



DEFINITIONS

DISCRIMINATION

Less favourable treatment of a person or group, without objective justification, based on an actual or perceived personal characteristic such as origin, sex, gender, disability or sexual orientation.

EQUALITY

The principle that all people have equal rights and inherent worth, regardless of gender, origin, sexual orientation, religion, disability or any other personal characteristic.

SEXISM

Attitudes, comments, behaviour or practices based on sex or gender that create, perpetuate or reinforce inequalities and gender stereotypes.

RACISM

Attitudes, comments, behaviour or practices based on actual or perceived origin, ethnicity, nationality, skin colour or racialisation that exclude, disadvantage or establish a hierarchy between people or groups.

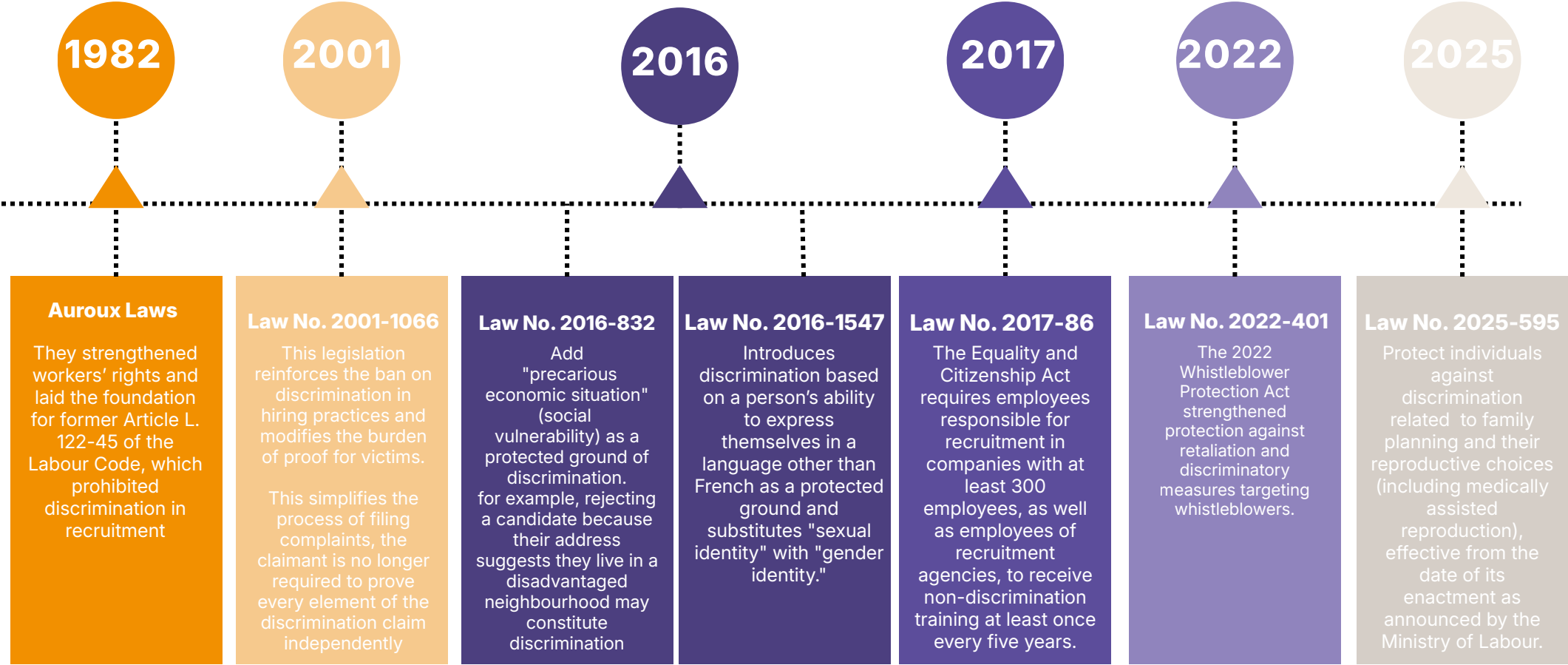
HOMOPHOBIA

Negative, hostile, discriminatory or violent attitudes, comments or behaviour directed at lesbian, gay or bisexual people, or people perceived as such.

CONDITIONING

The process through which beliefs, behaviours and ways of thinking are shaped by education, culture, social norms, the media and repeated exposure to particular ideas.

