable adjustments, but also be conducted in a fair manner.

### 4.5. Hiring Decision - making the appointment

Ultimately, as an outcome of positive action, employers can favour one candidate over another, where two candidates are equally qualified or suitable for the role (EHRC, 2019).

It may also be valuable to have a staff member with a disability on the selection panel, ensuring that there are at least two people making the recruitment decisions.

Wherever possible, providing feedback to unsuccessful applicants can help boost candidate experience, and bolster your employee brand as a Disability Confident organisation. (Intelligent Resource and BDF, 2019)

#### Overall:

In sum, the recruitment and selection process in itself is not much different than it would be for seeking to hire any specific target audience. But it is just that effort needs to be made to ensure it is inclusive. Commitment to this effort does not evolve in a vacuum and requires regular discussion and clear strategy and evaluation. This is where wider organisational factors and enablers are crucial to inclusive recruitment.

# 5

## 'What works': The value of organisational culture

The following section will highlight the processes involved in effective recruitment and selection and will focus on what research suggests 'works' for people with disabilities.

International evidence (EU and OECD) concerning 'what works' to help disabled people enter, remain and progress in employment (Clayton et al., 2011<sup>8</sup>; DWP, 2013; CIPD, 2019) identified some themes regarding employer practice<sup>9</sup>:

- positive outcomes emerge from policies designed to make workplaces more flexible and accessible;
- an inclusive work culture is key to integrating disabled people into the workplace;
- legislation, including anti-discrimination legislation and quotas for the employment of disabled people, has been shown to be necessary but on its own, insufficient, to close the employment gap.

---

On a side note: financial incentives (e.g. wage subsidies) can address employers' concerns about the extra costs of employing disabled people (e.g. Clayton et al., 2011). However, while evidence of positive impacts emerge, negative consequences emerge, such as the restriction of vacancies to low paid/low skill jobs (ibid) and subsidised employment casts people as "second class employees" as the wage subsidy is enlisted to accommodate potential lower productivity (Knipprath & Cabus, 2020).

Moreover, renowned researchers Beatty and Fothergill (2013) demonstrate that deficient demand for labour is at the root of the UK's high disability benefit numbers, not insufficient work incentives and a lack of activation measures. Thus, emphasising the importance of employers as a means to stimulate job opportunities for disabled people cannot be underestimated.

---

Where positive results can follow the implementation of the practices above, commitment is required to have any impact.

Erickson et al. (2014) investigated the recruitment and hiring practices which predicted hiring outcomes through a survey of 675 HR professionals in the US. A third (33%) of respondents had hired a person with a disability in the previous 12 months - this figure increased for organisations with over 500 employees. In order from most important to least important, (and the percent of organisations carrying out the practices) organisational practices and characteristics were:

1. Strong senior management commitment (34%)
2. Internships for disabled people (19%)
3. Reviews accessibility of online job application system (24%)
4. Include disability in diversity and inclusion plans (54%)
5. Explicit organizational goals (25%)
6. Advanced notice to applicants regarding reasonable accommodations in job application process (58%)
7. Evaluates preemployment screenings to ensure they are unbiased (62%)
8. Relationships with community organisations (53%)
9. Actively recruiting disabled people (40%)
10. Disability considered in management performance (13%)

<sup>8</sup> They systematically reviewed studies examining the effectiveness of government programmes supporting disabled people across five OECD countries - Canada, Denmark, Norway, Sweden and the UK.

<sup>9</sup> On a side note: financial incentives (e.g. wage subsidies) can address employers' concerns about the extra costs of employing disabled people. However, while evidence of positive impacts emerge, negative consequences emerge, such as the restriction of vacancies to low paid/low skill jobs (ibid) and subsidised employment casts people as "

Interestingly, a study carried out within the hospitality industry in the US (Houtenville & Kalargyrou, 2012) found that alternative recruitment strategies used by organisations who proactively recruited disabled people were no more helpful than the strategies used by companies who do not proactively recruit. They did, however, find that by providing employers and managers with information about the capabilities and performance of disabled employees (e.g., persuading them of the overall benefits and business case) the employers' confidence in hiring them increased.

Furthermore, Lengnick-Hall et al., (2008) cite that along with education and training, commitment from senior management and a 'disability-friendly culture' can improve their employment outcomes of disabled people.

