DIVERSITY, EQUITY, AND INCLUSION: AN OVERVIEW OF ANONYMIZED RECRUITING

MEVITAE

ABSTRACT

In response to social movements and emerging diversity research, efforts to improve diversity, equity, and inclusion (DE&I) in the workplace have accelerated in recent years. Although different variables contribute to a diverse, inclusive, and equitable work culture, diversity issues stem from the brain. With 95% of human decisions being subconscious, cognitive biases often factor into decision-making, and the hiring process is no exception. Nearly half (48%) of hiring managers believe their recruitment decisions are biased and this can in part be attributed to the mental shortcuts (heuristics) that the human brain takes when processing information quickly. This is particularly acute during the longlisting phase, where recruiters are required to produce a large number of high-quality decisions. In an attempt to address this issue, many firms have relied on unconscious bias training. Although, a more promising approach is resume/CV anonymization, where potentially biasing information is redacted from CVs, cover letters and any supporting document before the longlisting phase. Over the last five years, the use of anonymous hiring policies has skyrocketed, and now many global organizations, such as Deloitte, HSBC, and KPMG have some sort of anonymization during the hiring process. In this report, we discuss DE&I, cognitive biases, and CV/resume anonymization in detail, and we review the scientific literature on anonymization processes, concluding that there is tentative evidence to suggest its efficacy in improving the diversity of workplace hires.

> *"This white paper is an excellent, detailed, academic review of anonymized recruiting, perfect for anyone interested in anonymizing their recruitment process. The report discusses everything you need to know about anonymized recruitment, including the latest insights from leading academics in the space. I highly recommend this to every leader interested in this critical topic."*
>
> Dhiraj Mukherjee,
> Co-founder of Shazam, Tech for Good Investor, & Keynote speaker

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EXECUTIVE SUMMARY

AN INTRODUCTION TO DE&I

In Section 1, we define the terms DE&I and look at the organizational benefits of attaining high diversity levels, such as increased financial returns. We then review critical historical events that have prompted its recent growth, including the COVID-19 pandemic. Finally, we consider how organizations have responded to rising DE&I concerns and we review the current DE&I solutions being used.

A NEUROLOGICAL OVERVIEW OF COGNITIVE BIASES

In Section 2, we look in detail at heuristics (mental shortcuts), stereotypes, and cognitive biases, and we explain the neural mechanisms behind human decision-making. We use neuroscientific studies to demonstrate the relationship between biased attitudes and neural activation, including research we have conducted with Oxford University.

THE IMPACT OF COGNITIVE BIASES ON HIRING DECISIONS

In Section 3, we consider how cognitive biases translate into discriminatory hiring behaviors. Specifically, we take a look at eye-tracking research that has identified the regions of a CV where hiring managers divert their attention. We also review studies that have used identical CVs with different protected characteristics manipulated to highlight how minority groups are discriminated against.

HOW ANONYMIZED RECRUITING ADDRESSES DE&I CHALLENGES

In Section 4, we explore the origins of anonymized recruiting from the Boston Symphony Orchestra in 1952. We then look closer at anonymization within the hiring process, considering how it can be used to mitigate biases during the initial longlisting phase.

EVIDENCE ON THE EFFICACY OF ANONYMIZATION IN INCREASING DIVERSITY

In Section 5, we review evidence on the efficacy of anonymized recruiting. Despite being a relatively new concept in the hiring world, the results are promising, with studies showing how an increased number of minority candidates have made it past the initial screening stage when some form of anonymization has been introduced. In most of the studies produced, the callback rates of minority candidates do not differ from those of the comparable majority group once anonymization was introduced.

AN INTRODUCTION TO **DE&I**

DE&I efforts have accelerated over the last decade. We start this section by defining the terms DE&I before considering the benefits of attaining high levels of diversity, including increased financial returns for organizations. We then review the critical historical events that have prompted the growth of DE&I, including the role of social media and the COVID-19 pandemic. We also consider how organizations have responded to rising concerns over DE&I challenges, including financial pledges and the rise of DE&I-related roles. Finally, we look at the current DE&I solutions being used by organizations, such as bias training, and how well these work.

DEFINITIONS

DIVERSITY

Recognizing, respecting, and celebrating each other's differences. A diverse team ensures an equal representation among different backgrounds and mindsets, allowing for an empowered culture of creativity and innovation. An organization could be inclusive for minority individuals and have an equitable structure in place to help them progress without having high levels of diversity, although this is less common.

INCLUSION

The act of welcoming, supporting, respecting, and embracing all individuals and groups in the workplace, irrespective of differences in protected characteristics*. A team can be both diverse and equitable without being inclusive. For instance, there may be diversity within the team, and policies may be in place ensuring resources and opportunities are available to all individuals, yet minority individuals can still feel excluded if treated differently.

EQUITY

The process of fairness and equality of opportunity. An equitable team treats individuals equally, and provides fair opportunities, redistributing resources based on needs to promote impartiality. A team can be diverse and inclusive yet lack equity. For instance, if there is great representation among different groups, and members of minority groups feel welcomed, yet there are no structures or policies in place for these individuals to progress.

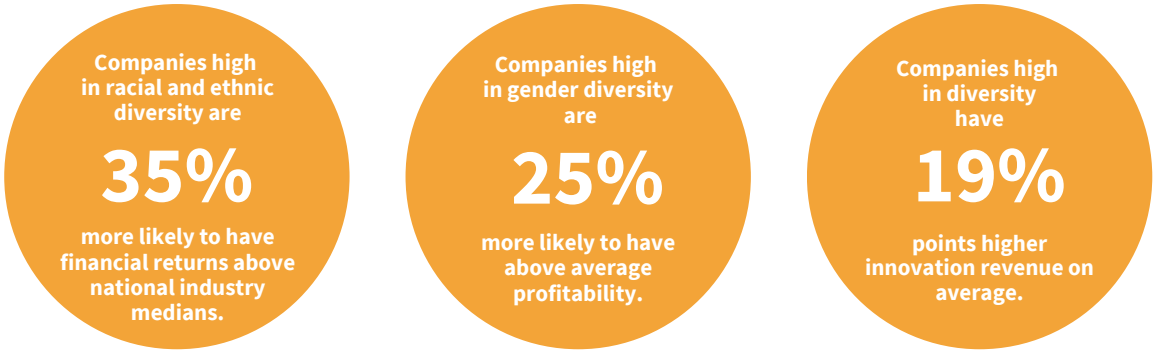
BELONGING

Where there is an equitable structure in place to make everyone, regardless of their differences, feel welcome. This feeling is enforced by an organization's culture and is achieved when there are high levels of diversity, equity, and inclusion.

*Protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation

THE BENEFITS OF DE&I

Before reviewing the history of DE&I, it is worth considering why DE&I is so important today in the modern workplace. Hiring diverse teams and creating a culture where everybody feels welcomed and as though they are provided with equal opportunities is morally and ethically the correct practice. However, over the last decade research has emerged highlighting the additional organizational benefits of attaining high levels of DE&I.



Research has shown that diverse teams are more creative (Forbes, 2016), innovative (Díaz-García et al., 2012), and have higher levels of engagement (Deloitte, 2015). For instance, in two separate studies, it was found that those organizations that had either more women or a culturally diverse leadership team were more likely to develop radical innovations and bring them to the market within two years (Díaz-García et al., 2012). Moreover, diverse teams have been found to produce better decisions up to 87% of the time, in half the time (Cloverpop, 2018), and this is thought to be a result of increased awareness of one's own biases (Harvard Business Review, 2016).

As a product of enhanced cooperation, diverse teams also often report higher financial returns (McKinsey, 2015), profitability (McKinsey, 2020), and innovation revenue (Boston Consulting Group, 2018). In 2015, McKinsey reported that those organizations in the top quartile for racial and ethnic diversity were 35% more likely to have financial returns above their respected national industry median, and similarly, in 2020, they found that those organizations in the top quartile for gender diversity were 25% more likely to have above-average profitability (McKinsey, 2020). Lastly, in 2018 the Boston Consulting Group surveyed 1700 companies across 8 countries and 6 dimensions including migration, industry, career path, gender, education, and age. They found that the companies with above-average diversity produced a greater proportion of revenue from innovation (45%) than those below average (26%).

THE HISTORY OF DE&I

Over the last 120 years in the UK and US, many important events and civil rights movements have helped spur the development of DE&I initiatives and policies. Two key moments include Martin Luther King's "I have a dream" speech, which brought about the 1964 Civil Rights Act in the USA, and the Stonewall charity in the UK in 1989, which was founded by campaigners against Section 28 of the Local Government Act, prohibiting the promotion of homosexuality in schools.

As laws prohibiting discrimination against different groups started to be enacted, methods for preventing prejudices also started to develop. In the 1960s, the first workplace diversity training was rolled out to raise awareness and increase sensitivity toward racial differences (Vaughn, 2007). Throughout the '80s and '90s, diversity training became common practice and expanded to focus on barriers to inclusion for other identity groups such as gender, religion, and sexuality (Vaughn, 2007). Around this time, research highlighting the lack of DE&I in organizations and the benefits of attaining high levels of this also started emerging (Brock, 1988).

