

MONSTER



Diversity & Inclusion:

# How to build a more inclusive hiring program

Diversity, Equity & Inclusion (DEI) hiring efforts are nothing new at most large organizations, but the social justice events of this past year have put initiatives into hyperdrive. Underlying the key cultural moments is the fact that today's candidates are also demanding a more inclusive workplace.

Consider this research from Monster: More than **four in five (86%) candidates globally** say *diversity, equity and inclusion in the workplace* is important to them. Additional research found that **62% of people** would go as far as turning down a job offer if it came from a culture that didn't support a diverse workforce. No longer will candidates overlook the fact that many organizations still only have a room full of white men in the C-Suite—there's more pressure to not only hire for diversity, but to provide a path to advancement for the best underrepresented talent.

DEI is not just a box to check off—it's of great importance to today's job seekers. A Monster survey found that the majority of employees (70%) expect companies to be transparent about the diversity of their workforce.

They're even looking at how companies respond to pivotal moments like the Black Lives Matter movement, with 62% of respondents saying their likelihood of working for a company increased if it had a positive response. For those who said they were less likely to work for a company (38%), over half (55%) noted it was because the prospective company remained silent on the issue.

Despite most organizations knowing what they should be doing, there's still a lot of work that needs to be done. More than half (54%) of American employees do not believe that their company has successfully created diversity in 2020, according to [data from Clutch](#), a B2B ratings and reviews firm.



**“It is my hope that if we further embrace the power of inclusion both within our own walls and by leading the way to greater equality in the workplace, we will be able to influence real change.”**

Scott Gutz, chief executive officer at Monster.

# What Monster Has Learned

While Monster has always been ahead of the curve when it comes to recruitment and hiring innovation, the company is just coming to terms with our own diversity and inclusion shortcomings. “If our vision of the future is to make every workplace happier and more productive, it must first start with changing our culture here at Monster,” says Scott Gutz, CEO of Monster.

Although Monster began developing a DEI plan back in February 2019, it wasn’t a top priority until this past summer of unrest following the death of George Floyd. “We’re behind,” says Kaelyn Phillips, Monster’s director of global talent development. “If you look at our leadership team, we have one woman who is a C-level and another leader who is gay, and that’s it,” she says.

“We realized that anything to do with diversity really needed to become a top priority if we were going to take our transformation to the next level,” says Phillips. Right now, the focus is on having important conversations with current employees to ensure they feel included and that they belong. “D&I is really about making sure our employees have what

they need to be able to do the best work and share their ideas and thoughts with each other to be part of a high performing team,” says Phillips.

At the same time, Monster has also done the following:

- Developed a Diversity Steering Committee comprised of the highest-ranking people in the company from underrepresented groups.
- Created new employee resource groups: BEST-BIPOC Employees Stand Together, PRIDE and Women@Monster.
- Launched two conscious inclusion elearning modules that all Monster employees had to take.
- Ran a survey to evaluate the makeup of our company to identify where the gaps are.
- Had team leaders compile a list of pledges on how they will make their teams more equitable, diverse and inclusive; there will be quarterly goals and check-ins.
- Revamped its own hiring process, from working with a more diverse slate of candidates, to the interview process, to helping hiring managers understand their biases.

“The lesson is that it’s better to address the fact that we have a long way to go and acknowledge that, than to not do anything about it,” says Phillips.

# The DEI Wake-Up Call

Monster is just one of the thousands of organizations that are making honest assessments about their own lack of diversity and inclusion for the first time. “In 2020, it’s like the lights came on and now we’re just looking at stuff that’s already been here all along,” says Ruhai Dooley, an HR knowledge advisor at SHRM. “Employers can’t deny what they’re seeing, what their employees are forcing them to pay attention to.”

Kay Martinez, founder of Kay Martinez Consulting, which helps organizations with DEI planning, says that over the summer of 2020, there was a tremendous interest in creating and putting out statements. “As we saw more protests and more conversations on racial justice, a lot of companies were in one of two positions: they either had already issued a statement on their commitment, or they hadn’t because they weren’t sure what to say or how to do it,” they say. Martinez, and other professional like them, are being tasked with helping companies not only put out strong statements, but also come up with actionable items and create a journey toward true DEI. “You don’t want to be saying things like ‘Black Lives Matter’ without making real change in the organization,” they say.

