

Career Opportunities Policy in Russia

T V Suvalova¹, V I Panin¹, O O Chamberlain²

¹FSBEI of HE "State University of Management", Moscow, Russia

²Hayes Specialist Recruitment LLC, Moscow, Russia

E-mail: suvalova.t@yandex.ru, olga.shamber@hays.ru

Abstract. The paper analyzes the state of the art of career opportunities policy in Russia, which is based on polling almost 1,500 respondents. The goal is to identify the career opportunities with breakdown by gender, age, presence or absence of disabilities, ethnicity, and religion. The paper proposes ways to improve career equality and to address the barriers to the in-house growth of personnel of analyzed categories. It analyzes the techniques and tools international and Russian companies employ to prevent bias against job candidates; the key performance indicators for implementing the career policy; employees' and employers' attitude towards the policy. The paper substantiates the need for a Russia-wide policy of equality, a policy that will provide equal career opportunities and fair pay regardless of religion, age (especially for persons aged 50 or more), physical impairments (disability), ethnicity, and sexual orientation. The advantages the policy will bring are the synergy of unequally experienced employees in terms of thinking and value paradigms; a boosted culture of support and mutual help; more creative solutions; opportunities to work with a more diverse clientele; entry into international markets; and better financial performance.

1. Essence of career opportunities and equality policies

Research of such matters as equality of rights and career opportunities is increasingly relevant as the Russian legislation develops more advanced anti-discriminatory norms. In April 2013, a number of amendments to the Anti-Discrimination Act enabled public authorities and other legal agents to eliminate inequality and discrimination, including that based on gender [7, 23]. In July 2013, President Vladimir Putin signed the Act Against Discrimination by Age, Gender, and Ethnicity [22, 24]. A year earlier, Dmitry Medvedev ratified the Convention on the Rights of Persons with Disabilities, which seeks to enable such persons to be fully involved in the country's civil, political, socioeconomic, social, and cultural life [25].

Russian and international companies alike seek to have teams diverse in age, experience, and education [12]. More diverse staff can propose more interesting solutions. Equality is important not only to employees but also to the company's management responsible for strategic decisions. The staff has to understand their prospects of career growth, to feel important regardless of gender, age, ethnicity, or religion [11].

This research seeks to identify the career opportunities with breakdown by gender, age, presence or absence of disabilities, ethnicity, and religion. According to the British Council, an international body that promotes and supports cooperation between the UK and other countries on education, science, and culture, the equality policy is intended to ensure a holistic approach to employees regardless of their age, gender, disabilities, ethnicity, marital status, sexual orientation, and work-life balance [14]. These

areas of anti-discrimination policy should be borne in mind when hiring staff for vacant positions, planning career promotions, pooling for management positions, and delegating critical duties [2]. The HR policy must be based on the codes and norms of due respect to the person and their professional qualities, business acumen, and personal traits [10]. Discrimination can be direct or indirect [8]. Direct discrimination takes place when an employ is singled out to receive worse treatment. Such ‘special’ treatment manifests itself as giving the person intentionally impractical or worthless objectives, delaying whatever has been promised to them, or openly discussing their professional and personal shortcomings in the presence of other staff members. Indirect discrimination occurs when the person’s potential is neglected, their creativity and personal qualities are diminished, their skills and professional competencies are questioned [6].

Consider the results of the survey titled *Relevance of Policies for Diversity and Equality of Staff Member Rights in Russia* (title not final); the survey has been carried out in cooperation with Hays Gender Diversity, an international recruiter. The poll involved staff members of various international and Russian companies in different regions. It was designed to identify the degree of equality of staff members in different organizations in terms of career opportunities.

1.1. Development of Equality Policies for Women and Persons with Disabilities

The concept of human rights has been central to the history of any state. Human right guarantees indicate the society’s progressiveness and democracy. Respect for equality and legitimate human interests is the key indicator of Russia becoming a member of the world community [4].

Old Russian law did not grant everyone the right to life, freedom, dignity, and property. Such rights were the privilege of free peasants: serfs, merchants, boyars, craftsmen, and other ‘free’ people [19] In sociopolitical contexts, women had less rights than men, e.g. they did not have a vote at veche. However, women’s rights to property were still well-protected; even a married woman could have property of her own, at her and only her disposal [15]. Dignity was also subject to legal protections; the Law of People’s Judgement set forth a penalty for insulting a woman, an offence classified as ‘infamy’ [20] The Imperial Codes of 1906, also referred to as the Constitution of Nicholas II, had a chapter titled On the Rights and Duties of Russian Subjects [13]. This was the second chapter and it enshrined the human rights recognized in Europe and worldwide, which the Russian autocracy did not dare challenge. It recognized the following rights: the sanctity of house (Art. 33) and private property (Art. 5); freedom of movement (Art. 34); freedom of peaceful assembly (Art. 36) and organization (Art. 38); freedom of thought and press (Art. 37); finally, freedom of religion (Art. 39) [13].

