

The 2025 Amberjack Adjustment Report

# It's Not the Candidate, It's the Process: The Future of Hiring

*A Strategic Guide for HR & Talent Acquisition Leaders*

Published in January 2026



## Introduction

Inclusive recruitment isn't about lowering the bar - it's about removing unnecessary barriers so that potential can be seen clearly.

What our data proves is that fairness and performance go hand-in-hand. The more human-centred and cognitively accessible recruitment becomes, the better decisions organisations make.

At Amberjack, we believe the future of assessment is accessible by design, powered by technology, and grounded in behavioural science. This report is part of our commitment to help the industry move confidently in that direction



**Darren Lancaster**  
CEO – Amberjack



## Executive Summary

Inclusion is no longer an add-on to the recruitment process - it is an essential business strategy that determines whether organisations can access the full diversity of talent available in the labour market. For early careers, and volume hiring in particular, where thousands of candidates may pass through a single campaign, the design of assessment processes has a profound influence on fairness, accessibility, candidate experience, and employer brand.

Amberjack's detailed analysis of **1,380 candidates requesting adjustments, 1,217 candidates disclosing disabilities, and 1,792 individual adjustment data points** across **24 campaigns** offers comprehensive contemporary insights into real candidate needs. Unlike many industry surveys that rely on perception or anecdotal feedback, this dataset is grounded in actual behaviours at scale.

Headline quantitative findings include:

- ▶ **Neurodivergent candidates represent 73% of all disability disclosures**, with dyslexia alone accounting for **30%** of all disclosed conditions.
- ▶ **Time & Scheduling adjustments make up 71% of all requests, and extra time alone accounts for 66% of all requests.**
- ▶ **97.7% of all adjustments requested can already be accommodated within Amberjack's systems and processes.**
- ▶ **293 candidates requested adjustments despite saying "No" to having a disability**, revealing a broader truth: adjustments are increasingly seen as part of an optimal candidate experience, not a disability-only intervention.

- ▶ Among these candidates who requested an adjustment without disclosing a disability, **77% requested Time & Scheduling adjustments**, showing time-pressure affects all candidates, not just those with diagnoses.

Beyond quantitative findings, this white paper interprets the insights for HR and Talent Acquisition (TA) leaders and highlights strategic risks and opportunities. The evidence is clear: **the greatest barrier candidates experience is not ability, but design** - and inclusive design unlocks talent by removing friction, ambiguity, and cognitive overload.

This expanded white paper goes significantly beyond the original analysis it is based on by:

1. Situating findings in wider labour market, regulatory, and psychological contexts
2. Exploring macro trends influencing candidate behaviour
3. Providing deeper breakdowns of disability types and adjustment patterns
4. Offering industry-level commentary on technology, AI, and assessment design
5. Introducing an Inclusion Maturity Model for TA functions

For leaders, the key takeaway is:

**Inclusive recruitment is not the same as reactive adjustments - it is a strategic shift toward processes that are fundamentally more human-centred, cognitively accessible, and operationally scalable.**



## About This Report

This white paper extends and deepens Amberjack's adjustments analysis, published in 2025, transforming its findings into a strategic resource for HR Directors, Talent Acquisition (TA) Leaders, Diversity, Equity and Inclusion (DEI) professionals, and senior stakeholders responsible for early careers and volume hiring.

The analysis draws on:

- ▶ Quantitative data from 24 real-world recruitment campaigns
- ▶ Detailed categorisation of disabilities
- ▶ Classification of adjustment requests
- ▶ Cross-analysis linking disabilities to adjustments
- ▶ Assessment of Amberjack's operational capability
- ▶ Recommendations for addressing the 2.3% of un-met needs

## Why This Matters Now

Three global shifts make inclusive recruitment a strategic imperative:

### 1. The Rise of Neurodiversity and Cognitive Accessibility

With neurodivergent candidates representing 73% of all disclosures, and with projections that by 2030, over 50% of Gen Z will identify as neurodivergent, cognitive accessibility is becoming one of the primary factors shaping candidate experience. Employers must adapt to processing differences, working memory variations, and information decoding needs.

