



THE ADECCO GROUP

A FEW WORDS ABOUT DIVERSITY AND INCLUSION

Good practice **guidebook**



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Paula Rejmer
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at The Adecco Group

Diversity cannot exist without inclusion, and inclusion without diversity. At The Adecco Group, we believe in people and their talents, not in limitations and barriers. Teams formed by people from diverse backgrounds are creative and effective, and diversity allows us to learn and expand our horizons. And this is essential for business growth. Focusing on diversity and inclusion may allow us to take companies to the next level today, more so than before the coronavirus pandemic.

Whether it is important for employers to target diversity is also recognized by job candidates. They are more likely to choose workplaces where they will be valued for their potential and for who they are, rather than what religion they are, how old they are, or whether they are fit.

What does inclusion really mean in the context of diversity? It is the absence of discrimination and favouritism, equal treatment and mutual respect. This must be accompanied by a sense of security in expressing one's opinions or emotions. Being able to be yourself and feeling comfortable is key for employees. We aim to provide equal opportunities regardless of, for example, gender, age, ethnicity, disability, sexual orientation or belief.

Organizations that create the kind of workplace where acceptance, understanding, and openness are commonplace have the opportunity to grow, discover more talent, and thrive. These best practices will always be followed by business development as well, and diverse and inclusive workplaces will be trusted by our greatest asset - that is people.



Janusz Dziurzyński
Chairman of the Management Board of ABSL

Diversity drives innovation, creativity and engagement – which is why, for the past 4 years, Working Together has been working to raise awareness about the importance of an inclusive, respectful and empowering work environment, regardless of individual differences.

Diversity, inclusion and belonging are values that we live by and are essential to business growth, especially in this era of globalization and the growing importance of the role of socially responsible business.

Building organizational culture starts as early as the hiring process, at the first stage of the candidate experience. That's why, together with our partners, we have created a best practice guide to inclusive recruitment. Let it be the first step to changing the way you operate, to creating workplaces where all team members feel valued, listened to, treated with respect, and confident.

INTERVIEW



Pablo Pineda is the first person in Europe with a Down syndrome to become a college graduate. He received the Silver Shell at the San Sebastian Film Festival in 2009 for the film “Yo, también”. In addition, he is the author of two books: “The challenge of learning” and “Children with special abilities.” In December 2015, Pablo became the World Representative on Disability, chairing the International Day of Persons with Disabilities at UN Headquarters.

Pablo is one of the most recognized and active people with disabilities in Spain and Latin America. He is currently a diversity consultant and ambassador for The Adecco Group Foundation in Spain, actively raising public awareness and training companies on diversity and inclusion.

**Katarzyna Zimińska,
The Adecco Group:**

Pablo, you are a diplomat, a book author, an actor. We can talk a lot about your activities and passions. It seems that “the sky is the limit” is your motto.

**Pablo Pineda,
ambassador for The Adecco Group
Foundation:**

We often say that “the sky is the limit” and this is an apt metaphor for the infinite possibilities we have in life. But for me, it is not the “sky” that is the limit, but the whole universe... I see no obstacles in front of me.

Our life paths are challenging and the opportunities we have each day are vast. It is important to constantly discover and learn about yourself. We tend to put invisible boundaries on ourselves, in our heads, before we see if we can do anything. Whenever a new and interesting project comes up, I say to myself “why not?” This simple phrase has taken me very far and has shown me that “the sky is not the limit.” You can always move on and take action.

KZ: You are a great inspiration to many people and your optimism is contagious to others. Are there any difficulties at school, at work, or in the community that people with Down syndrome face on a daily basis that sometimes make this optimism hard to come by?

PP: Every path is fraught with difficulty, even more so for people with Down syndrome. Every day we fight for our rights and show that we are just as important as everyone else in society. We are often judged and have to prove that the prejudice against us is unfounded.

At every stage of my life, I have encountered situations that I have had to face and overcome. But if I've learned anything, it's the importance of surrounding myself with good people.

If you have great people around you, a great family, then you have almost everything to be able to overcome life's obstacles. We always encounter walls in our path that are hard to climb but they can seem easier to jump over if you overcome them with good people by your side.

I am very fortunate that I have always had a wonderful family, teachers and later also co-workers who trusted me and motivated me to work and develop. This is a huge value.

KZ: How did your adventure with The Adecco Group Foundation in Spain begin? What are your activities at the Foundation?

