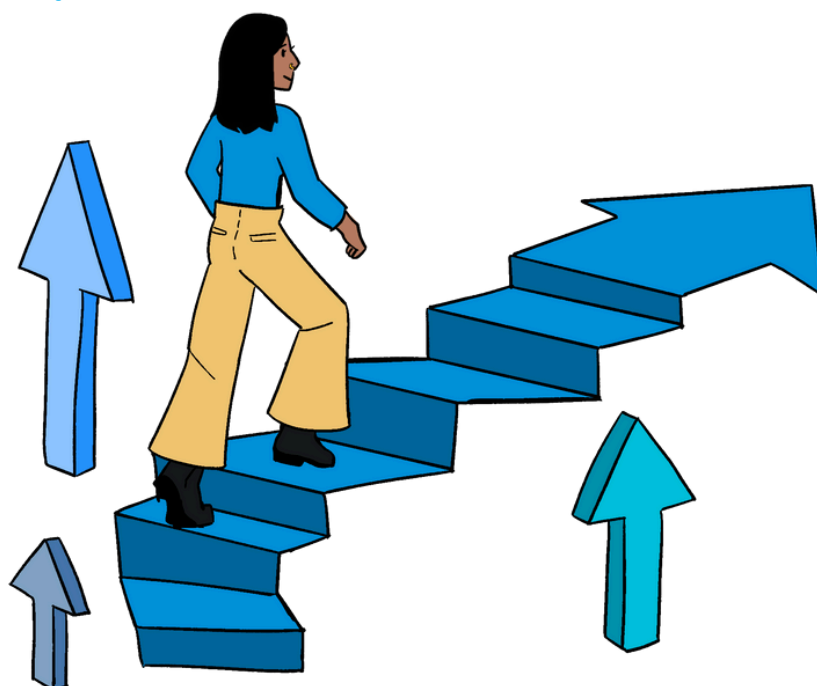


Inclusive Recruitment



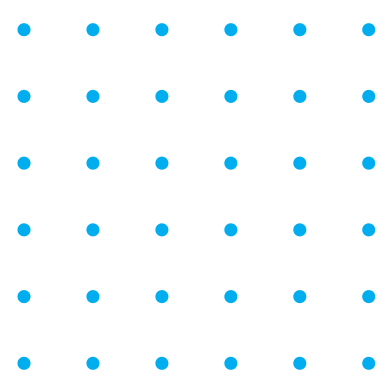
Recruitment Guide

This mini guide offers concrete action points to improve recruitment practices for 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 the recruitment experience for a wide range of candidates.

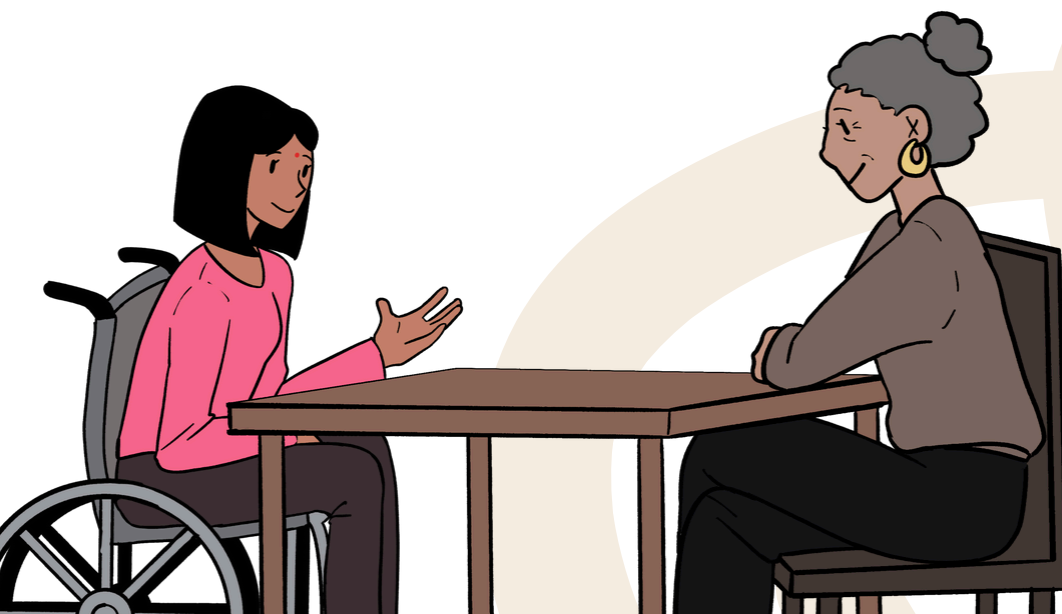
The guide is the result of a collaboration between four Nordic civil society organizations, The Association Equal Access (Foreningen Lige Adgang, Denmark), Startup Refugees (Finland), W.O.M.E.N. (Iceland) and Diversify (Norway), each bringing extensive expertise in supporting the labor market integration 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.



