Diversity and discrimination in the charity sector

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How are candidates discriminated against in the charity sector? What could charities do to make the process fairer and diversify their workforce? Based on two survey run in 2017, this CharityJob report explores discrimination within the charity sector recruitment process and working experience, from the point of view of both recruiters and candidates.

Key findings

These surveys shed light on the **extent and nature of diversity, inclusion and discrimination** throughout the voluntary sector, both within the recruitment process and in the wider work environment. The results suggest that, although the sector is diverse and attracts a number of people from different backgrounds, the discrimination that candidates and employees have experienced is having a negative impact on their working life, their mental and physical health, and their ability to enter, and stay in, the charity sector.

Discrimination is a serious issue for those people experiencing it directly. However, the results from these surveys also suggest that it is **important to a far wider range of people**, who want to know that they work for fair and equitable organisations. Failing to demonstrate this may risk putting off candidates from applying and limit the pool of people and skill sets available to them.

Diversity appears to be **viewed through a comparatively narrow lens** by charities. Recruiters predominantly understood diversity to concern gender and ethnicity. While these are prevalent forms of discrimination, candidates also frequently discussed age-related discrimination as a major issue and less visible forms of discrimination did not always receive the same level of recognition or understanding.

More, it seems, could be done to **recognise the transferable skills that candidates can bring** to the charity sector, especially those from the public and private sectors. A minority of recruiters said they prioritised encouraging candidates from the public and private sector to apply when writing their job descriptions. Furthermore, candidates regularly discussed how a lack of consideration of transferable skills by recruiters had limited their success in seeking a charity sector job and was potentially cutting off the sector from a greater diversity of candidates and skill sets.

To **address discrimination** and create a more inclusive sector that attracts a more diverse range of applicants and skill sets, candidates outlined a wide variety of approaches including being fair, reasonable and open-minded, adapting and improving recruitment processes, and tackling discrimination and bullying head-on.

" Diversity appears to be viewed through a comparatively narrow lens by charities. "

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Methodology

The two surveys discussed in this report were designed and sent out by CharityJob in the autumn of 2017, and then **analysed by an independent researcher**, Nick Ockenden, who was sub-contracted to do so by CharityJob.

The survey to recruiters was sent to CharityJob's newsletter e-mail list (approximately 18,000 individuals) and received **108 valid responses.** An additional 18 responses were excluded from the analysis due to them either having immediately dropped out of the survey or having specified that they did not work in recruitment. The data for this survey has been analysed as a whole group as the number of respondents is not large enough to allow analysis by sub-category. The lower number of respondents to this survey and particularly to some of the questions means a degree of caution should be applied when interpreting the results.

The survey to candidates (i.e. people looking for a job in the charity sector) was sent to CharityJob's newsletter mailing list of (approximately 200,000 individuals) and received **1,171 valid responses**. An additional 187 responses were excluded from the analysis due to either having immediately dropped out of the survey or having specified that they did not work in the sector *and* did not want a job in the sector. The data for this survey has been analysed both as a whole group and by certain sub-categories (e.g. age, gender, ethnicity of respondent).

The results from the two surveys will be discussed **sequentially,** first describing the findings from the survey to recruiters and then examining the answers to the survey to candidates. Where relevant, however, findings will be cross-referenced between the two surveys.

While figures, charts and tables will be provided throughout, **the full data tables for all of the results are available** at the end of the report. Percentages will be quoted throughout but in each case the total number of respondents to individual questions (base) will be included for reference. Where the total number of respondents to a question is below 100, the percentage *and* the number of respondents will be included.

The open questions in the survey have been analysed **qualitatively,** coding the answers and creating new groups of answers to report on. Given that respondents could answer these questions in their own words and in an unprompted manner, there is considerable diversity and breadth to their answers, as well as varying level of detail that has been provided. In each case, some answers have been excluded from the analysis as a result of having provided incomplete answers, answers that did not provide meaningful information, or having answered a different question; in each case the number of valid answers and the number of responses excluded is specified. Furthermore, as some of the open questions asked respondents about similar topics there is an inevitable degree of overlap in their answers to different questions. As such, the report will highlight some consistency between answers. Any quotes provided in this report from the open questions are included **anonymously**.

" The survey to candidates received a total of 1,171 responses. "

" Any quotes provided in this report from the open questions are included anonymously. "

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Recruiter Survey

Summary

7 learnings you need to remember from the recruiter survey's results

Recruitment practices

* The majority of respondents said they felt confident in knowing the best practices for recruiting, with one in five (21%) saying they felt 'very confident'.
* A sizeable minority (14%) said, however, that they were 'not confident'.

Understandings of diversity

* Interpretations of diversity appear to be dominated by a relatively narrow range of concepts.
* Respondents most commonly perceived of diversity in terms of race and ethnicity (70%, 55 responses), with gender (30%, 21 respondents) and mental and physical health (29%, 20 respondents) also featuring.

Flexibility of roles

* Respondents felt that the following roles had the greatest degree of flexibility when hiring people without charity experience: admin/information (91% completely flexible, 58 respondents), retail (85%, 28 respondents), and IT (84%, 48 respondents).
* The least flexibility was seen for: advocacy (13% inflexible, 6 respondents), fundraising (13%, 7 respondents), volunteer management (12%, 6 respondents), and campaigning (10%, 5 respondents).

Transferable skills

* Three-quarters of respondents (73%, 51 individuals) said they looked for candidates outside of the charity sector when recruiting but a large number (24%, 17 respondents) said they did so sometimes and 3% (2 respondents) rarely.

Prioritising diversity

* Respondents were asked what they prioritised when writing job descriptions. 'Sharing your organisation's attitude to having a diverse workforce' was prioritised the most, with 69% (48 respondents) saying they did this.
* Only 11% (8 respondents) said that they prioritised 'encouraging candidates from the private/public sector to apply'.

Recruiting candidates with disabilities

* While over half (56%, 39 respondents) said they always made it clear that candidates with disabilities are welcome to apply, 40% said they did not (28 respondents).

Improving diversity

* The most common approach that recruiters were taking to increase the diversity of their organisation was making improvements and changes to recruitment processes.
* Internal review and monitoring was also discussed, as was focusing on staffing and HR changes.

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Personal characteristics

The vast majority of respondents (85%, 56 respondents) were female. In terms of age most respondents were aged between 30 and 59 (71%, 46 respondents), with 12% (8 respondents) 18-29 and 17% (11 respondents) aged 60 and over.

The most common category for job role was 'senior manager' (34%), and a further 28% said they were a 'manager'. Fewer than one in five worked in HR (17%). Respondents tended to be newer in their current role, with 57% having worked in it for two years or less. Thirteen percent had, however, worked in their current role for more than 10 years, indicating a high degree of experience.

Social welfare was the most common field of work for the respondents' organisation, with education and youth/children being joint second (both 12%), and with 11% of respondents choosing health / medical.

"Social welfare was the most common field of work."

Figure 1 – "What cause does your organisation support?" (%)
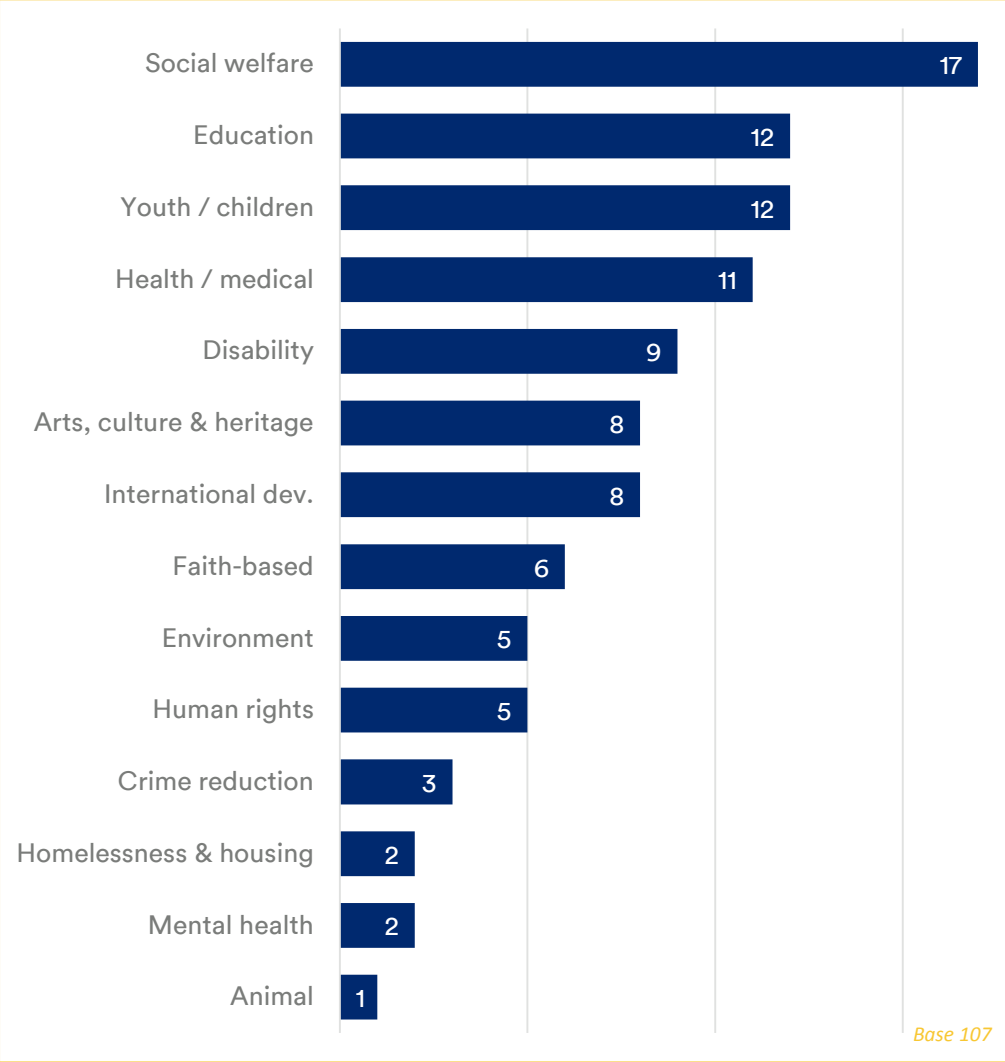
Cause	%
Social welfare	17
Education	12
Youth / children	12
Health / medical	11
Disability	9
Arts, culture & heritage	8
International dev.	8
Faith-based	6
Environment	5
Human rights	5
Crime reduction	3
Homelessness & housing	2
Mental health	2
Animal	1

Base 107

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Recruitment practices

The majority of respondents said they felt confident in knowing the best practices for recruiting, with one in five (21%) saying they felt 'very confident'.

Fourteen per cent, however, said they did not feel confident, indicating a potentially large group of people throughout the sector who may be at risk of employing poor practice when it comes to recruitment. Indeed, as will be seen from the results from the candidate survey, good practice does not necessarily appear to be consistent throughout the voluntary sector.