PP: My adventure with the Spanish The Adecco Group Foundation began over 10

years ago. I received an invitation for an interview and we have been working together ever since. I am very happy that they found me. In this way, I was able to devote myself to what I enjoy most: educating and bringing awareness to the public, showing the importance of diversity and inclusion (D&I) that we talk so much about. As a diversity consultant and ambassador for a Spanish foundation, I bring the topic of disability to companies in order to make our society respectful and ensure that people with disabilities are not excluded from active life. These activities, coming up with more ideas and initiatives may seem easy but it takes a lot of creativity and work.

KZ: What basically is and how important do you think the topic of D&I is?

PP: Diversity is everything we see and everything we are. Inclusion, on the other hand, is that each of us, being unique in our own way, is comfortable with who we are. In the world of work, it's a sense of security, satisfaction, and belonging to a group or an entire company. D&I are two complementary concepts and one should not exist without the other. Diversity by itself has no value. The richness of diversity only ensures inclusion. In my view, these are the two core values that shape today's companies and will define the sustainability of tomorrow's companies.



INCLUSIVE RECRUITMENT



Daniel Wocial
VP Adecco & Cluster Head Poland & Czech Republic
at The Adecco Group

As representatives of an international company, we work in a really diverse environment. Respect and equality are core values for us, present in our DNA. As recruitment experts, we further know that in an inclusive environment where we accept and value all individuals, people can develop their potential and show what they are capable of.

A healthy, equitable organizational culture begins with elements that showcase and emphasize diversity but also do not promote involuntary, sometimes even unconscious biases.

As the Adecco Group, we work for a job market for everyone – a flexible environment where everyone will have the sense of empowerment, the motivation to act, the tools to develop and accomplish tasks. After all, people are the most valuable asset of our organizations.



CHANGE IN THE MODE OF OPERATION

How do you create a diverse and inclusive work environment? The first step may be to change the way you operate. Using the same sourcing strategy for years can limit an organization's ability to reach a larger and more diverse pool of candidates, talents.

Inclusive recruitment does not mean abandoning the traditional channels that have helped us reach candidates so far but introducing new ones. It's worth working with industry organizations and associations that represent people from a variety of backgrounds because it's a great way to discover talent that you wouldn't otherwise be able to meet.



A great example of a company that has found success in recruiting a diverse workforce through out-of-the-box efforts is HubSpot. To reach very different candidates than those applying to the organization previously, the company **has partnered with organizations that offer career opportunities in science, technology or engineering to students from underrepresented backgrounds.**



INCLUSIVE OFFER AND JOB DESCRIPTION

A job description or a job offer are the elements of a recruitment strategy that a candidate encounters. The language we use when preparing job offers or descriptions can result in a lack of interest and even loss of the most valuable candidates. It turns out, for example, that women are less likely to say they meet the criteria for a job ad when words stereotypically associated with masculinity appear in the description.

Where to start? The job description itself should clearly indicate the roles and skills needed. The language you use must be understandable not only to recruitment professionals but also to outsiders – diverse male and female applicants. In addition, the criteria should be precise and reflect the skills and competencies needed for the job.

Where we publish recruitment announcements is also an important consideration. If a variety of people are not applying to our listings, it means we are imperfectly promoting open vacancies! Today, the possibilities are almost endless - from job portals to social media to networking groups and associations that integrate groups underrepresented in the labour market.

Pay attention to the content. Some words, terms or phrases are associated with masculinity or refer to stereotypical feminine characteristics. Examples include the masculine “decisiveness” or “dominance” and the feminine “interpersonal” or “support.” While not everyone will understand these phrases this way, keep in mind that they are among the gendered ones and can influence a job-seeking candidate to not identify with the organization and discourage valuable candidates from participating. There is no shortage of online tools on the market (e.g. Textio, Gender Decoder) for English language listings that detect bias in job descriptions. They help you identify words or phrases that may be limiting your company's ability to attract diverse candidates to your offer.



It's also not a good idea to force candidates to seek information about the benefits offered by the company - especially in relation to inclusion and diversity. It's better to already list all the benefits, such as education funding or development reimbursement, in the ad.



