

# Inclusive recruitment Job advertising



'If you hire only those people you understand, the company will never get people better than you are.'

Soichiro Honda, founder of Honda

## Expand platforms and recruitment networks

To reach a wider audience you should expand the platforms and networks you use to promote opportunities. When using websites make sure you have a clear understanding of the user demographic, identify any groups that are not represented and actively seek sites or platforms where you will be able to reach these people.

If you engage with recruitment consultants, challenge them on how they will reach untapped talent and ensure your inclusive values drive their actions on your behalf.

Smaller, niche agencies may be able to reach underrepresented groups more easily. Ask for data that proves the recruitment consultants are reaching new audiences. Use industry networks that will share job opportunities with their community.

## Tools



**RICS Recruit**: The market-leading job portal is dedicated to matching surveying professionals across construction, land, property and infrastructure with global vacancies in their field.



**Employ an apprentice**: Apprenticeships can help employers address a range of key recruitment challenges, including diversifying their staff base. There are different systems for apprentices in England, Scotland, Wales and Northern Ireland. If you are looking to recruit apprentices, [contact us](#).



# Job descriptions

A job description should set out the responsibilities and the skills required for the job. It can be easy to rely on cliches or personality traits when writing these, but they can distract the reader from what they need to know about the job. They can also give the impression you're after a type of person. Instead, inclusive recruitment focuses on behaviours and skills.

Ensure the language used in job postings is inclusive and avoids prejudicial words and phrases that could deter candidates from some groups.

Only include the must-have skills for roles rather than the nice-to-haves and remove words that describe personalities, e.g. 'go-getter', and instead use behaviours, e.g. 'proactive'. Write out any abbreviations in full and avoid firm or sector jargon where you can.

## Tools



**Textio**: an online tool to help identify inclusive language



LinkedIn: [Five must-do's for writing inclusive job descriptions](#)



Indeed: [How to write a job description](#)



CIPD: [Root out bias in job specifications and selection](#) (see point 5 of the page)



**TotalJobs gender bias decoder**: this tool helps to remove gender-specific words



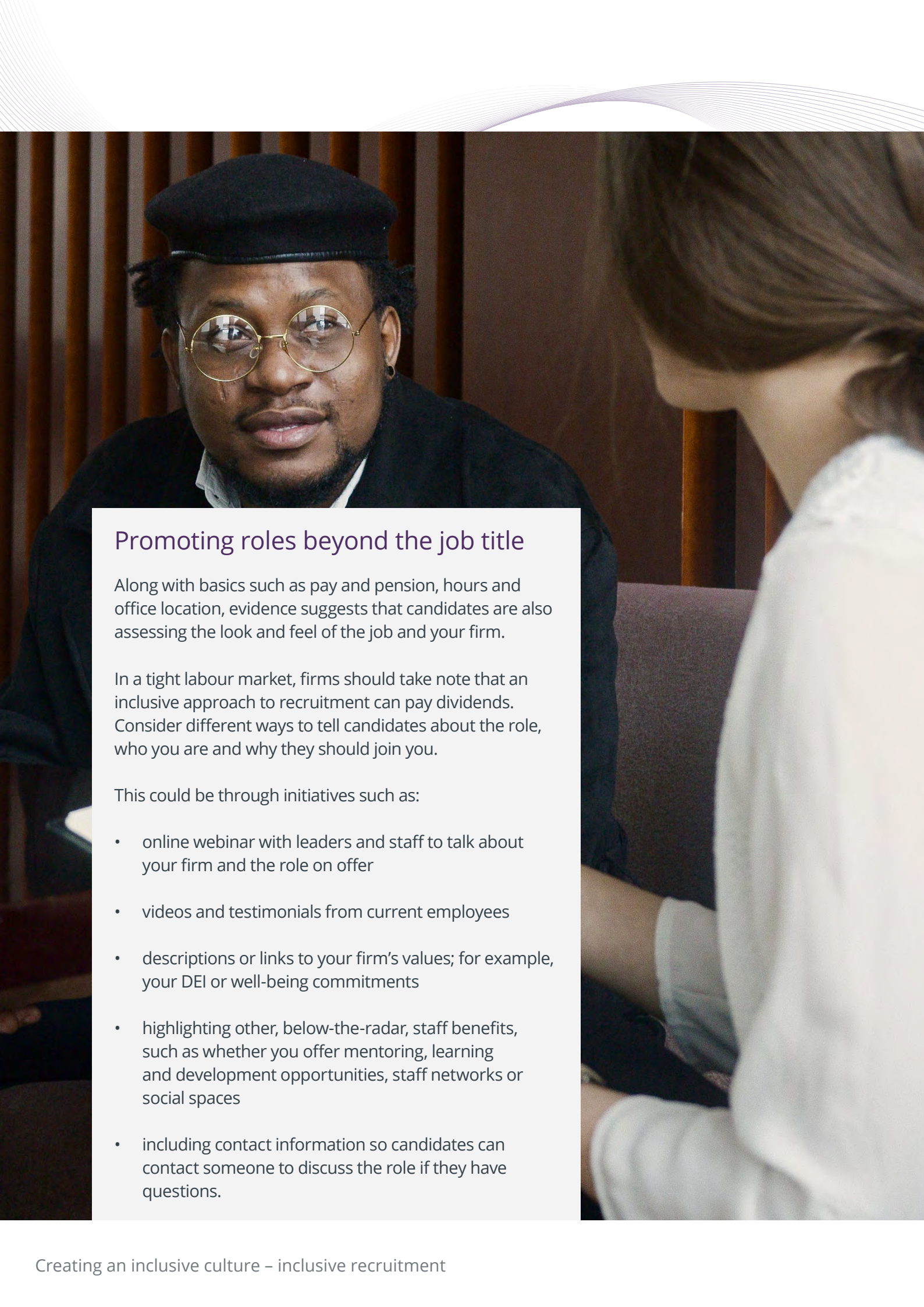
UK Recruiter: [Five trends that employers must consider](#)



