

# Diverse Hiring Practices



16 April 2021



# Diversity Hiring Definition

Diversity hiring is hiring **based on merit with special care taken to ensure procedures are free from biases** related to a candidate's age, race, gender, religion, sexual orientation, and other personal characteristics that are unrelated to their job performance.

<https://ideal.com/diversity-hiring/>



# Part 1

Why is it important?

# Why is diversity important: the capitalist take

*“Economies will survive and thrive in the fourth industrial revolution by having the right people, with the right skills, in the right job, at the right time.”*

(Profit and Prejudice, Paul Donovan)

- Prejudice = **irrational** discrimination
- Examples of prejudice:  
rules of thumb generalisations,  
unconscious biases.

# Why is diversity important: the capitalist take

*“Economies will survive and thrive in the fourth industrial revolution by having the right people, with the right skills, in the right job, at the right time.”*

(Profit and Prejudice, Paul Donovan)

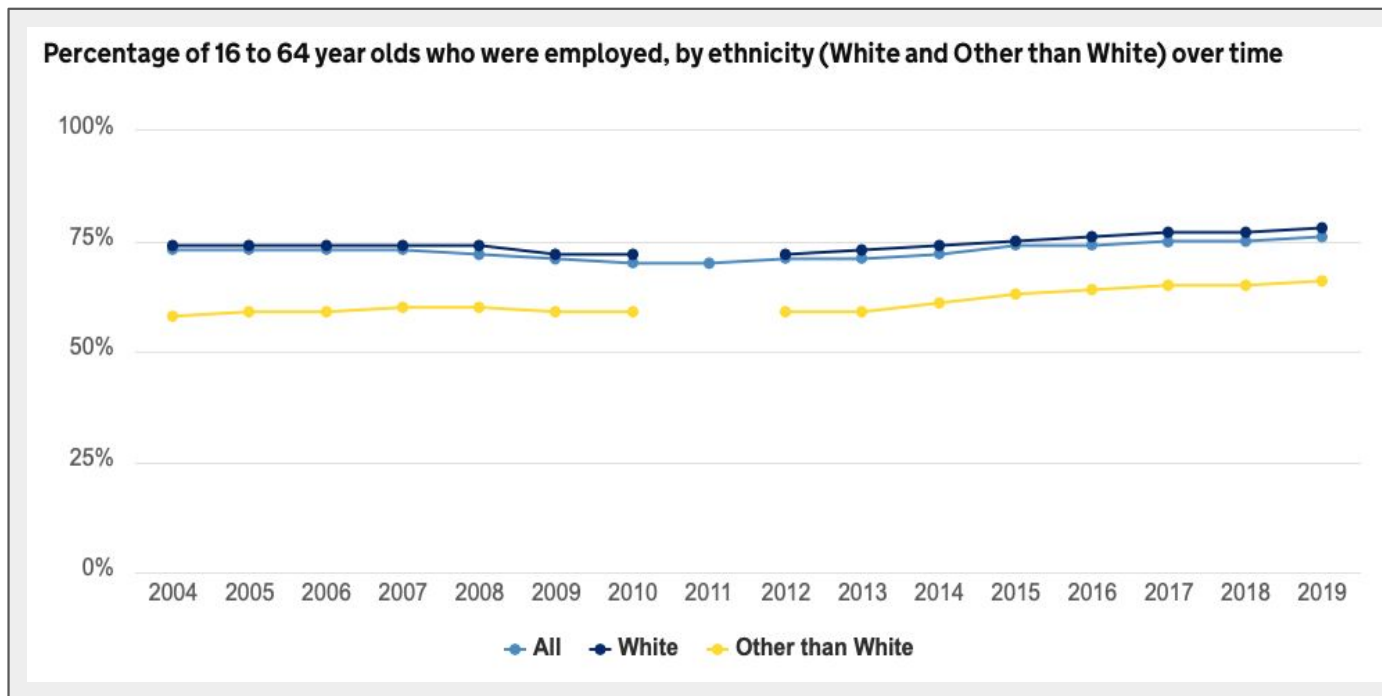
- Prejudice = **irrational** discrimination
- Examples of prejudice:  
rules of thumb generalisations,  
unconscious biases.

