32 Stripes

Your guide to attracting the best lab informatics talent

Introduction

The current recruitment market is a tough space to navigate: a global talent shortage means that competition is fierce, and filling vacancies is increasingly difficult. According to an Incomes Data Research survey, 74% of employers reported that hiring new employees was either very or fairly difficult, while half revealed that they were facing problems retaining staff due to rivals' competitive salaries.[1]

The lab informatics sector has not emerged unscathed, and the talent gap is more prominent than ever, as more organisations move towards digital and cloud-based strategies. The outbreak of the COVID-19 pandemic contributed in part to the massive growth witnessed in lab informatics, as companies recognised that lab informatics systems had a key part to play in increasing business resilience. In fact, the global market for Laboratory Informatics is projected to grow at a CAGR of 8.2% from 2022-2030.

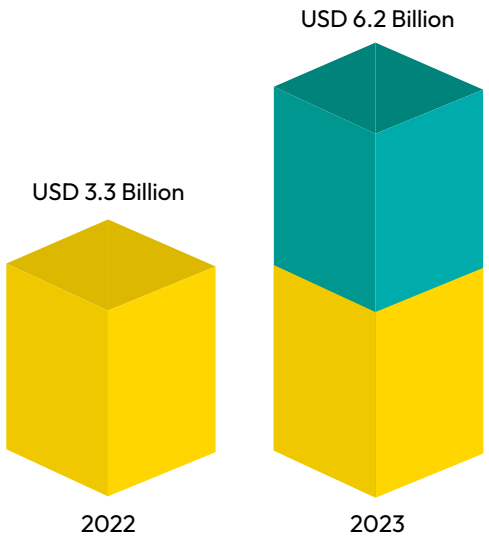

Figure 1: According to a report published in Research and Markets, the global market for Laboratory Informatics is forecasted to grow at CAGR of 8.2% to $6.2 billion by 2030.[2]

As the market grows, recruitment remains a challenge for hiring managers and HR departments. Increasingly technical skills are required, and the talent pool is small. The talent is there, but difficult to find. This means that optimising your recruitment strategy is more important than ever.

But there's no need to panic – this guide is here to help. We'll summarise some of the key considerations when planning your recruitment of niche and hard to fill roles in lab informatics, from having a strong employer brand to getting the most out of your selection process. Read on for expert insight and top tips.

How to attract good lab informatics candidates

In a highly competitive job market like lab informatics, employers must ensure that they stand out from their competitors. This section will summarise some of the most important incentives that employers should consider to attract good candidates.

Hybrid working

Since the COVID-19 pandemic shifted our perception of the workplace and new, efficient working practices were born, there has been a sustained transition towards remote and hybrid working. With many companies offering work-from-home days as part of the contract, it is important for companies to consider this change in candidate expectations and review their policies accordingly.

It can be tempting to ask for full-time, on-site. But as candidates have become accustomed to home-working, flexibility is essential, and hybrid roles are a good compromise. In fact, 65% of employers now offer employees flexible working arrangements as standard.[3] Many candidates understand the value in having people on-site, but typically, the roles that offer flexibility and only require employees to come into the office a portion of the week are more likely to attract more candidates. This also opens the role up to candidates further afield, who may not be able to make a long journey every day, but may be willing to do it for part of the week.

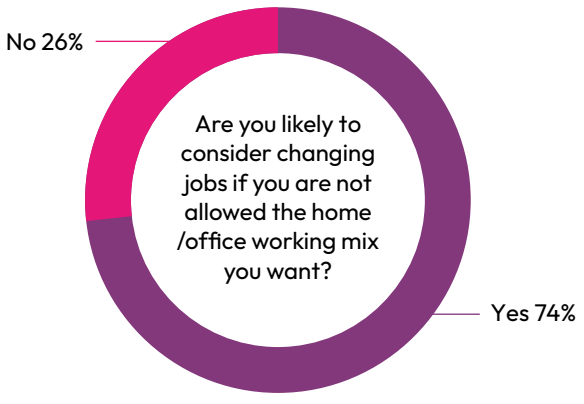

Figure 2: Research undertaken by Barclay Simpson reports that 74% of candidates will consider seeking a new role if flexible working preferences are not met.[4]

In informatics, the nature of the role means that much of the work can be carried out remotely, so it's worth considering the resources available and the expectations of candidates in this field to determine whether this is something you want to offer.