Falling back on tokenism by hiring a couple of people from each underrepresented group doesn’t cut it either. “We have to be more than just accepting of differentness; we have to be inclusive,” says Dooley. “And we have to go beyond that, too, and be equitable in the administration of our benefits. For diversity to mean anything, it has to be grouped with inclusion and equity.”

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Ruhai Dooley, SHRM.

# What does diversity and inclusion actually include?

When we use the term “diversity in hiring,” what it really means is that you’re making efforts to ensure that underrepresented groups are given access to the same opportunities as others. Reasons that some people have had workplace struggles include:

## AGE

44% of employees report that they or someone they know experienced age discrimination in the workplace.

36% feel their age has prevented them from getting a job since turning 40.

*Source: 2019 Hiscox Ageism in the Workplace Survey*

## WOMEN

Just 58% of female candidates say they are being paid fairly compared to 70% of males, as per Monster research.

In the U.S., women still make 79 cents for every dollar men do.

## RACE

61% of people of color say the level of diversity at their company affects their ability to succeed. Roughly half that number of white people (32%) agreed.

*Source: Clutch*

## GENDER IDENTITY

53% of transgender respondents reported hiding their gender identity at work to avoid discrimination.

*Source: 2015 US Transgender Survey (USTS)*

18% percent of LGB respondents say they experienced employment discrimination in applying for and/or keeping a job because of their sexual orientation.

*Source: General Social Survey (GSS)*

## DISABILITY

Despite the fact that only 15% of disabled workers require job adaptation (since many disabilities are hidden), in the U.S., the percentage of people with disabilities in the labor force was just 20% in 2020.

*Source: Office of Disability Employment Policy*







## Another Overlooked Group: Veterans and Military Spouses

Veterans and military spouses might not face the same level of workplace discrimination as other marginalized groups, but they often face barriers to employment because they do not have traditional resumes.

According to Monster.com's 2018 Veteran Spouses Survey, 74% of military spouses said they have found it difficult to get hired into a new job where they moved. What's more, two in three respondents believe it is difficult to find a job that takes their military lifestyle into consideration, and half of military spouses who are currently working feel underemployed.

Veterans and military spouses seek employers who brand themselves as veteran-friendly, meaning they understand how to interpret a military veteran's resume and how it translates to the roles they're hiring for.

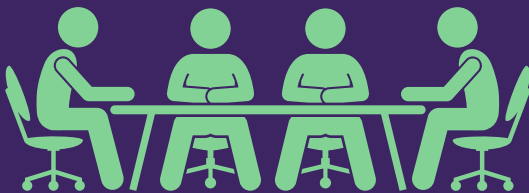
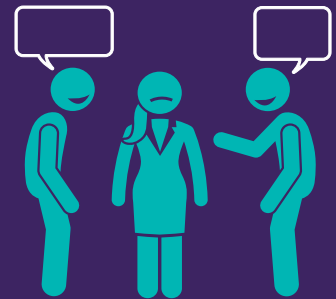
[Learn more at Military.com](#), which offers a translation tool that allows a service member to input their military occupation code to translate the work they've done into civilian terms. For employers, Military.com also offers a reverse military skills translator that allows organizations to match their job requirements to veteran skills.

# Inclusive Hiring is a Global Struggle



A 2019 report from the Centre for Social Investigation at Nuffield College found that **minority applicants have to send 60% more applications** to get a positive response compared to 'White British' candidates.

In France, 80% of female employees say that they are **regularly confronted with sexist attitudes or decisions**, according to a YOUNGOV study with Monster.



Germany does not have a single female CEO among its 30 largest publicly-traded companies. **There's also not a single company that has 30% of women on their executive boards** according to [The Allbright Report](#).