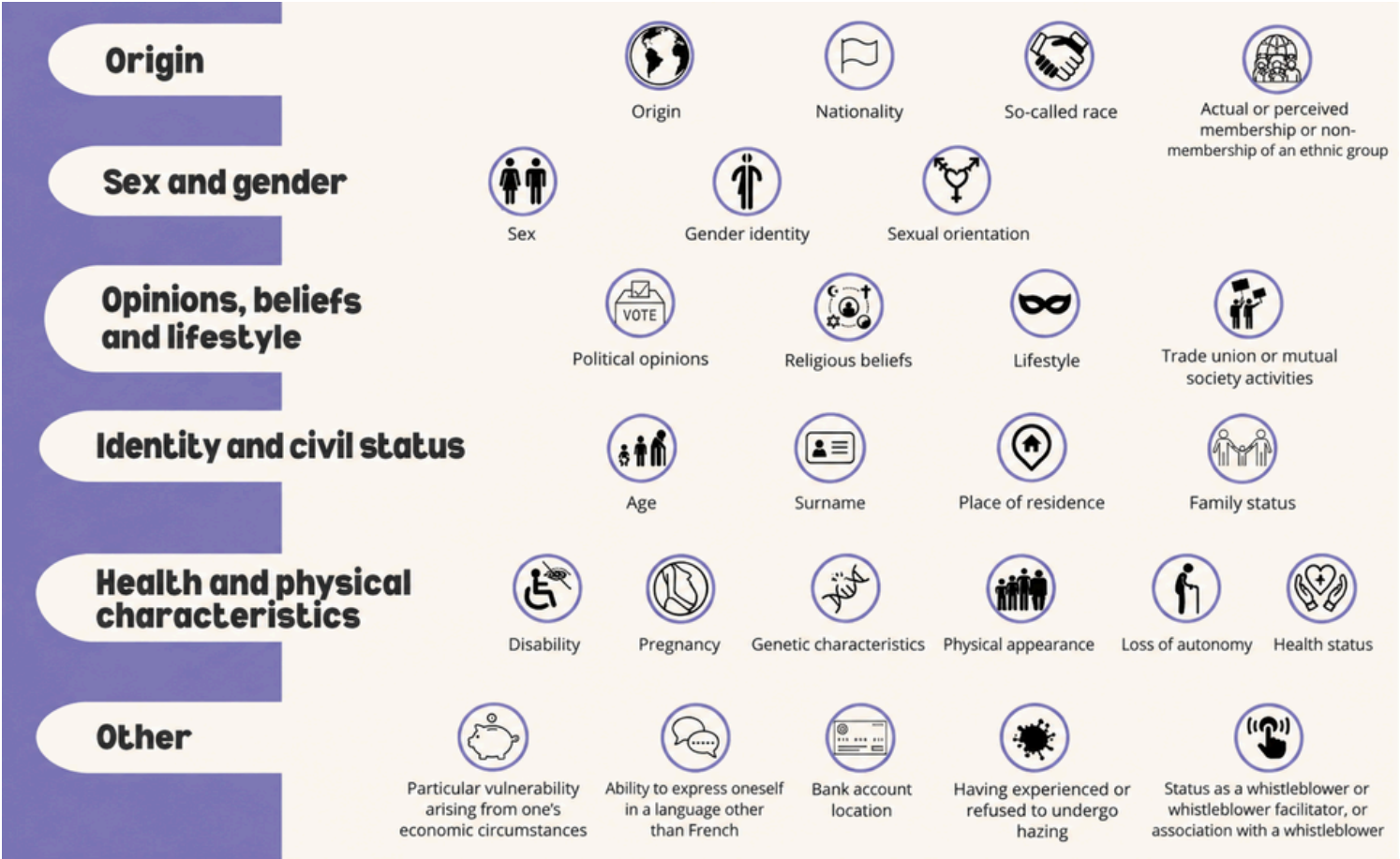
Key Developments in French and European Anti-Discrimination Law



- **November 27, 2000: Directive 2000/78/EC** establishing a comprehensive framework for equal treatment in employment and occupation (encompassing religion or belief, disability, age, and sexual orientation).
- **June 29, 2000: Directive 2000/43/EC** concerning equal treatment of individuals regardless of their racial or ethnic origin.
- **2006: Directive 2006/54/EC** concerning equality between men and women in employment and occupation (equal treatment, remuneration, etc.).
- **2023-2026: Directive (EU) 2023/970** on pay transparency was adopted in 2023, with a transposition deadline of 7 June 2026. Job applicants must receive information about the initial pay or pay range sufficiently early in the recruitment process, and employers may not ask candidates about their pay history. Workers may also request information about their individual pay level and average pay levels, broken down by sex, for categories of workers performing the same work or work of equal value.