A great example of a company that draws on inclusive language is technology company Buffer. At the very beginning, the company was looking for programmers to join the team. During the hiring process, we found that women made up less than 2% of the applicants. The main reason turned out to be job descriptions. Because the company used the term “hacker”, they cause resentment in women but also in people belonging to ethnic minorities. And while the term was used in the context of working effectively, it discouraged many candidates while not best describing the responsibilities. After suggesting another job title that was much more inclusive – developer – the percentage of female candidates increased to 11%.



INCLUSIVE JOB OFFER

1

Focus on the position

Don't talk about the type of person you are looking for but talk about the job tasks. Don't include tasks and skills that are not required - that way you avoid stereotyping.

2

Concise list of expectations

A job offer with a long list of requirements scares away candidates - especially women who tend to apply only when they are confident that they meet all the requirements.

3

Focus on practical skills instead of experience

Work experience and skills possessed facilitate the application selection process but do not address the effectiveness of candidates. Identify the skills and mindset needed to succeed in the position, rather than relying on candidates' past experience.

4

No jargon

Make sure the ad is understandable to a wide audience, including candidates outside the industry.

5

Emphasize an approach to diversity

If the company offers flexible work or inclusive work arrangements - say so!



LANGUAGE THAT DOES NOT EXCLUDE

We can discriminate extremely easily with communication. Not being aware of the patterns, we reach for a particular form of language or a photo presenting, for example, a man at a young age.

We do (or do not) refer to diversity in a recruitment ad. “Young, dynamic teams” mentioned in job postings create resentment among representatives of older generations. A photo of a man in an ad for a technical position causes women to not even read it.

An inclusive language is:

- a language free of biases, stereotypes, and allusions to irrelevant details;
- a non-discriminatory language that values the positive qualities of people – regardless of their gender, sexual orientation, disability, age, social background, religion or belief;
- a language that does not perpetuate stereotypical ideas about gender roles.



Job title: **Legal Director** (male or female).

We are looking for a **Manager** (male or female) with knowledge of the Italian language.

The selected **individual** will be responsible for contacting member companies.

Interested **persons** are encouraged to send their resumes to ...

You will gain access to **your** data by logging in.



RECRUITER'S INCLUSIVE APPROACH

In recruitment processes we usually focus on candidates - attracting them to the organization, getting them interested in the offer. Sometimes we lose sight of the other side in the process. In order to prevent bias and build a diverse team, selecting the right company representatives to conduct interviews is just as important as reaching out to candidates. In addition, the structure of the conversation and its flow is important.

In the traditional interview process, candidates meet one or two people from the organization. They usually have the opportunity to speak with the recruiter and potential manager. Meanwhile, in order to show the diversity of the organization, it is a good idea to allow candidates to interact with many people of different age, gender, experience, education level. This is all so that the candidate can get to know the people in the organization with whom they will identify.

A fair and equitable - working and recruiting - environment means eliminating bias by inviting diverse candidates but also introducing them to diverse people within the organization. An important step here is to train recruiters and line managers to become aware of their own biases and how to deal with them.



RECRUITING WITHOUT BIAS

Stereotypes are present in everyone's life. Unfortunately, in doing so, they can subconsciously influence our choices and decisions. So we shouldn't always rely on intuition because that's where our unconscious attitudes or biases usually lurk. A good feeling about a candidate may come from his or her similarities to the recruiter – background, common field of study. However, shared personal characteristics do not coincide with high job performance and building diverse teams.

How do you reduce unconscious biases or attitudes in the hiring process?

The answer is a structured interview using established questions and criteria for evaluating responses. This approach makes it possible to objectively assess a candidate's future effectiveness and competence.

How to prepare for a structured interview?

- **A list of open-ended questions taking into account skills and competencies.**
- **Specific evaluation criteria known to all those representing the company in the hiring process.**
- **Interview scenario - same questions in the same order.**

At the same time, consider anonymizing candidates' resumes. Indeed, the lack of personal information reduces the impact of unconscious biases and can help build a more diverse team.



ATTITUDES AND BIASES

Unconscious attitudes stem from social stereotypes and represent a person's involuntary biases about another person or group. They appear without apparent attention or effort. Simply by analysing a lot of information, we take shortcuts – we unconsciously rely on stereotypes and previous experiences. It is worth noting here that unconscious attitudes often conflict with our conscious values and beliefs!

Unconscious attitudes are particularly difficult to deal with in the recruitment process. We often work under time pressure, processing several applications simultaneously or running multiple projects in parallel. We look for shortcuts without even knowing it. Most often we want to find confirmation of our beliefs or personal resemblance. Assuming from the resume that the candidate is an ideal fit for the position, during the hiring process we are likely to look for information that confirms this. We also unconsciously judge people who are similar to us more favourably than those who are different from us.