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*“Companies should deal proactively with the topic of diversity and not wait for outside pressures or impulses. Especially in areas that haven't been at the forefront, such as LGBTQ+, ability, social background, class and age, there is still a lot to do and large German companies can't get around it any longer.”*

**Stuart B. Cameron**, CEO of Sticks and Stones, Europe's largest LGBTQ+ job & career fair

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WHY

INCLUSIVITY

MATTERS



For any company that wants to attract and retain the top talent, it's imperative to make DEI an innate part of its culture. Here's why:

**It's the law.** At the very basic level, having a robust DEI program is not only the right thing to do, but employers have a legal obligation to ensure that protected groups are not discriminated against. Here's a brief overview of some workplace laws around the globe.



In the United States, there are a number of laws and governing

bodies protecting the rights of workers, including the Equal Employment Opportunity Commission, The Civil Rights Act of 1964, and the Americans With Disabilities Act. Most recently, the Supreme Court also upheld the federal law that forbids job discrimination on the basis of [sexual orientation or transgender status](#).



The [Equality Act of 2010](#) protects workers from discrimination based on age, gender reassignment, being married or in a civil partnership, being pregnant or on maternity leave, disability, race including color, nationality, ethnic or national origin, religion or belief, sex, and sexual orientation.



The French Labour Code specifies that discrimination is when a person is treated less favorably than another on the basis of origin, sex,

family status, pregnancy, physical appearance, particular vulnerability resulting from his or her economic situation, apparent or known to the perpetrator, surname, place of residence or bank address, state of health, loss of autonomy, disability, genetic characteristics, morals, sexual orientation, of his or her gender identity, age, political opinions, trade union or mutualist activities, exercise of a local elective mandate, ability to express himself or herself in a language other than French, membership or non-membership, real or supposed, of a particular ethnic group, nation, alleged race or religion. In addition, private companies with 20 or more employees are required to have a minimum of 6% disabled persons in their workforce.

And all employers must declare the disabled workers they employ. Companies with 50 or more employees are also required to calculate and publish their "gender equality index," which measures gender pay gap.



The General Equal Treatment Act aims to prevent or eliminate discrimination on the basis of race or ethnic origin, gender, religion or belief, disability, age or sexual identity.

Also, job advertisements must be gender-neutral.

## ***The younger generation is demanding more inclusiveness***

A Monster survey found that millennials (57%) are more likely to say diversity, equity and inclusion are very important compared to Gen X (47%) and Baby Boomers (49%)—and that was before the events of this year, which would likely amplify this finding even further.

**“We’ve literally seen millennials out there on the streets voicing their opinions,”** says Asfa Malik, VP learning & development, diversity & inclusion at Addison Group, a national staffing and recruitment firm. And that certainly spills over into what they expect from their employers, she adds. “Companies should be working hard to make sure everyone in a work environment feels like they belong, can share their thoughts and ideas, and that they have value,” she says. Addison Group is doing just that, bringing Malik on board just recently to head up new initiatives.

While these demands have been made across all sectors, higher education institutions are also feeling a unique pressure from their key constituents—the students. “Our current students recognize that diversity and inclusion among staff and faculty is important and vital for creating a sense of belonging, particularly for students of color,” says Cindy Porter, EdD, interim chief diversity officer and vice president for Student Affairs for Manhattanville College, in Harrison, New York. Especially amid national unrest over racial injustices, Black students and alumni have become even more vocal in their desire to see additional Black admissions counselors and Black faculty to support students of color, she adds.

**“As demographics change with close to 40% of our campus population now made up of LatinX and Black students, ensuring diversity among faculty and staff becomes increasingly important,”** says Porter. **“Our students deserve a faculty with whom they can identify.”**



### ***It's good for the bottom line***

Both research and anecdotal evidence supports the fact that companies that commit to diversity are more productive, innovative, and successful. According to the “Diversity Wins” Report by [McKinsey](#), ***organizations in the top quartile for gender diversity on executive teams were 25% more likely to have above-average profitability than companies in the fourth quartile. For ethnic and cultural diversity, top-quartile companies were 36% more profitable.***

“There is a strong business case for inclusion and diversity, because to sustain competitive advantage, your internal employee population should be reflective of the changing customer base and talent pool,” says Renee Mormile, associate director of leadership development at KPMG US, a network of professional firms providing audit, tax and advisory services. Hiring programs need to bring in top diverse talent, but development programs also need to ensure that those people are retained and given the opportunity to advance within the organization, she adds. “It is essential that these are not perceived as merely initiatives, but as part of your core organizational values, culture and brand,” says Mormile.

