



DIVERSITY AND DIVERISTY  
MANAGEMENT  
IN AUSTRIA,  
THE CZECH REPUBLIC,  
POLAND AND SPAIN

COMPARATIVE REPORT

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Project TUNED UP! Tools under  
the Need of Enhancing Diversity:  
Output 1

**Authors:**

Maria Schwarz-Woelzl, Caroline Manahl

**Country Reports:**

Yazid Isli -Spain

Maria Schrammel - Austria

Jakub Škába - Czech Republic

Elżbieta Zaděcka-Cieřlik - Poland

**About this project:**

TUNED UP! aims at increasing competences of SMEs and their employees in diversity management by developing innovative and comprehensive instruments such as e-tools and guidelines for employers and human resource managers. Diversity ambassadors could play a key role in a better management of a diverse workforce. Therefore the project aims at promoting the concept of diversity ambassadors and providing training materials to enhance their competences and skills.

**About this deliverable:**

This study is the first Intellectual Output (IO 1) of the project TUNED UP! It is based on country reports on diversity and diversity management in the following countries: Austria, Czech Republic, Poland and Spain. The findings of this study will feed into all other project activities such as the development of e-tools and information material.



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**Project partners:**

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## Executive Summary

This study was produced within the Erasmus+ project TUNED UP! It is based on country reports on diversity and diversity management in Austria, Czech Republic, Poland and Spain which were elaborated by the project partners during December 2014 and February 2015.

The comparative analysis of the four country reports shows some considerable variations regarding both the socio-demographic labour market profiles and the degree of the implementation of managing diversity.

**Austria** has to put more efforts towards age management and equal pay.

In **Czech Republic** generally more could be investigated towards diversity managing, particularly in relation to the considerable gender gap in leading positions. The provision of diversity related awards would support the business case of diversity.

**Poland** should approach via diversity management a better age management of the workforce, and a better recognition of the high percentage of female talents for leadership positions.

In **Spain** it seems for the degree of implementation of diversity management could be more done, both related to the provision of diversity awards as well as corporate level. A better age management for the sake of youth employment is clearly in the foreground; also towards equal pay diversity management could make a contribution.

The findings of this study will feed into all other activities of the TUNED UP! project such as the development of e-tools and information material.

## I. Introduction – we can't be not diverse

No matter whether speaking about EU enlargement, globalisation, new markets, anti-discrimination legislation, corporate social responsibility or sustainability, all these topics imply aspects of diversity.

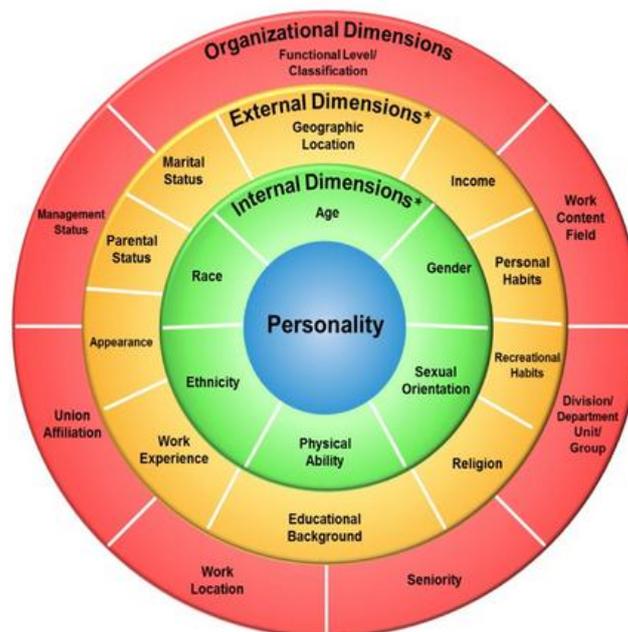
### Diversity – a definitional approach

The term 'diversity' includes all human characteristic that distinct one person from another and influence one's productivity in work life. The idea of 'diversity' goes beyond differentiating certain 'groups' of people and takes into account that humans are different and similar at the same time. Therefore 'diversity' is not based on the believe in homogenous groups which are for example victims of discrimination or target group of positive measures, but promotes the idea of having aspects which unite and aspects which divide within and among different 'groups'. Thus individuality is in the centre of diversity and difference becomes normal instead of the exception.

Despite diversity theory discourses over 20 years already, there still doesn't exist a commonly acknowledged definition of 'diversity'. In general, diversity refers to different forms of appearance. This includes visual aspects such as gender, age and ethnicity as well as aspects like religion, sexual orientation, cultural background, care responsibilities, job positions and work styles which are mostly invisible.<sup>1</sup>

However, the most acknowledged classification of different dimensions of diversity is the 'Model of the Four Layers of Diversity', initially developed by Loden & Rosener and enhanced by Gardenwartz & Rowe. The model differentiates between personal, internal, external and organizational dimensions of diversity.

Figure 1: Model of the Four Layers of Diversity



Source: Gardenswartz & Rowe<sup>2</sup>

<sup>1</sup> Schwarz-Woelzl, M. (2005): Der Vielfalt eine Chance geben - Wegweiser für Managing Diversity im Betrieb, [https://www.zsi.at/object/publication/1324/attach/2Handbuch\\_Wegweiser\\_MD.pdf](https://www.zsi.at/object/publication/1324/attach/2Handbuch_Wegweiser_MD.pdf)

<sup>2</sup> Gardenswartz, Rowe (2003): Definition of Diversity, <http://www.gardenswartzrowe.com/about.html>

## Four Layers of diversity

1. **Personality:** this includes an individual's likes and dislikes, values and beliefs. Personality is shaped early in life and is both influenced by the other three layers throughout one's lifetime and career choices.

2. **Internal dimensions:** these include aspects of diversity which we cannot influence (though "physical ability" can change over time due to choices we make to be active or not, or in cases of illness or accidents). In this layer many divisions between and among people exist and this therefore this layer forms the core of many diversity efforts. These dimensions include the first things we see in other people, such as ethnicity or gender and on which we make many assumptions and base judgments.

3. **External dimensions:** these include aspects of our lives which we have some control over which might change over time and which usually form the basis for decisions on careers and work styles. This layer often determines, in part, with whom we develop friendships and what we do for work. This layer also tells us much about whom we like to be with and decisions we make in hiring, promotions, etc., at work.

4. **Organizational dimensions:** this layer concerns the aspects of culture found in a work setting. While much attention of diversity efforts is focused on the internal dimensions, issues of preferential treatment and opportunities for development or promotion are impacted by the aspects of this layer.<sup>3</sup>

Other aspects of diversity, which have not been mentioned in definitions of diversity so far, include e.g. different approaches to solving a problem or diverging opinions.<sup>4</sup>

## Managing Diversity – a definitional approach

'Managing diversity' is often associated with multinational companies where expatriates or mobile workers are the main beneficiaries or target group. However, diversity is not about the 'others' (=underrepresented groups in the workforce), it is about every 'human being'.

Linking 'diversity' with the term 'management' implies the possibility to direct diversity in a productive and targeted way. Same as the term 'diversity' also the concept of 'managing diversity' describes an extensive field of activity. Diversity management takes into account and fosters diversity at different levels (top management level, human resource management level, staff level, etc.). Its objective is to create an environment where every employee can develop his or her full potential and creativity.<sup>5</sup>

### Success factors of diversity management

Though there is no standardised model for managing diversity, according to the *Centre for Diversity and Business* there are key success factors for diversity management, which are:

- Diversity has to be developed and nourished;
- Diversity has to be made explicit;
- Diversity must be an issue in organisational processes and activities;
- Diversity must be a part of the overall strategy of a company; and
- Diversity is a source and a driver for learning.

<sup>3</sup> Amelio (n. y.) in [Color Magazin](#)

<sup>4</sup> Schwarz-Woelzl, M. (2005): Der Vielfalt eine Chance geben - Wegweiser für Managing Diversity im Betrieb, [https://www.zsi.at/object/publication/1324/attach/2Handbuch\\_Wegweiser\\_MD.pdf](https://www.zsi.at/object/publication/1324/attach/2Handbuch_Wegweiser_MD.pdf)

<sup>5</sup> ibd

## Managing a diverse workforce – constituent factors

In the area of human resource management diversity management aims are developing a corporate culture and work organisation that supports diversity in a manner that has positive effects on the company's performance. Key aspects in this regard are:

- Diversity of values and pluralism;
- Unrestricted access of all employees to all positions;
- Integration of all employees into informal communication structures and networks;
- Absence of direct and indirect discrimination;
- and Cooperative mechanisms of conflict resolution.<sup>6</sup>

## Diversity – not any longer an issue of big companies

In 2013, 99 out of every 100 businesses in Europe were Small and Medium-sized Enterprises (SMEs), as were 2 in every 3 employees working in SMEs. SMEs form the backbone of the European economy. Across the EU28, there were 21.6 million SMEs in the non-financial business sector in 2013. SMEs account for 99.8 % of all enterprises in this particular sector, generated 66.9 % of total employment and 58.1 % of total value added at factor costs generated by the non-financial business sector. SMEs are integral to job growth, employing 88.8 million people in 2013 in the EU28. Yet in an increasingly internationalised world, there are competitive advantages for those businesses that have a global strategy and can move quickly to take advantage of cross-border activities. Providing further, tailored support for this growing asset class would form a key step in allowing SMEs to leverage the benefits of increased foreign demand for goods and services (see Table 1).<sup>7</sup>

**Table 1: SMEs and large enterprises: number of enterprises, value added and employment in the EU28 in 2013**

	Micro	Small	Medium	SMEs	Large	Total
Number of enterprises						
Number	19,969,338	1,378,374	223,648	21,571,360	43,517	21,614,908
%	92.4%	6.4%	1.0%	99.8%	0.2%	100%
Employment						
Number	38,629,012	27,353,660	22,860,792	88,843,464	44,053,576	132,897,040
%	29.1%	20.6%	17.2%	66.9%	33.1%	100%
Value added at factor costs						
Million Euros	1,362,336	1,147,885	1,156,558	3,666,779	2,643,795	6,310,557
%	21.6%	18.2%	18.3%	58.1%	41.9%	100%

Source: Eurostat, National Statistical Offices and DIW Econ

Source: European Union, 2014<sup>8</sup>

Finding customers is the most pressing problem facing SMEs across the EU28 in 2013, as reported by SMEs of all class sizes. This implies that demand is the most important factor in explaining the performance of SMEs in the past years.<sup>9</sup> This implies further that awareness and recognition of the

<sup>6</sup> Cox, Taylor (1994): Cultural Diversity in Organizations. Theory, Research & Practice, in: Döge, Berrett-Köhler Publishers.

<sup>7</sup> European Union (2014): Annual Report on European SMEs 013/2014 – A Partial and Fragile Recover (No. Contract No. 345/PP/ENT/CIP/13/F/N02C031)

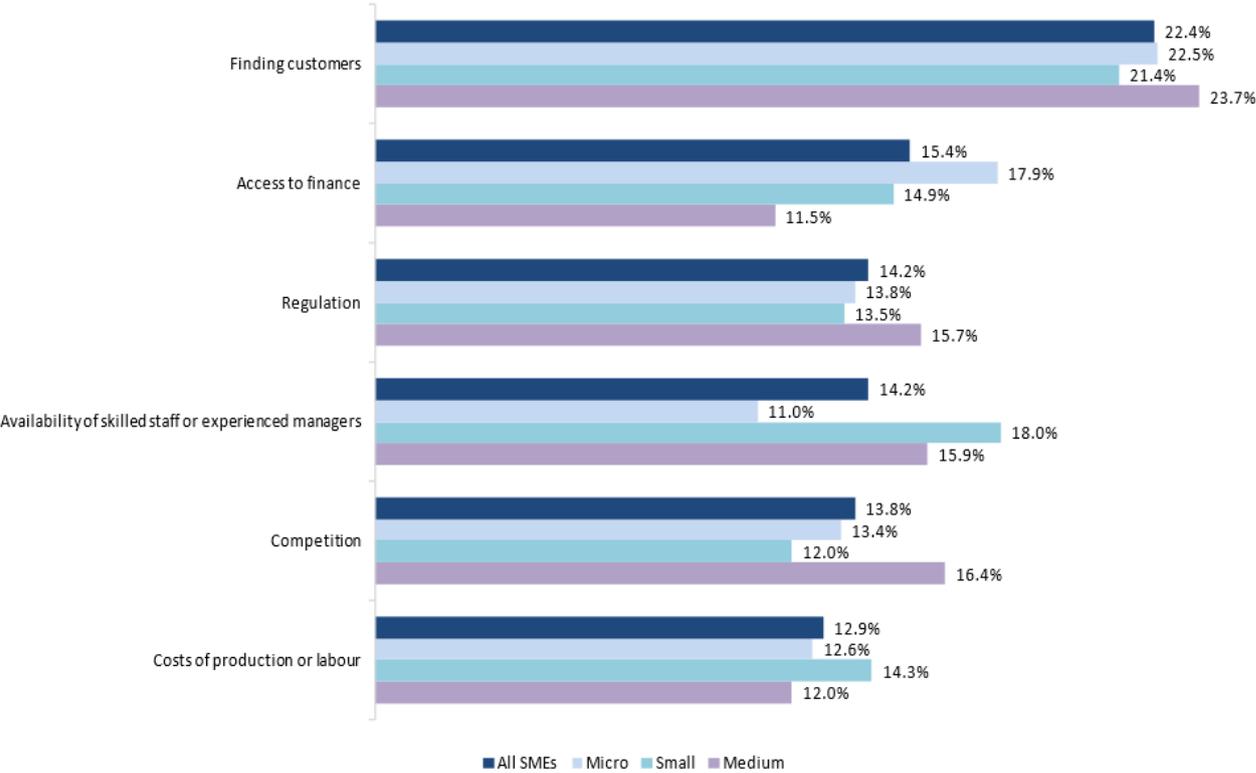
[http://ec.europa.eu/enterprise/policies/sme/facts-figures-analysis/performance-review/files/supporting-documents/2014/annual-report-smes-2014\\_en.pdf](http://ec.europa.eu/enterprise/policies/sme/facts-figures-analysis/performance-review/files/supporting-documents/2014/annual-report-smes-2014_en.pdf)

<sup>8</sup> ibid

<sup>9</sup> ibid

diversity of consumer/customer markets would open new market niches for SMEs. Availability of skilled staff or experienced managers is much more of a concern for small and medium-sized enterprises than for micro SMEs (see Figure 2).

**Figure 2: Most pressing problems facing SMEs in the EU28 in 2013**



Source: European Union, 2014.<sup>10</sup>

Therefore diversity is no longer an issue of big companies; rather Small and Medium-sized Enterprises are affected by diversity of their workforce, their customers, market structure and overall business environment alike nowadays.

<sup>10</sup> ibid

## II. The purpose of the study

Since over two decades, a plethora of projects and initiatives were undertaken to tackle discrimination on the workplace and to promote inclusion. Among the most recently EU-projects found, the majority was focused on marginalised groups and providing them with equal opportunities such as:

1. [EUSE Toolkit for Diversity](#), 2012, supports the employment of people from disadvantaged group with tools and trainings provided.
2. IN-DIVERSITY – Managing cultural diversity, 2010, (Spain) - training in cultural diversity management to a fight against discrimination and to the integration of immigrants in companies and in the European society.
3. [DIMENSAAI](#), 2012, Diversity and Mentoring Approaches to Support Active Ageing and Integration,
4. [Di&Di More Diversity & Less Discrimination on the Labour Market](#), 2013, project supporting the labour market focused on two specific target groups (qualified youngsters and low qualified women).