Figure 2 – "How confident do you feel that you know the best practices for recruiting?" (%)

65%

21%

14%

■ **Very confident**

■ **Confident**

■ **Not confident**

Base 108
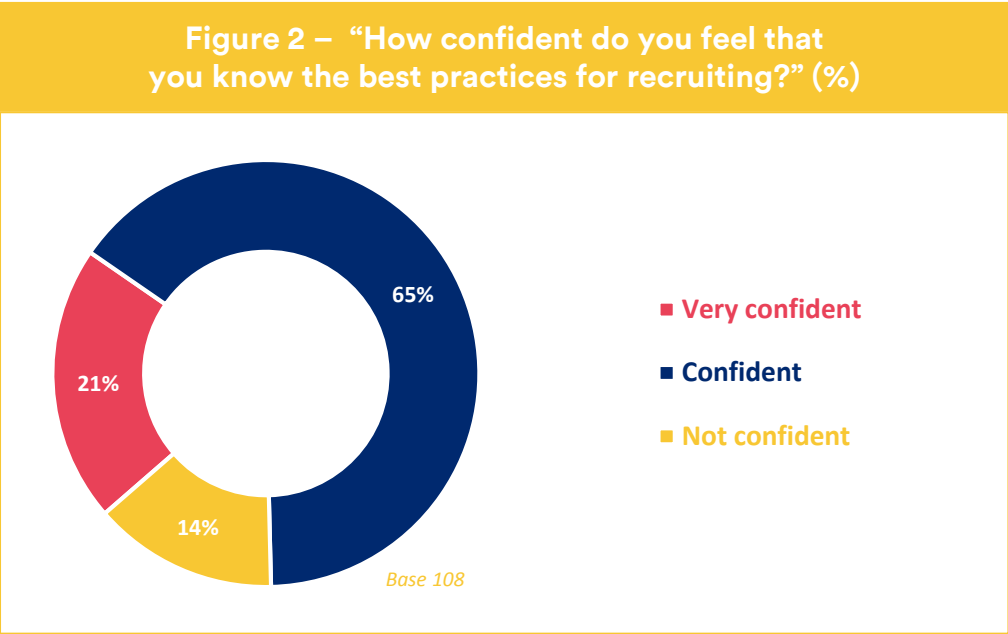
Understanding diversity

Interpretations of diversity appear to be dominated by a relatively narrow range of concepts. Respondents most commonly perceived of diversity in terms of race and ethnicity (79%, 55 responses), with gender (30%, 21) and mental and physical health (29%, 20) also featuring.

Respondents were asked *'can you give us an insight into the current diversity of your organisation? e.g. percentage of men/women or cultural mixes'* in an open question, and were reminded that this information was confidential. Fifty respondents provided answers to this question, in their own words; an additional six responses were excluded from the analysis. Many answers described several aspects of diversity (for example reporting on gender as well as ethnicity), which will be reported on separately for the purposes of this question.
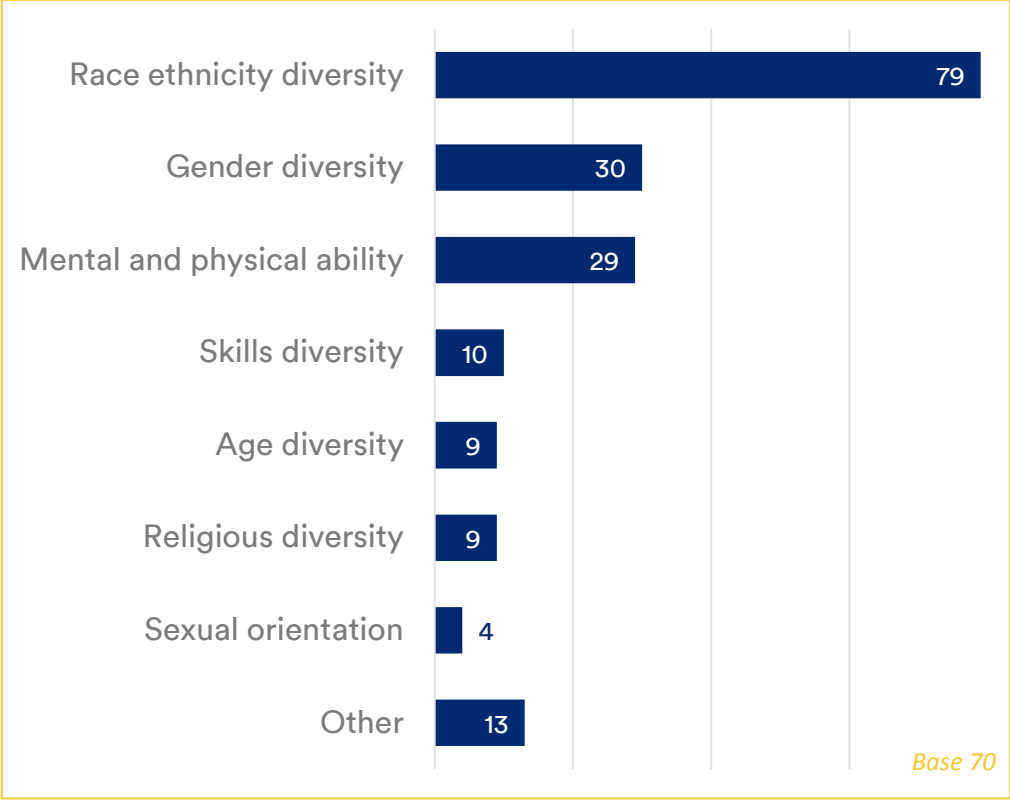
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Gender was the most common way for respondents to discuss the diversity of their organisation, with 46 respondents mentioning this. The majority (36) reported female-dominated staffing with only one saying that it was male-dominated and nine that it was an equal split. This is not surprising given that women make up 65% of the sector's workforce in the UK (*Source: NCVO Civil Society Almanac*).

Ethnicity was the second most common way for respondents to provide information on their diversity (39 respondents), with most (33) stating that their staff was predominantly (30) or exclusively white (3).

Eleven respondents described diversity in terms of **disability,** with eight of these stating that the majority were non-disabled. Diversity in terms of **age** was discussed by six respondents, while only two respondents chose to provide detail on **sexuality** within their organisation.

The pattern of responses to this question suggests that gender and ethnicity are the most common way in which diversity is described; indeed, these are both visual forms of diversity. It is possible, however, that respondents may have been influenced by the question itself, which stated '*percentage of men/women or cultural mixes'* as examples of what respondents could choose to discuss in their answers.

Figure 3 – "When you hear the word 'diversity' what immediately comes to mind? (select up to two)" (%)

Category	%
Race ethnicity diversity	79
Gender diversity	30
Mental and physical ability	29
Skills diversity	10
Age diversity	9
Religious diversity	9
Sexual orientation	4
Other	13

Base 70

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Flexibility of roles

When respondents were asked about the roles which they felt had the greatest flexibility when hiring people without charity experience, the following roles featured most commonly: admin/information (91% completely flexible, 58 respondents), retail (85%, 28 respondents), and IT (84%, 48 respondents), which could be seen to be roles which have a large degree of adaptability from other sectors, especially the private sector.

The least flexibility was for: advocacy (13% inflexible, 6 respondents), fundraising (13%, 7 respondents), volunteer management (12%, 6 respondents), and campaigning (10%, 5 respondents), arguably roles that are more likely to require more detailed and specific knowledge of the voluntary sector (see page 30 for an examination of transferable roles from the point of view of candidates).

Figure 4 - "What types of roles are more flexible when it comes to hiring people without charity sector experience?" (%)

■ Completely flexible ■ Moderately flexible ■ Inflexible

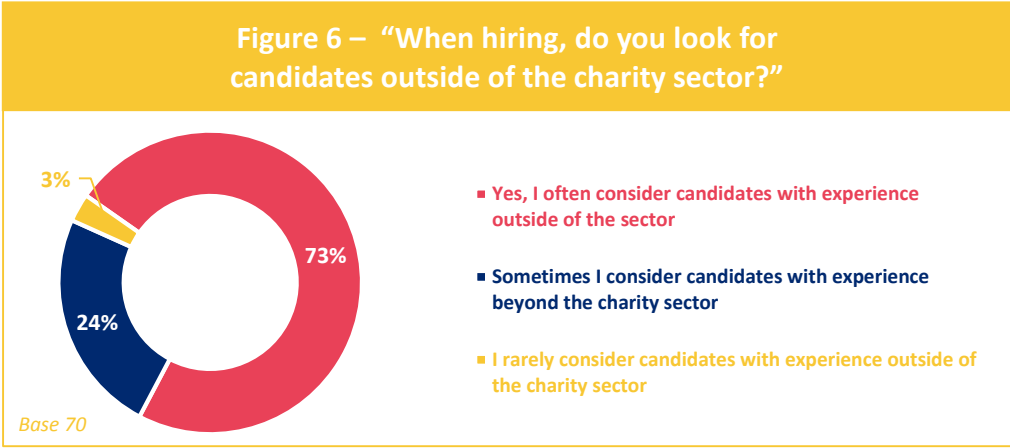| Role	Completely flexible	Moderately flexible	Inflexible
Admin / information	91	9	
Retail	85	12	3
IT	84	11	5
Finance	79	20	2
Communications, PR, marketing	72	28	
Housing management	69	27	4
Business development	63	36	2
Legal	61	33	6
Operations	58	37	5
International development	54	38	8
Trustees	54	42	4
Project management	50	44	6
Campaigning	50	40	10
Care management	48	44	7
Volunteer management	43	45	12
Governance	38	53	9
Fundraising	38	49	13
Social care	38	53	9
Policy & research	36	59	5
Advocacy	35	52	13

Base 66

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Transferable skills

Following on from the previous question, respondents were asked *'what transferable skills do you look for in candidates?'* in an open question; 65 responses were provided which gave a long and varied list of skills, in the respondents' own words. The most commonly cited categories of transferable are listed below; in each case the number of times it was referenced has been included:

Figure 5 – Transferable skills identified by recruiters	
Transferable skill	**Times cited**
Communication	25
People skills (including empathy, people management, listening)	19
Resilience and flexibility (including coping with stress, change management, adaptability)	8
Team work	8
Time management (including ability to multi-task)	8
IT	8
Project management	7
Leadership	5

Respondents were also asked whether they looked for candidates outside of the charity sector when recruiting. Three-quarters (73%, 51 respondents) said they did consider these candidates but a large number (24%, 17 respondents) said they did 'sometimes' and 3% (2 respondents) 'rarely'.

Findings from the candidates survey suggest that such an approach is indeed experienced by people looking for jobs in the sector and is potentially having a negative impact on the skill sets available to charities and the diversity of individuals they are able to recruit (*see page 27*).

Figure 6 – **"When hiring, do you look for candidates outside of the charity sector?"**

3%
73%
24%
Base 70

■ **Yes, I often consider candidates with experience outside of the sector**

■ **Sometimes I consider candidates with experience beyond the charity sector**

■ **I rarely consider candidates with experience outside of the charity sector**

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Prioritising diversity

Respondents were asked what they prioritised when writing job descriptions. *'Sharing your organisation's attitude to having a diverse workforce'* was prioritised the most, with 69% (48 respondents) saying they did this. Only 11% (8 respondents), however, said that they prioritised *'encouraging candidates from the private/public sector to apply'.*

This is corroborated by findings from the candidate survey which found that many felt that transferable skills, especially those from outside of the charity sector, were not valued b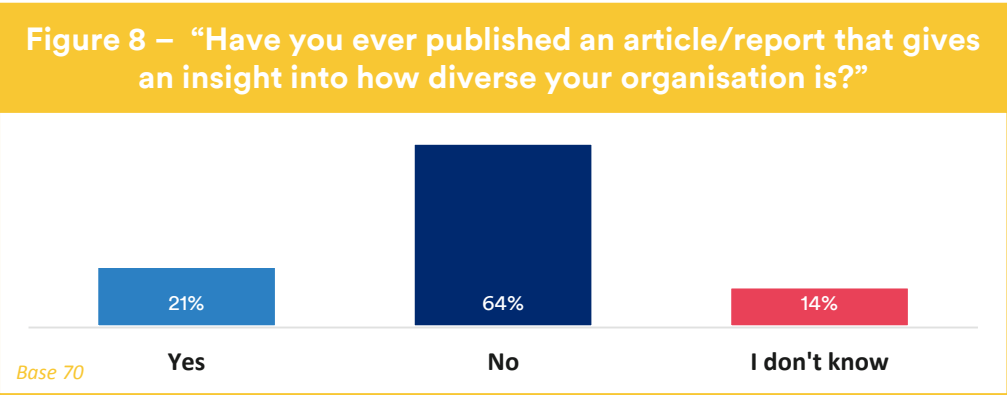y recruiters, something they frequently felt was holding back the sector and acting to limit its diversity (see page 30).

