



# Flexible pathways for recruitment and promotion

**We are OEUK.**

We are the UK's  
leading integrated  
energy trade  
association.



# Agenda

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1. Our aim
2. Impact on industry, organisation & individuals
3. **Step 1:** What are the benefits of having flexible pathways for recruitment and promotion'?
4. **Step 2:** Where can I make the most impact in my organisation?
5. **Step 3:** What do each of these levels enable your organisation to do?
6. **Step 4:** How and where can you make a positive change?
7. **Step 5:** What are practical options my organisation can consider and/or implement?
8. **Step 6:** What support resources are available through OEUK?



# Our aim

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**With organisational D&I journeys being so varied and at different stages we wanted to be clear that:**

- Your D&I intent and effort are the goal over perfectionism
- We don't expect, nor is it possible, to shift the D&I dial overnight.

We've broken the approach down into steps so you can choose your approach and take steps to effect positive change, as opposed to trying to do everything and getting overwhelmed

Whilst the guideline is more UK culture oriented, the foundation steps are internationally relevant and can complement your local needs



# Impact on industry, organisation & individuals

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Diversity & Inclusion (D&I) is a key element in an organisation for driving growth, innovation, profitability, consumer understanding as well as a key pillar within any Environmental, Social and Governance (ESG) framework.

*“Your stakeholders – from shareholders to employees – are looking at your record on inclusion, diversity and social mobility when making decisions. And they’re looking beyond what’s needed to comply with legislative changes – for example, gender pay gap and ethnicity pay gap reporting. They want to work with businesses that demonstrate greater authenticity.*”

*A commitment to IDE across the employee lifecycle, is important for the communities you operate in - and for your own organisation.”*

KPMG, UK



**Step 1: What are the benefits of having ‘Flexible pathways for recruitment and promotion’?**

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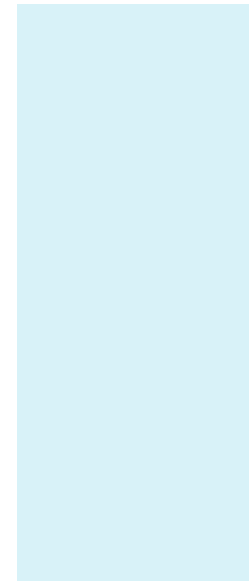


# Benefits

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## Internal Benefits

- It's business critical that a company's workforce reflects its community and customers
- Improvements in productivity, increased engagement
- Racial and ethnic diversity can impact financial performance more than gender diversity alone, as earlier efforts to boost women's representation in top levels of business have already yielded positive results
- Alongside recruitment, retention is just as significant
- Streamlining processes, reducing talent retention costs and improving inclusivity culture
- Benchmarking and assessing DE&I performance with respect to industry norms, other sectors, performance and voluntary initiatives
- Avoiding being implicated in publicised social and governance failures