Career growth opportunities

Candidates are more likely to apply for roles at your company if you offer opportunities for career development and progression. Training courses, both in-house and external, are a good incentive for candidates. They not only allow for employee personal development but also ensure that your staff are working at the highest standard. It can also be useful to promote internally. The benefits of this are twofold: it attracts candidates looking to advance their career, and it also means that the people you employ will already be au fait with your company and its working mechanisms.

Employee referral

Your current employees are a valuable asset when it comes to recruitment; they will have connections within the industry, and they will know the kind of people you are looking to hire. Provided that they have had a good experience working at your company, they will also 'sell' the company far better than you can – employees are seen to offer a more unbiased perspective.

Asking employees for referrals can produce better candidates and help to speed up the recruitment process. If you decide that this method may help your company, you should set up a referral process and policy.

Offering incentives to employees is a huge plus, and can not only help companies attract new talent, but also help to retain existing staff. However, it is also important that you establish a strong employer brand to attract candidates who are less familiar with what you do and represent.

The importance of a strong employer brand

Recruitment is always a two-way process: while candidates strive to impress, organisations need to do the same. The Chartered Institute of Personnel and Development (CIPD) defines an employer brand as "the way in which organisations differentiate themselves in the labour market, enabling them to attract, recruit, retain and engage the right people."[5] Put simply, it is how you market yourself to potential candidates. In a market such as lab informatics, where talented and experienced individuals are limited, it's important to ensure that your organisation stands out.

Developing your employer brand

Step 1: Identify current brand perceptions

Holding internal surveys with recent recruits will help you to see your organisation through their eyes, as both a job applicant and a new hire. Find out what attracted them to your organisation in the first place, and whether they think the reality aligns.

As well as recent recruits, engage with employees across the business for their perspective, and identify how it differs between groups or departments. Ask yourself whether these views align with how you want the company to be perceived.

It's also useful to put yourself in the candidate's position. Where and how is the role being advertised? What 'personality' does your brand portray? More importantly, is it accurate?

Step 2: Define your brand personality

Once you understand your current employer brand, you can then decide whether changes are necessary. This is where your employee value proposition (EVP) comes in. Your EVP should be employee-centred and should motivate candidates to want to work for your company.

One small but crucial part of the EVP is your employee benefits. They demonstrate your company's values in action – for example, a company that offers flexible working hours will be seen as a company that advocates for work-life balance.

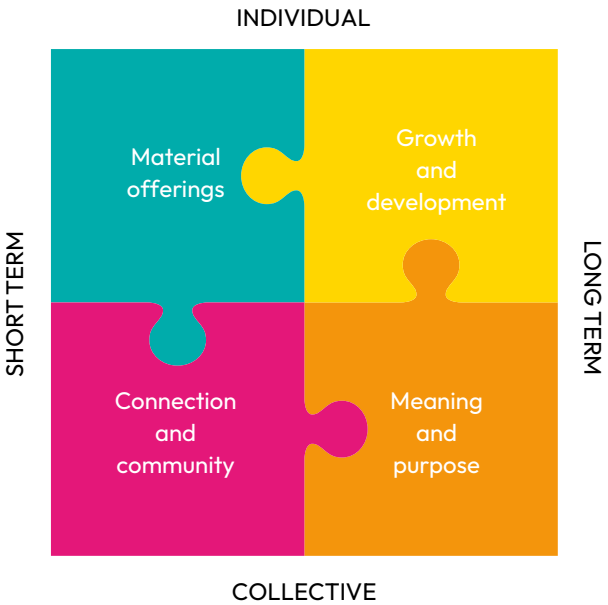

Figure 3: Harvard Business Review outlines the four necessary components companies should consider to create an attractive EVP.[6]

Step 3: Communicate any changes

While a whole rebrand exercise may be unnecessary, an employer brand refresh may still require updated policies, benefits, or initiatives. Involving HR and marketing experts can help you redefine and roll out any changes, and communicate them clearly. This can be anything from updating your messaging across hiring materials, to hosting an internal brand party with your teams.

It is also important to make sure any changes are implemented company-wide, especially in global organisations. Involving your employees in the roll out will help your teams to engage. It also gives your employees in other regions the chance to have their say, as they can offer valuable insight into cultural differences that warrant attention.