Therefore, more than adapting recruitment practices beyond the required legal and inclusive requirements, the main area to address is management attitudes, senior management commitment and an inclusive culture.

### 5.1. Inclusive Organisational Culture

As 'good' as the practices in the previous section might appear, their implementation is enabled by leadership commitment and the culture of the hiring organisation.

Inclusive hiring begins with the culture, policies and practices of an organisation (e.g. Bonaccio et al., 2020). An inclusive culture and social climate that encourage 'social cohesion' (Meacham et al., 2017) empowers disabled people and can remove stigma and negative attitudes attached to disabled employees.

Organisations are encouraged to 'work harder' to promote a culture of inclusion (Adams and Oldfield, 2012), to provide open and supportive environments where individuals can raise concerns and ask for adjustments to be made; and to raise (all) staff and management awareness of disabilities (Adams and Oldfield, 2012; Gegg & Hawkes, 2020).

Employers would like to do more to recruit disabled people, but are inhibited by their own insecurities and lack of knowledge about disability: Once workplace adjustments have been made and successful outcomes ensue, employer confidence grows, and the more likely they are to recruit more disabled people (Knipprath & Cabus, 2020). Therefore, it requires hiring one qualified disabled person to create a positive impact.

### 5.1.1. Diversity Strategy and Policies

Research suggests that managers' hiring behaviour is not predicted by their attitudes toward people with disabilities, but the existence and implementation of a formal disability recruitment policy and associated training (Araten-Bergman, 2016; Bonaccio et al., 2020).

PWC (2017) consider diversity and inclusion a key determinant of organisational reputation, and therefore it must be managed as a 'reputational risk' not only an HR issue. Setting out a D&I strategy and associated plans, such as inclusive recruitment, and flexible and remote working opportunities, can bolster a 'favourable public impression' (PWC, 2017). See for example BBC.

Inclusion policies should not only exist, but be implemented and reviewed to ensure that reasonable steps are made to prevent discrimination and prejudicial attitudes impacting on employees (Adams and Oldfield, 2012). They must also be communicated to all staff members, specifically line managers who are often at the forefront of recruitment and selection (CIPD, 2018).

Considering the changing nature of work following Covid-19 Leonard Cheshire (2019) report that while increased flexible working can be an effective solution to attracting staff in recruitment, and 87% of the general population want to work flexibly, yet only 11 per cent of jobs are advertised as flexible.

However, Covid-19 has illuminated some of the positives of home working (e.g. increased productivity and reduced sickness absence), and could inform what post-pandemic working practices should look like. For example:

- CIPD (2020) found that organisations report introducing working from home on a regular basis (70% compared to 45% pre-pandemic). Moreover, employers expected to see an increase in staff working from home regularly (from 18% to 37%) or all the time (from 9% to 22%).
- Unison (2020) surveyed over 4000 disabled employees, and found half have worked from home during the pandemic, of which almost three quarters (73%) believed they were as productive, or more, than when attending their workplace. In part due to reduced pain or fatigue as not commuting with flexible working hours.

It is anticipated that more organisations will develop policies for offering flexible, home-working opportunities, which may be more attractive to disabled people.

### 5.1.2. Training and Education

CIPD (2018) report that developing line manager knowledge and confidence (56%) and their understanding about making reasonable adjustments (50%) will address the most significant barriers to effective recruitment. Tailored disability awareness and inclusive recruitment training should cover the following topics:

- control of bias in the interviewers' expectations of the candidate (PWC, 2017; Alban-Metcalf, 2008).
- legal obligations and best practice to avoid unfair discrimination, including reasonable adjustments (CIPD, 2020; Intelligent Resource and BDF, 2019; Bonaccio et al., 2020)
- accurate and practical information to dispel preconceptions and concerns about hiring people with disabilities, highlighting the benefits a diverse workforce can bring to an organisation.

Unconscious bias training can be provided for all employees to ensure that across the board people recognise patterns of discrimination or prejudice they may not have been aware of. This training is contentious as there are mixed views on its effectiveness (see EHRC, 2018; CIPD, 2019). For example, the UK Government is 'scrapping' the training for all civil servants due to a lack of evidence of behaviour change, but instead negative consequences.