### 2. Digital Expectations Have Changed

Candidates expect:

- ▶ Clear, structured instructions
- ▶ Accessible interfaces
- ▶ Captions, transcripts, and predictable navigation
- ▶ Time flexibility
- ▶ Screen-reader compatibility

Many assessments still fall short - particularly in multimedia accessibility, colour contrast, and adaptive design.

### 3. Disclosure Rates Are Lower Than Reality

Only **4.3%** of candidates disclosed a disability in one of the largest campaigns analysed, compared with **11.4%** of the working-age population. This shows a psychological safety gap: candidates may fear bias, not understand the term "disability," or lack confidence in employer processes.

Organisations that create psychologically safe, transparent, and supportive environments for disclosure gain access to a significantly wider talent pool - while those that don't may not even know whom they are excluding.



## Part 1: The Global Context for Inclusive Recruitment

### 1.1 Macro Trends Reshaping Talent Acquisition

#### Trend 1: Expansion of the Neurodiversity-at-Work Movement

Over the past five years, neurodiversity has emerged as one of the most influential talent trends globally. Schools, universities, and workplaces increasingly recognise conditions such as dyslexia, ADHD, autism, and processing disorders not as deficits, but as forms of human cognitive diversity.

Amberjack's data shows that of the **1,217** candidates disclosing disabilities:

**680** candidates disclosed neurodivergent conditions

This represents **73% of all disability disclosures**

Dyslexia alone accounts for **278 candidates (41% of the neurodivergent group)**

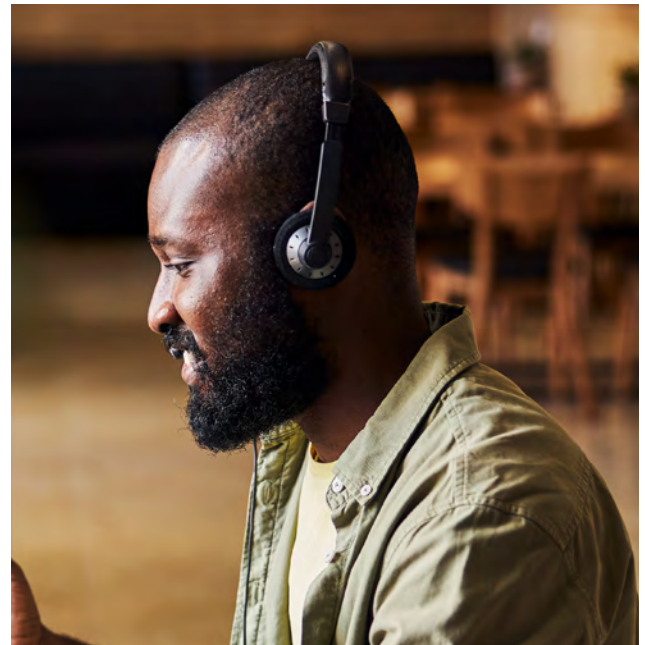
This concentration has profound implications. It means, recruitment processes must minimise cognitive overload, ambiguity, multi-tasking, rapid switching, and unnecessary time pressure - all factors repeatedly identified by neurodivergent people as barriers to performance. This should be the case unless the recruiting organisation can show indisputably that the design of the assessment (e.g. ambiguity and cognitive overload) is added in to directly assess a minimum requirement of the role.

#### Trend 2: Increased Regulatory Scrutiny and ESG Expectations

Governments and regulators are tightening expectations around:

- ▶ Reasonable adjustments
- ▶ Accessibility standards
- ▶ Fairness and bias mitigation
- ▶ Transparency and candidate rights

From the UK Equality Act 2010 to global ESG frameworks, organisations are now required not only to provide adjustments upon request, but also to anticipate the needs of diverse candidates in advance.