The first study to suggest that companies need to diversify their workforces to remain competitive was commissioned in the '80s by US Secretary of Labor, William Brock. This highlighted several demographic factors that would impact the US labor market, including an aging workforce and an increase in women and immigrants entering the workforce.

In the previous two years, attention to DE&I issues has taken off. This trend can, in part, be attributed to the acceleration of social media and the global pandemic. Since its rise last decade, social media has transformed how information is accessed. For the first time, information and resources can be created and shared with thousands of people in just a click of a few buttons. With the potential for information to go viral, the power of social media has provided social movements with a voice, reaching both those already invested and those who would not usually come across this information. In 2020, the national lockdowns meant people had more spare time available and with this, global social media usage grew on average by 47% (Favola, 2021). Interestingly, during this period, social movements were particularly active with campaigns #MeToo, #BlackLivesMatter, and #StopAAPIHate all trending throughout the pandemic.

When unarmed African American man Geroge Floyd was brutally attacked by the police in May 2020, people across the globe expressed their outrage on social media, with #BlackLivesMatter making 47.8 million unique appearances on Twitter (Changing America, 2020). In the following weeks, social media was used as a tool to share educational content and information about protests (BBC, 2020), as well as a platform for sharing experiences of racial injustices in the workplace. As a result, the dramatic impact of the social and racial inequalities revealed by the pandemic was spotlighted (BBC, 2020).

DE&I OVER THE LAST 100 YEARS

1919
The Sex Disqualification Removal Act

1920

1920
The Blind Person Act was passed

1928
Women gained the right to vote in the UK

1930

1931
The League of Colored Peoples formed to combat racial disparities

1932
Hattie Wyatt Caraway was elected as the first female US Senator

1940

1943
The origin of diversity: The first equal employment legislation

1944
The Disabled Persons Employment Act was introduced

1950

1954
The Boston Symphony Orchestra introduced anonymous recruiting

1958
The UK Homosexual Law Reform Society was founded, making homosexuality legal

1960

1963
Martin Luther King's "I have a dream" speech

1964
Civil Rights Act

1969
US firms introduced diversity education training

1970
LGBTQ+ pride began

1970

1972
Equal Employment Opportunities Act

1975
Maternity Leave Legislation

1976
Race Relations Act

1980

1989
LGBTQ+ campaign group, Stonewall UK was set up

1990

1995
US Disability Discrimination Act

2000

2000
Chief Diversity Officer roles rise & WHO changes the homosexuality definition

2002/2003
Employment Equality Regulations: sexuality discrimination becomes illegal

2004
Gender Recognition Act: it became legal to change gender

2008
15 firms were investigated for not sharing their diversity data

2010
Equality Act

2010

2014
Tech giants published annual d&i reports

2017
The #metoo campaign created gender pay gap reporting

2020

2020
#Blacklivesmatter movement, sparking global protests

2022+
Inclusive, hybrid working policies, with organizations pushing for D&I initiatives and sourcing solutions

HOW ORGANIZATIONS HAVE RESPONDED TO DE&I ISSUES

In response to emerging research and social movements, the modern workplace has come a long way. The recent push for diversity, alongside the introduction and rise of flexible and remote working during the pandemic, enabled many workforces across the world to become more inclusive for underrepresented groups. This inclusivity extended beyond race to include people with disabilities, and parents of young children.

As the public became aware of the inequality issues, there has been great societal pressure for organizations to take accountability for these challenges. For instance, out of frustration with the lack of transparency in disclosing diversity data, in 2008 San Jose Mercury News began investigating the 15 largest tech companies in Silicon Valley, sparking a two-year legal battle. They identified a growing problem: Hispanics and black employees made up a smaller share of the tech workers in 2008 than they did in 2000, declining by 11% and 16% respectively between 1995 and 2005. The percentage of women was also down to 33% in 2005 from 37% in 1999. Subsequently, in 2014 Google became the first of many major tech companies to release a diversity report (Business Today, 2014).

In addition to publishing diversity reports, organizations have responded to DE&I issues with various initiatives. For instance, Nike reversed its “Just Do It.” slogan to “For once, Don’t Do It.” during the black lives matter protests in 2020, meaning “Don’t” pretend there is not a racism problem in America (CNN Business, 2020). Furthermore, around this time some businesses came forward with financial pledges and promises of funding for initiatives fighting racial inequality, such as the Bank of America’s $1 billion (Philanthropy News Digest, 2020). Organizations also started re-evaluating their hiring practices and company culture, leading to the rapid expansion of DE&I programs and investment in DE&I solutions following the 2020 protests.

Different DE&I solutions include pre-hire assessments, mentoring programs, job specification analyzers, and (the most common) unconscious bias training.

UNCONSCIOUS BIAS TRAINING

Even with policies in place, cognitive biases will factor into hiring decisions if not sufficiently addressed. As an early attempt to increase awareness of implicit associations, and reduce their negative impact, unconscious bias training emerged during the '60s and '70s (Tidal Equality). By drawing attention to the mental shortcuts that lead to snap judgments, unconscious or implicit bias training involves recalibrating mindsets to approach others as individuals, rather than as projected stereotypes. Unconscious bias training aims to reduce bias in attitudes and behaviours from everyday interactions with team members, as well as from hiring and promotional decisions, making the workplace a fairer and more inclusive environment.

By signalling to employees that diversity is of organizational value, diversity training can attract a more diverse range of candidates applying to roles. Moreover, diversity training can increase the sense of inclusion and belonging amongst current employees which can lead to enhanced teamwork and workplace performance (Ryba, 2019). Regarding its efficacy, there is evidence to suggest that diversity training raises awareness and teaches individuals about the discrete actions they can take (Bezrukova et al., 2016). However, there is conflicting evidence surrounding whether this awareness translates into widescale behavior change (Forscher et al., 2019). In 2019, the Harvard Business Review published a study looking into the efficacy of gendered unconscious bias training. In terms of changing attitudes, this training was most effective in those who were initially the least supportive of women before training, with this group significantly more likely to acknowledge their bias and express support afterward. However, in a follow-up review, they found very little evidence that the training resulted in a behavior change in the male employees.

There are two most likely causes for the limitations of unconscious bias training. Firstly, only 10% of training programs give attendees strategies for actually reducing bias (Harvard Business Review, 2021). Subconscious biases are so deeply ingrained within the human brain that simply identifying them does not equate to elimination, and while awareness can help challenge these once they have been displayed, there is no guarantee.

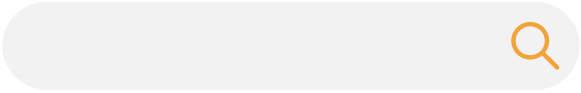
Secondly, it may be the case that the training is only embraced by those who are already familiar with and interested in reducing their bias (Harvard Business Review, 2021). Although bias training provides education on our biases, for those less receptive to this information, it may appear a shaming exercise, coming from the premise that humans are all prejudiced and discriminatory. The most effective unconscious bias training programs aim to increase awareness in a non-judgmental manner, in addition to teaching attendees how to manage their biases and change their behavior.

PRE-HIRE ASSESSMENTS

Pre-hire assessments are a test of candidates' present and future abilities rather than their past experience. This can take the form of job knowledge tests, integrity tests, cognitive ability tests, personality tests, emotional intelligence tests, skills assessment tests, and physical ability tests. These objective measurements can yield more accurate results than human judgment, tapping into skills and personality traits to ensure cultural fit, and establishing patterns of success. According to Criteria, Pre-hire assessments can also reduce time during interviews, enhance employee productivity, and reduce turnover rates. However, previously pre-hire assessments have been criticized for being inadvertently discriminatory, disproportionately screening out certain groups of people (Newton, 2019).

DIVERSITY MENTORING PROGRAMS

In many organizations, there are only a small number of ethnic minorities or women in executive management positions, with women holding 35% of senior leadership positions in the US (Zippa, 2022), and ethnic minorities holding just 3.7% of top leadership positions in the UK (Independent, 2021). Therefore, members of these groups in entry-level positions often do not have leaders they identify with to aspire to. By creating an environment with equal opportunities and pairing high potential employees from minority demographics with senior management professionals, diversity mentoring programs work to engage talent in thoughtful way to diversify the talent pipeline. Diversity mentoring programs are believed to establish career paths, help with retention, and provide minority employees with a network (Workable).



JOB SPECIFICATION ANALYZERS

Job specification analyzer tools aim to identify subtle bias in job advertisements by identifying masculine and feminine words from a list generated by a 2011 paper. Before advertising a role, organizations can paste their job specification into a tool like gender decoder to reveal whether the ad is feminine or masculine coded.