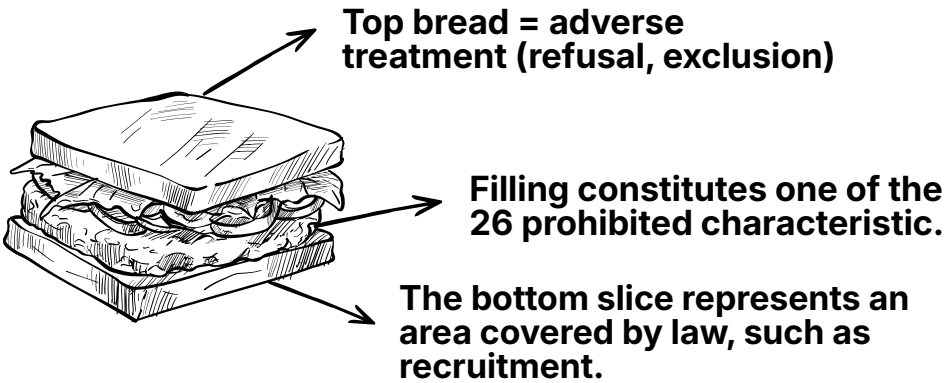
Legal resources

In France and throughout the European Union, recruitment is predicated on skills rather than personality. The law forbids discrimination against candidates based on protected personal characteristics, physical appearance, opinions, or circumstances. These factors are referred to as discriminatory criteria; using one of these characteristics to make a recruitment decision may constitute unlawful discrimination. As of February 2026, there are a total of 26 such criteria.



In legal terms, discrimination refers to less favourable treatment that typically must satisfy two cumulative conditions: it must be based on one of the 26 criteria and pertain to a situation governed by law (such as employment, access to housing, services, etc.).

Discrimination resembles a sandwich:



Legal resources

This guide examines three forms of discrimination:

Direct discrimination: this constitutes an immediate red flag! It is an unequivocal rejection "on the basis of" a prohibited criterion.

Indirect discrimination: a less visible form of discrimination! A rule may appear neutral, at first glance, yet in practice, it may disproportionately disadvantage a group protected under the 26 criteria. If this disadvantage cannot be objectively justified by the requirements of the position and is not proportionate, it is considered unlawful.

Systemic discrimination: arises when an entire "system" (such as an organization, its rules, or established habits) consistently creates disadvantages for a protected group, regardless of any intent to discriminate.

French non-profit organisations governed by the Law of 1 July 1901 are subject to the French Labour Code when they employ staff. Volunteers without an employment contract are not covered by the Labour Code in the same way as employees, but other legal protections against discrimination may still apply.

Volunteers who do not have contracts or receive no remuneration are not covered by the Labor Code. However, they are still entitled to the protections provided under the relevant legal framework governing volunteer activities.

Creating a volunteer charter that includes equality principles helps prevent discrimination and abuse while demonstrating your commitment to acting in good faith.

Discrimination in recruitment, whether overt or subtle, exposes organisations and compagnies to significant legal penalties

- **Criminal penalties:** up to 3 years of imprisonment and fines of up to €45,000 for individuals and €225,000 for legal entities
- **Civil liability:** compensation may be awarded by the Labour Court (for employees) or by the civil courts (for volunteers)

⚠ This puzzle is double-sided; it is advisable to print this page double-sided with the following page, or to print the two pages separately and attach them back-to-back prior to cutting and laminating.



E01_Puzzle_mini_game_entry
Front



⚠ This puzzle is double-sided; it is advisable to print this page double-sided with the following page, or to print the two pages separately and attach them back-to-back prior to cutting and laminating.



E01_Puzzle_mini_game_entry
Back



A

different

world

cannot

be

built

by

indifferent

people

Arundhati



Roy

⚠ Please be advised that this puzzle is double-sided; it is advisable to print it directly on both sides with the subsequent page, or to assemble and adhere the two pages together prior to cutting and laminating.