Intercultural Awareness



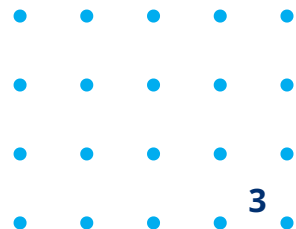
- **Differentiate preferences from competencies** – Focus on what is essential for the role, not cultural norms. For example, a candidate not asking follow-up questions after an interview may reflect style, not capability.
- **Recognize intercultural bias** – Research shows that strong accents or less-than-fluent language skills are often wrongly perceived as indicators of lower intelligence. Guard against these assumptions.
- **Acknowledge that we all are bearers of culture** – Remember that everyone brings cultural influences to the workplace, regardless of having a national or international background.
- **Value international perspectives** – Be curious about the unique insights, skills, and added value a candidate's international background can contribute to your organization.





Job Posts and Advertising

- **Focus job postings on essentials** – Limit advertisements to the core tasks and competencies required for the role. Overly inflated requirements can discourage highly skilled candidates from applying.
- **Use inclusive and skill-based language** – Ensure job ads highlight collaboration and competencies. Use software tools to check for gender or racial bias in wording.
- **Clarify language expectations** – Explicitly state that fluency in the local language is not required, unless genuinely essential for the role.
- **Enhance accessibility through English** – Include key elements such as the job title and opening sentence in English to broaden reach.
- **Advertise on diverse platforms** – Share postings on platforms familiar to migrant communities (e.g., social media channels or associations working with the target group).
- **Broaden visibility** – Ask recruitment agencies to make ads public to ensure wider access and outreach.



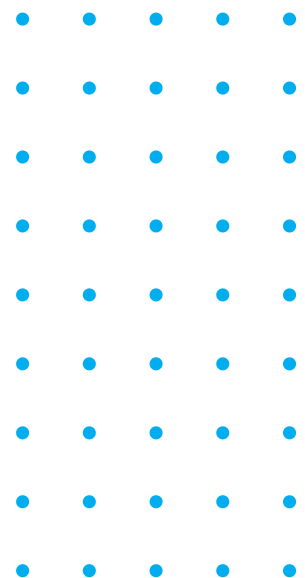
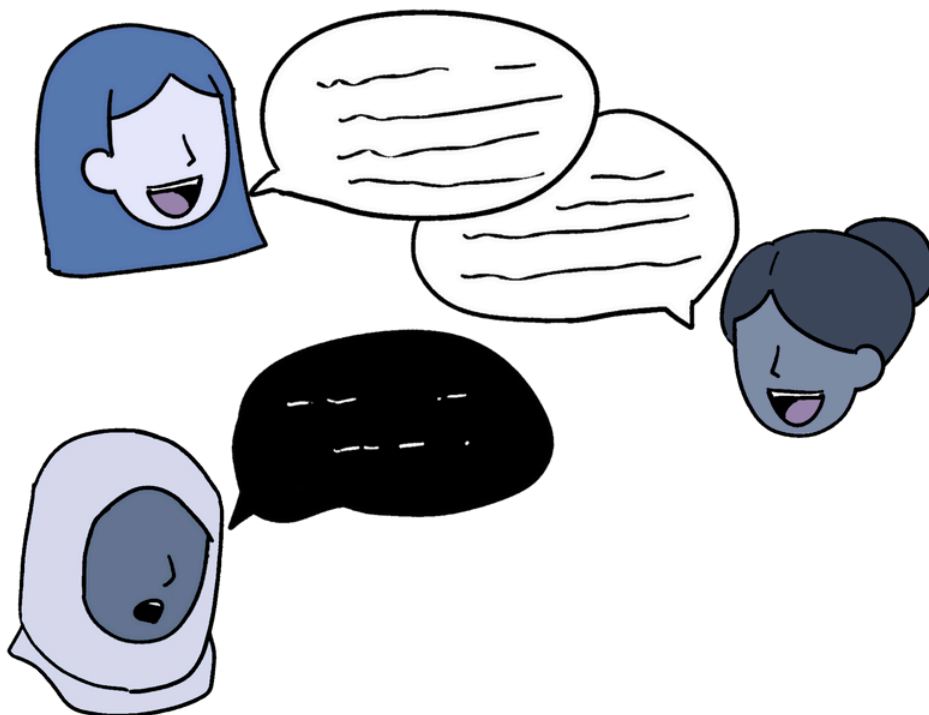
Screening and Selection



- **Train recruiters and hiring managers to recognize bias** – Pay particular attention to how accents, names, CV gaps, and non-local qualifications may unconsciously influence evaluations.
- **Incorporate anonymized CV screening** – Use anonymized CVs as a supplement to reduce bias by removing identifying details such as names, photos, and personal information.
- **Apply structured, competency-based interviews** – Ask all candidates the same questions in the same order, directly tied to the role’s core competencies, to ensure fairness and objectivity.
- **Provide transparency in the recruitment process** – Clearly outline the steps, including the number of interviews, participants, when salary will be discussed, and any tests or cases. This helps internationals navigate unspoken rules they may not be familiar with.
- **Challenge stereotypes and misconceptions** – Address common biases relevant to women with migrant and refugee backgrounds, such as assumptions about CV gaps, language acquisition timelines, or integration journeys.
- **Offer constructive feedback** – If the candidate has been called in for an interview, provide personal feedback so candidates understand why they were not selected and do not internalize rejection as being tied to their international background. For candidates not invited to interview, send clear automated messages that state which qualifications or skills were prioritized in the selection.

