



European
Commission



Overview of

Diversity Management

implementation

and impact amongst

Diversity Charter signatories

in the European Union

(2014)

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This publication was drafted and researched by Manfred J. Wondrak with the precious input and collaboration from the Diversity Charters.

More information about Diversity Charters and the platform for EU-level exchange is available from the European Commission portal: http://ec.europa.eu/justice/discrimination/diversity/index_en.htm

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Introduction and main findings

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1. The EU Platform of Diversity Charters

From 2004 to date, 13 national Diversity Charters have been established across Europe aiming at encouraging companies to implement and develop diversity policies. The charter is a short document voluntarily signed by companies which outlines the commitment of the undersigning organization to promote diversity and equal opportunities in the workplace, regardless of, for example, age, disability, gender, race or ethnic origin, religion or sexual orientation.

In 2010, the Diversity Charters from across the European Union came together to work as the EU-level exchange Diversity Charter Platform. This development was funded by the European Commission under the project 'Support for voluntary initiatives promoting diversity management at the workplace across the EU'. The EU-level exchange platform allows the promoters of the existing diversity charters to meet on a regular basis, to share their experiences and develop common tools. Among the greatest achievements is the key fact that over 7,100 companies, including enterprises, public bodies, NGOs and covering over 13.6 million employees, have signed the 13 charters.

2. Objectives of the report

There has been a range of research studies conducted across the European Union that has revealed the value-creating process diversity management generates for business. These business benefits do not accrue merely by the presence of diversity in the workforce, they require effective diversity management. This report provides insight into the status quo of Diversity Management implementation among members of 11¹ Diversity Charters as well as into the impact the Diversity Charter signature has had on the development of respective diversity policies and activities in organizations.

Overall, the outcome of the survey shows once more, that a Diversity Charter stands as both a valuable starting point to embark upon the diversity journey and a useful framework to build more evolved and ambitious diversity management strategies. The key findings are presented below as an EU-summary of all Diversity Charters (averages of 1,826 organizations across Europe) as well as abstracts for each of the eleven national charters surveyed.

3. Methodology

This report is a summary of eleven national surveys, which were conducted between May and September 2014² across the EU. In all, 1826 organizations replied to the survey. This expresses high a response rate of 26%. In principle, the survey consisted of 11 main-questions and 2 sub-questions. Some of the charters had slightly modified the questions. Whenever relevant for the results, it is explicitly pointed out in the report or in a footnote. The report focuses on the total EU-results and is not meant to provide comparisons between individual countries, as each one has different starting points and national contexts which would make this comparison possible only after an extensive process of questioning and evaluation which falls outside the scope of this survey.

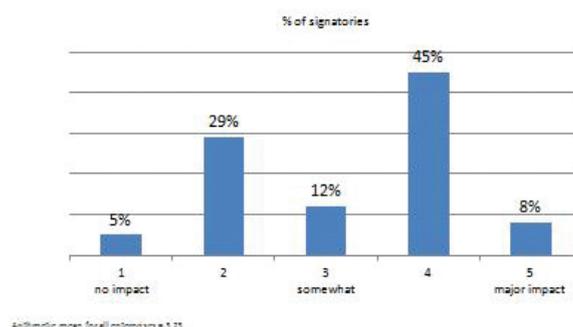
¹ Without Belgium and Denmark

² Italy performed its survey in 2013.

4. Main findings

- Ten years after the launch of the first Diversity Charter in France, more than 7,100 organisations covering some 13.6 million employees have signed national charters across Europe. The numbers are continuously rising. Every year, another 500 to 600 enterprises join the initiatives.
- A substantial majority (95%) of charter members said that the signature of the charter has had an impact on the development of their diversity policies and activities. The EU-total arithmetic mean is 3.23 in a scale of 1 (=no impact) to 5 (=strong impact). The impact of the charter is noted to be slightly stronger in those countries which are active for longer period (i.e. 3.27 for France, 3.88 for Spain).

Q5: Impact of Charta on diversity policies and activities?



- Consensus exists between charter members over the role of the EU-level Diversity Charters Platform. Its work is considered valuable in all countries. Approval (EU total values³) of the individual activities ranges from 66% in providing good practices examples over 62% in presenting diversity management tools and publications to 46% in providing network opportunities. Trainings and harmonisation of national laws were repeatedly mentioned as services which are additionally desired by the responding signatories. Some charters mentioned that not all signatories were aware of the EU-level platform and its activities. This shows that there is a scope for an enhanced promotion of the platform activities within its members.

Q10: Your diversity initiative concerns?

% of signatories – results by classes „persons employed“

	EU 11	AT	FR	GE	IR	IT	LU	SW	ES	PL	EE	FI
Young people (aged under 26)	45%	53%	49%	45%	20%	19%	64%	56%	28%	54%	71%	31%
Seniors (aged over 50)	46%	65%	52%	55%	20%	19%	61%	50%	20%	47%	57%	23%
Gender equality	48%	73%	43%	65%	80%	65%	95%	100%	29%	69%	86%	15%
Disability	44%	63%	47%	65%	70%	24%	49%	69%	28%	44%	43%	38%
Sexual orientation	16%	45%	13%	45%	70%	7%	36%	63%	20%	18%	29%	8%
Gender identity	15%	50%	13%	30%	40%	7%	31%	63%	29%	13%	29%	8%
Racial or ethnic background	28%	70%	28%	60%	50%	10%	53%	100%	24%	26%	57%	8%
Religion or personal beliefs	19%	53%	18%	20%	30%	2%	42%	50%	21%	21%	29%	15%
Other	6%	5%	3%	25%	10%	7%	8%	19%	18%	18%	18%	8%

- In relation to target groups, the main focus of company's diversity initiatives is on gender equality (48%) follow by generations⁴ (46% for senior, 45% for young people), disability (44%) and racial or ethnic background (28%). Sexual orientation (16%) and gender identity (15%) are given less attention. The priorities substantially change from country to country. For example, ethnicity as companies' target group ranges from 100% in Sweden to 8% in Finland, where the charter has just been active for two years and its members are in the early stages of their diversity initiatives. Overall, the values for gender as the top priority and for sexual orientation and gender identity as the lowest are in line with other diversity studies across Europe and even worldwide⁵.