RESUME ANONYMIZATION

Addressing the shortcomings of unconscious bias training, anonymous recruiting recognizes that inherent biases are so deeply ingrained within the human brain that no amount of training or awareness will eliminate them. To remove bias from decision-making, we need to eliminate the potential of biases arising in the first place. Anonymized recruiting is a tool that redacts sensitive information from a candidacy, removing the chance of hiring managers or recruiters focusing, and basing subsequent hiring decisions, on these variables alone. How anonymous recruiting works and its efficacy will be explored in more detail later.

A **NEUROLOGICAL** OVERVIEW OF **COGNITIVE BIASES**

Heuristics are mental shortcuts we rely on every day. Although these enable us to make fast and efficient decisions, heuristics act as a precursor to stereotyping and cognitive biases. In this section, we look at heuristics, stereotyping, and cognitive bias in detail and we explain the neural mechanisms behind human decision-making. We demonstrate this by reviewing the neuroscientific literature on cognitive biases which looks at fMRI studies that have established the relationship between Implicit Association Test (IAT) scores and different neural activations. Lastly, we look at an Electroencephalogram (EEG) study we did in collaboration with Oxford University, showing a link between Event-Related Potential P300 activity and implicit bias as measured by the IAT.

DEFINITIONS

HEURISTICS

Heuristics are general cognitive frameworks humans rely on to quickly and efficiently make decisions and problem solve.

STEREOTYPES

Stereotypes are fixed, overgeneralized beliefs about a particular group or class of people which are accompanied by strong emotional feelings.

COGNITIVE BIAS

Cognitive bias is a subconscious or conscious error in thinking that leads to misinterpretations of information from the world around us, affecting the rationality and accuracy of decisions and judgments.

HEURISTICS

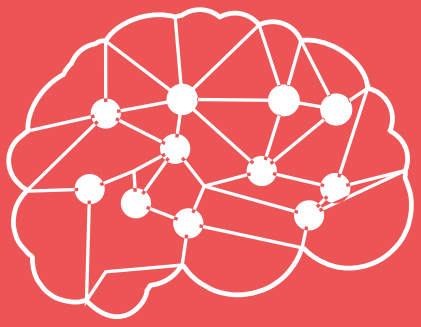
A heuristic is a mental shortcut that allows individuals to make quick decisions with minimal effort (Psychology Today). The ability to efficiently analyze all information presented is hindered when there is limited time available and as such, heuristics are relied upon to inform decision-making. This relationship between the human ability to analyze information and respond slowly with relatively few errors, compared to quickly, relying on heuristics, with significantly more errors, is known as the Speed Accuracy Trade-Off (SATO) effect (Chittka et al., 2009). Likewise, as the number of decisions that have to be produced increases, the quality of the decision output reduces, known as decision fatigue (Baumeister et al., 1998).

Heuristics simplify everyday life as they make human behavior time and effort efficient, i.e., when shopping there is not the time available to look at each box of breakfast cereal in detail to decide which of them is best for us, rather we use mental shortcuts and pick ones that look bright and colorful or we know we have liked in the past. Although heuristics can speed up human problem solving, they can introduce errors, such as cognitive biases, leading to fallacies in judgment, which may be detrimental when high-quality decisions need to be made, such as a new hire. It is thought that both the speed-accuracy trade-off effect and decision fatigue are two possible explanations for how biases arise in the hiring process.

STEREOTYPES

Heuristics can also contribute to stereotyping as mental shortcuts are relied upon to classify and categorize people. Stereotyping refers to the overgeneralized beliefs, knowledge, and expectations of an entire social group as developed and reinforced through our social world. It is impossible to process every person we come into contact with in an individualistic manner and so stereotyping is used to simplify and make sense of our surroundings. Unsurprisingly, stereotypes tend to favor those who are similar to the perceiver (Ricee, 2021), meaning in the hiring process hiring managers/recruiters may treat the candidates with whom they share characteristics (such as age, gender, and ethnicity) preferentially.

COGNITIVE BIAS



A cognitive bias is a systematic error in processing and interpreting information when using heuristics that impairs decision-making. While stereotypes are preconceived overgeneralizations of certain characteristics of group members, a cognitive bias is a personal preference (like or dislike), although, this may initially begin as a stereotype that later becomes an adopted independent opinion. There are over 150 different cognitive biases, and these can be either conscious or subconscious (De Backer, 2022).

CONSCIOUS BIAS

Conscious biases are explicit, meaning there is usually awareness when these are being produced, and therefore they can be easily observed and hopefully challenged. An example would be viewing someone with a particular protected characteristics as unsuitable for a role. Under the Civil Rights Act of 1964, discrimination in hiring, discharge, promotion, referral, and other facets of employment based on color, race, religion, sex, or national origin is unlawful. However, in some Asian countries, these personal details can be asked on job applications. For instance, jobs advertised in China are frequently segregated by gender, with 19% of civil service jobs specifying a requirement or preference for men (Human Rights Watch, 2018). Similarly, application forms in South Korea often include questions such as the person's height, weight, blood type, and financial status (Rinne, 2018).

SUBCONSCIOUS BIAS

Subconscious biases are implicit, meaning they are produced unintentionally and expressed indirectly. Consequently, subconscious biases often go unnoticed by ourselves and others which makes these difficult to confront. An example would be not promoting someone with a particular protected characteristic. Common subconscious biases in the hiring process include; the halo effect (the favoring of physically attractive candidates), the peak-end rule (the tendency to remember the most emotionally intensive parts), and the in-group bias (the propensity to favor those sharing characteristics with us, such as class, ethnicity, or gender). While it is unlawful in the UK to discriminate based on these characteristics, subconscious biases often influence judgments during the hiring process. As it is during the initial screening stage when hiring managers/recruiters are most time-pressured, it seems likely that cognitive biases are most prevalent here.

THE NEUROPSYCHOLOGY OF HUMAN DECISION MAKING

According to the pioneer of human decision-making Daniel Kahneman, we process information using either an emotional or logical system. These systems are summarized in Table 1. The emotional system, responsible for 98% of cognition, processes information in the amygdala (the emotional subregion of the brain), and decisions made using this system are characterized as fast, unconscious, automatic, and associative. In contrast, the logical system, responsible for just 2% of cognition, processes information by integrating a large range of brain regions, including the prefrontal cortex, the region responsible for responses to complex and difficult problems. Decisions made using the logical system are often slower, deliberate, effortful, and rational. Therefore, when time-pressured, humans make automatic judgments using the emotional system, based on experiences and associations.

PREFRONTAL CORTEX

Involved in high-order cognitive processes such as decision making, reasoning, personality expression and social cognition.

AMYGDALA

Involved in autonomic responses associated with fear, emotional regulation, and memory processing.

SYSTEM 1 (The Emotional System)	SYSTEM 2 (The Logical System)
Rapid processing	Slow processing
Unconscious decisions	Conscious decisions
Automatic decisions	Deliberate decisions
Raw emotions	Analytical and logical
Behaviour is mediated by feelings from past events	Behavior is mediated by conscious appraisal of events

Table 1: A table summarizing the main distinctions between our two decision making neural systems.

Each day we make around **35,000 decisions** and of these, around **95%** happen without conscious awareness.

SCIENTIFIC RESEARCH

Subconscious biases arise when cognitive system one is relied on for information processing. This link between implicit bias and neural activity is well documented in the neuroscience literature. For instance, Phelps et al. (2000) placed white American subjects in an fMRI scanner, measured amygdala activity, and flashed images of unfamiliar black and white faces as the participants had to indicate whether the successive images were the same or different from another. They found that, unlike the white faces, the black faces elicited increased amygdala activation, which correlated with an implicit measure of racial evaluation in the follow-up Implicit Association Test (IAT). Figure 1 shows the correlation between the sum of the participants' amygdala activation when flashed the black faces (as calculated by the difference between black - white activation), and their IAT scores (as calculated by the difference between IAT scores for the black - white conditions). Another paper demonstrated this effect even when the face stimuli were presented so briefly that there was no conscious awareness of the image (Cunningham et al., 2004). As the participants in all these studies were required to provide fast responses, all processing would have taken place using the first system. The uncertainty of the black faces to the white students, and perhaps negative learned cultural associations, would have led to a negative mental association, which in turn increased the amygdala activation and the production of cognitive biases.