Step 4: Monitor

Once your employer brand has been successfully launched, the final (and crucial) step is ensuring that your hard work is paying off. Monitor the impact and impression your employer brand refresh has on both your recruitment and retention strategies to ensure it's making a difference. For example, you could:

- Measure recruitment and retention rates, and note any improvements.
- Conduct surveys both internally and externally to measure perceptions of your employer brand, and note if this is different from the responses you received in your initial audit.
- Record actions that demonstrate your business is consistently showcasing your employer brand – such as social media engagements, or website visits (particularly your vacancies page).

The benefits of building a strong employer brand

By developing your employer brand, you can be sure that your company is putting its best foot forward to potential candidates and external parties. This can help you attract new talent and ensure that your company reputation is strengthened.

Retaining staff is just as important as recruiting, and showing your employees that their voices are heard can help shape a positive working environment. In a job market like lab informatics, where talent is short and demand is high, developing your employer brand and EVP is therefore more important than ever.

How can lab informatics employers support diversity?

According to Tech Report, just 26.7% of workers in tech organisations are women, while only 16.7% of US tech executives are from ethnic minorities.[7] In this section, we highlight the importance of diversity, and what employers should bear in mind when implementing diversity initiatives.

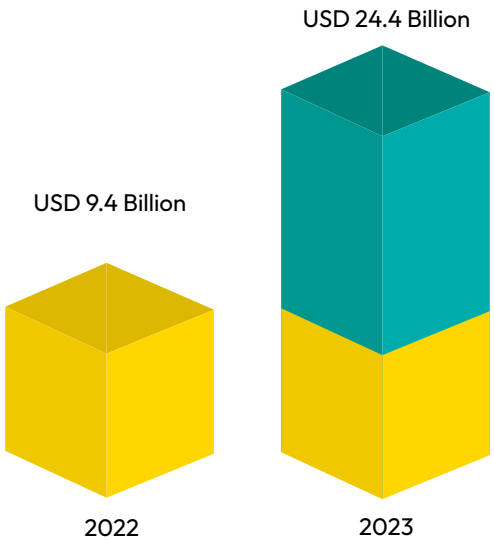

Figure 4: Research and Markets reports that the Diversity and Inclusion Market is forecasted to reach $24.4 billion by 2030, which shows that employers are increasingly recognising the importance of investing in diversity and inclusion initiatives.[8]

The importance of diversity

As well as the obvious importance of providing equal opportunities for employees regardless of background, supporting diversity can have a positive impact on any organisation's operations.

Celebrating diversity across teams can bring the best out of employees, who can provide valuable insight based on their own experiences. For employers, this means more ideas brought to the table, more creativity, and a much wider perspective – which is particularly important in lab informatics, where creativity and innovation are essential for the development and improvement of products.

Further to this, the importance of visibility and representation in the lab informatics sector cannot be underestimated, particularly as many of the roles with lab informatics vendors are client-facing. Roles such as business analysts, project managers, sales representatives, customer support, and more, often work with the same customers on a daily basis, so it is vital that clients are able to build a rapport with people working in these roles. Customers and clients will want to buy from an organisation they feel represents them, understands their culture and way of working, and may feel misaligned with a vendor or supplier if they do not see their own values and experiences reflected within its workforce. A report from LinkedIn found that 49% of employers focus on diversity to better represent their customers,[9] which shows that many employers already recognise the impact that having a diverse workforce can have in terms of customer acquisition and retention. A diverse workforce mitigates customer feelings of mismatch, and can reassure clients that they can form a successful relationship with an external organisation.

Key considerations

What do employers need to bear in mind to increase diversity within their company?

You can't be what you can't see

The issues around diversity in technology industries often focus on a lack of representation of certain demographics. However, this can also manifest into problems when members of underrepresented groups do obtain roles. Employees can feel a lack of belonging when there is insufficient representation of the same demographic group.

Establishing an open dialogue with employees can help to mitigate this issue, and ensures employees feel comfortable communicating with their managers. Clearly laying out the steps needed to be successful in the role from the outset can also help employees to feel at ease, and remove any self-imposed pressure to 'prove' themselves.

Unconscious bias

Unconscious bias came under the spotlight during the COVID-19 pandemic. Scientific American reported that, as public dispensers of hand sanitiser became more common, people with darker skin tones found that some of the no-touch machines would not activate for them.[10] This provided a perfect example of the unconscious bias that can occur in product design.