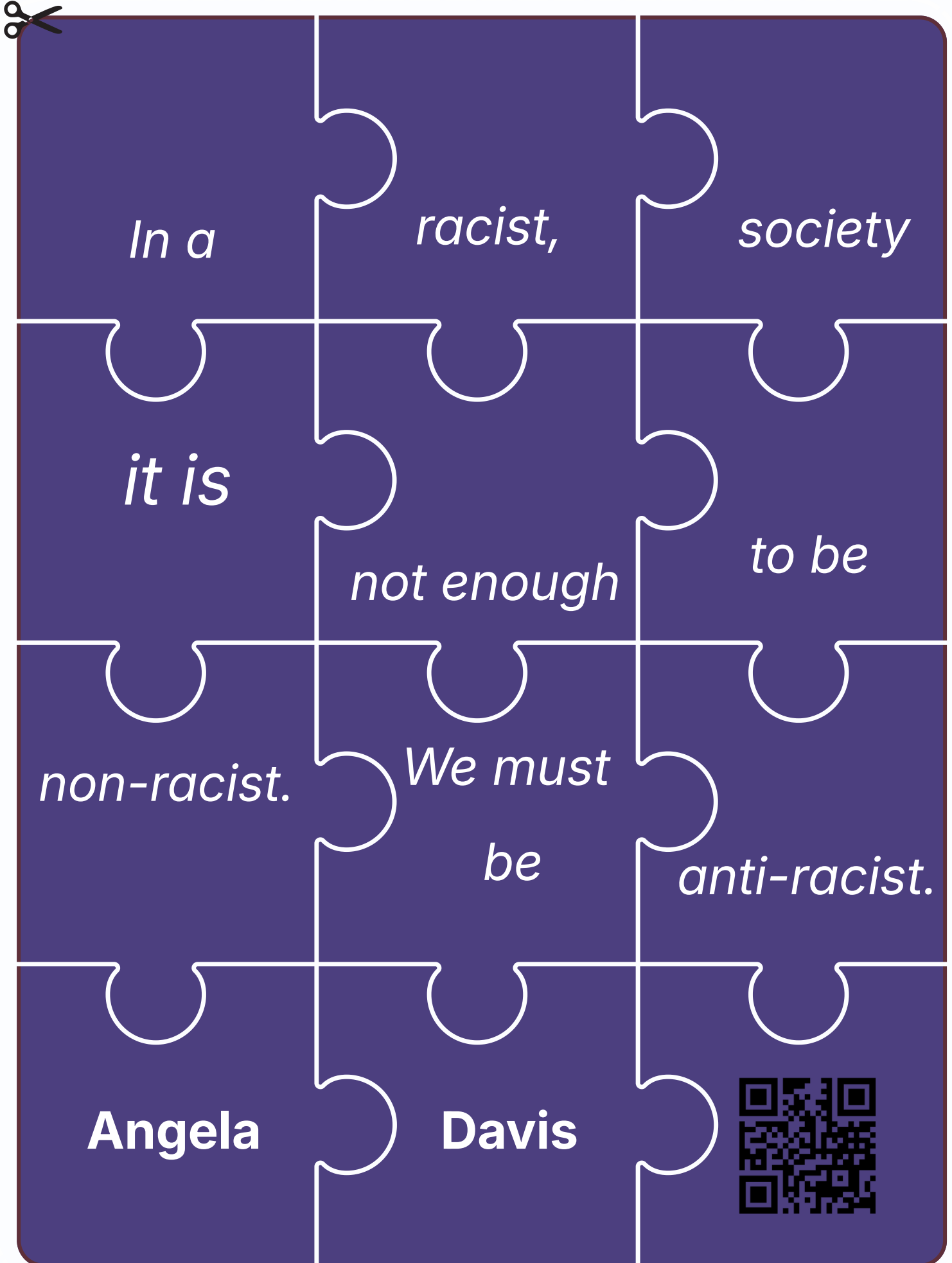
E01_Puzzle_mini_game_entry
Recto



⚠ Please be advised that this puzzle is double-sided; it is advisable to print it directly on both sides with the subsequent page, or to assemble and adhere the two pages together prior to cutting and laminating.



E01_Puzzle_mini_game_entry
Towards





JOB VACANCY

Director of Recyclom

Contract type

Permanent contract

Working hours

Full-time

Workplace

Brussels

Remuneration

Based on experience and qualifications

About the Organization

Our association, committed to recycling, seeks to mitigate the environmental impact of construction activities and advocate for eco-responsible practices within the sector. By collaborating with public and private stakeholders, we create innovative solutions for the collection, sorting, and recycling of waste generated at construction sites.

Job Description

We seek a motivated and experienced director to lead our association. You will be responsible for defining and implementing the association's strategy in collaboration with the board of directors, while ensuring the seamless operation of activities.

SKILLS

- Leadership and the capacity to unite a team around shared objectives.
- Expertise in financial and administrative management.
- Collaboration with diverse stakeholders
- Organization and adaptability

Main Responsibilities

• Strategy and Development:

He develops and implement the organisation's strategic vision.

He builds and manage partnerships with public bodies, businesses and non-profit organisations.

He identifies funding opportunities and develop innovative projects to enhance construction waste management.