The price of prejudice ([Hedegaard & Tyran, 2018](#))

- **Ethnic** prejudice in the workplace
- Students choose a co-worker:
  - i) same ethnicity, known **lower productivity**
  - ii) different ethnicity, known **higher productivity**
- Tendency to choose the less productive co-worker of the same ethnicity
  - Holds for both the majority and minority groups.
- Participants were willing forego **8%** of their earnings to avoid a co-worker of the other ethnic type.

Evidence similar bias is present in the wider population:  
*Are employers in Britain discriminating against ethnic minorities?*  
V. Di Stasio

# UK Employment by ethnicity



Source: Annual population survey. Retrieved: April 2021 from [gov.uk](https://www.gov.uk)

## Average hourly pay by ethnicity

Ethnicity ▾	2018 ▾
£	
Indian	13.46
Asian Other	12.50
Mixed	12.16
White British	11.90
White	11.87
All	11.82
Asian	11.80
White Other	11.55
Other	10.95
Black	10.80
Pakistani, Bangladeshi	9.62

## Let's look at more statistics!

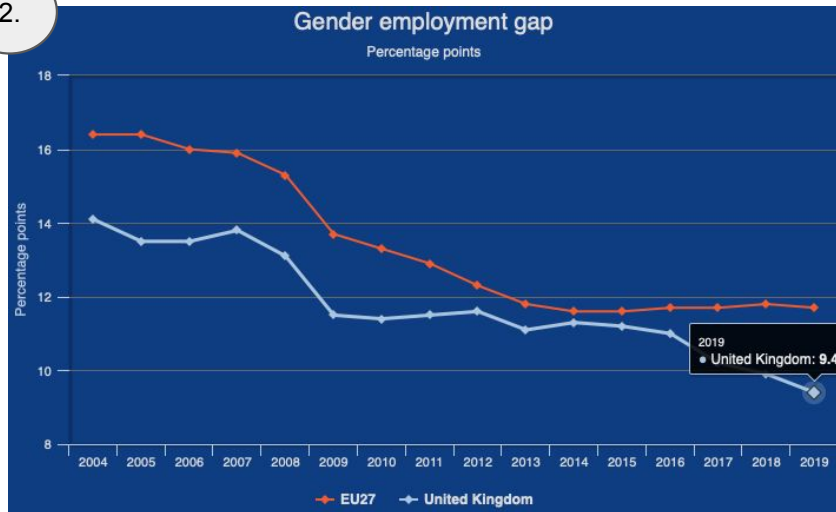
- <https://vevox.app/#/m/151640005>  
(also in chat)
- If you have the mobile app  
ID: 151-640-005
- You can post any questions  
(anonymously or not)



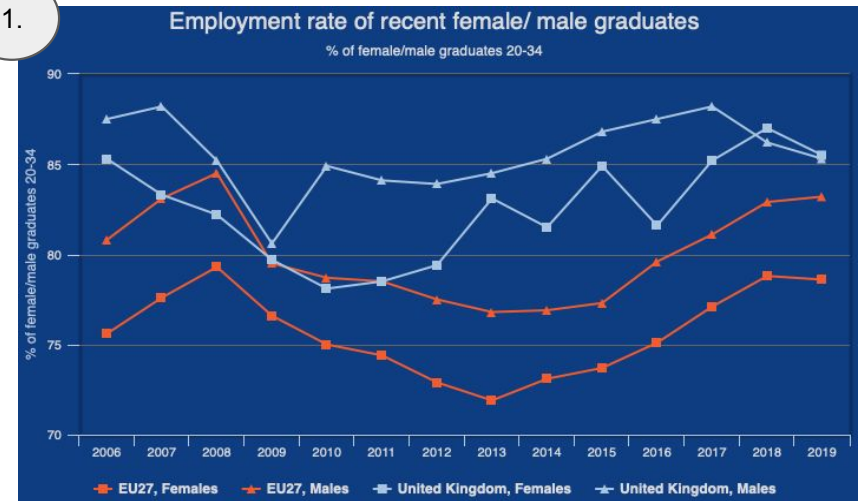
# Employment and caring responsibilities