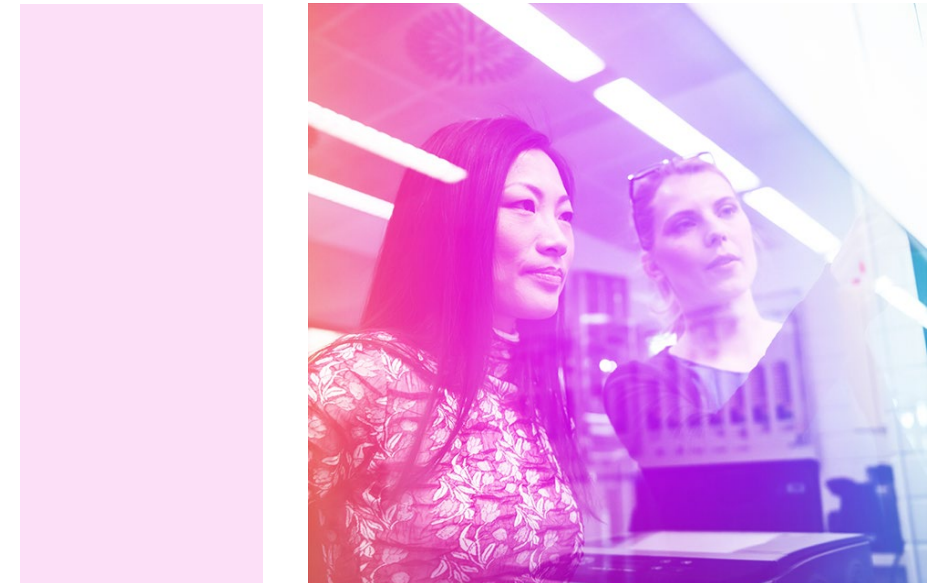


# Benefits

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## External Benefits

- Improving reputation, brand awareness and loyalty with a more holistic approach
- Gives a competitive advantage to companies
- Increases the talent pipeline and gives hiring managers more skilled people to choose from
- Enables external stakeholders to clearly understand the company's position on DE&I
- Investors monitor the values and trends of non-financial indicators to receive an overall picture of the company's future performance
- Creating equal opportunities for everyone leads to social progress
- Inclusive companies are 1.7x more likely to be innovation leaders
- 67% of job seekers said a diverse workforce is important when considering job offers
- Racially and ethnically diverse companies outperform industry norms by 35%



## Step 2: Where can I make the most impact in my organisation?

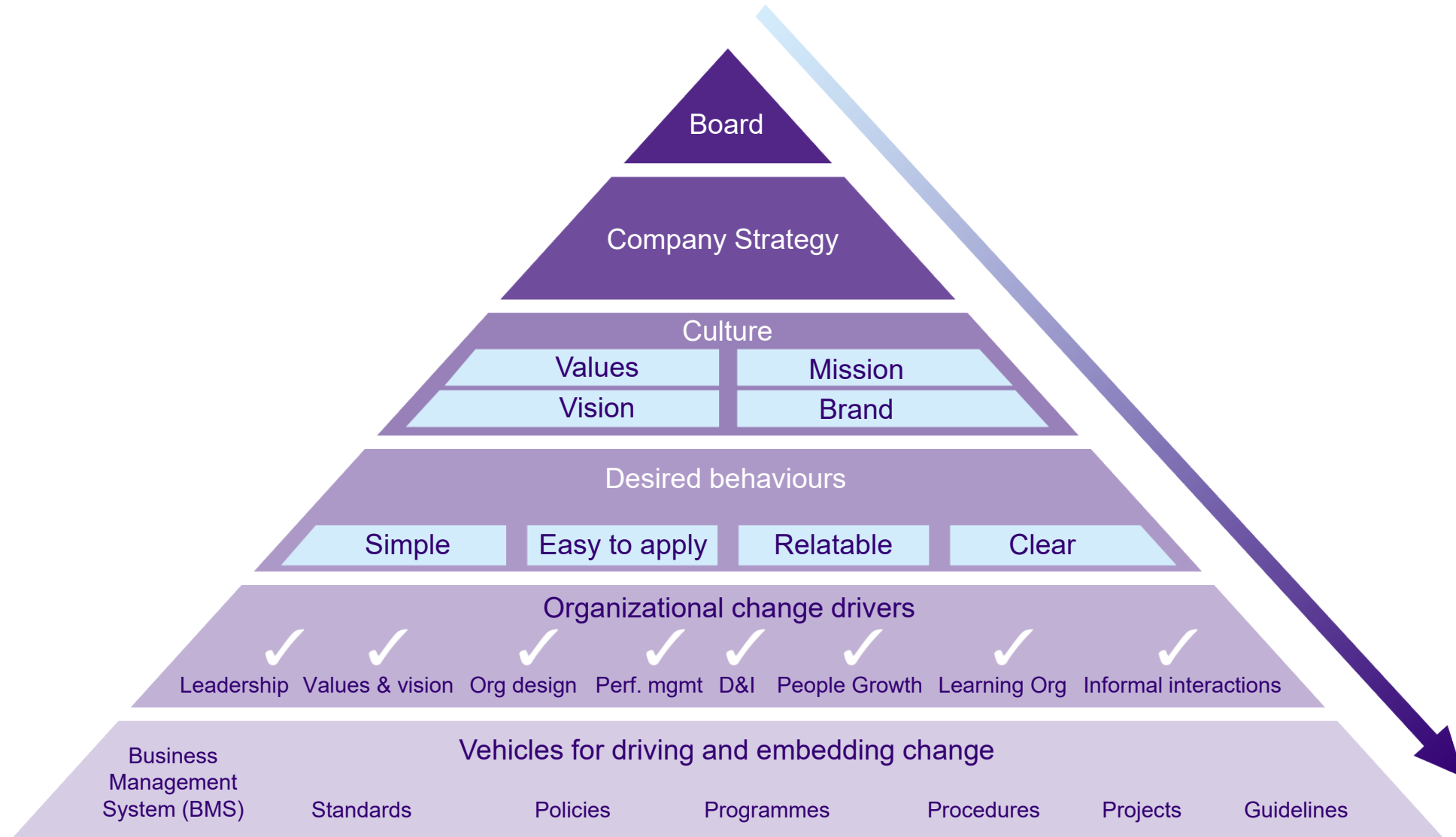
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# At each level, we have an opportunity to strengthen the message around DE&I

