

Updated June 2021

INSEAD has developed a set of recruiting policies that all recruiters must adhere. The shared commitment to these policies by both recruiters and INSEAD, provides the foundation for a fair and ethical recruiting process. If your organisation encounters a problem implementing any of these policies, please contact a member of the CDC team. We have also established a Careers Code of Conduct for our students. If you feel that students are behaving in an unprofessional manner, please contact a member of the team. During the COVID-19 pandemic, activities indicated in this document as on-campus are replaced with a virtual experience.

## GENERAL RECRUITING POLICIES

### 1. **Non-discrimination**

In accordance with its values, INSEAD does not discriminate against any person on the basis of race, colour, religion, gender, sexual orientation, national or ethnic origin, age, marital status, political belief or disability in its programmes and activities. Accordingly, the INSEAD Career Development Centre (CDC) will only work with recruiting organisations who adhere to this policy throughout the recruiting process.

### 2. **Class Attendance**

Students cannot miss class or other academic commitments for on-campus interviews, other recruiting events or travel related to those activities. An employer's inflexibility on this issue will be considered a violation of INSEAD's Recruiting Policies.

### 3. **Grade Non-Disclosure Policy**

As per INSEAD's grade non-disclosure policy ([see Annex 1](#)), the award of academic honours ("Dean's List") is the only information that students are allowed to disclose during the recruiting process. Organisation representatives are not allowed to ask for INSEAD academic grades and INSEAD academic grades must not be requested as part of the on-line application process. INSEAD grades may only be communicated by the student to recruiters after the job offer has been accepted.

### 4. **Student Populations**

Recruiters must consider applicants from a centralised pool, irrespective of their campus location (France, Singapore, Abu Dhabi, USA – Wharton and Kellogg, China - CEIBS); during the COVID-19 pandemic this also includes students in an alternative location to the above campuses due to visa and travel restrictions they may have incurred. As a rule, we recommend that all activities sponsored by organisations, on or off-campus are open to both the MBA July and MBA December classes and students from the MIM population where this matches your target audience. However, if the organisation needs to target a specific group of students, it is the organisation's sole responsibility to conduct the selection.

### 5. **Advertising and Student Outreach**

- Generic advertising (brand awareness) about your organisation/events to students can only begin once the students arrive on campus to begin their MBA programme (in January for the MBA December class, and in September for the MBA July class) and MIM Programme (in September)
- Recruiters are not permitted to ask students to submit CVs for pre-INSEAD events.
- The INSEAD CV e-Books are the only tools available for organisations to access student contact information.

### 6. **Jobs Postings**

To ensure the widest variety of top quality candidates, all job postings will be made accessible to the relevant populations (MBA/MIM/Executive MBA/Master in Finance/Alumni) on [CareerGlobe](#) based on the required qualifications for the position. The CDC will choose the relevant population(s) when validating the job.

## 7. **Work Authorisations/Visas**

Recruiters must be transparent regarding work authorisation/required visas throughout the whole recruitment process and, wherever possible, state the relevant work authorisation requirements in the job posting.

## 8. **Student Availability for Employment**

Full-time roles:

- MBA December 2021 students will be available from 17 December 2021 onwards for full-time positions.
- MBA July 2022 Students will be available from 27 June 2022 onwards for full-time positions.
- MIM 21 Students are now available for full-time positions.
- MIM 22 Students will be available from 27 June 2022 onwards for full-time positions. They would have to complete a final assignment by December 2022 when they will graduate.

Internship roles:

- MIM 22 Students will be available from 27 June 2022 onwards for internship positions.

No student will be available to work outside these dates, as they need to attend classes to fulfill the academic requirements of the programme.

## 9. **Executive Search firms**

All Executive Search firms must adhere to these policies, as well as to their own codes of conduct (e.g., Association of Executive Search Consultants). They must ensure honesty, accuracy and respect for candidate confidentiality at all stages of the process whether recruiting on- or off-campus.

# CDC FORMAL RECRUITMENT ACTIVITIES

The event formats available within CDC's formal recruitment activities include:

- **Organisation Presentation** – a 30 minute presentation
- **Networking fair** – A more informal multi-industry event giving recruiters a chance to actively engage with students, discuss career opportunities and projects, and match talent with business needs.

Organisations may only participate in one of the above events during each recruitment campaign on each campus. The INSEAD CDC is available to advise recruiters on the optimum format for their recruiting needs.

## 10. **Global Recruiters**

For organisations who participate in CDC organised recruitment activities and who recruit for various global or regional locations, please note that all office locations/recruitment contacts must adhere to these recruiting policies, whether they recruit on- or off-campus.

