



# RECRUIT AT KING'S

Best practice for engaging with King's College London, promoting opportunities and maximising your brand with student, graduate and research talent.

## Your trusted partner of choice in sourcing and developing diverse global talent.

kcl.ac.uk/empl<mark>oyers</mark> employers@kcl.ac.uk

## YOUR JOURNEY WITH KING'S Starts Here...

Our Students Our Faculties

**Our Researchers** 

King's College London is one of the world's top 40 universities<sup>\*</sup>, the fourth oldest in England and a founding college of the University of London.

Located at the heart of the capital across five campuses and arranged across nine faculties, it has an outstanding reputation for world class research and teaching across the humanities, social sciences, law, medicine, business and science.

King's international reputation enables us to recruit and train the highest calibre students from around the world who can deliver significant impact.

We partner with corporates, SMEs, business chambers, non-profit organisations, NGOs and government agencies across all sectors on a global scale ensuring your organisation can benefit from the expertise our graduates bring.

To assist you with your recruitment strategy and help you reach the strongest possible candidates, the following guide outlines how we can work with you alongside wider advice to help build your brand and aide your campaign. You can also find guidance on how to frame your advert on our King's CareerConnect platform.





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Throughout this guide, you'll find links to further information as QR codes



**Meeting with an Employer Relations & Development Adviser** 

Our Employer Engagement function works with organisations of all sectors, sizes and geographies to support the recruitment and development needs of our partners, and to develop the employability of our students and graduates and open doors and new networks.

Our Employer Relations & Development Advisers are sector-aligned relationship

managers acting as a gateway to your engagement with potential future talent. They will support every aspect of your campaign and help raise your brand at King's through a consultation and advise on the most effective ways to engage.

King's is located at the heart of London - one of the world's global cities and within easy reach of major airports and international rail services. We encourage you to visit us if you are flying through or on business. Alternatively, we're happy to meet virtually or visit your premises if you're in the UK.

**Book a Virtual Consultation with our Advisers** 



**To maximise the value of a consultation with an** Adviser we encourage you to consider:

• Current hiring needs and the roles

you have that are suitable for students and graduates.

• Your guiding aims for engaging with King's (e.g. brand awareness, immediate vacancies, future talent pipeline development).

• Target audiences (e.g. degree course, stage of study).

• Your approach to equality, diversity and inclusive practice in your organisation.

• Budget for campus engagement activity.

• Existing interest you may already have from King's applicants, and current King's alumni who are your employees.

#### After a discussion we can offer:

- A personalised series of suggestions and options for engaging with us, which may include both our free and costed employer services.
- An introduction to other internal stakeholders where relevant, for example, our King's Internships or Global Placements Advisers.
- Relevant data insights on our student cohort, their demographics and stage of career confidence.
- Continuous contact and support in using our services effectively.

Our team can support you with a wide range of organisational aims, recruitment challenges and new initiatives. Some examples of business scenarios where we can strategically support our employer partners include:

- Larger organisations looking to grow or scale up their business.
- Support for employers including SMEs and start-ups who are recruiting to new roles and may be engaging with universities for the first time.
- A consultancy launching and seeking applicants for a new internship scheme aimed at diverse groups.
- A law firm hiring to a training contract or vacation scheme for the first time.
- Targeting students from degree subjects which the organisation may not typically engage with, to attract broader skillsets.
- An overseas organisation keen to expand its talent search into the UK or an international firm keen to diversity its talent by recruiting from the UK.
- Ideas for engaging with student groups who may be underrepresented in the organisation.
- Support in connecting to wider departments within the King's community, including academic faculties and the King's College London Students' Union (KCLSU).

Connect with our team today to discuss how we can work together.

employers@kcl.ac.uk +44 (0)20 7848 7134 kcl.ac.uk/employers/get-in-touch

### **Engaging King's Diverse Talent**

The case for a diverse workforce is clear (WEF, 2019).

At King's we understand that social mobility, increasing diversity and inclusive practices are rightly at the top of many organisations' agendas, and have forged strong partnerships with a range of employers to this ef- fect, running innovative programmes and events which enable you to positively break down the barriers that some of our students continue to face and facilitate new networks.

#### So, how do you reach our audience?

Our students want to feel a sense of belonging, to have doors open to new networks and opportunities and to hear real stories of how your organisation supports its workforce – not just at the recruitment stage, but as they develop and progress within the organisation.