1. Equal participation at career start
2. Employment gap is decreasing but still **9.4%**
3. Main reason: caring responsibilities (**36.9%** of inactive women)

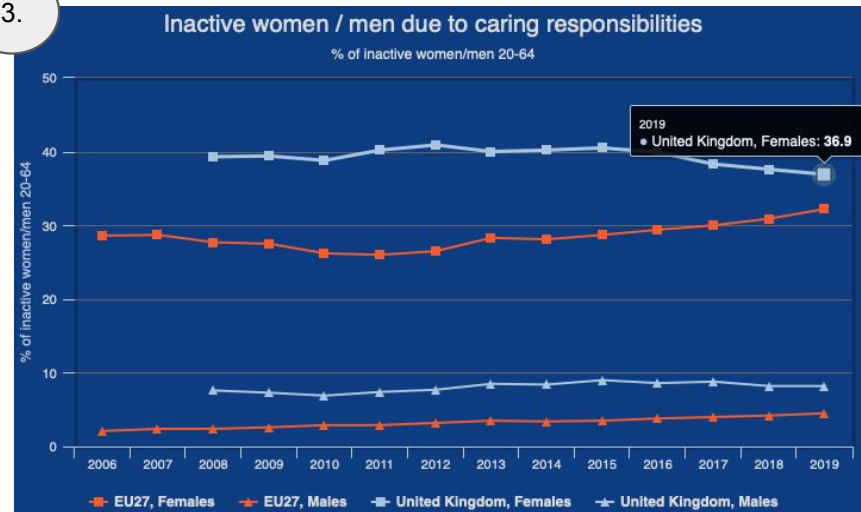
2.



1.



3.