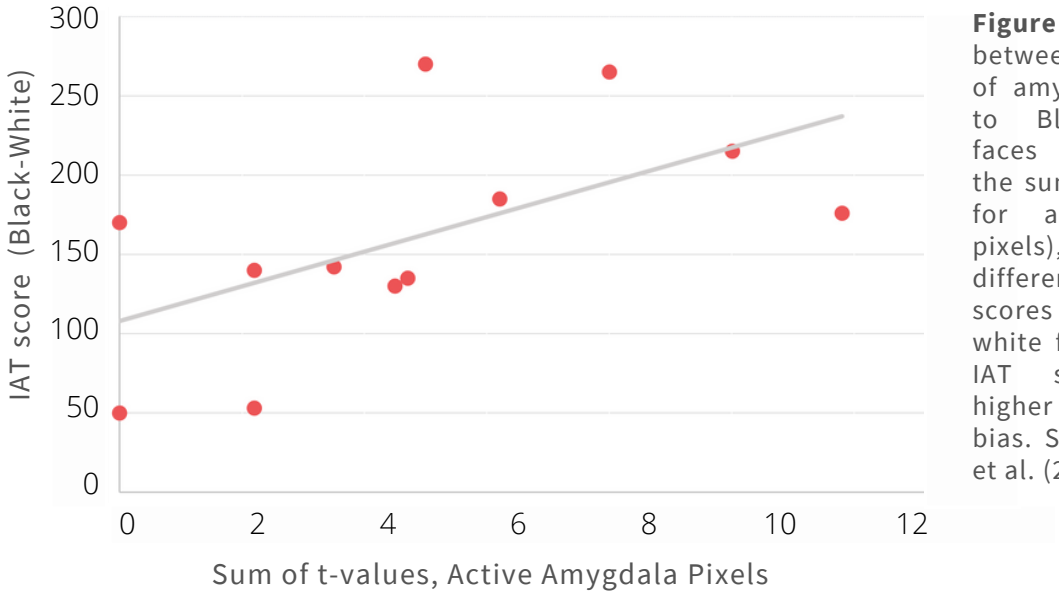


Figure 1. Correlations between the magnitude of amygdala activation to Black-versus-White faces (as measured by the sum of the *t* values for active amygdala pixels), and the difference between IAT scores for black minus white faces. *Note*. High IAT scores indicate higher levels of implicit bias. Source: M. Phelps et al. (2000)

Each year since 2017 the MeVitae team has collaborated with Oxford University to investigate the effects of cognitive bias. In one study, we asked seven professionals to complete two IAT tests while undergoing an EEG. The EEG recorded the Event-Related Potential P300 activity which indicates the processing physical attributes. Similar to the fMRI studies, it was found that those who had an IAT score indicating bias against ethnic minorities, also had a significant increase in P300 activity compared to those who exhibited no bias.

THE IMPACT OF **COGNITIVE BIASES** ON **HIRING DECISIONS**

When reviewing applications, hiring managers/recruiters are often drawn to information that helps inform quick judgments about the candidate, although this often leads to bias. We start this section by reviewing eye-tracking studies that traced the eye movements of hiring managers when presented with CVs. This research showed a trend whereby hiring managers were drawn to the name of the candidate and their last employer. We then look at studies that have used identical CVs with different protected characteristics manipulated, such as age, ethnicity, and gender to highlight how minority groups are discriminated against during the longlisting phase.

EYE-TRACKING RESEARCH

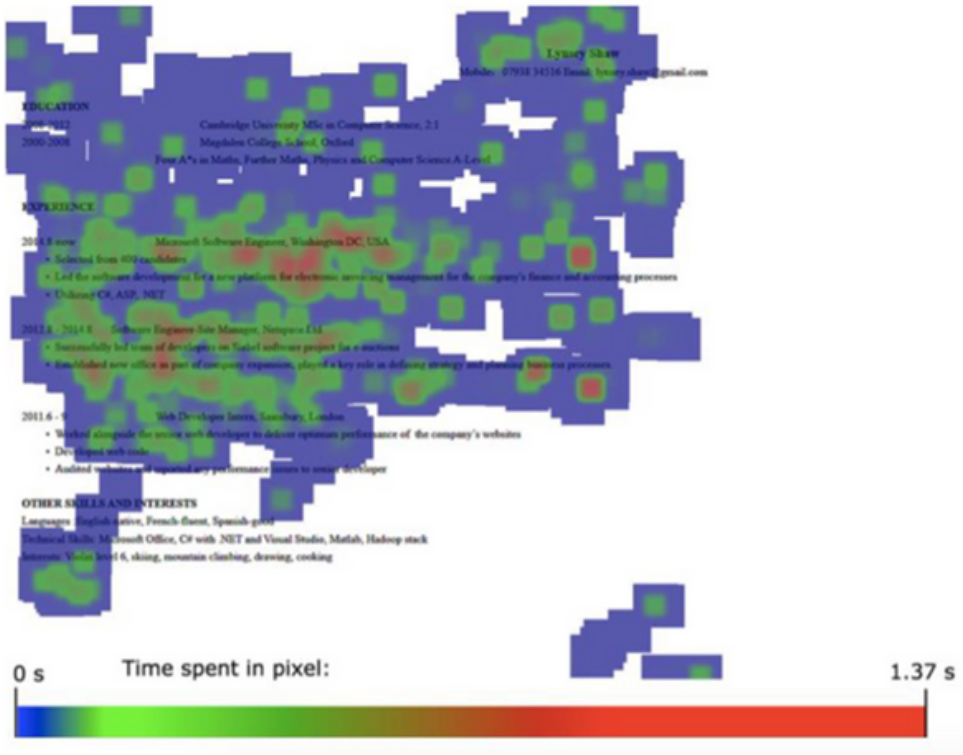


Figure 2: A heatmap showing the hiring managers tracked eye movements. *Note.* red areas indicate where the hiring managers spent the longest time looking.

Although it is illegal in the UK and US to discriminate against candidates based on protected characteristics, often hiring managers/recruiters are drawn to certain features on a job application that helps inform a quick opinion about the candidate. For instance, using eye-tracking equipment, researchers identified that recruiters spend 80% of their time looking at just the candidate's name, current position, previous position, and education history when presented with a CV (Ladders, 2018). Often these features convey sensitive information about the candidate such as their age, gender, and ethnicity which can lead to discrimination.

Similarly, in 2017 the MeVitae team collaborated with Oxford University Physics department to quantify how long was spent looking at these individual areas. Professional working at a large tech company was presented with 3 CVs to analyze for 10 seconds each. Figure 2 is a heatmap showing how long the recruiters spent looking at different parts of the CV. The heatmap shows that the name of the candidate and their last employer were among the features that the participant spent most of their time looking: To reduce processing time and effort, the hiring manager's attention was diverted toward the information that helped stereotype the candidate.

We also found that the participants spent significantly longer looking at the female-sounding names compared to the male-sounding names, despite being presented in a smaller font. Given that the CVs were for a big data engineer role, this is an interesting finding suggesting that the incongruence of a female applying for a role in a male-dominated industry attracted more attention as they did not fit the standard stereotype.

RESEARCH ON HIRING BIAS

With attention diverted to certain areas of CVs, screening decisions are likely influenced by the limited information focused on during longlisting. In this next subsection, studies that have used identical CVs with different protected characteristics manipulated are reviewed to highlight how minority groups are discriminated against during longlisting.

AGE DISCRIMINATION

The most renowned study in this area is Derous and Decoster's (2017) paper. In this study, they provided 610 Human resources professionals with four CVs: old name & old affiliation, young name & young affiliation, old name & young affiliation, and young name & old affiliation. Half the participants viewed these four CVs in an explicit condition, with the candidate's date of birth mentioned (26 years vs 54), and the other half viewed them in the absence of any mention of age. Even without explicit cues, managers made inferences about the candidate's age, with an overall preference for applicants with young-sounding names and modern activities. Figure 3 shows the participant's rating of the candidate's CVs. Those with younger-sounding names and modern activities were rated most highly, and those with old-fashioned activities mentioned were rated lowest. Furthermore, Neumark et al. (2016) analyzed a data set from 40,000 applications and found robust evidence of age discrimination in hiring against older applicants which were significantly greater for the female applicants.

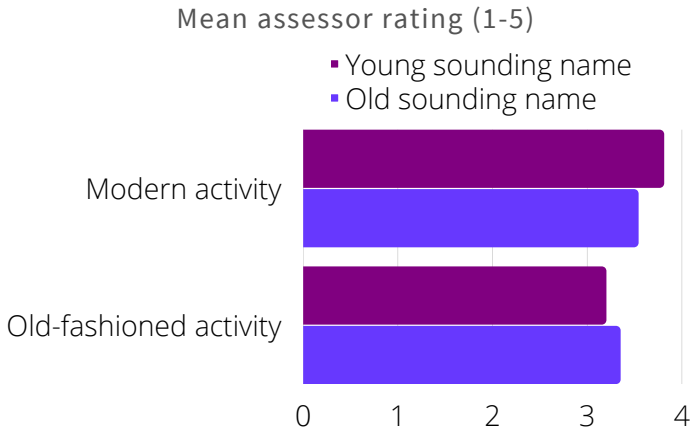


Figure 3: HR professionals rating of candidates of whom their name and activities mentioned were manipulated. Source: E. Derous & J. Decoster. (2017)

RACE DISCRIMINATION

In 2004, Bertrand and Mullainathan responded to 1300 ads in Boston and Chicago newspapers. They sent out nearly 5000 resumes across four occupational categories: sales, administrative support, clerical service, and customer service. Overall they found that the resumes with a white-sounding name attached received around 50% more callbacks for interviews than those who applied with an African American name (10.08% vs 7.70%). When the quality of the CVs was manipulated, it was found that for the African American candidates, a higher quality resumed elicited a much smaller increase in callbacks in comparison to the white candidates.