However, education extends beyond training (Lengnick-Hall et al., 2008): identify success stories and communicate them internally and externally; publicise the benefits of hiring disabled people; encourage more personal contact with disabled people.

### 5.1.3. Management Commitment

Senior management and line management can impact how an inclusive workplace is established in practice (See [DWP, 2020](#)): organisations can create fair and inclusive workplaces by preventing unfair discrimination and bias in the recruitment and selection process ([CIPD, 2020](#); [Fuhi, 2020](#)).

Activities such as attending diversity events, creating staff disability networks, and including staff diversity in regular strategy meetings should not only be seen as examples of 'good practice', but should be management-led to evidence commitment to inclusion and send the right message to hiring managers and potential applicants (Bonaccio et al., 2020; Gegg & Hawkes, 2020).

### Examples of Award Winning Organisations

The finalists of 2020 RIDI Awards (which celebrate "pioneering" employers seeking to innovate their recruitment and employment strategies, and break down barriers to help people with disabilities into employment) provided some greater insight into what research suggests good practice looks like. For example:

**HSBC UK** provided clear insight into the **recruitment process** and made explicit reference to disability inclusion and reasonable adjustments. Disability was also represented at a senior level and **DC commitment is promoted**. Furthermore they highlight their adoption of the Disability Standard developed by Business Disability Forum to measure and improve their performance for disabled customers, clients or service users, employees and stakeholders.

**Network Rail** are DC leaders. They engage with their local and business community, supply chain and networks to demonstrate to disabled people their commitment to 'leading the way' in inclusion. They run support events and Disability weeks. Network Rail also have an employee network ('CanDo') that promotes employing disabled people by breaking down barriers and stereotypes.

**DWF Law** (Global; offices in Glasgow and Edinburgh) were finalists in the RIDI awards for "Best Candidate Experience" and their website, and marketing material, demonstrates a clear **commitment to inclusive recruitment**. Their DC Leader status is discussed in their press releases website, with links to RIDI and other D&I initiatives. Events that take place include **Annual Diversity Week** (Sept 2020) and Neurodiversity events. Moreover, there is clear evidence of a D&I Leadership Group which addresses disability, and commitment to inclusion, with regular blogs and reports, and an online D&I hub. They also report on their workforce composition: **Six per cent of their workforce (2019) reports a disability**.

#### 5.1.4. Measure, monitor and evaluate

The outcomes from the recruitment process should be monitored and reviewed in order to evaluate the effectiveness in the recruitment strategies adopted to increase the appointment of disabled people, and therefore learn and adapt future practices (Fuhl, 2020). Moreover, user-acceptance testing and a pilot are useful means of assessing the suitability of the end-to-end recruitment process, to ensure interviews, assessors, and candidates understood and correctly interpreted instructions and processes (Arain, Campbell, Cooper & Lancaster, 2010; CIPD, 2019).

Not only should outcomes be measured (e.g. time-to-hire; cost of filling the position, new employee retention rate; the proportion of disabled newly recruited staff), but also insight into the success and quality of the recruitment strategy (e.g. hiring manager's satisfaction with the recruitment process; applicants' perceptions of the process; applicant withdrawal rate).

According to Disability@Work, measuring disability in the workforce is part of good equality practice, and includes reviewing and monitoring:

- recruitment and selection strategies and outcomes;
- promotion;
- pay;
- specialist recruitment procedures to encourage applications from disabled people;
- workplace accessibility assessments.

However, they state that "only 10% of workplaces adopt three or more" of the above monitoring and reviewing practices, and that "the average number of practices is less than one", despite the fact that "if effectively used, they may contribute towards a corporate culture that values diversity" (Disability Rights UK and Disability@Work, 2018) and improve their recruitment processes (Intelligent Resource and BDF, 2019; Gegg & Hawkes, 2020)

However, EHRC (2018) report that more than half (52 per cent) of UK employers reported barriers when collecting data on disability while only 3 per cent of collected and analysed disability pay gap data.

It is also recommended that organisations set aspirational diversity targets against national, region and sector benchmarks in an attempt to half the disability employment gap as 'what gets measured gets done' (PWC, 2017) and thus encourage employer efforts to ensure disabled people are not disproportionately disadvantaged (Jones et al. 2020).