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**Step 3:** What do each of these levels enable your organisation to do?

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	Levels of impact	Drivers	Owners
1	<b>Board</b>	<ul style="list-style-type: none"> <li>▪ Develops strategy and leads the company to achieve long term success;</li> <li>▪ Determines the risks faced by the business;</li> <li>▪ Gauges the level of risk the company is prepared to take to achieve its strategy;</li> <li>▪ Ensures that systems of risk management and control are in place</li> <li>▪ Gives leadership and governance to the company as a whole, having regard to the views of Shareholders and other stakeholders</li> </ul>	Board
2	<b>Company Strategy</b>	<ul style="list-style-type: none"> <li>▪ Strategy help us define our business, gives it a set of values and purpose</li> <li>▪ It helps us understand what success actually looks like</li> <li>▪ It provides a roadmap for our business, shows the destination and identifies useful stopping points along the way.</li> </ul>	Board / Leadership Team
3	<b>Culture</b>	<ul style="list-style-type: none"> <li>▪ A strong company culture attracts better talent and, more importantly, retains that talent so you have lower turnover, fewer new hires and better chemistry among your teams.</li> <li>▪ Start with your Values, Vision, Mission to articulate your brand for employees internally and stakeholders externally</li> </ul>	Leadership Team / HR / All employees
4	<b>Behaviours</b>	<ul style="list-style-type: none"> <li>▪ Behaviours, or ‘behavioural frameworks’, are essential within any workplace as they support the business’s values and culture whilst helping to better manage expectations, relationships and overall performance</li> </ul>	All
5	<b>Organisational change drivers</b>	<ul style="list-style-type: none"> <li>▪ A change driver is an internal or external pressure that shapes change to an organisation. This includes change to strategy, plans, designs, products, services and operations.</li> </ul>	Lead by Leadership and brought to life by employees engaging
6	<b>Vehicles for imbedding change</b>	<ul style="list-style-type: none"> <li>▪ Standards, policies, procedures, guidelines, programmes and projects are the main vehicles of organisational change and should be identified, defined and prioritised to implement and deliver the changes and benefits required.</li> </ul>	All



**Step 4:** How and where can you make a positive change in your organisation?

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# Initial steps

There are a few simple steps to help get you in the best place to make changes to your internal recruitment and promotion processes:

	Steps	Actions	Questions
1	<b>Evaluation</b>	<ul style="list-style-type: none"> <li>Identify current policies, procedures, resources, support services in place to ascertain your current timeframe you are working within</li> </ul>	<ul style="list-style-type: none"> <li>How easy is it for employees to find the relevant policies and procedures? Do they understand them? Are they clear where to direct their questions?</li> <li>Do they reflect your approach to D&amp;I fairly?</li> </ul>
2	<b>Resources, Contracts &amp; Budgets</b>	<ul style="list-style-type: none"> <li>Identify internal and external contracts you have in place to support you with your recruitment and promotion processes</li> <li>Clarify your budget amounts, owners and approvals process</li> </ul>	<ul style="list-style-type: none"> <li>Have you got all the right provider contracts in place to enable a smooth process?</li> <li>Are Managers and their departments aware of recruitment and retention costs?</li> </ul>
3	<b>Get sign off</b>	<ul style="list-style-type: none"> <li>Get clarity on your sign off process when looking to recruit and promote employees to ensure its clear and doesn't slow down your process</li> </ul>	<ul style="list-style-type: none"> <li>Are you involving the right people at each stage of each process?</li> </ul>
4	<b>Create an improvement plan</b>	<ul style="list-style-type: none"> <li>Using the outcomes of your evaluation process from step one above, create an improvement plan to help articulate for the organisation the changes planned and timeframe it will take</li> </ul>	<ul style="list-style-type: none"> <li>Are you clear on where you need to make improvements?</li> <li>Have staff had a chance to give feedback?</li> <li>Do you have the right resources in place to action?</li> </ul>
5	<b>Communicate</b>	<ul style="list-style-type: none"> <li>Ensure all stakeholders involved or impacted by these processes is communicated to as relevant to demonstrate transparency, openness and foster engagement</li> </ul>	<ul style="list-style-type: none"> <li>Are you clear on your communications strategy at each of the stages of each process and ensuring you are making a positive impact?</li> </ul>
6	<b>Review</b>	<ul style="list-style-type: none"> <li>Request feedback from your staff to allow for continuous improvement</li> </ul>	<ul style="list-style-type: none"> <li>Provide multiple ways for stakeholders to send you valuable feedback and take action</li> </ul>

**Step 5: What are practical options my organisation can consider and/or implement?**

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# Taking action: Inclusive Recruitment & Promotion



## Measure and communicate the impact of D&I

Measures	Have OR Need (Company to complete)
1. Conduct an audit of your organisational Culture by measuring the key aspects of leadership against the outcome measures such as organisational commitment, engagement and employee and customer satisfaction	
2. 360 Degree Feedback process for all Managers and Senior Leaders to help develop self-awareness and positive behavioural change	
3. Coaching and Mentoring programme to help develop self-awareness	
4. Leadership development programme linked to core characteristics and competencies that are based on organisational Values and behaviours with a mechanism to track the impact of learnings and development	
5. Impact of the D&I Policy on overall Company communications, publications, safety moments, project proposals	
6. "The uptake of D&I supportive benefit and procedures eg: - Paternity leave, flexible working, return to work support, health and wellbeing, mental health support, Employee Assistance Programmes (EAP), employee development initiatives, Staff Forums etc"	
7. Establishing comprehensive data about the makeup of your workforce and enable tracking and reporting of changes and consideration of setting aspirational targets	
8. Track the number of incidents reported to HR of requested workplace adjustments, racism, harassment, bullying to enable tracking of issues and solutions to eradicate them	
9. How often and in what way does your organisation reinforce D&I policy, company Values and behaviours, strategy	

Communication	Have OR Need (Company to complete)
1. The level of engagement in your annual employee survey to be conducted annually with follow up pulse surveys on particular topics of high importance to employees	
2. The level of engagement from genuine employee profiling on internal and external social channels (focus on various D&I topics)	
3. Are staff aware of national and international cultural holidays that are celebrated to enable greater level of self awareness and support towards their colleagues	
4. Ensure that all internal forums (Staff, D&I or any minority groups) are supported by senior leadership and have a plan with clear actions that can be tracked and the impact reported on at the end of each year	
5. Are employees and Managers able to easily access and understand the internal recruitment and promotion processes?	



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# Inclusive Recruitment and Promotion Table