CIPD Podcast: [Cultural intelligence – getting smart to make inclusion work](#)



[How to write inclusive job descriptions](#) with Maureen Brinkman

A photograph of a man and a woman in conversation. The man, on the left, is wearing a black flat cap, round glasses, and a dark jacket. He is looking towards the woman on the right. The woman has dark hair and is wearing a white shirt. They appear to be in an office or meeting setting with wood-paneled walls.

## Promoting roles beyond the job title

Along with basics such as pay and pension, hours and office location, evidence suggests that candidates are also assessing the look and feel of the job and your firm.

In a tight labour market, firms should take note that an inclusive approach to recruitment can pay dividends. Consider different ways to tell candidates about the role, who you are and why they should join you.

This could be through initiatives such as:

- online webinar with leaders and staff to talk about your firm and the role on offer
- videos and testimonials from current employees
- descriptions or links to your firm's values; for example, your DEI or well-being commitments
- highlighting other, below-the-radar, staff benefits, such as whether you offer mentoring, learning and development opportunities, staff networks or social spaces
- including contact information so candidates can contact someone to discuss the role if they have questions.

## Early careers

Surveying is a widely misunderstood, hidden profession – as a child, if you cannot see it you cannot be it. Historically, people who become surveyors learn about the profession through a family member or friend. For the industry to reflect the world around us we need to promote the profession to new audiences.

Engaging with schools, teachers and students doing T levels, BTECs, DECI, HNCs and HNDs helps bring awareness of the different career opportunities available in the built environment.

In the UK, some larger businesses partner directly with schools, providing careers advice, workplace support and training. However, smaller organisations can also partner and support initiatives.



### Tools



**The Inspire programme** from RICS runs initiatives to inspire young people and influencers about surveying's role in shaping our world, and equipping young people with the skills needed to pursue a professional surveying career.



**Pathways to property** aims to widen access to the real-estate profession by raising awareness of and aspirations about the vast range of careers available in the industry.



**Property needs you** aims to raise awareness of careers in the built environment and to help young people, parents, teachers and career advisers to understand the opportunities available in the sector.



**RICS early engagement team** can help companies small and large form partnerships with schools, colleges, universities and **CEC Career Hubs**.



RICS Journals: **Attracting a new generation of surveying talent**

## Experienced hires

Organisations can expand their talent pool by looking to hire people who work outside the industry by considering what skills are transferable.

Talent can also be found through return-to-work programmes – initiatives designed to support individuals who have been out of the workforce for a period and assist them in reintegrating into employment.

The experiences of older workers are crucial to organisational success.

### Tools



CIPD: the [Age-inclusive recruitment toolkit](#), published in collaboration with the Centre for Ageing Better and the Recruitment & Employment Confederation, helps organisations reap the benefits of being more age-inclusive employers.



# Hiring process and selection



'If you haven't got the best talent, you're not going to be the best; if you're not representing properly the available pool of talent, you're missing an opportunity.'

Soichiro Honda, founder of Honda

## Avoiding implicit bias

To help ensure candidates are treated without prejudice you can educate interviewers, recruiters and decision-makers about implicit biases and how they can influence the choices made in the hiring process.

Many organisations use anonymised applications (or 'blind recruitment') processes to reduce biases. This means removing information from the assessment process that could identify candidates.

Candidates can still tell you details about themselves when they apply, but this information isn't passed to the assessor. Examples include: name, age or date of birth, name of educational institutions (as opposed to the qualifications received), nationality or immigration status, and current address.

Anonymised applications on their own won't eliminate bias in your entire recruitment process, but it can be a positive first step.

### Tools



Be Applied: [The truth about name-blind recruitment \(Here's what the science says\)](#)

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CIPHR: [What is blind recruitment - and does it work?](#)

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UK Civil Service Blog: [Name-blind recruitment](#)

## Disability Confident

**Disability Confident** is a UK government-backed scheme that encourages employers to think differently about disability and take action to improve how they recruit, retain and develop people who have disabilities.

It was developed by employers and disabled people's representatives to make it rigorous but easily accessible – particularly for smaller businesses. The scheme is voluntary, and access to the guidance, self-assessments and resources is completely free.