Other group of projects was focused on implementation of gender equality and diversity planning policies such as:

1. [GenDiv](#) (2013) Collaborative learning for gender diversity in decision making positions.
2. [GenCo](#) (2011) Improving Gender Equality Competences of Persons Responsible for Personnel Development in Private Enterprises and Higher Education
3. [GED-PLAN](#) (2008): Gender Equality & Diversity Planning at workplaces. The project addresses the specific needs of the employers to have qualified in-house Gender Equality & Diversity (GED) consultant in order to promote equal treatment for all in the workplace in a planned and systematic way.

Further, a significant number of tools supporting the implementation of diversity management haven been developed such as:

1. [Valorisation of Diversity Skills](#) - ValoDi, available in DE, EN, ES, LT, NO, PL, and FI;
2. [Online Diversity Self Assessment Tool](#), available in EN, FR and GE;
3. [Workplace cultural diversity tool](#), available in EN;
4. [Online course 'Equality & Diversity'](#), available in EN.

The majority of above indicated project were focused on supporting diversity and diversity management in general, as an idea, or were focused on very concrete tools or learning methods supporting chosen area of diversity management.

However, little is known of about actual diversity managerial skills against the background of both actual market and target group needs. Further, our thesis is that managerial diversity skills alone are not enough to make diversity management effective, rather an additional role is required with influences on the workers' peer level in order to raise the awareness about the benefits of the diversity issue.

With focus on SMEs, this deliverable seeks to fill this void by a comparative analysis of national backgrounds and feasibility of the implementation of the project's results.<sup>11</sup>

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<sup>11</sup> See project website <http://www.diversity-tuned.com/>

### III. Research questions

The overall research goal is a detailed comparative analysis of background and feasibility of implementation of the project results through analysis of national conditions as well as specific needs and requirements of the market and target group.<sup>12</sup> For the operationalization of this goal, in four countries (Austria, Czech Republic, Poland and Spain) was analysed:

1. Needs of the labour market for the implementation of the Tuned UP! Diversity tools - evidence of socio-economic and socio-demographic diversity and discriminatory experiences in the countries under scrutiny.
  - *What is the actual profile of the population?*
  - *What is the actual profile of the workforce?*
  - *What are discriminatory experiences on the labour market?*
  - *What are the country specific recommendations 2014 for the implementation of the EU's growth strategy 'Europe 2020'?*
2. Innovation through managing diversity – learning from good practices of managing diversity in SMEs
  - *Which diversity dimensions are addressed?*
  - *What are the explicit and other objectives?*
  - *What are innovative elements?*
  - *What are the success factors?*
3. Status of implementation of managing diversity –
  - Evidence from the Diversity Charter in the countries under consideration;
  - Existing national Diversity related awards
4. Skills requirements of managers and decision makers in SMES for managing diversity
  - *What are the required skills for managers and decision makers in SMES for managing diversity?*
5. Conclusion: Opportunities and threats for the implementation of the Tuned UP! Diversity tools in the countries under scrutiny.
  - *What are the internal benefits for companies of diversity and managing diversity?*
  - *What are the external benefits for companies of diversity and managing diversity?*
  - *Are there any kinds of threats for companies related to diversity and managing diversity?*

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<sup>12</sup> Project Application, Description of work.

## IV. Country reports

The previous comparative analysis is based on four country reports which were elaborated by the consortium of the TUNED UP! project. The reports provide information on the profile of the population and work force as well as on discriminatory experience at the labour market in Austria, Czech Republic, Poland and Spain. Furthermore the country specific recommendations for the implementation of the EU's growth strategy 'Europe 2020' are included, good practice examples of diversity management are given and the status of the implementation of the diversity charter is discussed.

### Country report Austria

*Authors: Maria Schrammel, Maria Schwarz-Woelzl, Eveline Zapfel*

#### ***Main dimensions of diversity in Austria's population***

Austria has 8,451,860 **inhabitants** (2013), where 5.7 million out of them are in the working age. The share of the younger cohort (under 15 years old) is declining compared to the seniors (65 plus years old). The slightly higher number of women in the total population relies substantially on higher female share (around 15 %) in the older cohort.

19.41 % of the Austrian population has a migration background, where 73.7 % of those of them are first-generation migrants and 26.3 % are second-generation migrants<sup>13</sup>. The biggest migrant groups are coming from non-EU countries (at the time of 2013), where among them the migrants from Ex-Yugoslavian and Turkey holds the biggest group. The Germans are the biggest group among the migrants coming from EU-countries, however due to cultural similarities and the common language, they hardly perceived as immigrants in Austria<sup>14</sup>.

According to the last micro-censuses (2001<sup>15</sup>), where the religious affiliation was ascertained, the largest religion community was the catholic (5,917,274), followed by the creedless (963,263), the Protestants (376,150) and non-Christian religion groups (366,878), including Israelites, Islamic, Buddhists, Baha'i, Hindus, Sikh, Shintoistic, and other religious communities. The largest religious community within the latter group was the Islamic denomination (338,988)<sup>16</sup>. Even though the numbers might have changed since 2001, the Catholics hold the large majority. Thus, the Roman Catholic holidays are non-working or off school days, whereby other religious holidays are not considered in structuring the year<sup>17</sup>. Regarding the diversity dimension of sexual orientation, the data from Statistik Austria shows, that 368 same-sex partnerships are registered in 2013 (Table 1).

<sup>13</sup> Marik-Lebeck, Stephan (2014), Migration & Integration. Zahlen-Daten-Indikatoren. Statistik Austria.

<sup>14</sup> Abdul-Hussain, Surur & Baig, Samira (ed.) (2009), Diversity in Supervision, Coaching und Beratung. Wien. Facultas Verlags- und Buchhandlungs AG.

<sup>15</sup> STATISTIK Austria, [http://www.statistik.at/web\\_de/suchergebnisse/index.html](http://www.statistik.at/web_de/suchergebnisse/index.html)

<sup>16</sup> STATISTIK Austria, population census 2001,

[http://www.statistik.at/web\\_de/statistiken/bevoelkerung/volkszaehlungen\\_registerzaehlungen\\_abgestimmte\\_erwerbsstatistik/bevoelkerung\\_nach\\_demographischen\\_merkmalen/022894.html](http://www.statistik.at/web_de/statistiken/bevoelkerung/volkszaehlungen_registerzaehlungen_abgestimmte_erwerbsstatistik/bevoelkerung_nach_demographischen_merkmalen/022894.html)

<sup>17</sup> Abdul-Hussain, Surur & Baig, Samira (-ed.) (2009), Diversity in Supervision, Coaching und Beratung. Wien. Facultas Verlags- und Buchhandlungs AG.

**Table 2: Socio-demographic profile Austria – total population**

<b>Age profile, 2013</b> <i>Source: EUROSTAT [demo_pjanbroad]</i>	<b>Total</b>	<b>% Male</b>	<b>% Female</b>
Population	8,451,860	48.79 %	51.21 %
Younger than 15 years	1,219,363	51.30 %	48.70 %
Working age (15 to 64 years)	5,705,240	50.02 %	49.48 %
Older than 65	1,527,257	42.19 %	57.81 %
<b>Number of non-national citizenship per group, 2013<sup>18</sup></b> <i>Source: Statistik Austria</i>	<b>Total</b>	<b>% Male</b>	<b>% Female</b>
total	1,625,200	47.40%	52.60%
EU-countries (total)	566,700	-	-
Germany <sup>19</sup>	210,735	-	-
Non-EU countries (total):	1,058,500	-	-
Ex-Yugoslavia	533,100	-	-
Turkey	268,400	-	-
others	257,000	-	-
<b>Same-sex registered partnerships, 2013</b> <i>Source: Statistik Austria</i>	<b>Total</b>	<b>% Male</b>	<b>% Female</b>
	368	55.16 %	44.84 %
<b>Religious affiliations, 2001</b> <i>Statistik Austria, micro census 2001</i>	<b>Total</b>	<b>% of total Population</b>	
Catholic	5,915,421	73.6 %	
Creedless	963,263	12.0 %	
Protestants	376,150	4.7 %	
Orthodox Churches	179,472	2.2 %	
Other Christian religions	71,080	0.9 %	
Non-Christian religions (Israelites, Islamic, Buddhists, Baha'i, Hindus, Sikh, Shintoistic, and other)	366,878	4.6 %	
Unknown	160,662	2.0 %	

<sup>18</sup> These number include migrants of first and second generation (Statistik Austria, 2013).

<sup>19</sup> This number only includes first generation migrants (Statistik Austria, 2013). Still we note the number of German migrants, since they are the biggest EU migration group in Austria.

## ***Main dimensions of diversity in Austrian's working population***

The **Austrian labour market** continues to perform well with the lowest unemployment rate in the European Union.<sup>20</sup> However, the future resulting from population **ageing** and potentially shrinking work force call for better use of the underutilised labour market potential of older workers, women and migrants. The employment rate of older workers (55+) with 44.9 % it is below the EU average (50.3 %), however, this rate has increased substantially since 2000.<sup>21</sup> In 2014 the measures to curb early retirement became effective. Further measures to strengthen incentives for exiting the labour market later are in preparation. Nevertheless, older workers face difficulties in staying in or re-entering employment, which is reflected in a strong increase in unemployment among those aged between 50 and 59 years since 2012.<sup>22</sup>

People **migrated** to Austria continue facing obstacles to fully integration in the labour market. Moreover there is a significantly higher unemployment rate of migrants, partly due to remaining barriers to the recognition of their qualification, although they constitute an increasing part of the labour force.<sup>23</sup>

The **female** employment rate of 70.8 % is relatively high. However, EC emphasises that it is far less favourable in full-time equivalents (55.6% in 2012). Austria records one of the highest percentages of women in part-time employment and high concentration of women in low-pay employment. Further, the gender pay and pension gap is one of the highest in the EU. Only half as many women as men can be found in leading positions. Although some measures have been taken to improve childcare and long-term care services, availability is still limited<sup>24</sup>, EC emphasise.

Thus, key target groups in the context of the national European 2020 employment target are 'women', 'older citizens', and 'youths from migrant backgrounds'.

Considering the target group of women, the reduction of the gender pay gap is a high priority for the Austrian federal government. Moreover it is a goal to attract more women to 'atypical' professions through initiative such as 'Women/Girls in Technology' (Frauen/Mädchen in die Technik FIT).

The National Reform Programme 2014 outlined the main obstacle for migrants on the Austrian labour market is finding job matching to their qualification levels, which hence needs to be improved (Table 2).

Additionally the Austrian federal government's work programme for the period 2013-2018 provides for a special policy focus on increasing employment among older persons, as mentioned above.

Besides these three key target groups the Austrian federal government launched the Fit for Education ('AusbildungsFit') programme in January 2014 in order to provide as many people as possible with opportunities to gain professional qualifications, as a complement to the already

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<sup>20</sup> Eurostat, 2014.

<sup>21</sup> Eurostat, 2015.

<sup>22</sup> Arbeitsmarktservice Österreich, 2015.

<sup>23</sup> Council recommendation of 8 July 2014 on the National Reform Programme 2014 of Austria and delivering a Council opinion on the Stability Programme of Austria, 2014.

<sup>24</sup> Council recommendation of 8 July 2014 on the National Reform Programme 2014 of Austria and delivering a Council opinion on the Stability Programme of Austria, 2014.

existing and successful programmes in this area. The target group in this programme consists of youths up to 21 years of age (24 years of age in the case of youths with disabilities or special education needs, learning disabilities, or social or emotional disadvantages) who wish to complete a vocational training course and whose current career objectives appear to be clear and feasible.<sup>25</sup>

**Table 3: Socio-demographic profile of working population in Austria**

<b>Employed citizens per age and gender, 2013</b> <i>Source: Statistic Austria</i>	<b>Total</b>	<b>% of total working population</b>	<b>% Male</b>	<b>% Female</b>
15-24 years old	532,722	12.78 %	53.34 %	46.66 %
25-34 years old	919,714	22.03 %	52.41 %	47.59 %
35-44 years old	1,032,194	24.72 %	52.23 %	47.77 %
45-54 years old	1,160,154	27.79 %	52.00 %	48.00 %
55-64 years old	454,087	10.88 %	58.87 %	41.13 %
65 years and older	76,335	1.83 %	62.80 %	37.20 %
<b>Employment by highest level of education attained, 2013</b> <i>Eurostat [lfsa_egaed]</i>	<b>Total</b>	<b>% of total working population</b>	<b>% Male</b>	<b>% Female</b>
<i>Less than primary, primary and lower secondary (levels 0-2)</i>	601,500	14.68 %	46.85 %	53.15 %
<i>Upper secondary and post-secondary non-tertiary (levels 3 and 4)</i>	2,634,400	64.27 %	53.89 %	46.11 %
<i>Short-cycle tertiary, bachelor or equivalent, master or equivalent and doctoral or equivalent (levels 5-8)</i>	862,800	21.05 %	54.97 %	45.03 %
<b>Number of people with health restriction on the labour market, 2011</b> <i>Source: Statistik Austria</i>	<b>Total</b>	<b>% of total working population</b>	<b>% Male</b>	<b>% Female</b>
	423,000	10.32 %	54.14 %	45.84 %

<sup>25</sup> Austrian Federal Chancellery (2014), National Reform Programme, [http://ec.europa.eu/europe2020/pdf/csr2014/nrp2014\\_austria\\_en.pdf](http://ec.europa.eu/europe2020/pdf/csr2014/nrp2014_austria_en.pdf)

<b>Leading positions per gender, 2013</b>	<b>Total</b>	<b>% Male</b>	<b>% Female</b>
<i>Source: Eurostat [lfsq_egais]</i>			
	180,200	70.48 %	29.58 %
<b>Gender pay gap in %</b>	<b>2010</b>	<b>2012</b>	<b>2013</b>
<i>Source: Statistik Austria</i>			
	24.00 %	23.70 %	23.40 %

### ***Discriminatory experiences faced by different diversity groups at work***

The following discriminatory experiences in Austria are taken from report 2012/1326 by the Ombudsman for Equal Treatment ('Gleichbehandlungsanwaltschaft'), which are based on an analysis of consultancy cases of the Austrian Ombud for Equal Treatment.

**Unequal treatment of women and men:** Aspects of gender and gender specific perceptions play an important role in the personnel recruitment processes. Women are frequently reporting being asked about pregnancy, family planning and childcare during their job interviews. For the same reasons, women report termination of employment contracts or non-extension of short-term employment contracts. After maternity leaves, substantial number of women has to do downgraded tasks below their qualification levels. Also in career choices, men and women experience gender specific perceptions; for instance, if women try to start a career in an 'atypical' profession, they are confronted with scepticism regarding their technical skills or their physical power. But also men experience unequal opportunities in job applications because homogeneous female teams are sometimes preferred. Further, lacks of sanitary equipment or changing rooms are used as arguments to exclude male applicants.

**Unequal treatment based on ethnicity, religion or ideology, age or sexual orientation:** Complains about harassments in every day work life based on these diversity dimensions are the most frequent ones, whereas the majority of cases are for ethnicity reasons. With look on the working life cycle, discrimination occurs mainly at the start and/ or termination of employment.

