



# Evaluate Pillar

## Employee lifecycle data

The Inclusive Employers Standard is built upon six pillars of inclusion, which serve as its framework. These pillars—Engage, Equip, Empower, Embed, Evaluate, and Evolve, determine the success and impact of inclusion efforts within the workplace.

To support organisations at all stages of their inclusion journey we host a panel event series focusing on one pillar at a time. Out of these events we have produced a suite of resources sharing insights and experiences on a specific topics.



**The evaluate pillar explores how you utilise data insights to monitor, understand and increase the positive impact of inclusion activities on the employee experience and wider organisation. In this resource we will explore how to make the most of your HR and lifecycle data.**

Employee lifecycle data refers to the information you collect at various stages of an employee's journey within your organisation, from recruitment to post-employment. This data provides insights into your workforce trends, employee experiences, and organisational effectiveness. To ensure all of your workforce can thrive this information is important when making decisions to improve retention, performance, and inclusion.

Many organisations will collect a wide range of employee lifecycle data and insights without realising that can be used to increase

the inclusivity of their workplace, for example:

- Recruitment & Hiring - Data on job applicants, hiring sources, and diversity in recruitment.
- Onboarding – Insights into new hire experiences, training completion, and time to productivity.
- Engagement & Development – Metrics on employee satisfaction, performance, career progression, and training participation.
- Retention & Turnover – Analysis of resignation trends, exit interviews, and workforce stability.

- Post-Employment – Data on alumni engagement, employer brand perception, and rehire rates.

Analysing your employee lifecycle data by different characteristic groups means you are able to identify trends, address challenges, and enhance their overall employee experience while ensuring inclusion initiatives are effectively implemented. Best practice is to collect diversity data through a HR system, as this allows for seamless integration with HR and lifecycle data, making it easier to analyse and generate meaningful insights. For further support around how to effectively collect diversity data use our [diversity data guide](#) and [monitoring form guidance](#), or ask one of our consultants.

There is a range of different ways you can use these insights and data to inform your inclusion development, KPI goal setting and impact measurement. Below are just a few examples of how our members have used their lifecycle data to inform impactful decisions to improve their employee experience, reduce inequalities, and enhance inclusion.

### **Example 1: Addressing gender disparity in promotions**

A medium-sized global organisation undertook an exploration of their promotion and performance review data and found that women were being promoted at lower rates, when compared to men in the same or similar roles. They noticed there was also a smaller than representative number of women being put forward or putting themselves forward for internal career progression opportunities. The organisation responded by introducing bias training for managers and more structured guidance around how to identify and nurture career development inclusively. Additionally,

they piloted a mentorship program specifically designed to identify and support female leadership development.

### **Example 2: Reducing high turnover in employees from lower socio-economic backgrounds**

This SME organisation asked all employees leaving the organisation to complete a short exit survey and offered a voluntary exit interview. Data across both these data gathering exercises demonstrated that employees from lower socio-economic backgrounds were leaving due to a lack of career progression and belonging. In response, the company expanded the scope of its existing Employee Resource Group (ERG) to ensure there was a specific space for colleagues who identified with this group to gain peer-to-peer support. They also introduced stay interviews to explore the perceptions of staff from this group who had chosen to stay with the organisation. The subsequent data gathered informed the improvement of the existing career development pathways to address the barriers identified.

### **Example 3: Enhancing early inclusion efforts**

When exploring their diversity data for recent hires this large UK based organisation found that LGBTQ+ employees were more likely to leave within the first six months than any other group. To improve retention, they reviewed their onboarding process and identified the need to adapt and improve their policies, employee handbook and onboarding materials to ensure inclusive gender-neutral language was used throughout. They also introduced an LGBTQ+ network, and ensured managers were confident to discuss inclusion commitments in induction sessions, use gender-neutral language, and challenge any non-inclusive behaviour within their teams in a constructive manner.