#### Trend 3: Vacancy Shortages and the War for Potential

With the current trend of shrinking vacancy numbers, especially in early careers and graduate markets, hiring processes that exclude or discourage diverse candidates represent a commercial risk.

Hiring potential - not polish - is becoming increasingly valued.



#### Trend 4: Digital Accessibility as a Hygiene Factor

Candidates now expect:

- ▶ Captions on videos
- ▶ Adjustable text size
- ▶ Clear layouts
- ▶ Mobile optimisation
- ▶ Interruptible assessments
- ▶ Flexible scheduling

The absence of these features signals that an employer is not inclusive, regardless of intent.

#### Trend 5: Psychological Safety in Disclosure

Despite government data showing **11.4%** of the working-age population reports a disability, one of Amberjack's largest campaigns showed only **4.3%** of candidates disclosed one.

This matters because:

- ▶ Candidates cannot request adjustments they do not feel safe requesting
- ▶ Employers may underestimate accommodation needs
- ▶ A lack of disclosure does not mean a lack of barriers



## 1.2 The Science of Cognitive Load in Assessment

Cognitive load theory explains why so many candidates - disabled or not - request similar adjustments.

Three types of cognitive load impact assessment performance:

### 1. Intrinsic load

inherent complexity of the task

### 2. Extraneous load

Complexity caused by design

### 3. Germane load

Effort required to create new understanding

Most unnecessary performance barriers in recruitment fall under **extraneous load**, caused by:

- unclear instructions
- unnecessary speed pressure
- ambiguous expectations
- multi-step tasks without guidance
- poor interface design
- inaccessible media
- unclear timing or sequencing

Amberjack's data shows **229 candidates (13%)** requested enhanced Information & Clarity support, including:

- questions in advance
- clearer instructions
- repeat questions
- logistical detail
- written vs spoken guidance

Reducing extraneous load can improve fairness without reducing assessment validity.

## 1.3 The Disclosure Paradox

Many candidates who need adjustments never ask for them.

Amberjack's data reveals:

- 130 candidates disclosed a disability but requested no adjustment**
- 293 requested adjustments but said they did not have a disability**

Combined with low disclosure rates overall, this suggests:

- Many candidates do not recognise themselves as having a disability
- The term "disability" may feel limiting or stigmatised
- Young candidates may lack formal diagnoses
- Concerns about fairness or bias may prevent disclosure

This is why Amberjack's deliberate use of the term "**adjustments**" rather than "**reasonable adjustments**" is notable. It widens the frame beyond legal compliance and signals psychological safety, encouraging disclosure as much as possible.



## PART 2: Data Methodology & Interpretation

### 2.1 Data Sample Overview

The analysis includes:

- **24 campaigns across multiple sectors**
- **1,217 disability disclosures**
- **1,380 adjustment requesters**
- **1,792 total adjustment entries** after normalising multiple requests

This is a statistically meaningful dataset because:

- It reflects behaviour, not opinion
- It spans industries, assessment types, and campaign sizes
- It includes both online assessments and assessment centres

### 2.2 Data Preparation

The process of cleaning the data involved:

1. Removal of incomplete entries
2. Standardisation of disability and adjustment categories
3. Grouping of individual conditions into aligned categories as per UK frameworks
4. Identification of proactive vs reactive vs unserviceable adjustments

This adds rigour and consistency.

### 2.3 Categorisation of Disabilities

Candidates' conditions were mapped to five categories:

- **Neurodivergent Conditions (73%)**
- **Sensory Disabilities (9%)**

- **Mental Health Conditions (7%)**
- **Chronic Illnesses (6%)**
- **Physical Disabilities (5%)**

Each category contains multiple subconditions. For example, the neurodivergent category alone includes ADHD, autism, dyslexia, dyspraxia, dysgraphia, and processing disorders.