In-house preparations	Stakeholders	External Support Groups	Have OR Need (Company to complete)
<p><b>1. Culture</b> Establishing a clear Company Culture that establishes the importance of D&amp;I internally and externally should show up through:</p> <ul style="list-style-type: none"> <li>- Vision</li> <li>- Values</li> <li>- Vision/Mission statements</li> <li>- Behaviours</li> <li>- Performance Management system</li> </ul> <p><b>Note:</b> referring the above in on line content, including social media, is an important part of positioning the importance of D&amp;I to your company</p>	Board / Senior Management / HR		
<p><b>2. D&amp;I Policy</b> A policy lays the ground work for your entire organisation and a critical first step to promoting inclusive recruitment</p>	HR		
<p><b>3. D&amp;I training</b> Impertive to educated on addressing biases and prejudices within the workplace, particularly managers who make hiring decisions. This does not mean only delivering 'Unconscious Bias' training, something as a stand alone has been proven to make no change in behaviours. Think more broadly and make it relatable to your organisational culture and needs</p>	HR		
<p><b>4. Build D&amp;I into your employer brand</b> Building your stance on D&amp;I within your employer branding is essential to promoting it to new talent and engagin existing employees to support your efforts. You can do this through:</p> <p><b>General:</b></p> <ul style="list-style-type: none"> <li>- The language and imagery you use consistently across relevant social channels eg your website careers page, LinkedIn and other social media platforms</li> <li>- Be open about being an LGBTQ+ ally and how your company does this</li> <li>- Advertise your roles through alternative channels eg LGBTQ+ networks and ally networks activities, community groups, Church groups, cultural institutions, colleges and Non-Profit</li> <li>- Only use the rainbow logo if your organisation truly is LGBTQ+ inclusive</li> <li>- Work with organisations such as Stonewall (UK) and InterEnergy (UK) to ensure policies are inclusive of this community</li> <li>- Role model articles on LinkedIn and social media that demonstrate your commitment level</li> <li>- Take an active part in and publish Gender, Ethnicity and disability data</li> </ul> <p><b>Sign the race at work charter and work towards each of the 5 key areas:</b></p> <ul style="list-style-type: none"> <li>- Appoint an engaged and committed Executive Sponsor for Race</li> <li>- Capture ethnicity data and publicise progress</li> <li>- Commit at board level to zero tolerance of harassment and bullying</li> <li>- Make clear that supporting equality in the workplace starts with assigning responsibility to all leaders and managers with employees following their example</li> <li>- Take action that supports ethnic minority career progression eg programmes, forums, policy, procedural changes, reasonable adjustments made in the office space etc</li> <li>- Ring fence internships for competent ethnic minority candidates</li> <li>- Implement ethnically diverse interview panels and candidate slates</li> </ul> <p><b>Website Imagery:</b></p> <ul style="list-style-type: none"> <li>- Advertising materials should show photos of real employees reflecting current diversity. Ensure website conveys inclusivity by highlighting minority staff but avoid using stock photos or same minority employee's photos as this looks tokenistic</li> </ul> <p><b>Note:</b> A survey by Deloitte found that 80% of workers consider inclusion important when choosing an employer</p>	Board / Senior Management for decisions  Communications / Investor Relations / Marketing / HR	Ally Network	

In-house preparations	Stakeholders	External Support Groups	Have OR Need (Company to complete)
<p><b>5. Differently abled adjustments made</b> - Work towards becoming a 'Disability Confident' employer, applied for via the UK Government scheme - Speak to your Facilities Management and HSES Team to assess the readiness of your office space eg has it evolved to accommodate air, new way of working remotely, impacts on hearing impaired employees being in office environments where they are now surrounded by people talking on Teams/ZOOM calls for longer periods and more loudly, do you have enough Fire Wardens and First Aiders in the office to accommodate a first aid scenario etc?</p>	Facilities Management / HSES / HR		
<p><b>6. Identify hiring needs</b> It's critical that the Company, Department and Hiring Manager are very clear on: - The exact role you need, the responsibilities and challenges - The potential impact the role can/will have on strategic goals and how you will support the employee to succeed - Track number of CV's received based on gender split and ensure a minimum of 2 competent female candidates are listed - Without this all carefully mapped out, agreed and signed off at all necessary levels you can find yourself in a situation where the amount of employer branding can fix the terrible candidate experience some times before you've even met them!</p>	Senior Management / HR		
<p><b>7. Recruitment Strategy</b> Each Company needs to be clear on their strategy before any recruitment is done. For example, consider: - do you need short term Contractors or Consultants for short periods to help and support your existing core teams during busy periods? - does your need feel longer term, with a broader impact, critical skills like in functioning internal/external clients and reporting skills that require a longer term effort? - Do you need to implement a 'Master Services Agreement' (MSP) with a preferred Recruitment Agency to allow you to scale and manage recruitment more effectively as well as get access to more diverse candidates? - consider using diverse job boards, networks and ally network activities to tap into a more diverse pool of talent by advertising roles on these job boards eg LGBTQ+ and AFBE - Give an alternative option for people applying for jobs who struggle with online recruitment - Remove CV bias by asking your HR Team to remove identifiable information from applications to ensure impartiality - Innovative advertising - this can look like excluding CV's in earlier stages, embracing all social media, using virtual reality &amp; videos describing the job in more detail - Time, beign reactive, shouldn't be the primary driver when hiring. Allow more time to find candidate and making the right hiring decision rather than filling the role quickly</p>	Senior Management / HR	Ally Network	
<p><b>8. Establish inclusive hiring metrics</b> Ensures measurable outcomes, creates accountability and gives a framework for continuous improvement eg to increase employee net promoter scores (ENPS) by 20% within 12months (this is generated from employee engagement surveys)</p>	Senior Management / HR	Ally Network	

