

## Inclusive Recruitment at Consumer Intelligence

At Consumer Intelligence, we understand the value that is created through a diverse workplace, and we are committed to the equal treatment and opportunities for prospective and current employees. Who we recruit, and how we recruit them, is a vital contribution towards creating a work culture where our differences are celebrated, and opportunities are afforded based on skills and capabilities.

To help us ensure this, we have included a number of best practises in our recruitment process, which are designed to ensure all candidates have the opportunity to showcase their suitability for our open vacancies by reducing the potential for bias, in turn making our recruitment experience an accessible and consistent experience.

### Job Descriptions & Adverts

We take care to remove bias from our job descriptions and job adverts. This includes:

- Language bias
- Age signifiers (for example, specifying a number of years' experience required)
- Where a specific accreditation is not required, we are flexible in the essential qualification criteria, and welcome candidates with equivalent experience or alternative learning/qualification routes.

### Highlighting our inclusive recruitment practises

A copy of this document is shared on our careers website, so that candidates understand the importance of inclusive recruitment for Consumer Intelligence and feel comfortable talking with us about any specific requirements or concerns.

### Blind CV Reviewing

Information which is not directly related to a person's skills, capabilities and professional attributes is non-essential in the shortlisting process and can allow personal bias to occur.

To eliminate, as much as possible, the potential for hiring managers to allow bias to influence the decision-making process when shortlisting CV's, People & Culture remove:

- names
- photos of applicants
- dates (e.g. years attended school)
- any other identifying personal information, specifically those regarding protected characteristics





Protected characteristics are specific aspects of a person's identity defined by the Equality Act 2010. The 'protection' relates to protection from discrimination. There are 9 protected characteristics defined in law: age, gender reassignment, being married or in a civil partnership, being pregnant or on maternity leave, disability, race (including nationality, ethnic, or national origin), religion or belief, sex, sexual orientation. Our Inclusive practises are not limited to these characteristics, and we respect all types of individuality.

### Blind CV reviewing process

- 1) Candidates apply via external source to PeopleHR Applicant Tracking System (ATS), which is managed by People & Culture (P&C).
- 2) Hiring managers will not have access to PeopleHR ATS

People & Culture will...

- 1) Download CV's, cover letters, and application questions
- 2) Remove all identifying information from CV's, cover letters and application questions
- 3) Save redacted CVs in a secure space in People & Culture Sharepoint environment
- 4) Assign a randomly generated code to each application for identification purposes
- 5) Share redacted CVs and Cover Letters with hiring managers

People & Culture will work with hiring managers to agree the most appropriate cadence for sharing incoming applications (e.g. immediately or daily) and will create a central file to track, update and share recruitment progress with hiring managers outside of the PeopleHR system.

### Interviewing

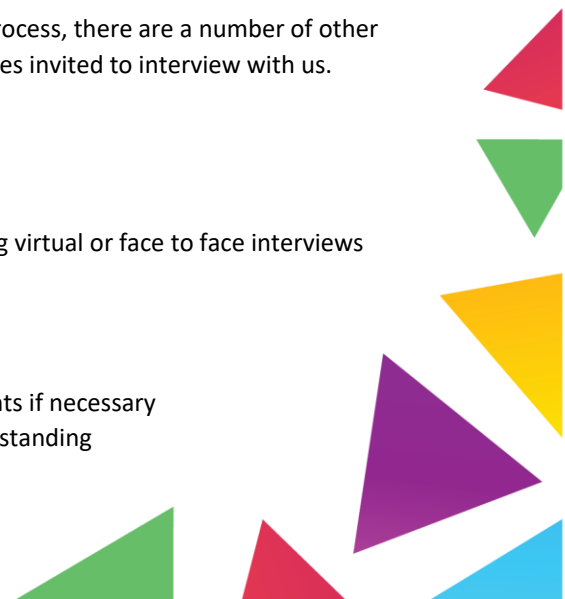
Once the shortlist has been confirmed, hiring managers will become aware of the applicant's personal information for the purpose of scheduling and running interviews.

To control the potential for bias to establish itself later in the recruitment process, there are a number of other steps that we take to create a consistent and fair experience for all candidates invited to interview with us.

### Accessibility

We will always seek to accommodate any special requirements for attending virtual or face to face interviews should any candidates require them. This includes but is not limited to:

- tailoring the length of the interview
- taking breaks throughout the interview
- making sure the space, or call, is accessible and applying adjustments if necessary
- rephrasing questions or adapting language to support better understanding



- where possible, scheduling interviews for outside of specific hours (e.g. to accommodate childcare needs)

## Interview questions

Our interview questions are always carefully crafted to avoid questions which may be perceived as discriminatory, or make candidates feel uncomfortable.

For example, we will avoid questions designed (or that can be perceived to be designed) to find out more about a candidate's personal characteristics, where the information isn't relevant to the skills or attributes required for the role. This includes:

- Family life
- Personal background
- Questions that are intended to invite any other disclosures regarding protected characteristics

For example, questions such as "What is most important to you?" will mostly likely be a well-intended attempt to build rapport but could also be seen to be an attempt to uncover information about personal characteristics.

We will seek, as much as possible without preventing us from running an effective interview, to ask the same questions to each candidate, and structure the interview process in the same way.

## Interview panel

The hiring manager is accompanied throughout all interviews by peers, usually a member of People & Culture, to ensure that the sessions are run consistently, and that candidates are being given the same opportunities to respond to and ask questions throughout the process.

Hiring managers do not interview independently, except for screening interviews or follow up calls.

We do this to limit the possibility that a hiring manager may apply bias, consciously or unconsciously, unchecked.

## Selection criteria

The decision-making process following interviews is based on pre-established criteria, including both technical and behavioural skills and attributes, and our company values. All candidates are considered against the same criteria.

## Unsuccessful applications

We are always happy to provide specific, constructive feedback on the rationale for not progressing a candidate's application.

We also welcome feedback on our recruitment process. Please get in touch with Alice Norton ([Alice.Norton@consumerintelligence.com](mailto:Alice.Norton@consumerintelligence.com)) if you would like to speak with anyone about your experience.

