

Don't hire yourself!

How to succeed with
inclusive recruitment



Dear recruitment, HR and management specialists

We are really proud to finally present this guide!

To us, diversity is more than just a buzzword. It’s the key to innovation, creativity and success. If your business wants to grow and stay relevant, both your company and your employees need to reflect society. To truly embrace diversity, you also need to make sure that the way you approach recruitment is inclusive, fair and welcoming – to all.

It needs to be done right, and with skill.

Inclusive recruitment means giving everyone equal opportunities in order for each individual to realize their full potential. After all, it’s not just about filling a role, it’s about shaping tomorrow.

Every encounter with a candidate is an opportunity to show who and what your company is all about. This guide will help you ensure that every candidate feels valued, respected and seen.

We provide key insights, descriptions of different diversity types, principles for an inclusive recruitment process and useful tips on how to facilitate great candidate journeys.

Through extensive research and interviews with experts, we’ve gained invaluable insights on what it takes to hire a more diverse workforce. We’ve listened and we’ve learned, and now it’s time to put this knowledge into action – through our customers.

At FINN, we believe that inclusion creates a better society and better jobs. To succeed in overcoming the major recruitment challenges in Norwegian society, everyone bears a shared responsibility. We hope this is a useful tool to make inclusive recruitment a reality in your organisation and for your customers. Are you with us?



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Introduction



How this guide can help you get started

Diversity is both what you can and can't see. By enhancing diversity expertise within your organisation, you can attract more applicants, harness untapped potential, create a safer environment for your candidates and build more diverse teams.

Navigating diversity the right way can be challenging, or even scary. What's okay to ask and what's not? In the second part of the guide, we'll explore three key parts of the candidate journey. Then we present six types of diversity, with insights and guidelines for each type.

The third and final section is about our seven principles for more inclusive recruitment. These are guiding principles - not rules - intended to help and inspire.

Please note:

As part of our work, we have consulted and interviewed experts, interest organisations, recruiters, HR staff and people from different backgrounds, as well as using statistics. However, it is important to emphasise that general guidelines are always generalised to a certain extent. When it comes to people, there are no absolute truths or formulas. The most important thing is to be curious and aware of your role in society, your prejudices, privileges and position, and to show trust, respect and openness. That way you can expand your circle and 'avoid hiring yourself'.



What diversity really means

Why it's important and how this guide can help you get started

Let's start with the basics. What do we really mean when we talk about diversity? Why is it important to have diversity in the workplace?

In short, diversity means variety among people. You can think of diversity as all the differences (and similarities) that makes each of us unique as individuals. Some differences may be visible, such as age, gender or gender identity, ethnicity or physical abilities. Others are not, such as sexual orientation, religion, education, work experience, socio-economic background, neurodiversity, etc.

Visible and invisible diversity



- Gender/gender identity
- Culture
- Age
- Physical abilities
- Body size

- Sexual orientation
- Religion/beliefs
- Work experience/education
- Socio-economic background
- Neurodiversity

Employees who reflect society

Hire people who represent your users. Inclusive, diverse teams increase productivity, innovation, employee satisfaction and decision-making capabilities. It's worth investing in!

Inclusive culture

Hiring a diverse workforce is only part of the job. To succeed, you need leaders who create an inclusive company culture, where there is room for different opinions and perspectives. If you want people to be able to challenge the status quo, foster great ideas and achieve great things, you need to empower your employees to do so.

Equity

Equity is about giving all candidates the same opportunity to succeed. The recruitment process should therefore ensure that each candidate is assessed based on qualifications and experience, rather than personal characteristics.



Treating people fairly means treating people differently

A common misconception about diversity is that everyone is the same, or that everyone should be treated the same; in reality, we are completely different. We have different backgrounds, skills, abilities, motivations and needs.

By understanding why candidates behave differently in different parts of the recruitment process, you're better equipped to meet and accommodate candidates' needs on their terms. The goal is to provide equal opportunities for all.



Equality

Equity

Three things you should be aware of during the candidate journey

Before we dive into the six types of diversity, we'd like to highlight three aspects of the candidate journey that you should pay extra attention to in the first few interviews. On the following pages, you will find some useful points on the following topics:

1. **Self-presentation**
 2. **Proof of diversity in your organisation**
 3. **Be empathetic during the interview**
- 

1. Self-presentation

Candidates may choose to present themselves in many different ways, and this is often linked to their unique background. Be aware that body language, signals, norms and references may be obvious to some, but not to others. The same goes for questions or comments we like to use to break the ice. Avoid asking questions like 'What did you do this weekend?'. Instead, try to focus on something from their CV or application.

Be aware that some candidates are confident in 'selling themselves', while others may be self-critical or more insecure.