50% **more call-backs** for interviews were received by candidates who applied for roles with a **white** rather than African American sounding **name**.

GENDER DISCRIMINATION

Marlowe et al. (1996) asked 112 managers aged 23-59 years to judge the suitability of each candidate when presented with four CVs applying to a role in finance: two with an attractive image attached (male vs female candidate) and two with an unattractive image attached (male vs female candidate). Overall, it was found that the male candidates were rated as statistically more suitable and more likely to progress compared to the female candidates, with the attractive male candidates at the greatest advantage, and the unattractive females at the greatest disadvantage.

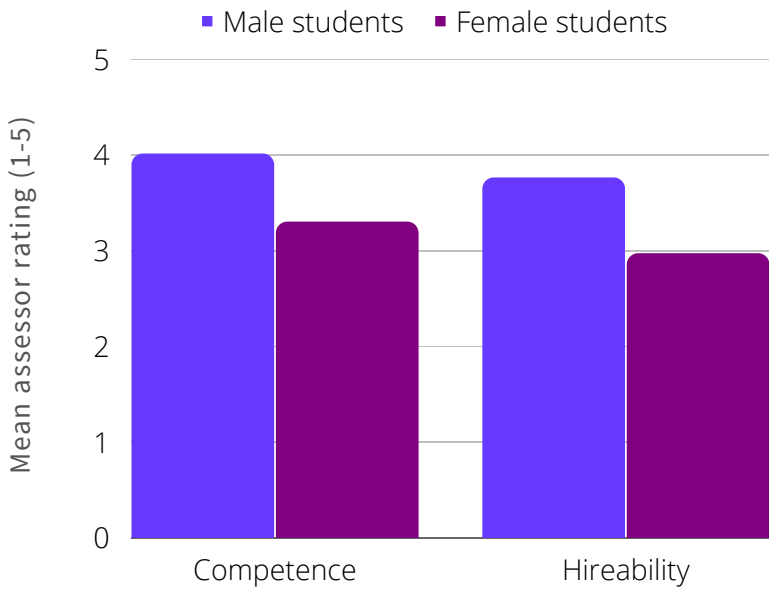
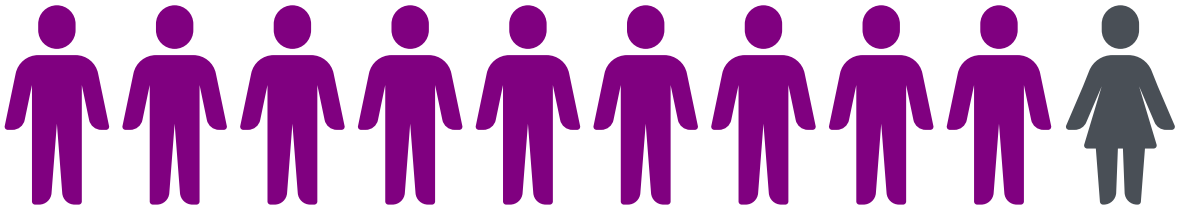


Figure 4: Rating of competence and hireability for the male and female students. Source: C. A. Moss-Racusin et al. (2012)

In another study, 127 science faculty members at a research-intensive university rated the identical applications of candidates either assigned a male or female name for a managerial position. Figure 4 shows how even amongst the female judges, there was an overall trend of preference for male applicants, with these candidates rated more competent and hireable. On average, the male candidates were also appointed a higher starting salary (Moss-Racusin et al., 2012). Relating this to our earlier findings, women applying for roles in male-dominated industries like finance (62.91%) and Big Data (84.26%) (Career Smart) are likely to have the hiring managers' attention diverted towards their name (indicating gender). Although, women are discriminated against in the longlisting phase for these roles even when they shared the same background as the male candidates.



Gender and ethnicity discrimination at large: Today, 90% of the Fortune 500 CEOs are white males (The Society Pages)

ETHNICITY DISCRIMINATION

Derous and Ryan (2012) sent 4 CVs to 150 different job advertisements as a 2 (Arab sounding name Vs Dutch sounding name) x 2 (Arab affiliation Vs Dutch affiliation) design, whereby the affiliation meant the candidate was part of either an Arab or Dutch society. As such, the CVs were either highly Arab identified (Arab name, Arab affiliation), highly Dutch identified (Dutch name, Dutch affiliation), or mixed (Arab name, Dutch affiliation/Dutch name, Arab affiliation). It was found that the CVs with highly identified Arabic profiles were 4— 6 times more likely to be rejected compared to the candidates with highly identified Dutch profiles.

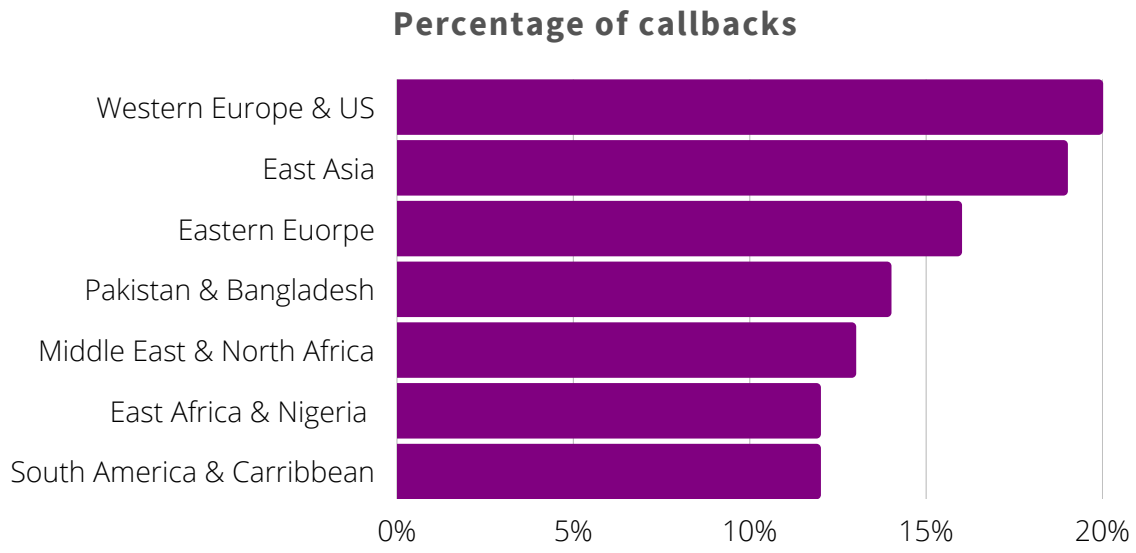


Figure 5: The percentage of call-backs received by candidates of different origins using otherwise identical CV's. Source: The British Academy 2019.

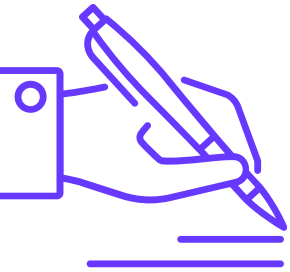
A study launched by The British Academy in 2019 analyzed the call-back rate for candidates of different origins, applying with otherwise identical CVs. To address concerns about English Language fluency or education levels, all applicants stated clearly in their CV that they were either British born, or had lived in the country since the age of six, and had a British Education. On average only 15% of ethnic minority candidates received positive responses and those with non-English names had to send 60% more applications than a white person of Western-European or US origin to get a positive response. Figure 5 shows the percentage of callbacks received by each ethnic group.

Our biases at one end of the hiring process look like a limited talent pool, and a restricted demographic of candidates making it past the initial screening, but this feeds into the statistic that almost 90% of Fortune 500 CEOs are white men, despite this group only making up 35% of the US population (Investment Monitor, 2022). Bias is weaved into organizations at every level, and although many factors contribute to uncomfortable statistics like this, a potential hire's first touchpoint with an organization is in the initial screening. If something can be done to help mitigate biases at this stage, it is likely to have implications throughout the rest of the hiring process and beyond.

HOW **ANONYMIZED RECRUITING** ADDRESSES **DE&I CHALLENGES**

We start this brief section by considering the origins of anonymous recruiting from the Boston Symphony Orchestra in 1952. We then look more closely at anonymous recruiting, detailing how it mitigates cognitive biases from the hiring process, and addressing the shortcomings of other solutions. Lastly, we consider the current place for anonymous recruiting in the modern workforce, including looking at organizations with anonymization policies in place.

THE HISTORY OF ANONYMIZED RECRUITING



A NOTE ON TERMINOLOGY

Recently, we have heard of instances where people have questioned the suitability of the term 'anonymous recruiting'. As a company with a mission to drive DE&I into organizations, inclusion is one of our core values. As such, we are constantly working on what we can do to improve inclusion so that everyone we communicate with, internally and externally, feels recognized and valued. To this date, blind recruiting is still the most commonly used term to describe resume anonymization. However, we have decided to brand this document as 'anonymous recruiting' and we will continue to monitor the situation for future marketing efforts.