With excellent DEI scores, Microsoft report 6.1% of their US workforce has a disability<sup>10</sup> and KPMG set an ambitious target of doubling the disability representation of its workforce from 1.4% in 2014 to 2.8%. Furthermore, in the UK, for example, DC leaders DWF Law report 6%, while NHS Education for Scotland report between 1.5% to 3% depending on job role, and NHS Greater Glasgow and Clyde 1.13%.

These Figures do not match the proportion of disabled people in the wider working age population (i.e. one in five). Scope (2018) come close with 17 per cent.

EHRC, Unison, and disability charities (e.g. Leonard Cheshire and Scope) are actively urging the government to ensure economic recovery post-pandemic includes a more inclusive approach to employment, e.g. mandatory, not voluntary, reporting on disability employment rates and pay.

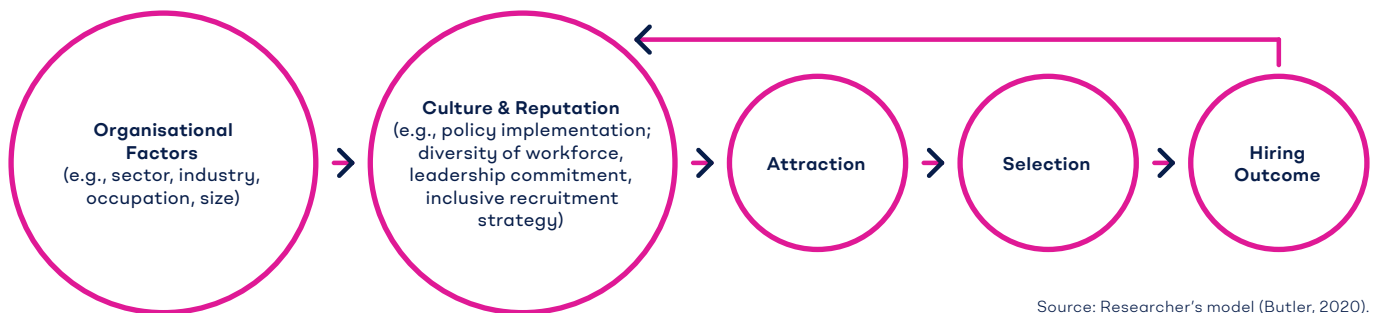
## 5.2. Model Creation

Without existing models for inclusive recruitment, a model (as a graphical representation) of the components to ensure effective recruitment and selection practices can be extrapolated (Figure 7).

Before even considering the means of attracting and selecting applicants, the context of the organisation needs to be considered – from sector and industry to size. These contextual factors will likely impact the likelihood of an inclusive culture and how that ‘looks’ in practice to an external viewer – thus impacting reputation and appeal to a potential workforce. Once appropriate attraction and selection methods are carried out and a hiring decision made, this process can be evaluated to understand how it feeds back into the implementation of policy in practice and improves the representation of disabled people in the organisation.

**figure 7**

A Proposed Inclusive Recruitment Model



Source: Researcher's model (Butler, 2020).



## Analysis: Inclusive Recruitment in Scotland

Some employers are leading the way in bringing disabled people into to their workforces.

- See [here](#) for international organisational practices set out by the International Labor Organisation.
- Other examples of 'good practice' are included in the Royal Academy of Engineering website, which highlights [case studies](#) within the engineering sector.

The 'good practice' highlighted in the previous section was compared against inclusive recruitment practices across DC leaders in Scotland.

Considering that disabled people are already represented in growth industries and occupations (despite being low-skilled positions) there should be enough evidence of good practice from existing employers - both large and small - to promote the benefits of an inclusive workforce. However, evidence of effective inclusive recruitment is elusive.

The reporting of statistics is limited and the presence of positive messaging on the webpages and marketing materials of DC leaders was unexpectedly absent. Moreover, where it does exist it required considerable searching and effort to find.

A review of DC Leaders in Scotland has found that there is little evidence of the employer seeking to recruit a diverse workforce (Table 7). For example, despite being DC leaders, only two displayed the badge on their website (NHS Greater Glasgow and Clyde, and Access to Industry).