Your employees are often your best ambassadors -

ensure you're reflecting diversity in every engagement with us; your panellists and facilitators, those who staff your stands and send personalised emails. If they are King's alumni, even better – our students value seeing those who understand what it's like to study at King's and how they've progressed.

Whilst we facilitate a range of diversity specific

initiatives, be prepared to speak about how your organisation is proactively tackling the inequalities which continue to impact individuals from Black and diverse heritage backgrounds and to speak about areas of gender, age, social background, sexuality, disability and neurodiversity in your organisation.



#### **ASK YOURSELF**

- What is your organisation doing to actively campaign on these issues?
- Why did you set up the initiatives or staff groups you did, and what does your diversity statement really mean?
- Have you personally felt the impact of these initiatives either directly or as an ally?
- Where is there more work for your organisation to achieve?
- How does your organisation collaborate with bodies and groups to strengthen and empower change?
- How do you frame the language you use on your recruitment website or materials?
- What advice would you provide to students from groups under-represented in your organisation?



You might consider answering some of these queries in your King's CareerConnect organisation profile or link to information on your internal staff networks. Make sure you address this in your job advertisements also and list any awards or charter marks your organisation holds.



Update your King's CareerConnect profile

King's College London is committed to making our events and activities as inclusive as possible, so please be sure to check whether your proposed event may inadvertently disadvantage candidates who are observing religious holidays or have faith obligations during the day.We would also encourage you to ensure that you host your event in a location and facilities which are both accessible and that you consider in advance the need and resource(s) for any adjustments which may need to be made to ensure all candidates can benefit. This includes any adjustments which may be required when using virtual software (e.g. closed captions).

King's Chaplaincy - Religious Observance



In spite of the innovations that digital recruitment and assessment have brought, students may still find challenge in overcoming many of the barriers found throughout the recruitment and assessment process. Explore how you might best support students, for example by reimbursing travel costs or by providing advance access to practice assessments to test how their connection works or if additional time will help students with learning difficulties or other disabilities.

#### **Reasonable Adjustments**

Reasonable Adjustments are changes that reduce or remove obstacles that an individual may face because of a disability. They aim to ensure that all candidates or employees are assessed and appraised on an equal basis with non-disabled peers.

These may be physical changes (e.g. to desk space or building access) or changes to working arrangements (e.g. hours, breaks or tasks). In many cases these adjustments are simple and inexpensive or free. However, you can also get support from the UK government's Access to Work scheme. This scheme provides grants to individuals with a disability and can pay for specialist equipment, support to help employees complete work tasks, or offer assistance in getting to work. This guide is aimed at students, but is useful to get an idea of the range of reasonable adjustments candidates/ employees might need: AGCAS Reasonable Adjustments.

Take steps to become a disabilityfriendly employer. Signing up to the Disability Confident scheme means that organisations have committed to offer an interview to disabled applicants who meet the minimum criteria for a job. We work closely with a number of organisations, including EmployAbility, MyPlus, Leonard Cheshire and Scope UK to enable employers to explore the options available to them in supporting disabled students and graduates and ensure your staff have received the appropriate disability and equality training.

Disclosing or sharing a disability with an employer is not an easy conversation for many candidates, and the question of when to share information about a disability is a personal choice that will vary candidate to candidate. There is no legal obligation for candidates to tell an employer they have a disability and it is unlawful for employers to issue medical questionnaires unless they are taking positive action or deciding whether they need to make reasonable adjustments.



### **Our Initiatives**

King's is committed to ensuring a positive environment across all aspects of our community, and we recognise this commitment to diversity through the variety of activities we offer to our employer partners who embrace diversity, inclusion, equity and internationalisation in their recruitment.

**Race Equality at King's** 

**King's Access & Participation Plan** 



#### **Inclusive Futures**

Our events held throughout the year enable our students to hear the personal career journeys of alumni and individuals from a wide range of backgrounds, experiences and heritage with a particular focus upon spotlighting the stories of individuals across global majority groups and gender diversity.

#### Insights

Our work-related learning programming is designed to building Of support the confidence students among thinking needs whose career enhancement. and whose networks and social capital can be developed.



#### **Careers+**

Careers+ is our collaborative portfolio of support for UK-domiciled students from historically under-represented groups in higher education.

We recognise that students at King's from marginalised groups might face particular difficulties in their career journey and are committed to promoting equality of access.