Figure 7 - "Do you prioritise any of the following when writing a job description?" (%)

Legend: ■ Do not prioritise ■ Neither prioritised or deprioritised ■ Prioritise

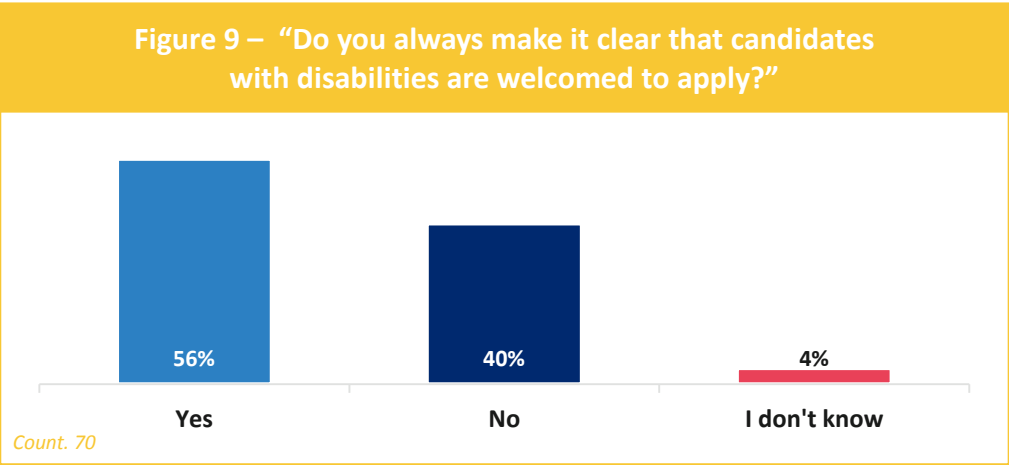|	Do not prioritise	Neither prioritised or deprioritised	Prioritise
Sharing your organisations attitude to having a diverse workforce	4	27	69
Expressing a need for candidates with diverse/transferable skills	10	43	47
Clearly stating that those with disabilities are welcomed to apply	7	46	47
Encouraging candidates from the private/public sector to apply	23	66	11

Base 70

Two-thirds (64%, 45 respondents) of respondents said that they had not published information about the diversity of their organisation, although a significant minority (22%, 15 respondents) had. This does not necessarily mean they are not monitoring this information, but does suggest an area for improvement – from the perspective of candidates, being more open with diversity information appears to potentially help make organisations more attractive to a diverse range of candidates (page 32).

Figure 8 – "Have you ever published an article/report that gives an insight into how diverse your organisation is?"

Yes	No	I don't know
21%	64%	14%

Base 70

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Recruiting candidates with disabilities

While over half (56%, 39 respondents) of respondents said they always made it clear that candidates with disabilities are welcome to apply, 40% said they did not (28 respondents). In the candidate survey, large numbers of respondents noted that being clear that people from diverse backgrounds are welcome and encouraged to apply can make a positive difference (see page 30).

This, of course, necessitates that the organisation does genuinely welcome diverse candidates, with respondents to the candidate survey also noting that they did not always feel welcome (i.e. as a result of a lack of understanding or not having appropriate support – see pages 18-19). Of those that answered no to this question, 12 respondents said they had not done so because they thought it *'would not stop people with disabilities from considering the role'* while an additional 10 said they *'had not considered writing a clear statement for this'*.

Figure 9 – "Do you always make it clear that candidates with disabilities are welcomed to apply?"

Yes	No	I don't know
56%	40%	4%

Count. 70

Improving diversity

Respondents were asked *'what are you currently doing to improve the diversity of your organisation?* in an open question; 54 respondents provided answers to this question.

The most common responses were around **improvements and changes to recruitment** processes, with 19 responses describing this. Most commonly this included advertising as widely as possible, using specific agencies, or employing different methods to reach new or more diverse audiences (13 responses), but also included blind recruitment, 'improving' recruitment, or looking at networking and improving their reach.

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Internal review and monitoring was discussed by 12 respondents, including undertaking reviews and audits (e.g. of the gender split of the organisation) and monitoring equal opportunities and recruitment data.

Ten respondents outlined **their work on staffing and HR changes**, including training staff, having diversity champions within the staff body, having a diverse staff, trustee and volunteer body, and making reasonable provision for staff (e.g. for people with disabilities or childcare) and flexible working. Good practice improvements were discussed by four respondents, including ensuring material is inclusive and represents diversity (e.g. recruitment information and promotional images). A further six respondents quoted changes to systems and policies, including having or developing policies and plans (e.g. equal opportunities) or systems of accreditation.

Eleven respondents reported that they **were not doing anything** to improve the diversity of their organisation. They explained that they considered their organisation already to be sufficiently diverse or that they had not had the time or resource to address this.

Candidate Survey

Summary

7 learnings you need to remember from the candidate survey's results

The impact of gender

★ While equal numbers of respondents felt that their gender would have an impact on their career (48% saying that it would and 52% saying it would not), more women (56%) did so than men (27%).

★ Respondents most commonly discussed how their gender would negatively impact them as a result of having children, including the impact of maternity leave and career breaks.

Supporting those with disabilities

★ Most respondents (64%) felt that charity recruiters did not do enough to encourage those with disabilities to apply to their jobs.

★ Respondents with a disability were more likely to say that recruiters are not doing enough to encourage those with disabilities to apply to their jobs than those who said did not have a disability (75% and 59%).

★ Suggestions were made around making changes to recruitment and advertising, as well as improving the knowledge, awareness, understanding and attitudes of and towards disabilities.

Discrimination at work

★ Age, gender, and ethnicity/race were the most commonly experienced forms of discrimination.

★ Respondents identifying as BAME, older (50+), female, homosexual, and with a disability more frequently said they had felt discriminated at work than respondents who were white, male, heterosexual, and with no disability.

★ Respondents in older age brackets more commonly reported that they had experienced discrimination because of their age than younger respondents. Age was the most frequently described form of discrimination in the open question, although gender and ethnicity were also discussed regularly.

Making the most of skills

★ Slightly more respondents felt that the organisation was not making the most of their skill set compared to those that were (38% compared to 29%).

★ Large numbers of respondents discussed how they felt their skills, experience and knowledge was not being used or was undervalued.

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What is important when applying

★ Most respondents felt that, when looking for a job, it was very important that the job allows them to maximise on their transferable skills (89%).

★ Younger respondents were more likely than older respondents to feel that opportunities for career progression were important (83% compared to 58%).

★ An understanding and a prioritisation of diversity within organisations is important to the vast majority of respondents when applying for jobs.

★ Respondents identifying as BAME were more likely than respondents identifying as white to feel that diversity within the organisation was important to them when applying for jobs.

Attracting a diverse skill set

★ Recognising and valuing transferable skills was the most common response to how organisations could diversify their skill set and the background of people applying for jobs.

Tackling discrimination in the recruitment process

★ To tackle discrimination in the recruitment process, respondents most commonly discussed changing or developing the attitude and approach of an organisation to their recruitment, including being open-minded, honest, or non-judgemental.

★ Blind recruitment was mentioned by large numbers, as well as recruiting based first and foremost on getting the right person, with the right skills and experience for the role.

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Personal characteristics

Gender & disability

The majority of respondents to the survey were women (70%) compared to the 29% who were men and the 1% who identified as non-binary. One per cent of respondents said they were transgender, while the majority (89%) identified as heterosexual, with 6% saying they were homosexual and 5% bisexual.

The majority of respondents said they considered that they did not have a disability (83%) while 17% said that they had.

Ethnicity & origin

In terms of ethnicity, the largest number of respondents identified as white (61%), with 39% identifying as BAME (19% identified as Black, Black Caribbean or Black British; 11% as Asian or Asian British; 5% from mixed/multiple races; 2% from other ethnic groups; and 1% as Latin American). This is considerably more diverse than the wider UK population, which, in 2011, was 86% white, 7.5% Asian/Asian British, 3.3% Black/ African/Caribbean/Black British and 1% other ethnic group (*2011 Census*).

Nine out of ten respondents said they lived in the UK (90%), with 2% saying they lived in Europe, and 8% saying they lived in the rest of the world.

In terms of age there is a relatively even split between age brackets for respondents, although the largest category is 50-59 (34%) and the smallest 21-29 (12%).

Relationship & work status

Three quarters (74%) of respondents said they did not have any children under the age of 18, and 26% said they had.

In terms of relationship status, the largest category was 'married' with 36% of respondents saying they were. Three in ten (30%) said they were 'single, never married' while 13% were 'single, but cohabiting with significant other'.

The majority of respondents were currently in work (73%), with 50% being in full-time employment and 23% in part-time. A quarter (24%) were not employed but looking for work.

Eight per cent of respondents said they were currently a student, either part or full time.

In terms of the highest level of qualification achieved, six out of ten (63%) respondents had either a first or second degree or a PhD, while an additional 15% said they had a diploma or vocational qualification.

Over half of respondents had been in their current position for less than two years (59%), although a sizeable group had been in their position for more than five years (24%), with 10% having been in their current position for more than 10 years.

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In terms of the respondents' current job level, the largest number reported that they were 'intermediate' (32%), with 27% saying they were at 'middle management' and 13% at senior management. Ten per cent reported being at entry level, while 5% said they were an 'owner, executive, or CEO level'. Two-thirds of respondents (67%) said they earned up to £30,000 per year currently, with only 8% saying that their annual salary was more than £50,000.

Just under half of respondents said they were currently working in the charity sector (45%) and 55% said they were looking for a job in the charity sector (55%).

Comparing the personal characteristics of those currently working in the sector to what we know about the wider UK voluntary sector (using data drawn from the *NCVO UK Civil Society Almanac*), we find that the proportion of older respondents is the same as the wider voluntary sector, but, to varying degrees, the survey saw a greater proportion of women, people with a university degree, and people from a BAME background than is seen in the wider voluntary sector, as can be seen in the table below.

Figure 10 – Personal characteristics of survey respondents currently working in the charity sector and of the wider UK voluntary sector		
Personal characteristic	**Survey respondents** *(those currently working in the charity sector)*	**UK voluntary sector**
Male	25%	35%
Female	75%	65%
BAME	33%	9%
University degree	70%	49%
50 years +	40%	39%

Key characteristics of the survey respondents were...

- ★ **Mostly female:** 70% were women.
- ★ **Not disabled:** 17% identified as having a disability.
- ★ White (61%).
- ★ **Without dependents:** 74% did not have children under the age of 18.
- ★ **Employed:** 73% were currently in work.
- ★ **Highly qualified:** 63% had a university degree.

There was a relatively even split between age categories.

The survey saw a greater proportion of women, people with a university degree, and people from a BAME background than is seen in the wider voluntary sector.

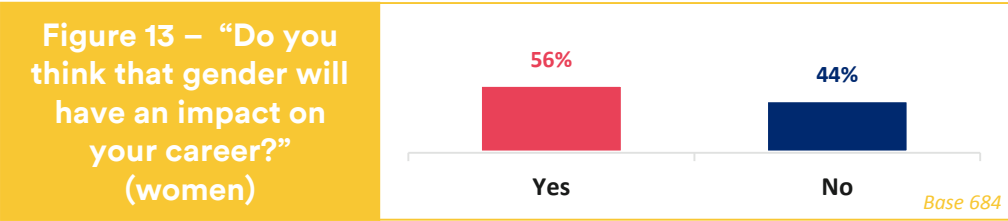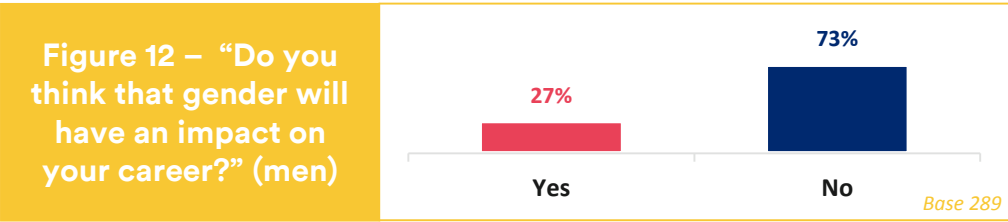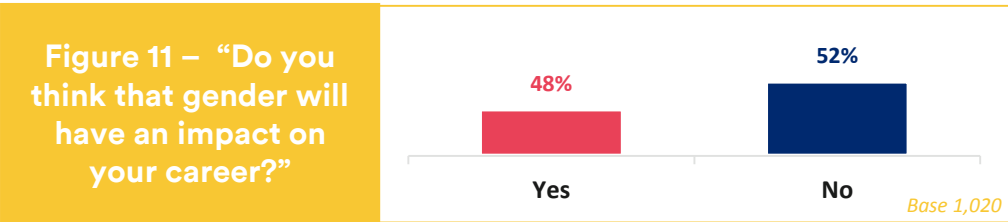CharityJob

The impact of gender

Equal numbers of respondents felt that their gender would have an impact on their career (48% saying that it would and 52% saying it would not).