2. Proof of diversity

Diversity has long been a popular term. Therefore, many candidates want to see evidence that the company actually is taking this seriously. One of the best ways to demonstrate this is if the interviewers themselves represent the diversity of the organisation. Alternatively, you can talk about relevant initiatives that are already in place.

3. Be empathetic

A job interview is an unnatural situation! Your job is to put candidates at ease so they can present their skills, experience and themselves in the best possible way.

Things to consider in the interview setting

Language: Use clear and simple language in both oral and written communication. Avoid unnecessarily complicated language or technical terminology.

Names: When you meet someone with a name you haven't seen or heard before, you can say, for example: "Can you say your name? I want to pronounce it correctly."

Gender-specific terms: Be careful about using gender-specific job titles or descriptions that help perpetuate stereotypes (for example, 'policeman'). Be mindful of the words you use.

Gender neutrality: Use gender-neutral language when communicating. For example, you can use the word 'partner' instead of terms like "husband" or 'wife'.

Interpreter and assistive technology: Speak directly to the candidate, even if they bring an interpreter or companion. If the candidate uses a communication aid, be patient and give them time to respond.

ADHD: Candidates with ADHD can benefit from structured interviews where the expectations and format are clear. It makes it easier to focus on the questions and provide coherent answers.

Format: Some candidates feel more comfortable with a digital format than physically meeting in the office for a first interview. For all candidates to feel comfortable, we should give them the opportunity to choose.

Surroundings: It can be helpful to have a calm environment with no distractions. People with autism or ADHD are often sensitive to light, sounds, and other distractions, so quiet surroundings can make it easier for them to concentrate.

Universal design: Make sure the interview happens in a place that is universally designed. This includes easy access for wheelchair users or blind people, as well as parking and toilets. If the interview takes place online, it's important to ensure that the technology used is accessible.

Six diversity types

- Multicultural diversity
- Generational diversity
- Gender diversity
- Neurodiversity
- LGBTQ+
- Functional diversity

Treating people fairly is treating people differently. In this section, we'll take a closer look at six types of diversity, share some insights into common forms of discrimination, and learn how to deal with them.

It's important to familiarise yourself with and understand different types of diversity so that you and your company are better equipped to look for skills that create value.

Keep in mind that this is indicative advice that does not apply in all situations.

1

Multicultural diversity

A multicultural person has one or more cultural backgrounds that often differ from the culture with which the rest of the country's population identifies. This includes indigenous people, people with an immigrant background, children of immigrants, national minorities, or children of parents with different ethnic backgrounds.

Insights

One in five people in Scandinavia has a multicultural background.

(20% in Norway, 26% in Sweden, 15% in Denmark and 10% in Finland)

Facts about discrimination of this group

A test carried out by the Norwegian Directorate of Integration and Diversity shows that you have 25% less chance of being called in for an interview if you have a Pakistani name compared to a Norwegian name.

40% of immigrants in Norway are overqualified for their jobs (forskning.no).

Situations where the candidate often feels insecure

People from multicultural backgrounds can often feel insecure when talking about their private lives or personal issues, and when faced with unfamiliar language or words.

Tips for recruiters:

Let the candidate talk about their career and what they have achieved professionally. Once they feel comfortable, you can move on to questions related to personality and preferences. Be sure to explain why it's important to ask.

2

Generational diversity

If we want our employees to reflect society, this also means balancing the age distribution.

We often refer to senior candidates when we talk about people over the age of 50, or those approaching traditional retirement age. This group often has extensive work experience, valuable expertise and a wealth of knowledge from a long career. Senior candidates can bring stability, a strong work ethic and a deep understanding of their industry or profession, but may be subject to age discrimination in the hiring process.

Note that younger candidates, typically around the age of 20, may also experience age discrimination.

Insights

Every fifth person we meet in society is a retiree, and this group is growing.

(19% in Norway, 22% in Sweden, 24.5% in Denmark and 18% in Finland)

1 in 5
in the Nordics
are below the
age of 19

In the Nordic region, every 5th person is under the age of 19:

- **23% in Norway**
- **23% in Sweden**
- **20% in Finland**
- **23% in Denmark**

Figures are from 2023.

Facts about discrimination of this group

One in five people over the age of 50 has experienced discrimination in the workplace. This figure doubles if you are a woman (Center for Senior Policy).

Young people generally experience more discrimination than older people. This gradually decreases with age, but rises again among the over 50s (Statistics Norway).

Situations where the candidate often feels insecure

Older people are often not as comfortable 'selling themselves' and their expertise as younger people can be. Be aware of different experiences and skills related to digital tools. Don't jump to conclusions if the candidate shows interest and willingness to learn!

Tips for recruiters:

Ask candidates what they have achieved in their career and how they achieved it. This way, they get to talk about their achievements in a natural way - without having to take the initiative themselves.