**table 7**  
Disability Confident Leaders in Scotland.

Organisation (City, Industry)	DC Badge?	Inclusion Policy?	Evaluation of inclusive recruitment	Impact or measurement?
Aberdeen City Council (Aberdeen, Public Sector)	No	Yes	Diversity and Equality policy is from 2012; No obvious references to disability in the 'jobs' page; Clear insight into the recruitment process but no mention of reasonable adjustments.	2.9% of employees in 2016 had a disability; reported success rates of disabled candidates from 2015-16 (3.5%).
Bon Accord Care (Aberdeen, Care, childcare or social care)	No	No	No mention of reasonable adjustments or disability inclusion within 'works with us' section; There is an accessibility option on website.	N/A
Corporate Insignia (Cumbernauld, Other)	No	No	Limited website with no recruitment page.	N/A
Beam Specialist Orthodontic Practice (Dundee, Health)	No	No	Reference to access for disabled patients; No vacancy page or insight into their inclusion policies.	N/A
Anchor Nursing & Social Care (Dunfermline, Recruitment Agencies)	No	No	No explicit reference to recruiting disabled people.	N/A
Ardnahein Care (Dunoon, Care, childcare or social care)	No	No	No vacancies, but page does not address inclusive recruitment.	N/A

Organisation (City, Industry)	DC Badge?	Inclusion Policy?	Evaluation of inclusive recruitment	Impact or measurement?
Access To Industry (Edinburgh, Voluntary, charity and social enterprise)	Yes	No	No mention of reasonable adjustments or actively seeking disabled jobseekers; Do note that "Interviews will be held over a digital platform".	N/A
AstroAgency (Edinburgh, other)	No	No	No sign of inclusive recruitment.	N/A
Audit Scotland (Edinburgh, Public Sector)	No	Yes	Digital Accessibility Centre accredited; Equalities report (2017/19) highlighting intention to improve inclusive recruitment - seeking feedback and refreshing R&S training; Acknowledge DC status but no badge on careers page and no explicit references to disability inclusion; No links to recruitment process/reasonable adjustments.	N/A
Children's Hospices Across Scotland (Edinburgh, Voluntary, charity and social enterprise)	No	No	Evidence of diverse learning opportunities.	N/A
Copperworks Housing Association (Voluntary, charity and social enterprise)	No	No	No D&I policy amongst HR policies, general E/D policy from 2017; No careers/vacancy page.	N/A
Bute Fabrics (Rothesay, Manufacturing and engineering)	No	No	No careers page	N/A
Babes in the Wood (Stirling, Voluntary, charity and social enterprise)	No	No	Only volunteer opportunities without clear description.	N/A
NHS Greater Glasgow and Clyde (Glasgow, Public Sector)	Yes	Yes	Not an obvious D&I page -but evidence of "job interview guarantee"; Evidence of increased training attendance- both mandatory and voluntary. DC with explicit commitment to actively looking to attract and recruit disabled people, and a published Workforce Equality Action Plan overseen by the Workforce Equality Group (WEG): actions include Staff engagement through a Staff Disability Forum; World Disabilities Day, and analysing workforce equality data.	Disclosure of disability is 1.13%, a slight increase on previous years since employees were able to provide their data through a 'self-service' option to capture qualities data.
Ayrshire Complementary Therapy (Ardrossan, Health)	No	No	No website	N/A
AES Solar (Forres, Manufacturing and Engineering)	No	No	No reference to inclusive recruitment	N/A
Diamond Cabs (Galashiels, Transport and Logistics)	No	No	No website	N/A
Broxden Farm (Perth, Hospitality)	No	No	No careers / vacancies page	N/A

Nevertheless, Scottish Government, as an employer, have the most transparent approach to inclusive recruitment found amongst the research. Scottish Government Recruitment and Retention Plan for Disabled People (2019) sits within a framework of other plans and programmes, specifically A Fairer Scotland for Disabled People: employment action plan (2018).

The plan focuses on what SG, as an employer, will do to reduce inequalities, but also intends to set an example for the wider public sector in Scotland. There are 4 key outcomes, each of which contributes to inclusive hiring:

1. Become an employer of choice for disabled people with strong representation of disabled people at all levels of our workforce
2. We have an inclusive and supportive culture where disabled people can be themselves at work
3. Our corporate policies and practices work well, and work well together, to enable disabled people to thrive at work.
4. We create accessible workplaces where everyone can thrive at work

Specifically Outcome 1 sets a target for external recruitment: on average over the next 6 years, 25% of successful candidates employed with SG should be disabled people. That is, by 2025, 19% of the overall workforce should be made up of disabled people. They are already progressing towards this goal, with an increase from 8% in 2016 to 16% in 2018.