Developed in 1952, the concept of anonymized recruiting originated when the Boston Symphony Orchestra (BSO) put up a screen during musician auditions as an early attempt to eliminate gender bias and diversify the orchestra (The New York Times, 2016). Before anonymous auditions became common practice, women made up only about 10% of new hires at Major U.S. orchestra (Princeton, 2000) and so this policy was introduced to shift the assessor's focus primarily onto the performers. A follow-up study by researchers at Harvard and Princeton found anonymous auditions to increase the chances of women being hired by 50%, and by 1997, women made up 35% of the top five US Orchestras (The Guardian, 2013).

Following its success, this concept of anonymization has been replicated in various contexts. In 2010 the competitive talent show 'The Voice of Holland' introduced anonymous auditions to talent television shows to remove bias/prejudgment, and this was quickly franchised to dozens of other countries including the UK in 2012. It is now thought that 35% of UK businesses have anonymization policies in place (Adecco, 2020), including Hogarth Worldwide and Agilisys implementation of anonymous recruiting, EY's removal of academic details, and HSBC's, Deloitte's, KPMG's, and the Civil Service's name anonymizing policies.

HOW ANONYMIZATION PREVENTS COGNITIVE BIASES

When people are time-pressured, the quality of decision-making often reduces, and inherent biases are relied upon to help guide judgments. With recruiters and hiring managers most time pressured during longlisting, it is no surprise that 90% of hiring bias has been estimated to fall within this stage (Riach & Rich, 2002).

It is vital for cognitive biases to be addressed when approaching DE&I challenges and for this intervention to be as effective as possible, biases must be tackled at the start of the hiring process. Anonymous recruiting is a technique that removes details about a candidate, such as their age, ethnicity, and gender so that hiring managers/recruiters can focus exclusively on objective information that predicts performance and success, such as skills and experience. Page 28 shows examples of the information redacted and what biases this could otherwise lead to.

Anonymous recruiting exists in different forms: some companies manually redact job applications, some have name anonymizing policies, others, such as MeVitae, use AI to redact information, and others, such as the UK Civil Service, require applicants to upload information excluding personal details. Removing these details from the screening stage reduces the impact of cognitive biases during longlisting, preventing hiring bias. In turn, this should lead to a more diverse range of candidates making it past the initial screening stage and beyond.

MEVITAE'S CV ANONYMIZATION SOLUTION

Off the back of years of research, MeVitae has developed a one-of-a-kind anonymization recruiting solution using Augmented intelligence (IA). IA is a deep learning system, capable of processing mass data, and designed to empower individuals to make better hiring decisions, free of distortion from bias. MeVitae's anonymous recruiting solution integrates seamlessly into 20 of the leading Application Tracking Systems (ATS's), meaning organizations can easily implement anonymous recruiting into their current hiring process without changing ATS.

REDACTION PARAMETERS

NAME

GENDER

ETHNICITY

PHOTOS

DATES

LOCATION

URLs

UNIVERSITY NAME

CONTACT DETAILS

AND MANY MORE...

SOME OF OUR ATS PARTNERS

greenhouse

ORACLE

SmartRecruiters

JazzHR

SAP

LEVER

VINCERE

In real time, MeVitae's anonymized recruiting solution is capable of screening and redacting hundreds of CVs, cover letters, and supporting documents in a multitude of formats, including PDF, Docx, Doc, RTF, and more. Redactions are customizable from an option of 20+ parameters and can be flexible depending on each role, i.e., for a more creative position, hiring managers may be interested in the candidate's interests, whereas this information could be redacted for different roles. MeVitae's anonymous recruiting solution is currently being used by top global organizations, and after being named by the Business Insider as one of the deep-tech start-ups primed to take off, MeVitae is expected to accelerate in coming years.

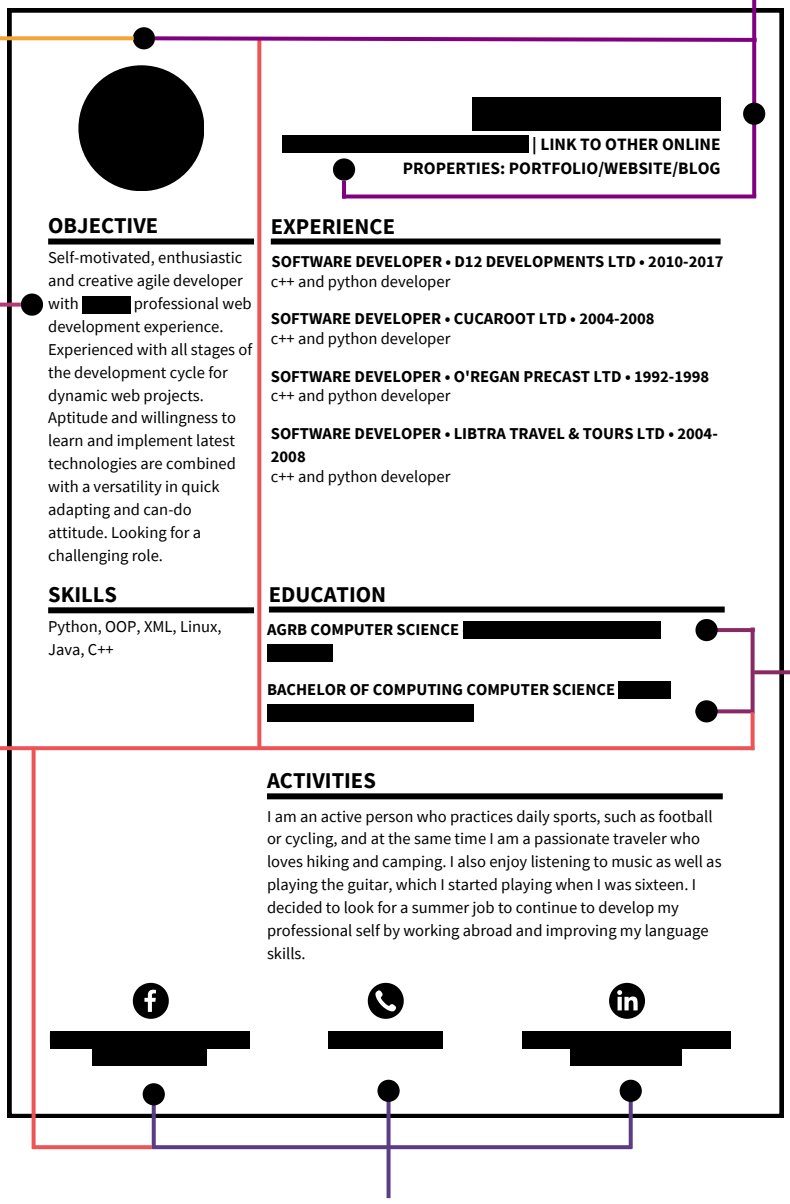
AN EXAMPLE OF MEVITAE'S CVS REDACTION

Redacting images can prevent **the salience bias/von restorff effect, the picture superiority effect, the halo effect,** and **the social comparison effect** to name a few.

Redacting candidates name, email and images stops reviewers inferring a range of variables, preventing **the confirmation bias, the in-group bias,** and **stereotyping** to name a few.

Redacting years makes it hard to infer the candidates age, preventing **the confirmation bias, the mere exposure effect** and **the in-group bias** to name a few.

All of these parameters could lead to **the confirmation bias, the in-group bias, the von-restorff effect, the salience effect, the self-reference effect, there mere exposure effect, the illusory correlation, the attentional bias,** and **stereotyping.**



Redacting University name prevents **the hot-hand fallacy effect, the halo effect,** and **the social comparison effect.**

This information is irrelevant to the role and so redacting this prevents **the law of Triviality effect** and **the information bias,** and redacting social media links specifically can prevent **the halo effect** and **the social comparison effect.**

Redacting images can prevent **the salience bias/von restorff effect, the picture superiority effect, the halo effect,** and **the social comparison effect** to name a few.

Redacting candidates name, email and images stops reviewers inferring a range of variables, preventing **the confirmation bias, the in-group bias,** and **stereotyping** to name a few.