Unconscious bias can also be an issue in the workplace. Recognising that bias may be present and taking measures to reduce it through training programs can be a useful starting point. Forbes also points out that continual self-assessment and a review of the recruitment process can help minimise this problem.[11] In the technology sector, programs that are designed to speed up the recruitment process, such as automatic CV readers, have been subject to recent criticism, with some claiming that they can exclude minority groups.[12]

What are some of the benefits of having a diverse workforce?

Celebrating diversity can bring a wide range of advantages. Some of these key benefits include:

No more 'blind spots'

Tunnel vision can occur when members of a team or organisation all think similarly, leading to potential judgement errors in the design, features, or marketing of a product or service. A diverse workforce lowers this risk, as employees who can bring different experiences to the table can provide a wider view of problems that perhaps wouldn't have been considered otherwise.

Enhanced global appeal

Every lab informatics supplier wants their product to be the next big disruptor in the industry, and having a diverse team can ensure that the finished article is attractive to as many sectors of the market – and users – as possible.

A team from a variety of backgrounds can improve the usability of your software. Different users from around the world are likely to have varying requirements for their lab informatics software. A workforce made up of a diverse group of people from different backgrounds can help with testing, as it allows the company to see where elements of the software needs adapting to suit different users.

Attracting diverse job candidates can be difficult, but offering a range of enticing employee benefits can help. Read on for our advice on what benefits you should offer.

The role of employee benefits

In a candidate-led market where employers are facing wide talent shortages, offering a modern mix of employee benefits is essential.

Employee benefits are no longer seen as a nice-to-have, but make up a serious part of the offer of employment. Read on for our recommendations.

Ask the team

Asking your employees what they'd like to get out of their time with your organisation is a simple but effective way of deciding which benefits will suit both the business and the workforce, particularly as expectations have changed over the last few years.

Carrying out surveys or running a Q&A session with your current staff could be a useful method of research into the benefits they would like. This gives employees the opportunity to provide feedback on the company's current benefit offerings and suggest new preferences. The goal is to find a strategy that fits your budget and aligns with overall business goals.

Reward and recognition

Part of your benefits refresh could include bonus incentives, as they allow employees to reap the reward of hard work and company growth. It also helps to reassure each member of the team that their contribution is valued. Not every recognition has to be financial. Many organisations award employee of the month and publish inspirational staff leaderboards to boost office morale. A report by Workhuman and Gallup identified five strategic pillars of recognition, and found that when business leaders are perceived as excellent across these five pillars, recognised employees are 20 times more likely to be engaged than employees who receive poor recognition.[13]