The historical view of a woman is that of a hearthkeeper who won’t seek considerable career growth. Merely 200 years ago, a thought of women working, contributing to decision-making and public life would be deemed ridiculous.

Equality for women in Russia began as far back as in 1764, when they opened the girls-only Smolny Institute to give women access to education. 48 years later in 1812, Women’s Patriotic Community was founded. The National Women’s Rights Convention was first held in 1850 in the US; they founded the National Association for Women’s Electoral Rights. What it sought first and foremost was suffrage. Russia’s Women’s Labor Society was founded in 1862. Universal suffrage was implemented in 1917; as a result, women became able to retain their pre-marital surnames in marriage; men and women now also had equal rights for divorce.

In 1918, the new Constitution enshrined gender equality. So did in the 1936 USSR Constitution, Art. 122. It emphasized the gender equality in economic, public, sociopolitical, and cultural life. Equal pay, right to labor and rest, social security and education, maternity support and leave, a wide network or maternity units, nurseries, and kindergartens were all fundamental to gender equality [26].

Art. 124 also enshrined equality regardless of race and ethnicity in any aspect of life. Any direct or indirect discrimination on the basis of ethnicity or race was punishable by law. Disintegrating schools, state, and the church was fundamental to the freedom of conscience (Art. 124) 6. Each citizen still had right to worship and to anti-religious propaganda [26].

Analysis of Russia's equality of opportunity policies shows that gender inequality lies in the gender-based economic difference (different returns on human capital, unequal access to economic resources) as well as in the surviving (and, actually, strengthening) traditional gender roles (women are (expected to) be more focused on their household) [13]. Apparently, this can only be changed by a set of measures that will affect the society and its institutes. One special category in Russia comprises employees aged 50 or older; they are often referred to as 'human dead weight' [3].

Consider the public view of persons with disabilities. Since 1976, a law has been effective in Japan that obliges companies to make certain job quotas for persons with disabilities. The French programs to support persons with disabilities include a social insurance system that provides 860 euros per month as the disability pension. According to the French law, disabled persons should account for at least 6% of the staff in any company that employs more than 20 people. Failure to do so is punishable by penalties. In the United States, law forbids denial of jobs for disabled persons that are still capable of working; companies are obliged to reserve at least 7% of vacancies for disabled persons and provide them with appropriately equipped workplaces. Financial support for persons with disabilities totals 150 million US dollars per annum or 20% of the Social Security Administration's budget [1].

Since 2011, Russia has the Accessible Environment Program in place to provide persons with disabilities with equal opportunities in all areas of life [5]. Since January 1, 2017 the country also operates the Federal Register of Persons with Disabilities. Since January 1, 2019 assistance in employment for persons with disabilities has become a State Service. [] Impaired persons are entitled to individual assistance in employment and to special work conditions [9]. The amendments to the Federal Law on Employment vests persons with disabilities with specific exclusive rights to employment; additional rights are also granted to disabled persons while at work. Article 21 of the Federal Law on the Social Security of Persons with Disabilities in the Russian Federation [25] obliges any company employing at least 100 persons to reserve 2 to 4 percent of their roster for hiring persons with disabilities. Those with 35 to 100 employees shall reserve a maximum of 3% of their roster to the same end. Breach of these requirements carries administrative penalty per Article 5.42 of the Administrative Code of the Russian Federation, whereby it is classified as violating persons with disabilities' rights to employment [17].

2. Research methodology

Research of career opportunities policies was carried out from March to June 2018 in Russia. Data was collected by an online survey that involved 1,487 respondents: 361 companies and 1,126 employees. 60% of the respondents were male, 40% were female. 58% were aged 30 to 40, 25% were aged 21 to 28, and 17% were aged 40 or older.