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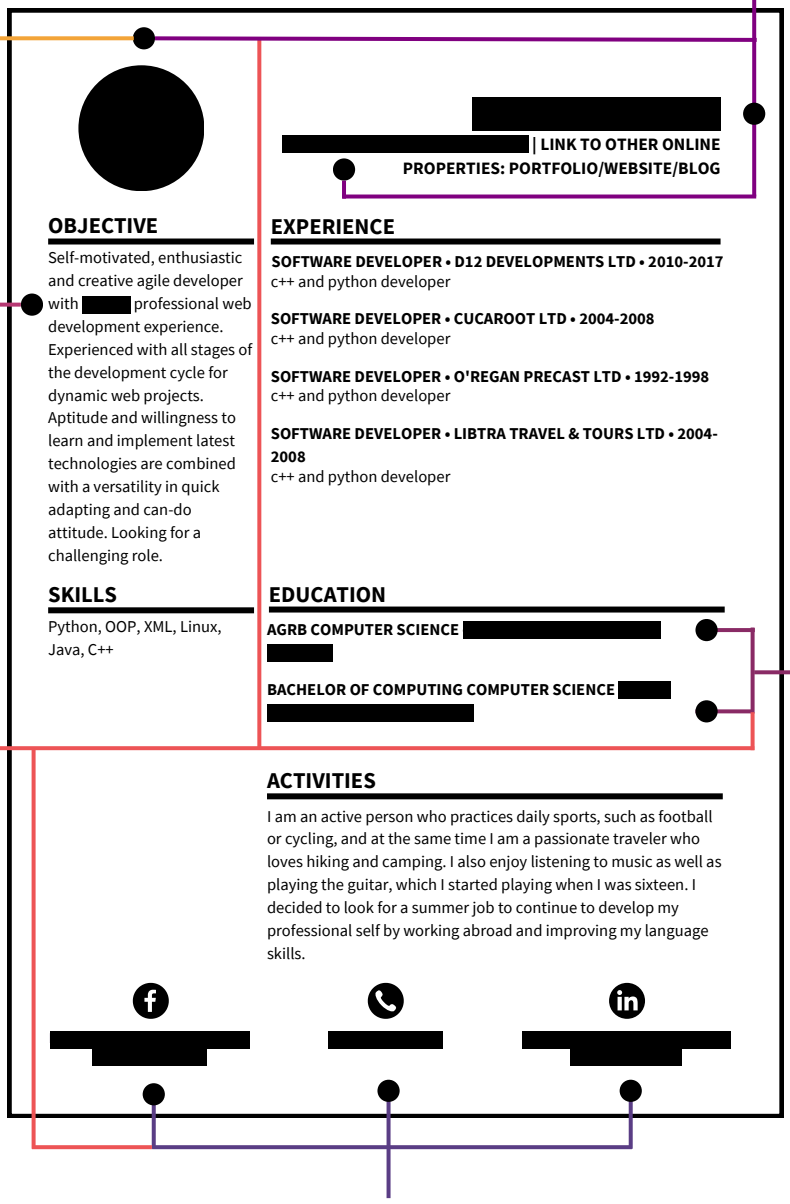


Redacting University name prevents **the hot-hand fallacy effect, the halo effect**, and **the social comparison effect.**

All of these parameters could lead to **the confirmation bias, the in-group bias, the von-restorff effect, the salience effect, the self-reference effect, there mere exposure effect, the illusory correlation, the attentional bias,** and **stereotyping.**

This information is irrelevant to the role and so redacting this prevents **the law of Triviality effect** and **the information bias,** and redacting social media links specifically can prevent **the halo effect** and **the social comparison effect.**

EVIDENCE ON THE EFFICACY OF **ANONYMIZATION** IN **INCREASING DIVERSITY**

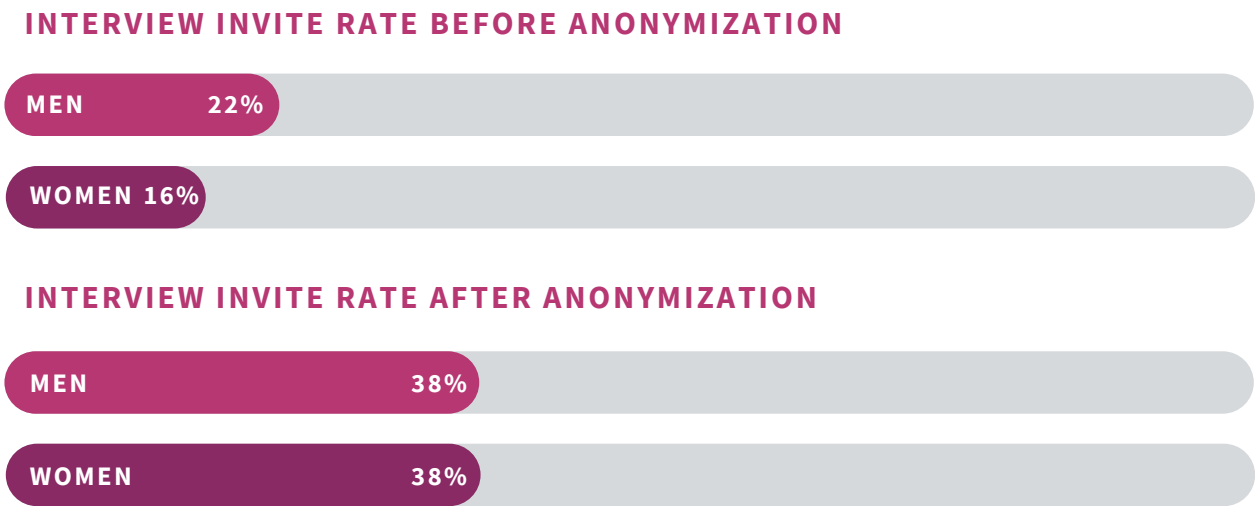
In this last section, we review the evidence on the efficacy of anonymized recruiting. For a relatively new concept in the hiring world, the research is promising. Studies have shown that anonymizing different aspects of an application results in an increased number of minority candidates making it past the initial screening, including older applicants, those from socio-economically disadvantaged backgrounds, women, and ethnic minorities. In most of the studies produced, the callback rates for minority candidates did not differ from those of the comparable majority group once anonymous applications were introduced.

STUDIES SHOWING THE EFFICACY OF ANONYMIZATION

In the last two sections, we have considered how bias can arise during the initial screening stage and how anonymous recruiting has been designed to prevent this. For instance, when resumes have had different protected characteristics manipulated, it has been found that those who are younger, male, and white are treated preferentially. As demonstrated by our own research, when hiring managers are presented with resumes, they focus their attention on information that could lead to bias, and therefore, by removing this information, anonymous recruiting intends to reduce bias in this stage. In our final section, we review the literature on anonymous recruiting to assess its efficacy in reducing the bias during the screening stage that we previously discussed. This research consists of both experimental designs, where hiring managers/recruiters are presented with resumes that have manipulated information visible, and nonexperimental studies, using data from organizations that have implemented anonymization policies.

ANONYMIZING GENDER

In 2012, Aslund and Skans published a study looking into the anonymization of any information that indicated the candidate's gender using an Anonymous Application Process (AAP) in the Swedish city of Gothenburg between 2004 and 2006. Over two years they tracked applications to roles in the areas Centrum and Kortedala, adopting an AAP, and contrasted this with applications in the area Gunnared, which remained using normal recruitment practices. In total 3500 applicants were sent to over 100 roles across 6 sectors. Overall it was found that the APP increased the likelihood that the candidate would progress to the interview (0.38 AAP vs 0.17 Non-AAP). The effects of the AAP were positive and significant, more than doubling the chances of the female candidates progressing to the interview in contrast to the non-APP condition, as well as increasing their job offer rate. For non-APP roles, there was a significant difference between the interview invite rate for female and male candidates (0.16 vs 0.22), which did not exist in the APP condition (0.38 vs 0.38).



ANONYMIZING CANDIDATE NAME

In the Netherlands, between August 2006 and February 2007, the Nijmegen council introduced a trial, erasing the names of 560 Dutch nationals, and 103 foreign candidates applying to roles at three municipal services (Marianne, 2007). At firms not participating in the trial, foreign candidates had nearly half the success of native Dutch candidates in terms of being invited to a first interview (9% vs 16%). Whereas, for the firms implementing the name anonymizing policy, both native and foreign applicants were invited to an interview at the same rate (10%). This success translated into job offers, with little difference between the chances of native and foreign Dutch candidates being offered a position at the participating firms.

ANONYMIZING UNIVERSITY NAME

Over the last 10 years, law firms Clifford Chance, Baker McKenzie, and Blake Morgan are among those who have implemented a CV anonymizing policy for graduate roles. Under this policy, information such as the candidate's name, and the name of their universities is undisclosed in an attempt to recruit an increased proportion of candidates from disadvantaged socioeconomic backgrounds. These firms found the policy to drive diversity into their organization, with the intake of students from universities outside those Clifford Chance has traditional ties with tripling.

ANONYMIZING IMAGES

Through manipulating assigned images to resumes, research has assessed the impact of bias against candidates based on their weight, and how this changes once this information is anonymized (Martin-Lacroux, 2020). In this study, 1031 working professionals with at least one year's experience in the recruitment process were split into three groups and were required to rate the suitability of each candidate for a banking account manager role. In the anonymized group, the participants viewed resumes of Caucasian candidates without any image attached, and in the other two groups, the resumes contained either an image of a healthy weight or overweight candidate respectively. Each participant saw resumes with either no errors and strong experience, errors but strong experience, no errors but limited experience, or errors and limited experience. Unsurprisingly, it was found that the resume quality had a significant impact on the rating of the candidate. However, when average applications were used (errors & strong experience or no errors & limited experience), there was evidence of discrimination against the overweight candidates which anonymization neutralized.

