

How can the LUBS Inclusive Guide be helpful to support the recruitment of migrants and refugees?**

- a) **Advertise through diverse networks and job boards to broaden candidate reach:** using the same recruitment partners, agents or media sites that migrants and refugees are unlikely to consult may limit the organisation's access to broader talent.
- b) **Design of application form:** Using a simple and standard template for everyone with plain English is likely to be particularly beneficial for speakers of other languages. However recruiters may also consider diversifying the application form including a few fixed questions and opportunities to upload additional information. They may also consider different ways to apply for the role (e.g. a video or written letter).
- c) **Invite to Interview:** evidence suggests providing broad interview themes to interview questions and details of tasks in advance promotes inclusivity, transparency and fairness. It helps candidates whose English is not their first language, allowing perspective candidates to prepare reducing anxiety and allowing them to showcase their true abilities (see also [Launchpad collective City & Guild foundation](#))
- d) **Diversity of interviewing panels:** non-homogenous interview panel members (in terms of their socio-demographics and grades) may help migrant and refugee candidates feel more comfortable during the interview process and to appreciate the diversity of the organisation they are applying to work for.
- e) Providing detailed **information on directions and building location**/accessibility will support candidates who are not familiar with the geographical area to arrive in time and feel more relaxed ahead of the interview/assessment.
- f) **Reasonable adjustments:** there are hidden protected characteristics that migrants and refugees may feel uncomfortable with disclosing as they feel already challenged by the unfamiliar environment. Inviting requests for reasonable adjustments in advance of the interview (e.g. about neurodiversity or language needs) sends the right message to the candidate about the inclusivity of your organisation.

- g) **Questions design:** focusing on candidates' strengths and competencies can help build confidence in the diversity of experiences and skills that migrant and refugee candidates bring.
- h) **Interview scheduling:** avoiding scheduling interviews on major religious or cultural observances (where possible) will facilitate the inclusion and attendance of migrants and refugees of diverse cultures.
- i) **Conducting the interview:** Speaking slowly and using plain English (avoiding using abbreviations, acronyms and colloquial language) will critically improve the interview experience for speakers of other language and those unfamiliar with UK norms and cultural assumptions.

-Allowing the candidates to ask questions will facilitate openness and reciprocity during what is likely to be the first encounter between the candidate and the organisation. You may be surprised by what you learn from the interviewer and never know what skills (including social and soft skills) you need until you see them!

l) Selection: some businesses are starting to use AI as a recruitment tool to review applications, however some display unconscious bias that could discriminate underrepresented groups. We advise recruitment panels must be aware of these shortfalls. Ensure there is always human oversight in hiring decision and that your business is not automating biases

m) Providing constructive feedback to unsuccessful candidates is good practice, especially for migrants and refugees who may experience heightened barriers in the job market. Making it a valuable and constructive experience independently from the final outcome is particularly important for encouraging candidates to prepare for future interviews, and apply for new positions including at the same organisation.

n) Offering a role: discussing right-to-work and visa requirements directly with the migrant or refugee candidate soon after the job has been offered will allow the candidate to clear any question they have regarding the associated documents and avoid future procedural barriers related to right to work matters (this is important especially given the frequent changes to this area of the law). However it should be clear that no hiring (or non-hiring) decision should be made based on the

migration status of the candidate, who should be evaluated based on the essential criteria and job specifications.

*** Regarding the right of employers to hire refugees, anyone who is granted permission to remain in the UK as a refugee or who is granted humanitarian protection has unrestricted access to the labour market. Different rules apply to asylum seekers depending on where they are at in their asylum application. It is the responsibility of the employer to ask someone to prove they have the right to work.*