

OUR APPROACH TO FAIR AND INCLUSIVE RECRUITMENT

INTRODUCTION

At UNICEF UK, we promote equality, diversity and inclusion in our workplace. We live this out through [our values and ways of working](#), and through creating an organisation and culture that represent and embrace the world around us. You can find out more about our diversity and inclusion strategy [here](#).

We make employment decisions by matching business needs with skills and experience of candidates, irrespective of age, disability (including hidden disabilities), gender, gender identity or gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, or sexual orientation.

We are committed to making sure that everyone who applies for a role with us experiences a fair, transparent, inclusive process. The information below sets out what we are doing now as well as some of our future plans.

PRIORITISING CANDIDATE EXPERIENCE

It matters to us that you have a positive experience of applying for a role with us so, we ask for your feedback. At the end of a recruitment campaign, we will give you the opportunity to tell us about your experience. We are always keen to hear any suggestions you have about how we can do better.

Our diversity networks help us to plan how we will attract more diverse talent. We do this so that we can make sure that the experience of diverse colleagues is reflected in how we recruit.

We always looking for ways to make it easier and better for candidates to apply for our vacancies.

INCLUSIVE JOB DESCRIPTIONS AND ADVERTS

We use online tools to check that the language in our job adverts is inclusive.

We only ask for the minimum requirements needed for a role on our person specification so that we can appeal to the widest possible audience.

We value qualification by experience as much as qualifications gained through study. In fact, we avoid asking for qualifications unless it is not possible to carry out that role without a specific qualification.

TRAINING

Before commencing recruitment, managers must attend specific diversity and inclusion training as well as recruitment and selection training. Managers also have access to a range of resources (such as step by step guides for every stage of the recruitment process, templates and a question bank) to help make sure that we maintain a high standard that is consistent across the organisation.

ADVERTISING

We advertise our vacancies widely and we also use specialist websites and forums to target a diverse range of candidates.

SHORTLISTING AND INTERVIEWING

To reduce bias, your application will be anonymously reviewed by the shortlisting panel to ensure fairness. Where we ask for your CV or résumé, it'll only be available to the recruiting team after they have completed shortlisting.

We prepare interview questions in advance, based on the requirements for the role and we will ask all candidates for a role the same questions at interview.

We give you as much information as we can, to help you prepare for your interview with us. We tell you who you will meet and what to expect, including some of the questions we will ask you. We are happy for you to contact us at recruitment@unicef.org.uk if you have any questions we haven't covered.

Talk to us about an office visit ahead of an interview with us, if it helps you to plan better and feel more comfortable in your interview. Please note that our office is closed at the moment and we are all working from home so, all our interviews are taking place via video conferencing (Microsoft Teams).

To allow as much time as possible for you to prepare, including reasonable adjustments, we will always give a week's notice to attend a first round interview.

We are proactive about making sure that everyone has the same access to every aspect of our recruitment and selection process so, we will ask at every stage, if there are reasonable adjustments you need, in order to make that possible.

INVOLVING DIVERSE PEOPLE IN THE RECRUITMENT PROCESS

As much as possible, our interview panels are gender and ethnically diverse and the interview panel will usually include someone from another team. Depending on the role, it may also include a young person/people.

You will sometimes get to meet other people in the team who are not on the main interview panel such as peers and direct reports so that you can find out even more about what it will be like to work with us.

WORK SAMPLE TESTS

If there is a task or an exercise to do as part of the interview, it will be based on real life examples because we think they are fairer and a much better indicator of how well you'll do in the role than generic aptitude tests. We think it will also give you a better idea of what the role will be like.

VALUES BASED ASSESSMENT

We are working to introduce a values-based approach across all stages of our recruitment process. This means putting our guiding principles, [Our Shared Commitment](#), at the centre of how we choose who to hire. This way, we know that our new colleagues share our values and will promote an inclusive culture when they join us.

MONITORING, REVIEWING AND CONTINUALLY IMPROVING

We have experienced colleagues in our People team (some organisations call this HR) who sit on a selection of interview panels every year, to help our managers make sure that we're maintaining the high standards we expect.

We collect meaningful diversity information and we review this data for every stage of the recruitment process so that we can find out whether or not any aspects of our recruitment process may be making it harder for particular groups to get a job with us. When you apply for a role with us, we will ask you to fill in a diversity information form. You can find the questions we ask [here](#). You don't have to give us this information when you apply for a role but, it really helps us to make sure that we are being fair to everyone.

Ultimately, we want our workforce at all levels of the organisation to reflect the world around us. To achieve this, we use the data we collect to decide the best course of action, and the actions we take will vary depending on the level of the role and what our data tells about our workforce at that level. For example, where we advertise and what we say in our adverts.

We regularly review our data to see how well the steps we take are working. From time to time, we will ask for feedback from past candidates, new colleagues and selection panels about their experience of our recruitment process.

To reinforce our commitment to high standards of accountability, we also have plans to publish our diversity data.

SALARY AND JOB OFFERS

We are committed to pay equality and we know that some groups are less likely to negotiate salary than others and so we will always advertise the salary for a role.

When you apply for a role with us, we will not ask for your current or previous salary so that we can avoid inheriting other organisations' salary bias. If you are successful, we will offer what we believe the role is worth, in line with what we advertised.

PRE-BOARDING AND ONBOARDING

We have a fair background checking process in place. We won't carry out pre-employment checks (references and a criminal records disclosure) until you have been offered a position with us. Having a criminal record will not necessarily bar you from working with us. It depends on the nature of the role you are applying for, and the circumstances of your offences. We publish our [disclosure check policy](#) so that everyone (internal and external) understands how we treat criminal records.

If you are offered a role with us, we will be proactive about checking what access requirements you need, to be able to deliver your best in your new role with us.

We will also ask about how we can support your mental wellbeing.

TALENT PIPELINE

We offer apprenticeships and work placements to help a wider range of candidates to access opportunities at UNICEF UK. We do this by partnering with external organisations including other charities and local universities.

We work with external partners and we use social media such as LinkedIn to help us reach diverse candidates who might not typically apply for a role with us.

THIRD PARTY SUPPLIERS AND AGENCIES

Any agencies or third parties involved in recruitment at UNICEF UK must comply with our recruitment and selection policy.

When we choose an agency or search firm to work, they must be able to show that they are genuinely committed to diversity and inclusion. For example, training for their consultants on diversity and inclusion and inclusive recruitment practices and taking steps to improve the diversity of their own organisations. They must also have experience of prioritising diversity in previous recruitment campaigns.