Most respondents lived and worked in Moscow and Moscow Oblast (66%) as well as in St. Petersburg (11%). Besides, the survey involved residents of the Central Federal District (FD), 6%; Volga FD, 4%; Siberian FD, 4%; Ural FD, 3%; Northwestern FD, 3%; Crimeans, 3%; and Far Eastern FD, 1%. Companies whose employees the survey involved all had a roster of 100 to 1,000 persons; 55% were international and 45% were Russian firms. The research team also polled executives, 40% of whom were running international companies and 60% managed Russian businesses; companies operated in such sectors as pharmaceuticals, IT, finance, construction, manufacturing, automotive, and chemical industries. Respondents had the following specializations: IT, sales, marketing, advertising, finance and accounting, HR management, procurement, logistics, law, design, construction, quality service, mining and processing of raw materials, distribution, and real estate management.

The survey was designed to collect the respondents' opinion on Russia's equality policies for men and women, persons with disabilities, persons aged 50 or older, and employees of different ethnicities and religions.

3. Results

3.1. Career equality for different genders

The first question raised by this study was whether men and women had equal career opportunities. A popular opinion is that in case of employment crisis, men have greater chance to find a job [16]. Equality is also an issue when it comes to pay and managerial positions. Power has traditionally been a male virtue. However, the survey respondents mainly believed that career opportunities were equal for both men and women. Interestingly, there were slightly less (3%) people who believed in such equality as compared to the earlier studies Hays Gender Diversity had been carrying out in Russia since 2015. In 2018, most men (76%) thought career opportunities were gender-independent. Women were less optimistic, as only 60% agreed they were equal. Tables 1 and 2 summarize the responses collected in 2015–2018 on the matter of men-women career equality.

Table 1. Responses collected in 2015–2018 on the matter of men-women career equality.

Year	% of respondents	
	positive	negative
2015	72%	28%
2016	70%	30%
2017	69%	31%
2018	69%	31%

Table 2. Responses collected in 2018 on the matter of men-women career equality.

Year	% of male respondents		% of female respondents	
	positive	negative	positive	negative
2018	60%	40%	76%	24%

70% of the respondents stated that equal skills, qualifications, and experience mostly yielded equal pay. This statement was supported by 78% of men and only 59% of women. In 2017, 65% of women attested to this; therefore, 2018 saw a 6% drop YoY. Tables 3 and 4 summarize responses to the question of gender-independent equal pay collected in 2017 and 2018.

Table 3. Men’s and women’s responses to the question of gender-independent equal pay.

Year	% of male respondents			% of female respondents		
	2017	2018	deviation	2017	2018	deviation
positive	65%	59%	-6%	81%	78%	-3%
negative	41%	47%	+6%	19%	22%	+3%

Table 4. Responses to the question, Are Men and Women Paid the Same?

2018	% of male and female respondents
positive	70%
negative	30%

Thus, a vast majority of Russian employees (70%) responded in 2018 that pay was not gender-specific.

The next objective was to find out whether men and women had equal career opportunities. Two-year data analysis indicated a positive trend. Over this timeframe, the subset that believed there were hindrances in women’s careers dropped by nearly 20%, see Table 5. Still, a third of women (34%) continued to say that in 2018, a woman would find her career more challenging than a man; the reasons they stated fell into three primary factors: stereotypes (34%); inevitable breaks in employment due to maternity leave (57%); and bias against female executives (41%), see Tables 5 and 6.

Table 5. Do women face hindrances in their career?

Year	% of male respondents			% of female respondents		
	2017	2018	deviation	2017	2018	deviation
positive	62%	52%	-10%	29%	21%	-8%
negative	38%	48%	+10%	71%	79%	+8%

Table 6. Do women face hindrances in their career? 2018 survey.

Year	% of male and female respondents		
	2017	2018	deviation
positive	53%	34%	-19%
negative	47%	66%	+19%

Table 7. What kind of hindrances do women face in their career?

Answer	% of respondents
Stereotypes (e.g. a profession is considered more suitable for men or for women)	64%
Inevitable breaks in employment	57%
Public bias against female executives	41%
Glass Ceiling, an invisible barrier that prevents women from reaching the top positions	40%
Work-life balance is complicated for women	38%
Other people won't support a women in her career ambitions	29%
Women are less assertive in competing for a job	13%
Women prioritize family over career	8%

59% of the respondents believed some professions in Russia are more suitable for this or that gender. Gender-based categorization of professions followed these criteria: physiological factors (78%); gender-specific psychological traits (43%) and professional traits (20%). Of 61% of the respondents, more than 80% noted there was an official policy to ensure employment and recruitment equality for men and women. Respondents noted the following measures to support men-women career equality: equal pay (noted by 75%); flexible hours, i.e. through part-time or remote work (49%); and top managers' championship of the idea of gender equality (28%).