**Multiple dimensional discrimination:** Many discrimination cases are not one - but rather multidimensional. For example: Some black skinned men discrimination experience when their entry to music clubs is refused. They mainly see racist motives but do not relate them to their gender. Women wearing a headscarf often feel discriminated exclusively because of their religion, while the gender aspect stays unconsidered. Older employees with migrant backgrounds are at a higher risk of being non-retained, which they themselves only reduce to their age.

<sup>26</sup> Anwaltschaft für Gleichbehandlung (2014): Tätigkeit und Vorschläge der Gleichbehandlungsanwaltschaft im Überblick 2012/13, <http://www.gleichbehandlungsanwaltschaft.at/DocView.axd?CobId=57683>

## ***Country specific recommendations 2014 for the implementation of the EU's growth strategy 'Europe2020'***

According to the National Reform Programme 2014<sup>27</sup>, the European Commission (approved by the Council) recommends Austria the following reforms related to diversity aspects:

- To improve older workers' employability in order to raise the effective retirement age and the employment rate of older workers;
- To take new measures to increase the labour market participation of women, namely by further improving childcare and long-term care services and address the high gender pay and pension gaps;
- To take full use of the labour market potential of people with a migrant background by continuing to improve the recognition of their qualifications and their education outcomes.

### ***Diversity related awards in Austria***

**State award: Most family friendly enterprise (Staatspreis 'Familienfreundlichster Betrieb 2014')**<sup>28</sup>, which awards enterprises for their innovative efforts to create women- and family-friendly work environments.

**Viennese Chamber of Commerce award: DiversCity**<sup>29</sup>: which honours companies, that have exemplarily implemented the measures for promotion and use of workforce diversity. DiversCity already takes place the fourth time in 2014. The price for each category amounts 3.000 Euro.

**Meritus**<sup>30</sup> is the Austrian award for organisations and enterprises that are exemplarily engaged for homosexual employees. It is operated by the Queer Business Women and the Austrian Gay Professionals.

**Austrian integration award**<sup>31</sup> is about showing the positive impact of successful integration on the Austrians' lives. With the aim to make the chances of integration visible and to improve them, Austrian enterprises, an interest group coordinated by the "economy for integration" association and the ORF started the Austrian Integration Award (Österreichischer Integrationspreis).

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<sup>27</sup> Austria Federal Chancellery (2014), National Reform Programme,  
[http://ec.europa.eu/europe2020/pdf/csr2014/nrp2014\\_austria\\_en.pdf](http://ec.europa.eu/europe2020/pdf/csr2014/nrp2014_austria_en.pdf)

<sup>28</sup> <http://www.familieundberuf.at/presse/newsarchiv/detail/article/staatspreis-familienfreundlichster-betrieb-2014-verliehen/>

<sup>29</sup> <http://wko.at/wien/diverscity/derpreis.html>

<sup>30</sup> <http://www.meritus.or.at/>

<sup>31</sup> [http://integrationspreis.orf.at/show\\_content.php?sid=33](http://integrationspreis.orf.at/show_content.php?sid=33)

## The Charter of Diversity – Austria

 	<p>Name: Charta der Vielfalt</p> <p>Year of launching: 2010</p> <p>Signatories: ~140</p> <p>Employees concerned: -</p> <p>Website: <a href="https://www.wko.at/Content.Node/Charta-der-Vielfalt/Startseite---Charta-der-Vielfalt.html">https://www.wko.at/Content.Node/Charta-der-Vielfalt/Startseite---Charta-der-Vielfalt.html</a></p>
<p>The Austrian “Charta der Vielfalt” was launched on November 26th, 2010 as an initiative of the Austrian Chamber of Commerce and the Vienna Chamber of Commerce 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.</p>	
<p><b>Supporting Structures</b></p>	<p>Non Profit Structure</p>
<p><b>Foci</b></p>	<ul style="list-style-type: none"> <li>• Motivate enterprises to see and use the diversity of their stakeholders (employees, customers, co-operation partners) as an economic chance. Diversity becomes a business case.</li> <li>• Through an international EU exchange platform the Austrian platform stands in contact with Charters of other countries, such as France, Italy, Belgium, Spain, Germany, Sweden, Poland, Finland, and Luxemburg.</li> </ul>
<p><b>How is the team composed</b></p>	<p>Voluntary initiative by companies</p>
<p><b>Political Support</b></p>	<p>Support from the Austrian Chamber of Commerce</p>
<p><b>Promotional activities</b></p>	<p>Enterprises are invited to sign the “Charta der Vielfalt”. Signatories have various benefits, such as:</p> <ul style="list-style-type: none"> <li>• Certificate for being a signatory enterprise of Charter of Diversity</li> <li>• Provision of Charter of Diversity logos for their websites;</li> <li>• Appearance of signatory enterprise on the Charter of Diversity website;</li> <li>• Possibility to present a practical example on the website;</li> <li>• Costless participation in minimum one Charter of Diversity event per year;</li> <li>• Invitations and special conditions for diversity special events, conferences and seminars.</li> </ul>

<b>Tools</b>	<p>The Austrian Charter of Diversity provides:</p> <ul style="list-style-type: none"> <li>• Website;</li> <li>• Guidelines for diversity management;</li> <li>• Links to funded diversity consultant;</li> <li>• Manual for diversity management for small enterprises;</li> <li>• Manual for diversity – specialization on successful supporting of employees with migrant backgrounds;</li> <li>• Implementation checklist for diversity management (guideline, which was elaborated by the EU Diversity Charters Platform).</li> </ul>
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### **What is the impact of the Charter of Diversity and activities?**

The Austrian 'Charta der Vielfalt', in association with the Diversity Charters EU-level exchange platform conducted a survey, aiming to provide an insight into the status quo of Diversity Management implementation among charter members. Responses from 40 signatories have been evaluated and summarized in the European survey report.

As pointed out in the *Overview of Diversity Management 2014* the majority of Charta members said that the signature of the Charta had a mid-range impact on the development of their diversity policies and activities. Large enterprises noticed a stronger impact than smaller ones.

In Austria the main focus on diversity activities lays on gender equality (73 %), followed by racial or ethnic background (70 %), seniors (65 %), and disability (63 %). According to the report Austrian enterprises give less attention to different sexual orientations.

Signatories have noticed comprehensive improvements in different areas, ranging from better image and reputation, more respectful behaviour patterns up to opportunities in new markets. Especially large companies experienced considerable improvements in image and attraction of talented people. Smaller enterprises experienced greater access to customers.

68 % of surveyed organisations have a designated person responsible for diversity who usually works directly with top management or the HR<sup>32</sup>.

### ***Opportunities and threats of diversity and managing diversity in Austria***

#### ***Internal and external benefits of diversity and diversity management for companies***

No empirical or anecdotic evidence for Austria are available.

#### ***Threats for companies related to diversity and diversity management***

No empirical or anecdotic evidence for Austria are available.

<sup>32</sup> Charter of Diversity (2014), Diversity Management in signatories of the Austrian diversity charter. Survey-Results, [https://www.wko.at/Content.Node/Charta-der-Vielfalt/EU-Umfrage\\_Auswertung\\_final.pdf](https://www.wko.at/Content.Node/Charta-der-Vielfalt/EU-Umfrage_Auswertung_final.pdf)

## Good practice of managing diversity

Below, good practice examples are presented: the first one is taken from a large enterprise and the following three examples are related to SMEs.

### Good Practice No. 1: Österreichische Bundesbahn - ÖBB

<b>Title of diversity management</b> <i>Equality Policy</i> <sup>33</sup>
<b>Name of the Large Enterprise and location</b> Österreichische Bundesbahn - ÖBB, Austria
<b>Short description of the large company and key diversity characteristics</b> <p>The ÖBB is the main Austrian mobility company (train and bus). It employs around 43.000 employees of which only 11.3 % are female. The ÖBB mainly works on increasing the percentage of women in their company.</p> <p>Besides, the ÖBB is a frontrunner regarding the male parental leave. With their 7 % of fathers using the advantage of the parental leave, the ÖBB employees are far above the average in Austria.</p>
<b>Background of the diversity management</b> Since December 2011, the ÖBB Group has a Diversity Representative, Mrs. Dr. Trause Kogoj.
<b>What are the explicit and other objectives?</b> The equality policy applies to all, men and women, young and old. The goals are: <ul style="list-style-type: none"><li>• “To ensure equal treatment irrespective of sex, age, ethnic origin, sexual orientation, handicap;</li><li>• Programmes to promote equal opportunity;</li><li>• Better compatibility between work and care responsibilities.”</li></ul>
<b>Which diversity dimensions are addressed?</b> <ul style="list-style-type: none"><li>• Increase percentage of women working at ÖBB;</li><li>• Ensure equal treatment regardless of sex, age, ethnic origin, sexual orientation, and handicap.</li></ul>
<b>What are innovative elements?</b> A number of women hold positions in traditional male professions. For example, women are electricians and team leaders in the electricity field, they are yardmasters, are dispatchers and members of the company fire brigade, or project managers for station rail infrastructure.
<b>What are the success factors?</b> The responsibility for compliance with the equality policy and the implementation of the equality goals lies with the managers.

<sup>33</sup> [http://www.oebb.at/bb/en/Therefore\\_OeBB/Equality/index.jsp](http://www.oebb.at/bb/en/Therefore_OeBB/Equality/index.jsp)

If the responsibility is not sufficiently fulfilled and equal treatment among employees is infringed upon, the concerned person can appeal to the regional equality representatives. They assist in the solution of the problem with support and advice.

**Awards/Benchmarks**

DiversCity 2014, Viennese Chamber of Commerce award.

**Links and documents**

[http://www.oebb.at/bb/en/Therefore\\_OeBB/Equality/OeBB\\_equality\\_policy/index.jsp](http://www.oebb.at/bb/en/Therefore_OeBB/Equality/OeBB_equality_policy/index.jsp);

[http://www.oebb.at/bb/de/Newsarchiv/DiversCity\\_Preis\\_2014/Diversity\\_Preis\\_Urkunde.pdf](http://www.oebb.at/bb/de/Newsarchiv/DiversCity_Preis_2014/Diversity_Preis_Urkunde.pdf)

**Good Practice No. 2: UnitCargo**

**Title of diversity management**

*Equality and diversity*

**Name of SME and location**

*UnitCargo* Transport Intelligence, Vienna

**Short description of the SME and key diversity characteristics**

*The UnitCargo* is a transport and logistics company. Its philosophy is to treat customers, hauliers, suppliers and employees equally.

Diversity is seen as a high value and the company tries to live diversity in their whole company structure. The company employs 13 people with various cultural backgrounds. 50% of them are women. It is a further goal of *UnitCargo's* diversity management strategy<sup>34</sup> to increase the number of older workers in the company.

**Background of the diversity management**

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**What are the explicit and other objectives?**

In the company *UnitCargo* Diversity means personnel variety and individuality. Through their diversity management they promote and support the recognition, appreciation, and constructive use of their employees' and stakeholders' diversity – regardless of gender, skin colour, nationality, ethnic background, religion or philosophy of life, disability, age, and sexual orientation.

This understanding of diversity was incorporated into their business strategy. The following objectives have been formulated:

- Creating a corporate culture, which is characterised by mutual respect and appreciation of diversity;
- Creating and building a collaboration of talents by respecting diversity from recruiting to human resources development and leadership;

<sup>34</sup> Gabriela Tomasikova & Manfred Wondrak (2012), UnitCargo Diversity Report, [http://www.unitcargo.at/files/unitcargo\\_diversity-report\\_en.pdf](http://www.unitcargo.at/files/unitcargo_diversity-report_en.pdf)

<ul style="list-style-type: none"> <li>Increasing their name recognition, strengthening their image and relationships with their partners through activities targeted at promoting diversity supporting the “diversity” community.</li> </ul>
<p><b>Which diversity dimensions are addressed?</b></p> <ul style="list-style-type: none"> <li>Gender equality</li> <li>Ethnicity</li> <li>Age</li> </ul>
<p><b>What are innovative elements?</b></p> <p>To achieve the above outlined objectives, <i>UnitCargo</i> applies different measures, which in turn are subdivided into diversity initiatives, which are the foundation for the diversity impact analysis of their Diversity management<sup>35</sup> outlined in the <i>UnitCargo</i> Diversity Report 2012. The results pointed out in the report are based on a research project by factor-D Diversity Consulting. A tool was developed – the Diversity Impact Navigator®- which helps to visualise structurally the diversity management activities and its impact on the intellectual capital of the enterprise and to economically evaluate them.</p>
<p><b>What are the success factors?</b></p> <p>The diversity structure of the company enables them to work successfully, authentically and effectively in more than 40 different countries in Europe and Asia. The international spectrum of the <i>UnitCargo</i> team, the experience and understanding and knowledge of different cultures are the key to a broad knowledge of the market.</p>
<p><b>Awards/Benchmarks</b></p> <p>DiversCity, Viennese Chamber of Commerce award 2010</p>
<p><b>Links and documents</b></p> <p>UnitCargo Diversity Report: <a href="http://www.unitcargo.at/files/unitcargo_diversity-report_en.pdf">http://www.unitcargo.at/files/unitcargo_diversity-report_en.pdf</a></p> <p>DiversCity award: <a href="http://www.unitcargo.at/files/wienerwirtschaft-5-2-10.pdf">http://www.unitcargo.at/files/wienerwirtschaft-5-2-10.pdf</a></p>

**Good Practice No. 3: Atempo**

<p><b>Title of diversity management</b></p> <p><i>Inclusion and Equality</i></p>
<p><b>Name of SME and location</b></p> <p><i>Atempo, Styria</i></p>
<p><b>Short description of the SME and key diversity characteristics</b></p> <p><i>The Atempo develops products, such as brochures in a simple language, and offers services, such as education offers for people with disabilities or learning difficulties. Atempo employs 80 people, whereof 20 employees are people with disabilities or learning difficulties. All employees are well</i></p>

<sup>35</sup> See the more detailed diversity management page p 4f. Gabriela Tomasikova & Manfred Wondrak (2012), UnitCargo Diversity Report, [http://www.unitcargo.at/files/unitcargo\\_diversity-report\\_en.pdf](http://www.unitcargo.at/files/unitcargo_diversity-report_en.pdf)

trained and work together in a professional way.

### **Background of the diversity management**

“*Atempo* for equal treatment of people” was initiated in 2000 by Mrs. Walburga Fröhlich and Mr. Klaus Candussi. Today *Atempo* is an important social entrepreneurship in Austria. *Atmepo* includes four organisations, which offer the following:

- ‘capito’ for easy understandable texts and accessible houses;
- ‘nueva’ for interviewing people with learning difficulties and disabilities in living houses and workshops;
- ‘das Lorenz’ restaurant.

### **What are the explicit and other objectives?**

*Atempo* works on strategies to give all people same chances. It not only their goal to consult companies, they also employ disabled people or people with learning difficulties themselves. All employees play an important role and all activities are paid.

### **Which diversity dimensions are addressed?**

- Disability

### **What are innovative elements?**

*Atempo* adjusts work, texts and other services to the individual person and makes their workplace accessible for everybody. *Atempo* shows possibilities how people with and without disabilities can work together, it shows the advantages of accessibility, it continuously conducts research to review their ideas. Their products and services gain that great quality because of including people with disabilities and learning difficulties as experts in the working process.