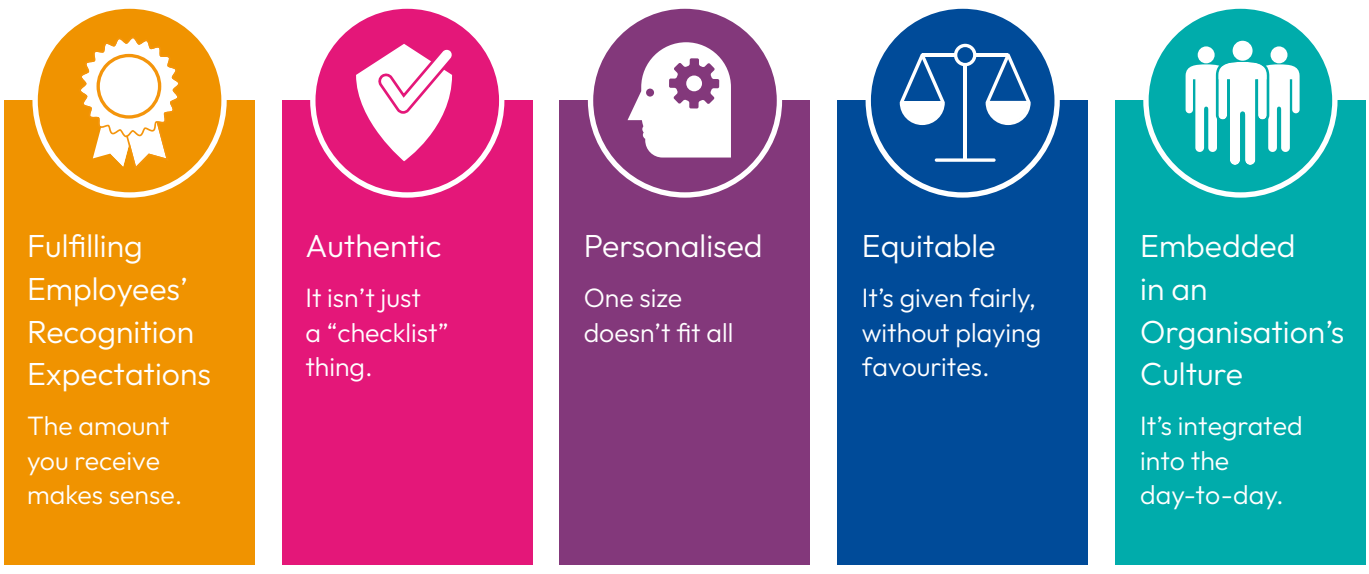

Figure 5: A joint report from Workhuman and Gallup identifies the above as the five essential pillars of strategic recognition, and demonstrates that employee recognition is most effective when each of these considerations is met.[13]

Prioritise health and wellbeing

Investing in employee wellbeing is vital in today's job market, as work-life balance and burnout are high on the news agenda across multiple industries. In the short-term, investment in employee health and wellbeing shows that you understand the duty of care as an employer, can help to decrease daily absences, and encourages open communication and trust amongst the team.

One area to consider is appointing workplace health ambassadors, who work alongside your HR team to put mental health support into action. Having someone to offload any work pressures to means that staff are less likely to turn to absence or resignation. There are many third-party organisations who can provide health ambassadors if the capacity or skillset for this role isn't available in-house, and this can bring benefits to both employers and employees – employees feel supported and have access to expert information and tools to help them cope with their physical and emotional health, and employers can begin to identify any common concerns, so steps can be taken to address these issues and improve wellbeing strategies.

Create a friendly, social environment

A sociable and friendly work environment plays a large role in retaining and attracting new talent – and this is particularly relevant as remote working continues to rise. Regular social get-togethers and team-building activities are highly motivating and are key to a collaborative and successful workforce. Organising annual team events gives employees a chance to socialise with the wider team, who, in larger organisations, they may not otherwise meet.

Maintaining a positive company culture means that staff are more likely to stay with the business for longer, which in turn boosts office productivity. Ultimately, prioritising the benefits that offer widespread appeal will result in a motivated, successful, and productive workplace.

Improving the employee benefits you offer can broaden your talent pool, but how do you then select the best candidate for the role? Our next section covers how to streamline the selection process.

Optimising the interview + selection process

Optimising your selection process allows you to reduce expenditure and fill vacancies quickly. Think about it: while your candidate is waiting around for the next stage with you, they will continue their search and may receive an offer from one of your competitors. Therefore, it is often better to move quickly, without rushing your decision making.

Start with a clear job description

The job description should be clear; a candidate should be able to tell exactly what the job entails and whether they would be a good fit. When writing the job description for a lab informatics role, make sure to list specific requirements that are non-negotiable for you as an employer. For example, a job description for a lab informatics sales manager should state that applicants must demonstrate extensive knowledge of systems like LIMS, ELN, CDS or SDMS – but if you think that your organisation would benefit from having someone with a laboratory background in this role, include this as a requirement.

A Glassdoor survey revealed that 61% of employees say the realities of their new job differ from expectations set during the interview process.[14] A clear job description combats this and helps to ensure fewer applicants drop out during the process, or quit shortly after being hired.

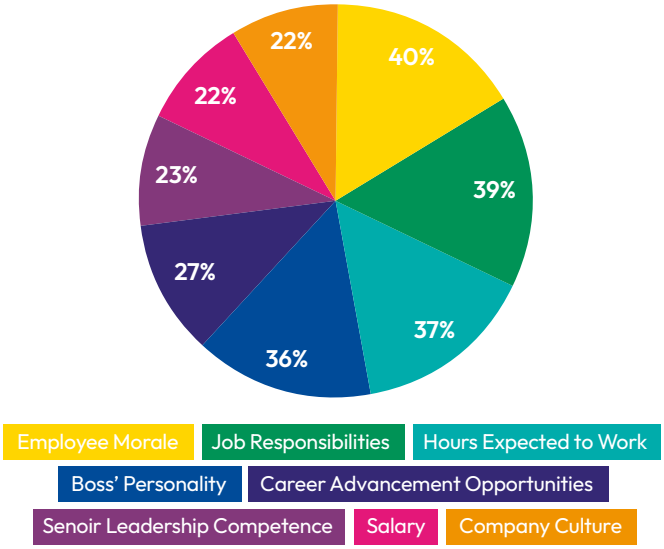

Figure 6: Research from Glassdoor shows which factors employees say they feel job realities differ most from initial expectations set.[14]