• Operational management and oversight:

He oversees waste collection, sorting and recycling operations.

He manages budgets and ensure sound financial oversight, encompassing the formulation and supervision of budgets.

He leads and support a multidisciplinary team and facilitating its growth.

• Communication and Advocacy:

He represents the organisation before public institutions, businesses and the media.

He raises awareness of the environmental impact of construction waste.

Candidate Profile

- Education: Master's degree (Master's degree or equivalent) in management, environmental studies, sustainable development, or economics.
- Experience: A minimum of five years in project management or leadership, preferably within the waste, environmental, or non-profit sectors.
- You are highly ambitious, competitive, assertive and results-driven. You must have the authority and determination required to succeed in a demanding sector!
- Driving licence and access to a car preferred

Why join us? You will have the chance to actively engage in a significant project within a dynamic and fast-changing environment. If you are passionate about environmental concerns and want to make a difference, this opportunity is for you!

Director of Recyclom

Reports to:
Board of Directors of the Association

Workplace:
Brussels

MAIN RESPONSABILITIES

The Director of the Recycling Association is tasked with ensuring the coordination of the programme of activities and the execution of the decisions taken by the Board of Directors.

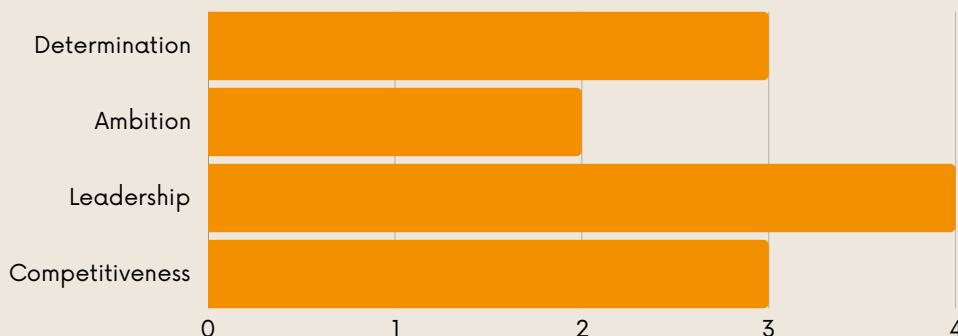
- He oversees the administrative and financial management of the association.
- He is responsible for coordinating and preparing content for the association's decision-making bodies, including the Board of Directors, Executive Committee, and General Assembly.
- He oversees the management of the association's employees.
- The development of the observatory by incorporating the "waste as a resource" theme.
- He possesses expertise in energy transition and waste and resource-management policies.
- Drafting analytical and strategic reports.
- He is tasked with establishing objectives and the strategic roadmap, implementing programs, and attaining designated outcomes.
- With the support of the partnerships manager, he cultivates local partnerships (businesses, local authorities) and actively engages with the communities associated with the organization.
- He also engages in consulting assignments.

EMPLOYMENT CONDITIONS

- Executive position
- Permanent, full-time employment contract
- Collaboration and teamwork with diverse organizations and entities.
- Regular travel to various neighboring provinces. A driving license and vehicle are preferred.
- This position is exclusively available for on-site work.

ESSENTIAL ATTRIBUTES

- Strong knowledge of non-profit governance
- Management and leadership skills
- Expertise in network management, negotiation abilities, diplomacy
- Rigour, organization, and autonomy
- Technical and theoretical competencies
- Understanding of stakeholders in the energy sector and the waste-resource management sector
- Proactivity
- Authority and credibility





Nadia H.

Age: 35

Currently serving as a Project Manager in corporate waste management, I am submitting my application for the position of Director of Recyclom.

PROFESSIONAL EXPERIENCE

Sustainable Development Program Manager

- Business Waste Management Association.

2019-2025

Recycling program manager

- Business Waste Management Association.

2018-2019

Environmental Project Manager

- Association for the Prevention of Energy Poverty.

2014-2018

European Voluntary Service

- Helped develop and promote an European initiative aimed at fostering a greener and more sustainable Europe among diverse audiences in Belgium.

2013-2014

EDUCATION

Master's Degree in Ecological Economics and Sustainable Development

University

- Internship as a parliamentary group assistant at the European Parliament, focusing on environmental issues.

2011-2013

Bachelor of Arts in Economics

University

- Option: Economic Principles and Sustainable Development

2008-2011



[Redacted]



[Redacted]



[Redacted]



Driving license (category B) and personal vehicle

LANGUAGES

- * Dutch
- * Arabic (C2)
- * French (C1)
- * English (C1)

INTERESTS

- * Hiking
- * Reading
- * Basketball
- * Gardening





GEORGES S.