### **What are the success factors?**

*Atempo* works with other organisations in Europe, who learn from each other and improve together in the diversity regard. *Atempo* aims to work in a socially and ecologically sustainable way.

### **Awards/Benchmarks**

TRIGOS, 2014

### **Links and documents**

<http://www.atempo.at/de/Ueber-uns/Ueber-atempo/>

#### Good Practice No. 4: Brainworker

<b>Title of diversity management</b> <i>Equality and Diversity</i>
<b>Name of SME and location</b> <i>Brainworker</i> , Vienna
<b>Short description of the SME and key diversity characteristics</b> <i>The Brainworker</i> is a consulting company. They offer consultancy, strategic planning, creative services, booking of media (especially ethno media) and event management. <i>Brainworker</i> employs people of different nationalities, generations, languages, and ethnicity. Also regarding men and women quotes they are deliberately aware of being exemplarily. The team organisation is based on a future oriented sustainable company development.
<b>Background of the diversity management</b> <i>The Brainworker</i> was founded in 2007 by the marketing and communication professional Manuel Bräuhofer. <i>Brainworker</i> is Austria's first diversity-marketing agency.
<b>What are the explicit and other objectives?</b> The philosophy of diversity at <i>Brainworker</i> is that diversity per se is never the goal, rather supports the company's success. Diversity is an integral part of conception, organization and implementation of measures for the different target groups.
<b>Which diversity dimensions are addressed?</b> <ul style="list-style-type: none"><li>• Ethnicity</li><li>• Gender</li><li>• Age</li></ul>
<b>What are innovative elements?</b> -
<b>What are the success factors?</b> <ul style="list-style-type: none"><li>• Success with their services. Satisfaction of the customers, employees and partners;</li><li>• Knowledge. Brainworker tries to be always up to date. They participate in congresses and events;</li><li>• Quality cooperation with and advice from experts;</li><li>• Enthusiasm;</li><li>• Transparency;</li><li>• Otherness.</li></ul>
<b>Awards/Benchmarks</b> Meritus, 2013
<b>Links and documents</b>

### ***Skills requirements of managers and decision makers in SMEs for managing diversity***

In the framework of the Hernstein Management Report No.5/2012<sup>36</sup> 300 managers in Austria, Germany and Switzerland were interviewed. One part of the report considered skills requirements of managers to implement diversity management.

The interviewed Austrian managers agreed on the following points:

- High communication competences (36 %);
- Ability to deal with conflict (40 %);
- Accepting other opinions and being able to deal with contradictions (55 %);
- Skills in self-reflection (31 %);
- Profound knowledge on the topic 'Diversity' (25 %).

The answers in all the three countries are very similar. "Accepting other opinions and being able to deal with contradictions" is the equally the most important aspect for the interviewees of all the three countries.

### ***Summary and Conclusion***

Austria has 8,451,560 inhabitants, with 14.3% of them being first generation migrants and 5.1% being second generation migrants<sup>37</sup>. Most of the people living in Austria are Catholic, Creedless or Protestants and the biggest non-Christian community are Muslims.

On the labour market, mostly unequal treatment related to gender, ethnicity, religion or ideology. According to the report by the Ombud for Equal Treatment many discrimination cases are not one-but rather multidimensional<sup>38</sup>. In line with the burning diversity issues, the European Commission recommends Austria to take measures for improving older workers' employability and for increasing labour market participation of women as well as people with a migrant background.

Also the diversity activities among the 'Charter of Diversity' signatories reflect mainly the dimension of gender, ethnic background, ageing workforce and disability.

Albeit a number of diversity related awards exist in Austria, only a very few SMEs have some sort of diversity measures in place by now.

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<sup>36</sup> Hernstein Institut (2015), Hernstein Management Report, Diversity Management in Unternehmen Nr. 5/2012, <http://www.hernstein.at/Wissenswert/Hernstein-Management-Report/Reports-2004-2013/Diversity-Management-in-Unternehmen-%28Nr.-5-12%29/>

<sup>37</sup> Marik-Lebeck, Stephan (2014): Migration & Integration. Zahlen-Daten-Indikatoren. Statistik Austria

<sup>38</sup> Anwaltschaft für Gleichbehandlung (2014), Tätigkeit und Vorschläge der Gleichbehandlungsanwaltschaft im Überblick 2012/13, <http://www.gleichbehandlungsanwaltschaft.at/DocView.axd?CobId=57683>

### *Main dimensions of diversity in the Czech Republic*

The Czech Republic had according EUROSTAT 10,516,125 **inhabitants** in the 2013. The Czech Republic is ranked twelfth place in population among the EU countries<sup>39</sup>. The number of inhabitants is rising every year – mainly thanks to increasing net migration in the Czech Republic. Male and female population is almost balanced – male population reaching 49.10 %, female population 50.89 %. The total number of people in working age (from 15 to 64 years) is 7,188,211 people. That means that 68.35 % of the population are in working age. When we look at the composition of population from the age point of view we can see that group of young people (under 15 years old) is 1,560,296 people which is slightly smaller group than the group of people older 65 years (1,767,618). This finding correspond with overall trend in majority of European countries and will be a huge issue and challenge not only for the Czech economy.

As was mentioned before, the number of foreigners is rising every year. Nevertheless the share of people with foreigner status in the population of the Czech Republic is only 4 %.<sup>40</sup> In comparison with other European countries this number is quite low. The Czech Republic belongs to the countries with the lowest rate. The largest group of foreigners are Ukrainians 24 %, Slovaks 21 %, Vietnamese 13 %, Russians 7 % and Poles 5 %.<sup>41</sup>

When we look at official data about religion we can see that only 20.8 % are believers.<sup>42</sup> The Czech Republic is widely known that the majority of its population are atheists. In last twenty years this number has raised and the biggest Churches lost almost half of their believers.

On the other hand the main characteristic of census results 2011 on religious beliefs compared with previous censuses was an extreme number of people who decided to leave the question about religious affiliation unanswered. This in turn meant a decrease in the total number of believers, but also for most individual churches, religious communities and religious movements.

<sup>39</sup> Eurostat (2012), Demographic balance, [http://ec.europa.eu/eurostat/statistics-explained/index.php/File:Demographic\\_balance\\_2012\\_%281\\_000%29\\_YB14.png](http://ec.europa.eu/eurostat/statistics-explained/index.php/File:Demographic_balance_2012_%281_000%29_YB14.png)

<sup>40</sup> Czech Statistical Office (2012), Foreigners: Number of Foreigners, [http://www.czso.cz/csu/cizinci.nsf/kapitola/ciz\\_pocet\\_cizincu](http://www.czso.cz/csu/cizinci.nsf/kapitola/ciz_pocet_cizincu)

<sup>41</sup> Czech Statistical Office (2014), Foreigners in the Czech Republic, [http://www.czso.cz/csu/2014edicniplan.nsf/t/9A003F3BED/\\$File/29002714.pdf](http://www.czso.cz/csu/2014edicniplan.nsf/t/9A003F3BED/$File/29002714.pdf)

<sup>42</sup> Czech Statistical Office (2011), Changes in the structure of the population according to religious beliefs in the years 1991, 2001 and 2011; <http://www.czso.cz/csu/2014edicniplan.nsf/p/170220-14>

Table 4: Socio-demographic profile of the Czech Republic – total population

<b>Age profile, 2013</b>			
<i>Source: EUROSTAT [demo_pjanbroad]</i>	<b>Total</b>	<b>% Male</b>	<b>% Female</b>
Population	10,516,125	49.11 %	50.89 %
Younger than 15 years	1,560,296	51.31 %	48.69 %
Working age (15 to 64 years)	7,188,211	50.64 %	49.36 %
Older than 65	1,767,618	40.93 %	59.07 %
<b>Number of non-national citizenship per group, 2013</b>			
<i>Source: Czech Statistical Office<sup>43</sup></i>	<b>Total</b>	<b>% Male</b>	<b>% Female</b>
Total number of foreigners	439,189	57.60 %	43.40 %
Total number of foreigners from EU (total):	173,593	60.48 %	39.52 %
Slovakia	90,948	-	-
Poland	19,452	-	-
Germany	18,507	-	-
Other Countries (total):	265,596	54.09 %	45.91 %
Ukraine	105,138	-	-
Vietnam	57,347	-	-
Russian Federation	33,138	-	-
<b>Same-sex registered partnerships, 2011</b>			
<i>Source: Czech Statistical Office<sup>44</sup></i>	<b>Total</b>	<b>% Male</b>	<b>% Female</b>
	1,263	73 %	27 %
<b>Religious affiliations, 2011</b>			
<i>Source: Czech Statistical Office<sup>45</sup></i>	<b>Total</b>	<b>% of total Population</b>	
Creedless	3,604,095	34.5 %	
Catholic	1,082,463	10.4 %	
Evangelical Church	51,858	0.5 %	
Czechoslovak Hussite Church	39,229	0.4 %	
Orthodox Church of the Czech Lands	20,533	0.2 %	

<sup>43</sup> Czech Statistical Office (2014), Foreigners in the Czech Republic, [http://www.czso.cz/csu/2014edicniplan.nsf/t/9A003F3BED/\\$File/29002714.pdf](http://www.czso.cz/csu/2014edicniplan.nsf/t/9A003F3BED/$File/29002714.pdf)

<sup>44</sup> Czech Statistical Office (2011), <http://www.czso.cz/csu/csu.nsf/informace/csav102413.doc>

<sup>45</sup> Czech Statistical Office (2014), Religious belief inhabitants according to the census results, [http://www.czso.cz/csu/2014edicniplan.nsf/t/82002D3492/\\$File/17022014.pdf](http://www.czso.cz/csu/2014edicniplan.nsf/t/82002D3492/$File/17022014.pdf)

Other	971,538	9.3 %
Unknown	4,662,455	44.7 %

### ***Main dimensions of diversity in Czech's working population***

In the EU the Czech Republic belongs to the countries with an employment rate which is above the average. The complete data released by Eurostat say that the employment rate of the 15 - 64 age group is higher in the Czech Republic than the EU28 average.<sup>46</sup> However, female employment rate in the Czech Republic is still slightly below the EU28 average.<sup>47</sup>

The Czech Republic is one of the EU countries with the longest parental leave and the conditions for the return of mothers back into employment are very limited. Working women with children less than six years of age, however, in the Czech Republic is only 35.8%, which is the second worst performance across the EU28. Women during maternity leave lose not only their skills but also confidence. Return to work for them is complicated because of the lack of capacity facilities for preschool children (nurseries, kindergartens). According to studies, the Czech Statistical Office in kindergarten lacking space for up to 40 % of registered children and the whole Czech Republic accounting for only 1,425 seats in 45 infant-school. According to recent surveys, women returning to work mostly miss flexible working hours and the opportunity to work closer to home. Low labour market flexibility is one of the major weaknesses of the Czech Republic, which was also unveiled as part of the recommendations of the Council of the Czech Republic in this year. The Czech Republic is specifically criticized the lack of childcare facilities for children under three years of age and insufficient capacity of existing public facilities for preschool children.<sup>48</sup>

There are huge differences in youth unemployment between EU countries. While among Germans under 25 years the unemployment rate is 7.6 % and among Austrians 8.2 %, in Greece 51.5 % of the active population in this age group are without job and in Spain even 53.7 %, says Business Insider server. The situation in the Czech Republic is still slightly better. The youth unemployment rate in the second quarter of 2014 was 15.5 % was thus below the EU average. In EU countries showed that the Czech Republic has sixth lowest rate of youth unemployment in 25 years.<sup>49</sup>

There are considerable differences in employment rates between EU countries, not only in terms of the wide age group 15-64, but also the male and female employment components. On the one hand there is a high employment rate in the northern countries and the United Kingdom; on the other hand employment rate in some of the countries was below 60 %. Comparing neighbouring countries to the Czech Republic, higher employment rates in the long term are in Austria and Germany and significantly lower in Poland and Slovakia.<sup>50</sup>

<sup>46</sup> Eurostat (2013), Employment rate, age group 15–64, [http://ec.europa.eu/eurostat/statistics-explained/index.php/File:Employment\\_rate\\_age\\_group\\_15%E2%80%9364\\_2013\\_%28%25%29\\_YB15.png](http://ec.europa.eu/eurostat/statistics-explained/index.php/File:Employment_rate_age_group_15%E2%80%9364_2013_%28%25%29_YB15.png)

<sup>47</sup> Eurostat (2013), Employment rates by sex, age group 15–64, [http://ec.europa.eu/eurostat/statistics-explained/index.php/File:Employment\\_rates\\_by\\_sex\\_age\\_group\\_15%E2%80%9364\\_2013\\_%28%25%29\\_YB15.png](http://ec.europa.eu/eurostat/statistics-explained/index.php/File:Employment_rates_by_sex_age_group_15%E2%80%9364_2013_%28%25%29_YB15.png)

<sup>48</sup> Council of the EU for financial and economic issues (2013), <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:C:2013:217:0014:0017:CS:PDF>

<sup>49</sup> Czech Statistical Office (2014), [http://www.czso.cz/csu/tz.nsf/i/nezamestnanost\\_mladych\\_je\\_velkym\\_problemem\\_evropy\\_20141127](http://www.czso.cz/csu/tz.nsf/i/nezamestnanost_mladych_je_velkym_problemem_evropy_20141127)

<sup>50</sup> Eurostat (2014), Employment rates by sex, age group 15 – 64, [http://ec.europa.eu/eurostat/statistics-explained/index.php/File:Employment\\_rates\\_by\\_sex\\_age\\_group\\_15%E2%80%9364\\_2013\\_%28%25%29\\_YB15.png](http://ec.europa.eu/eurostat/statistics-explained/index.php/File:Employment_rates_by_sex_age_group_15%E2%80%9364_2013_%28%25%29_YB15.png)

A high percentage of employment in the secondary sector (industry and construction) is typical for the Czech economy. This percentage is the second highest in the EU28 after Slovakia. In the Czech Republic and Slovakia alike two in five employed persons work in the secondary sector. The underlying reason is extraordinarily high employment in manufacturing in both countries.<sup>51</sup>

In contrast, employment in the sector of services is significantly lower in the Czech Republic in comparison to the EU15 and the EU28 alike. Below-the-average employment is in the Czech Republic recorded especially in the sections health and social work and real estate, renting and business activities. Differences in employment structure between EU member states are extraordinarily high. In the Czech Republic, for example, employment in manufacturing is 4.3 times higher than employment in health and social work, but the situation in many countries, especially the northern ones, is quite different. In four countries health and social work employed more people than manufacturing (in the United Kingdom, Denmark, the Netherlands and Luxembourg).

The Czech Republic belongs to the countries with a high share of self-employment. This results primarily from extraordinary high numbers of own-account workers in certain activities, especially in construction.<sup>52</sup>

**Table 5: Socio-demographic profile of working population in the Czech Republic**

<b>Employed citizens per age and gender, 2013</b> <i>Source: Ministry of Social Affairs<sup>53</sup></i>	<b>Total</b>	<b>% of total working population</b>	<b>% Male</b>	<b>% Female</b>
15-24 years old	293,500	5.9 %	59.9 %	40.14 %
25-39 years old	1,925,300	39 %	59.06 %	40.94 %
40-54 years old	1,877,100	38.02 %	52.71 %	47.28 %
55-64 years old	750,000	15.19 %	58.64 %	41.36 %
65 years and older	91,200	1.9 %	57.02 %	42.98 %
<b>Employment by highest level of education attained, 2013</b> <i>Eurostat [lfsa_egaed]</i>	<b>Total</b>	<b>% of total working population</b>	<b>% Male</b>	<b>% Female</b>
<i>Less than primary, primary and lower secondary (levels 0-2)</i>	20,200	4.18 %	47.90 %	52.10 %
<i>Upper secondary and post-secondary non-tertiary (levels 3 and 4)</i>	3,571,800	73.71 %	58.06 %	41.94 %
<i>Short-cycle tertiary, bachelor or equivalent, master or</i>	1,070,900	22.10 %	53.31 %	46.69 %

<sup>51</sup> World Bank (2015), Employment in industry: <http://data.worldbank.org/indicator/SL.IND.EMPL.ZS>.