3 Values without Italy

4 The Italian questionnaire did not differ between seniors and young people.

5 i.e. The Leading Edge of Diversity and Inclusion (Egon Zehnder, 2012); Diversity in CEE (ERSTE, Roland Berger, 2013). Zukunftsfähige Managementstrategien: Diversity Management & CSR im Spannungsfeld zwischen Ethik und Betriebswirtschaft (factor-D et al, 2012).

- Only 104 signatories⁶ (6%) disclosed values with regard to an increase of target groups with the organizations' employees. The average values range from +29% in people involved in work-life balance programmes over +28% in ethnic minorities up to +25% in persons trained. Although the results are not representative, they show the first effects of Diversity & Inclusion activities on the composition of companies' workforces.
- Charter signatories take diversity seriously, and develop and implement concrete measures. About two thirds (66%) of the responding signatories have included diversity in their corporate culture. 56% have integrated diversity into internal and external communication. 46% of the charter members reviewed their HR processes with regard to the principles of non-discrimination and promotion of diversity. Only 19% use indicators to monitor their diversity policies. The latter low value is in line with other diversity studies across Europe. The European Commission and the EU-level exchange Diversity Charters Platform have already addressed the need of further actions on measuring and presented good practice examples in its recent publication "Assessing Diversity – Impact in Business"⁷.
- More and more charters signatories are realising that the management and promotion of diversity and equality has a strong business case. Since the implementation of diversity policies most respondents surveyed have noticed considerable improvements in different areas. The positive effects range from an integration of diversity into the company's overall corporate social responsibility policy (in 60% of responding signatories), more respectful behaviour patterns (47%) over fewer conflicts among staff arising from differences in culture, age etc. (46%) to attracting and retaining talented people (46%). One out of four companies (25%) said that diversity had an impact on their overall business performance.
- In addition, signatories were asked to estimate the number of employees who were made aware of diversity as a result of its diversity policies and activities. Almost every second organisation (>42%) said that 50% to 100% of the workforce were sensitized.
- In total, 1,148 responses⁸ (70%) were received from organizations that employ less than 250 staff members. This indicates that Diversity policies and Diversity Charters are becoming increasingly relevant for SMEs and even micro enterprises. Some 40% of them employ less than 10 persons. Almost one third of all charter signatories (30%) are large companies (250+ employees). The percentage of responding large companies from Austria, Germany, Ireland and Sweden was far above average (each >60%).
- With regard to the economic activities of the signatories (NACE-code) more than one third of the organisations classified themselves as "Other services activities" (38%), followed by "Other" (9%), "manufacturing" (8%) and "healthcare and social work" (7%). Only 48 signatories (3%) are public administrations.
- Finally, signatories were asked about the organisational anchoring of diversity issues⁹. 57% of the respondents have a person in charge of diversity management. The majority of them (52%) are attached to the Human Resources department, 25% are part of the Top Management. Surprisingly, only 7% of the persons responsible for diversity are assigned to CSR. This shows that, despite some thematic overlaps, the approaches are treated differently in most organisations. More than the half of signatories (60%) has installed a direct reporting line to the board.

⁶ no values from Italy, France, Luxembourg and Estonia.

⁷ Assessing Diversity – Impact in Business (EC, 2013).

⁸ Values without Italy.

⁹ Values without Italy.

Diversity Charter's results

2

Austria

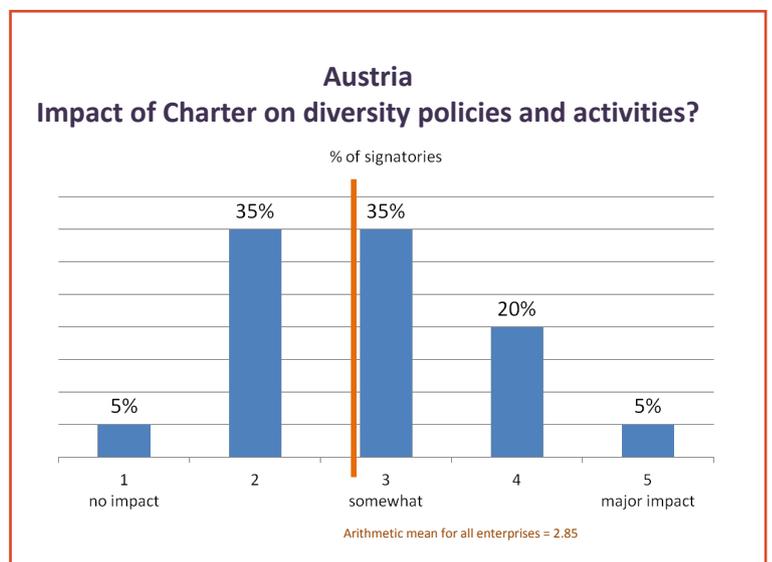


Name: Charta der Vielfalt
Year launched: 2010
Signatories: 140
Employees concerned: 151,000
Survey response rate: 40%
Website URL: www.charta-der-vielfalt.at

The Austrian “Charta der Vielfalt” was launched on November 26th, 2010 as an initiative of the Austrian Federal Economic Chamber and the Vienna Economic Chamber based on an idea of factor-D Diversity Consulting. From 11 signatory companies at the beginning, the Charter has now grown to more than 140 signatories, including organizations such as HP, IBM, Microsoft, Novartis, TNT Express, UniCredit Bank Austria, Western Union, BAWAG P.S.K. and many more.