### 2.4 Categorisation of Adjustments

Adjustments were categorised into six groups:

1. Accessibility & Format
2. Alternative Assessment Methods
3. Information & Clarity
4. Individual Considerations
5. Time & Scheduling
6. Tools & Assistance

This creates analytical clarity and enabled patterns to emerge.

### 2.5 Interpreting Candidate Behaviour

Three key observations:

- 1. Many candidates who disclose disabilities request no adjustments**
- 2. Many candidates who request adjustments do not disclose disabilities**
- 3. Time is universally requested across all disability categories**

These behaviours matter because they indicate that:

- Adjustments are broader than disability
- Candidates self-regulate their requests
- Assessment processes have universal friction points



## PART 3: The Disability Landscape in Recruitment

### 3.1 High-Level Findings

Neurodivergent candidates constitute the overwhelming majority:

| Disability Category   | % of Cases |
|-----------------------|------------|
| Neurodivergent        | 73%        |
| Sensory               | 9%         |
| Mental Health         | 7%         |
| Chronic Illness       | 6%         |
| Physical Disabilities | 5%         |

This distribution is unlike many workplace populations - suggesting that assessment environments particularly surface barriers associated with cognitive processing, sensory integration, reading/writing load, and instruction interpretation.

### 3.2 Deep Dive: Neurodivergent Conditions

#### Breakdown:

##### Dyslexia

278 candidates (41%)

##### ADHD

106 candidates (16%)

##### Autism

58 candidates (9%)

##### Processing Disorders

26 candidates (4%)

##### Dyspraxia

20 candidates (3%)

##### Neurodivergent (unspecified):

128 candidates (19%)

### Why neurodivergence dominates in early careers

1. Diagnoses are more common among Gen Z
2. University support services encourage self-identification
3. Assessments place high cognitive load
4. Digital-first recruitment exposes strengths and challenges

### Implications for employers

- Written-heavy processes disadvantage dyslexic candidates
- Speeded tasks disproportionately affect ADHD and processing disorders
- Ambiguity challenges autistic candidates
- Poor colour contrast and pattern recognition tasks disadvantage people with Irlen syndrome, visual processing disorders, and dyslexia

### 3.3 Deep Dive: Sensory Disabilities

Sensory impairments include:

- **Visual impairments (38%)**
- **Hearing impairments (34%)**
- **Speech impairments (28%)**

Implications:

- Charts and graphs must be screen-reader compatible
- Colour schemes must avoid red/green patterns
- Captioning must be available across all video media
- Video interviews must accommodate lip-reading or transcription



### 3.4 Deep Dive: Mental Health Conditions

**57% of mental health disclosures are anxiety-related.**

Anxiety manifests in recruitment as:

- Elevated fear of ambiguity
- Difficulty processing unclear instructions
- Increased cognitive load during time pressure
- Triggering by unpredictable logistics or multi-stage processes

This aligns with:

- 43% of clarity requests relating to questions in advance
- High levels of requests for structured information and repeated questions

### 3.5 Physical Disabilities & Chronic Illnesses

Physical disabilities and chronic illnesses include:

- Mobility and pain conditions
- Autoimmune disorders
- Neurological conditions
- Post-surgical recovery

Implications (mostly in the context of assessment centres):

- Accessible venues
- Time-of-day scheduling
- Breaks for medication
- Adjustments for handwriting or extended sitting

