

Transparent Career Advancement



Career Development

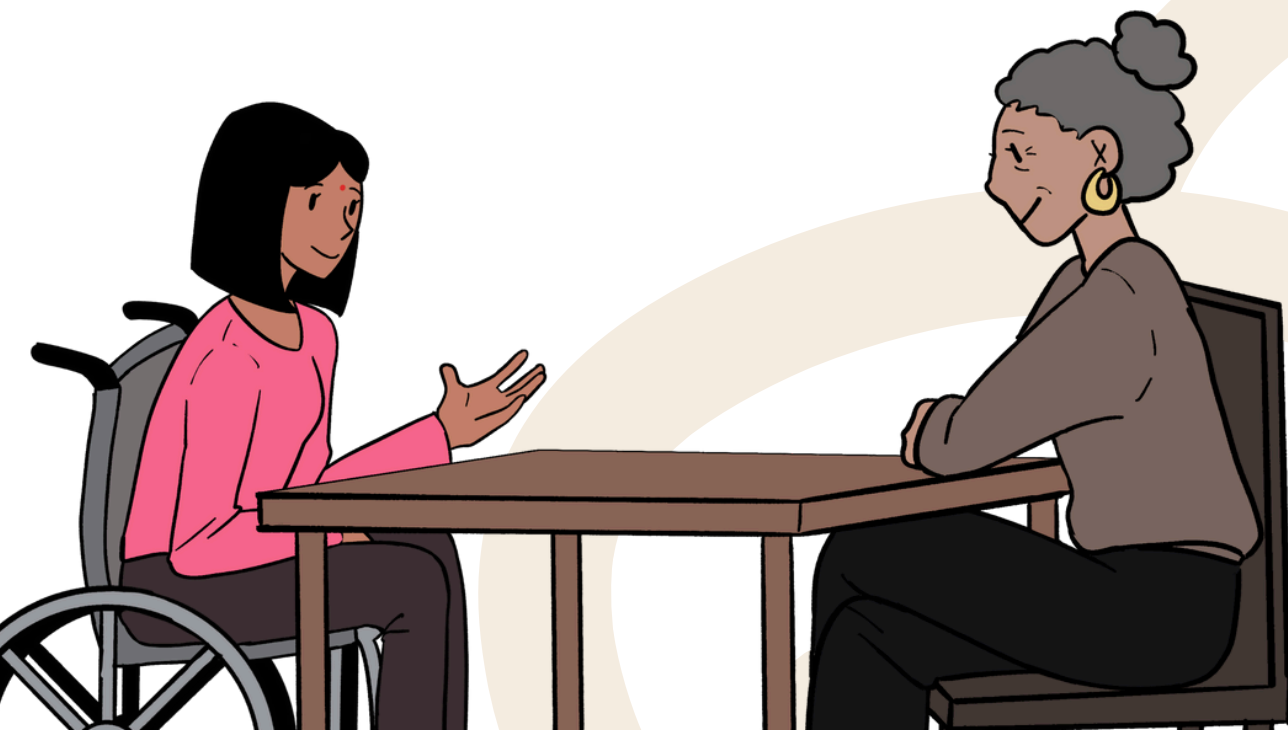
This mini guide offers concrete action points for improving career advancement practices aimed at highly skilled women with migrant and refugee backgrounds in the Nordic Labor market. While designed to address the specific barriers faced by the target group, the recommendations are broadly applicable and can enhance transparency in career development for a wide range of candidates.

The guide is the result of a collaboration between four Nordic civil society organizations, The Association Equal Access (Foreningen Lige Adgang, Denmark), Startup Refugees (Finland), W.O.M.E.N. (Iceland) and Diversify (Norway), each bringing extensive expertise in supporting the labor market integration of highly skilled immigrant and refugee women. It has been developed as part of the project Advancing Migrant and Refugee Women's Access to the Nordic Labor Market Focusing on Entry-Level Jobs (AMARA), financed by the Nordic Council of Ministers.