Whether a UK-based or overseas employer, please speak with a member of the Employer Relations & Development team if you have any questions or concerns around how best to talk about equality, diversity or inclusive recruitment practices when building your recruitment campaign or targeting King's – or other UK – applicants.

We can also support employers in building connections with our many student groups and societies whose members are often incredibly diverse – or perhaps you may prefer to focus on particular nationalities, faiths or demographics.

## **Hiring King's International Talent**

King's is ranked as the world's 12th most international university (Times Higher, 2024) with a broad international student population and c. 54% of our total population drawn from over 160 countries (2019-20). This means that we have the 6th highest percentage of International Students (Times Higher, 2023).\*\*

Our international students offer...

#### **GLOBAL OUTLOOK**

Our students travel from around the world with existing work and study experience, and they benefit from multiple opportunities to further this during their time at King's.

#### LANGUAGE SKILLS

Many of our students are bilingual or multilingual, with the ability to utilise these skills in the workplace.







#### **CULTURAL AWARENESS**

Located at the heart of one of the world's most multicultural cities, King's students engage and interact with fellow international students, staff and others in the classroom and around the city.

#### INDEPENDENCE

Choosing to study overseas demonstrates a level of confidence and independence which can be translated into the workplace.

#### **NETWORKS**

Our student's possess wide-reaching networks around the world and as King's alumni can bring these connections to your organisation.

#### **TRANSFERABLE SKILLS**

Our programmes develop critical skills and values such as commerical awareness, research and analysis, communication, resilience, teamwork and presentation skills.





#### **Opportunities to Engage with International Students at King's**

#### JOB SPECIFICATION REVIEWS to help make your job descriptions stand out to our students, graduates, and

researchers.

**TARGETED EMAILS to specific** cohorts of students or graduates.

#### **COUNTRY OR REGION-SPECIFIC EVENTS** including our annual

"Careers in China" and "Careers in the USA" series, plus our collaborative activity with other like-minded global institutions in China and Hong Kong SAR. <u>UK HOME OFFICE</u> information on the latest legislation on sponsorship licences and visa restrictions.

**THE INTERNATIONAL STUDENT EMPLOYABILITY GROUP (ISEG)**has put together <u>a useful guide to</u> recruiting international students (pdf) in the UK market which may be of use to your organisation.



## Employers' quick reference guide to improving equality, diversity and inclusion of recruitment

## **KNOW** Improving equality does not have a quick fix

Improving equality, diversity and inclusion in an organisation does not have a quick fix. Employers should make a long-term commitment to creating a diverse workforce and embed this commitment throughout their work and include current employees in the process. The language you use is key – think carefully about how you engage with different communities. At King's, we utilise the wording "Black, Asian & Diverse Heritage Students" as opposed to BAME or BME.

## **AVOID** Discrimination in the recruitment process

Previous work experience: Requests for previous experience should be considered within the boundaries of our audience(s) as this could discriminate on the grounds of age – most graduates will enter the employment market at around 21, so roles requiring 2+ years' experience should be posted as experienced hire opportunities where mature students or those studying for a postgraduate qualification may meet this criteria. Within a legal framework, it is often difficult to justify why a role requires 2 years' worth of experience, so be sure to consider this when framing adverts.

'Elite' or top tier institution: Requests for candidates to be from an 'elite', 'top tier' or Russell Group institution can discriminate against candidates who possess the requisite experience and/or qualifications from other backgrounds and institutions. Changing work patterns such as hybrid working present an opportunity for employers to diversify their attraction models. Going digital allows employers to reach beyond the universities they usually target.

Qualifications: Requests for candidates to possess specific qualifications can discriminate against international students who do not possess British qualifications or those who were not required to undertake specific qualification e.g. GCSEs/A levels as they may not have existed or been available at the time a candidate was in formal education.

Technical skills: Requests for candidates to possess specific computing skills e.g. Microsoft 365, could be seen to discriminate against candidates who have strong IT skills from another operating system (e.g. Mac or Linux).

Driving capability: Requests for candidates to possess a driving licence should only be included if this is essential in order to undertake the role (e.g. it is unrealistic that travel can be conducted by public transportation or a significant amount of driving is required during working time).