3

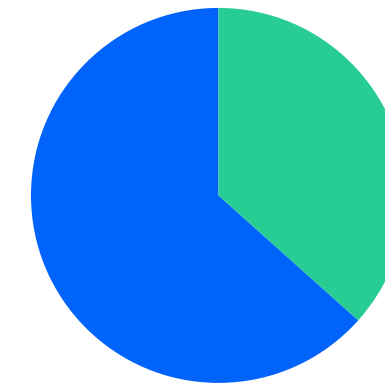
Gender diversity

Gender diversity is about ensuring gender balance among applicants and thereby also in the organization. It's common to think that there are two genders (male and female), but many people don't feel at home in either of these categories. What is perceived as typically 'male' or 'female' varies historically and between cultures. Therefore, gender can also be understood as three different aspects: biological gender (the body you are born into), psychological gender (the gender you identify with), and social gender (the gender others perceive you to be and that you are socialized into).

Insights

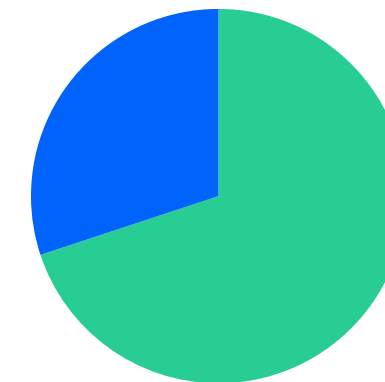
Public sector

- Women 70%
- Men 30%



Private sector

- Women 36.6%
- Men 63.4%



Figures from 2022 (Statistics Norway)

Facts about discrimination of this group

Women experience sexual harassment more often than men, and are more likely to know others who have experienced it (CORE Corporate Study).

It's important to be aware of the pay gap between women and men in Scandinavia. Traditionally, it has been argued that more women than men choose low-paid occupations, but recent studies show that the pay gap also applies to women working in the same position and doing the same job as men (Copenhagen Business School).

Attitudes have changed, but 10% of men are still reluctant to work with a transgender person (Norwegian Directorate for Children, Youth and Family Affairs).

Situations where the candidate often feels insecure

Women and men who are at an age where they would like to start a family may find it extra difficult to talk about home and private life. Women can also be more insecure when it comes to negotiations and questions about salary, compensation, ambitions and long-term goals.

Tips for recruiters:

Ask the candidate about things other than their marital status, such as hobbies and activities outside of work, or what they do to relax.

4

Neurodiversity

Neurological differences among people are natural and normal variations in the brain. This includes autism, ADHD and dyslexia, which are seen as unique characteristics that contribute to human diversity. This perspective promotes acceptance, inclusion and recognition of people who are neurodivergent, emphasizing that neurological differences should be respected and valued in the same way as other forms of diversity.

Insights

One in six people
in society is
neurodivergent.

(Source: Forbes)

Facts about discrimination of this group

Unemployment among people with autism spectrum disorders is between 70-80% (Unicus). At the same time, we know that if the recruitment process and work environment are adapted to their needs, they are often loyal employees.

Situations where the candidate often feels insecure

Candidates with autism spectrum disorders can be very self-critical and have difficulty highlighting positive aspects of themselves. They prefer to speak as concretely as possible.

As employees, they may want to work more individually, sitting by themselves in silence or with noise-cancelling headphones, or with the option to work from home.

Tips for recruiters:

Avoid asking open-ended questions or questions where the candidate has to talk about themselves. Be very specific and focus on tasks that are relevant to the position they have applied for.

Be specific when it comes to questions about competence. Ask about experience with similar tasks, or what subjects they liked at school and why. Feel free to explain why you're asking.

5

LGBTQ+

(lesbian, gay, bisexual, transgender, queer, and other sexual minorities)

A queer person has a gender identity (female, male or other gender identities) and/or a sexual orientation that falls within LGBTQ+. This encompasses a diversity of identities beyond the traditional binary notions of male and female gender and heterosexual orientation.

The plus sign in LGBTQ+ stands for other identities such as intersex, asexual and pansexual, recognizing the wide range of human gender identity and sexual orientation.

Insights

Every 15th person
we meet is queer.

(Statistical center)

Facts about discrimination of this group

Queer people experience prejudice, discrimination and harassment at work (Arbetsmiljöverket).

Situations where the candidate often feels insecure

They can be sensitive when it comes to the use of pronouns, where others may use the wrong pronoun when talking about or to them.

Please note:

Avoid making assumptions about a person's sexual orientation, gender identity or private life based on stereotypes or appearance. Be open to the possibility that the candidate may have a partner of the same or opposite sex, even if they have children.

Tips for recruiters:

Use the candidate's name as much as possible when referring to them. Feel free to state which pronouns you prefer for yourself when you meet them. In this way, you lower the threshold for and de-emphasize the use of pronouns other than "he" and "she", and you show respect for their identity. If you use the wrong pronoun - we can all make mistakes - you should take responsibility and apologize.