ANONYMIZING VARIOUS PARAMETERS

In 2016, Moha and Konings published a study examining the effects of anonymizing native and bicultural applications to roles in the Dutch town Hague. Until 2016, Hague followed a standard application process, and after this, they implemented a trial anonymization process. Over two years they recorded responses to 1576 applications using the standard process, and 1880 using the anonymization process. Under the anonymization process, the candidate's first and last names, alongside their email, place of birth, nationality, and language skills were hidden. Overall, they found that the anonymization process increased the number of bicultural applicants applying (24% in 2015 to 31% in 2016). For both native and bicultural applicants, the introduction of the anonymization process resulted in more candidates being longlisted. Under both conditions, native Dutch candidates were longlisted at a greater rate, although the gap between the native Dutch and bicultural applicants reduced with anonymization from 2.15 times greater rate in 2015 (prior to anonymization) to 1.49 times greater in 2016 (with anonymization).

In another study, 82 fresh Ph.D. economists in the academic job market were tracked between 2010 and 2011 (Krause, Rinne, & Zimmermann, 2012). After applying to a position, applications were randomly split into an anonymization or control group. In the anonymization condition, the candidate's name, gender, age, contact details, and nationality were redacted, with their experience and university prestige controlled for. Interestingly, the female applicants were invited to an interview at a significantly higher rate than the male applicants (43% vs 15%), and under the anonymization condition, they were disadvantaged (13% vs 19%). The authors proposed that female researchers were favored within that labor market, and specifically at the institution the study was conducted at. Therefore, although the finding of gender bias in favor of female candidates was surprising, in this instance anonymous recruiting had the desired effect of reducing the bias that previously existed within this study.

WHAT WE FOUND

MeVitae's anonymous recruiting solution entered the market 24 months ago, and during this period we have seen a surging demand. Clients have reported a doubling in the size of their talent pools and increases in gender and ethnic diversity of 30%. Alongside its rollout, we have collaborated with Oxford University over the last few years to study the efficacy of our anonymous recruiting solution. This year, as part of an ongoing project, we found tentative evidence that CV anonymization leads to faster longlisting decisions. Moreover, we found that anonymized versions of CVs were more likely to be longlisted than the unredacted versions.

IS THERE ANY RESEARCH THAT SUGGESTS ANONYMIZATION DOES NOT WORK?

This would be a biased report if we claimed that *all* studies have confirmed the effectiveness of anonymous recruiting. In 2015, Le Barbanchon published a report suggesting resume anonymization was ineffective within the French Public Employment Service. In the study, 600 firms were randomly assigned to receive either anonymous or standard resumes. The anonymous resumes erased information about the candidate's name, address, gender, nationality, picture, age, marital and family status. All the candidate's resumes were divided into two groups (minorities or majorities) based on their gender, where they resided, and whether they were immigrants or children of immigrants. For the firms receiving anonymous applications, minority candidates were less likely to be invited to an interview (4.5%) than they were when applying to firms with a standard application (9.3%), yet majority candidates had a slightly higher chance (11.3% vs 10.5%).

MEVITAE

Although these findings may initially appear slightly disheartening, the methodology used in this study should be taken into consideration. Firstly, information about the candidate's gender was anonymized, but any gendered language was unable to be redacted. Similarly, the candidate's economic background could have been inferred from their high school, and ethnicity could have been inferred from language skills. This incomplete anonymization could have led to recruiters relying on these implicit signals to gather information about the candidate's identity (Foley & Williamson, 2018). Addressing these problems, MeVitae's anonymous recruiting algorithm can redact all indicators of gender and ethnicity, and additional indicators of socioeconomic background, such as school names. Moreover, the authors highlighted that of the firms invited to take part, those who agreed to participate tended to invite minority candidates to an interview at a similar rate to majority candidates prior to this study anyway, and those who usually interviewed relatively few minority candidates decided not to participate. This raises the suspicion that the sample of participating firms did not include those firms less favorable to minority candidates, potentially explaining why the anonymization policy was unable to help these candidates in this study.

In another study, 2100 volunteering participants from the Australian Public Service were presented with identical resumes that had either a male name (i.e., Mark), a similar female name (i.e., Mary), or no name (Hiscox et al. 2016). They found that the female candidates were rated 3.2% more likely to be shortlisted for an interview than male candidates, and anonymizing this reduced their chances of being shortlisted by 2.9%. Bias is often considered to be directly related to the number of majority group candidates receiving interviews/job offers, or the number of minority group candidates receiving rejections. As such, it would appear that anonymous recruiting was ineffective in this study as it reduced the interview invite rate for female candidates (of whom are typically minorities in many workplaces). However, as the female applicants initially had a higher success rate, anonymous recruiting was in-fact effective at reducing gender bias in this case.

When evaluating the findings of empirical studies, it is hard not to consider the effectiveness of anonymous recruiting in reducing bias in terms of the number of minority/majority candidates receiving interviews and job offers. However, anonymous recruiting has been developed to reduce the possibility of bias impacting hiring decisions irrespective of the outcome. For instance, in a male-dominated industry, a smaller percentage of females receiving a job offer after anonymous recruiting does not mean that biases influenced the hiring decision, nor does it mean that anonymous recruiting was ineffective. Rather, this shows that once biases were removed, an objective decision on the candidate's suitability was made, and the best candidate for the role was selected, which in this case was a male applicant.

CONCLUSION

In response to social movements, and in light of new research, DE&I has been a hot topic of conversation in recent years, and with this, many organizations have been researching and pushing for ways in which they can make their workplace more diverse and inclusive. Recognizing the contribution of unconscious bias to diversity issues in the workplace, one of the oldest and most popular DE&I solutions is unconscious bias training. While this form of training can help increase awareness, this does not guarantee elimination, nor does this specifically address bias within the hiring process. Hiring bias starts from the initial screening stage where, often because of time restrictions, recruiters and hiring managers are drawn to information on an application form that helps characterize the candidate. By redacting different parameters, anonymous recruiting removes information that does not predict performance, with the intention of eradicating prejudice during the screening stage.

Only emerging in the last five years, anonymous recruiting is the fastest growing solution in the HR space, with 35% of UK businesses currently using anonymization policies. Although anonymous recruiting is a relatively new concept, studies into its efficacy have started emerging, of which, an overwhelming majority indicates its success in debiasing the initial screening stage, which then translates into increased job offers for minority candidates. At MeVitae, we have received reports of clients, from SMBs to corporates, seeing a range of benefits from our anonymous recruiting solution, including a doubling in the number of candidates applying to roles, and an increase in diversity of up to 30%. Moreover, as a team, we are constantly working and collaborating with the top institutions globally, including the University of Oxford and the University of Exeter, to publish research into the efficacy of anonymous recruiting; we will share with you our updates.

Lastly, and most importantly, anonymous recruiting has not been designed to replace tools like bias training or mentoring programs, nor has it been designed to guarantee certain groups of candidates' jobs. Anonymous recruiting aims to reduce bias, making the hiring process as fair as possible regardless of who receives the job offer. Solutions like mentoring programs and job specification analyzers help attract a more diverse range of candidates to certain positions but in terms of reducing bias from the hiring process, anonymous recruiting is the best solution in the market.

ABOUT MEVITAE

Founded in 2014, MeVitae develops award-winning technologies that leverage the latest insights from neuroscience to machine learning, enabling Human Resources and DE&I professionals to make hiring decisions without distortion from cognitive or algorithmic bias. As part of the $100 million D&I tech industry and dubbed by the Business Insider as one of the top deep-tech start-ups primed to take off, MeVitae is one of the fastest scaling DE&I start-ups in the country. MeVitae has received funding from some of the most influential technology investors about, including the European Space Agency and Co-founder of Shazam, Dhiraj Mukherjee and since launching, MeVitae has won multiple global awards.

MeVitae consists of a small team of academics, from neuroscientists to computer scientists who have analyzed over 20 million job descriptions and just under one million CVs and cover letters to get our solutions to where they are today. In recent years, MeVitae has collaborated with top academics from world renowned research centres, including the University of Oxford and the University of Exeter, researching, refining, and developing the most innovative solutions to help transform the modern workforce.

Among MeVitae's solutions is their anonymous recruiting tool, which has been developed using Augmented Intelligence to produce large-scale document redactions in seconds. Plugging into the top ATS' and producing real-time redactions, MeVitae's anonymous recruiting solution is the first of its kind, capable of removing over 20 different parameters from any form of document.

Currently, MeVitae's cutting-edge solutions are being used by some of the largest global organizations, including Hogarth Worldwide, Transport For London, and Agilsys to help address key challenges, such as access to diverse talent and predicting future success.

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ANONYMIZED RECRUITING REPORT