# Inclusive Recruitment and Promotion Table

Recruitment	Stakeholders	External Support Groups	Have OR Need (Company to complete)
<p><b>9. Job Description - Review the language and criteria</b></p> <p><b>Language:</b></p> <ul style="list-style-type: none"> <li>- Review all JD's for non-inclusive phrases can increase your diversity hiring up to 80%.</li> <li>- Ensure job titles for all roles are clear, appropriate for the level of responsibility and level</li> <li>- Using gender neutral alternative words can make a real difference. For example:               <ul style="list-style-type: none"> <li>- Instead of 'Analysis' consider using: Investigation, study, test research or data</li> <li>- Phrases like "strong English language skills" may deter non-natives</li> <li>- Readability check to ensure adverts are written in plain English</li> <li>- Subscribe to applications that help your job adverts appeal to wider range of audiences by checking the language you use in them</li> </ul> </li> </ul> <p><b>Criteria:</b></p> <ul style="list-style-type: none"> <li>- Ensure that the JD is well written and draws on the key elements truly needed for the job eg putting degree rankings in as a must or years of experience when it isn't essential to the job getting done</li> <li>- Covid-19 and remote working has opened up more roles to people who may prefer working from home locations – consider offering remote working options</li> <li>- Introduce accessibility tools on the Company careers page and website to provide more options for neuro diverse candidates</li> <li>- Consider job titles and that using "senior" can imply that the role is for older people only</li> <li>- Become an age inclusive employer – external organisation such as Age Scotland can support employers to become more age inclusive</li> </ul>	Hiring Manager / HR		
<p><b>10. Hire for future predictors for success, not just past performance</b></p> <p>The world is changing at such a pace that past experience can no longer be the main predictor of future performance. Especially now that the future of work has changed so much since the global pandemic hit. Make this mindset shift to start accessing wider, more diverse pools of candidates and get out of the loop of hiring based on a CV but ultimately hiring people based on behaviors.</p>	Hiring Manager / HR		
<p><b>11. Interview process</b></p> <p>Important points to consider before running an interview:</p> <ul style="list-style-type: none"> <li>- Ensure you always accommodate any requests for people who are differently abled well ahead of the scheduled interview eg "What can we provide to help you do your job better if you were to join our organisation?"</li> <li>- Make all efforts to create a gender and/or ethnically diverse interview panel</li> <li>- Set up an environment that puts the candidate at ease and not like they are in front of a cold and unfriendly panel who aren't prepared or present</li> <li>- Keep competency at the forefront of the interview process by setting and asking all candidates the same questions using the same scoring against the same set of criteria</li> <li>- Use a relevant business problem in the interview to solve together and really see how they work through challenges but also celebrate the wins, as opposed to interrogation techniques, firing of direct questions, trying to find threats or catch them out</li> <li>- Do not 'oversell' the job as this impacts the candidates level of trust and respect in the Company brand if they do take the job and find it's very different</li> <li>- Be present, ensure the recruitment team and process is there to help, be transparent, and remember behind every resume is a human</li> <li>- Reiterate what we have learned during the pandemic and continue to offer the option of having video interviews to allow for flexibility, personal preferences and account for caring responsibilities or travelling distance</li> </ul> <p><b>Note:</b> The interview you are conducting today is just another business meeting but could be the biggest thing in the world right now for the candidate</p> <p><b>Remember:</b> No amount of employer branding will ever fix a terrible candidate experience."</p>	Hiring Manager / HR		