# Using Evaluation to Build a Stronger Recruitment Process



Chris Buckley  
Head of Organisational Development



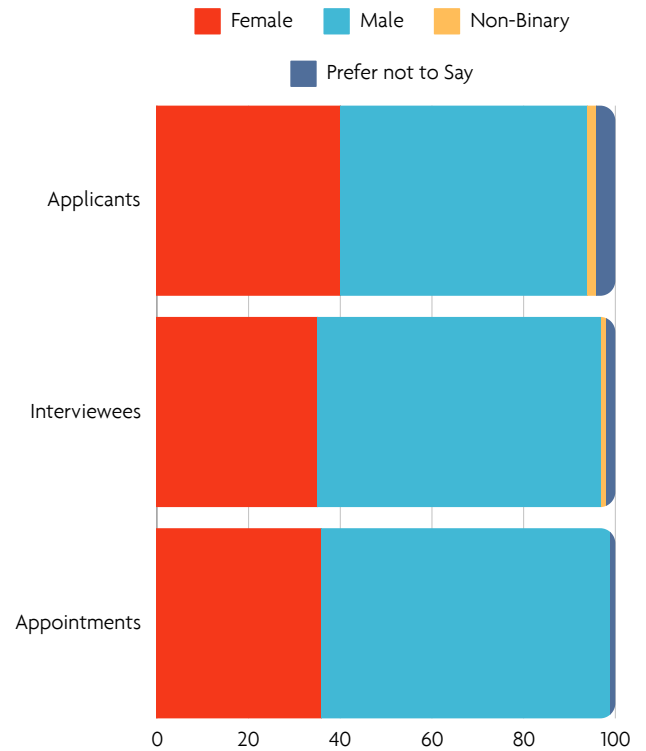
Nicky Shearer  
Organisation Development and Culture Manager

In 2023 East Midlands Railway achieved Gold on the Inclusive Employers Standard. They shared how they have used data and inclusion insights to evaluate their recruitment process and overcome a wide range of challenges. Here are some amazing tips from Chris and Nicky.

## Tip 1: Present your data visually

Back in 2015 one of our sister train operating companies (TOCs) was already working with Inclusive Employers, who had advised how to display their recruitment data. They were kind enough to share this information with us and we stole this with glee and continue to use this every evaluation period to review the fairness of our recruitment processes.

Here is an example of how this data was presented to allow us to visually see the representation across the three main stages of our recruitment process. This process was used for all characteristic data collected in the recruitment process.



## Tip 2: Blind shortlisting works!

We could see from our data, applicants from minoritised ethnic groups were at 16%, but at shortlisting dropped to 9% and on appointment dropped again to 4%. So we were curious as to what was going on there. There's a piece of research by [Marianne Bertrand](#) that showed bias around name had a significant impact on shortlisting outcomes, with those perceived as having a 'white-sounding' name 50% more likely to reach the interview stage. We were quite fortunate that in the applicant tracking system that we use for recruitment already had the functionality to turn on blind screening, which means that the recruiters can't see a person's name. Afterwards we had 18% at application, 15% at interview and 11% at appointment. There was still an issue but it flattened the curve and made the process a lot more fair. Through identifying some appropriate research, evaluating our data and spotting the problem, we were also able to identify longer term fixes, such as training around unconscious bias, and representative recruitment panels.



Want to learn more?

Email us at [standard@inclusiveemployers.co.uk](mailto:standard@inclusiveemployers.co.uk)

### Tip 3: 'See it to be it' campaigns

We engaged with our employee network groups to run what was later coined 'See it to be it' campaigns. This was an idea I got from cricket and the work of [Ebony Rainford-Brent](#). She talks a lot about showing people from particular backgrounds or groups doing an activity to help people see it can be a place for them.

We developed a video with [Temiloluwa](#), one of our black drivers, it's actually a really beautiful video. It starts with a child, to show his boyhood dream, and then works through becoming a driver apprentice and training to become a driver. The campaign really landed well and increased the number of black applicants we had for our driver training programme at the time.