Key Points – Austria

- The majority (95%) of charter members said that the signature of the charter had had a mid-range impact on the development of their diversity policies and activities (arithmetic mean¹⁰ of 2.85). This is slightly less than the total EU-value of 3.24. Large companies noticed a stronger impact (average 3.0) than SMEs (2.7) or Micro-Enterprises (2.8).
- Regarding the target groups the main focus of diversity activities is on gender equality (73%), racial or ethnic background (70%), seniors (65%) and disability (63%). Different sexual orientations are given less attention (45%). Large enterprises focus more often on gender equality (94%), SME’s main target group is racial or ethnic background (89%).
- In the estimation of about every second organization the proportion of the target groups could be increased. The values range from +28% in trained persons over +25% in employees registered disabled to +11% for sexual orientation.
- Diversity management activities lead to raising the most awareness and training (73%), the review of HR process with regard to non-discrimination (63%) and the involvement of internal stakeholders (48 %). However, only 5% of respondents are of the opinion that diversity is fully anchored in the corporate culture.
- Overall, signatories have noticed comprehensive improvements in different areas, ranging from a better image and reputation (50% of companies), more respectful behavior patterns (43%) up to opportunities in new markets (15%). Large enterprises experienced considerable improvements in image (75%) and attraction of talented people (56%). Micro-enterprises noticed gains in greater access to customers (diversity of clientele 40% and response to the expectations of clientele 33%).



¹⁰ scale of 1 (=no impact) to 5 (strong impact)

France

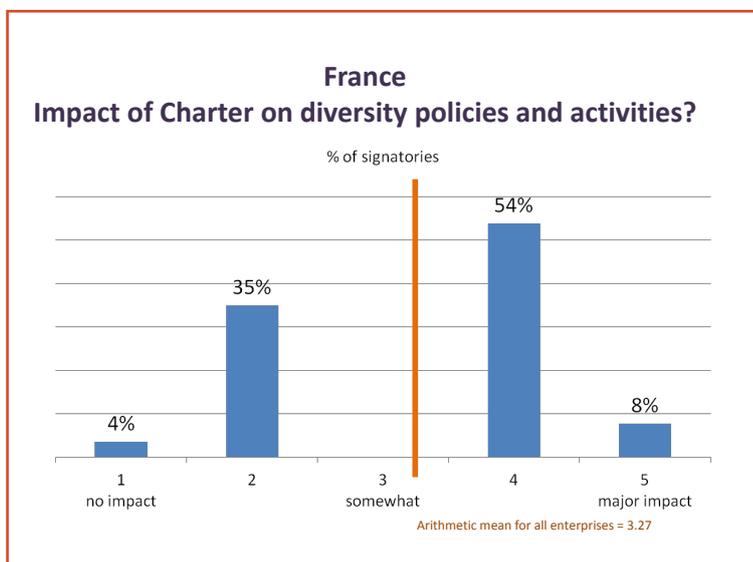


Name: Charte de la diversité en entreprise
Year launched: 2004
Signatories: 3,223
Employees concerned: 4,082,000
Survey response rate: 39%
Website URL: www.diversity-charter.com

The French Diversity Charter, launched in October 2004 by Claude Bébéar, CEO of Axa, was the first of its kind to be established in Europe inspiring other initiatives across Europe. The charter is hosted by 'IMS-Entreprendre pour la cite' in Paris. There are currently more than 3.200 signatories, mostly SMEs (76%). But the charter also includes public institutions.

Key Points – France

- The vast majority (96%) of charter members said that the signature of the charter had influenced the development of their diversity policies and activities. The arithmetic mean is 3.27 in a scale of 1 (= no impact) to 5 (= strong impact). In addition, in the estimation of 74% of the organizations, diversity could be included in their corporate culture. These figures are some of the highest in comparison with other European countries. They also express the effects of the signature from a long term perspective, as the French charter had already been operating 10 years.
- Regarding the target groups, the main focus of diversity activities is on generations (seniors 52%, young people 49%), disabilities (47%) and gender equality (43%). Different sexual orientation and gender identity are given less attention (13%). While the latter is in line with the average European results, the figure for racial or ethnic background is considerably lower. This might be due to the facts that the French law forbids measuring racial background and that the word “race” has a pejorative and racist overtone in the French language.
- More than a half (58%) of the responding signatories have integrated diversity in their internal and external communications. Moreover, Diversity management activities result in the review of HR process with regard to non-discrimination (47%) and the involvement of internal stakeholders (38 %). However, only 16% of respondents use indicators to monitor the development and effects of the diversity policies.
- Overall, signatories have observed comprehensive improvements in different areas, ranging from an integration of diversity into the company’s overall corporate social responsibility policy (73%), more respectful behavior patterns (43%), attracting and retaining talented people (43%), up to improvements in working conditions (43%) and fewer conflicts among employees (43%).



