



INDUSTRY: **E-COMMERCE**

ADDRESSING GENDER DIVERSITY IN A SCALE-UP COMPANY

ABOUT THE COMPANY:

OLX GROUP is one of the world's fastest-growing networks of trading platforms, serving 300 million people every month and operating in 30+ countries across 5 continents. With more than 20 brands, the company is powered by a diverse workforce of 10,000+ talented individuals, representing 81 different nationalities.

THE CHALLENGE



MANJURI SINHA

Global Head of Talent Acquisition



Located in over 30 countries, the OLX Group Team is diverse in culture, professional background, and nationalities. The company wishes to continue having a diverse workforce in all areas of the business, especially to hire more women in technology roles, yet Diversity and Inclusion (D&I) commitments are difficult to make without a standardized hiring process. When Manjuri Sinha joined the company in 2019, the Product, Data, and Technology teams were managing the enormous number of 60,000 applications per year,

facing a challenge to keep the screening and interview phases consistent.

The team was ready to launch a standardized hiring process for Engineering, which would be consistent globally and across different teams. There was also a need to bring in an objective code assessment platform, set up the requisite libraries and train all the interviewers. Altogether, that was the path to reduce any unconscious barriers in hiring, and enable a more diverse pipeline of candidates.

“If you don’t have a standardized recruitment process across the board, the hiring managers create their own tests and interviews which lead to random and untracked results. And without proper quality checks and benchmarks in place, you may forget about diversity and inclusion.”

CHALLENGES:



High-volume hiring with **60 to 80K candidate applications** per year



Huge **ramp up and hiring delivery** planned for FY21 onwards in tech hiring globally



Challenge to ensure a **good balance in gender diverse** hires for technology



Moving **recruitment online** due to the pandemic

THE IMPLEMENTATION

After consulting with OLX Group's recruiters and hiring managers, the team made the final decision to transition to Codility. "One of the reasons for choosing the platform was the fact that the team behind it was diverse itself," says Manjuri. "Our interviewers also received a lot of training, consultancy, and best practices including D&I and mitigating unconscious bias," she adds.

In the first weeks, OLX Group focused on optimizing the interview process. "Following the pre-selection, we started to use Codility assessments to test our mid and senior-level candidates who coded mainly in Java, JavaScript, React, or even mobile technologies," says Manjuri. The team started to invite candidates for a CodeLive test which impacted the way the OLX team thinks about hiring diverse talent.

"We stopped rejecting people based on their resumes and became more objective by building recruitment around technical skills. We often see a CV that would probably be rejected, but then it appears that the code test is passed with flying colors. With Codility, we minimized the risk of skipping capable candidates, by giving chances to everyone, regardless of their CV or background."

With the rise of remote hiring, the team also turned to CodeLive to translate the physical whiteboard into the virtual world. Today, they're using Canvas, which allows both the interviewer and the candidate to quickly draw diagrams and shapes to translate technical questions on a high level online.

Finally, OLX Group implemented a full-screen video mode. "After our product feedback, we can now see a candidate in full-screen, which gives us more insights into their communication style when there is no opportunity for a face-to-face meeting," says Manjuri. "It impacts how our interviewers interact with candidates, it's more inclusive and it fits perfectly into our strategy to remove any obstacles from the recruitment process," she adds.



THE RESULTS

Creating a standardized interview process across different locations not only enhanced a more inclusive work environment, but also prepared the OLX Group Team for the worst - moving into a virtual hiring process during the global pandemic. But remote work boosted diversity hiring and OLX Group is now able to hire remote workers from a broader pool of candidates, covering more time zones, and reaching people with diverse backgrounds.

“When hiring female engineers, we no longer limit ourselves to a single location. We can cast a much wider net—reaching into cities or emerging markets that would otherwise be very difficult to leverage due to geographical distances. Engineers can now work remotely for OLX Group so we have a wider pool of talent to begin with.”

So far, OLX Group conducted over 380 remote interviews with CodeLive. The team is also proud of creating an incredible candidate experience with a net promoter score of 8.5 for an average candidate. The company was able to achieve considerably higher gender diversity in the Product, Data, and Technology teams.

But OLX Group does not stop there, the TA team invested in multiple D&I initiatives. From augmented writing tools for job descriptions, to diverse interview panels and feedback groups, to diversity sourcing

jams as monthly sessions of sourcing only for diverse candidates. With lots of new ideas, the team looks forward to bringing even more attention and investment to new aspects of Diversity & Inclusion.



Reaching **more diverse talent pools** with virtual recruitment



386 CodeLive interviews conducted among mid and senior-level candidates



Excellent candidate experience with **8.5 net promoter score**



Higher gender diversity in the Product, Data, and Technology teams.