Differences were more pronounced, however, when broken down by gender. Men were less likely than women to feel that gender would have an impact on their career: 27% compared to 56%.

Due to the wording of the question it would have been possible to interpret 'impact' as both positive and negative. However, it is reasonable to assume that the majority of respondents have interpreted this as meaning a negative impact, especially when the responses to the open question on pages 16 and 17 are considered.

It was not possible to analyse these results by people responding as 'non-binary' due to the small number of respondents in this category (10 respondents).

As part of the closed question *'do you think that your gender will have an impact on your career?'*, respondents were given the opportunity to expand on their answer in an open question which asked *'have any comments on this? Share them with us'*. 178 respondents provided answers in their own words; an additional 74 responses were excluded from the analysis.

Figure 11 – "Do you think that gender will have an impact on your career?"	48% Yes / 52% No — Base 1,020
Figure 12 – "Do you think that gender will have an impact on your career?" (men)	27% Yes / 73% No — Base 289
Figure 13 – "Do you think that gender will have an impact on your career?" (women)	56% Yes / 44% No — Base 684

Most commonly, respondents stated that they would be disadvantaged as **a result of having children** (42 responses), including the negative impacts of maternity leave and career breaks to bring up children (both perceived and in reality), a lack of part-time and flexible opportunities compatible with child-care responsibilities, limited understanding of the commitments of family life, and the effect on levels of pay.

" I think being female and having children go against me in the job market. Very few offer real flexibility "

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The **pay gap** between men and women was discussed in 18 cases, noting that men are paid more and that they feel they will be paid less over the course of their career, or already are. Some respondents commented, however, that things were improving in this area and the profile of the issue had been considerably raised recently. Similarly, 16 responses highlighted the glass ceiling as an example of how they would be impacted on by their gender, noting that senior positions were commonly male-dominated.

> " We women have to choose between starting a family or a career…This decision plays on women's minds before they have even reached their 20s. It's a constant thought and battle we face "

> " …entering a motherhood phase is bound to impact my career, as work patterns change and I take some time out. I think it'll take some years to claw back the level of respect and perceived competence I had before announcing my pregnancy "

Fourteen respondents noted how **negative assumptions were made of women** or they were stereotyped in a way that men were not. This included that women were seen to be more emotional than men, more caring and family-orientated, or being better suited to certain roles. Similarly, seven responses noted how they felt **women were held to different standards** to men, in that they were not valued as highly, held to different standards, or needed to prove themselves more.

> " Men in the workplace view me as weak, passive and sexually available and easily exploitable "

> " While boards and senior staff are still dominated by men it feels women have to work harder than men to get to the top "

> " Men I'll have to prove myself and work harder, especially if I am competing against men for managerial roles "

Twenty-five answers were provided by men commenting on whether or not they would be impacted on as a result of their gender. Fourteen felt they would be disadvantaged, most commonly because of the female-dominated nature of the voluntary sector, and particularly within certain organisations and roles, which were felt to favour female candidates. Nine reported that they felt they would be advantaged, with *'I will not have to face the issue of maternity leave and forced career breaks due to childcare'* being a typical comment, while two reported that they felt they would not be disadvantaged.

Key points: the impact of gender

Equal numbers of respondents felt that their gender would have an impact on their career (48% saying that it would and 52% saying it would not). Men were less likely than women to feel that gender would have an impact on their career: 27% compared to 56%. Respondents mots commonly discussed how their gender would negatively impact them as a result of having children, including the impact of maternity leave and career breaks. Other impacts included the pay gap between men and women, and the impact
of negative assumptions and stereotypes made of women.

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Supporting those with disabilities

Nearly two-thirds of respondents (64%) felt that charity recruiters did not do enough to encourage those with disabilities to apply to their jobs.

Those respondents who said they had a disability were more likely to say that recruiters are not doing enough to encourage those with disabilities to apply to their jobs than those respondents who said they did not have a disability (75% compared to 59%).

Respondents were asked *'do you think that charity recruiters do enough to encourage those with disabilities to apply to their jobs?'* in an open question. 104 respondents provided an answer to this question, and an additional 30 responses were excluded from analysis as a result of not answering the question directly, or providing incomplete or unclear answers.

Respondents to this question appeared to vary in their ability to generalise about the wider charity sector. In some cases, respondents appeared to reflect on their extensive personal experience of working across multiple charities, but in other cases, and by their own admission, they often spoke about their experience in a single charity.

Figure 14 – "Do you think that charity recruiters do enough to encourage those with disabilities to apply to their jobs?"

Yes 36%
No 64%
Base 1,033

Figure 15 – "Do you think that charity recruiters do enough to encourage those with disabilities to apply to their jobs?" (disability)

Yes 25%
No 75%
Base 132

Figure 16 – "Do you think that charity recruiters do enough to encourage those with disabilities to apply to their jobs?" (non-disability)

Yes 41%
No 59%
Base 382

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Eleven respondents indicated that they felt recruiters in the charity sector were **doing enough** (or at least as much as they could). Furthermore, an additional seven responses indicated variation, stating that whether or not charity recruiters were doing enough depended on the individual charity, or the nature of that charity (with responses often suggesting that charities focusing on disability demonstrated better practice than those with other charitable aims).

The largest number of respondents to this question, however, agreed that **charity recruiters could do more** to encourage those with disabilities to apply for their jobs, and provided a range of ideas and suggestions in their answers (64 responses). An additional eleven respondents indicated that they felt more needed to be done but did not go in to any detail.

Suggestions around **recruitment and advertising** as a means of encouraging those with disabilities to apply were discussed in 18 cases. This included proactively encouraging candidates to apply, advertising more widely (and directly) to people with disabilities, or making adverts clearer or the recruitment process less restrictive to people with disabilities. Developing specific recruitment platforms or having inductions focusing on different types of disability were also described.

Nine respondents outlined how **improving the knowledge, awareness, understanding and attitudes** of and towards disability could help. This included looking beyond the disability and addressing stigma, improving the understanding of disabilities and what is involved, looking at unconscious bias, and looking at less visible disabilities.

Developing and changing systems was discussed in nine cases, including revising the 'double tick' system, introducing quotas, becoming equal opportunities employers, or becoming 'Disability Smart'.

A further eight respondents described how the work environment could be made **more accessible and flexible**, while seven stated how the clarity of information could be improved, including making any reasonable adjustments clearer, providing case studies and examples of employees with disabilities, and promoting how the organisation is attractive to people with disabilities.

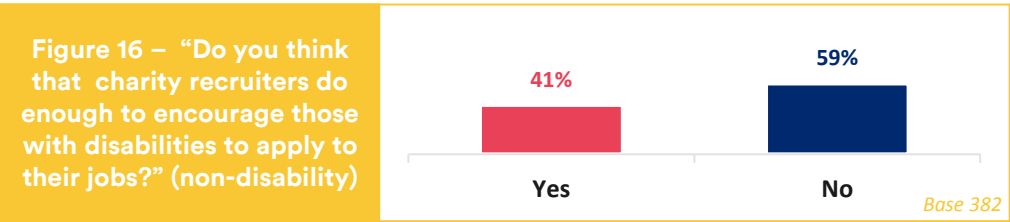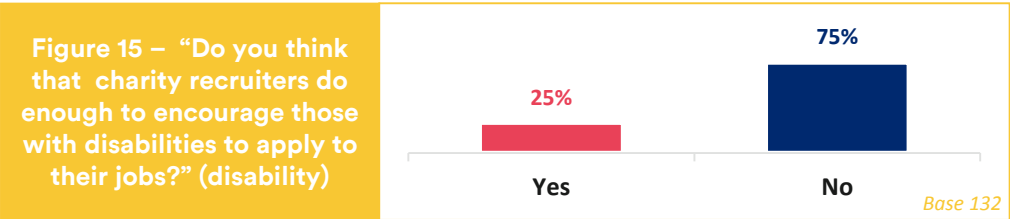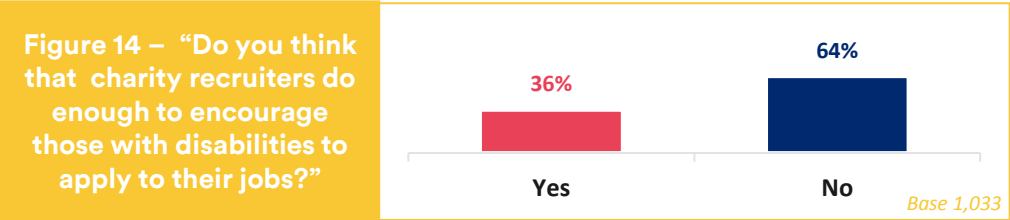# Key points: supporting those with disabilities

Most respondents (64%) felt that charity recruiters did not do enough to encourage those with disabilities to apply to their jobs. Respondents with a disability were more likely to say that recruiters were not doing enough to encourage those with disabilities to apply to their jobs than those who said they did not have a disability (75% compared to 59%). Suggestions were made around making changes to recruitment and advertising, as well as improving the knowledge, awareness, understanding and attitudes of an towards disabilities.

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Discrimination at work

Respondents were asked if they had been discriminated against at work as a result of a range of factors. They could specify as many or as few as they wished.

The most common form of discrimination experienced was by age (38% of respondents having experienced this), although gender (26%) and ethnicity/race (25%) also featured highly. This is somewhat at odds with findings from the survey of recruiters, who when asked what they thought of when they heard the word 'diversity' cited age as only the fifth most common response. This potential lack of understanding or awareness of age as a form of diversity may go some way to help to explain the prevalence of age-related discrimination experienced by candidates.

Nearly one-third of respondents (30%) said that they had not experienced discrimination at work. These respondents were most commonly women, white, non-disabled, under 50 years of age, and heterosexual. However, it should be noted that the majority of respondents to the survey were women and heterosexual so this does not necessarily represent the wider population but rather a bias in the respondents.