Their engagement work highlighted that there were "Anxieties expressed that disability risks being viewed as a barrier to promotion" and "that achieving our target will require us to set and achieve consistently high standards for the operation of processes around recruitment and on-boarding", but they have a series of activities that align to 'good practice' in regard to inclusive recruitment, including, for example:

- Engaging with Disabled People's Organisations to develop and implement better outreach methods to attract more disabled people
- More joined up approach between our employability programme, Fair Start Scotland, and our own recruitment processes.

- Ensuring accessibility of online presence, and making use of multiple formats for advertising and applying for jobs.
- Working to ensure all recruitment reflects the good practice learned from centralised campaigns that have successfully attracted more disabled people.
- Building on learning from successful interview and selection methods that support disability equality.
- Developing a joined-up service to better meet candidates' needs during recruitment, and enable a smooth transition for successful candidates into the organisation.
- Providing constructive feedback to unsuccessful disabled candidates who are interviewed for jobs in the Scottish Government.
- Expanding our paid work experience opportunities for disabled people at all levels of experience.
- Undertaking a review of our Senior Civil Service resourcing and selection methods to ensure an inclusive approach.
- Continuing to implement and develop new positive action initiatives to address underrepresentation of disabled people.

They also note that progress will be measured, with a commitment to annually evaluating changes in patterns of disability in the workforce; external recruitment; Senior Civil Service recruitment; Retention rates; Progression rates; and the Pay gap.

Outcomes 2-4 which only serve to address the whole-systems approach SG have taken to address the disability employment gap.

Therefore, overall, it is challenging to analyse the overall effectiveness of identified 'good practice' tools and methods for effective inclusive recruitment. Not only is academic literature scant, but organisations in Scotland who have signed up to commit to promoting disability inclusion and encourage other organisations to do the same, are not obviously (i.e. through their websites as their main marketing tool identifying their brand) explicitly committing to employing disabled people.

# 7

## Conclusion

Despite the reported benefits to hiring disabled talent, the challenges individuals face in gaining employment are substantial. Evidence identifies barriers such as employer bias and discrimination, lack of employer knowledge of barriers, limited insight into legislation and access to work opportunities, and organisational accessibility issues.

To build a fully inclusive society, employers must support disabled people at every stage of the recruitment and selection process.

Where problems exist, solutions and recommendations to recruit and select fairly include attraction methods beyond accessible job adverts spread across a range of advertising mediums to, for example: standardised selection; avoiding non-essential selection criteria which unfairly discriminates; and increased outreach. However, the key challenge is to provide employers with the knowledge and skills they need to become more confident about disability and to illuminate the business case for employing disabled individuals.

Therefore, the strategic context is crucial. Inclusive recruitment is about aligning recruitment practices with the organisational culture. An inclusive culture can be created by improving the knowledge and commitment of leaders and managers, and developing inclusive processes and policies, while measuring and monitoring ambitious recruitment targets.

A positive effect of an inclusive culture is a brand that attracts a diverse workforce.

However, the evidence of theory in practice is still too limited to carry out any robust analysis of 'what works'. There appears to be a lack of reporting and promoting of inclusive recruitment for disabled people – which is not to say it does not occur – it is just not sufficiently promoted. Where data is present, it is questionable whether the targets are ambitious enough – with DC leaders setting hiring target well below the current proportion of working age disabled people in Scotland.

Labour market statistics suggest there is a similar representation of disabled and non-disabled people across Scotland's dominant industries, yet disabled people are still disproportionately disadvantaged by workplace practices. Therefore, a wider cultural change is required to ensure labour market opportunities are available for disabled people – including a shift in employer attitudes and active engagement in inclusive recruitment.