Age: 35

ABOUT

Determined and dynamic, I am applying for the position of Director of Recyclom.



[Redacted contact information]



[Redacted email address]



[Redacted address]

LANGUAGES

- French
- German (B1)
- Dutch (C1)

AREAS OF FOCUS

- Football
- Cinema
- Baking
- Kayaking

EXPERIENCES

Sustainable Development Program Manager 2019 - 2025

- Renewable Energy Association.

Environmental Impact Assessment Officer for Construction Sites 2017 - 2019

- Organization focused on climate change.

Environmental Project Manager 2014 - 2017

- Environmental Conservation Association.

European Voluntary Service 2013-2014

- Contributed to a solidarity initiative promoting material reuse and combating waste and social exclusion in Greece.

EDUCATION

Master's Degree in Ecological Economics and Sustainable Development 2011-2013

University

- Internship as a parliamentary group assistant at the European Parliament, focusing on environmental issues.

Bachelor of Arts in Economics 2008-2011

University

- Option: An Introduction to the Green Economy.





Nadia H.

15 Rue des Acacias, 75011 Paris nadia.h@email.fr | 06 12 34 56 78

Recyclom Association Recruitment Team

Paris, April 3, 2040

Subject: Application for the Position of Director – Recyclom

Dear Sir or Madam,

With ten years' experience in the social and solidarity economy and a strong commitment to environmental issues, I am pleased to apply for the position of Director of Recyclom.

Holding a Master's degree in Management of Non-Profit Organizations from Sciences Po Paris (2013), I dedicated eight years to serving as the Operations Director of a non-profit organization in the Île-de-France region, which specialized in the collection and processing of secondary raw materials (35 employees, annual budget of €2.8 million). In this role, I led the organisation's strategic transformation, developed new institutional partnerships, restructured its funding model and managed a multidisciplinary team during a period of significant growth.

I thrive in challenging environments and have proven my capacity to unite teams around a shared project, engage with diverse stakeholders (Board of Directors, public funders, local authorities, and non-profit partners), and report with rigor and transparency.

Recyclcome's mission—to implement tangible measures to minimize waste and foster a circular economy that is accessible to everyone—aligns seamlessly with my personal and professional values. I am convinced that managing a non-profit organization of your scale demands not only substantial managerial acumen but also a profound dedication to the values that support its mission.

I would be pleased to discuss my background and aspirations for Recyclcome in greater detail during an interview.

Yours faithfully,

Nadia H.



Georges S.

45 Rue des Oliviers – 75011 Paris georges.s@email.fr | 06 98 76 54 32

Recyclom Association Recruitment Team

Paris, April 3, 2040

Subject: Application for the Position of Director – Recyclom

Dear Sir or Madam,

After a decade of leading major projects in the circular economy sector, I am now eager to assume leadership of a non-profit organization that aligns with my values. This is why I am applying for the position of Director at Recyclom.

Having earned a Master's degree in Organizational Management from Sciences Po Paris in 2013, I spent eight years as a senior manager at a recycling association in the Île-de-France region, which comprised 35 employees and operated with a budget of €2.8 million. My responsibilities included leading the organization's strategic transformation, establishing sustainable institutional partnerships, revamping the funding model, and overseeing multidisciplinary teams during a phase of significant growth.

My leadership philosophy centers on active listening, exemplifying best practices, and the capacity to make strategic decisions in intricate environments. I possess demonstrated experience collaborating with governance bodies of associations, including Boards of Directors and Executive Committees, as well as engaging with public funders and local partners.

Recyclom's mission to establish equitable and accessible recycling systems resonates with me on both personal and professional levels. I am prepared to dedicate my energy and expertise to assist the organization in its next stage of development.

I am available at your convenience for a discussion and I would welcome the opportunity to discuss my application further.

Yours faithfully,

Georges S.

Interview Assessment Grid

SKILLS	RATING	COMMENTS
Expertise in financial and administrative management		
Knowledge of recycling regulations and environmental policies		
Strategic ability to identify opportunities for growth and innovation		
Expertise in strategic analysis and long-term planning		
Ability to negotiate, maintain and develop cross-sector partnerships		
Ability to lead a multidisciplinary team, strengthen cohesion and support professional development		
Project management: strategic planning, monitoring, evaluation and continuous improvement		
Ability to raise awareness of environmental issues, particularly waste and recycling		
INTERPERSONAL SKILLS		
Written and verbal communication skills		
Organisational skills and attention to detail		
Leadership and ability to motivate and unite a team		

Interview Assessment Form

INTERVIEW QUESTIONS

General

Could you please provide a brief introduction of yourself?

