

## Our mission

To detail a high-level, practical menu of the most important actions organisations should consider with respect to the topic of ‘*Systems and cultures that support inclusive hybrid working*’. **The goal is to “join the dots”, i.e. to signpost great resources.**

When thinking about cultures and systems, there are many different questions managers, leaders and people departments have. We turned to the Employee Life Cycle to address all areas employees might need, and provide tools and systems that support employers in creating a culture that highlights that.

Below you’ll find resources relevant to each stage of the [Employee Life Cycle](#).

### Candidate Attraction

This first stage of the employee life cycle is where people find your company. The job description, your employer brand and more impacts the likelihood of a candidate choosing to apply to work for you.

#### Job Descriptions/ Job Postings

Many businesses fail to offer any form of flexibility. Candidates everywhere are now turning to businesses that explicitly make it clear that they can support flexible working patterns.

- [Indeed | Impact Flexible Working has on Application Numbers](#)
- [Flexible working and correct language in job ads is important for attracting women to apply](#)
- [UInclude](#) *Create effective and inclusive job ads to attract top talent*
- [Textio](#) *A writing tool that guides you to sound more inclusive in job descriptions*

#### Employer Brand

Businesses that fail to provide support for workers create cultures that can often be toxic; and can even land in front of tribunals. On the other hand, there are communities and certifications you can access to advertise to potential candidates what they’d be working in.

- [Tribunal orders BPP to pay disabled former law lecturer £168k](#)
- [Pregnant woman wins £20,000 from boss who joked she'd 'sterilise' her](#)
- [Flexa Certification](#) *To indicate a company is flexible to different styles of work*
- [Valence](#) *Aimed at fostering the growth of Black professionals.*

#### Social Media + Online Reviews

Social media and online reviews are very impactful in candidate attraction.

- [Airbnb announces employees can 'Work from anywhere'; sees 800k views to their careers site](#)
- [HootSuite](#) and [BuzzSprout](#) allow you to manage social media without teams needing to meet up
- Respond to feedback [Glassdoor](#) to talk about the improvements you’re making based on feedback

#### Referral Networks

Referrals are often-times the highest-performing employees; and so creating a culture where employees feel supported enough to do this is vital.

- [Employee Referrals and Remote Work | FirstBird](#)
- [Employee Referrals: Why it Matters and How to Make it work | Haiilo](#)
- [Returnships](#) *Helps connect people seeking to change careers or return after a hiatus.*

## Recruitment

Firstly, make your team aware of any biases they have by taking [Implicit bias online testing](#)

Next explore various (DEIB) platforms, such as:

### Diversity Sourcing tools

- [Entelo Diversity](#) Gives recruiters a way to identify candidates from under-represented groups based on gender, race, ethnicity, and veteran status
- [Jopwell](#) Connect with under-represented candidates, access resources to learn more about diversity hiring, and apply this knowledge to attract top talent.

### Recruitment Platforms

- [Kinverse](#) - Platform for attraction, retention and analysis of talent. Drives D&I through AI
- [2to3days | Job Board for Part-time Job-seekers](#)
- [Working Mums | Job Board](#)
- [WeWorkRemotely | Job Board](#)
- [Fairygodboss](#) end-to-end platform designed for women. Not only can employers seek female talent from it, but women can find advice, reviews, and companies that practice diversity hiring.
- [Oleeo - Virtual Recruiting platform](#) Automate scheduling, etc.
- [Neurodiversity Career Connector: Jobs for Neurodivergents](#)

### Diversity Recruiting Tool Examples

Here are diversity recruiting tools specifically curated with flexible working in mind.