Inclusive recruitment and promotion continued			
Recruitment	Stakeholders	External Support Groups	Have OR Need (Company to complete)
<p><b>12. Post Interview</b></p> <ul style="list-style-type: none"> <li>- Screen and shortlist candidates</li> <li>- Consistently and fairly evaluate and make the offer</li> <li>- Notify unsuccessful candidates as soon as possible after the interview</li> </ul>	Hiring Manager / HR		
<p><b>13. Promote workplace flexibility</b></p> <p>- Done through sharing all company policies that promote workplace flexibility and flexibility in contracting and a ring diverse talent, and promoting a diverse and inclusive workforce. This can cover, working hours, options to work from home, job-sharing, FlexDay Schemes, Parental leave and purchasing additional leave. These should all be advertised on the Company website clearly and the detail made accessible for employees on your intranet pages</p>	Hiring Manager / HR		
<p><b>14. Use a hiring matrix</b></p> <p>- A document for objectively assessing applicants qualifications and experience based only on job-related criteria eg a list of key skills, knowledge or other requirements, a score for each candidate on a scale of 1-5 for each role requirement</p>	Hiring Manager / HR		
<p><b>15. Review and improve your processes</b></p> <ul style="list-style-type: none"> <li>- Regularly review your processes against the inclusion metrics you identify to track how you are performing and adjust periodically to meet your goals</li> <li>- Survey (short pulse survey) new starts every 3 / 6 / 12 months after they start in order to gain valuable insight into the whole recruitment and onboarding process"</li> </ul>	Hiring Manager / HR		
<p><b>16. Onboard new employee</b></p> <p>Ensure that there is a fully established induction processes that every employee is taken through upon starting and that it covers all where relevant throughout the materials/session</p>	HR		
<p><b>17. STEM events</b></p> <p>Promoting careers through various STEM events by using your skilled employees as ambassadors eg TechFest – challenge for school teams and applying STEM skills to real life situation</p>	HR / Relevant Employee Groups		
<p><b>18. Staff Groups</b></p> <p>Ensure you advertise the various internal groups that are available for employees to join or get involved in through your internal channels. Ensure each group has direction, an action plan with targets and a budget to enable progress</p>	HR / Relevant Employee Groups		



# Inclusive Recruitment and Promotion Table

## Inclusive recruitment and promotion *continued*

Development & Retention	Stakeholders	External Support Groups	Have OR Need (Company to complete)
<p><b>19. L&amp;D and Talent Management</b>            Transparent promotion process supported by:</p> <ul style="list-style-type: none"> <li>- Talent management / career ladder framework clearly articulated to staff and how this links into performance management, career development plans, succession planning and strategy</li> <li>- Competency Framework, technical and management pathways, available for all employees to see</li> <li>- Clear succession planning process in place where identified staff are aware where they sit on the plan, what their development steps are to get there and how the organisation will help them get there</li> <li>- Supportive of employee career development initiatives through allocation of budget, Coaching or Mentoring opportunities, training on and off the job, lunch and learns, stretch opportunities, shadowing to name a few</li> <li>- Utilise 360 or 180 Degree Feedback processes to allow for more focused development efforts</li> <li>- Create/procure development programmes for Managers and Leaders</li> <li>- Ensure you have training development programmes, tools or modules for all levels, catering for diverse development needs</li> </ul>	HR / All Managers		
<p><b>20. Retention</b>            Focus on clear and transparent communications around:</p> <ul style="list-style-type: none"> <li>- Reward framework, ensuring the process is clear, transparent and easily found and understood by all employees</li> <li>- Internal vacancies and how they should be open to all staff and have no qualifying periods</li> <li>- Employee Recognition programmes in place that allow for 'spot awards', or 'feedback' in real time and acknowledge how an individual has performed or demonstrated company Values or behaviours in a stand out way. This can be boosted if linked into your performance management process</li> <li>- Ensure your employees have access to employee groups where they can give feedback, have their voice heard and help shape future initiatives that make your organisation an even better place to work*</li> </ul>	HR / All Managers		



## Step 6: What support resources are available through OEUK?

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## Support through OEUK:

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- Organisation Membership
- D&I Task Group
- Ally Network
- Employment & Skills Forum (HR)



**Question:**

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**“will you lead, or will you be led?”**

Larry Fink, CEO BlackRock







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