While we all have unconscious mindsets, that doesn't mean they can't be fought. How to do it?

- Organizations are increasingly turning to **professional training on unconscious bias**, where professional staff point out what we ourselves overlook.
- Many companies rely on **anonymous resumes for the selection process** – personal information is only revealed after the candidate is interviewed.
- The **interview standard** – predetermined questions with criteria for evaluating answers – is gaining popularity.
- Employers seek to include their **diverse representatives** – representatives of a variety of positions and backgrounds – in their recruitment processes.
- It is becoming a good practice to use tests of skills that candidates will realistically need for a specific position. A **sample of a potential job**, or the **completion of a sample task** that they will later face in their professional lives, allows both parties to look objectively at the match of a candidate.
- **Test a candidate's skills** instead of relying on prior employment or education data. Previous work experience or a university diploma cease to be an argument proving the possession of necessary skills or competencies.



POST-EMPLOYMENT RECRUITMENT

The company's efforts to increase diversity and demonstrate an inclusive company culture are attracting people from underrepresented communities. Often, however, for male and female candidates, the company's concern for diversity is one of the key reasons for being associated with the company. However, in everyday work it may turn out that the declarations do not translate into reality.

Inclusive recruitment is a process that doesn't end with hiring. Even more important is a supportive environment - embedding diversity in the organizational culture. Diversity must be one of the core values and be present at every level of the organization. The way of working should be inclusive and the added value built on shared experiences.

Increasingly, we are seeing employee networks in companies, connecting people who identify with certain activities or experiences. There are also external, industry-specific groups that people with similar interests can join.



Diversity and inclusion initiatives work for every company. A simple example would be periodic breakfasts where employees serve their regional dishes. In a climate that emphasizes the value of different backgrounds, you can get to know your colleagues better and showcase your culture.



LEGAL ASPECTS OF INCLUSIVE RECRUITMENT



Wojciech Zajac

legal adviser, partner in charge of labour law
at SDZLEGAL SCHINDHELM Law Firm,
part of the international Schindhelm network

When planning for inclusive employee recruitment, it is impossible to ignore the legal aspects that have a significant impact on the process. First of all, it should be emphasized that the prohibition of discrimination formulated in Article 18^{3a} of the Labour Code also applies to the process of establishing an employment relationship, thus to the recruitment process in its broadest sense. This means strictly adhering to the rules of equal treatment of job applicants throughout the recruitment period. Here are the key legal issues to keep in mind when implementing inclusive recruitment.

European Union law and equal treatment and non-discrimination

The legal acts that apply to equality and non-discrimination at the level of European Union law are numerous. The most important regulations, however, are contained in the Treaty on the Functioning of the European Union (TFEU) and several so-called equality directives issued on that basis, such as Council Directive 2000/78/EC establishing a general framework for equal treatment in employment and occupation. In terms of the prohibition of discrimination, Article 19 of the TFEU is key, which empowers the Council to take the measures necessary to combat any discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation. In turn, Article 157 of the TFEU, which regulates equality in employment between men and women, is relevant to equal treatment.



An important role for equal treatment and the principle of non-discrimination is played by the Charter of Fundamental Rights of the European Union, which recognizes the equality of all before the law and prohibits any discrimination. Equality before the law and the right to non-discrimination are fundamental individual rights that do not depend on origin or economic status. In addition, the guarantees of equality and the prohibition of discrimination are contained in the European Convention for the Protection of Human Rights and Fundamental Freedoms and form part of EU law as general principles of law. The whole is complemented by the body of case law of the CJEU, which, using specific examples, shows how to interpret individual provisions.

Personal data protection in the recruitment process

When recruiting, an employer should remember that personal data of job candidates are processed during the recruitment process. The employer should therefore not only comply with employment law, but also with data protection legislation - in particular the GDPR. This means, among other things, that not all data may be required by an employer during the recruitment process. First of all, the information specified in Article 22¹ § 1 of the Labour Code should be used - first name, surname, contact details, date of birth, education, professional qualifications, course of previous employment.

An employer may only obtain data that are necessary to assess a candidate's suitability for the position. As a general rule, it is prohibited to process data such as those relating to an employee's marital status and family life, health, sexual orientation, political or religious beliefs, etc.