Notable trends for the future include forming a positive professional image of women; focus on hiring women to top positions not only in firms, but also with public authorities and political structures. Trainings to raise awareness of gender equality are increasingly popular; ever more programs get in place to mentor female professionals; professional women communities are on the rise.

3.2. Career equality for persons with disabilities

Almost a third of the respondents believed their disabled colleagues had less career opportunities. Some 30% thought that even while pay was equal, persons with disabilities would find their career more challenging. 42% of the surveyed employers actively sought career equality for persons with disabilities. Nearly half of them used the existing quotas; almost 20% equipped their workspace to the needs of disabled employees and reduced working hours without cutting the pay; 17% even had adaptation and mentoring programs for such persons. Table 8 summarizes the responses on measures to address the needs of disabled employees.

Table 8. Career equality for persons with disabilities: what are the measures in place?

Answer	% of respondents
Recruitment and career equality policy	52%
Equal pay for all in similar positions	50%
Quotas for hiring persons with disabilities	46%
Remote work procedures in place	31%
Top managers' championship of the idea of hiring persons with disabilities	24%
Specially equipped workplaces and office space	21%
Reducing working hours without pay cuts / Flexible hours	21%
Adaptation programs in place	17%
Mentoring (curation) programs in place	17%
Meetings and trainings for other employees to tackle stereotypes and bias against their disabled colleagues	12%
Prohibition of sacking in case of layoff	7%
All of the above	1%

Thus, employers had the following procedures in place to provide disabled persons with equal career opportunities: flexible hours, reduction in hours without affecting the pay, and prohibition of sacking in case of layoff.

3.3. Career equality for older-than-50 persons

A majority of the respondents (44%) believed that all other variables (experience, qualifications, and skills) being equal, their colleagues aged 50 or older had lesser career opportunities. Nearly 40% were sure though that age did not affect the pay.

Nearly half of the employers noted their companies did not have any specific policies in place to ensure hiring, career, and working conditions equality for people aged 50 or older. 41% of the companies had such measures in place; in 62% of this subset, such measures enabled hiring and career opportunity; in 53% of the subset, such measures guaranteed equal pay for equal positions regardless of age. Table 9 summarizes career equality measures addressing persons aged 50 or older.

Table 9. Career equality for persons aged 50 or older: what are the measures in place?

Answer	% of respondents
Recruitment and career equality policy	62%
Equal pay for all in similar positions regardless of age	53%
Top managers' championship of the ideas of hiring, and giving career opportunities to, persons aged 50 or older	19%
Special training to better manage employees aged 50 or older	15%
Flexible hours	15%
Remote work	14%
Quotas for hiring persons aged 50 or older	9%
Mentoring (curation) programs in place	9%
Adaptation programs in place	9%
Meetings and trainings for other employees to tackle stereotypes and bias against their older colleagues	4%
All of the above	2%

3.4. Career equality for people of different ethnicities and religions

Respondents, as shown by the survey, had no doubts that career opportunities were equal for all regardless of ethnicity or religion. 75% of the professionals believed that ethnicity or religious affiliation did not affect career with their companies. Nearly the same percentage agreed the pay was

equal, too. Interestingly, a majority (56%) of employers proposed career equality policies to address this specific category of employees. 9% of them even encouraged cultural and religious feasts as well as intra-corporate communities for people of different ethnicities and religious affiliation.

Table 10 summarizes policies in place to support employees of different ethnicities and religions.

Table 10. Career equality for persons of different ethnicities and religions: what are the measures in place?

Answer	% of respondents
Recruitment and career equality policy	84%
Equal pay for identical jobs regardless of ethnicity or religion	70%
Top managers' championship of the ideas of hiring, and giving career opportunities to, persons of different ethnicities and religions	34%
Meetings and trainings for other employees to tackle stereotypes and bias against their colleagues coming from a different ethnicity or religion	9%
Encouragement of cultural and religious feasts	9%
Quotas for hiring persons of different ethnicities	9%
Adaptation programs for employees of different ethnicities and religions	9%
Intra-corporate communities for people of different ethnicities and religious affiliation.	7%
Trainings for managers to better manage ethnically and/or religiously diversified teams	5%
All of the above	2%

3.5. Career opportunities for other categories

A notable positive trend is that 16% of employers sought to hire young and inexperienced professionals both as trainees and as full-time employees. Among the surveyed employers, a sixth (17%) were ready to hire persons without higher education; 7% were ready to hire immigrants; 8% would welcome people of non-traditional sexual orientation; 3% could hire drug and alcohol addicts; and 2% would not deny a convict a job.