Figure 17 – "Have you ever felt discriminated against at work because of the following?" (%)

Category	%
Your age	38%
Your gender	26%
Your ethnicity / race	25%
Your disability	11%
Your religious beliefs	7%
Your sexuality	5%
I don't feel I have been discriminated against	30%

Base 1,038
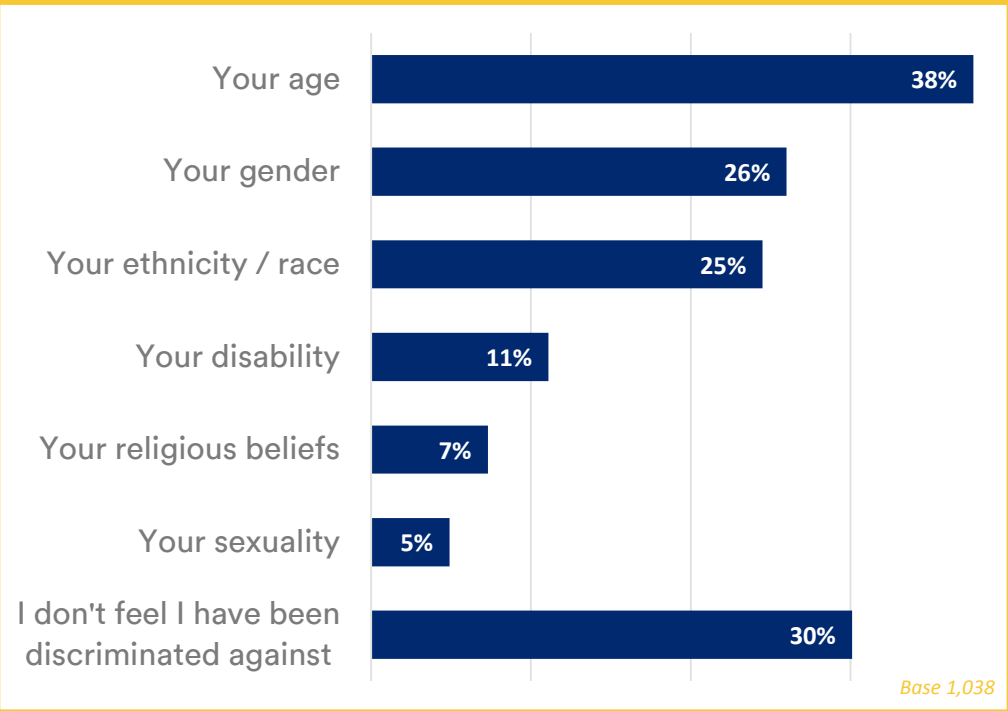
Experiences of discrimination at work also appeared to vary according to different personal characteristics of the respondents. Those identifying as BAME, older (50+), women, homosexual, and with a disability more frequently said they had felt discriminated at work more than respondents who were white, male, heterosexual, and with no disability.

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Figure 18 – Discrimination experienced by different groups				
Form of discrimination	Sub category	% experiencing discrimination	Sub category	% experiencing discrimination
Your age	50 years +	49%	Under 50	28%
Your gender	Women	32%	Men	11%
Your sexuality	Homosexual	43%	Heterosexual	3%
Your ethnicity/race	BAME	54%	White	5%
Your disability	Disability	58%	No disability	1%

It was more common for respondents identifying as BAME to report that they had felt discriminated at work because of their ethnicity than for respondents identifying as white (54% compared to 5%).

Looking in more detail, discrimination was felt more commonly amongst respondents identifying as Black (Black African, Black Caribbean or Black British) compared to respondents identifying as Asian (Asian or Asian British). Analysis by other ethnicities has not been undertaken due to the small number of respondents in these categories.

Figure 19 – "Have you ever felt discriminated against at work because of ethnicity?" (%)

- BAME: 54%
- Black: 62%
- Asian: 48%
- White: 5%

Base 254
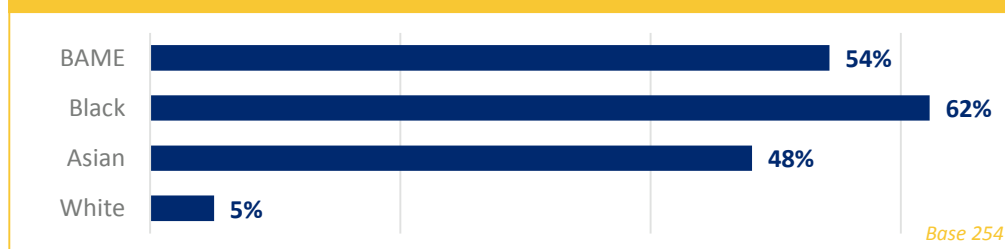
For age, respondents in older age brackets more commonly reported that they had experienced discrimination because of their age. While the trend was for less discrimination as age decreased, this only appears to be true to people's 40s: discrimination was also high for younger age groups (i.e. being higher for those in their 20s than 30s). This suggests that while it is more common for age discrimination to be focused on older age, age discrimination can also be against a person's younger age (see page 24).

Figure 18 – Discrimination experienced by different groups

- 60+: 62%
- 50-59: 45%
- 40-49: 25%
- 30-39: 29%
- 20-29: 31%

Base 391

CharityJob
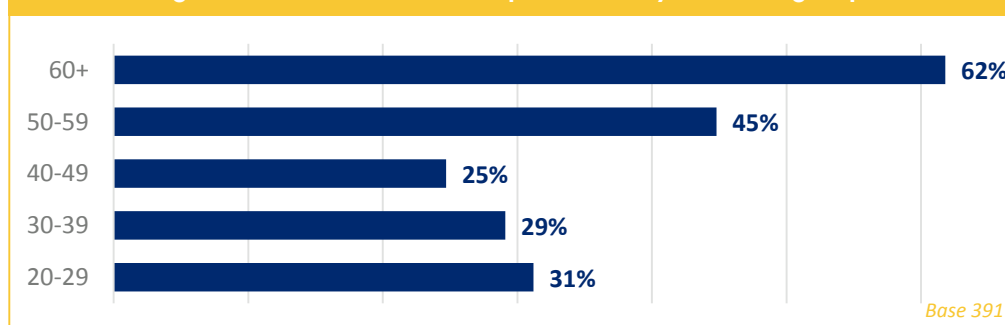
In the question *'have you ever felt discriminated against at work because of the following (you can select more than one answer)'*, respondents who answered *'other'* were given the opportunity to expand on their answer in their own words. Ninety-four respondents provided (typically concise) answers, and an additional 40 responses were excluded from analysis.

The most common way in which discrimination was described was in terms of nationality and ethnicity, family commitments, and health. The fact that some forms of discrimination such as gender and disability featured less commonly in this answer but are clearly prevalent in other responses to this survey may be because this particular question asked about 'other' forms of discrimination after respondents had already had the opportunity to specify options such as gender.

Figure 21 – Nature of discrimination experienced (in 'other' category).	
Nature of discrimination	**Count**
Nationality and ethnicity, including accent and language	20
Family commitments, including being a single parent, carer, mother, or parent	13
Health, both mental and physical	11
Class	8
Employment and qualification, including previous employment, being over-qualified or experienced, or lacking education and/or qualifications	8
Personal outlook and choices, political beliefs, and wider beliefs	7
Age, both older and younger	6
Being part-time	5
Appearance, including being overweight	4
Disability	3
Gender	3

Following on from the question *'have you ever felt discriminated against at work because of the following (you can select more than one answer)'*, respondents could expand further on their answer when they were asked *'if so, please feel free to explain more here'*. The answers to this question are separate to the detail provided in the 'other' category, in that they refer to the forms of discrimination that respondents had already ticked in this question; the answers have therefore been analysed separately to those answers to the 'other' response, although there is a considerable amount of complementarity.

297 respondents provided answers to this question, and an additional 69 responses were excluded from analysis.

Age was the most common form of discrimination that respondents described, with 91 answers focusing on this. Most commonly, it was seen around discrimination in terms of older age (59+), with respondents typically feeling that there were more opportunities for younger people, or that younger people could be favoured >>>

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>>> over older candidates because of the culture of the organisation and fears that older people would not fit in, that young people were seen to have more energy and creativity, and that younger people could be cheaper to employ. Fifteen respondents noted, however, how they had felt discriminated against as a result of their younger age, most commonly because they felt their lack of experience meant they missed out on opportunities or were not given chances.

A further seventeen stated age but did not specify whether it was as a result of being older or younger.

> *" as you get older some people seem to think that you're not able to grasp new ideas / technologies "*

> *" as I am young and [a] new graduate, I feel I have been given menial tasks that are beneath me "*

Gender was the next most common, being cited in 69 cases, with comments describing how respondents had felt they had been discriminated against because of having children or being of child-bearing age, being paid less than comparable male colleagues, or working in organisations where senior positions were male dominated and a glass ceiling existed, with more women being present in more junior support roles. Inappropriate male behaviour was also frequently discussed, including sexism, bullying, being patronised, having assumptions made about their ability, and generally being made to feel uncomfortable in the workplace.

> *" was told by a boss that if I dressed more feminine I'd have more chance of promotion "*

> *" my previous line manager instructed me to only hire men as her line manager instructed her to do so "*

Ethnicity was mentioned in 58 responses. Examples of discrimination included being the victim of racist language and behaviour, being passed by for promotion or opportunities, BAME people being more frequently represented in certain (more junior and operational) roles, having certain assumptions and stereotyped views made against them, or being socially excluded.

> *" was I have never seen a black female in senior management in a charity and I have been working in the sector for over ten years. As a result I feel unconscious bias which reduces my promotion opportunities "*

Health was cited by 23 respondents, most commonly in terms of mental health (13). This often concerned a lack of understanding of particular health conditions or a lack of support being provided, or a lack of flexibility being provided. In some cases, typically in relation to the mental health examples given, discrimination included bullying, dismissal, a reduction in responsibilities, or being turned down for roles. In some cases this had contributed to the respondent's mental health worsening and choosing to leave the organisation.

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Twenty-one respondents described how they had been discriminated against because of their **disability**, which included bullying, problems caused by a lack of understanding of a particular disability, misinterpretations of the effects of a disability, and receiving limited or no support.

> " *when I lost my sight nearly seven years ago it was a huge struggle to convince my employer and my colleagues I was still a valuable member of the team* "

> " *I was made to feel stupid because I was 'slow' to do things and 'forgetful' when it was because someone mumbled at me and I am deaf* "

Religious beliefs in terms of discrimination were mentioned in 16 responses, with respondents describing how their religious needs were not met (e.g. lack of a prayer room or inappropriate food provided) or how colleagues expressed their dislike or disagreement with particular religions or forms of religion.

Nationality was provided as an example of discrimination in 15 cases, typically focused on having a non-British accent or obviously being of another nationality (this was also observed when candidates were asked to specify 'other' types of discrimination they had experienced in the closed question – see page 22).

Key points:
discrimination at work

Age, gender, and ethnicity/race were the most commonly experienced forms of discrimination.

Respondents identifying as BAME, older (50+), women, homosexual, and with a disability more frequently said they had felt discriminated at work than respondents who were white, male, heterosexual, and with no disability.

It was more common for respondents identifying as BAME to report that they had felt discriminated at work because of their ethnicity than for respondents identifying as white (54% compared to 5%).

Respondents in older age brackets more commonly reported that they had experienced discrimination because of their age than younger respondents. Age was the most frequently described form of discrimination in the open question, although gender and ethnicity were also discussed regularly.

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Making the most of skills

Slightly more respondents felt that the organisation was not making the most of their skill set (38% compared to 29%), although a large portion remained unclear.

Figure 22 – "Do you think your organisation is making the most of your skill set?"

- 38% No
- 29% Yes
- 33% Unsure

Base 1,038

Following on from the question which asked respondents if they felt their employer was making best use of their skills, respondents were given the opportunity to expand on their answers in an open question; most answers explained in more detail how or why they felt their employer had not made the best use of their skills and experience. 303 respondents provided valid answers, while an additional 94 responses were excluded from analysis.

The largest group of answers tended to focus on how the respondents' **skills and experiences were not recognised, used or valued,** with 95 respondents giving answers of this nature. Within this, the most common response was simply that respondents' skills, experience and knowledge were **not being used** as well as they felt they could. Similarly, 28 respondents discussed how they felt they were either **over-qualified** for their role or were **under-employed**. Equally, 16 respondents described what they felt was a **lack of understanding or awareness** of their skill sets by their manager or others in the organisation, which could include more senior staff not understanding the details and specifics of someone's skills and experience, not valuing previous experience, or not having the time or desire to find out. Ten further responses included descriptions of how they felt they were **working below their skill set**, which was typically because respondents had taken the job out of necessity rather than it being their ideal career or close to their specialism.

A large number of responses were linked to **organisational issues** (51). Answers linked to the management of the organisation were given by 26 respondents, which included challenges associated with both their line management (including lack of support or time to look at and develop skill sets) and the senior management team of the organisation (including a lack of leadership or vision, micro-managing, not being open to change, or being threatened by talented and experienced junior staff).