Employer Awareness and Mindset

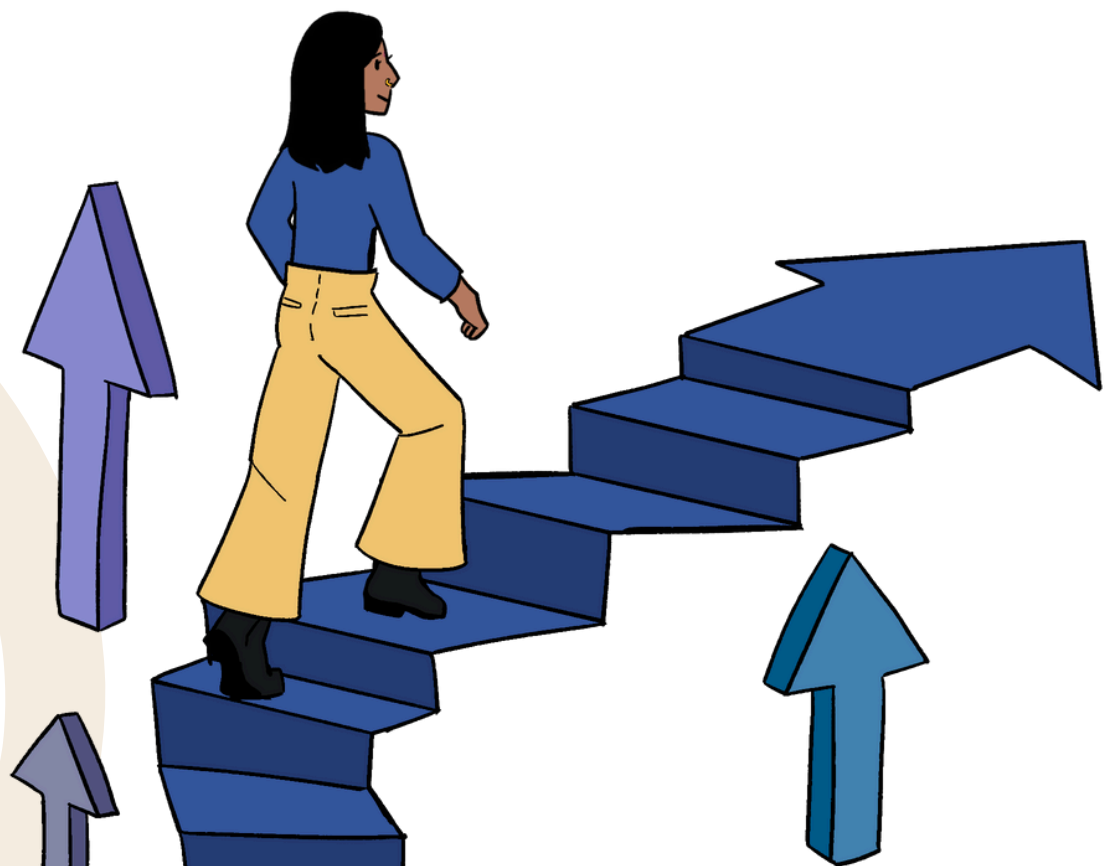
- **Reconsider “cultural fit”** – Recognize that hiring for “cultural fit” often reflects unspoken biases and reinforces homogeneity by favoring those who mirror dominant norms.
- **Value “cultural contribution”** – Focus on how diverse perspectives and experiences can enrich team performance, drive innovation, and strengthen inclusion.
- **Set realistic language requirements** – Assess the actual communication needs of each role and limit fluency demands to cases where they are essential, ensuring capable candidates are not unnecessarily excluded.





Residency Status and Administrative Barriers

- **Provide stability and growth opportunities** – Where possible, offer contracts and professional development to candidates with temporary permits, as this fosters retention and loyalty.
- **Challenge misconceptions** – Acknowledge that migrants and refugees are often dedicated to building long-term futures in the country.
- **Normalize inclusive hiring** – Treat residency procedures as routine administrative steps rather than barriers, embedding migrant recruitment into standard practice.



Civil Society Collaboration

- **Engage with civil society and community groups** – Collaborate with trusted networks to connect with underrepresented talent.
- **Design inclusive outreach strategies** – Use these partnerships to broaden recruitment efforts and ensure job opportunities reach candidates often overlooked by mainstream channels.



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