Germany



charta der vielfalt

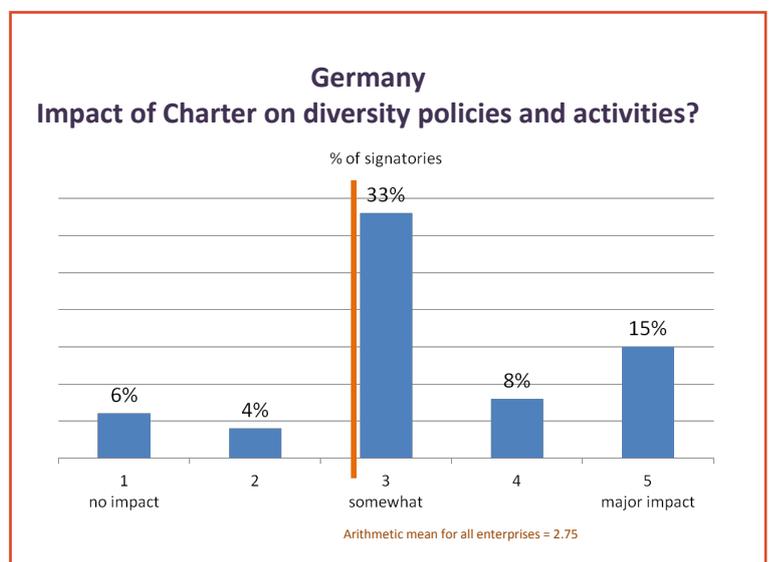
Name: Charta der Vielfalt
Year launched: 2006
Signatories: 1,900*)
Employees concerned: 7,900,000*)
Survey response rate: 3%
Website URL: www.charta-der-vielfalt.de

*) updated figures as of September 30th, 2014.

The German 'Charta der Vielfalt' was launched by four German multinationals in December 2006 with the support of Maria Böhmer, the Federal Government's Commissioner for Migration, Refugees and Integration at the time. The patron of the German Charter is Chancellor Angela Merkel. More than half of the signatories belong to the private sector. The Charter association is funded by several large companies, such as the Adidas group, BASF, Bayer, BMW, BP, Commerzbank, Daimler, Deutsche Bahn, Deutsche Bank, Deutsche Post, Deutsche Telekom, Ernst & Young, E.ON, Ford, GE, Henkel, Metro, Siemens, OSRAM and the Federal Government's Commissioner for Migration, Refugees and Integration.

Key Points – Germany

- 94% of the responding charter members said that the development of their diversity policies and activities had been significantly influenced by the signature of the charter. The arithmetic mean is 2.75 in a scale of 1 (=no impact) to 5 (strong impact). The figure is slightly lower than the European average. However, the German data is marked by a low response rate (3%) and thus partially representative.
- Regarding the target groups, the main focus of diversity activities is on gender equality (65%) and disability (65%), racial or ethnic background (60%) and seniors (55%). The figure for different sexual orientations (45%) is much higher than the average European results (16%). This might be caused by the fact that almost two thirds of the survey participants were big companies, which tend to place more importance on these dimensions.
- Up to 15% of the responding signatories assessed an increase of the proportion of their target groups. The values range from +40% in people involved in work-life balance programs over +38% in ethnic minorities to +30% for employees registered disabled.
- More than two thirds (68%) of the responding signatories noticed an inclusion of diversity in their corporate culture. Additionally, Diversity management activities have given rise to an integration of the topic into the internal and external communications (59%) and specific actions to ensure work/life balance of employees (50%).
- Overall, signatories have seen strong improvements in different areas, ranging from attracting and retaining talented people (38% of companies), more respectful behavior patterns (38%), innovation and creativity from staff members (38%) and image and reputation (33%).



Ireland

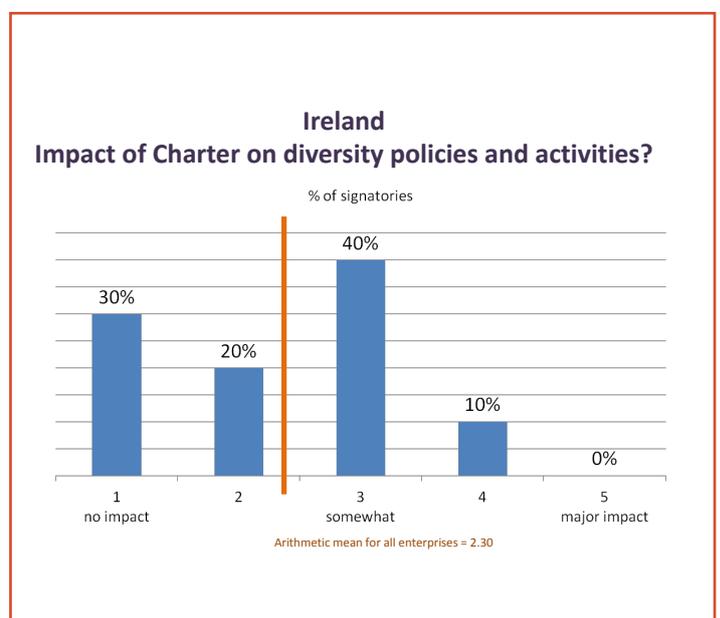


Name: The Irish Diversity Charter
Year launched: 2012
Signatories: 19
Employees concerned: not available
Survey response rate: 53%

The Diversity Charter Ireland was launched in October 2012 by eleven organisations, representing the broader business community and including Ibec, the group that represents Irish business. The founding Irish signatories are: An Post, Dell, Dublin Bus, Dublin City University, ESB, Equality Strategies, Ibec, Permanent TSB, Rehab, Sodexo and Telefonica. An additional 8 companies have joined the charter since that. There continues to be a mix of public and private sector organisations along with a number of multinational ones. 53% of the charter members responded to the survey. 80% of them were large enterprises (>250 employees).