What inspires you to pursue this position?

Career Path

What have been the most significant experiences in your career?

What challenges have you encountered in your career, and how did you overcome them?

Skills

What key skills have you developed in your previous roles?

Could you provide an example of a complex task that you have successfully accomplished?

Interpersonal skills

How would you characterize your approach to teamwork?

What are your strengths and areas for development?

INTERVIEW REPORT

CANDIDATE: Nadia S.

POSITION: Director of Recyclom

START TIME: 10:00 a.m.

END TIME: 11:30

TRANSCRIPT OF THE INTERVIEW	RECRUITER'S OBSERVATIONS
Recruiter: We would now like to discuss your skills: what are the essential competencies you have cultivated in your previous positions? Nadia: I have developed a rigorous approach to managing organisations of this kind. Additionally, my prior experience in waste management has given me extensive knowledge of the field.	<i>Rather rigid; seems unapproachable</i> <i>Confident and demonstrates a strong understanding of the subject. OK!</i>
Recruiter: You appear quite self-assured. Could you provide us with an example of a challenging task that you have successfully accomplished? Nadia: I have frequently had to navigate conflicts of interest among various stakeholders, each with distinct priorities; this experience has taught me to understand...	<i>Very serious; may not fit in with the team.</i> 
Recruiter: I was curious to know if you have any children. Nadia: Um... No, I do not have any children at this time. Recruiter: And are you planning to have children? We certainly would not desire an unexpected announcement in a few months, would we? (smirks) Nadia: I'm not sure that this question is relevant. It seems quite personal, does it not? Recruiter: Well, if you perceive it that way... Otherwise, the position necessitates frequent travel and extended stays on-site for several days; would that be an issue for you? Nadia: No, that should not pose a problem; I simply need to discuss the arrangements with my husband. Recruiter: Excellent. How would you characterize your approach to teamwork? ...	<i>Overly ambitious; comes across as pretentious.</i> <i>Rarely laughs at jokes and struggles to manage stress effectively. ?</i>



INTERVIEW REPORT

DOCUMENT INTERNE RH

CANDIDATE: Georges S.

POSITION: Director of Recyclom

START TIME: 2.00 p.m.

END TIME: 4.30 p.m.

TRANSCRIPT OF THE INTERVIEW	RECRUITER'S OBSERVATIONS
Recruiter: We will now examine your skills; what are the essential competencies you have cultivated in your previous positions? George: I have developed strong skills in leadership, team management, and strategic decision-making, while enhancing the performance and adaptability of the organization in my previous organisation.	<i>Diligent candidate</i>
Recruiter: Your confidence is impressive, particularly for this type of position. Could you provide an example of a complex task that you successfully accomplished? George: In my previous position, I managed an energy efficiency program that included multiple partners. I managed the project budget, facilitated collaboration among stakeholders, and adhered to deadlines, ultimately leading to the optimization of energy consumption for local businesses.	<i>Suitable attire for an interview</i> OK! <i>An exceptionally intriguing journey</i> +
Recruiter: That is quite inspiring. However, the position necessitates frequent travel and extended on-site stays; would that be an issue for you? George: I would need to discuss the arrangements with my partner before I can provide you with a response.	<i>Ambitious</i>
Recruiter: How would you characterize your approach to teamwork? George: I advocate for a collaborative approach in which each individual has a defined role and can share their insights. I strive to cultivate a dynamic work environment rooted in exchange and trust, while ensuring a clear direction to accomplish our objectives. Having played football for over 15 years, I possess a solid understanding of teamwork. Recruiter: That's precisely it! I am also a football enthusiast; I have supported the same team since childhood and played for them throughout my youth. I hope we share the same allegiance, as it would provide us the opportunity to watch some matches together! So, what are your strengths and areas for development?	<i>Confident in his abilities - inspires confidence</i> ✓



E01_Notes_interview_George



In response to your application

10:24



Recrutement@asso.com

To: <Nadia.H@email.com>

Subject: In response to your application

Dear Nadia H.,

Thank you for meeting with us and sharing your background and motivation for the position of Director of the Recycling Association. We valued our discussion and your interest in our organization.

After thorough deliberation, we have decided not to proceed with your application. This decision does not reflect the quality of your submission, and we will keep your file on record for potential future opportunities.

We would like to convey the rationale behind this decision. We recognize your professionalism, autonomy, and diligence, along with your skills and experience, which align well with the position. Nevertheless, we seek an individual with stronger leadership and authority to oversee our association's team.