<sup>52</sup> Eurostat (2015), Self-employment: [http://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=lfsq\\_egaed&lang=en](http://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=lfsq_egaed&lang=en)

<sup>53</sup> Analysis of Employment and unemployment in 2013, Ministry of Labour and Social Affairs of the Czech Republic. [http://portal.mpsv.cz/sz/politikazamest/trh\\_prace/rok2013/anal2013.pdf](http://portal.mpsv.cz/sz/politikazamest/trh_prace/rok2013/anal2013.pdf), page 12

<i>equivalent and doctoral or equivalent (levels 5-8)</i>				
<b>Number of people with health restriction on the labour market, 2012</b> <i>Source: Czech Statistical Office<sup>54</sup></i>	<b>Total</b>	<b>% of total working population</b>	<b>% Male</b>	<b>% Female</b>
	495,506	6.89 %	-	-
<b>Leading positions per gender, 2013</b> <i>Source: Eurostat [lfsq_egais]</i>	<b>Total</b>	<b>% Male</b>	<b>% Female</b>	
	265,600	72.63 %	27.37 %	
<b>Gender pay gap in %</b> , <i>Source: Czech Statistical Office<sup>55</sup></i>	<b>2010</b>	<b>2011</b>	<b>2012</b>	
	20.7 %	22.2 %	21.6 %	

### ***Discriminatory experiences faced by different diversity groups at work***

Probably the most significant issue regarding discriminatory experiences is the gender difference in wages between men and women in the Czech Republic (Gender Pay Gap).<sup>56</sup> Average gross monthly wage of women was CZK 21,939 in 2008, men earned CZK 29,628; this is a difference of over 25 %<sup>57</sup> in total. Although the wages of men and women are hard to compare because women usually work in other positions than men and their wage increases in another way during their life as a consequence of maternity<sup>58</sup> nevertheless still this difference is very high in Czech conditions.

The second most important issue is connected with employment and unemployment from gender point of view. Regarding unemployment the most men face the unemployment at the age of 45–59 and women aged 30–44 years. This fact may be caused by various factors such as discrimination against women in this age category by employers (as women are mostly on parental leave in this age category, so this can be seen as the main discriminatory aspect from employers' side). This is settled by the Anti-discrimination law of Czech Republic but its failure is only rarely demonstrable. On average women look for a new job longer than men. Men usually found their work in the time span between six months and one year in 2010 while women looked for the work on average for a period longer than one year.<sup>59</sup>

<sup>54</sup> Czech Statistical Office (2014), [http://www.czso.cz/csu/2014edicniplan.nsf/t/C9001CB63B/\\$File/k3\\_260006-14\\_1.pdf](http://www.czso.cz/csu/2014edicniplan.nsf/t/C9001CB63B/$File/k3_260006-14_1.pdf), <http://www.statistikaamy.cz/2014/04/zamestnavatele-chteji-pracovniky-bez-handicapu/>

<sup>55</sup> Czech Statistical Office (2012), Focused on Men and Women, [http://www.czso.cz/csu/2013edicniplan.nsf/t/6D0027D716/\\$File/1413134438.pdf](http://www.czso.cz/csu/2013edicniplan.nsf/t/6D0027D716/$File/1413134438.pdf)

<sup>56</sup> Eger, Ludvík (et al.) (2012), Diversity management: Comparison, the Best Practices of Visegrad Countries, [https://otik.zcu.cz/bitstream/handle/11025/6063/Diversity\\_management\\_comparison-1.pdf?sequence=1](https://otik.zcu.cz/bitstream/handle/11025/6063/Diversity_management_comparison-1.pdf?sequence=1) (March 30, 2015).

<sup>57</sup> Czech Statistical Office (n.y.), Analyses: Women and Men in Counties of Czech Rep. [http://www.czso.cz/xp/redakce.nsf/i/analyza:zeny\\_a\\_muzy\\_v\\_krajich\\_cr\\_zamestnanost](http://www.czso.cz/xp/redakce.nsf/i/analyza:zeny_a_muzy_v_krajich_cr_zamestnanost)

<sup>58</sup> Czech Statistical Office (n.y.), The average salary and number of employees, [http://www.czso.cz/csu/redakce.nsf/i/prumerna\\_mzda](http://www.czso.cz/csu/redakce.nsf/i/prumerna_mzda)

<sup>59</sup> Czech Statistical Office (2010), Method and duration of job search. [http://czso.cz/csu/2011edicniplan.nsf/t/D1002622AD/\\$File/310311146.pdf](http://czso.cz/csu/2011edicniplan.nsf/t/D1002622AD/$File/310311146.pdf)

Also the age of employee represents in the Czech Republic one of the most perceived negative factors in the labour market. Almost 32% of the Czech population indicate, that experienced the loss of jobs for themselves or for some relatives because of the age. Another 32% say that themselves or somebody from their neighbourhood met with the situation that job applicant was not accepted due to the higher age. The group of people aged 55-59 undergoes the problems with accepting for a job the most usually. Experience of age discrimination is reported more often by women than by men.<sup>60</sup>

### ***Country specific recommendations 2014 for the implementation of the EU's growth strategy 'Europe2020'***

According to the Council Recommendation on the Czech Republic's 2014 national reform programme<sup>61</sup>, the European Commission recommends for Czech Republic the following reforms related to diversity aspects:

- The Czech pension and healthcare systems are facing substantial expenditure increases in the long term, which are not sustainable. Decisive action is needed now to change this course, by ensuring that people work longer and by reforming the healthcare system - i.e. **recommendation indirectly connected with improving employability of older people.**
- In a context of demographic pressure, the Czech Republic should encourage the labour market participation of groups that are underrepresented. This is particularly the case for **women with young children.**

### ***Diversity related awards in the Czech Republic***

**TOP Responsible Company** is an award which appreciates companies that are engaged in long-term and strategically responsible entrepreneurship, community development, reducing environmental impact and bring innovative solutions.

It is the only ranking in the Czech Republic which on long-term base appreciates and evaluates corporate CSR strategies and projects. Award has already 11 years long tradition and the last round in 2014 has the first time a new subcategory dedicated directly to the diversity issue (Diversity 2014).<sup>62</sup>

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<sup>60</sup> Vidovičová, Lucie (2008): Stárnutí, věk a diskriminace – nové souvislosti. Brno: Masarykova univerzita a Mezinárodní politologický ústav. Str. 168–171.

<sup>61</sup> Europe Commission (2014), The Council Recommendation on the Czech Republic's 2014 National Reform Programme, [http://ec.europa.eu/europe2020/pdf/csr2014/csr2014\\_czech\\_cs.pdf](http://ec.europa.eu/europe2020/pdf/csr2014/csr2014_czech_cs.pdf)

<sup>62</sup> <http://www.topodpovednafirma.cz/>

## The Charter of Diversity – the Czech Republic

	<p>Name: Diversity Charter, Czech Republic<sup>63</sup></p> <p>Year launched: 26th November 2014</p> <p>Signatories: 22</p> <p>Employees concerned: no data available</p> <p>Website: <a href="http://www.diverzita.cz">www.diverzita.cz</a></p>
<p>The European Charter of Diversity in which the leading employers report the commitment to develop a generally tolerant work environment officially started in the Czech Republic on November 26<sup>th</sup>, 2014. The charter supports the European Commission (DG Justice) and in the Czech Republic is presented under the patronage of the Minister of Labour and Social Affairs Ms Michaela Marksová-Tominová.</p> <p>The signing and implementation of the Charter in the Czech Republic is coordinated by the non-profit organization Business for Society which brings together leading national enterprises interested in social responsibility and sustainability. The Czech version of the Charter of Diversity platform was already introduced in October 2014, during European Conference of UNESCO in Paris.</p> <p>First signatories in the Czech Republic (26th November 2014): Accenture, Allen &amp; Overy, Antalis, ČSOB, GE Money Bank, GSK, IBM, Kooperativa, Plzeňský Prazdroj, PwC Česká republika, Skupina ČEZ, O2, Pivovary Staropramen, ZENTIVA GROUP, MPSV, Sodexo Benefitly, Unilever ČR, Microsoft Czech Republic, Česká spořitelna, Novartis, Britcham, Sodexo.</p>	
<p><b>Supporting Structures</b></p>	<p>Voluntary, non-profit structure</p>
<p><b>Foci</b></p>	<ul style="list-style-type: none"> <li>• Encourage employers who want to develop widely tolerant work environment, interested in social responsibility and sustainability;</li> <li>• Promoting equal opportunities and non-discrimination.</li> </ul>
<p><b>How is the team composed</b></p>	<p>Voluntary initiative of companies, which is coordinated by NGO called Business for Society (Byznys pro společnost).</p>
<p><b>Political Support</b></p>	<p>Official support from the Ministry of Labour and Social Affairs of the Czech Republic.</p>
<p><b>Promotional activities</b></p>	<ul style="list-style-type: none"> <li>• Provision of certificates for enterprises as a signatory organizations of Czech Diversity Charter;</li> <li>• Provision of Czech Diversity Charter logos for signatory organization websites and their printing materials;</li> <li>• Public Relations – including preparation of press releases, and publishing of scientific articles;</li> <li>• Appearance of signatory organizations on the Czech Diversity Charter website;</li> <li>• Organization of regular competition among Czech organizations.</li> </ul>
<p><b>Tools</b></p>	<ul style="list-style-type: none"> <li>• Internet presentation;</li> <li>• Organization of conferences on diversity issue and related topics;</li> </ul>

<sup>63</sup> Czech Diversity Charter (2014), <http://www.diverzita.cz/diversity-charter-.html>

	<ul style="list-style-type: none"> <li>Meetings of the Thematic Expert Groups composed of representatives of leading Czech companies which address topics such as: equal opportunities for women and men in the management of companies, handicapped people, LGBT, diversity management and others.</li> </ul>
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**What is the impact of the charter of diversity and activities?**

Because of a very short period from actual forming and signing of the Diversity Charter in the Czech Republic there is no significant evidence of positive impact of its implementation by stakeholders and there are no tangible results recorded so far. On the other hand all the first signatories of Diversity Charter in the Czech Republic are only large companies - usually international corporations - which have already implemented broadly diversity management into their global management systems. So that we can assume that positive impact will be quite similar as in the rest of Europe where already 83 % of European companies recognize that diversity programs have a positive effect on their business.<sup>64</sup>

***Opportunities and threats of diversity and managing diversity in the Czech Republic***

*Internal and external benefits of diversity and diversity management for companies*

There is not available empirical or anecdotal evidence for the Czech Republic with regard to internal and external benefits of diversity and diversity management for companies.

*Threats for companies related to diversity and diversity management*

There is not available empirical or anecdotal evidence for the Czech Republic with regard Threats for companies related to diversity and diversity management.

***Good practice of managing diversity***

Below, good practice examples are presented: the first one is taken from a large enterprise and the following three examples are related to SMEs.

**Good Practice No. 5: ČEZ Group, a.s**

<b>Title of Good Practice</b>
<b>Equal working opportunities</b>
<b>Name of large company and location:</b> ČEZ Group, a.s., Prague
<b>Short description of the Large company and key diversity characteristics:</b> ČEZ Group is an established, integrated electricity conglomerate operating in several countries of the Central and Southeastern Europe and Turkey, with headquarters in the Czech Republic (in principle it is a state controlled company). The main activities encompass generation, distribution, trade and sale of electricity and heat production, trade and sale of natural gas, and coal mining. ČEZ Group employs 27,000 employees. ČEZ Group employs people of different age, gender and ethnicity.

<sup>64</sup> Czech Diversity Charter (2014), <http://www.diverzita.cz/diverzita-a-media.html>

Corporate culture is focused on safety, performance and steady growth in internal efficiency as well as sustainable development and social responsibility. In business, ČEZ Group currently governed by strict ethical standards that include behaving responsibly towards own employees, society and the environment.

#### **Background of the diversity management**

ČEZ Group was one of the first entities that have subscribed to the Memorandum on the promotion of equal opportunities in the labor market and actively applying the principles of gender equality (Memorandum Diversity 2013+) in the Czech Republic, signed 23rd October 2013 by member of the Board Ms. Michaela Chaloupková.

#### **What are the explicit and other objectives?**

Anti-discrimination measures, procedures and instructions are enshrined in work orders and collective agreements, individual companies of ČEZ Group and also in the documents governing the recruitment and selection of employees.

ČEZ Group and its integrated subsidiary companies are very technically oriented companies that place high demands on expertise, but also on the physical and mental fitness of employees. Nevertheless, ČEZ Group enabled on selected positions to employ 120 people with disabilities, which gave them the opportunity to integrate into labour market and improve their social inclusion.

Due to the natures of individual types of work cannot be a massive use of part-time job basis, but ČEZ Group seeks to align the interests of the company and employees. In 2013 took part-time work nearly 30 employees.

The company is also actively involved in thematic expert group Age Management, dealing with the specificities employment into account of different age groups of employees.

#### **Which diversity dimensions are addressed?**

- Disabled people (give them opportunity to work),
- Gender equality (equal treatment with men and women in all matters),
- Age equality (equal opportunities for everybody, age is not a barrier),
- Parents with children (part-time jobs).

#### **What are innovative elements?**

- Outplacement Programme – ČEZ Group provides additional care to employees who leave it due to organizational changes.
- Age Management Programme - thematic group dealing with the issue of employment with respect to the specificities of different age groups of employees.
- Foundation ČEZ - One of the links corporate philosophy is "Help where we operate". Every year this foundation support projects worth several tens of millions Czech Crowns.

#### **What are the success factors?**

-

#### **Awards/Benchmarks**

Finalist of the year 2014 - Friendly Company to persons with disabilities

Finalist of the year 2014 – Workplace of the future

Finalist of the year 2014 – Top responsible large company

**Links and documents**

<http://www.cez.cz/>

<http://www.cez.cz/edee/content/micrositesutf/odpovednost2013/cs/socialni-odpovednost/zamestnanci/diverzita.html>

**Good Practice No. 6: Hennlich s.r.o.**

**Title of Good Practice**

**HENNLICH Diversity Strategy**

**Name of SME and location:**

Hennlich s.r.o., Litoměřice

**Short description of the SME and key diversity characteristics:**

HENNLICH Ltd. was established in 1991 in city of Litomeřice (approx. 50 km far from the capital Prague) and it has followed the tradition of original company founded in 1922.

Today, HENNLICH Ltd. has more than 200 employees in the Czech Republic.

HENNLICH company is one of the companies that decided to take the issue of reconciling work and family commitments of own employees systematically. Company currently offers a variety of tools and services that make it easier for parents caring for small children. These include flexible forms of work, own kids' club and a multifunctional space with resting and consulting zone.