### 3.6 What HR Leaders Often Misunderstand

**Myth:** Adjustments = disadvantages to others

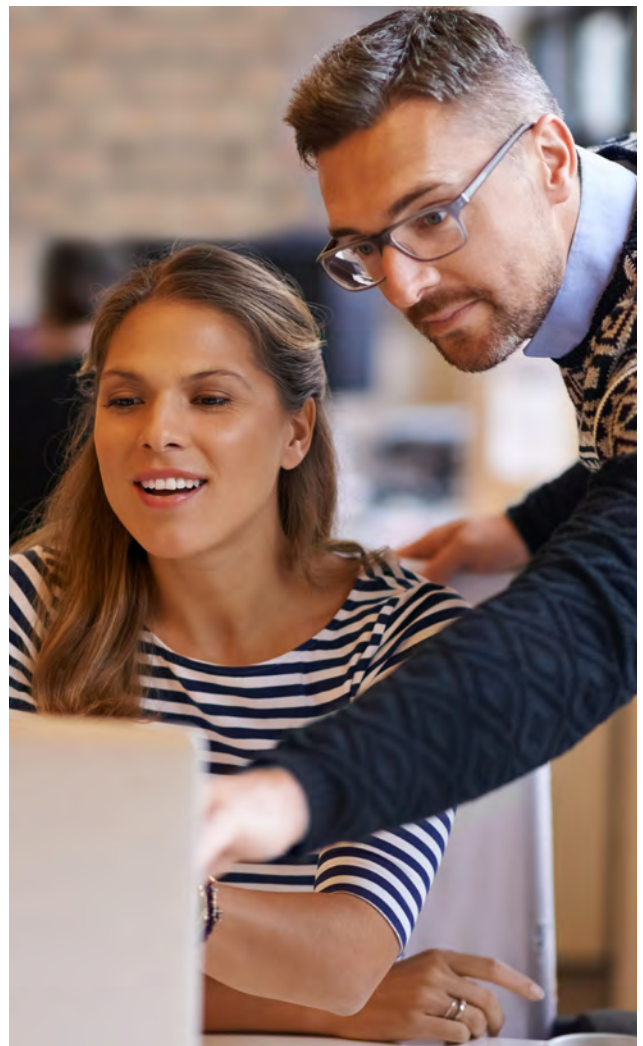
**Reality:** Adjustments level the playing field

**Myth:** Candidates will “take advantage”

**Reality:** Data shows restraint and under-disclosure.

**Myth:** Adjustments benefit only disabled candidates

**Reality:** Universal design benefits everyone, as seen in the 293 non-disabled candidates requesting adjustments.



## PART 4: Adjustment Requests - Insights, Patterns & Strategic Implications

Adjustment requests provide one of the most direct indicators of where candidates experience friction in the recruitment process. Unlike generic feedback surveys, adjustment requests are behavioural signals - moments where candidates explicitly articulate what they need to demonstrate their potential fairly. These requests expose structural barriers and opportunities that organisations must understand if they are to create equitable recruitment processes.

### 4.1 The Six Adjustment Categories

Amberjack categorises 1,792 adjustment requests into six domains:

#### 1. Time & Scheduling

71% (1,264 requests)

---

#### 2. Information & Clarity

13% (229 requests)

---

#### 3. Accessibility & Format

9% (159 requests)

---

#### 4. Alternative Assessment Methods

3% (47 requests)

---

#### 5. Individual Considerations

3% (47 requests)

---

#### 6. Tools & Assistance

3% (46 requests)

---

Time & Scheduling dominates overwhelmingly, far outweighing all other categories combined. This pattern holds across every disability subset and even among candidates who do not identify as disabled.

### 4.2 Time & Scheduling: The Universal Adjustment

Extra Time accounts for 94% of all Time & Scheduling requests and 66% of all adjustment requests overall.

Time pressure is the single most universal barrier in the recruitment process. For neurodivergent candidates in particular, time constraints amplify challenges related to:

- 👉 processing speed
- 👉 reading comprehension
- 👉 working memory
- 👉 attention regulation
- 👉 anxiety and stress management

Yet this is not only a neurodivergent issue. Among candidates who responded “No” to having a disability (293 candidates), **277 requested Time & Scheduling adjustments.**

This is a systemic indicator that time pressure impedes fairness for all candidates. In other words:

**Time is not a measure of capability - it is a measure of processing style.**

For TA leaders, this raises a foundational question: *If time pressure does not relate to future performance in the role, why include it at all?*

Amberjack already addresses this proactively with untimed online assessments, customisable video interview time settings, and assessment centre schedule flexing.