However, most of the Russian employers (64%) did not want any of the above on their roster.

3.6. Obstacles to career and wage increase

Over a half of the surveyed workers had not faced any obstacles to their career or wage increase, nor had their colleagues, friends, or acquaintances. However, some respondents had faced such obstacles due to age (54%) or gender (54%). According to the respondents (employees), career and wage increase could be hindered by ethnicity or religion (20%), sexual orientation (6%), disability (2%), lifestyle and interests (2%), and political beliefs (1%).

4. Career opportunities policy in russia

Judging from the poll results, most executives/managers did not have a view of such policy, as 52% of the respondents thought their companies had none in place. However, employers actually tended to adhere to the above anti-discriminatory basics. Arguably, career opportunities policies are in place in most cases, with 48% of the respondents stating that Russia indeed had a global equality policy. Notably, it was mostly international companies and corporations that sought to provide equal opportunities, rights, and anti-discrimination rules.

Table 11 summarizes employers' responses on how their companies implemented diversity and equality policies.

Table 11. Do companies have career opportunities and equality policies in place?

Answer	% of respondents
Yes, there's a global policy that is effective in Russia	25%
Yes, there a Russia-wide policy	22%
Yes, there's a global policy, but only some of the Russian companies apply it	1%
No, companies have never heard of such policies	29%
No, career opportunities and equality policies are totally ineffective in Russia	23%

Notably, the discussed policies mainly manifest themselves when hiring a person. According to the Labor Code of the Russian Federation dd. December 30, 2001 N 197-FZ (rev. April 1, 2019) , Article 3 Prohibition of Discrimination at Work, a job posting shall not specify age or gender preferences. Requirements to candidates shall not discriminate.

According to the survey, a majority of companies (39%) paid greater attention to the texts of their job postings to exclude discrimination or bias; 18% of employers had their special selection criteria descriptions not only for in-house candidates but also for recruitment agencies. Only 8% of companies did not emphasize this policy and had no measures in place to prevent discrimination. Table 12 summarizes responses on what kind of tools and methods companies used to prevent discrimination in recruitment.

Table 12. Tools and methods to prevent discrimination in recruitment.

Answer	% of respondents
Job postings proofread to prevent bias or discrimination	39%
Trainings for HR department	20%
Special selection criteria submitted to recruitment agencies	18%
'Blind' hiring	6%
All of the above	9%
None of the above	8%

26% of the surveyed companies had their HQs monitor key performance indicators and report on how effective such policies were. 24% evaluated the effectiveness of career opportunities and equality policies against established indicators. 18% did not have any controls in place. Table 13 summarizes the responses on how career opportunities and equality policies were monitored by means of KPIs.

Table 13. Do companies use KPIs to monitor their career opportunities and equality policies?

Answer	% of respondents
KPIs are monitored by the HQ, and whether the policy is effective is evaluated against the KPIs; reporting is in place	26%
The company evaluates the effectiveness of career opportunities and equality policies against KPIs	24%
The company has no KPIs applicable to such policies	24%
The company does not have any controls with respect to such policies	18%
Cannot answer	8%

In most (49%) cases, responsibility for the policy lay with an HR Dept specialist. 28% of the surveyed companies had Equality Officers or Directors for Equality among their top managers. Interestingly, 13% of the companies had the Internal Communications Specialists handle such policies, and 10% tasked their External Communications Specialists to do the same. Table 14 summarizes data on who is responsible for equality and career opportunities policies.

Table 14. Who is responsible for equality and career opportunities policies?

Answer	% of respondents
HR Dept specialist	49%
Equality Officer or Director for Equality	28%
Internal Communications Specialists	13%
External Communications Specialists	10%

As noted above, it is when hiring a person that the policy takes effect, as was noted by 35% of the respondents. 14% of them also applied the policy to promotions. Policy was brought into consideration on the matter of key staff retention (13%) or project team building (11%). Interestingly, 27% of the respondents gave their policies due consideration at any step of HR management. Table 15 summarizes the analysis of various HR steps, to which the career opportunities and equality policies apply.

Table 15. HR steps, to which the career opportunities and equality policies apply.

