



# Advancing Diverse Hiring with an Inclusivity Audit at the Phoenix Group



## THE CHALLENGE

Phoenix Group is the UK's largest long-term savings and retirement business serving c.13 million customers and owns brands such as Standard Life, SunLife and ReAssure. Phoenix has much to be proud of but wanted to challenge itself to ensure that diverse hiring is hardwired into every part of its recruitment processes. They partnered with Resource Solutions to gain an understanding of where bias existed within their end-to-end recruitment and hiring process using a pioneering Inclusivity Audit delivered by Resource Solutions.

## OUR SOLUTION

Phoenix Group partnered with Resource Solutions to look at their end-to-end recruitment process using their Diverse Hiring audit: a research-based methodology that resulted in actioning meaningful change.

Resource Solutions' Inclusivity Audit applies a proprietary academically informed, research and data-led framework to assess the end-to-end recruitment and hiring process, identifying and assessing bias.

The audit analyses bias across 12 stages of the candidate recruitment journey, through 7 diversity lenses. This pioneering audit referenced research from over 60 peer-reviewed academic papers and studies, to 'hold up a mirror' and parse out aspects of Phoenix Group's current hiring processes and career content that had the potential perpetuate bias. The Inclusivity Audit analysed 149 data touchpoints for bias, to provide immediate, actionable, research-informed recommendations that provide an actionable roadmap of meaningful change.

### The 7 lenses

1. Gender
2. Ethnicity
3. Disability & Neurodiversity
4. LGBTQ+
5. Age
6. Socio-economic
7. Faith

## RESULTS

**The Audit identified many current approaches and interventions that minimised bias and removed barriers to under-represented talent:**

- The facial representation analysis identified that careers content at Phoenix Group accurately reflected the communities it aims to represent.
- The current application and onboarding process included clear, concise and inclusive information on what to expect next. This content was identified as best-in-class – benefitting all applicants and particularly neurodiverse talent.
- Significant steps have been taken to include older candidates; a diversity lens often overlooked by corporate employers.

**In total, 53 recommendations were provided to Phoenix Group to minimise bias further including:**

- 8 recommendations to minimise Gender bias such as removing bias from interviews using an objective, robust approach and implementing a 'salary history' ban.
- 10 recommendations to enable Ethnicity inclusion including the rewording of how ethnicity data is captured as part of the application process and best practice.
- 10 recommendations to ensure that Neurodiverse candidates and those with a disability are not disadvantaged in any part of the recruitment process including recommendations introducing an 'adjustments concierge' service.
- 18 recommendations relating to LGBTQ+, Age and Faith including re-engineering hiring processes and updating careers content.

In the space of just one month, Phoenix Group has already actioned a number of these recommendations although this is just the start. Over the course of 2023 they intend to action several recommendations.

## TESTIMONIALS

"It was really rewarding partnering with a company as curious as Phoenix Group who are clearly always striving to be better from an ED&I perspective. The audit not only highlighted some of their pioneering diversity initiatives but we were able to "hold up the mirror" to their recruitment process to understand where bias existed. We were then able to provide them with solutions and best-in-class examples to help them visualise exactly what "good" looked like."



**Pip Wells**  
Diverse Hiring Manager,  
RS Consultancy  
Resource Solutions

"Having joined Phoenix late in 2021 with a large TA transformation agenda, I was keen to understand what we did well in our talent attraction, acquisition, and onboarding processes and as part of that, how we fared from an inclusivity perspective. Post audit findings, we delivered quickly on some of the actions as part of Phase I in 2022 and we have a number of initiatives to roll out over the course of this year (Phase II). A highly insightful audit that I'm pleased we commissioned, and I'm excited to invite Resource Solutions back at the end of 2023 to provide their verdict on our enhancements."

**Minesh Ghelani**  
Group Head of  
Talent Acquisition  
Phoenix Group



## About Resource Solutions

Resource Solutions is a leading provider of outsourced recruitment and consultancy solutions, with a global footprint spanning 31 countries.

As part of the Robert Walters Group, we build powerful partnerships to solve complex talent challenges for organisations ready to create and optimise their workforce for the future.

By putting expertise, intelligence, and innovation at the forefront, we redefine work so everyone has a lifetime of opportunity.

## Diverse Hiring Services

Blending a deep knowledge of recruitment, HR tech and diversity programme management, our diverse hiring practitioners re-engineer your recruitment processes to minimise bias and promote inclusive hiring at every stage – from candidate selection to assessment, interviewing and onboarding.

Our award-winning Recruitment Inclusivity Audit is the most advanced diverse hiring audit available. We analyse the impact of the recruitment process through seven different Diversity & Inclusion lenses and then provide each client with an immediate 'to-do' list that outlines the steps they can take to achieve their diversity objectives and goals.

## More modules in the Diverse Hiring suite

- Recruitment Inclusivity Audit
- Project Unbias
- Gender Data Audit
- Job Advert Audit
- Diverse Hiring Toolkit
- Neurodiverse Hiring
- Event Design & Delivery
- Peer Review Optimisation

## INTERESTED IN FINDING OUT MORE?

Join our esteemed roster of clients auditing their diverse hiring practices by visiting [resourcesolutions.com/diverse-hiring](https://resourcesolutions.com/diverse-hiring) or contact [tom.lakin@resourcesolutions.com](mailto:tom.lakin@resourcesolutions.com) to arrange a complimentary consultation and action meaningful change in your business.



RESOURCE SOLUTIONS