### 4.3 Information & Clarity: Reducing Ambiguity to Reduce Anxiety

Information & Clarity requests represent 13% of all adjustments and reflect a pressing need among candidates for:

- questions in advance (43% of requests)
- clearer instructions
- structured, direct question phrasing
- written versions of verbal guidance
- logistical details (maps, timing, structure)

These requests are not about seeking advantage; they are about reducing uncertainty. Ambiguity is known to elevate cognitive load and anxiety, especially for neurodivergent and mental-health-affected candidates.

#### Why this matters:

Candidates cannot perform at their best when they are unclear about:

- what they are being assessed on
- how to navigate the assessment platform
- how much time they have
- what to expect in each assessment stage

This is reinforced by our data, where 20% of candidates with mental health conditions requested additional clarity.

Clear instructions are not merely a courtesy - they are a fairness mechanism.

Amberjack proactively addresses these areas with simple actions such as:

- offering pre-assessment preparation calls
- providing clear invitation emails and instructional videos (with corresponding text-only versions)

- displaying percentage progress trackers on our online assessment platform to help candidates monitor their completion
- offering questions in advance when required and appropriate

### 4.4 Accessibility & Format Adjustments: Structural Barriers in Design

This category accounts for 9% of all requests and includes:

- larger fonts
- specific colour requirements (no red/green; contrast sensitivity)
- quiet environments
- subtitles or transcription
- accessible venues
- visual aids (enlarged print)

Notably, screen-reader compatibility and captioning are key unmet needs on some platforms, as highlighted in the recommendations. Many organisations assume their platforms are accessible because they meet baseline compliance - yet accessibility in practice requires far more nuance.

#### Sensory candidates particularly depend on:

- colour adjustments
- interpreters
- captions
- lipreading-friendly design
- enlarged visuals
- screen-reader-ready content

31% of sensory disability candidates requested Accessibility & Format adjustments - one of the highest proportions across categories.



## 4.5 Alternative Assessment Methods & Support

Requests for alternative formats (3% overall) indicate barriers in traditional processes, such as:

- ▶ switching from video interviews to telephone or written responses
- ▶ avoiding group exercises
- ▶ avoiding personality questionnaires
- ▶ preferring face-to-face instead of virtual

These reveal candidate discomfort with modalities that:

- ▶ require rapid social processing
- ▶ demand immediate verbal responses
- ▶ rely heavily on non-verbal interpretation
- ▶ reflect video or microphone performance rather than capability

Amberjack's ability to provide written-response options or telephone interviews, where needed, is a critical differentiator in meeting these needs.

## 4.6 Tools & Assistance: Practical Aids

Tools requested include:

- ▶ computers for note-taking at ACs
- ▶ spell-check support
- ▶ assistive software
- ▶ permission to bring notes
- ▶ support interpreting graphs

While small in volume (3%), these needs are very practical and can significantly reduce cognitive load.

## 4.7 Individual Considerations

94% of requests in this category relate to assessor awareness, such as:

- ▶ avoiding eye contact
- ▶ managing stammers
- ▶ allowing processing pauses

This highlights a key truth:

**Accessibility is not just about technology - it is about human behaviour.**

Assessor training remains one of the most impactful - and least costly - interventions.

Amberjack proactively addresses this area by incorporating assessor training into all assessment design and delivery services we offer.



## PART 5: Accessibility & Assessment Science

### 5.1 How Cognitive Barriers Appear in Assessments

Recruitment processes often unintentionally introduce barriers through:

- 👉 unclear or overly complex instructions
- 👉 timed or speed-based tasks
- 👉 multitasking requirements
- 👉 sensory overstimulation
- 👉 inconsistent formatting
- 👉 complex graph-interpretation tasks
- 👉 verbal-only instructions
- 👉 video demands

Amberjack's data clearly illustrates the types of barriers candidates experience.

