



INCLUSIVE EMPLOYMENT: HOW TO INSPIRE, HIRE AND GROW DIVERSE TALENT

FACTSHEET

UK unemployment is at its lowest rate for years and overall employment rates for women and young people are risingⁱ, however people furthest from the labour market are still being left behind.

Youth unemployment is still high. People with disabilities still struggle to gain employmentⁱ and ex-military personnel are almost twice as likely to be unemployed as civiliansⁱⁱ. People with criminal convictions are still widely discriminated against and, despite having the right to work, refugees face barriers in terms of qualifications, language and documentationⁱⁱⁱ.

% of workers who would be comfortable working with the following groups:



Source: YouGov plc, 2020

The Social Mobility Commission's 2018-19 State of the Nation report^{iv} showed that people from working-class backgrounds still face the highest level of unemployment and many people are barred from jobs because they lack qualifications. The UK has the 7th most unequal incomes of

30 countries in the developed world and this inequality has an impact on the UK's economic stability, educational attainment, crime, health and happiness^v. stability, educational attainment, crime, health and happiness^{vi}.

While the roles of Government and the third sector in improving employment outcomes for excluded groups are well-documented, less is understood about how businesses are tackling these issues.

Business in the Community has been working alongside businesses to develop and deliver employment programmes for more than 15 years and we have seen the direct and vital role businesses can play through offering inclusive employment and good work for all.

We've found that many of the interventions businesses may put in place for one group are also effective at removing barriers and supporting sustainable employment for others. We have also found that the most successful interventions are those that are delivered in partnership with support organisations, who have specialist knowledge and experience, and with the direct involvement of people from excluded groups themselves.

About this toolkit

Supported by JTI, Business in the Community has brought together our knowledge and experience with input from businesses, support

organisations and candidates from excluded groups to produce this short, practical toolkit built around our employment framework: inspire, hire and grow.

The toolkit draws on and complements our existing employment guides focusing on young people, homeless people, ex-military personnel and refugees as well as our Ban the Box campaign on ex-offender employment and our Good Work for All action plan. With impact stories from other businesses, as well as a handy checklist, it supports employers to make practical changes to remove barriers and improve outcomes with benefits for individuals, businesses and society.



“I was only doing the work experience to find out whether I was ready to go back to work – whether that was full or part-time; I wasn’t looking for a job. But it was something about the group of people I was working with, being around them made me relax and open up and by the end of the two weeks I didn’t want to leave!”

Creating an inclusive culture

A common success factor highlighted by businesses successfully employing excluded groups is the importance of creating an inclusive culture for everyone in the workplace. This means that once people are in work, they have access to the support they need without being singled out. Employee assistance programmes, a supportive HR team, buddy systems and staff networks can all help people to settle in and feel like they belong.

Only 8%

of UK workers feel very comfortable talking to anyone at work about problems with housing situations, while 30% feel very uncomfortable talking about financial difficulties at work.

Source: YouGov plc, 2020

Inspire, hire, grow: a checklist for change

To help businesses develop a strategic approach to their work on inclusive employment, we recommend using the BITC Employment Framework.

This framework was initially developed to support our work around youth employment, although it was later broadened out as the concept was useful in helping our members to think more strategically about their employment and skills offer. This framework is now used as part of one of our BITC’s Responsible Business Awards, which celebrate businesses that are making a significant impact in responsible business areas. The stages can be described as:

- **Inspire:** pre-employment support
- **Hire:** removing barriers in recruitment processes
- **Grow:** in-work support

These concepts help to provide a broad overview of interventions that support excluded groups into sustainable work.

The full toolkit, checklist and case studies are available to BITC members. For more information please contact inclusion@bitc.org.uk.

References

- ⁱ⁾<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/bulletins/employmentintheuk/latest>
- ⁱⁱ⁾<https://researchbriefings.parliament.uk/ResearchBriefing/Summary/CBP-7540#fullreport>
- ⁱⁱⁱ⁾The Royal British Legion, A UK Household Survey of the ex-Service community, (2014), p.64
- ⁱⁱⁱ⁾https://www.researchgate.net/publication/268058096_Challenging_Barriers_to_Employment_for_Refugees_and_Asylum_Seekers_in_London
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