" it's very heavy admin and the senior management are unwilling to give up decision-making"

" manager takes no interest in utilising employees to their full potential – resulting in low morale and no job satisfaction"

" a blinkered committee without vision of change and diversity "

CharityJob

Closely related to management, 25 further respondents cited organisational issues and problems as reasons to help explain why their skills were not being fully utilised. This included the organisation being overly bureaucratic, inflexible and rigid in its systems and processes, that it lacked sufficient care or concern for staff, or it experienced a lack of vision and strategic direction, all of which could contribute to not valuing or ignoring the skills of staff.

> " *too much focus on corporate policy at the expense of nurturing individual talent* "

Thirty-four respondents gave answers that discussed how a **lack of opportunity for progression** within the organisation or for them to develop meant that their skills were not being used or they did not have the chance to develop new skills. In some cases this was connected to a lack of appreciation of the value of transferable skills (an additional seven responses).

Twenty-one respondents gave answers linked to **issues specific with their role**, including that it had changed over time and had become more narrowly focused, that it was different to the position that was advertised, there being a general lack of challenge, variety or complexity, or it being too rigid and inflexible.

> " *I 'down-scaled' into this job and it has become more limited as time has moved on* "

> " *they have recently de-skilled the job taking away the parts I am best at* "

Examples of **discrimination** were given by 17 respondents, including by age, gender, ethnicity, and disability. As a result, respondents felt that they had not been given fair opportunity to use or demonstrate their skill sets, having had roles and activities withheld from them or not securing jobs or promotion.

A **lack of resource** was referenced by 15 respondents as a potential reason to explain why their skill sets were not being valued, typically resulting in staff being over-worked, undertaking administrative tasks that were not part of their role description due to lack of staffing, and not being able to focus on the core or more strategic elements of their role.

> " *no black staff have ever occupied a senior management position in our charity's history* "

Key points: making the most of skills

Slightly more respondents felt that the organisation was not making the most of their skill set compared to those that were (38% compared to 29%), although a large portion remained unclear. Large numbers of respondents discussed how they felt their skills, experience and knowledge was not being used or was undervalued. Organisational issues and challenges which meant respondents' skills were not being used were frequently discussed, while a lack of opportunity for progression, development and promotion was commonly mentioned.

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What's important when applying for jobs?

The majority of respondents felt that, when looking for a job, it was very important to them that the job allows them to maximise on their transferable skills, with 89% of respondents feeling this. However, this survey also found that large numbers of respondents felt that charities frequently did not recognise or value transferable skills, which they in turn felt could act to limit the diversity of skill sets coming into charities and prevent charities recruiting diverse candidates (see page 30). Large numbers of respondents also felt that having opportunities for career progression was very important (71%).

Figure 24 – "When applying for a job, how important are the following..?"

- Very important
- Neither important or unimportant
- Not important

	Very important	Neither important or unimportant	Not important
The organisation offers career progression opportunities	71.4	23.9	4.7
The Job allows you to maximise on your transferable skills	88.6	10.2	1.2
The organisation accepts those WITHOUT charity sector experience	42.5	42.2	15.3

Base 1,070-1,073

There are some differences between respondents aged under 50 and those aged 50 and above in terms of how important they felt it was that the organisation offers career progression opportunities. Perhaps as expected, having opportunities for career progression appears to be more important for people who are younger than for those who are older, and therefore at a later stage of their career.

Figure 25 – "When applying for a job, how important is it that the organisation offers career development opportunities?"

- Very important
- Neither important or unimportant
- Not important

	Very important	Neither important or unimportant	Not important
Under 50 years	83.0	14.6	2.4
50 years +	57.5	35.0	7.4

Base 1,004

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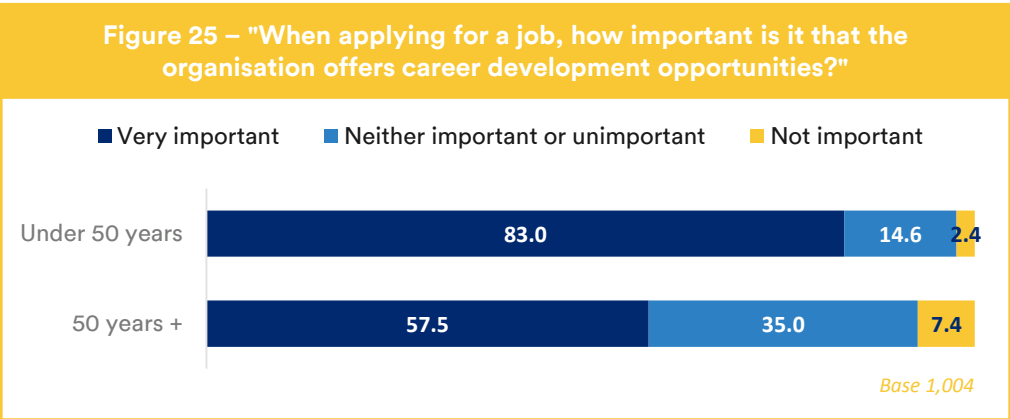
What's important when applying for jobs: all

An understanding and a prioritisation of diversity within organisations appears to be important to the vast majority of respondents when applying for jobs (approximately only one in ten felt that it was not important). This is particularly true in *'knowing that diversity is a focus for the organisation'*, with 75% of respondents feeling that this was 'very important' to them. This suggests that that recruiters could potentially disadvantage themselves in the recruitment process if they are not able to demonstrate these elements of their practises at the time of application.

Figure 26 - "When applying for jobs, are the following important to you?" (%)

- ■ Very important
- ■ Neither important or unimportant
- ■ Not important

	Very important	Neither important or unimportant	Not important
Insight into the current state of diversity within the organisation	65.6	29.2	5.1
Knowing that diversity is a focus for the organisation	74.5	21.1	4.4
Knowing the role is open to those with disabilities	51.0	40.6	8.4

Base 1,030 – 1,034

What's important when applying for jobs : disability

Respondents reporting that they had a disability were more likely than those who say they did not have a disability to say that *'knowing the role is open to those with disabilities'* was 'very important' when applying for a job (79% compared to 44%).

Figure 27 – "When applying for jobs, how important is knowing the role is open to those with disabilities to you?" (%)

- ■ Very important
- ■ Neither important or unimportant
- ■ Not important

	Very important	Neither important or unimportant	Not important
Non-disability	44.4	45.5	10.0
Disability	78.9	18.9	2.3

Base 994
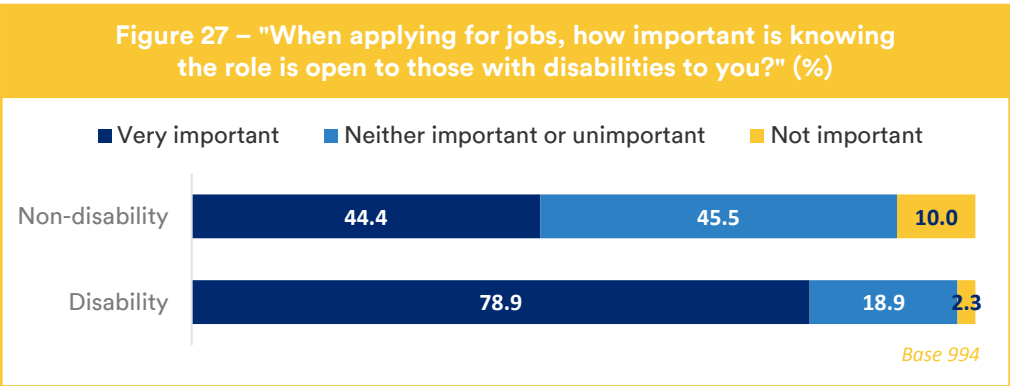
What is important when applying: ethnicity

Respondents identifying as BAME were more likely than respondents identifying as white to say that *'knowing that diversity is a focus for the organisation'* was 'very important' (85% compared to 68%) and that *'insight into the current state of diversity within the organisation'* was 'very important' (80% compared to 57%).

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Figure 28 – "When applying for jobs, are the following important to you?" (White)

Legend: ■ Very important ■ Neither important or unimportant ■ Not important

	Very important	Neither important or unimportant	Not important
Insight into the current state of diversity within the organisation	56.9	36.7	6.5
Knowing that diversity is a focus for the organisation	68.4	26.0	5.6
Knowing the role is open to those with disabilities	48.3	43.2	8.5

Base 602 - 604
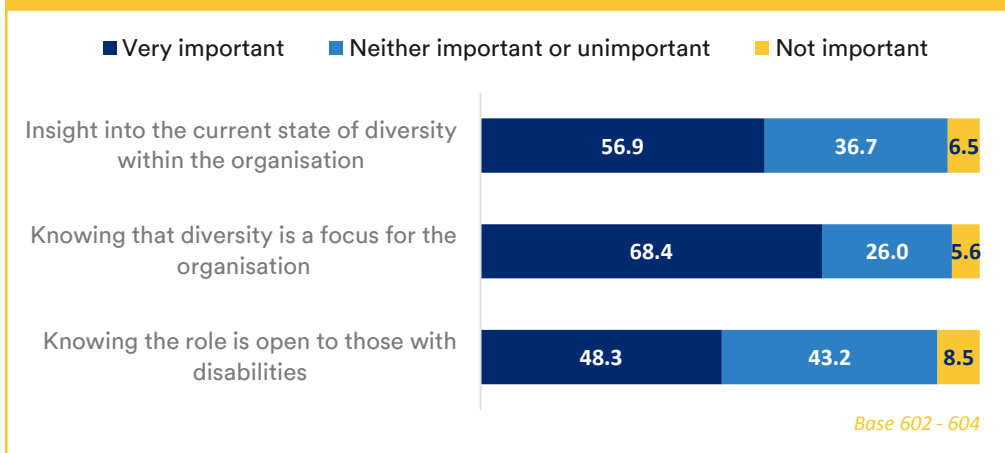
Figure 29 – "When applying for jobs, are the following important to you?" (BAME)

Legend: ■ Very important ■ Neither important or unimportant ■ Not important

	Very important	Neither important or unimportant	Not important
Insight into the current state of diversity within the organisation	79.7	17.3	2.9
Knowing that diversity is a focus for the organisation	85.1	12.5	2.4
Knowing the role is open to those with disabilities	55.2	36.6	8.2

Base 375 - 377
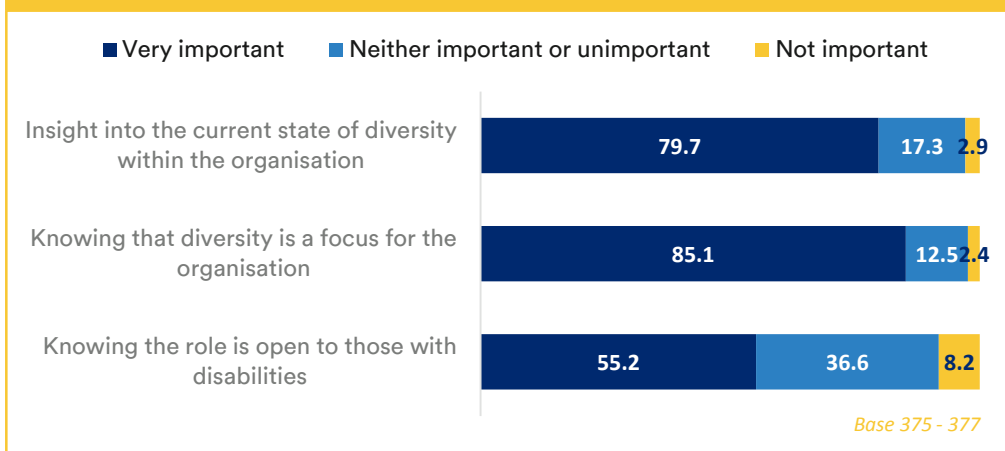
Key points: what's important when applying for jobs?