[See the section on gender diversity](#) when it comes to talking about home and private life. It's also relevant here.

6

Functional diversity

A person with a disability may have difficulty walking, communicating, hearing or seeing. Disability diversity encompasses a wide range of functional abilities, both physical and mental, that affect or challenge a person's ability to perform daily tasks.

Insights

Every fifth person we meet in society has a physical disability.

(Norwegian Directorate for Children, Youth and Family Affairs)

Facts about discrimination of this group

People who state in their CV that they use a wheelchair have to apply for twice as many jobs before they are called for an interview (OsloMet).

Situations where the candidate often feels insecure

Candidates with disabilities can often be 'negatively solution-oriented'. They are good at seeing problems they may encounter in their everyday work and are used to things not being easy for them - they often identify potential obstacles. For example, if you ask them "how easy is it to develop this product?" the answer may often be more problem-oriented than solution-oriented, because they are used to things going wrong.

Tips for recruiters:

Be open to possibilities and ask the candidate what positive results they have achieved. Concentrate on what the candidate can do and how they can contribute to the organization, rather than focusing on the disability. Also, be on the supply side with what you can adapt in the workplace to make the working day the best it can be.

Seven principles



Seven principles for more inclusive recruitment



Now that you've reached the final part of the guide, it's time to expand your inclusion skills even further! In this section, we'll take you through seven guiding principles that will ensure a great candidate journey for everyone.

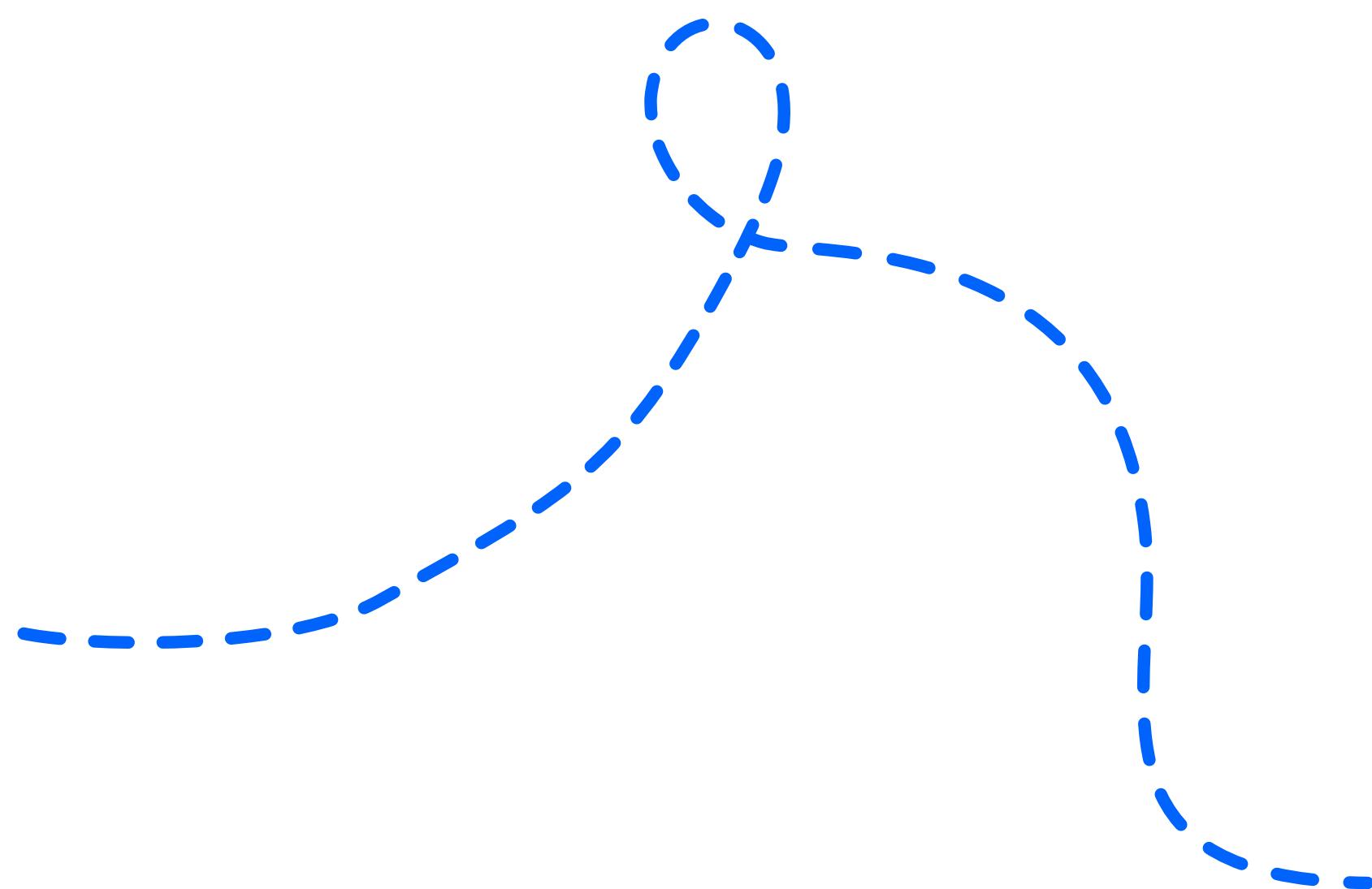
Why seven? We could probably list fifty, but it's important to make the content of this guide as concise and understandable as possible. The principles are based on research and insights - they are action-oriented and meant to serve as guidance and inspiration, not as strict rules.