### 5.2 Universal Design Principles for Modern Assessment

Universal design is the philosophy of creating processes accessible to all candidates *without requiring individual adjustments*.

Core principles include:

1. Flexibility in pace
2. Simple, intuitive interfaces
3. Multiple modes of instruction (written, audio, visual)
4. Low sensory load
5. Predictable sequencing
6. Inclusive language
7. Clear criteria and expectations

Amberjack already uses universal approaches through untimed assessments, clear instructions, and practice tests.

### 5.3 Removing Extraneous Cognitive Load Improves Fairness

Unless there is a clear, job-relevant rationale creating an exception, candidates should be assessed based on:

- 👉 problem-solving ability
- 👉 how they work with others to achieve outcomes
- 👉 motivation
- 👉 Judgement

NOT on:

- 👉 speed of reading
- 👉 speed of recall
- 👉 familiarity with assessment formats
- 👉 ability to decode poorly formatted instructions

The fact that **extra time is the most common adjustment across ALL disability categories (40–83% depending on type)** demonstrates how pervasive extraneous load is in standard assessments.

### 5.4 How AI Impacts Accessibility

Positive impacts:

- 👉 automated captioning
- 👉 personalised pacing
- 👉 simplified text
- 👉 adaptive sequencing

Risks:

- 👉 video-based scoring bias
- 👉 penalising speech patterns
- 👉 lack of transparency
- 👉 candidates misunderstanding AI's role

Amberjack's commitment to manual review upon request is an example of ethical safeguard.

## PART 6: Linking Disabilities to Adjustment Needs

The cross-analysis between disabilities and adjustment requests provides some of the most valuable insights in the entire dataset.

### 6.1 Chronic Illnesses & Long-Term Conditions

- 83% requested Time & Scheduling adjustments
- only 3% requested Information & Clarity
- no requests for Tools & Assistance

These conditions often involve fatigue, pain, or fluctuating function - time flexibility is the most meaningful intervention.

### 6.2 Mental Health Conditions

- 61% requested Time & Scheduling
- 20% requested Information & Clarity
- requests focused heavily on predictability

Candidates with anxiety or depression experience heightened cognitive interference under uncertainty. Clear instructions directly reduce this.

### 6.3 Neurodivergent Conditions

- 78% requested Time & Scheduling
- 10% requested Information & Clarity
- 6% requested Accessibility & Format

The cognitive profile of neurodivergence - slower reading, different processing, sensory considerations - maps directly to the requests.

### 6.4 Physical Disabilities & Mobility Impairments

- 32% requested Accessibility & Format
- 53% requested Time & Scheduling

Physical barriers often involve the environment rather than assessment content. Accessible venues and flexible timing are key.

### 6.5 Sensory Disabilities

- 31% requested Accessibility & Format
- 14% requested Information & Clarity
- 40% requested Time & Scheduling

This category reflects the widest range of specific adjustments - interpreters, captioning, specific colour adjustments, enlarged text, screen readers.



## PART 7: Organisational Readiness & Amberjack Capability

### 7.1 Amberjack Meets 97.7% of All Adjustment Requests

Our analysis show that Amberjack can meet nearly all candidate needs, through:

- ▶ **proactive adjustments** where we have identified recurring challenges and have built adjustments into our process by design (e.g., untimed assessments, written instructions)
- ▶ **reactive adjustments** where we need to respond to specific adjustment requests where it wouldn't be pragmatic to have ready to go solutions, but we have experts who can be mobilised very quickly to provide them (content in braille, colour-adjusted documents)

The figure of 97.7% represents our baseline standard and target for future years when we repeat this analysis. By targeting the 2.3% of requests that we have had more of a challenge in supporting we can move our assessment design further towards our long-term goal of adaptive personalisation.