## end notes

- i Vornholt, K., et al. (2018): Disability and employment – overview and highlights, *European Journal of Work and Organizational Psychology*, 27(1), 40-55. Retrieved from: <http://dx.doi.org/10.1080/1359432X.2017.1387536>
- ii Lengnick-Hall, M., Gaunt, P.M. & Brooks, A.A.R. (2001). Why Employers Don't Hire People With Disabilities: A Survey of the Literature. Retrieved from: <https://www.cprf.org/studies/why-employers-dont-hire-people-with-disabilities-a-survey-of-the-literature/>
- iii Burke, J., et al (2013). Employers' Attitudes Towards Hiring and Retaining People with Disabilities: A Review of the Literature. *The Australian Journal of Rehabilitation Counselling*. 19. Retrieved from: [https://www.researchgate.net/publication/259433480\\_Employers'\\_Attitudes\\_Towards\\_Hiring\\_and\\_Retaining\\_People\\_with\\_Disabilities\\_A\\_Review\\_of\\_the\\_Literature](https://www.researchgate.net/publication/259433480_Employers'_Attitudes_Towards_Hiring_and_Retaining_People_with_Disabilities_A_Review_of_the_Literature)
- iv Leonard Cheshire. (2020). Locked out of the labour market: The impact of Covid-19 on disabled adults in accessing good work – now and into the future. Retrieved from: <https://www.leonardcheshire.org/sites/default/files/2020-10/Locked-out-of-labour-market.pdf>
- v Houtenville and Kalargyrou (2012). People with Disabilities: Employers' Perspectives on Recruitment Practices, Strategies, and Challenges in Leisure and Hospitality. *Cornell Hospitality Quarterly - CORNELL HOSP Q*. 53. 40-52. 10.1177/1938965511424151. From: [https://www.researchgate.net/publication/254084430\\_People\\_with\\_Disabilities\\_Employers'\\_Perspectives\\_on\\_Recruitment\\_Practices\\_Strategies\\_and\\_Challenges\\_in\\_Leisure\\_and\\_Hospitality](https://www.researchgate.net/publication/254084430_People_with_Disabilities_Employers'_Perspectives_on_Recruitment_Practices_Strategies_and_Challenges_in_Leisure_and_Hospitality)
- vi Lindsay, S., Cagliostro, E., Albarico, M., Mortaji, N., & Karon, L. (2018). A systematic review of the benefits of hiring people with disabilities. *Journal of occupational rehabilitation*, 1-22. Link: <https://link.springer.com/article/10.1007/s10926-018-9756-z>
- vii Lengnick-Hall, M. L., Gaunt, P. M., & Kulkarni, M. (2008). Overlooked and underutilized: People with disabilities are an untapped human resource. *Human Resource Management*, 47, 255-273. from: [https://www.researchgate.net/publication/227635989\\_Overlooked\\_and\\_Underutilized\\_People\\_with\\_Disabilities\\_are\\_an\\_Untapped\\_Human\\_Resource](https://www.researchgate.net/publication/227635989_Overlooked_and_Underutilized_People_with_Disabilities_are_an_Untapped_Human_Resource)
- viii Hyland, P. & Rutigliano, P. (2013). Eradicating Discrimination: Identifying and Removing Workplace Barriers for Employees With Disabilities. *Industrial and Organizational Psychology*. 6. 10.1111/iops.12087. From: [https://www.researchgate.net/publication/259550627\\_Eradicating\\_Discrimination\\_Identifying\\_and\\_Removing\\_Workplace\\_Barriers\\_for\\_Employees\\_With\\_Disabilities](https://www.researchgate.net/publication/259550627_Eradicating_Discrimination_Identifying_and_Removing_Workplace_Barriers_for_Employees_With_Disabilities)
- ix Bonaccio, S., Connelly, C. Gellatly, I.R. & Jetha, A. (2020). The Participation of People with Disabilities in the Workplace Across the Employment Cycle: Employer Concerns and Research Evidence. *Journal of Business and Psychology*, 35(2). Retrieved from: [https://www.researchgate.net/publication/330828324\\_The\\_Participation\\_of\\_People\\_with\\_Disabilities\\_in\\_the\\_Workplace\\_Across\\_the\\_Employment\\_Cycle\\_Employer\\_Concerns\\_and\\_Research\\_Evidence](https://www.researchgate.net/publication/330828324_The_Participation_of_People_with_Disabilities_in_the_Workplace_Across_the_Employment_Cycle_Employer_Concerns_and_Research_Evidence)
- x Leonard Cheshire. (2019). Reimagining the workplace: disability and inclusive employment. Retrieved from: <http://www.leonardcheshire.org/sites/default/files/2020-02/reimagining-the-workplace-disability-inclusive-employment.pdf>
- xi Disability Rights UK and Disability@Work. (2018). Building for Success in Recruiting and Supporting Disabled People in the Workplace:. Retrieved from: <https://www.disabilityrightsuk.org/sites/default/files/pdf/buildingforsuccess.pdf>
- xii Intelligent Resource and BDF (2019). Disability Inclusion Whitepaper. From <https://www.intelligent-resource.com/disability-report-download>