You should also think about where your vacancy is posted, to ensure you're visible to the right candidates. A specialist recruiter can help you here, as they can rely on their existing connections to put your vacancy in front of suitable candidates, and they can advise on industry-specific job platforms which more specialised candidates may be using.

Screenings

Inviting a large number of applicants to interview is time-consuming and costly, so at 32 Stripes we screen candidates on behalf of our clients to help narrow down the talent pool. Screenings allow us to determine whether a candidate would be a good fit for the organisation in terms of values and culture. If you're not using a specialist recruitment consultant, initial screening can be done over the phone. Following the telephone screening, it can be useful to set an assessment which eliminates those without the necessary skillset.

The interview

Consider holding rolling interviews rather than interview in batches. Rolling interviews take place as and when a candidate applies, as opposed to batch interviews which all take place over the same time period. This can be especially helpful for hard to fill roles when you don't want to risk missing out on the right candidate, as you can set a time limit and stop interviewing once you have found the right applicant. Not only will this help you to streamline the hiring process, it will also mean you can make a decision about candidates more quickly following their interview, as you don't need to wait until you've completed the last interview in a batch. The downside is not having a full set of shortlisted candidates to interview in quick succession so you can compare.

The offer

The offer process is often more drawn-out than it needs to be. There is nothing wrong with having a template offer letter prepared and sending it to the successful applicant as soon as the hiring decision is taken. This speeds up the hiring and onboarding process, and also allows you to secure talent quickly once you find it – and more importantly, before your competitors do. Remember, there is always the chance that the offer will be rejected, so have any negotiation you're willing to enter into agreed ahead of time and have other successful applicants lined up if possible.

So, now you're done?

The work doesn't stop once an applicant is hired. A LinkedIn study showed that unsuccessful candidates are four times more likely to consider your company for a future opportunity when you offer them constructive feedback. After any interview, the team at 32 Stripes always provides unsuccessful candidates with feedback.[15] This relies on a strong relationship with the client, who should always provide feedback after any interview. Doing this through a recruitment consultant can make it easier for everyone involved.

Optimising your selection process at every stage is the key to an efficient hire. As part of this, it is important to invest time in crafting your interview questions to ensure complete efficiency.

The worst and best interview questions

When it comes to interviewing candidates, it is important to have a broad selection of interview questions that are designed to get the most valuable insight.

Here, we look at some of the most common question mistakes interviewers make, and how to transform your interview questions from old to gold.

What makes a bad interview question?

Let's kick off with some of the common questions that don't work well, and how these can be flipped to get you better responses.

Obvious questions

Stock interview questions can help you to get consistent responses from candidates that you can compare and contrast. But if you go for something too obvious, there's a good chance candidates will already have pre-prepared a response. Instead of 'What is your greatest strength?', try 'What would your current colleagues say is your greatest strength?' The candidate will probably have to think on their feet more, meaning you're likely to get a more accurate response.

Icebreakers

While fun questions like 'If you were an animal, what would you be?' may ease the candidate into the interview, they tell you nothing significant about them. Instead, asking 'Outside of work, what are you passionate about?' requires a candidate to show you more of their personality, but reveals more relevant information.

Leading questions

Questions like 'Wouldn't you agree that manual paper processes are the biggest hindrance to lab efficiency?' make it obvious that there is an expected response. Reframe the question to get a more honest reply. For example, 'What do you think is the biggest challenge faced by modern labs, and how do you think you can help us to overcome this?'

Closed questions

Questions with yes or no answers shut down conversation. Instead of questions like 'Do you think digital transformation is the leading priority for labs?', try 'What are your thoughts on digital lab transformation strategies?'

Revise your questions for improved interview performance

Questions that produce limited or stock responses are best avoided, but what are the best questions to ask your lab informatics candidate?

Situational questions

Situational questions are especially useful, as they require candidates to think on their feet and result in varied responses.