- [Vervoe](#) Removes bias by interviewing everyone automatically to help you build a better company.
- [Blendoor](#) Technology can provide tailored recommendations on where to adjust your screening and interviewing to be more inclusive.
- [Jumpstart](#) Covers many elements of the hiring process, from sourcing to screening to final offer. As a diversity recruiting tool, there are plenty of integrations with popular ATSs that allow you to keep diverse candidates engaged throughout the relationship.
- [Pinpoint](#) Enables employee referrals, and also includes tools to reduce the risk of conscious and unconscious bias in the selection process.
- [Greenhouse](#) Builds prompts into its ATS to remind hiring managers of the risks of unconscious bias. Video interviewing software allows remote, diverse candidates to participate.
- [Teamtaylor](#) Provides an option to anonymise all CVs entering a process so offset any unconscious biases such as a person's name, gender, race or specific university education.
- [Culture Amp](#) Survey tool empowers HR to collect and understand employee engagement data. Eliminate bias from performance reviews, compare against industry benchmarks, and more.

### Culture and Recruitment Processes

Company culture is often what candidates want to know more about. What is the culture of the team, and how can you integrate that into your recruitment process?

- [Culture in the hybrid workplace | McKinsey](#)
- [A new recipe to improve business performance | Deloitte \(May 2013\)](#)
- [Diversity drives better decisions | People Management \(Oct 2017\)](#)
- [Diversity wins: How inclusion matters | McKinsey & Company \(May 2020\)](#)

- [Ethnicity Pay Gap Report 2021 Strategy and PWC \(2021\)](#)

## Hiring Manager Training

Hiring Managers sometimes struggle when diverse candidates come through the door by being biased one way or the other, or not knowing how to speak to diverse people and so should be trained where possible.

- [London Solicitor Example Cases](#)
- [3 Ways to Avoid Proximity Bias in a Hybrid Workplace](#)
- [Preventing Proximity Bias In Hybrid Work Is Key To Closing Equity Gaps](#)

## Onboarding

The onboarding period is critical to getting your new hires well-adjusted to the organisational environment and performance aspects of their new job as quickly and smoothly as possible.

## Making Accommodations

It is our responsibility as employers to make an onboarding experience as strong as possible, to give the employee the correct image of the business. Sometimes this involves certain accommodations and flexibility so that they can hit the ground running.

- [Planning for hybrid working | CIPD](#)
- [10 tips for 'going hybrid' with diversity and inclusion in mind | Texthelp](#)
- [My Inner Genius \(Jobfit assessments\) for internal or external jobs](#)
- [Credly - My Inner Genius Badges](#) *Digital badge engine. Badges endorsed by companies they have worked with before - or by others they have worked with.*
- [Career fit assessment](#) *Set of assessments aligned to culture*

## Flexibility

Being flexible to an employee's needs can be anything from the time they start on their first day, to the time they pick their kids up from school, and a multitude of reasons in between. People have lives outside of work and we should be flexible to that where possible.

- [GoTo's Approach to Flexible Onboarding](#)
- [5 Remote Work Tips for Employers | Monster](#)
- [Hybrid work that works for all. | Webex](#)

## Manager Support

Managers sometimes struggle to build rapport when virtual, so here are some resources to help tackle this.

- [Hybrid Working Communities | KPMG](#)
- [10 Tips for Successfully Managing Remote Workers](#)
- [A Guide to Managing Remote & Hybrid Teams](#)
- [Hybrid work model: 4 best practices for fairness | The Enterprisers Project](#)
- [Flexible Working Guide for Line Managers](#)

## Vision

Communicating a vision as a leader can be tricky when the team is virtual. Resources to help:

- [Creating a Company Vision & Values for Remote Work | SME Strategy](#)
- [How the Best Bosses Interrupt Bias on Their Teams | Harvard Business Review](#)

- [How to Align Remote Teams to the Company Vision | Smart Suite](#)
- [How to write a remote-first team vision and mission statement | Wishup](#)

## Development

Consistently encourage professional development amongst your team. This acts as a catalyst in their skill development, and also helps provide them with a future career path within the company.

## Consistency

Every person should be exposed to the same opportunities to develop and learn. Be consistent so that your team is treated fairly. This could be through flexible working, gamification or other approaches.