When we reviewed the data around applications from minoritised ethnic groups we significantly increased our proportion of applications. From 18%, when we began looking at ways to increase the number of applicants from minoritised ethnic groups, up to 43% in 2024. I'm really pleased with the progress we've made in this area, our target for 2024, agreed with the Department for Transport, was 27%. When these key campaigns are running I get particularly excited around monitoring the candidate data in detail.

We also identified having a similar problem with female candidate attraction, and we've been working since 2015 to drive female candidate attraction. However, the outcomes of this are quite interesting from a data and evaluation perspective.

We did a lot of the same things as we did when trying to attract more applicants from minoritised ethnic groups. Such as changing the wording on job adverts, 'see it to be it' campaigns with a video featuring one of our female drivers who has progressed from working as a customer welcome host, right up through the ranks to become a mainline driver. We saw our numbers increase and peak in 2022, then in post COVID society we have noticed it has become harder to attract female applicants for our frontline roles. We've been working on this from 2015 until now, and we are actually back in the same place for female candidate numbers after the 2022 peak. But we are still able to learn from it, it's okay to fail because you can still learn from the process and try something different.

### Tip 4: Be aware of testing bias

Customer service psychometric testing is sometimes used in the rail industry to assess the skills, personality traits, and cognitive abilities of candidates applying for safety critical roles, such as station managers, train conductors, and drivers. These tests help ensure that employees have the necessary competencies to handle passenger interactions effectively and maintain a high standard of service and safety. There is no industry standard for customer service psychometric testing, but to ensure we recruit people with good levels of attention and a good safety mind in safety critical roles we use the SAT (Safety Awareness Test) and the SCAAT (Safety Concentration and Attention Test).

The SAT involves evaluating candidates' understanding of rail safety principles, hazard identification, and compliance with safety procedures. The SAT is usually a multiple-choice or situational judgment test, often taken on a computer.

The SCAAT involves evaluating a candidate's ability to focus, sustain attention, and accurately process information in a safety-critical environment. It is typically computer-based and consists of timed tasks covering; symbol or number recognition, visual scanning and pattern recognition, and divided attention.

Our talent business partners and hiring managers reported anecdotally that there was a drop-off occurring when we conducted safety-critical psychometric testing. We have been conducting the SAT and SCAAT digitally since 2021, this allowed us to map the results against diversity data. When exploring the data we found that applicants from minoritised ethnic groups were significantly less likely to pass than white applicants. This led to concerns, which we raised with the OPC (the assessment body). Business psychologist Emily Wong from the OPC used EMR data to complete further analysis and data modelling, and found that there was a significant statistical difference between the performance of Black and White candidates, and Asian and White candidates on both the SAT and SCAAT. Her findings suggested this was likely due to a number of aspects in the test design, which had been developed from a White European cultural perspective. Following the findings of the research we have worked with the OPC to explore how to mitigate these effects to find a pass rate for all applicants that did not unfairly disadvantage certain groups but maintained the high quality of skill necessary for safety critical jobs.

### **Tip 5: Plan, Do, Check, Act**

Finally, we are big fans of the Shewhart model as a framework for regular quality control and keeping the evaluation of inclusion progressing. The Shewhart Model, also known as the PDCA Cycle (Plan-Do-Check-Act), is a continuous improvement methodology developed by Walter A. Shewhart and later popularised by W. Edwards Deming. It is widely used in quality management, process improvement, and problem-solving across many industries.

**Plan** - establish your process and desired outcomes.

**Do** - carry out the objectives you have identified.

**Check** - use your data and outcomes to establish if you have achieved your goal, or what changes need to be made to the process to allow you to do so.

**Act** - make the necessary improvements and start the process again.

**“Whilst it’s not journey complete, Gold accreditation certainly feels like a massive milestone for East Midlands Railway on the journey with Inclusive Employers, which started many moons ago in 2015”**

Chris Buckley  
Head of Organisational Development  
East Midlands Railway

### **Helpful Resources**

- [Diversity Data Guide](#)
- [Diversity Data Monitoring Form Guidance](#)