11. All on- and off-campus recruiters must adhere to the totality of these guidelines; reservation of dates, events, interviews, decisions and offers.

## **Reserving your Dates**

12. INSEAD produces a [recruitment calendar](#) for each recruitment campaign. All CDC organised on- and off-campus events and interviews must be requested and confirmed through the CDC team; to ensure effective recruiting and to avoid conflicts. All recruiters must provide information on job opportunities, recruiting process and interview dates in a timely manner and receive approval of their recruiting process regardless of on- or off-campus location of the events and the interviews.

13. When submitting preferred engagement dates, recruiters may not request more than 2 preferred dates in the same week for each campus (e.g. recruiters may submit 2 presentation dates for one week of the OCR campaign and 1 date in the 2<sup>nd</sup> week, but not 3 dates in 1 week).
14. The allocation of dates for all on- and off-campus recruitment events and interviews will be based on the number of hires over the past 3 years, recruiter choice, schedule and space availability and past active recruiting history with the school. The final decision resides with the INSEAD CDC.
15. In order to ensure the success of any on- or off-campus events you may organise (coffee chats, mock interviews, reception, dinner, assessment centre, breakfasts or any other similar event) we request that you inform the CDC of your date(s) and activities in order to avoid conflicts with classes, other recruiting events, exams or student breaks.
16. To ensure that all organisations have an equal opportunity, official recruiting activity outside the designated recruiting calendar is not allowed.
17. Coffee chats can take place with the following classes from:
  - **MBA December class** – from May to December (for full-time roles)
  - **MBA July class** – from January to July (for full-time roles)
  - **MIM Class** – from September to July (*for internship and full time roles*)

### **Campus Recruiting Events Logistics**

18. When running virtual presentations through your own dedicated platform, the link to the presentation should be shared with CDC to ensure that they are equipped to answer students questions should there be any technical issues. A list of the students that attend the presentation should also be shared with CDC following the event.
19. Those organisations taking part in activities on-campus must complete the logistical information related to catering needs for the corresponding event at least 5 working days before the event. Failure to confirm the catering requirements in a timely manner may result in the cancellation of the refreshments. For all refreshments after a presentation, recruiters will be charged for the number of students agreed with the CDC prior to the event, unless an on consumption basis was requested in which you will be charged the actual amount consumed at the event. For refreshment for a Networking Session, recruiters will be charged a set fee for the event.
20. Due to limited resources and space on campus, the INSEAD CDC cannot distribute any promotional material prior to the day of an event. A recruiter may send ahead materials for distribution during their event, which will be made available on the day in the appropriate venue.

### **Virtual Interviews**

21. Virtual interviews may take place from 20 September 2021 onwards.
22. Organisations must inform students and the INSEAD CDC of their selection for first round interviews at least 5 working days the interviews begin. If the organisation fails to do so, the INSEAD CDC reserves the right to postpone the interviews.
23. Dates for first round interviews are prioritised and organisations need to inform the INSEAD CDC of their second-round interview dates in order to avoid clashes with other first round interviews.
24. No changes to interview schedules can be made within 48 working hours of the interview date.
25. No interviews/Assessment Days can take place during the “Capstone classes” for the 21D’s as this is a compulsory module that students can’t miss and during exams for the MIM students:
  - **December 2021 students: 21 - 23 October 2021**
  - **MIM 2022 students: 7 & 8 October 2021**

26. Organisations must notify students well in advance if they intend to use testing instruments such as psychological tests in the recruiting process and be prepared to provide the results if requested by the student.
27. After first round interviews, both successful and unsuccessful candidates must be notified within 2 weeks of the status of their candidacy. Successful candidates should be given information regarding the next steps of the process and should be provided with appropriate contact names and contact details. Waitlisted students should also be informed of their status at the time offers are extended. If organisations cannot confirm the final decision outcome to students within two weeks, then they should keep in touch with the students and give them an estimated date when the decision will be made.
28. Organisations must accommodate a student's class schedule and course load when scheduling first or second round interviews. Students invited to visit an organisation site should be reimbursed promptly for all expenses incurred during the visit. Students will attempt to divide expenses among recruiting organisations when more than one organisation is visited during a single trip. In the case where an organisation does not reimburse travel expenses, students must be informed of this at the time of invitation.