**Background of the diversity management:**

Since November 2012 the company started the project "HENNLICH wishes family," in which they focus on the area of flexible employment. Management of the company prepares a workshop which was targeted to this area of flexible employment. During this workshop managers shared experiences of the individual teams. It was about a change of perspective - apart why it is not, but to make that possible. The output is a matrix of positions (job-families) allowing flexible employment in relation to the position and absorption capacity employed team.

**What are the explicit and other objectives?**

-

**Which diversity dimensions are addressed?**

- Gender equality (the same opportunities for men and woman);
- Reconciliation of work and personal life (project "Hennlich wishes family", Hennlich Baby Club);
- Young people (support them through Endowment Hennlich);

**What are innovative elements?**

Company HENNLICH one of the first in the region launched its own HENNLICH Baby Club, providing service and childcare employees and workers. The project company could fully equip Baby Club, can develop advice on maternity and parental leave, special SOS hotline operates or holds specialist workshops. Hennlich Baby Club, which offers pre-school children of employees of active leisure time using the Montessori methodology.

The newest project of Hennlich is WLB Office. Hennlich is of the first companies in Czech Republic

opened a multifunctional room that serves the needs of employees as "mobile" or temporary post, relaxation zone, consulting room, library or playroom. HENNLICH in this case inspired by similar rooms with Scandinavian companies, which has long focused on reconciling work and family life.

Endowment HENNLICH supports non-profit activities of young people from region Litoměřice and in ten-year existence gave an amount roughly 700,000 Crowns to projects. It was divided into nearly 150 projects. Young people 15 to 25 years old may send requests for funding, a maximum of 5,000 crowns per project. Projects candidates can submit in a few thematic areas: protect the environment, culture, sports, education and assistance to socially disadvantaged.

**What are the success factors?**

- Hennlich Baby Club (company's kindergarten);
- WLB Office = Work Life Balance Office (multifunctional room with quiet zone for mothers and their kids).
- Endowment Hennlich has supported young people from Litoměřice;

**Awards/Benchmarks**

- Finalist 'TOP responsible small business in 2014';
- Title 'Family Friendly Company';
- Company of the year 2013 – Region Ústí nad Labem.

**Links and documents**

- <https://www.hennlich.cz/>
- <http://odpovednost.hennlich.cz/>

**Good Practice No. 7: Závody lehkých konstrukcí Loštice – ZLKL**

**Title of Good Practice**

Reconciling work and family life

**Name of SME and location:**

Závody lehkých konstrukcí Loštice (ZLKL), Loštice

**Short description of the SME and key diversity characteristics:**

ZLKL is a company offering a wide range of engineering activities, namely machining, stamping, welding, surface finishing, 3D quality control and the development and construction. The most products find their application in the electrical industry, in the water and additionally also in the automotive industry. The company has about 180 employees nowadays. These employees are different gender, age and come from variety of social groups.

The main company's diversity strategy is focused on issue reconciling work and family life.

**Background of the diversity management:**

Company started own project addresses problems arising ZLKL employees to care for a dependent person in the 2012. Some workers often face social exclusion and loss of contact with the employer during maternity/parental leave or other pauses in the work, due to care for a

dependent person or in other impediments. Next, the alienation from their profession goes to the loss of expertise, communication competences and foreign language skills.

ZLKL works on implementing activities that should these mentioned negative impacts to tackle and anticipate. The main goal is to create for employees high-quality working conditions and family life at the same time. The main activity of the project is the introduction of flexible forms of work to work from home, through the use of special software. This software also will be used to provide on-line language training of English, which is very significant for the work of management, technical and administrative professions in company. In the company after this training will work more language skilled employees so the company will be able to hire people from abroad and support cultural diversity.

**What are the explicit and other objectives?**

Diversity strategy in ZLKL is based on issue reconciling work and family life. The company is trying to adjust and meet their employees' requests. The forms how to do it and foster it are discussing during the training courses which company holds. In past the company made a decision to run own kindergarten and propose own employees a babysitting service. Another activity is giving employees the possibility work from home (especially for woman with children).

The company ZLKL is important employer in the region Olomouc that has a high unemployment rate. The company is striving to promote young people from region across offering them the opportunity realize traineeship in the company during their studies and that way encourage aspect of age diversity of own organization.

**Which diversity dimensions are addressed?**

- Flexible forms of work - work from home for men and women;
- Company's kindergarten - setting up a babysitting service for parents of children of the staff and workers;
- On-line training English language (supporting own employees learn English, the company can employs more foreigners and through this encourages cultural diversity);
- Training courses on the possibilities of reconciling work and family life;
- Young people (traineeships, fostering age diversity).

**What are innovative elements?**

- Flexible forms of work - work from home;
- Establishing company kindergarten for middle and small company size in manufacturing field;
- On-line teaching English at home for workers who taking care of a dependent person.

**What are the success factors?**

-

**Awards/Benchmarks**

TOP Responsible small business in 2014

**Links and documents, e.g. annual report**

<http://www.zkl.cz/>

<http://www.projekt-sladovani.cz/>

**Good Practice No. 8: PRK Partners****Title of Good Practice**

**Work-life balance**

**Name of large company and location:**

PRK Partners, Prague

**Short description of the SME and key diversity characteristics:**

PRK Partners is a leading law firm and a leading carrier of international and local awards (Chambers Europe Awards for Excellence, Law Firm of the Year in the Czech Republic several years in a row, and others). The company has been on the market for over twenty years, during which grew at a law firm providing comprehensive legal advisory services through its offices in Prague, Bratislava and Ostrava.

PRK Partners company philosophy is based on several main pillars such as responsibility towards society, giving opportunities to young people (age diversity), reconciliation of work and personal life.

**Background of the diversity management: -****What are the explicit and other objectives?**

PRK Partners emphasizes the opportunities for professional growth and self-realization. Most of the partners of the company came from the original junior lawyers and lawyers, which the firm hired. The same approach is applied here also to existing employees. PRK Partners offers the option of working from home and flexible working arrangements (such as those who are preparing for the lawyer's exam or has young children), allows law students to gain practical experience, lawyers offers the opportunity to publish a wide range of media. The company does not forget the senior staff whose experiences are beneficial for young lawyers. This approach allows company to benefit from age and gender diversity of their employees.

**Which diversity dimensions are addressed?**

- Young people (students, graduated – age diversity),
- Work-life balance,
- Age equality,
- Parents with children (flexible working hours).

**What are innovative elements?**

-

**What are the success factors?**

- Long-lasting cooperation with Foundation of Ms Tereza Maxová (social responsibility, foundation supporting children growing up outside their families);

- Professional growth and self-realization – organization is actively supporting own employees in additional education and training;

- Workplace of the future – PRK company’s philosophy is also create a pleasant working environment, which includes a long-term approach to employees, work-life balance and long-term superior work. Company was attended a competition “Workplace of the future 2014” and became a finalist of it.

#### **Awards/Benchmarks**

Finalist of the year 2014 - Socially Beneficial Project

Finalist of the year 2014 – Workplace of the future

#### **Links and documents**

<http://www.prkpartners.cz/cs/>

### ***Skills requirements of managers and decision makers in SMEs for managing diversity***

There is not available empirical or anecdotal evidence for the Czech Republic in this regard.

### ***Summary and Conclusion***

The Czech Republic had 10,516,125 inhabitants in the 2013. From that number approximately 4 % are foreigners. The majority of people living in the Czech Republic are either creedless or not willing to state their religious affiliation during surveys. Altogether only one fifth of population are believers.<sup>65</sup> Therefor the Czech society is still quite homogeneous with regard to ethnicity and religion (or rather say atheistic). Unequal treatment is most likely with regard to gender and age. These findings correspond to the main objectives and practical actions on which the Czech Diversity Charter is focused on.

In connection with diversity issues, the European Commission recommends the Czech Republic to implement measures for improving older workers’ employability as well as to increase labour market participation of women especially with small children.

The issue of diversity is still on the periphery of interest of the employers majority and only very few SMEs have currently some sort of diversity measures in place.

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<sup>65</sup> Czech Statistical Office (2011), Changes in the structure of the population according to religious beliefs in the years 1991, 2001 and 2011; <http://www.czso.cz/csu/2014edicniplan.nsf/p/170220-14> (March 30, 2015).

## Country report Poland

Author: Elżbieta Zaděcka-Cieřlik

### *Main dimensions of diversity in Poland's population*

Poland has 38,533,299 inhabitants (2013), where more than 27 million are in the working age. The number of young people (under 15 years old) is comparable to the number of the seniors (65 plus years old). We can observe a higher number of women than men in the total population as well as among people in working age and among seniors (difference in the group 'older than 65' is 23.64 %).

In Poland people with non-polish citizenship are not a very significant group of population. It is only 0.14 % of the total population. More non-polish citizens come from the non EU-countries – 53.07 % in comparison to the EU-countries – 46.93 %. Definitely the biggest group among non-polish citizens are Ukrainian (24.19 % of the total). The second place belongs to German – 9.39 %, then Russian – 7.58 % and Belarusian – 6.86 %. Citizens from the post-Soviet countries are also the most dominate group of immigrants in Poland and among them the most important are the Ukrainian. Among foreigners holding of the residence card in Poland Ukrainians were up 30 % at the end of 2011, followed by Russians and Belarusians (about 10% each).<sup>66</sup>

Poland seems to be more homogenous with regard to religion than the majority of other European countries (almost 90 % of the population are Catholics). In spite that it is also a homeland for people who are rooted in the culture of national and ethnic minorities or those using regional languages. The most numerous group are votaries of Orthodox Church but still it is only 0.41 % of the whole Polish population.

In Poland exist no reliable sources of information about sexual orientation of people. Some experts estimate the number of homosexual persons for approximately 300.000.<sup>67</sup>

**Table 6: Socio-demographic profile Poland – total population**

<b>Age profile, 2013</b> <i>Source: EUROSTAT [demo_pjanbroad]</i>	<b>Total</b>	<b>% Male</b>	<b>% Female</b>
Population	38,533,299	48.40 %	51.60 %
Younger than 15 years	5,796,614	51.31 %	48.69 %
Working age (15 to 64 years)	27,248,972	49.84 %	50.16 %
Older than 65	5,487,713	38.18 %	61.82 %

<sup>66</sup> Foundation Centre of Migration Research (2013), Report on immigrants in Poland.

<sup>67</sup> Zbigniew, Izdebski, Margasiński, Andrzej (2014), How many homosexual persons are in Poland, <http://www.fronda.pl/a/andrzej-margasinski-dla-frondapl-ilu-jest-homoseksualistow-w-polsce.43307.html>

<b>Number of non-polish citizenship per group, 2011</b> Source: stat.gov.pl <sup>68</sup>	<b>Total</b>	<b>% Male</b>	<b>% Female</b>
<b>total</b>	<b>55,400</b>	<b>51.81 %</b>	<b>48.19 %</b>
	<b>Total<sup>69</sup></b>	<b>Male</b>	<b>Female</b>
<b>EU-countries (total)</b>	<b>26,000</b>	63.85 %	36.15 %
Germany	5,200	65.38 %	34.62 %
Italia	1,400	85.71 %	14.29 %
France	1,200	75.00 %	25.00 %
Others	18,200	60.99 %	39.01 %
<b>Non-EU countries (total):</b>	<b>29,400</b>	38.78 %	61.22 %
Ukraine	13,400	29.85 %	70.15 %
Russia	4,200	30.95 %	69.05 %
Belarus	3,800	34.21 %	65.79 %
Vietnam	2,600	61.54 %	38.46 %
Others(Armenia, China, India, US, Turkey)	5,400	59.26 %	40.74 %
<b>Population by declared affiliation to religious denomination in 2011</b> Source: stat.gov.pl <sup>70</sup>	<b>Total</b>	<b>% of total Population</b>	
Roman <b>Catholic</b> Church	33,728,700	87.58 %	
Orthodox Church	156,300	0.41 %	
Jehovah's Witnesses	137,300	0.36 %	
Evangelical Church of the Augsburg Confession (Lutheran Church)	70,800	0.18 %	
Greek <b>Catholic</b> Church	33,300	0.09 %	
Pentecostal Church	26,400	0.07 %	
Old <b>Catholic</b> Mariavite Church	10,000	0.03 %	

<sup>68</sup> Demographic yearbook of Poland (2014): Population holding non-polish citizenship by sex and country of citizenship in 2011.

<sup>69</sup> These numbers for Total, Male and Female are estimates.

<sup>70</sup> Demographic yearbook of Poland (2014): Population holding non-polish citizenship by sex and country of citizenship in 2011.

Polish <b>Catholic</b> Church	8,800	0.02 %
Baptist Union	6,000	0.02 %
other	44,400	0.12 %
not belonging to religious denomination	929,400	2.41 %
People who refused to answer the question related religion during the survey and so- called “not stated”	3,360,400	8.73 %
<b>Groups of religion other than Catholics in 2011</b> <i>Source: stat.gov.pl</i> <sup>71</sup>	<b>Total</b>	<b>% of total Population</b>
<i>Protestants</i>	145,600	0.38 %
<i>Islamic</i>	5,100	0.01 %
<i>Judaic</i>	1,600	0.00 %
<i>Oriental</i>	17,500	0.04 %

### **Main dimensions of diversity in working population in Poland**

In Poland, close to **60 % of the working-age population has a paid job** (employment rate of persons aged 15—64 in Poland was 59.70 % in 2012). This figure is lower than the EU average (65.20 %) and average of OECD countries (65 %). Employment rates are generally higher for individuals with a higher level of education; in Poland an **estimated 83 % of individuals with at least a tertiary education** have a paid job, compared with an **estimated 24 % for those without an upper secondary education**. This **59 percentage point** difference is much higher than the OECD average of 33 percentage points and suggests the job market in Poland is considerably restrictive.<sup>72</sup>

Women are still less likely than men to participate in the labour market. In Poland, **almost 43 % of women** (aged between 15 and 65) have jobs. This is less than the **57 % employment rate of men** in Poland (in working age population). This 14 percentage point gender difference suggests Poland could further improve employment opportunities for women but has generally been successful in addressing the constraints and barriers women face accessing work.

During the last few years several measures have been taken in Poland to enhance female employment, including an increase in the availability of early childcare services (nurseries), and an increase in public funding for kindergartens. Nevertheless, availability of early childcare services is still low, especially in rural area.<sup>73</sup>

<sup>71</sup> Central Statistical Office (2013): Churches, Denominations as well as National and Ethnic Associations in Poland 2009-2011.

<sup>72</sup> OECD, Better Life Index, <http://www.oecdbetterlifeindex.org/countries/poland/>

<sup>73</sup> Recommendation for a Council Recommendation on Poland’s 2014 national reform programme and delivering a Council opinion on Poland’s 2014 convergence programme.