Let's get started!

Principle 1

Be aware of your own prejudices and how they can affect your perception of the candidate

It is natural for people to attribute characteristics to other people or to expect them to behave in a certain way, based on stereotypes or past experiences. This is not necessarily a problem in itself. The problem arises when we are not aware of our own prejudices and behave as if they are objective truths.



Why is it important?

The candidate journey, and especially the interview, is an unnatural constructed situation. Be aware of the privileges that come with your role in the recruitment process; you have a formal position with a mandate to decide whether the candidate is interesting for the job or not. Be mindful of this and other privileges, such as the fact that you may be part of the majority in the company. Your job is to make the candidate feel confident and showcase their skills in the best possible way.

What should I do?

Challenge your own prejudices and be open and curious when meeting others. Actively work on your own attitude to the new and unknown. Focus on how you assess the candidate’s potential, not any limitations.

Unconscious bias in the hiring process can be related to age, ethnicity, gender and much more. This is a list of some of them:

Affinity: We feel a natural affinity with those who are similar to us. That’s why it’s important to search for diverse candidates and assess them based on qualifications and fit, rather than personal similarities and connections. Remember, you’re not hiring yourself!

Perception: Perceptions are stereotypes and assumptions about different groups. Try to meet each candidate with an open mind and focus on their individual skills and experiences, rather than making assumptions based on age, ethnicity, gender, etc.

The halo effect: This is about attributing positive qualities to people without knowing them. Try to assess candidates objectively based on their achievements, skills and qualifications using structured assessment methods that minimize the effect of superficial impressions.

Confirmation: We constantly try to confirm our own opinions and perceptions. That’s why it’s important to be open to other perspectives and actively seek out information that challenges your beliefs. Then you can make good decisions based on facts.

Tips

1

You may want to ask larger, open-ended questions that allow the candidate to cover their entire experience base. This can lead to meaningful conversations that uncover motivations and strengths. For example: ‘How do you see yourself contributing to the company’s success? How can we help you contribute to this?’, ‘What responsibilities do you find most exciting? Can you give examples of similar tasks that you handled effectively? What aspects did you find rewarding or challenging?’.

2

Let the candidate express their motivation for applying for the job freely, without judgment or skepticism. Be aware of your own prejudices and biases during the interview. This promotes a more open and inclusive dialog, which leads to a better understanding of the candidate’s suitability for the position.

3

Be aware of the most common forms of discrimination in the workplace: age (both the youngest and those over 50), family background, skin color, disability, gender identity, appearance, genetic information, marital status, and the like. Take a few minutes before each step of the recruitment process to reflect on any potential biases that may affect your decision.


Ask yourself the following:

- What prejudices might I have, consciously or unconsciously?
- Are there any stereotypes I need to be aware of and actively challenge?
- How can these prejudices affect my perception of the candidates?
- How can I ensure fairness and objectivity throughout the process?

Principle 2

Focus on skills first

How to make more objective choices



It's natural to be influenced by a candidate's personality and appearance. Your job is to find the right skills for the job, not the person you want to spend the weekend with.



Why is it important?

Competence is complex - it depends on formal qualifications, personal qualities and relevant experience.

What should I do?

Focus on which skills and competencies are relevant to the job or will fit in the team. In other words, separate irrelevant appearance and personality traits from the relevant competencies.

Please note:


Look at your skills as a whole and find out what value lies in your experience - including what's not on your CV.

Tips

- 1 Conduct a thorough job analysis where you evaluate the duties, responsibilities and required competencies to identify the key skills required for the position, taking into account both current and future skills needs.
- 2 Be specific when writing the job description.
- 3 Be consistent! Let these skill priorities permeate every part of the recruitment process, from the job ad to the reference check.
- 4 Structure the interview around specific skills required for the role and ask candidates to show how they have demonstrated these skills in previous roles or situations.

Principle 3

Expand the candidate pool and reach a wider audience



Focus on attracting all the best candidates, not just the best candidates from a limited pool. The chance of finding a candidate with new perspectives and potential is greater if you actively search for different types of profiles.

Why is it important?