Most respondents felt that, when looking for a job, it was very important that the job allows them to maximise on their transferable skills (89%). Younger respondents were more likely than older respondents to feel that opportunities for career progression were important (83% compared to 58%). An understanding and a prioritisation of diversity within organisations is important to the vast majority of respondents when applying for jobs. Those with a disability were more likely to feel that 'knowing the role is open to those with disabilities' was important (80% and 44%). Respondents identifying as BAME were more likely than respondents identifying as white to feel that diversity within the organisation was important to them when applying for jobs.

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Attracting a diverse skill set

The open question *'what can organisations do to attract job seekers with a diverse skill set?'* was answered by 700 respondents; an additional 130 responses were excluded from analysis. Some respondents appear to have interpreted the term 'diverse skill set' to mean candidates from a diverse background; the answers nonetheless provide some very useful insight into possible ways in which to diversify both the skills of a workforce, and the make-up of the workforce.

Recognising **experience and skills that are transferable** was the most commonly mentioned response to the question, being cited in 112 responses. This commonly meant considering experiences that were drawn from the private and public sectors as being relevant to charity jobs, something that respondents felt was not necessarily the case currently and that they had missed out on opportunities because recruitment processes in the charity sector were too rigid and inflexible. Indeed, the survey to recruiters found that 73% of recruiters said they *'often consider candidates with experience outside of the sector',* with 24% saying they did so 'sometimes' and 3% rarely. Respondents noted how recruitment systems – including application forms, shortlisting and interviews – needed to be better adapted so they were able to recognise and place value on these transferable skills and experiences.

> *" be less narrow minded about charity experience – they are missing out on exceptional talent"*

> *" focus on transferable skills from other sectors rather than on specific industry experience. Maybe the outsider will bring new ideas "*

> *" my experience is they tend to take the safe option by taking on people with direct experience in the charity sector"*

Sixty-three respondents discussed how **job descriptions and person specifications** should be developed and improved, typically by making them clearer and more accessible, improving and simplifying the language used and avoiding jargon, being more creative and appealing in how tasks and the role is described, and making direct reference to requiring a diverse skill set. Having an approach that was more **open-minded** to who was being recruited and applying was seen in 41 responses, while 40 respondents said that simply giving candidates from a more diverse background the opportunity to apply and giving them a chance was important.

> *" I like it when an advert encourages open applications – when the organisation sells itself to you "*

> *" look to explain how they operate and how they would welcome applications from diverse group of applicants to enhance their current skills pool "*

Being **flexible and realistic** in the approach to recruiting and shortlisting was seen in 65 responses, with many respondents feeling that the search for the 'perfect' candidate could hold back charities or lead to recruiting people with backgrounds similar to those already employed. In some cases respondents felt that too high a level of experience was being asked for, and more than was required for the role.

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Respondents described the potential value of having some flexibility in interpretation of the skills and experience criteria set out in job descriptions and person specifications (44 responses); respondents often felt there would be value in reducing the number of 'essential' criteria and making more 'desirable', and being more accommodating of people who lacked extensive experience.

This was also seen in relation to having flexibility towards the required qualifications (21), with respondents again describing the potential value of not being overly rigid when it came to what was required; this was most prevalent with regard to university degrees, with some respondents stating that such requirements should be dropped, especially with regard to postgraduate degrees which respondents felt could potentially favour more affluent candidates:

> " look for people from a range of backgrounds – not just those with best academic or professional achievements, those with other qualities such as an understanding of beneficiary group or someone with lived experience of the cause you are working for "

> " scrutinise what is actually necessary on a person specification and stop looking for a super being – this risks just getting applications from those with a combination of unnecessary academic paper qualifications and the ability to blag "

Respondents also discussed a range of things that could be done by employers once candidates had been appointed in position, including providing training to support the development of their careers and help retain them (36), offering appropriate and supportive opportunities for career development and progression within the charity (33), improving levels of remuneration to make levels higher and/or fairer (31), and offering flexible working arrangements, particularly for those people who had childcare or family responsibilities or who wanted to work remotely (28).

A further 27 responses said that recruiting and employing candidates from diverse backgrounds was the best way in which to increase the number of respondents with a diverse skill set.

Key points: attracting a diverse skill set

Recognising transferable skills was the most common response to how organisations could diversify their skill set and the background of people applying for jobs.

Other common responses included improving job descriptions and person specifications, being open-minded, and being flexible and realistic.

CharityJob

Tackling discrimination in the recruitment process

In the final open question respondents were asked *'tell us what charity recruiters can do to tackle discrimination in the recruitment process?'* 587 respondents provided answers in their own words, while an additional 91 responses were excluded from analysis. Given the number of responses and the breadth of the question, a very wide range of answers were provided, and the level of detail provided in answers varied considerably.

The most common responses focused on **changing or developing the attitude** and/or approach of an organisation to their recruitment, with 111 responses referring to this. This included being open-minded (44), being honest (14), being less judgemental or not making assumptions or applying stereotypes (13), being fair (13), or being more transparent (13). An additional 14 discussed attitude and approach but did not go in to further detail.

Blind recruitment was mentioned by 70 respondents as a possible way to reduce discrimination in the recruitment process. Removing names (that could signify someone's gender, nationality, ethnicity), dates of qualifications (which can be used to work out someone's age), or details of ethnicity were commonly seen to be a way in which to make the recruitment process fairer and to be more focused on the skills, experience and appropriateness of the candidate (see below). In some cases, arguments were made for not collecting any personal data at all, whilst in others it was suggested that it be kept separate from information about the candidate's skills. Other respondents also noted the potential value and importance of improving monitoring of the personal characteristics of both candidates and employees.

Practising recruitment that was based first and foremost on **getting the right skills, experience, or person** for the role was mentioned in 56 responses, something that people felt was of greater importance than whether the candidate came from any particular background, seeking to employ the best possible individual. In other cases respondents felt it could avoid issues of tokenism or positive discrimination. Many of these responses are closely connected to the potential benefits cited in the responses describing blind recruitment.

> " *consider all applications and skill sets to give people a chance to shine no matter what their circumstances are* "

> " *be less judgemental and match skills knowledge and experience to the job requirements* "

> " *charity recruiters should employ people on merit basis and based on work skills and experiences and not based on age, sex, or religious biases* "

Thirty-nine respondents provided information on some aspect of **improving the recruitment process**, as distinct from recruiting on skills and experience or blind recruitment.

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This most commonly included advertising more widely and in locations and communities that would reach more diverse candidates, avoiding like-for-like recruitment (i.e. white, older men recruiting in their own image), and making the recruitment process simpler and more accessible.

Training and education was cited in 38 responses. Education tended to be focused on improving awareness and understanding of staff, whilst suggestions for training, which respondents often felt should be targeted at HR or recruitment staff, included a wide range of topics such as diversity, inclusion, discrimination, unconscious bias, and equality.

Being more **receptive to older candidates** was mentioned in 20 responses, typically focusing on recognising the depth and breadth of experience older people can bring and avoiding assumptions that older people may have less energy or be less adaptable.

> " *charities should not shy away from recruiting older and ethnic minority people. We have a wealth of experience that could make a difference in peoples' lives* "

> " *look at the advantages rather than the disadvantages of employing someone and have no preconceptions about how old someone feels* "

Other less commonly cited responses included: ensuring diversity and equality policies are in place and up-to-date, having diverse recruitment panels, monitoring and publishing diversity data, addressing discrimination proactively, accepting transferable skills, having a diverse staff and trustee body, raising awareness of discrimination and equality, and adhering to legislation.

Key points: tackling discrimination in recruitment

To tackle discrimination in the recruitment process, respondents most commonly discussed changing or developing the attitude and approach of an organisation to their recruitment, including being open-minded, honest, or non-judgemental.

Practically, blind recruitment was mentioned by large numbers, as well as recruiting based first and foremost on getting the right person, with the right skills and experience for the role.

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Comparing the views of recruiters and candidates

These two surveys examined the opinions and experiences of recruiters in the charity sector and of candidates seeking jobs in the sector. Because different questions were used in each survey and they sought to examine different things, the results are not directly comparable. However, they do explore similar areas and as such we can gain a useful insight into how things may differ – or be similar – between the thinking and behaviour of recruiters and candidates. Seven key comparisons, are discussed below.

When considering these comparisons, the smaller number of respondents to the recruiter survey should be kept in mind.

1. Understandings of discrimination differ between candidates and recruiters

Recruiters saw discrimination predominantly in terms of ethnicity, and to a lesser degree in terms of gender and mental and physical health. While these were important and serious forms of discrimination for many candidates, age discrimination was the most commonly-experienced form of discrimination (having been experienced by 38% of respondents) despite only 9% of recruiters listing this as a form of discrimination when asked to identify their top two.

2. There is scope for improving practice in charity sector recruitment

While most recruiters said they were confident in knowing best practice in recruitment, more than one in ten (14%) said they were not. Candidates frequently described problems in charity sector recruitment and how they had experienced discrimination during the process and made numerous suggestions as to how it could be improved. While candidates frequently acknowledged that such observations were drawn from their own personal experience, there appears to be scope for improvement in some charity sector recruitment.

3. The value of experience from outside the charity sector is seen differently by recruiters and candidates

While many recruiters reported that they often looked for candidates outside of the charity sector when recruiting, more than a quarter (27%) said they only did so 'sometimes' or 'rarely'. Similarly, only 11% of recruiters said they prioritised *'encouraging candidates from the private/public sector to apply'* when writing their job descriptions. Four in ten (43%) candidates, however, said that it was 'very important' that *'the organisation accepts those without charity sector experience'* when they were applying for a job. Furthermore, candidates described how they felt they had not been successful in their jobs because their experience was from outside of the sector and was not, therefore, valued or understood to the same degree. They felt that approaches to recruitment in the charity sector could sometimes be inflexible and that such approaches could hold back the charity sector from recruiting a diverse set of candidates or those with a wide range of skills.

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4. Transferable skills are valued more by candidates than by recruiters
Nine out of ten candidates (89%) said that when applying for a job it was very important to them that the job, allowed them to maximise their transferable skills. However, this was not matched by the views of recruiters, just under half (49%) of whom saying that they prioritised *'expressing a need for candidates with diverse/transferable skills'* when writing a job description.

5. Candidates want more transparency than recruiters currently offer
Nearly two-thirds of recruiters (64%) said they had never published an article that gives an insight into how diverse their organisation is. Candidates, however, often spoke about how having better, more transparent information about how diverse the organisations they were applying to would make them more attractive, and could help encourage a wider range of people to apply for positions. Two-thirds (66%) of candidates said that when they were applying for jobs, it was 'very important' to them to have insight in to the current state of diversity of the organisation (rising to 80% of candidates identifying as BAME).

6. Recruiters and candidates agree that changes need to be made to the recruitment process
The most common approach taken by recruiters to improve the diversity of their organisation was to make changes and improvements to the recruitment process. Similarly, candidates often mentioned changing approaches to recruitment as means of diversifying charity workforces and tackling discrimination, such as introducing blind recruitment. However, the most common response from candidates was that recruiters needed to change their attitude to recruitment and towards people from diverse backgrounds, including being more open-minded, honest and non-judgemental.

7. Recruiters do not encourage or support disabled candidates as much as is desired by candidates
One in four (40%) of recruiters said they did not always make it clear that candidates with disabilities were welcome to apply. Seventy-nine percent of respondents with a disability said, however, that knowing that the job was open to those with a disability was 'very important' to them when applying for a job. Equally, candidates with disabilities often described how they had been made to feel unwelcome in the recruitment process or once in the job while nearly two-thirds of respondents (64%) felt that charity recruiters did not do enough to encourage those with disabilities to apply to their jobs.