SHRM's Dooley also sees a direct correlation between diversity and the bottom line. “Your revenue is tethered to culture whether you like it or not, and culture includes all of your contributors,” he says. “The best talent available is proven to be everywhere, not just in some historically reserved place where everyone is the same. If the best talent yields the best result, diversity is necessary to compete.”

Another way to think about DEI is as a growth initiative, or the way in which a company goes about launching a new product, says Malik. “When a company has a new product, they set goals, and there are metrics, and a whole salesforce behind it, and leadership that’s supporting it,” she explains. DEI must work the same way, with everyone on board. “When you align DEI to the overall health of the company, it will be successful. If you bury it within another function like HR, it will stay an HR policy,” says Malik

**“Twenty years ago, everyone needed a technology plan. Diversity & Inclusion and Equity is to these times what technology was to business transformation 10 or 20 years ago.”**

**Mark Morial**, president and CEO for the National Urban League







# The COVID-19 Effect on Women in the Workforce

One of the many consequences of the COVID-19 pandemic is that women are disproportionately being pushed out of the workforce, setting back years of progress toward an equitable workforce.

It's likely because caregiver roles disproportionately fall on mothers, while many workers feel that employer support is lacking. In fact, a recent Monster poll found that only **21%** of working parents said they strongly agree that their company is supporting them regarding the lack of in-person schooling and childcare. When asked what they think a company could take to best support parents with children during COVID-19, **75%** said work schedule flexibility would go a long way.

Unfortunately, this is not always the case, and women are feeling the brunt. A report by McKinsey & Co. and LeanIn.Org found that more than one in four women are saying they may have to quit or scale back their jobs. And a New York Times article reports that four times more women than men dropped out of the labor force in September 2020 because of remote learning and lack of child care.

For companies already behind the gender equity curve, something needs to be done. A good place to start is by incorporating benefits like stipends for tutors or childcare, as well as offering more at-home support and flexibility.

# Your Inclusive Hiring Plan

Now that you know why you should have a more inclusive hiring plan, you need to figure out how to execute it. In simple terms, it's really just about opening up your talent acquisition pipeline and making sure you're fishing in pools you wouldn't ordinarily fish in, says Dooley.

In order to find and access these diverse pools, here are some actionable strategies to put in place:

## ***Look inward first***

Before investing in big diversity campaigns to communicate to the outside world, companies should be dealing with their own actual performance, says Stuart B. Cameron, CEO of Sticks and Stones, Europe's largest LGBT+ job and career fair. For example, companies should really start by participating in an LGBT+ diversity audit before joining a PRIDE march—not the other way around, he says. “The first step is to learn about the status quo. What follows then is defining a diversity strategy that actions and measures can be derived from,” says Cameron. From there, regular evaluations and measurement can help companies make continued improvements.

Olumide Cole, co-director of cultural diversity & inclusion at Power Home Remodeling suggests looking at your organization's numbers. “Make sure you're tracking diverse candidates when they enter the organization, the length of their tenure, and how their careers develop while at your organization,” he says, adding that he looks at Power's numbers constantly. “Taking in the full picture gives you an understanding of where you are and what exactly you need to improve on in order to attract and hire diverse candidates moving forward,” says Cole.

## ***Create more inclusive job descriptions***

Even if you think that your job postings are universally appealing, your hiring criteria might be saying otherwise, says Martinez. “Is it inclusive or unintentionally exclusive?” they ask. For example,

if you post that you need 10 years of senior management experience, is there a way to think more broadly about what you're really looking for so the position is accessible to more women? “We know women, and women of color in particular, aren't in these leadership positions, so if your criteria says 10 years of leadership is required, you've already put in a barrier,” says Martinez. “To disrupt these cycles that keep creating the status quo, think about is it more important to have leadership experience, or can you look for comparable experience without the senior title?” they say.