Key Points – Ireland

- Almost two years after the launch of the initiative, 70% of the responding members have already confirmed that the signature of the charter has had a mid range impact on the development of their diversity policies and activities. Given the short period, the arithmetic mean of 2.3 is slightly lower than the European average of 3.2.
- In relation to the target groups, the main focus of diversity activities is on gender equality (80%) and disability (70%), sexual orientation (70%) and racial or ethnic background (50%). Young people and seniors are given less attention (20%).
- Up to one third of the responding signatories estimated an increase of the proportion of their target groups. The values show a strong focus on gender equality. The range from +60% in female in managerial staff and +60% in people involved in work-life balance programs to +50% in female in executive management / board of directors.
- Diversity management activities generate integration of diversity into internal and external communications (80%), reviewing HR processes with regard to the principles of non-discrimination and promotion of diversity (70%), implementing actions to ensure work/life balance of employees (70%) to the involvement of internal stakeholders (70 %).
- Overall, signatories have perceived comprehensive improvements in different areas, ranging from a better image and reputation (50% of companies), integration of diversity into the company's overall corporate social responsibility policy (50%), conformity with the law (40%) and innovation and creativity from employees (40%).



Name: Carta per le pari opportunità e l'uguaglianza sul lavoro

Year launched: 2009

Signatories: 895

Employees concerned: >700,000

Survey response rate: 26%

Website URL: www.cartapariopportunita.it

The Italian Charter for Equal Opportunities and Equality at Work, supported by the Italian Minister of Labour and the Minister of Equal Opportunities, was launched in October 2009 by the National Councilor for Equal Opportunities of the Ministry of Labour, Fondazione Sodalitas and a Steering Committee of Promoters: AIDDA, AIDAF, Impronta Etica, UCID. The Charter covers all fields of discrimination: gender, age, ethnicity, disability, sexual orientation and religion, with a particular focus on gender equality at work. The survey was the first of its kind and was conducted at the end of 2012 / beginning of 2013. The results are based on a leaner questionnaire compared to the other countries.

Key Points – Italy

- 150 signatories completed the survey. They represent more than 481,000 employees. 20% of the responding organization can be classified (NACE-Code) as manufacturing companies, 6% as finance and insurances sector and about 19% were public administration offices.
- Overall, signatories of the Italian charter have noticed improvements in different areas, ranging from fewer conflicts among employees arising from differences in culture, age etc. (37%), a better image and reputation (30% of companies), innovation and creativity from employees (14%), attracting and retaining talented people (10%) and a better response to the expectations of a diversified clientele (10%).
- With reference to the target groups, the main focus of diversity activities is on gender equality (65%), disability (24%), age diversity (19%) and racial or ethnic background (10%). Sexual orientation (7%) and religion or personal beliefs (2%) are given less attention.
- Diversity management activities encourage the implementation of actions to ensure the work/life balance of employees (61%), integration of diversity into internal communications (57%), the review of HR processes with regard to the principles of non discrimination and promotion of diversity (56%), the integration of diversity into external communications (49%), the inclusion of diversity in your corporate culture (46%) and the use of monitoring indicators in diversity policy (35%).

Luxembourg



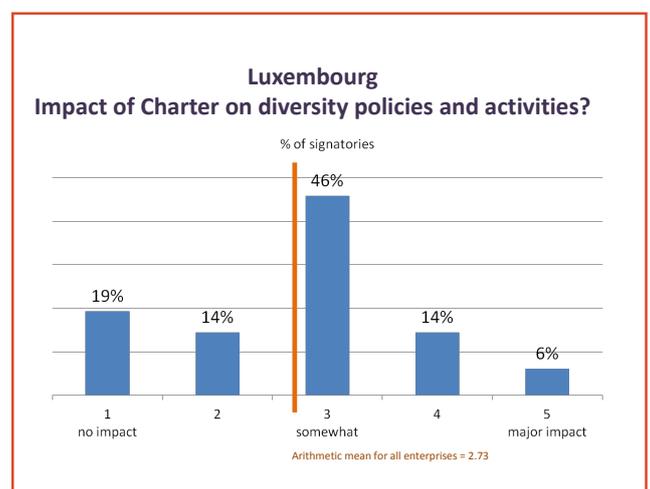
Name: Diversity Charter Lëtzebuerg
Year launched: 2012
Signatories: 116 *)
Employees concerned: 44,500 *)
Survey response rate: 98%
Website URL: www.chartediversite.lu

*) updated figures as of Sept. 30th, 2014

The Diversity Charter Lëtzebuerg was launched in September 2012 by IMS Luxembourg (Inspiring More Sustainability), thanks to the support of the five privileged partners: the Ministry for Family, Integration and the Greater Region (OLAI), PwC Luxembourg, Deutsche Bank Luxembourg, RBC Investor and Treasury Services and Sodexo. Together, these partners form the Committee for the Diversity Charter Lëtzebuerg. The Patron of the Diversity Charter Lëtzebuerg is Ms Corinne Cahen, the Minister of Family Affairs, Integration and the Greater Region. As the national charter, the Diversity Charter Lëtzebuerg provides a common vision around diversity. It supports the signatories in their commitment to implement diversity beyond the mere legal obligations. The Charter contributes to Luxembourg's progress in all spheres of life's activities in the field of diversity management and integration. Today, the 116 Signatories employ 44 500 people, which represent 12 % of the Luxembourg's working force