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Job role	Count	%
Senior Manager	37	34.3
Manager	30	27.8
HR / recruitment	18	16.7
Other	18	16.7
Team leader	2	1.9
Volunteer / intern	2	1.9
Regional Manager	1	0.9
Total	108	

Years in job	Count	%
Less than 1 year	22	20.4
1 - 2 years	40	37.0
3 - 5 years	23	21.3
6 - 10 years	9	8.3
More than 10 years	14	13.0
Total	108	

What is your gender?	Count	%
Female	56	84.8
Male	10	15.2
Prefer not to say	1	
Total	66	

What is your age?	Count	%
18-29	8	12.3
30-44	24	36.9
45-59	22	33.8
60+	11	16.9
Total	65	

When you hear the word 'diversity' what immediately comes to mind? (Select up to two)	Count	%
Race ethnicity diversity	55	79
Gender diversity	21	30
Mental and physical ability	20	29
Skills diversity	7	10
Age diversity	6	9
Religious diversity	6	9
Sexual orientation	2	3
Other (please specify)	9	13

Do you prioritise any of the following when writing a job description?	Count		
	Do not prioritise	Neither prioritised or deprioritised	Prioritise
Encouraging candidates from the private/public sector to apply	16	46	8
Clearly stating that those with disabilities are welcomed to apply	5	32	33
Expressing a need for candidates with diverse/transferable skills	7	30	33
Sharing your organisations attitude to having a diverse workforce	3	19	48

	%		
	Do not prioritise	Neither prioritised or deprioritised	Prioritise
Encouraging candidates from the private/public sector to apply	23	66	11
Clearly stating that those with disabilities are welcomed to apply	7	46	47
Expressing a need for candidates with diverse/transferable skills	10	43	47
Sharing your organisations attitude to having a diverse workforce	4	27	69

Have you ever published an article/report that gives an insight into how diverse your organisation is?	Count	%
Yes	15	21.4
No	45	64.3
I don't know	10	14.3
Total	70	

How confident do you feel that you know the best practices for recruiting?

	Count	%
Very confident	23	21.3
Confident	70	64.8
Not confident	15	13.9
Total	108	

When hiring, do you look for candidates outside of the charity sector?

	Count	%
Yes, I often consider candidates with experience outside of the sector	51	72.9
Sometimes I consider candidates with experience beyond the charity sector	17	24.3
I rarely consider candidates with experience outside of the charity sector	2	2.9
Total	70	

What cause does your organisation support?

	Count	%
Social welfare	18	16.8
Education	13	12.1
Youth / children	13	12.1
Health / medical	12	11.2
Disability	10	9.3
Arts, culture & heritage	9	8.4
International development	8	7.5
Faith based	6	5.6
Environment	5	4.7
Human rights	5	4.7
Crime reduction	3	2.8
Homelessness & housing	2	1.9
Mental health	2	1.9
Animal	1	0.9
Total	107	

Do you always make it clear that candidates with disabilities are welcomed to apply?

	Count
Yes	39
No	28
I don't know	3
Total	70

If no, why?

Did not think that it would stop people with disabilities from considering the role	12
Have not considered writing a clear statement for this	10
I don't know	3
Other (please specify)	7

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Are you working in the charity sector OR currently looking for a job in the charity sector?

	Count	%
Yes, I work in the charity sector	527	42.1
Yes, I'm looking for a job in the charity sector	644	51.4
I neither work in the charity sector nor want a job in the charity sector	82	6.5
Total	1253	

Neither excluded

	Count	%
Yes, I work in the charity sector	527	45.0
Yes, I'm looking for a job in the charity sector	644	55.0
Total	1171	

What is the highest level of education you have completed?

	Count	%
Bachelor degree	429	36.6
Masters degree	281	24.0
Diploma/vocational	171	14.6
Other (please specify)	84	7.2
A - Levels (or equivalent)	79	6.7
GCSEs or equivalent	72	6.1
Ph.D	28	2.4
Associate degree	27	2.3
Total	1171	

Are you currently a student?

	Count	%
Yes, full-time	19	1.6
Yes, part time	78	6.7
No, I am not currently enrolled as a student	1067	91.7
Total	1164	

Which of the following categories best describes your employment status?

	Count	%
Employed, working full-time	586	50.0
Not employed, looking for work	284	24.3
Employed, working part-time	266	22.7
Retired	29	2.5
Not able to work	6	0.5
Total	1171	

Data Tables – Candidates

Which of the following best describes your current job level?

	Count	%
Intermediate	375	32.0
Middle Management	317	27.1
Senior Management	154	13.2
Other (please specify)	144	12.3
Entry Level	125	10.7
Owner/Executive/C-Level	56	4.8
Total	1171	

About how long have you been in your current position?

	Count	%
Less than 1 year	282	27.2
1 - 2 years	325	31.4
3 - 5 years	185	17.9
6 - 10 years	138	13.3
More than 10 years	106	10.2
Total	1036	

What is your current salary bracket?

	Count	%
up to £15,000	261	23.2
£15,000 - £20,000	162	14.4
£21,000 to £30,000	327	29.0
£31,000 - £40,000	196	17.4
£41,000 - £50,000	87	7.7
£51,000 - £60,000	50	4.4
£61,000 - £70,000	25	2.2
£71,000 - £80,000	10	0.9
£80,000+	8	0.7
Total	1126	

What is your gender?

	Count	%
Male	291	28.8
Female	699	69.2
Non binary	6	0.6
Prefer not to say	14	1.4
Total	1010	

Prefer not to say excluded

	Count	%
Male	291	29.2
Female	699	70.2
Non binary	6	0.6
Total	996	

Do you identify as transgender?

Yes	10	1.0
No	966	96.7
Prefer not to say	23	2.3
Total	999	

Prefer not to say excluded

Yes	10	1.0
No	966	99.0
Total	976	

Do you consider yourself to be:

	Count	%
Heterosexual or straight	813	81.2
Bisexual	42	4.2
Homosexual	58	5.8
Prefer not to answer	88	8.8
Total	1001	

Prefer not to say excluded

	Count	%
Heterosexual or straight	813	89.0
Bisexual	42	4.6
Homosexual	58	6.4
Total	913	

Do you consider yourself to have a disability?

	Count	%
Yes	175	16.8
No	825	79.4
Prefer not to say	39	3.8
Total	1039	

Prefer not to say excluded

	Count	%
Yes	175	17.5
No	825	82.5
Total	1000	

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What is your age?

	Count	%
21-29	125	12.4
30-39	196	19.4
40-49	227	22.5
50-59	339	33.6
60 or over	123	12.2
Total	1010	

	Count	%
21-49	548	54.3
50+	462	45.7
Total	1010	

Do you have any children under 18?

No	739	74.3
Yes	255	25.7
Total	994	

What country do you live in?

	Count	%
United Kingdom	885	90.1
Other - Europe	17	1.7
Other - non-Europe	80	8.1
Total	982	

Which of the following best describes your current relationship status?

	Count	%
Single, but cohabiting with a significant other	124	12.5
Married	353	35.6
Single, never married	301	30.3
In a domestic partnership or civil union	57	5.7
Separated	46	4.6
Widowed	14	1.4
Divorced	97	9.8
Total	992	

What is your ethnicity?

	Count	%
White	605	61.4
Black African, Black Caribbean or Black British	189	19.2
Asian or British Asian	108	11.0
Latin American	8	0.8
From mixed/multiple races	52	5.3
Other ethnic group	24	2.4
Total	986	

	Count	%
White	605	61.4
BAME	381	38.6
Total	794	

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Data Tables – Candidates

Have you ever felt discriminated against at work because of the following (you can select more than one answer)	Count	%
Your age	391	37.7
Your gender	270	26.0
Your sexuality	51	4.9
Your ethnicity/race	254	24.5
Your religious beliefs	76	7.3
Your disability	115	11.1
I don't feel I have been discriminated against	312	30.1
Respondents	1038	

Have you ever felt discriminated against at work because of the following (you can select more than one answer)				
Your age	% of >50	49.4	% of <50	27.7
Your gender	% of women	32.0	% of men	11.3
Your sexuality	% of homosexual	43.1	% of heterosexual	2.5
Your ethnicity/race	% of BAME	54.3	% of white	5.1
Your disability	% of disability	57.7	% no disability	0.7

Ethnicity	% saying had been discriminated
White	5.1
Asian	48.1
Black	63.0
White	5.1
BAME	54.3

Age	% saying had been discriminated for age
Age bracket	
21-29	31.2
30-39	29.1
40-49	24.7
50-59	44.8
60+	61.8

Do you think that gender will have an impact on your career?	Count	%
Yes	487	47.7
No	533	52.3
Total	1020	

For men	Count	%
Yes	77	26.6
No	212	73.4
Total	289	

For women	Count	%
Yes	385	56.3
No	299	43.7
Total	684	

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Do you think that charity recruiters do enough to encourage those with disabilities to apply to their jobs?

	Count	%
Yes	194	18.8
No	345	33.4
I don't know	494	47.8
Total	1033	

Don't know excluded

	Count	%
Yes	194	36.0
No	345	64.0
Total	539	

Disability

	Count	%
Yes	33	25.0
No	99	75.0
Total	132	

No disability

	Count	%
Yes	157	41.1
No	225	58.9
Total	382	

When applying for jobs, are the following important to you? (%)

	Very important	Neither important or unimportant	Not important
Knowing the role is open to those with disabilities	51.0	40.6	8.4
Knowing that diversity is a focus for the organisation	74.5	21.1	4.4
Insight into the current state of diversity within the organisation	65.6	29.2	5.1

Female

	%		
	Very important	Neither important or unimportant	Not important
Knowing the role is open to those with disabilities	51.1	42.4	6.5
Knowing that diversity is a focus for the organisation	76.0	21.0	3.0
Insight into the current state of diversity within the organisation	66.1	30.4	3.5

Male

	%		
	Very important	Neither important or unimportant	Not important
Knowing the role is open to those with disabilities	49.3	37.2	13.5
Knowing that diversity is a focus for the organisation	70.6	21.8	7.6
Insight into the current state of diversity within the organisation	63.8	27.2	9.1

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When applying for a job, how important are the following...				
All	Count			
	Very important	Neither important or unimportant	Not important	Total
The organisation accepts those WITHOUT charity sector experience	456	452	164	1072
The Job allows you to maximise on your transferable skills	951	109	13	1073
The organisation offers career progression opportunities	764	256	50	1070

All	%		
	Very important	Neither important or unimportant	Not important
The organisation accepts those WITHOUT charity sector experience	42.5	42.2	15.3
The Job allows you to maximise on your transferable skills	88.6	10.2	1.2
The organisation offers career progression opportunities	71.4	23.9	4.7

Age	%		
	Very important	Neither important or unimportant	Not important
50 years +	57.5	35.0	7.4
Under 50 years	83.0	14.6	2.4

Knowing the role is open to those with disabilities			
%	Very important	Neither important or unimportant	Not important
Disability	78.9	18.9	2.3
Non-disability	44.4	45.5	10.0

White	%		
	Very important	Neither important or unimportant	Not important
Knowing the role is open to those with disabilities	48.3	43.2	8.5
Knowing that diversity is a focus for the organisation	68.4	26.0	5.6
Insight into the current state of diversity within the organisation	56.9	36.7	6.5

BAME	%		
	Very important	Neither important or unimportant	Not important
Knowing the role is open to those with disabilities	55.2	36.6	8.2
Knowing that diversity is a focus for the organisation	85.1	12.5	2.4
Insight into the current state of diversity within the organisation	79.7	17.3	2.9

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Data Tables – Candidates

Do you think your organisation is making the most of your skill set?		
	Count	%
Yes	297	28.6
No (please explain why)	397	38.2
Unsure	344	33.1
Total	1038	

Female		
	Count	%
Yes	182	27.0
No (please explain why)	268	39.7
Unsure	225	33.3
Total	675	

Male		
	Count	%
Yes	91	32.4
No (please explain why)	103	36.7
Unsure	87	31.0
Total	281	

<50 years		
	Count	%
Yes	147	27.6
No (please explain why)	194	36.5
Unsure	191	35.9
Total	532	

>50 years		
	Count	%
Yes	129	29.1
No (please explain why)	186	42.0
Unsure	128	28.9
Total	443	

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