You also want to make sure you're using the right language cues. Something as simple as leaving off the salutation field in applications can send a message, says Martinez. “Being able to submit our names that are not our legal names and our pronouns is one thing companies can do to signal that they are inclusive,” they say.

To reflect a disability-inclusive culture, the U.S. Department of Labor's Office of Disability Employment Policy (ODEP) suggests using person first language—for instance, a “person with a disability,” instead of “disabled person.” Also, be careful not to use stigmatizing language such as a person is afflicted, handicapped, or wheelchair-bound, or language that portrays the person with a disability as a victim.

Manhattanville College has found that candidates are looking for language in job postings that is highly intentional, says Christine Dehne, the school's interim provost. “For example, hiring managers have been instructed to include the following in the description of the job in any ad copy: ‘People of color are encouraged to apply. Manhattanville College is committed to increasing faculty of color.’”

**One more reminder:** When using stock photo images or even real employee photos on your career site and in job listings, be sure that different types of people are represented and portrayed authentically.



## LANGUAGE TO AVOID

### *Age-related terms:*

“Young and energetic”

“Digital native”

“Calling all recent graduates!”

### *Ethnic and religious characteristics:*

“Strong English-language skills”

“Clean-shaven”

### *Gender-coded language:*

“Aggressive”

“Rock-star”

### *Words that Discourage Applicants Who are Disabled:*

“Able-bodied”

“Must be able to carry/lift”

## LANGUAGE TO ADD

“We’re an equal opportunities employer.”

“All qualified applicants will receive consideration for employment without regard to race, color, religion, gender, gender identity or expression, sexual orientation, national origin, genetics, disability, age, or veteran status.”

“Minorities, women, LGBTQ candidates, and individuals with disabilities are encouraged to apply.”



## Infuse DEI into your employer branding

Finding ways to highlight your company's commitment to inclusive hiring, equal pay, and support for underrepresented groups can help prospective candidates see that your DEI is more than a few bullet points on your career site. Share information about your employee resource groups and programs in job postings, on company career pages, and on social media. It's also helpful for candidates to hear from your diverse employees in videos and see them in social media posts.

Having inclusive benefits like paid leave for all parents is another important way to illustrate how your employer brand supports all employees. "Highly sought after candidates are going to be looking at what types of benefits there are for same sex partners or trans-inclusive health care," says Martinez. "These are big signals that companies care about diversity and inclusion," they add.

It also helps to post about company-wide events that promote awareness and celebrate diversity during various times of the year. If the company supports community and nonprofit groups related to achieving equality, those sorts of partnerships should also be publicized.

**"More important than having a Chief Diversity Officer is showing me what your population looks like," says Dooley.**

### Be transparent

While having a dedicated DEI staff member or department is a step in the right direction, Dooley says he's seen some companies that don't follow through with meaningful action. "More important than having a Chief Diversity Officer is showing me what your population looks like," says Dooley.

Sharing annual reports on DEI that include a racial breakdown, or female/male ratio are becoming more and more standard, says Martinez. "For industries to publish and show who works here and what level they are, it shows that a company is studying itself," they say. In addition, publishing your DEI plan indicates that a company is going beyond superficial statements.

### Promote Your DEI Efforts

*Share info about ERGs and DEI programs in job postings, career sites & social media*

*Let candidates see how diverse your team is in videos and social media posts*

*Highlight benefits such as paid leave for all parents*

A good example of this transparency in practice is **Starbucks**, which recently announced that it is aiming for at least 30% of its U.S. corporate employees—and 40% of its U.S. retail and manufacturing employees—to be people of color by 2025. The company has also mandated antibias training for executives. **Verizon** is also doing this well, by sharing that 59% of its U.S. workforce is comprised of women and people of color, and five out of 10 board members are people of color as well.