Transparency and Fair Practices

- **Ensure fair and unbiased practices** – When transparency is prioritized, employees can trust they are evaluated on skills and competencies alone, without fear of bias based on ethnicity, migration background, or religion.
- **Define transparent promotion criteria** – Establish clear, skills-based standards in company policies or guidelines and communicate them openly so employees understand what is required for advancement.
- **Clarify progression pathways** – Provide explicit information on the requirements for raises, promotions, or permanent contracts, making career development more accessible, especially for those unfamiliar with local systems.



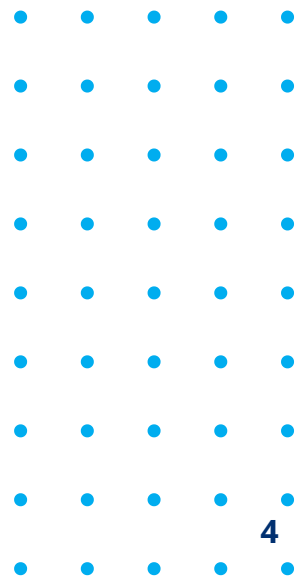
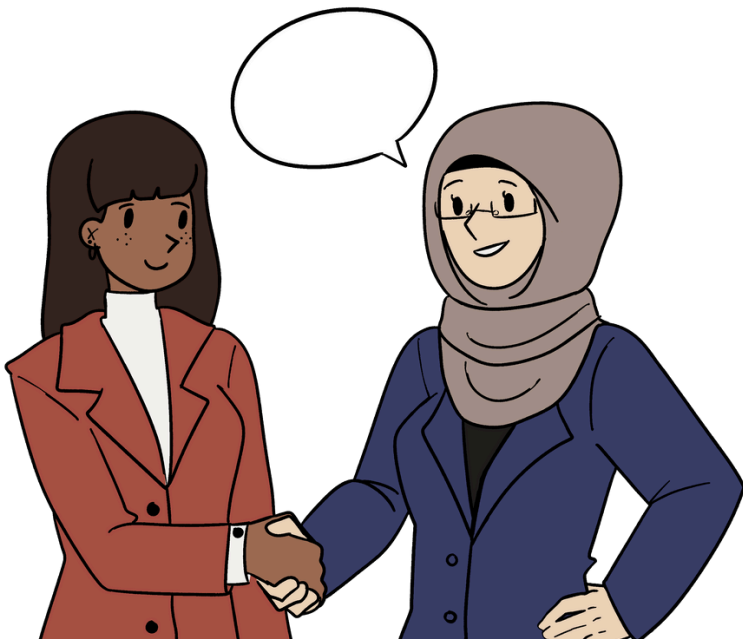


Career Development and Advancement Pathways

- **Have procedures for regular development conversations** – Schedule one-on-one meetings to set goals, review progress, and make growth opportunities visible and accessible.
- **Ensure access to professional development** – Facilitate opportunities for training, upskilling, and career mobility beyond entry-level or support positions.
- **Provide tailored training and support** – Offer leadership programs and language support designed for migrant and refugee women to build confidence and prepare them for roles with visibility and decision-making power.
- **Recognize international experience** – Value prior qualifications and professional backgrounds, supporting recognition through credential equivalency frameworks and tools.
- **Establish clear career paths** – Review succession planning critically and address shortcomings, linking training and upskilling programs with tangible promotion opportunities to ensure fair and transparent advancement.


Mentorship, Sponsorship and Networks

- **Provide structured workplace networks** – Recognize that migrant women may face additional barriers in forming connections. Establish formal networks that include both peer- and supervisor-level mentorship to ensure inclusive support.
- **Establish formal mentorship and sponsorship programs for career advancement** – Implement structured programs with defined roles, regular check-ins, and mutual accountability to support long-term growth and development.
- **Use reciprocal mentoring** – Strengthen intercultural understanding and help identify barriers faced by women with migrant and refugee backgrounds.
- **Collaborate with civil society organizations (CSOs)** – Partner with CSOs to broaden opportunities and create stronger, more inclusive development pathways.





Data and Accountability

- **Review promotion and salary data** – Track outcomes by gender, ethnicity, and migration background to ensure transparency, strengthen accountability, and uncover systemic barriers to advancement.
 - **Use neutral third parties where needed** – If sensitive data linked to individual characteristics collection is restricted by national legislation, engage independent organizations to collect and analyze the data, providing anonymized reports that protect employee privacy while still enabling meaningful action.
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