## **ENSURE** A fair recruitment process and assessment

- Due to changing work patterns such as hybrid working, consider accessibility challenges such as internet connectivity and access to laptops
- If you conduct recruitment face-to-face, consider reimbursing candidates for their travel and expenses.
- Consider involving alumni from King's in your recruitment process at interviews or assessment centres.
- Ensure you get multiple perspectives from staff at various levels and from various backgrounds.
- If you are making strides to diversify your recruitment ensure that your process mirrors this and that individuals candidates will meet are representative of this existing talent within the organisation. This is particularly key for neurodiverse candidates.
- Ensure your conducting the process in a timely manner and provide feedback to all those you interview or assess.
- Be clear to candidates what you are assessing on, and what other materials you might review to aide your decision (e.g. social media accounts).

This guide is intended to advise rather than to represent a legal or authoritative statement. All information included was, to the best of our knowledge, correct at the time of writing. However, legislation is constantly changing, and we cannot guarantee the factual accuracy of any information presented. We accept no liability for any actions taken resulting from following these guidelines.



## **Retaining and Developing Graduate Hires**

With  $\pounds 2,500$  spent on developing each graduate hire (ISE Development Report, 2023), graduate retention represents a significant challenge to many employers, particularly as recruitment budgets are constrained and expectations rise. Employers should consider the following to assist their retention of future employees when recruiting from King's:

- Ensure new recruits are provided with a personal development plan and communicate your organisation's review processes.
- Be clear in your campaign and adverts about the training and development potential offered by your organisation and their role.
- Set clear expectations in your job adverts to ensure future recruits have a realistic interpretation of your organisation and their role before they arrive – and ensure this is followed up once they are on-board.
- **Ensure new recruits are provided the right induction, equipment and technology to** enable them to undertake their roles.
- Keep in touch with future recruits throughout the year with regular communication, or host events to keep them warm and minimise the chance of students reneging on offers.



#### Ideas developed by employers we work with include:

- Dedicated social networking groups on online platforms to enable future recruits to engage.
- Hosting summer barbecues or events to enable future recruits to meet team members and colleagues before onboarding.
- Inviting future recruits to attend events hosted by internal business networks e.g. gender, LGBTQ+ or Black and diverse heritage networks.
- Establish a mentoring or buddying system to enable recruits to get to know your existing employees before they arrive.
- Be open on your corporate social responsibility (CSR) and sustainability policies.
- Generation Z and millennials are often passionate about making a difference – regardless of sector – for their future employer.

- Showcase policies around volunteer leave, charity days or sponsorship of charities and projects in local or international communities.
- Empower future employees to make a difference during their graduate scheme or training programme.
- Encourage graduates to define their own project, perhaps unrelated to their individual role, equipping them to work with a range of colleagues and allow them to take a lead on completing their own project early on in their role.
- Be sure to undertake regular reviews, or put in place a personal development plan – data from High Fliers and our own internal surveys informs us that King's students value their development and feedback on their performance highly in their search.





#### **Mental Wellbeing and Remote Working**

Promoting employee wellbeing has been an increasingly visible focus for many employers. Employers should consider how they communicate organisational initiatives to prospective applicants.

Consider how your recruitment materials might demonstrate ways the organisation is addressing staff wellbeing. Initiatives can include support services such as access to an Employee Assistance Programme, or flexible working options that allow employees to achieve a work-life balance.

With a sharp increase in hybrid and remote working over the last few years, it is advised to set out whether employees are expected to work remotely, in an office space, or a blend of both. You may also wish to set out expectations of how the role will be carried out in the longer-term and if you expect remote working to remain an option.

Individual employees may feel the effects of continued remote working differently, and some employees may find this more difficult than others. Challenges for new starters may include difficulty integrating into a team of colleagues, and difficulties arising from the lack of a suitable or confidential workspace for continued homeworking. Consider how you can best monitor arising issues and support individual needs.

Initiatives taken by some of our employer partners to build and maintain cohesive teams during the pandemic include encouraging new starters to join working groups within their new team, making new staff aware of any affinity groups, and running virtual team social events.



## Appendix: Technical Guidance for King's CareerConnect



#### **Constructing a great King's CareerConnect Advert**

We would encourage you to move towards a skills-based model. This reduces bias, attracts more suitable talent, and will optimise the quality of applications. Our Employer Relations and Development Advisers will be happy to help identify the key skills you are looking for and are able to suggest departments of students who excel in these skills.