Key Points – Luxembourg

- 81% of the responding charter members said that the signature of the charter had had an impact on the development of their diversity policies and activities. The arithmetic mean is 2.73 in a scale of 1 (=no impact) to 5 (strong impact). The figure is slightly lower than the European average. The Luxembourg Charter is one of the latest charters in Europe and has been operating for two years now.
- Regarding the target groups, the main focus of diversity activities is on gender equality (95%) and generations (young people 64%, seniors 61%), racial or ethnic background (53%) and disability (49%). The lowest figure is for different sexual orientations (36%) and gender identify (31%) and thus in line with most of the other national charters.
- Up to 45% of the responding signatories noted an increase of the proportion of their target groups. The values range from up to +300% in female in executive management / board of directors, up to 75% in senior employees to up to 50% in ethnic minorities, disabled persons and young people.
- More than three quarters (78%) of the responding signatories implemented actions to ensure work/life balance of their employees. In addition, Diversity management activities result in a stronger involvement of internal stakeholders in their diversity policy (54%), inclusion of diversity in their corporate culture (53%) and review HR processes with regard to the principles of non-discrimination and promotion of diversity (53%).
- Overall, signatories have noted important improvements in different areas, ranging from more respectful behavior patterns (68%), image and reputation (66%), integration of diversity into the company's overall corporate social responsibility policy (61%) and innovation and creativity from staff members (56%).



Sweden

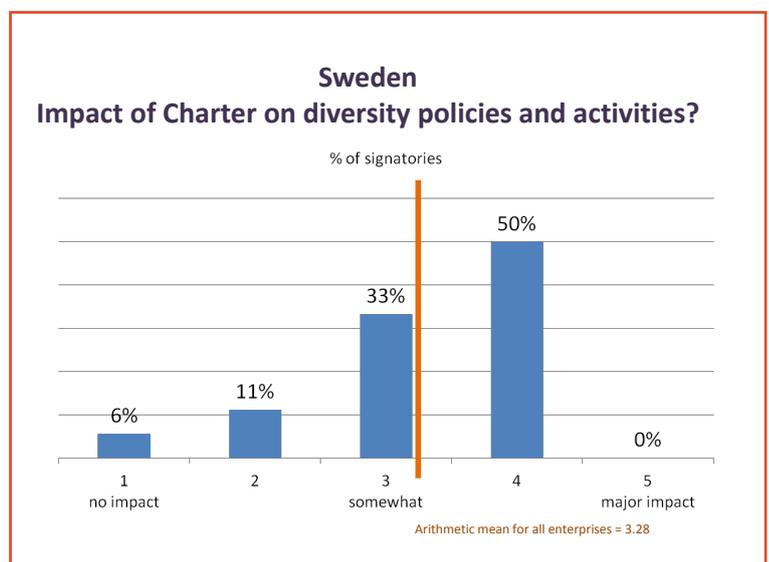


Name: Diversity Charter Sweden
Year launched: 2010
Signatories: 36
Employees concerned: >300,000
Survey response rate: 53%
Website URL: www.diversitycharter.se

The Diversity Charter Sweden is a non-profit association that was initiated in December 2010 by Skanska, Volvo Cars, Axfood, A-Search, Novartis, Scandic, L'Oréal, Sodexo, Managing Diversity and Lectia. Today, the signatories include organisations from private as well as public sectors, large companies and also small and medium-sized enterprises (SMEs). IBM, Ericsson, Folksam, GEA, and 3M are a few examples. The Charter is proactive in diversity, with positive values as the driving force. The objective is to strengthen competitiveness and business benefits for companies and organisations.

Key Points – Sweden

- 94% of the responding charter members said that the signature of the charter had effected the development of their diversity policies and activities. The arithmetic mean is 3.28 in a scale of 1 (=no impact) to 5 (strong impact) and in line with the average European comparison.
- It should be emphasized that all target groups are more than 50%. The main focus of the target groups' diversity activities is on gender equality and racial or ethnic background (each 100%), disability (69%), sexual orientations and gender identify (each 63%) and generations (young people 56%, seniors 50%).
- Taking into account the assessment of about every second organization, the proportion of the target groups could be increased. The values range from +47% in ethnic minorities over +41% in female in executive management / board of directors to 39% for female employees.
- 100% of the responding signatories had included diversity in their corporate culture. This is the highest value in the European comparison. Furthermore, Diversity management activities bring about the integration of diversity into internal and external communications (94%), the review of HR processes with regard to the principles of non-discrimination and promotion of diversity (88%) and the implementation of activities, awareness raising and diversity training tools (88%).
- Overall, signatories have noticed considerable improvements in different areas, ranging from more respectful behavior patterns (67%), integrating diversity into the company's overall corporate social responsibility policy (67%), better response to the expectations of a diversified clientele (67%) and increased diversity of the clientele (60%).