### 7.2 Where Organisations Typically Fall Short

Most employers lack:

- ▶ screen-reader compatibility on numerical items
- ▶ captions for all videos
- ▶ alternative-format assessments
- ▶ assessor training
- ▶ psychological-safety messaging
- ▶ font-size and line-spacing controls

Amberjack's un-met needs (2.3%) closely mirror industry-wide gaps.

### 7.3 The Inclusion Maturity Model

#### Level 1 - Compliance-Led

Adjustments only when required by law.

---

#### Level 2 - Accommodation-Led

Case-by-case adjustments dominate — inconsistent experience.

---

#### Level 3 - Experience-Led

Candidate experience incorporated; clearer instructions; proactive support.

---

#### Level 4 - Universal Design-Led

Assessments built to be accessible from the start.

---

#### Level 5 - Adaptive Personalisation (Future)

AI dynamically adjusts instructions, timing, modalities.

---

Amberjack predominately operates at Levels 3 and 4, positioning itself well in the industry. Our target going forward as we increasingly embrace AI is adaptive personalisation.



## PART 8: Strategic Implications for HR & TA Leaders

### 8.1 Inclusive Recruitment Drives Better Hiring

Organisations that invest in inclusive design see:

- stronger employer brand perception
- higher acceptance rates
- lower dropout
- more diverse shortlists
- improved performance prediction

#### Why?

Because candidates can perform under conditions that reflect the job - not the constraints of the assessment.

### 8.2 Candidate Trust Is Built Through Accessibility

Every unclear instruction, inaccessible video, or ambiguous expectation signals to candidates:

- “This organisation may not support me.”
- “This environment might not understand my needs.”
- “Asking for help may disadvantage me.”

Accessible processes build trust immediately.

### 8.3 Fairness vs Consistency: A Needed Reframe

TA leaders often believe fairness = sameness.

Yet Amberjack’s data shows this is false.

If 78% of neurodivergent candidates need more time, then “same time limit for all” produces inequality.

**Fairness is equal opportunity, not equal treatment.**

### 8.4 Assessments in 2030: A Forecast

By 2030, we expect to see:

- adaptive assessment journeys
- AI-assisted, personalised pacing
- universal captioning
- text-to-speech and speech-to-text baked in
- accessible design as a mandatory standard
- candidates choosing their preferred modality

These trends reflect the un-met requests in Amberjack’s data - signalling where the market must go.



## PART 9: Conclusion - The Future Is Inclusive by Design

The data from 1,380 candidates requesting adjustments, 1,217 disclosing disabilities, and 1,792 individual adjustment entries demonstrates a singular truth:

**Most barriers in recruitment are design problems, not candidate capability problems.**

Time pressure, unclear instructions, inaccessible content, and sensory or processing barriers are not reflective of a candidate's potential. They are artefacts of processes inherited from an earlier era - processes built for standardisation, not inclusion; efficiency, not fairness; and uniformity, not humanity.

Amberjack's analysis reveals a future where assessments are:

- 🎯 accessible by default
- 🎯 cognitively ergonomic
- 🎯 personalised
- 🎯 multi-modal
- 🎯 adaptive
- 🎯 fair and transparent

This is not simply a DEI initiative. It is a strategic imperative for organisations competing for diverse, high-potential talent in an increasingly complex labour market.

The organisations that thrive will be those that eliminate unnecessary friction, design assessments around human variation, and create psychologically safe environments where every candidate - regardless of disability, background, or processing style - can demonstrate their true capability.



Inclusive recruitment is fast becoming a marker of organisational maturity and competitive advantage. If you would value a discussion about how to embed these principles within your hiring approach, Amberjack's specialists are available to support you with practical guidance and proven solutions.

**Get in touch at**

[assessment@weareamberjack.com](mailto:assessment@weareamberjack.com) (UK)

[info@weareamberjack.com](mailto:info@weareamberjack.com) (Australia)

Tel: +44 (0)1635 584130 (UK)

Tel: +61 411 382 648 (Australia)