## Diverse interview panels

Ensuring that the people who participate on interview panels are from diverse backgrounds guarantees different experiences and viewpoints are represented, meaning that candidates are evaluated from multiple angles, helping to prevent biases such as affinity bias.

Diverse interview panels can put candidates at ease, particularly if they can see people who share their characteristics represented in the organisation as it will reassure them that they would not be a token hire.

## Structured interviews and standardised criteria

Structured interviews with standardised questions bring consistency, objectivity and fairness to the hiring process. Measuring candidates against the same standardised criteria helps organisations make more informed and equitable hiring decisions.

This leads to the selection of candidates who are the best fit for the job. Having standardised interview questions ensures equity in interviews, particularly where a neurodivergent candidate requests a copy of the questions ahead of the interview.

### Tools



Indeed: [Guide to interview scoring sheets with template and sample](#)



Polymer: [Behavioral interview scoring matrix: a template & simple guide](#)

## Reasonable adjustments

Reasonable adjustments refer to measures that must be taken – under the [UK Equality Act 2010](#) – to ensure that people with disabilities are not disadvantaged in comparison to non-disabled individuals.

By making reasonable adjustments you are allowing the candidate to demonstrate their skills and abilities on equal terms with others. But remember that candidates are not required to disclose any information unless they want to.

It's important to note that the determination of reasonable adjustments should be made on a case-by-case basis. Employers should engage in an open dialogue with candidates to understand their specific needs and identify appropriate accommodations that align with their abilities and requirements.

### Tools



Government Equalities Office: [Guidance on how to speak to candidates about disability and health](#)





## Examples of reasonable adjustments

### Alternative formats and assistive technology

Provide alternative formats for application materials, such as Braille, large print or electronic versions, to accommodate candidates with visual impairments. Make available assistive technologies, such as screen readers, magnifiers or speech recognition software, during assessments or interviews.

### Accessible interview locations

Choose interview venues that are accessible to candidates with mobility impairments, such as buildings with ramps, elevators or accessible parking spaces. Consider the physical accessibility of the location, including WCs and common areas. People who are neurodivergent may need a quiet, uncluttered space for their interview.

### Written instructions or visual aids

Provide written instructions or visual aids to support candidates with cognitive or learning disabilities. This may include step-by-step instructions, visual diagrams or written materials to aid comprehension and understanding.

### Flexible interview formats

Offer flexible interview formats, such as video or phone interviews, for candidates who may face challenges attending in-person interviews due to disability-related factors or geographical constraints.

### Extended time

Allow candidates with certain disabilities or conditions such as cognitive impairments or chronic illnesses additional time to complete assessments, tests or interviews. Offering neurodivergent candidates the opportunity to see the questions ahead of the interview may reduce anxiety and give them time to process the information.





## Collecting diversity data during recruitment processes

Applying for a job means candidates are sharing personal data with a potential future employer. Make sure your data protection policy recognises that you will be collecting data from candidates, and how you will store and delete it when you no longer require it.

You may also wish to collect diversity data from applicants. This can provide you with a robust insight into who you are reaching with your recruitment efforts; but it is special category data and, if candidates don't trust the way you are going to work with it, they can be put off from applying in the first place. Consider the benefits and risks of collecting diversity data at application stage. If you want to keep applicants on file for future opportunities, make sure you ask candidates to opt in to that.

Ensure that the data-capture fields in your forms are fully inclusive of people's identities and ensure people can opt out of answering the question by choosing 'prefer not to say'.

### Tools



RICS: [Data handling](#)



ICO: [Special category data](#)



[Diversity monitoring data questionnaire for the built environment](#)



Acas: [Equality and diversity monitoring form template](#)



People Management: [The legalities of collecting workers' diversity data](#)



Workable: [A recruiter's guide to GDPR compliance](#)



CIPD: [Disability workforce reporting](#)

## Inclusion from day one: checklist

Making sure that new starters feel welcome and safe from the moment they start their role is a key part of creating an inclusive culture.

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IT equipment delivered and ready for use

All necessary HR paperwork received by start date

Diary created, with meetings and events to meet colleagues in the first few days

Provide advice on the basics – access your payslip, book leave, use the printer or claim expenses

Organise a workplace/workstation assessment to ensure health and safety of new employee

Supply instructions on any compulsory or recommended induction training

Information on team structure, corporate/directorate/team goals and individual performance objectives provided

Consider pairing new starters with a buddy or mentor

Offer details of formal or informal employee groups and how to join them

Supply details of workplace pension and any other employee benefits

## Delivering confidence

We are RICS. As a member-led chartered professional body working in the public interest, we uphold the highest technical and ethical standards.

We inspire professionalism, advance knowledge and support our members across global markets to make an effective contribution for the benefit of society. We independently regulate our members in the management of land, real estate, construction and infrastructure. Our work with others supports their professional practice and pioneers a natural and built environment that is sustainable, resilient and inclusive for all.

General enquiries  
[\*\*contactrics@rics.org\*\*](mailto:contactrics@rics.org)

Candidate support  
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[rics.org](https://www.rics.org)