Spain

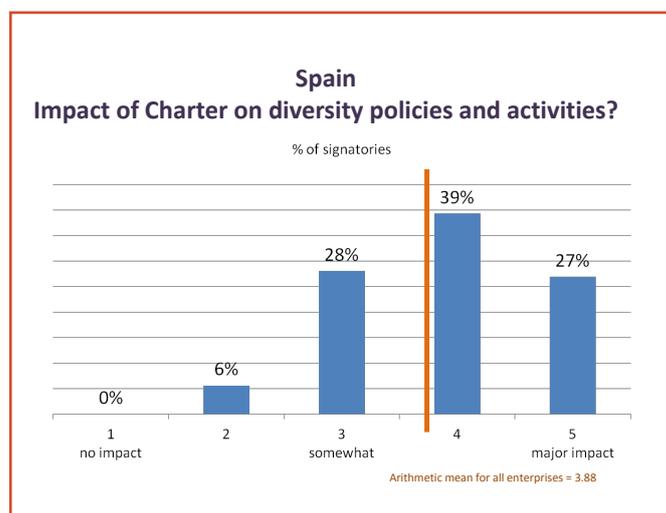


Name: Fundación Diversidad – Charter de la Diversidad en España
Year launched: 2009
Signatories: 653
Employees concerned: >323,600
Survey response rate: 14%
Website URL: www.fundaciondiversidad.org

The Spanish Diversity Charter was launched in March 2009 at the initiative of the European Institute of Diversity Management and Alares Foundation with the support of the Spanish Ministry of Equal Opportunities. More than 650 companies have now signed the Diversity charter in Spain, including PSA Peugeot Citroën, DKV, EMC2, Orange, Novartis, Iberdrola, Grupo Alares, Citi, Allianz, AXA, Grupo Femxa, Caixa Bank, Ferrer, Hospital Plato including companies from both private and public sectors.

Key Points – Spain

- All of the responding charter members said that the signature of the charter had had a positive impact on the development of their diversity policies and activities. The arithmetic mean is 3.88 in a scale of 1 (=no impact) to 5 (strong impact) and the highest in the European comparison.
- Regarding the target groups, the main focus of diversity activities is on gender equality and gender identity (each 29%), disability and young people (each 28%), racial or ethnic background (24%) up to religion or personal belief (21%).
- 40% of the responding signatories have included diversity in their corporate culture. Moreover, Diversity management activities encourage the integration of diversity into internal and external communications (29%), the involvement of external stakeholders in diversity policy (18%) and the review of HR processes with regard to the principles of non-discrimination and promotion of diversity (13%).
- Overall, signatories have seen improvements in different areas, ranging from integrating diversity into the company's overall corporate social responsibility policy (29%), more respectful behavior patterns (28%), a general competitive advantage (26%) and better response to the expectations of a diversified clientele (25%).



Poland

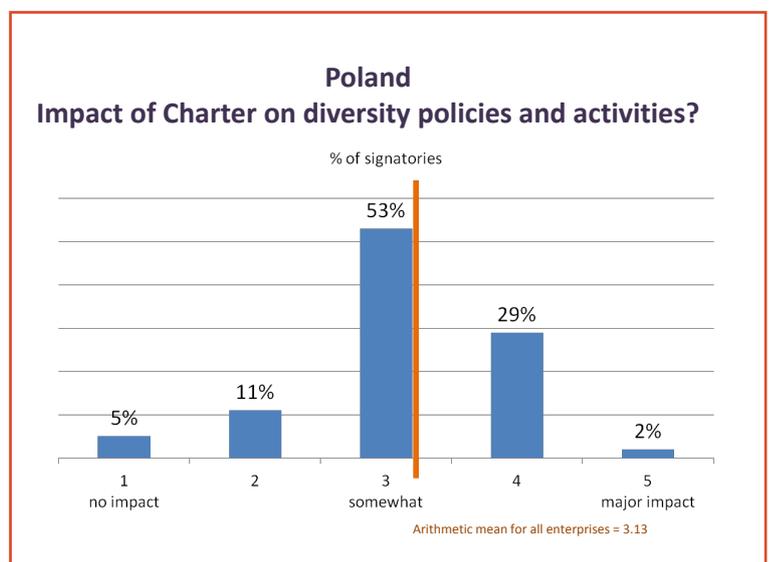


Name: Karta Różnorodności
Year launched: 2012
Signatories: 99
Employees concerned: >181,000
Survey response rate: 84%
Website URL: www.kartaroznorodnosci.pl

The Polish Diversity Charter was launched in February 2012 by the Responsible Business Forum in collaboration with the Office of the Government Plenipotentiary for Equal Treatment and the Office of the Polish Human Rights Defender. The first Diversity Charter signatories were Orange Polska (the main partner of the Polish Diversity Charter), Aviva, British American Tobacco, Danone, Deloitte, Grupa Orbis, Grupa Żywiec, Kompania Piwowarska, L'Oréal Polska, NUTRICIA, Provident Polska, PwC, Totalizator Sportowy and Unilever. Those were joined among others by ArcelorMittal Poland, Bank BPH, Carrefour Polska, CEMEX Polska, EDF Polska, Grupa Saint-Gobain, Henkel Polska, KPMG, Sephora Polska, Siemens and T-mobile Polska.

Key Points – Poland

- 95% of the responding charter members said that the development of their diversity policies and activities had been influenced by the signature of the charter. The arithmetic mean is 3.13 in a scale of 1 (=no impact) to 5 (strong impact) and in line with the average European comparison.
- As for the target groups, the main focus of diversity activities is on gender equality (69%), young people (54%), seniors (47%), disability (44%) and racial or ethnic background (26%). Different sexual orientations and gender identity are given less attention (16% and 15%).
- Up to 50% of the responding organizations evaluated an increase of the proportion of the target groups. The values range from +33% in people involved in work-life balance programmes, +22% persons trained, +17% persons registered disabled to +16% for female in managerial staff.
- 88% of the responding signatories have included diversity in their corporate culture. This is one of the highest values in the European comparison. Additionally, Diversity management activities lead to the integration of diversity into internal and external communications (81%), the involvement of internal stakeholders in their diversity policy (66%), the implementation of actions to ensure work/life balance of employees (65%) and the implementation of activities, awareness raising and diversity training tools (59%).
- Overall, signatories have observed comprehensive improvements in different areas, ranging from image and reputation of the enterprise (70%), integrating diversity into the company's overall corporate social responsibility policy (64%), more respectful behavior patterns (57%) and innovation and creativity from staff members (53%).