**Young Polish people aged 15-24 however are facing difficulties, with an unemployment rate of 23.76 %.**<sup>74</sup> Youth unemployment partly results from the ongoing mismatch between education outcomes and labour market needs as well as the growing proportion of young people that are not in education, employment or training.<sup>75</sup>

In Poland, **the percentage of the labour force that has been unemployed for a year or longer was almost 4.10 % in 2012.** The long-term unemployment rate for men is lower than for women, with 3.70 % and 4.6 0% respectively.<sup>76</sup>

**In 2011 the activity rate and employment rate of disabled persons** in Poland were over three times lower than respective indicators for the total population aged 15 years and more, while unemployment rate was higher by almost 50%. **The lowest activity rate**, as well as employment rate, was observed, among **people with the severe degree of disability**, in addition, this group characterised the highest unemployment rate. See the table below:

**Table 7: Labour market situation of people with disability in Poland**

<b>Degree of disability, 2011</b>	<b>Activity rate</b>	<b>Employment rate</b>	<b>Unemployment rate</b>
<i>Source: stat.gov.pl<sup>77</sup></i>			
<i>Severe</i>	4.7 %	4.0 %	18.2 %
<i>Moderate</i>	17.9 %	15.7 %	12.5 %
<i>Minor</i>	26.9 %	23.0 %	14.4 %

The data show that the lower the degree of disability the better the situation on the labour market. **Employment rate among disabled men comprised 17.7 %, while among disabled women it was 11.9 %.**<sup>78</sup>

According to the Population and Housing Census 2011 **immigrants** (immigration is defined by arrival in the country of a person who previously was usual resident of another country with intention to stay for a period of at least 12 months) Poland account only 0.1 % of the total population. Among them 47 % were economically active in 2011 and slightly more than 41 % were employed. 5.6 % immigrants were unemployed. However, most immigrants were included into the economically inactive population - more than 31%.<sup>79</sup>

<sup>74</sup> Labour force survey in Poland, IV quarter 2013, [stat.gov.pl](http://stat.gov.pl).

<sup>75</sup> Recommendation for a Council Recommendation on Poland's 2014 national reform programme and delivering a Council opinion on Poland's 2014 convergence programme.

<sup>76</sup> Labour force survey in Poland, IV quarter 2013, [stat.gov.pl](http://stat.gov.pl).

<sup>77</sup> Central statistical office (2012), Employment of disabled people in 2011, [stat.gov.pl](http://stat.gov.pl).

<sup>78</sup> Central statistical office (2012), Employment of disabled people in 2011, [stat.gov.pl](http://stat.gov.pl).

<sup>79</sup> economically active population - people aged 15 and more who are recognized as the employed or the unemployed; economically inactive population - means persons aged 15 and more, who were not classified as employed or unemployed; Central statistical office (2013), National Population and Housing Census 2011, International migration, [stat.gov.pl](http://stat.gov.pl).

**Table 8: Socio-demographic profile of working population in Poland**

<b>Employed citizens per age and gender, 2013</b> <i>Source: stat.gov.pl<sup>80</sup></i>	<b>Total</b>	<b>% of total working population<sup>81</sup></b>	<b>% Male</b>	<b>% Female</b>
15-24 years old	1,073,000	6.83 %	60.67 %	39.33 %
25-34 years old	4,361,000	27.75 %	55.86 %	44.14 %
35-44 years old	4,226,000	26.89 %	54.00 %	46.00 %
45-54 years old	3,521,000	22.41 %	51.46 %	48.54 %
55-64 years old	2,283,000	14.53 %	59.26 %	40.74 %
65 years and older	248,000	1.58 %	61.29 %	38.71 %
<b>Employment by highest level of education attained, 2013</b> <i>Eurostat [lfsa_egaed]</i>	<b>Total</b>	<b>% of total working population</b>	<b>% Male</b>	<b>% Female</b>
<i>Less than primary, primary and lower secondary (levels 0-2)</i>	921,800	6.02 %	65.20 %	34.80 %
<i>Upper secondary and post-secondary non-tertiary (levels 3 and 4)</i>	9,643,000	62.97 %	60.44 %	39.56 %
<i>Short-cycle tertiary, bachelor or equivalent, master or equivalent and doctoral or equivalent (levels 5-8)</i>	4,748,500	31.01 %	43.30 %	56.70 %
<b>Number of people with health restriction on the labour market, 2011</b> <i>Source: stat.gov.pl</i>	<b>Total</b>	<b>% of total working population<sup>82</sup></b>	<b>% Male</b>	<b>% Female</b>
	5,684,000	35.08 %	47.70 %	52.30 %

<sup>80</sup> Labour force survey in Poland, IV quarter 2013, [stat.gov.pl](http://stat.gov.pl).

<sup>81</sup> According polish source of information – Central Statistical Office, in IV quarter of 2013 total number of employed persons was 15.713,000; Labour force survey in Poland, IV quarter 2013, [stat.gov.pl](http://stat.gov.pl).

<sup>82</sup> The total number of employed persons in 2011 was 16,201,000 (Source: Central Statistical Office, Labour force survey in Poland, IV quarter 2011, [stat.gov.pl](http://stat.gov.pl)).

<b>Leading positions per gender, 2013</b>	<b>Total</b>	<b>% Male</b>	<b>% Female</b>
Source: Eurostat [lfsq_egais]			
	965,300	62.11 %	37.91 %
<b>Gender pay gap in %, 2010</b>	<b>2010</b>	<b>2012</b>	<b>2013</b>
Source: Eurostat <sup>83</sup>			
	4.5 %	6.4 %	-

### **Discriminatory experiences faced by different diversity groups at work**

The following data on discrimination is taken from the report ‘Equal treatment as a standard for good governance’ (Równe traktowanie standardem dobrego rządzenia) elaborated by the team from Jagiellonian University on the request of the Government Plenipotentiary for Equal Treatment and the Chancellery of the Prime Minister in Poland.<sup>84</sup> The Report is a summary of the survey conducted in 2011 on a representative sample of 1715 respondents.

**Discrimination in connection with age:** According to one-third of respondents (12%) in Poland we have to deal with the problem of less favourable treatment on grounds of age in work life. Personally inferior treatment, therefore, felt 12% of the respondents. In addition, 13% of respondents had personal contact with a person over 50 years old, who in the workplace has been treated worse because of his age.

Among those surveyed every tenth person had experienced less favourable treatment on grounds of **sex**. Much more often unequal treatment based on sex was experienced by women than men.

Additionally, the report about the situation of **LGBT persons** in Poland, prepared by the Campaign Against Homophobia, Lambda Warsaw and the Transfuzja Foundation shows that a high percentage of bisexuals and homosexuals still experience physical and psychological violence on the grounds of sexual orientation (12 % physical and 44 % psychological). These events, in most cases (90 %), were not reported to the police. Bisexuals and homosexuals are exposed to discrimination in every sphere of life: in the workplace, at schools/universities, in their place of residence, in public places (offices, bars, clubs and on public transport) and in dealing with representatives of the health service and of the church. Approximately one-third of the respondents indicated that they were subjected to less favourable treatment because of their sexual orientation in at least one of these areas.<sup>85</sup>

9% of the respondents in “Equal treatment - standard for good governance” report feel less favourable treatment because of the **political and economic status**. The smallest percentage of

<sup>83</sup> European Union (2013), Tackling the gender pay gap in the European Union, [http://ec.europa.eu/justice/gender-equality/files/gender\\_pay\\_gap/gpg\\_brochure\\_2013\\_final\\_en.pdf](http://ec.europa.eu/justice/gender-equality/files/gender_pay_gap/gpg_brochure_2013_final_en.pdf)

<sup>84</sup> Antosz, Patrycja (2012), Equal treatment - standard for good governance, <http://www.siecznosci.gov.pl/aktualnosci/art,299,raport-z-badan-sondazowych-prowadzonych-w-ramach-projektu-rowne-traktowanie-standardem-dobrego-rzadzenia.html>

<sup>85</sup> Makuchowska, Mirosława, Pawłega, Michał (2012), The situation of LGBT persons in Poland, Report 2010-2011, [http://www.kph.org.pl/publikacje/Raport\\_badania\\_LGBT\\_EN\\_net.pdf](http://www.kph.org.pl/publikacje/Raport_badania_LGBT_EN_net.pdf)

people suffered less favourable treatment due to **non-Polish origin** (0.3 %) and **non-Catholic denomination** (1 %).

Less favourable treatment because of a **physical disability** is a serious problem in Poland according to 40 % of the respondents. A relatively small percentage of people in Poland, personally felt inferior treatment (8 %). These percentages are naturally much higher among persons with disability certificate and among those suffering difficulties in everyday functioning due to physical limitation.

Every second is of the opinion that in Poland there is a problem worse treatment because of a **mental illness** (49 %) and **homosexuality**<sup>86</sup> (49%). Over 40% of people recognize the existence of a problem within the country less favourable treatment on grounds of physical disability, and **skin colour**. The existence of less favourable treatment on grounds of **religion** in Poland convinced one in four persons.

The biggest social distance<sup>87</sup> people from Poland have in relation to **LGBT groups**: gay men, transgender people, bisexual and homosexual women and to a group of people with **mental illness**. The smallest social distance was recorded for persons with physical disabilities: the blind, deaf, and wheelchair accessible.

Based on the results of the study can be concluded that violations of the law by employers are very common. More than half of those job applicants were asked about marital status (54%) and also asked to attach an image to your CV (51%)<sup>88</sup>.

### ***Country specific recommendations 2014 for the implementation of the EU's growth strategy 'Europe2020'***

The country-specific recommendations are documents prepared by the European Commission for each Member State, which analyse its economic situation and provide tailored policy advice on measures that it should adopt over the 2014-2015:

- Continue efforts to increase female labour market participation, in particular by taking further steps to increase the availability of affordable quality childcare and pre-school education and ensuring stable funding;
- Underpin the general pension reform by stepping up efforts to promote the employability of older workers to raise exit ages from the labour market;
- Strengthen efforts to reduce youth unemployment.<sup>89</sup>

Main actions for years 2014-2015 results from EC recommendation:

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<sup>87</sup> 'social distance' in the cited report 'Equal treatment as a standard for good governance' was measured using 'Bogardus social distance scale'. In the survey the scale was modified and now consists of 5 questions about the feeling of comfort in a situation when a representative of the people exposed to unequal treatment: 1. lives in the same locality of the responder; 2. becomes a neighbour of the responder; 3. is trying to become a friend of the responder; 4. becomes a partner to somebody from the close family of the responder; 5. gives blood which is to be taken by the responder through transfusion.

<sup>88</sup> According Polish law employer can require from a candidate only several, specific information listed in The Polish Labour Code and among them there is no photo of the candidate (see Article 221, paragraph 1 The Polish Labour Code).

<sup>89</sup> Council recommendation of 8 July 2014 on National Reform Programme 2014 of Poland and delivering a Council opinion on the Convergence Programme of Poland, 2014, (2014/C 247/19), [http://ec.europa.eu/europe2020/pdf/csr2014/csr2014\\_council\\_poland\\_en.pdf](http://ec.europa.eu/europe2020/pdf/csr2014/csr2014_council_poland_en.pdf)

- Implementation of Youth Guarantees in Poland;
- Increasing the availability of childcare for children aged 3 and under;
- Ensuring equal opportunities for men and women on the labour market;
- Support for the employment of persons aged 50+;
- Support for the employment of disabled persons / measures for the professional activation of disabled persons.<sup>90</sup>

### ***Diversity related awards in Poland***

**Equal opportunities Company** – it is national competition, which aim is to award business leaders and public administration, implementing the most effective solutions in the area of management of equal opportunities in the workplace and the popularization of good practice. Promoter: Polish Confederation Lewiatan. <http://www.diversityindex.pl/>

**Equality Glasses** - the award recognizes individuals, organizations or institutions active in the protection of human rights and anti-discrimination activities. Promoter: Izabela Jaruga-Nowacka Foundation, <http://lewica24.pl/na-lewicy/4106-konkurs-okulary-rownosci-zachecamy-do-zglaszania-kandydatur.html>

**Hiacynt** – the award for the most significant merit for tolerance, equality and anti-discrimination among organisations as well as individuals in Poland. Promoter: Foundation EQUALITY, <http://www.rownosc.info/>

**Icebreakers** – the idea of the contest is to select and reward individuals and employers remarkably engaging in solving the problems of people with disabilities in various areas of social life and career. Icebreakers contest is conducted every year since 2006. It is a prestigious project, organized by Poland's largest organization for employers of people with disabilities. Since 2007 annually Honorary Patronage of the competition Icebreaker includes a wife of the President of the Republic of Polish. [www.lodolamacze.info.pl](http://www.lodolamacze.info.pl).

**Fair Play** – the idea of the contest is to encourage all companies in Poland to ethical behaviour and the introduction of appropriate changes not only in the internal organization of the work, but also to the development of positive relationships with the local community and care for the environment. Promoter: Program Office "Fair Play", [www.przedsiębiorstwo.fairplay.pl](http://www.przedsiębiorstwo.fairplay.pl).

**Mom Friendly Company** – the idea of the contest is to award companies which promote facilities for young parents - flexible working hours, the gradual return of maternity, work at home, adjust the amount of taxes to the number of children in the family. Promoter: Agora SA, [www.firmaprzyjaznamamie.pl](http://www.firmaprzyjaznamamie.pl).

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<sup>90</sup> National Reform Programme, Europe 2020, [http://ec.europa.eu/europe2020/pdf/csr2014/nrp2014\\_poland\\_en.pdf](http://ec.europa.eu/europe2020/pdf/csr2014/nrp2014_poland_en.pdf)

## The Charter of Diversity – Poland



**KARTA  
RÓŻNORODNOŚCI**

Name: Diversity Charter

Year launched: 2012

Signatories: 102

Employees concerned: about 181 000

Website: <http://kartaroznorodnosci.pl>

The Diversity Charter was launched in Poland on 14 February 2012. A first draft was elaborated by experts from more than 30 NGOs, organizations and institutions related with diversity topic in Poland. Then the text was consulted with the following organizations and institutions: Amnesty International, Helsinki Foundation for Human Rights, Federation for Women and Family Planning, Autonomy Foundation, Feminoteka Foundation, Trans-Fuzja Foundation, KARAT Coalition, Lambda Warszawa Association, Polish Disability Forum, Polish Society of Anti-Discrimination Law, Statement of the National Commission of NSZZ "Solidarnosc", Association for Legal Intervention, LGBTQ Organisation - Stowarzyszenie Pracownia Różnorodności, and Pro Humanum - Association for Development of Civil Society, Association for Antidiscrimination Education.

Founding members: Bank BPH, British American Tobacco Polska, CEMEX Polska Sp. z o.o., Danone, Deloitte Polska, EDF Polska, Grupa Saint-Gobain, Grupa Żywiec, Kompania Piwowarska, KPMG, Nutricia, Orange Polska, PGNiG, Polska Telefonía Cyfrowa (T-mobile), Provident, Totalizator Sportowy.

The Diversity Charter in Poland is under the auspices of the Government Plenipotentiary for Equal Treatment, the Human Rights Defender and the Minister of Labour and Social Policy.

Responsible Business Forum is the Coordinator of the Diversity Charter in Poland.