We wish you great success in your professional endeavors and are available should you need more detailed feedback regarding your interview.

Best regards,



Recyclom Recruitment Team



Recrutement@asso.com

This message and any attachments are strictly confidential. If you are not the intended recipient, please delete it and inform the sender.



In response to your application

10:31



Recrutement@asso.com

To <Georges.S@email.com>

Subject: In response to your application

Dear Georges S.

We are pleased to offer you the position of Director of Recyclom. We were particularly impressed by your experience, determination and alignment with the organisation's objectives.

We will contact you shortly to discuss the next steps, including the onboarding and administrative arrangements. In the interim, please feel free to inform us if you have any inquiries.

We look forward to welcoming you to the team!

Kind regards



Recyclom Recruitment Team



Recrutement@asso.com

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AEPDE

Autorite Européenne
de Protection
des Droits et de l'Egalité

INVESTIGATION REPORT

RECYCLOM CASE FILE



AUDITED ORGANIZATION

RECYCLOM

French non-profit association
governed by the Law of 1 July
1901.
20 employees. Waste
recycling.

MISSION CONTEXT

Following a report from the Board of Directors concerning a potentially discriminatory recruitment process, the AEPDE was asked to examine the job advertisement, the applications and the selection process.

- ☐ The job advertisement;
- ☐ The applications;
- ☐ The selection process

DISCRIMINATORY LANGUAGE IN THE JOB POSTING

- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____

1

PROPOSED INCLUSIVE TITLE(S)

- _____
- _____
- _____
- _____
- _____

COMPARISON OF THE TWO CVS

Nadia's Curriculum
Vitae

George's Curriculum
Vitae

POTENTIAL BIAS

- Type of bias: _____
- Type of bias: _____
- Type of bias: _____

2

THE THREE MOST COMMON CRITERIA FOR DISCRIMINATION IN A RECRUITMENT PROCESS.

- _____
- _____
- _____



AEPDE

Autorité Européenne
de Protection
des Droits et de l'Égalité

INVESTIGATION REPORT

RECYCLOM



3

DISPARITIES IN TREATMENT BETWEEN THE TWO CANDIDATES

Keyword	Treatment of Nadia	Treatment of Georges

DISCRIMINATORY QUESTIONS DURING NADIA'S INTERVIEW

Interview question	Discrimination

4

RECOMMENDED CORRECTIVE MEASURES BY THE EQUALITY COMMITTEE





AEPDE
Autorité Européenne
de Protection
des Droits et de l'Égalité

CASE:

E01 - Recyclom

INTERIM ASSESSMENT

CONFIDENTIAL BALLOT



DO NOT OPEN UNTIL THE INVESTIGATION IS COMPLETE.





CASE:

Recyclome

RECRUITMENT EQUALITY COMMITTEE

INTERIM EVALUATION

Based on the information currently available, I would select the following candidate:

☐ Nadia H.

☐ Georges S.



CASE:

Recyclome

RECRUITMENT EQUALITY COMMITTEE

INTERIM EVALUATION

Based on the information currently available, I would select the following candidate:

☐ Nadia H.

☐ Georges S.



CASE:

Recyclome

RECRUITMENT EQUALITY COMMITTEE

INTERIM EVALUATION

Based on the information presently at our disposal, I recommend the following candidates:

☐ Nadia H.

☐ Georges S.



CASE:

Recyclome

RECRUITMENT EQUALITY COMMITTEE

INTERIM EVALUATION

Based on the information presently at our disposal, I recommend the following candidates:

☐ Nadia H.

☐ Georges S.



CASE:

Recyclome

RECRUITMENT EQUALITY COMMITTEE

INTERIM EVALUATION

Based on the information currently available, I would select the following candidate:

☐ Nadia H.

☐ Georges S.



CASE:

Recyclome

RECRUITMENT EQUALITY COMMITTEE

INTERIM EVALUATION

Based on the information currently available, I would select the following candidate:

☐ Nadia H.

☐ Georges S.



E01_Bulletin_vote



RECRUITMENT EQUALITY COMMITTEE

INTERIM EVALUATION

Based on the information currently available, I would select the following candidate:

☐ Nadia H.

☐ Georges S.



EQUALITY AGENT



★ MISSION ACCOMPLISHED ★



This certificate confirms that the holder has successfully completed an Egal'Asso investigation promoting equality and the protection of rights.



FURTHER RESOURCES AND TOOLS

<https://egalasso.eu/>



Together, we are transforming practices to make small organisations in the social and solidarity economy more inclusive.



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