What to look for in the various phases of the inclusive recruitment process so you don't run into legal problems:

1. Ad

It is imperative that the advertisement placed by the employer does not have discriminatory or a priori exclusionary features for certain groups of employees, such as references to age or ability, such as a young, energetic, fit or dynamic team. Advertisements should also not include gender, religious, racial or sexual orientation preferences. The exception to this rule is when it is objectively reasonable, such as a faith-based centre seeking employees for a teaching position. Language requirements can also be problematic unless the employer can demonstrate that, for example, fluent spoken and written Chinese is actually necessary for the position.



The advertisements should also not indicate a preference for candidates from the European Union, since the need to legalize employment, including the costs and time involved, is not an objective reason that could be invoked by an employer in order to prove that he has not violated the prohibition of discrimination.

Additionally, it is important to remember that specifying the job requirements and the information a job applicant should provide in his or her application must not result in excessive, unauthorized data collection. At the recruitment stage, the employer is not allowed to obtain information on the employee's marital status and family life, health status, sexual orientation, political or religious beliefs, etc. Such data should not be processed even with the job candidate's consent. The employer should limit himself or herself to requesting only such data as are actually required to assess the candidate's suitability for the particular job, and the data that the employer may request on the basis of the provisions of the Labour Code will be sufficient in this respect, i.e.: first name, surname, contact details, date of birth, education, professional qualifications, previous employment history.

2. Recruitment interview and difficult topics regarding age, gender, disability

The interview is potentially the riskiest stage of the recruitment process, where a violation of the discrimination prohibition may occur. The recruiter should question the candidate only on matters related to the qualifications and experience needed for the job. Matters such as a candidate's parenting situation (current or planned) or possible disability should definitely be out of the recruiter's area of concern. Sometimes, however, an applicant for a position will self-disclose the fact of his or her disability or family status. In that case, it is not recommended to comment or further inquire about the details. The refusal to hire may be considered related to the above issues since they were the subject of the interview. Collecting more information than is required by employment law or necessary to assess a candidate's suitability for a position can lead not only to discrimination against that person but also to a serious data protection violation.



3. Candidate selection phase

When selecting a candidate for a position, an employer should be guided solely by whether the person has the appropriate experience, qualifications, and skills for the position applied for. Alternatively, it may be permissible to condition the selection of a candidate on the candidate's ability to work by a certain date, as long as it was indicated during the hiring process that employment by a specific date was critical. If, because of the need to terminate the previous employment relationship or the length of the legalization procedure, the candidate was unable to work in the new position, this may be grounds for rejection of his or her application.

Other criteria, such as family circumstances, are not allowed to be used – the employer should not have this information at the recruitment stage.

Caution should also be exercised with regard to background checking/screening. In light of the Polish law, unfortunately, most of such actions will not be allowed – for example, examination of credit history or obtaining information on criminal record.



In the case of an allegation of discrimination, the so-called reversed burden of proof applies, which means that if such an allegation is made by an employee or job applicant, it is the employer who must prove that he treats employees or job applicants equally (Article 18^{sb} of the Labour Code). Using objective criteria in the recruitment process related to e.g. length of service, qualifications, experience will help defend against such allegations.



FAQ

1. Can I give preference in the recruitment process to a specific group of candidates e.g. women, people 50+ or sexual minorities?

An employer may give preference in the recruitment process to a certain group of candidates, e.g. women or people of a certain age, as long as these actions are aimed at equal opportunities for all or a significant number of employees. The principle of equal treatment in employment is not infringed if actions are taken for a specific period of time which aim to provide equal opportunities for all or a significant number of employees distinguished on the basis of one of the criteria set out in Article 18^{3a} § 1 of the Labour Code, i.e., inter alia, gender, age, disability, race or sexual orientation. However, this regulation cannot be applied arbitrarily and selectively but only when it is actually necessary to equalize opportunities for a specific group of employees. It should also be noted that the employer must take into account that certain data may not be collected and processed, such as data relating to sexual orientation. Therefore, preference in the hiring process for sexual minorities will not be allowed for this reason.

2. Can I structure job ads to target a specific group of candidates?

This will only be acceptable if measures are taken to level the playing field for previously disadvantaged employees. However, because levelling the playing field is permitted exceptionally and for a short period of time, an employer cannot adopt this rule permanently. If an employer does not take such action but construes an advertisement in such a way as to imply that it is only directed to women or only to men, this fact alone may justify a charge of discrimination and give rise to a claim of discrimination.