Estonia

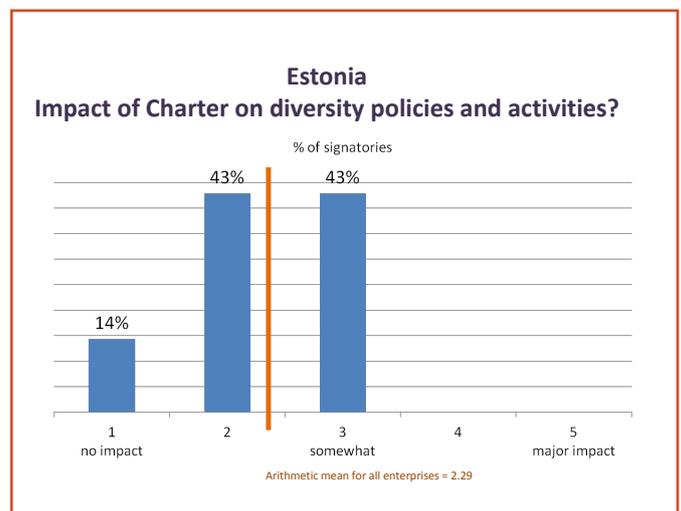


Name: Eesti Mitmekesisuse Kokkulepe
Year launched: 2012
Signatories: 31
Employees concerned: not available
Survey response rate: 26%
Website URL: www. erinevusrikastab.ee

The Estonian Diversity Charter was launched at a conference in November 2012 by the Tallinn University of Technology. The 31 companies currently signed up include some of the biggest and best-known in Estonia – including Swedbank Estonia, Selver, Microsoft Estonia and Kaubamaja – as well as small and medium-sized enterprises (SMEs). The charter is managed by the Tallinn Law School at Tallinn University of Technology.

Key Points – Estonia

- 86% of the responding charter members said that the signature of the charter had been considerably influential on the development of their diversity policies and activities. The arithmetic mean is 2.29 in a scale of 1 (=no impact) to 5 (strong impact) and below average in the average European comparison.
- In relation to the target groups, the main focus of diversity activities is on gender equality (86%), young people (71%), seniors (57%), racial or ethnic background (57%) up to disability (43%). Sexual orientation and gender identify are given less attention (each 29%).
- Diversity management activities generate the integration of diversity into internal and external communications (71%), the review of HR processes with regard to the principles of non-discrimination and promotion of diversity (71%), the implementation of actions to ensure work/life balance of your employees (71%), the implementation of activities, awareness raising and diversity training tools (57%) and inclusion of diversity in the corporate culture (57%).
- Overall, signatories have perceived noticeable improvements in different areas, ranging from more respectful behavior patterns (57%), image and reputation (57%), innovation and creativity from staff (43%), a general competitive advantage (43%) up to integrating diversity into the company's overall corporate social responsibility policy (43%).



Finland



MONIMUOTOISUUSVERKOSTO
DIVERSITY CHARTER FINLAND

Name: Suomen monimuotoisuusverkosto

Year launched: 2012

Signatories: 50 *)

Employees concerned: >150,000 *)

Survey response rate: 33%

Website URL: www.fibsry.fi/fi/english/themes/diversity-charter-finland

*) updated figures as of Oct. 1st, 2014.

The Diversity Charter Finland was launched in October 2012 with 18 signatory companies. The Charter is run by FIBS, the leading corporate responsibility network in Finland. FIBS provides the signatory organisations with know-how, tools and networking opportunities, which aim to increase organisations' capabilities to manage diversity and inclusion. Currently, there are 50 organisations that have signed the Charter. The majority of signatories are private companies, but the public sector is also represented.

Key Points – Finland

- 92% of the responding charter members said that the signature of the charter had had an impact on the development of their diversity policies and activities. The arithmetic mean is 2.62 in a scale of 1 (=no impact) to 5 (strong impact) and slightly lower than the average in the European comparison.
- Regarding the target groups, the main focus of diversity activities is on disability (38%), young people (31%), seniors (23%), gender equality and religion (each 15%) up to racial or ethnic background (15%). As almost everywhere in Europe, different sexual orientation and gender identity are given less attention (8% and 0%).
- Up to half of the responding organizations noticed an increase of the proportion of the target groups. The values range from +35% in young people, +30% persons trained and +30% persons registered disabled up to +25% for ethnic minorities.
- 38% of the responding signatories had included diversity in their corporate culture. Furthermore, Diversity management activities lead to integration of diversity into internal and external communications (38%), implementation of activities, awareness raising and diversity training tools (38%) and the implementation of actions to ensure work/life balance of your employees (31%).
- Overall, signatories have noticed improvements in different areas, ranging from more respectful behavior patterns (23%), innovation and creativity from staff members (23%), image and reputation of the enterprise (15%), improved working conditions (15%) and the integration of diversity into the company's overall corporate social responsibility policy (15%).