These questions involve presenting a scenario and asking the candidate how they would react. For example, you could ask a candidate applying for a business analyst role 'Tell me how you would approach gathering requirements ahead of a LIMS upgrade project'. The candidate will likely draw on past experience and it can be quite obvious if they don't have much.

Behavioural questions

Behavioural questions, like situational questions, are scenario-based but evaluate an interviewee's attitude. A question such as 'You find that a colleague has made a mistake which could potentially set the project back a number of weeks, how do you help to resolve the issue?' is helpful in not only seeing how your candidates might behave under pressure, but also in determining how much of a team player and / or leader they are.

Skills-based questions

While possessing skillsets specific to a type of software or vendor may not always be essential to a role, skills-based questions are especially important in lab informatics as a high degree of technical expertise is a necessity in many cases. A good question for someone working in computer systems validation could be 'How would you ensure that a computer system complies with FDA 21 CFR Part 11 regulations?'.

Carefully crafted questions lead to success

Interview approaches differ not only from company to company, but from interviewer to interviewer. However, before interviewing your next lab informatics candidates, make sure you've prepared questions and situations specific to that role that will help you identify the candidate that stands out from the rest, for all the right reasons.

Although full-time employees are vital in maintaining a stable workforce, sometimes a contractor may better suit your needs. Read on for our final section which explains when it can be helpful to use a specialist lab informatics consultant.

Benefits of using a specialist lab informatics contractor

Contractors represent a significant proportion of the UK workforce, with approximately 15 percent of workers – or 4.39 million people – in self-employment at the start of 2023.[16] With the gig economy and fixed-term contracts often preferred by many for the flexibility they offer compared to full-time employment, finding the pick of the contractor pool is not for the fainthearted. In this section, we explore when hiring a contractor may be the right solution for your business.

When should I look at hiring a contractor?

If you're thinking of hiring a contractor or team of contractors, ask yourself three key questions:

1. Will the project be completed in the short term or within a defined timeframe?
2. Does the project need a specialist skill set, which we don't currently have in-house?
3. Does the work need minimal supervision?

If the answer to at least two is yes, then engaging with contract workers through a specialist recruitment service is likely to offer a good solution. Let's consider why:

Hiring a contractor can save money

In terms of cost-effectiveness for short-term workload increases or new projects, hiring a contractor offers a major advantage over recruiting a permanent employee. In contrast to recruiting a permanent member of the team, who must by law be given a range of benefits, contractors only require payment for the hours they work, which can offer a significant benefit in terms of cash flow, particularly at project start up. Hiring a contractor means all of their working time – and cost – is dedicated to your project.

Contractors bring inherent flexibility and time benefits

Workforce agility is a major advantage of hiring a contractor as project workloads can fluctuate and organisational needs can change. Hiring an outside supplier means a company can increase or decrease headcount as needed, with no commitment to often lengthy notice periods.

Businesses are increasingly prioritising the need for workforce flexibility. Because the new hybrid nature of employment has accelerated this shift to an on-demand workforce, investing in a recruitment partner for sourcing specialist contractor hires in informatics will save time and resources.

Specialised expertise in their field

A contractor is productive from day one, delivering efficiencies and often bringing years of experience to the role. The in-depth corporate training typical of permanent hiring programmes is often not needed or at least significantly reduced for temporary recruits. Bringing in external people to support on informatics projects gives you immediate access to technical skills that may otherwise be difficult to find.

Opportunity to trial new roles

Finding a talent pool of individuals to help meet your business targets requires resources and planning that may be difficult to factor into your work schedule. Temporary staff can effectively act as a 'trial run' to assess the need for permanent roles in the project. This can also determine whether the contractor would be well suited to the permanent role within the organisation if they should choose to make the switch.

Giving a fresh perspective

A contractor's previous exposure to a wide range of projects and environments means that they can bring a new perspective, rapidly adapting to different workplaces and projects. Contractors can also offer an objective opinion in the decision-making process that is separate to the business itself.

Contractors can bring a wealth of benefits to an organisation, and are worth considering for organisations who require temporary additional capacity or expert insight. Consultants can work with your company in a variety of areas – whether that's additional capacity on an informatics project, or support for your recruitment needs.

How can 32 Stripes help me?