## end notes

- xiii SCOPE. (2017). Cited in HR Magazine. Recruitment processes failing disabled people. Retrieved from: [www.hrmagazine.co.uk/article-details/recruitment-processes-failing-disabled-people-1](http://www.hrmagazine.co.uk/article-details/recruitment-processes-failing-disabled-people-1) and [www.independent.co.uk/news/uk/home-news/disabled-people-jobs-applications-more-able-bodied-stats-before-employment-a7970701.html](http://www.independent.co.uk/news/uk/home-news/disabled-people-jobs-applications-more-able-bodied-stats-before-employment-a7970701.html)
- xiv Erickson, William & Schrader, Sarah & Bruyere, Susanne & Vanlooy, Sara. (2013). The Employment Environment: Employer Perspectives, Policies, and Practices Regarding the Employment of Persons With Disabilities. *Rehabilitation Counseling Bulletin*. 57. 195-208. From: [https://www.researchgate.net/publication/275515751\\_The\\_Employment\\_Environment\\_Employer\\_Perspectives\\_Policies\\_and\\_Practices\\_Regarding\\_the\\_Employment\\_of\\_Persons\\_With\\_Disabilities/citation/download](https://www.researchgate.net/publication/275515751_The_Employment_Environment_Employer_Perspectives_Policies_and_Practices_Regarding_the_Employment_of_Persons_With_Disabilities/citation/download)
- xv Acikgoz, Y. (2019). Employee recruitment and job search: Towards a multi-level integration. *Human Resource Management Review*, 29, 1-13. From [https://e-tarjome.com/storage/panel/fileuploads/2019-08-13/1565684602\\_E11555-e-tarjome.pdf](https://e-tarjome.com/storage/panel/fileuploads/2019-08-13/1565684602_E11555-e-tarjome.pdf)
- xvi Thebe, T.P. & Van der Waladt, G. (2014). Van der Waladt, Gerrit & Thebe, TP. (2015). A recruitment and selection process model: the case of the department of justice and constitutional development. 10.13140/rg.2.1.2495.9206. From: [https://www.researchgate.net/publication/281451428\\_A\\_RECRUITMENT\\_AND\\_SELECTION\\_PROCESS\\_MODEL\\_THE\\_CASE\\_OF\\_THE\\_DEPARTMENT\\_OF\\_JUSTICE\\_AND\\_CONSTITUTIONAL\\_DEVELOPMENT](https://www.researchgate.net/publication/281451428_A_RECRUITMENT_AND_SELECTION_PROCESS_MODEL_THE_CASE_OF_THE_DEPARTMENT_OF_JUSTICE_AND_CONSTITUTIONAL_DEVELOPMENT)
- xvii Powell, A. (2020a). Disabled People in Employment. Briefing Paper, Number 7540. London: House of Commons Library. Retrieved from <http://researchbriefings.files.parliament.uk/documents/CBP-7540/CBP-7540.pdf>
- xviii Powell, A. (2020b). Access to Work scheme for disabled people. Briefing Paper, Number 0666. London: House of Commons Library. Retrieved from <http://researchbriefings.files.parliament.uk/documents/CBP-7540/CBP-7540.pdf>
- xix Clayton, S., et al. (2011). Effectiveness of return-to-work interventions for disabled people: A systematic review of government initiatives focused on changing the behaviour of employers. *European journal of public health*. 22. 434-9. From: [https://www.researchgate.net/publication/51547372\\_Effectiveness\\_of\\_return-to-work\\_interventions\\_for\\_disabled\\_people\\_A\\_systematic\\_review\\_of\\_government\\_initiatives\\_focused\\_on\\_changing\\_the\\_behaviour\\_of\\_employers](https://www.researchgate.net/publication/51547372_Effectiveness_of_return-to-work_interventions_for_disabled_people_A_systematic_review_of_government_initiatives_focused_on_changing_the_behaviour_of_employers)

