

AXA UK Minimises Bias with Recruitment Inclusivity Audit



THE CHALLENGE

One of the world's largest insurance companies, AXA UK, has always ensured their Diversity and Inclusion priorities were more than just an agenda item; but rather, a key pillar of their employer brand. To further advance their longstanding commitment, they wanted to ensure every aspect of their candidate journey aligned with their Inclusive Recruitment strategic goals – to build a diverse talent attraction plan through industry best practices.

OUR SOLUTION

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 award-winning audit analyses bias across 12 stages of the candidate recruitment journey, through 7 diversity lenses.

Our pioneering audit referenced research from over 60 peer-reviewed academic papers and studies, to 'hold up a mirror' and parse out aspects of AXA's current hiring processes and career content that had the potential to perpetuate bias. The Inclusivity Audit analysed 78 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

Our Inclusivity Audit carefully analysed 279 data touch points for bias. Additionally, we reviewed: job adverts for biased and gendered language and wording; facial representation across career content; technical barriers; and recruitment and selection processes that were unknowingly exclusionary to particular groups.

The report we provided to our client led to the implementation of 36 proactive, purposeful and actionable recommendations that would drive immediate and long-term change, including:

- Implementing a ban on asking direct questions around a candidate's salary and training hiring managers to focus on candidate salary range and expectations to avoid perpetuating gender pay inequality
- Offering an Adjustments Concierge to ensure all candidates are given the opportunity to be their best when interviewing at AXA UK
- Updating the job search functionality on the careers page to highlight non-traditional working pattern opportunities
- Updating the way diversity data is requested and captured for accessibility purposes
- Creating an inclusive calendar that captures the dates of religious holidays, festivals and celebrations to offer candidates more flexibility when choosing an interview date
- Creating an anti-nepotism policy to drive meritocratic hiring



"Observing the transformation of audit recommendations into reality is the most gratifying aspect of my role. Collaborating with organisations committed to progress has been an incredibly rewarding experience. Our audits not only highlight innovative initiatives within these organisations but also provide insights into areas where improvements could be made. By delivering best-in-class examples and customised solutions, we've enabled these organisations to take meaningful steps toward creating more inclusive recruitment processes."



Pip Wells
Innovation Manager &
Diverse Hiring Practice Lead
Resource Solutions





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 or contact tom.lakin@resourcesolutions.com to arrange a complimentary consultation and action meaningful change in your business.