There's a lot you can do to attract diverse candidates, but they won't appear on their own.

What should I do?

Make active choices to reach out to a wider audience through all parts of the process. Think about how you write the job ad, where you advertise the position and how you use your own and other people's networks to find other types of candidates than the ones you usually see. Think 'outside the box' about where you find the typical candidate for the position. Take the initiative to pique the interest of those who may not think they are relevant to the job in the first place.

Please note:

Transparency is key throughout the recruitment process. While hiding your name or age on your CV may prevent unconscious bias in the first place, it only shifts it to a later stage. Emphasize promoting an inclusive process and culture from the start.

Tips

- 1** Write for diversity: Some companies have tools to analyze and provide tips on job postings. If you don't have access to such tools, a good option is to ask ChatGPT.

Here's a prompt you can try: "Rewrite this job ad by replacing non-inclusive terms with inclusive terms. Keep the rest of the text and use the same structure. Tell us which words were replaced and why."
- 2** If your company has a diversity statement, you should include it in all your ads. Write about the importance of diversity, inclusion and belonging and try to give concrete examples. You can read more about DIB statements on our DIB hub.
- 3** Think about the image you use in your job ad. It has a bearing on which candidates you attract. Use authentic images of diverse people in situations that are or look real. Avoid glossy or stereotypical representations of diversity.
- 4** If you have limited time, enlist the help of your recruitment department or external resources to actively search for candidates if you can.
- 5** Don't just copy and paste a job ad you've written before.
- 6** Empower your employees to use their own networks, especially those from diverse backgrounds, to expand your candidate base.
- 7** Do an evaluation of your distribution channels. The same channels may not be equally relevant for all positions.
- 8** Try to achieve a mix of active and passive applicants, and be aware that the ideal candidate may not think they're right for the role in the first place.

Principle 4

Be a diverse recruitment team

Two assessments are better than one

If you do the job alone, you're more likely to choose a candidate similar to yourself.

Working together also allows you to show more of your diversity, for example by having both a man and a woman at the interview.

Why is it important?

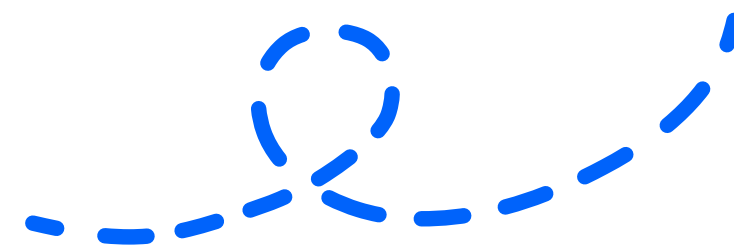
By collaborating and supporting each other throughout the process, you're less likely to overlook certain candidates and it's easier to ask questions you're not sure about.

What should I do?

Emphasise joint reflection throughout the recruitment process. Involving different people in the recruitment process - such as employees from different departments, junior and senior employees, people of different genders and ethnic backgrounds, and people with different professional experience - is the best way to create a holistic perspective and effectively challenge prejudices. It can make it easier to see the candidate from different angles. In addition, it is a great advantage that the candidate meets and sees the diversity in the process.

Tips

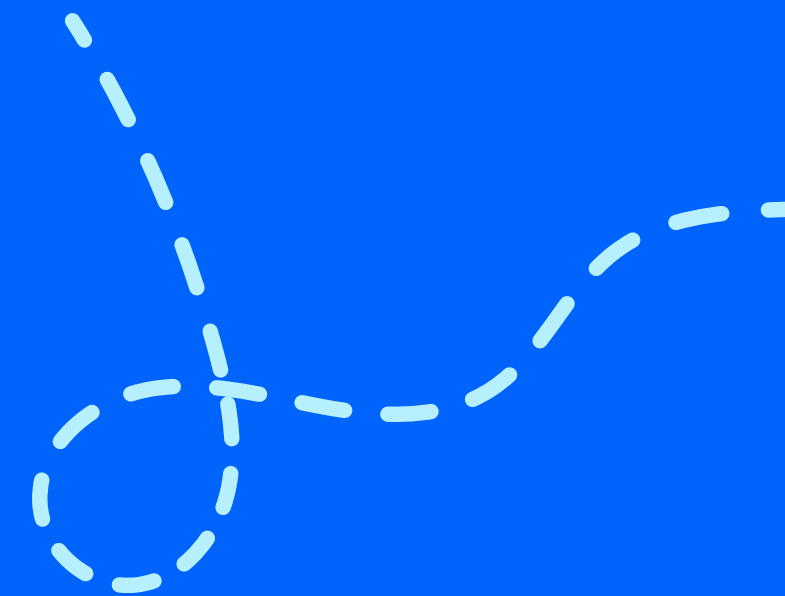
- 1 Find out which colleagues can contribute to the recruitment process and try to include different perspectives and experiences. If you're a senior employee, bring along a junior employee. If you're a man, bring a woman. If you're a technical person, you might want to bring someone from the marketing department.
- 2 Try to create space for open dialogue and constructive feedback between the interviewers, for example by giving individual feedback before discussing the candidates.
- 3 Be honest if you feel insecure, for example when dealing with people who represent something unfamiliar.
- 4 After the interview, you can ask each other questions like: 'Have we made a thorough assessment of the candidate's qualifications and potential based on job-related criteria?', 'Have we taken different perspectives and experiences into account in the evaluation process?' and 'Have we made any assumptions or judgements based on prejudice?'.