**Employing Staff for the First Time** 

National & Living Wage UK

Living Wage Foundation

#### Our top tips for a successful job advert:

- Write a job advert, not a job description think of the advert as the external facing document you use to attract talent, while the description is the internal document that the hiring team will use in the selection process.
- Keep the opening and company introduction succinct to retain the candidates' interest.
- Set an appropriate & recognizable job title Marketing Executive vs "Commercial Wizard".
- Explain the role with the applicant in mind provide 5-10 one sentence bullet points to give insight into the role, responsibilities, and deliverables. (This is the make or break point).
- Consider how flexible you can be and communicate a clear setting of expectations towards the candidate.

- Specify clearly the expectations on whether the working pattern will be remote, hybrid or entirely onsite.
- Include the salary and any other benefits in the job advert.
- Run through the application process and any next steps, provide exact dates when you have them.
- End with a final pitch and call to action.
- Aim to provide feedback, whenever possible, even to unsuccessful candidates, or ensure to inform the candidates that only successful ones will be contacted.

#### **CONTACT INFORMATION**

When uploading a role, you'll be asked to specify a point of contact. This allows us to get in touch directly if we need to discuss the opportunity and you can also select whether you wish for this information to be viewable by potential applicants.

#### TITLE

This is the first thing students, researchers and alumni will see and should contain the formal title of the role, however, the more descriptive the better to draw attention. Make sure it's comprehensible to a broad audience and avoid any internal jargon/acronyms.

#### **ADVERTISING AND CLOSING DATES**

- You can pre-list opportunities to go live when your applications open, so make the most of the summer to plan ahead and upload your roles ready for autumn.
- The closing date should be clearly stated in the advert.
- You will receive an email before your opportunity expires prompting you to log a request to extend.
- Our King's CareerConnect platform has a 6-month life span so you'll need to extend or repost opportunities if you do not complete recruitment within this timeframe.

#### **OPPORTUNITY SUMMARY**

•This should be completed in full - we will not accept adverts which are simply a couple of sentences and do not contain a full overview of the opportunitiy(ies).

• The bulk of your job advert will be contained in this box and should begin with a brief summary of the role which will appear in the search list and helps to draw in potential applicants.

- Include a description of the duties and responsibilities, knowledge, relevant skills, attributes, experience or qualifications and the working hours you expect – be as specific as you can avoid generalisations or subjective language e.g. "leader global firm" or "fast growing."
- Think about how the advert reads use headers and bullet points to break it up and make it easy to navigate.
- Include some context will they be working in a team or on their own, what interaction will they have with senior staff, will there be potential to travel, what training and development opportunities are there?

#### **OPPORTUNITY TYPE**

Choose the opportunity type which best corresponds with the role. All opportunities will be expected to comply with UK National Minimum Wage (or equivalent international) legislation, with the exception of insight programmes and certain roles which are exempt under relevant legislation. Review our terms & conditions for further guidance.

- Casual/Part-time opportunities are those which allow applicants to work alongside study.
- Insights Programme opportunities are formal structured programmes which enable applicants to explore a particular organisation or industry and should last no more than two weeks.
- Internship opportunities should be structured internship programmes lasting two or more weeks.
- Undergraduate Placement Year opportunities are structured so that applicants may apply for as part of their course where this is applicable (please review the information on our <u>website</u> for a list of programmes).
- Graduate Employment opportunities are open to applicants postgraduation and at entry or junior level.
- Entrepreneurship opportunities are those which may be of interest to applicants seeking entrepreneurial roles.
- PhD Employment opportunities are for research opportunities or which require a doctorate-level qualification to apply.
- Experienced Hire opportunities are lateral hire roles requiring 2+ years' experience.
- Self-Employment opportunities are those which require or allow applicants to work self-employed.

• Scholarships are defined scholarships with accredited higher education institutions or employers.



#### About the Organisation (Intro)

- Who you are? What you do? How long for? How big a team? Projects you've worked on? etc.
- Why should the candidate apply, why the work at hand would be meaningful for their personal and professional development?

#### The Role (Outline of Offer)

- Is it an entry level role or is previous experience required? Duration? What projects will the individual take part in? What will they be expected to do on a daily basis? Who will they
- mainly be working with? What support and training will be provided?
- Will they be supervised and/or mentored?
- Flexible working? Travel, out of hours work?
- . Is there a possibility of extended employment on completion?