Answer	% of respondents
Selection of candidates	35%
Promotion	14%
Retention	13%
Project team building	11%
All of the above	27%

Notably, 42% of employees believed that an equality policy was important and were fully supportive of it. However, 8% faced misunderstanding, disapproval, and conflicts pertaining thereto. Table 16 summarizes responses on attitude towards equality and career opportunities policies.

Table 16. What do you think of equality and career opportunities policies in Russia?

Answer	% of respondents
I am neutral	50%
I am supportive	42%
I am negative; employers face misunderstanding and conflicts	8%

5. Need for, Pros and Cons of, Equality and Career Opportunities Policy in Russia

To conclude the paper, let us present the main findings. Respondents thought a policy was needed first and foremost to ensure equal hiring chance, equal career opportunities and fair pay regardless of religion (noted by 70%), age of 50 years or older (68%), physical impairments (disability, 67%), ethnicity (58%), and sexual orientation (45%). 39% of the respondents believed an equality policy should apply to all of the above. Thus, most companies in Russia actually have an equality policy in place and monitor it by means of KPIs. These matters are of interest not only for employees but also for their managers, as each company has to project a positive image as an employer. Notably, fair attitude towards all employees produces a comfortable moral and psychological climate and helps keep a healthy workspace. If treated well, employees tend to like and appreciate their employers; word-of-mouth further boosts its positive image. This improves the company’s ratings and economic performance in general. Equality policy becomes integral to business development strategies.

However, the career opportunities policy might as well face opposition. A quarter of the respondents (24%) believed an equal rights and career opportunities policy is not something the Russian labor market currently needs or will need in the nearest future. A fifth (21%) thought the today’s labor market in Russia is not ready to embrace equality policies, but things might change in

the future. A tenth (8%) were in favor of such policies but only for SMEs, as their scale allows for a greater process flexibility.

When asked about the pros and cons of career opportunities policies, most respondents (75%) noted associated talent attraction and retention as an advantage. The second most cited benefit (68%) was that an equality policy could help generate more innovative, creative, and initiative solutions. They noted its positive effects on business development in general. Open and comfortable corporate environment as well as better image as an employer were mentioned by 59% and 58% of the respondents in general. Other expected advantages were the synergy of unequally experienced employees in terms of thinking and value paradigms (noted by 54%); a boosted culture of support and mutual help (53%); more creative solutions (51%); opportunities to work with a more diverse clientele (49%); entry into international markets (41%); and better financial performance (30%). Table 17 summarizes the benefits of career opportunities policies.

Table 17. Benefits of a career opportunities policy.

Answer	% of respondents	rating*
Best talent recruitment and retention	75%	1
More innovation solutions, better business development in general	68%	2
Comfortable and open corporate environment	59%	3
Proper positioning and better image/reputation of the company	58%	4
Synergy of employees that differ in experience, thinking, and value paradigms	54%	5
Boosted culture of support and mutual help	53%	6
More creative solutions from a team created by career equality policy	51%	7
More diverse clientele	49%	8
Easier entry into international markets	41%	9
Positive changes in financial performance	30%	10

*1st place scored the highest

Notably, a third of the respondents (32%) thought that such policies did not offer any advantage in the Russian market.

Let us consider the cons they mentioned. An overwhelming majority (91%) thought that implementing a career opportunities policy would be a resource-wasting formality. Any adopted decision must be effective in full. Otherwise, it will have no significant socioeconomic effect. A half of the respondents (54%) noted extra loads on the management if the managers had to help employees adapt, resolve conflicts, etc. 45% thought their companies would be less efficient if they had to spend time to combat stereotypes and manage people of different mentality. Table 18 summarizes the cons of career opportunities policies.

Table 18. Cons of a career opportunities policy.

Answer	% of respondents	rating*
It may turn out to be a useless yet resource-wasting formality	75%	1
Implementing a policy like that poses additional load on managers, as they have to help employees adapt, resolve various conflicts, allocate resources on trainings and courses crucial to such policies.	68%	2
The team will likely work less efficiently if it has to spent time combating stereotypes and overcoming the difference in mentality.	59%	3
Pursuit of equality complicates recruitment	58%	4

Despite all these difficulties, 41% of the respondents did not think equality policies had considerable shortcomings. Thus, compliance with the norms, standards, rules, and procedures of an equality policy will be beneficial to the business in all its aspects.

The conclusion hereof is that a Russia-wide policy to provide equal career opportunities to all employees regardless of gender, physical impairments, age, ethnicity, or religion is highly advisable. A diversified roster will sustainably boost the company's financial and economic performance while forming a loyal staff and strengthening the cooperation between Russian and major international companies.

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