### Audit your hiring process

Even if your job description and employer branding assets illustrate a company committed to DEI, candidates will come away with their own impressions once they begin interacting with your hiring process. "More important than what you see is what you hear in the conversations you're having," says Dooley. If candidates get a vibe from interviewers or hiring managers that is not welcoming, that's not something they will ignore. That's why, Dooley says, it's important to make sure that your interviewers are trained to check their biases. Going through multiple scenarios can help managers identify biased statements and allow them to make corrections.

One way to level the playing field is to make sure interviewers use a set of standardized questions so every candidate has the same experience, says Martinez. "Otherwise, that doesn't create a fair evaluation. Companies didn't intend to do these things—they may have just wanted to seem informal asking questions on the spot. But that creates inequity," they say.

Another trap to avoid is statements about “not seeing color,” says Cole. “While once upon a time this phrase conveyed a very different message, today it sends the message that you are not seeing your candidates, who come from an underrepresented background, for who they are and what they can offer,” he says. In Cole’s experience, candidates are appreciative when they are acknowledged for their differences and the value that brings.

Finally, organizations must ensure that fair and equitable packages are offered to all new hires. “Companies that want to retain and attract women, people of color, or LGBTQ candidates, must make sure they are offering competitive packages,” says Martinez.

### **Level The Playing Field**

*Use a standardized set of interview questions so each candidate has the same experience*

*Consider “blind” initial screening policies*

*Offer fair and equitable benefits packages*

### **Revamp your talent pipeline with inclusivity in mind**

Fishing in those other pools means finding new talent sources, such as internships and community partnerships, says Dooley. “Successful organizations have developed relationships with certain schools where they have a pipeline into talented, qualified people from different pools through the mechanism of internships,” he says.

The key is to draw from institutions that have different populations, such as historically Black colleges and universities, community colleges, and trade schools. Otherwise, you’ll be seeing the same types of people. Also, try participating in career fairs dedicated to minorities, veterans or LGBTQ communities, and partnering with local organizations that support underrepresented groups.

### **Explore blind hiring**

Another strategy for eliminating biases is blind resume screening or even blind interviewing. “There’s technology now that will do that work for you and remove identifying memberships and take out names,” says Dooley.

“That allows hiring managers to pay more attention to the stuff that matters, like how qualified you are.”

Beyond initial screenings, blind hiring might not be the best solution, however, warns Martinez. “I worry that a blind review process sets us up to avoid talking about our biases,” they say. “We don’t live in a world where we do that. Confronting our biases has to happen with direct conversation.”

Still, with all of the information overload during the interview process, hiring managers make quick judgements that are influenced by background, culture, environment and personal experience, which can introduce unconscious bias into the hiring process, says Karin Borchert, CEO of Modern Hire. Her firm uses AI and analytics to try to eliminate that unconscious bias while vetting and interviewing. “When this technology is used correctly and ethically, it provides visibility into how data is collected and used, so recruiting teams can understand and explain how their selection process reduces or eliminates any bias or discrimination,” she says.

### **Don’t stop at inclusive hiring**

Once you are able to improve your reach to underrepresented candidates, you need to have a plan to support those new hires for the long haul. “Our vision is that we aspire to have a diverse workforce wherein each professional can reach their fullest potential in an inclusive work environment,” says KPMG’s Mormile. As such, the company has a number of talent and leadership acceleration programs that support the development of its underrepresented talent from early career all the way up the ladder, she says.

It’s also important that all employees feel comfortable speaking their mind, says Martinez. “A workplace is only safe when an employee can raise an issue, like that a manager might be biased,” they say. “If people feel safe, women and BIPOC candidates are more likely to succeed and raise concerns themselves.”

*“At Monster, our core values are to question, commit, and deliver—all in the name of finding candidates the right fit, both in their careers and in their lives.*

*There has never been a more appropriate time to commit to these values and use them as our guide to make our products, services and company, leaders in inclusivity and diversity”.*

Scott Gutz, chief executive officer at Monster.

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Learn how Monster can help you build a more [inclusive hiring program](#)