Source: [Eurostat](https://ec.europa.eu/eurostat). Retrieved: April 2021



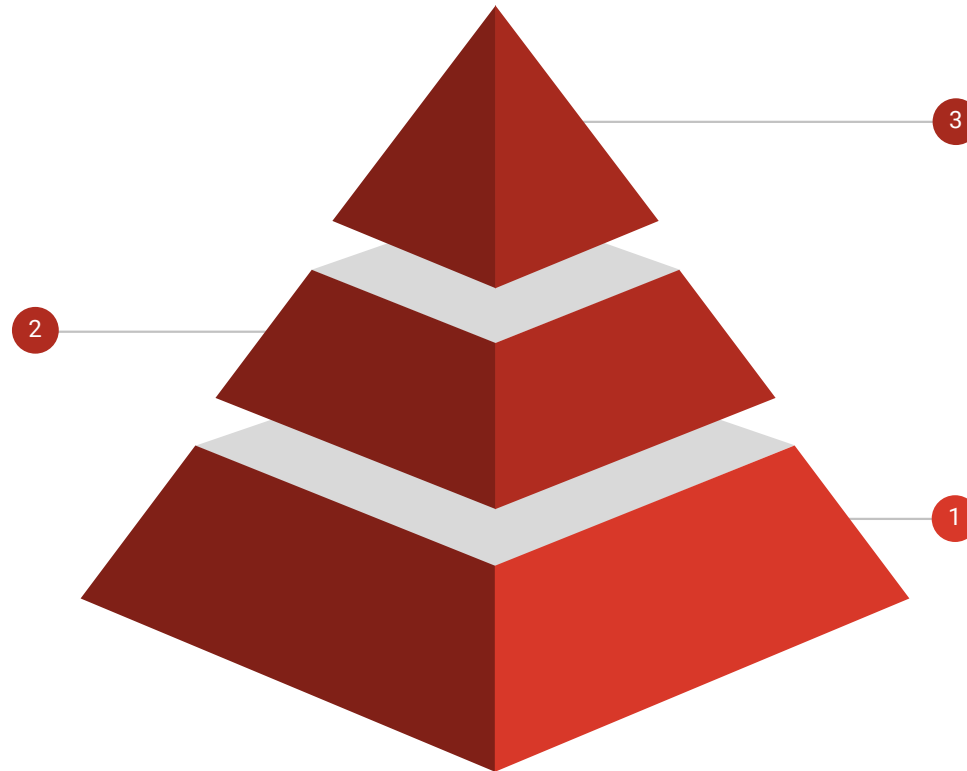


# Part 2

Diversity hiring  
practices

# Multistep process

**Interview  
process and  
hiring  
decisions**



**Retain and  
advance**

**Getting a  
more  
diverse  
applicant  
pool**

# (1) Getting a more diverse applicant pool

## a) Use of neutral language in job advertisements

- [Evidence That Gendered Wording in Job Advertisements Exists and Sustains Gender Inequality](#) by Gaucher et al. (2011)

## b) Diversity and inclusion statements

- i) Writing, pictures, ...

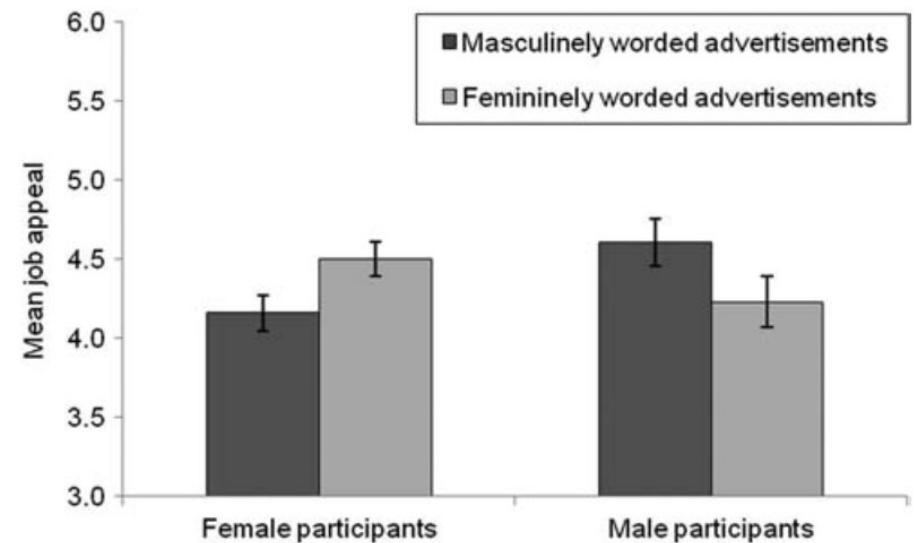


Figure 3. Job appeal as a function of gendered wording and participant gender

## (2) Interview process and hiring decisions

- a) Quotas/targets
- b) Female only positions
- c) Blind hiring
  - i) No names/photos
- d) Diverse interviewers
- e) Dual hiring
- f) Co-sharing/job sharing



*"Describe what you can bring to this company."*

Image credit: [Will McPhail](#)

### (3) Retain and advance

- a) Work culture: flexible hours<sup>\*\*\*</sup>, paternity leave, team-building events
- b) Career development: mentorship, executive sponsorship
- c) Capturing feedback

<sup>\*\*\*</sup> Flexibility should not be (too) costly (e.g. in terms of pay, promotion prospects etc).  
See e.g. Claudia Goldin “A Grand Gender Convergence: Its Last Chapter”



# Discussion Questions 1

## Applicant pool

- Have you ever not applied for a job due to diversity and inclusion concerns?

## Diversity Quotas

- How do you feel about them? How do you think a “diversity hire” might feel?

## Work culture

- What’s your view on diversity trainings?



- <https://vevox.app/#/m/151640005> (also in chat)
- You can post questions anonymously