### **Decisions and Offers**

29. To ensure that all recruiters have a fair amount of time to interact with students and to allow students sufficient time to consider various opportunities, we require that no full-time offer decisions be communicated to MBA students (verbally or in writing) before 11 October 2021.
30. Organisations are asked to notify a student in writing of all the major elements of an internship/full-time offer. To ensure that students have the opportunity to make a thoughtful decision, organisations must not apply undue pressure on the student and must adhere to the offer acceptance deadlines stated below. The INSEAD CDC has established the following deadlines until which recruiting organisations must leave offers open for MBA Students:
  - Monday 8 November 2021 – if offer extended after completion of a summer internship that was secured through the January – June 2021 on-campus recruitment campaign
  - Monday 22 November 2021 (or 3 weeks, whichever comes later) for a full-time offer as part of the September - November 2021 on-campus recruitment campaign
  - These rules do not apply to students returning to their previous employer

For MIM Students:

  - Internship - offer acceptance date is 3 weeks from date of offer extended
  - Full-time offer after completion of internship - offer acceptance date is 3 weeks from date of offer extended
31. For a full-time offer extended upon completion of a summer internship role from the January-June 2021 recruitment campaigns, recruiters are to adhere to the offer acceptance deadline for summer internship as stated above.
32. Job offers must be stated in full from the outset, and remain open in their entirety (including base salary, bonuses, tuition reimbursement, etc.) until the above deadline. Changing a job offer violates INSEAD's professional and ethical standards.
33. Withdrawing an offer is a very serious violation of the INSEAD Recruiting Policies and will be handled accordingly. If an organisation believes it has a valid reason to withdraw an offer, they should appeal to the [Global Director of the Career Development Centre](#) before contacting the student concerned.
34. Delayed start dates will not necessarily be considered as a withdrawn offer if the delay lasts no longer than 6 months from the original start date for full-time positions, (or, if no start date was given, for up to 8 months from the date of graduation). After these time periods the delayed start date will be treated as a withdrawn offer.
35. Students should not renege on a job offer as this breaches the Student Code of Conduct. If a student does renege an offer, or recruiters believe that a student has behaved inappropriately during the

negotiation process, please contact the [Global Director of the Career Development Centre](#). Sanctions on the student may be imposed in accordance with the Student Code of Conduct.

36. Recruiters must provide the INSEAD CDC with the names of the students who have accepted a job offer i.e. signed a contract - so that they can be excluded from the scheduling system and discontinue their job search. Recruiters must not pursue students if they know the students have already accepted another job offer.

<b>NON-COMPLIANCE WITH THE RECRUITING POLICIES</b>
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The INSEAD CDC will evaluate each case of non-compliance with the recruiting policies on a case-by-case basis. The following penalties will be imposed at the discretion of the Global Director of the Career Development Centre and the Associate Dean of Degree Programmes, as deemed appropriate:

- Restriction in priority of scheduling on-campus recruiting events for the next campaign
- Exclusion of the organisation from any on-campus recruitment activity at INSEAD for a period of one year

Any such decisions will be conveyed to the recruiting organisation in writing.

We hope to be continually updating our recruiting policies throughout the year. The INSEAD CDC therefore reserves the right to modify these recruiting policies at any point throughout the year.



## Career Development Centre *MBA / MIM Grade Non-Disclosure Policy*

INSEAD's selection process is extremely rigorous and our admissions criteria ensure that all those admitted to the MBA Programme have outstanding educational backgrounds, intellectual capabilities, professional experience, cultural awareness and management potential. Being admitted to the School is therefore a significant achievement.

INSEAD implements a **Grade Non-Disclosure Policy**, which is supported by the MBA and MIM students. INSEAD's Career Development Centre has agreed to communicate this policy to recruiters and we appreciate your cooperation in enforcing it. Please ensure that all those interviewing candidates or involved in recruiting activities are aware of the policy as outlined below.

- Recruiters should not ask students to provide any information on grades either in written applications or verbally during an interview.
- Students are not to broach the subject of grades with recruiters and may not disclose grades to recruiters either in written or verbal communication.
- Recruiters may request, and students may provide their GMAT scores either in written or verbal communication.
- Students may indicate if they are on the Dean's List (top 10% of the class).
- Recruiters may request a copy of the Dean's List from the Career Development Centre.
- Upon accepting a full-time offer, students may release their INSEAD grades to their future employers, as we understand this may be necessary to process their employment documents in certain countries.
- Upon graduation, alumni may release their INSEAD grades.

Any students found in breach of this policy will be barred from taking part in the formal recruitment activities at INSEAD.

Any recruiters found in breach of this policy will be flagged to all students. The Career Development Centre will take appropriate action on a case-by-case basis.

If you need any further information, please contact Karen Ukil, Associate Director at the Career Development Centre ([karen.ukil@insead.edu](mailto:karen.ukil@insead.edu)).