#### **Person Specification (Requirements)**

- This section is the most important to ensure attraction of the right candidates.
- Bullet-point the key criteria you are looking for/knowledge they need to showcase/ areas of interest/specific prior experience they might need/languages skills/or preferred academic background.
- This should include up to x4 technical skills and personal attributes required for the successful completion of each task/project.
- This will also help you in the shortlisting as you'll have a list ready to cross match how candidates have referenced these requirements in their CVs/Cover Letters.

#### **Application Process (Next Steps)**

How to apply, relevant contact details, links to external platforms, timeframes, steps & requirements (towards CVs & Cover Letter), closing dates, instructions for submission, details on interview process, etc.

#### **Other Details**

Wherever and in as much detail as possible/relevant ensure that to include:

- References to EDI arrangements/requirements and/or commitment especially important if the role is targeted towards students from under-represented groups.
- Working hours per week if part-time (Note that most international students are limited in their ability to work more than 20 hours on their Student visa), or how many per standard if full time.
- Exact location for the role/details on remote options.
- Salary
- Insurance.
- Training and development opportunities.
- References to EDI requirements or commitment
- Any other benefits such as social events, cycle schemes, subscriptions or discounts, covered expenses, etc.
- Visa sponsorship: Note the graduate route requires employers to be open to recrutiing any graduate who has this visa for up to two years post-graduation (three for PhD graduates), but specify if you are willing or able to recruit using the Skilled Worker Route.
- Degree level necessary.

#### **BUSINESS AREA**

Select the core business area(s) for the opportunity you are uploading not the business area which corresponds with your organisation. example. if For vou are а pharmaceutical company uploading a legal internship you should select 'law and legal services'. You can select a maximum of three areas.

#### **OTHER DETAILS**

If you have a flyer or longer job description and/or person specification in a Word/PDF format, you can upload this file so applicants are able to view this alongside your job advert. We would discourage organisations from using this as the bulk of their advert as candidates will want to read and print directly from our King's CareerConnect system.

#### **SALARY DETAILS**

We ask organisations to explicitly mention the salary or remuneration information within listed bands (e.g.  $\pounds 20,000 \cdot \pounds 29,999$ ). Multiple research suggests that applicants are more likely to apply for roles where they have a clear indication of the salary and you can express a specific figure in the 'further details' box.

Further details on why you should #ShowTheSalary are available to support employers.

If the salary is being paid in a currency other than GBP please state this clearly and provide an approximate exchange value. If you're unsure what salary to offer we can help advise on average rates for similar roles.

For roles which are genuinely exempt, please select the appropriate option from the list, and confirm any expenses or benefits as appropriate. See our terms and conditions for full details around our policy on promoting unpaid opportunities.

#### LANGUAGE REQUIREMENTS

If the role you are hiring for would benefit from candidates possessing specific language skills, you can input these here, however avoid stating that candidates require 'native' capability as this does not comply with the Equality Act 2010 in the UK.

#### LOCATION AND COUNTRY

You can define by both UK region/continent and country and select multiple options if you are hiring for many locations.

#### **APPLICATION DETAILS**

There is space to input either a web address or email for candidates to apply and a text box to expand upon the application information.

#### **NUMBER OF POSITIONS**

Aim to stipulate the exact number of positions you are hiring for rather than selecting 'unspecified' as this will provide applicants with an idea of the pool of roles you're recruiting.

#### **INTERVIEW/START DATES**

Our system allows you to input specific dates for interview and/ or start dates for the opportunity. You can select multiple dates if there are a number of staggered start dates and add further details in the associated text box.

#### **WORKING HOURS**

Feedback from applicants has informed us they wish to be able to search easily roles which are casual, part-time or full-time, so we've included a separate field for you to specify this and assist their search. King's is committed to sustainability, and incorporates sustainable thinking and practice in all our service offerings. We encourage all employers to consider sustainable practice during their recruitment.



#### Publication Date: Summer 2024

The information in this guide is published in good faith and was correct at time of publication. However, some changes may become necessary due to legitimate staffing, financial, regulatory and academic reasons.

This guide can be made available in alternative formats on request – please contact us.

**Employer Engagement King's Careers & Employability** Bush House (South East Wing) 300 Strand

kcl.ac.uk/employers employers@kcl.ac.uk

London WC2R 1AE

+44 (0)20 7848 7134



Business Hours: Monday – Friday, 09:00-17:00 (UK Time) Please note some of our team may work slightly adjusted hours.