- [Making the Hybrid Workplace Fair | HBR \(2021\)](#)
- [Hybrid work: Making it fit with your diversity, equity, and inclusion strategy | McKinsey](#)
- [Hybrid-Remote: Understanding nuances and pitfalls | GitLab Employers Benchmark Report 2021](#)
- [Gamification helps remote workers stay engaged, focused and connected | Funifier](#)

## Humanity

Where possible, think about the individuals behind the data and offer some specific support where needed. This will further create a culture that supports inclusion, equity and hybrid working generally.

- [Inclusion top tips for hybrid working from the CIPD](#)
- [CDW Tech Talk: Building Diversity and Inclusion into Hybrid Work | BizTech Magazine](#)
- [How to be fair in a hybrid world - Hive Learning](#)

## Learning Opportunities

Learning opportunities should be provided for as many people as possible, and it is your Corporate Social Responsibility to help those who need it most where possible.

- [Navigatr | Digital Badges recognising the different ways we learn.](#)
- [Why & How to Make Hybrid Engaging and Inclusive](#)
- [Inclusion in Online & Hybrid Settings](#)
- [Gamification & Remote Work](#)

## Transparency and Accountability

Some businesses mention concerns around accountability when discussing hybrid work. Here's some ways to work around this while still creating a culture that supports your people.

- [How to foster diversity and inclusion in a hybrid workplace | Mind Gym UK](#)
- [Building a contemporary hybrid work culture: Reimagining work and people](#)
- [House of Lords - Beyond Digital: Planning for a Hybrid World - COVID-19 Committee](#)

## Rewards

People should be given the same opportunity for rewards, and there's a variety of approaches that can work. Above all, being considerate of your people is the way forward.

- [Could the post-pandemic, hybrid workplace boost gender equality? | Computerworld](#)
- [How we pay people at Basecamp](#)
- [Discover how to use Gamification safely to reward and motivate your team](#)

## Retention

During Retention, you focus your energies on keeping your top employees, and ensuring they are happy and sufficiently challenged in their respective roles within the team.

## Social Life

Even within work environments, a social life is a core part of retention. People want to 'like' the people they work with and many will attempt to get to know others in the business.

- [Which remote work model is best for diversity, equity and inclusion? | The People Space](#)
- [Hybrid work is the future but is your company's culture still in the past?](#)
- [Evidence Gamification can empower employees to do better work](#)

## Stress Management

Many jobs are stressful, many more people struggle to manage their stress. Here's a few approaches to support your employees with stress which may feel more 'out-of-reach' when working remotely.

- [Helping employees with controlling worry and dealing with stress](#)
- [Firstbeat Life](#) *Wellness solution that helps promote health and well-being, identify potential health risks and helps users to perform at their best*

## Communications

When working remotely, there can be challenges around communication and meeting efficiencies. The resources here are not exhaustive, but may help when approaching this challenge.

- [2022 Inclusion in Tech Festival: This Works Remote and Hybrid](#)
- [Driving inclusive and effective meetings at Microsoft with Microsoft Teams](#)
- [12 Ways to communicate effectively during remote work | TextHelp](#)
- [Best practices for helping people fully participate in a hybrid work world | Google Cloud Blog](#)

## Morale

Organisations with increased inclusion rates often sport higher levels of morale and happiness. That ability to show peers their personality, their life outside of work etc. feels more accessible when working hybrid.

- [Gartner Finds Organisations Can Increase Inclusion by 24% in the Hybrid Work Environment](#)
- [Hybrid-Remote: understanding nuances and pitfalls | GitLab](#)

## Burnout

Burnout is nothing new - but remote working brings it's own set of challenges and risks. Building in adjustments for this may help you to support (and keep) your employees longer term.

- [Watch Out for 3 Challenges Driving Remote Work Fatigue](#)
- [Peppy \(digital health and well-being\)](#)