3. Can I use age restrictions or age ranges in recruitment and in what situations?

An employer may apply age restrictions only if the law indicates that a position may be held by a person who has reached a certain age. In the absence of such regulations, the adoption of such a criterion will be considered discrimination due to age. Age also cannot be a factor in assessing a worker's ability to perform a job because an employer cannot rely on the fact that, in its judgement, younger people, for example, work better or get less sick. It is up to the occupational physician alone to assess your fitness to work and the employer must keep this in mind. In the case of work that requires a lot of physical effort, it is worth, already at the stage of recruitment, to inform candidates about this, because some people may not be able to perform this type of work.

4. Is parity in employment legal?

Parity raises many questions and can be challenged from the perspective of non-discrimination laws. Indeed, the purpose of introducing quotas is to level the playing field for employees, and such measures cannot be permanent. Thus, parities will be legal if they comply with the regulation we write about in answer to question 1 (Article 18^{3b} § 3 of the Labour Code), or if they are ordered by law. Following only the quotas may lead to a situation in which the employer, having a choice of two employees: one with higher qualifications and the other with lower qualifications, due to the parity will not be able to follow his own interests and needs of the organization, and will be forced to hire the weaker candidate only because of the necessity to meet a certain parity. This situation is certainly not comfortable for the employer but also for the rejected candidate and can negatively affect the image of the company.

5. Can an employer actively support minorities such as LGBT+?

Above all, employers should respect equal treatment laws and if they take action regarding minorities, they should remember that equal treatment does not mean favouring certain groups. The employer should care about the atmosphere in the workplace, and therefore take measures that show that every employee has equal opportunities. In this area, therefore, the employer must take very balanced measures so as not to expose itself to the accusation that, for example, minority or majority employees are treated better. The employer can support awareness campaigns and, above all, explicitly counteract all acts of discrimination, whether they involve minorities or majorities.



6. What is reverse discrimination and should we as an organization watch out for it?

The term reverse discrimination is, under European law, primarily the unfavourable treatment of citizens of one's own country who are subject to more restrictive rules than citizens of other countries. More broadly, however, reverse discrimination is the favouring of, for example, minorities. Employers must be particularly careful about such actions because if they cannot be justified by equal opportunities, they will be treated as discrimination with all the legal consequences. For example, if an LGBT+ minority employee receives better benefits than other non-minority employees (doing equal work or work of equal value), the non-designated minority employees will be able to raise a claim of unequal treatment based on sexual orientation.



It is worth remembering that some groups of employees have their employment situation more favourably regulated by law (e.g. working time for persons with disabilities or protection of persons in the pre-retirement age). Such more favourable regulation will not constitute discrimination.



7. If hiring a foreigner will involve additional costs, for example translation of instructions, regulations, training in a foreign language, can I choose a solution that is less complicated for me, i.e. choose a person who knows Polish?

In such a situation, denial of employment on this basis may be considered discrimination based on the nationality of the applicant. The law does not require that all internal acts of the employer be translated into Polish in the case of foreigners. According to the Act on Promotion of Employment and Labour Market Institutions, the employer's obligation is only to conclude a written agreement with a foreigner and to provide a translation of the agreement into a language understood by the foreigner before signing it.

It is obvious that an employee should be familiar with all regulations or instructions binding for the employer. In practice, employers who employ a large number of foreigners who speak a particular language translate all internal documents. However, where the cost of translation is large in relation to the number of foreigners employed, training sessions are held to explain the employer's policies. The most important issues are written down and explained in the form of an extract from the regulation. It is important to note that health and safety training should take place in a language that the foreigner understands. This is where it is recommended to invest and conduct these trainings with the help of translators. Such actions will certainly not be overly burdensome on the employer's budget, and thus cannot be grounds for denying employment on this basis.

8. How should I act when a candidate informs me about his/her beliefs or sexual orientation during an interview?

This is information that should not be requested by the employer, nor should such data be used in recruitment. However, there may be times when a candidate voluntarily provides such information to a recruiter. First and foremost, in this situation, do not comment on this or ask any additional questions and do not note these facts in the candidate's meeting notes. In this case, we advise you to politely return to the main thread of the interview and focus on the candidate's experience and competence.