Principle 5

Clarify job expectations

Avoid unclear terms and ambiguous language



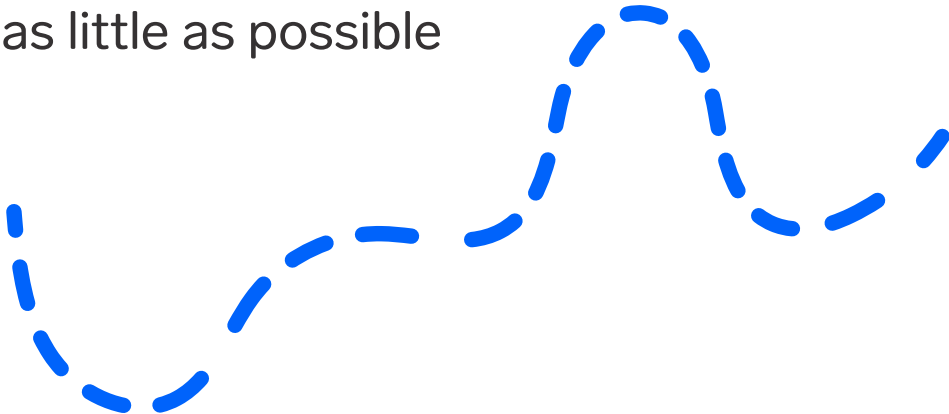
All relevant candidates want to understand what the job entails, what the workday will look like when they start, and what tasks are important for the position.

Why is it important?

Not everyone reads between the lines. When a candidate considers a job description, they need to feel that they have a real chance of getting the job, and that they have what it takes to fulfil the job duties.

What should I do?

Do a thorough job analysis and clearly describe which tasks are relevant to the position - make sure to prioritise the most important ones. If the position is very flexible, explain what is meant by flexibility. It's about expressing concrete expectations and leaving as little as possible open to interpretation.




Tips

- 1 When conducting an analysis to determine the responsibilities of the job description in question, be as specific as possible when it comes to the mandate and tasks associated to the job.
- 2 Describe the workday as accurately as possible when presenting the position.
- 3 Be specific when talking about things like travelling, working hours, policies, etc.
- 4 Be clear about what is expected of the candidate in the position.
- 5 Think about any language challenges and be clear about the guidelines that apply to the team around the position in question.

Principle 6

Work systematically Facilitate the process for the candidate



It's important to work in a structured way and follow a specific process, especially during the interview. This means giving all candidates the same options and making sure they feel comfortable enough to talk about their motivations and relevant competences.

A recruitment process can never be completely fair because of the individual differences among candidates. However, it's important that they experience the process as fair and that everyone has the opportunity to present their competences.

Why is it important?

It's your job to make sure that different candidates get equal opportunities by preventing prejudices and personal preferences from influencing the process.

What should I do?

Use a semi-structured interview guide where one part consists of personal questions and the other of fixed competency-based questions. You may want to ask questions like: 'Is there anything we've forgotten to ask that you think we should know?'.