When planning your recruitment strategy, it can be easy to focus on the candidate and how they perform. However, it is important to put in the work on your side too. You will maximise your recruitment by making your company as attractive as possible. This includes using effective and consistent employer branding, having enticing employee benefits, and offering flexibility as an employer.

It is also crucial to ensure that every aspect of your recruitment campaign has been optimised. Having a good selection process will be ineffective if other areas of your strategy are lacking. Spend some time establishing a strong company image and making sure that you support a diverse working environment.

Still feel you need further support? The team at 32 Stripes takes the stress out of lab informatics recruitment. We get to know your company and its needs in great depth before selecting an ideal candidate from our network of talented individuals. Throughout the process we put both the candidate demands and the client aims at the forefront to ensure a successful, long-term hire.

About the author

With a career in informatics and information services recruitment, our Head of Recruitment, Zachary Harris, specialises in placing lab informatics candidates through the UK, Europe and the USA.

Zach is the driving force behind 32 Stripes, a recruitment business that specialises in the placement of project managers, business analysts, product specialists and architects within informatics vendors and implementation projects.

32 Stripes

It's time recruitment changed its stripes.

For more support on filling senior and specialised roles within your lab informatics business, contact us today.

https://32stripes.com/contact/

References

1. 'Fight for talent drives higher pay increases', HR Magazine, https://www.hrmagazine.co.uk/content/news/fight-for-talent-drives-higher-pay-increases [Accessed 6th November 2023].
2. 'Laboratory Informatics – Global Strategic Business Report' Research and Markets, January 2024 https://www.researchandmarkets.com/report/laboratory-informatics
3. '50 employee benefits to increase staff retention', Startups, https://startups.co.uk/people/management/employee-benefits-perks-retention/ [Accessed 13th July 2023].
4. '2024 Barclay Simpson Salary & Recruitment Trends Guide', Barclay Simpson, p.11,
5. 'Employer brand', CIPD, https://www.cipd.org/en/knowledge/factsheets/recruitment-brand-factsheet/ [Accessed 7th July 2023].
6. 'Rethink Your Employee Value Proposition, Harvard Business Review, 01/2023 issue, https://hbr.org/2023/01/rethink-your-employee-value-proposition
7. '30+ diversity in high tech statistics [2023 data]', Tech Report, https://techreport.com/statistics/diversity-in-high-tech-statistics/ [Accessed 17th October].
8. 'Diversity and Inclusion (D&I) – Global Strategic Business Report, Research and Markets, January 2024, https://www.researchandmarkets.com/reports/5519706/diversity-and-inclusion-dandi-global-strategic
9. 'Global Recruiting Trends 2018' LinkedIn https://business.linkedin.com/content/dam/me/business/en-us/talent-solutions/resources/pdfs/linkedin-global-recruiting-trends-2018-en-us.pdf [accessed 17th January 2024]
10. 'Fixing medical devices that are biased against race or gender', Scientific American, https://www.scientificamerican.com/article/fixing-medical-devices-that-are-biased-against-race-or-gender/ [Accessed 26th September 2023].
11. 'How to tackle unconscious bias in your workplace', Forbes, https://www.forbes.com/sites/meghanbiro/2022/02/15/how-to-tackle-unconscious-bias-in-your-workplace/?sh=5a636456dc35 [Accessed 26th September].
12. 'Unconscious bias in recruitment: how can you remove it?', Resources for Employers, https://resources.workable.com/stories-and-insights/unconscious-bias-in-recruitment [Accessed 5th October 2023].
13. 'Empowering Workplace Culture Through Recognition', Gallup, 2023, https://www.gallup.com/analytics/472658/workplace-recognition-research/workplace/236927/employee-engagement-drives-growth.aspx.
14. '6 In 10 employees say job realities different than expected; Glassdoor survey', Glassdoor, https://www.glassdoor.com/employers/blog/6-in-10-employees-say-job-realities-different-than-expected-glassdoor-survey/ [Accessed 24th November 2023].
15. 'The ultimate list of hiring statistics for hiring managers, HR professionals, and recruiters', LinkedIn, https://business.linkedin.com/content/dam/business/talent-solutions/global/en_us/c/pdfs/Ultimate-List-of-Hiring-Stats-v02.04.pdf [Accessed 24th November 2023].
16. 'Number of self-employed workers in the UK 1992-2023', Statista, https://www.statista.com/statistics/318234/united-kingdom-self-employed/ [Accessed 2nd May 2023].