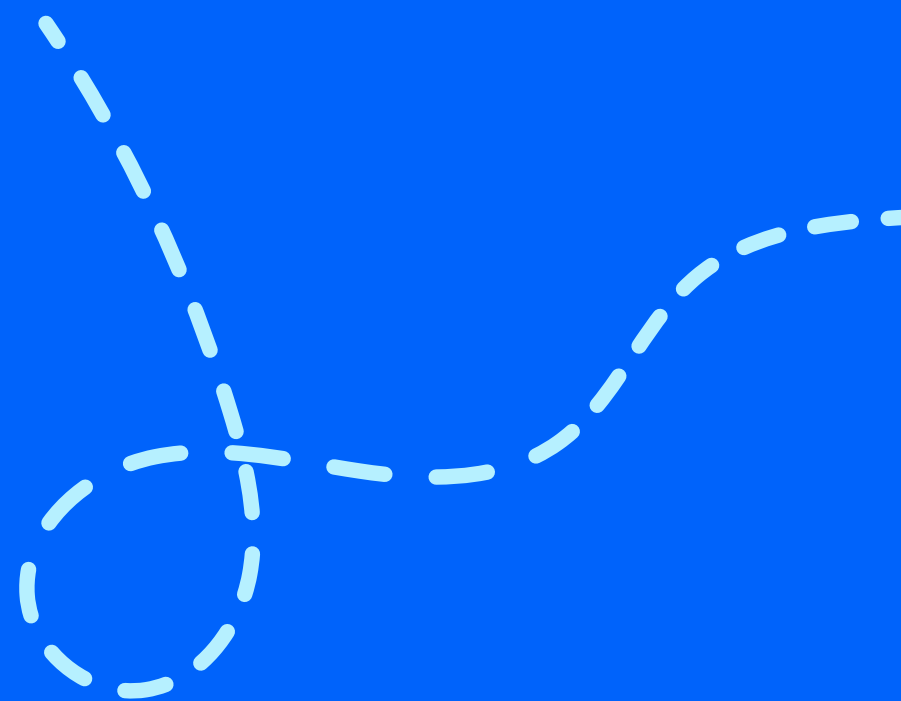
Tips

- 1 Give candidates the option to participate digitally in the first interview.
- 2 Offer an extra call to candidates who need assistance, where you can talk about any special needs or arrangements for the interview (such as an interpreter).
- 3 Use an interview template if you have one.
- 4 Use established recruitment systems throughout the process. If you don't have one, you can use FINN Søkerhåndtering, which is our own ATS system. [Read more about that here.](#)
- 5 Avoid bringing in managers or senior executives who have not been part of the process.
- 6 Remember that the process is not finished until the contract is signed. That's why it's important to keep promises and communicate effectively.

Principle 7

Make the room safe

... and create
a positive,
memorable
experience



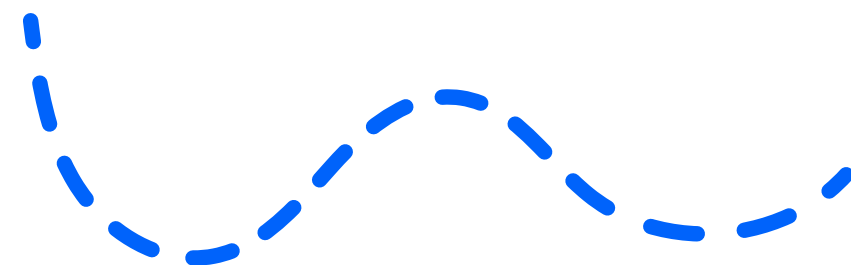
An interview is a constructed, unnatural situation, but for the candidate it can be the most important meeting of their career. That's why you need to turn every interview into an opportunity to create a good and memorable experience.

Why is it important?

Make the candidate feel safe and confident in the interview situation. Only then can they show their full potential.

What should I do?

Be open and curious about what lies behind the first impression. The candidate will feel confident and seen, which is key to understanding their competences. Always try to look for potential and hidden diversity and ask relevant questions. This can provide insight into, for example, what experiences have shaped the candidate into who they are.



Tips

- 1 Focus on having a genuinely curious approach to new people and what makes them unique. Allow candidates to share their experiences and perspectives by asking 'how' or 'why' and remember follow-up questions such as 'tell me more about...'
- 2 Be creative with how you make the candidate feel more comfortable and confident in the interview situation. For example, you could choose a more relaxing room with sofas instead of a traditional office.
- 3 Be an active listener. Show genuine interest by listening carefully to the candidate's answers, maintaining eye contact, nodding and giving affirmative responses such as 'I understand' or 'that's interesting'.
- 4 To uncover hidden competences, you can ask: 'Do you have any experiences, perspectives or aspects that you think might be valuable to what we're doing?'.
- 5 It can be a good idea to sit on the same side of the table as the candidate. This can create a more relaxed atmosphere and facilitate better communication.
- 6 Small gestures can make a big difference. Try to create a warm welcome by offering the candidate something to drink or asking if they need anything before you start. Make them feel like a valued guest from the moment they walk in.

Good luck with your recruitment!

Thank you to our partners

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Research articles

- CORE Corporate Study: Barriers and opportunities for gender equality in the business sector
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- Journal of International Migration and Integration
- Rullestolbrukere blir diskriminert i arbeidslivet, Velferdsforskningsinstituttet NOVA, OsloMet (*Wheelchair users are discriminated against in the labour market, NOVA Welfare Research Institute, OsloMet*)
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- Recruiting for Diversity: Four Steps to Success (2021), Forbes. David Windley.
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- 13 Ways to Improve your Diversity Recruitment Strategy (2023). Matthew Johns.
- Eight steps to inclusive recruitment and workplace diversity (2023). Teresa Norman.
- An inclusive workplace for people of all abilities, presentasjon av Rikke Bräuner, Novozymes.

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**Thank you for wanting
to help create a more
inclusive hiring process.**

Let's continue to fight for a more
diverse labour market and fair
employment!



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