<b>Supporting Structures</b>	Non Profit Structure
<b>Foci</b>	The main objectives of the Charter are: promoting diversity management in Poland and creating tools and guidance for companies, public institutions and non-profit organisations to implementation diversity management in the workplace, and organizing events and education programmes for signatories.
<b>How is the team composed</b>	Voluntary initiative by companies.
<b>Political Support</b>	Government Plenipotentiary for Equal Treatment, the Human Rights Defender and the Minister of Labour and Social Policy.
<b>Promotional activities</b>	Signatories have various benefits, such as: <ul style="list-style-type: none"> <li>• Certificate for being a signatory enterprise of the Charter of Diversity;</li> <li>• Provision of Charter of Diversity logos for their websites;</li> </ul>

	<ul style="list-style-type: none"> <li>• Appearance of signatory enterprise on the Charter of Diversity website;</li> <li>• Possibility to present a practical example on the website;</li> <li>• Invitations and special conditions for special events, conferences, and seminars.</li> </ul>
<b>Tools</b>	<p>The Charter of Diversity provides:</p> <ul style="list-style-type: none"> <li>• Website;</li> <li>• Guidelines for diversity management;</li> <li>• Manual for diversity management for small enterprises;</li> <li>• Newsletter;</li> <li>• One meeting per year;</li> <li>• 50 per cent. discounts on conferences organized by the FOB on diversity management ;</li> <li>• Educational Programme for the Diversity Charter companies (optional and paid): meetings with diversity consultants, trainings, newsletters, opportunity to share good practices and experience.</li> </ul>

**What is the impact of the charter of diversity and activities?**

- 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 from 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 %), persons with disability (44 %) and different ethnic backgrounds (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 (organizations participated in survey). 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 behaviour patterns (57 %) and innovation and creativity from staff members (53 %).<sup>91</sup>

<sup>91</sup> European Commission (2014): Overview of Diversity Management implementation and impact amongst Diversity Charter signatories in the European Union (2014), [http://ec.europa.eu/justice/discrimination/files/diversity\\_report2014\\_en.pdf](http://ec.europa.eu/justice/discrimination/files/diversity_report2014_en.pdf)

## **Opportunities and threats of diversity and managing diversity in Poland**

### *Internal and external benefits of diversity and diversity management for companies*

No empirical or anecdotic evidence for Austria are available.

### *Threats for companies related to diversity and diversity management*

No empirical or anecdotic evidence for Austria are available.

## **Good practice of managing diversity**

In the following good practice examples are presented three examples from the SMEs.

### **Good Practice No. 9: ATERIMA Sp. z o. o. Sp. k**

<b>Title of diversity management</b> <i>Diverse Ethnicities</i>
<b>Name of SME and location</b> <i>ATERIMA Sp. z o. o. Sp. k, Cracow</i>
<b>Short description of the SME and key diversity characteristics</b> <p><i>ATERIMA</i> is an Employment Agency which offers professional solutions in the field of HR. In the domestic market, it provides services in the areas of recruitment and hiring staff. The foreign markets specialize in recruiting and posting of workers from Polish.</p> <p>The company employs 74 persons. In the company working mainly migrants. This is the key dimension of diversity management in the company.</p>
<b>Background of the diversity management</b> -
<b>What are the explicit and other objectives? Description of the diversity strategy. What is the scope?</b>  <ol style="list-style-type: none"><li>1. Project "Safe work abroad" – Activities aimed at increasing the safety of people leaving gainful employment (the company as an employment agency recruit and sent Polish workers abroad, mainly to France and Germany). For example, to increase the communication skills of people leaving for Germany; the company creates and shares free German lessons.</li><li>2. Project "Parents are working!" – Its aim is to facilitate employees combine <i>ATERIMA</i> employee's role with the role of a parent or guardian. The company decided to implement the project also to share knowledge about combining work and parental responsibilities with parents outside <i>ATERIMA</i>. It cooperates with the initiative Mom Work<sup>92</sup>. In this framework, they create a series of "According to employers" featuring a look at working mom through the eyes of kids.</li><li>3. Condition of work:</li></ol>

<sup>92</sup> <http://www.mamopracuj.pl/>

- most staff employed on full time and fixed-term contracts;
- the company tries to take into account individual preferences of employees on the type of contract and working time;
- During the recruitment process only competence and the attitude of the person are of importance. The company doesn't pay attention to religion, nationality or gender of candidates. They believe that diversity between employees helps in the development of both organizations and employees, and hiring people of different nationalities facilitates cooperation on multicultural and globalized market.

4. Positions of women in company - due to their competence and qualifications women hold the vast majority of leadership positions in the company (6 – women, 1 – men).

#### **Which diversity dimensions are addressed?**

- Gender equality;
- Ethnicity;
- Gender
- Care responsibilities.

#### **What are innovative elements?**

- Project "Safe work abroad".

#### **What are the success factors?**

- Very high employment rate of women in managerial positions (6 women, 1 men);
- Many prestigious awards and honours (listed below);
- The ratio of basic salary of men to women in 2012 was 1 to 1;
- During 2012, the company has increased employment from 36 to 74 employees;

#### **Awards/Benchmarks**

1. title of the Sustainable Development Leaders;
2. Winner of the competition "Together, we are building social capital", whose main goal was to find valuable examples of cooperation between business and non-governmental organizations;
3. ATERIMA is also placed among the responsible companies Malopolska Gateway portal<sup>93</sup>. In the service of good CSR practices added presentation of the project on safe work abroad;
4. Title "Fathers Friendly Company" in a competition organized by the Ministry of Labour and Social Policy;
5. In 2014 years ATERIMA was nominated for the title of "Benefactor of the Year" awarded to companies that represent the best standards in the area of corporate social involvement;

#### **Links and documents**

<http://www.aterima.pl/o-nas/spoleczna-odpowiedzialnosc>

[http://www.aterima.pl/uploads\\_x/Raport\\_spoleczny\\_2012\\_Agencja\\_Zatrudnienia\\_ATERIMA.pdf](http://www.aterima.pl/uploads_x/Raport_spoleczny_2012_Agencja_Zatrudnienia_ATERIMA.pdf)

<sup>93</sup> Malopolska Gateway – Wrota Małopolski (<http://www.malopolska.pl/>) – regional information portal coordinated by Marshal Office of the Małopolska Region. It also serves as a digital office and a regional database (diverse sections); <http://www.malopolskie.pl/Pliki/2006/wrota602206en.pdf> (March 31, 2015).

**Title of diversity management**

*Reconciliation of work and private life*

**Name of SME and location**

*Orange Hill Sp. z o.o., Cracow*

**Short description of the SME and key diversity characteristics**

Orange Hill (OH) is a private enterprise, founded in January 2008. It operates in the market of education and employees' development. The activity mainly refers to services for companies (which are the main group of clients), since 2010 Orange Hill has been operating also with public sector.

The activity and structure of the company is divided into 3 domains:

- elaboration and implementation of HRM tools and methodologies,
- trainings and consulting,
- designing, realisation and management of project focused on development of organization and staff

Orange Hill aims at:

- Developing innovative methodologies and tools supporting development of human, resources in various types of organizations;
- Supporting organizations in eco management, CSR issues, knowledge and age management;
- Professionalization of staff through lifelong learning programmes and consultancy;
- Creating the environment for international cooperation between various stakeholders (networks).

The company employee 9 persons, among them 8 are women. 6 women have children. Orange Hill is rather homogenous in terms of age (the average age is 34).

**Background of the diversity management**

Between 2012 and 2013, during the period of the highest workload in a company, 3 female employees bore children and went for maternity leave. The company had to manage with this situation and reconciled the needs of the company with the rights of employees.

It was like an impulse for the company's board to introduce policy tools to the reconciliation work and private life and to implemented diversity management in a company practice.

Orange Hill employs also two women who have moderate degree of disability and their needs have also an influence on the company policy described in details below.

**What are the explicit and other objectives? Description of the diversity strategy. What is the scope?**

The main aim of the diversity management in Orange Hill was to facilitate the return to work right after maternity leave for women and to maintain employment of women, specialists and managers who have children.

The company decided to introduce WORK-LIFE BALANCE POLICY, containing such solutions which are available for all employees - man and women, those who have children and those who have no kids, as well as for disabled employees:

1. **Part-time work** with a guarantee of an equal treatment with full-time employees in terms of salary and work, and obliging the employer to take into consideration employees' request to change their work-time status. One woman used this possibility.

2. **Flexible working hours** - all employees have the right to choose what hours they work during the day, some of employees start work at 7.30 and work in the office till 15.30, some of them start at 8.30 and end at 16.30. The only limitation is the 8-hour workday.

3. **Teleworking** – two women decided to telework partially (one mother and one disabled woman). During the week they work two days at home (teleworking) and three days in the office.

**Which diversity dimensions are addressed?**

- Reconciliation of work and private life;
- Disability.

**What are innovative elements?**

- Flexible working hours;
- Telework.

**What are the success factors?**

- Employees' satisfaction
- Motivation – employees indicate work condition and flexibility of work as main motivation factors (to rank it higher than financial benefits, Orange Hill Motivation Survey, 01/2015.
- Reduction in absenteeism and sick leaves

**Awards/Benchmarks**

OH is finalist of the competition "Businesswoman of the Year 2013" in the category of My Company. It was rewarded for the business idea, innovation, vision and growth prospects.

**Links and documents**

[www.orangehill.pl](http://www.orangehill.pl)

<b>Title of diversity management</b> <i>Change Agent</i>
<b>Name of SME and location</b> Bank Spółdzielczy w Ostrowi Mazowieckiej/ Cooperative Bank in Ostrowia Mazowiecka (CBOM)
<b>Short description of the SME and key diversity characteristics</b> <p>The Bank was established in 1898 and until now it provides its services to both individual as well as business customers – private companies, agricultural sector and public sector entities through over 20 outlets located throughout the whole Masovian Voivodship. It supports half of the local businesses and 100 % of local authorities in Ostrów county. Is unrivalled in agricultural use.</p> <p>Its mission is to support their customers as well as members of local communities, as opposed to profit-maximizing objectives of commercial banks. CBOM is one of the 121 cooperative banks in the whole Voivodship. It employs 154 workers among them there are 140 women (91%) and 14 men (9%) and 43, 3% are employees over 50 years. The key diversity characteristics are: dominance of women among employees, and high percentage of 50+ employees who have a great potential: knowledge, experience and loyalty but their superiors can't use this potential, don't invest in them and let them go to retire.</p>
<b>Background of the diversity management</b> <p>50 plus employees in CBOM have a huge potential in the form of work experience, a thorough knowledge of the working environment of the Bank, and identifies well with the mission of cooperative banking. It is a large group of employees, for whom the labour market has little professional development prospects tailored to their needs. Investment in staff comprises of hard skills training, focusing on knowledge and skills in finance, while ignoring the latest trends of changes that emphasize the importance of other competencies that are more difficult to measure. Work experience is one of the deciding factors in the process of amending and adapting to change. This broad term covers such elements as customer relations based on trust, knowledge of the procedures and mechanisms of action within the cooperative banking processes and a deep awareness of the changes taking place over the years in the organization of work. CBOM, like other cooperative banks, is facing a big challenge to utilize the potential of their employees. 50+ employees wishing to keep their current jobs often experience boredom and lack of interest in enhancing their professional competence. One of the reasons for this is the lack of prospects for growth, since the employers are not able to provide adequate prospects for further career advancement.</p> <p>The Bank is faced with a very difficult task; on the one hand, they cannot afford the outflow of this significant group of workers; on the other hand, they need to provide conditions to stimulate the motivation to change among people with such a specific professional profile.</p> <p>Having this experience, in 2013 the Executive Board of the CBOM made decision to take part in the innovative project <b>“Change Agent. Career development program for 50+ persons in cooperative banks in the Masovian Voivodship”</b>. The project is implemented in partnership with the Foundation for the Development of Cooperative Banking (Leader) and the Cooperative Bank of Warsaw (Partner and representative of the target group).</p>

**What are the explicit and other objectives? Description of the diversity strategy. What is the scope?**

The main aim of the diversity strategy in CBOM is to increase the area of professional activity of employees above 50 years old, especially women and in that way use their potential and give them possibility as well as motivation to share their knowledge with younger employees.

To achieve this goal the CBOM has implemented the Change Agent program which was the key part of the project "Change Agent. Career development program for 50+ persons in cooperative banks in the Masovian Voivodship". The whole program consists of four basic elements, additionally annexed with manuals supporting the implementation of the new professional role in the structure of Bank:

**1. Conditions for the implementation of the program** - it is set of information items for organizations planning to implement the program, containing organizational requirements necessary for the proper implementation. This module includes:

- a. The nature of the work environment - the profile of the position including the roles and responsibilities, nature of work, the principles of remuneration;
- b. The Change Agent competency profile - the knowledge, skills, and psychophysical predispositions;
- c. The method and tools for measuring the competence of Change Agents.

**2. The educational program** – it contains the methodology of working with a Change Agent and training programs with drafts, materials, and sets of implementation tasks to prepare the Change Agent to perform their function - the Program covers issues related to carrying the organization through the process of change. It takes into account the needs of 50+ persons in terms of methods and training techniques, develops skills to use the ICT.

**3. Change Agent Tool Kit** - an element supporting the Change Agent at work: sample documents, messages, presentations (in electronic form), and sample instructions/procedures to support the implementation of changes. The Change Agent will also be provided with a textbook in electronic form, comprehensively describing the rules for implementing the changes.

**4. Accreditation system** designed for those interested in the role of a Change Agent in cooperative banks. The system describes: the rules of recruitment, job quality standards for Change Agents, the scope of accreditation, requirements, the accreditation-recruitment process, training, supervision and audits.

**Which diversity dimensions are addressed?**

- Gender
- Age

**What are innovative elements?**

**In terms of participants**– women, especially these above 50 years old have not been so far covered by any program targeted directly at their professional needs.

**In terms of issues** – 50+ women often retire (when they meet the conditions according Polish Labour Code); this issue has not yet been addressed, although it will rise in significance in light of the newly emerging pension provisions; moreover, routine and disuse of the knowledge and experience of 50+ persons in the Bank are still considerable. There are no tools that will make use of this resource that would also be tailored to the needs of the target group of 50+ women.

**In terms of support** – the innovation here involves adapting the concept of a Change Agent, already used in HRM, to activate 50+ women, offering a program for retraining and preparing women over 50 years of age to perform an important role from the point of view of Bank in the implementation of organizational changes. A distinctive feature is the accreditation of people who become experts in this field. The program allows remaining professionally active in a new role within the structure of the bank.

The project contributed to equipping 50+ workers with new competencies, which they can use within the structures in which they currently operate, as well as outside the company. It will motivate them to action, make them independent on the labour market. Thanks to the project, a curriculum tailored to the psychophysical predispositions of 50+ persons (related to age, responsibilities at work and in one's personal life) was created.

#### **What are the success factors?**

Thanks to participating in the project and implementation in the CBOM the Change Agent program the Bank implement its own project 'The Bank for Pupils' addressed to children in secondary school.

The project was elaborated by two Change Agents – women who participated in the Change Agent project and achieved accreditation. These two women prepared also other employees to implement the project 'The Bank for Pupils'. Now the project is successfully implemented in secondary schools in Ostrów county.

#### **Awards/Benchmarks**

- The White Leaf CSR, award of the newspaper The Politic, for activities in CSR.
- The Best Bank of the 2014

#### **Links and documents**

[www.emisariuszmian.pl](http://www.emisariuszmian.pl)

[www.bsostrowmaz.pl](http://www.bsostrowmaz.pl)

[www.orangehill.pl](http://www.orangehill.pl)

### ***Summary and Conclusion***

Poland has 38,533,299 inhabitants and is rather homogenous taking into account religion, sexual orientation, nationality, and ethnicity. This could give an impression that diversity in Polish population is low. Homogeneousness in such a society, as in Poland, where there are tight recessed socio-cultural patterns poses a serious challenge for all: employers, employees, government representatives in diversity management.

Legal restrictions can be significant barriers to assess diversity in Poland. 'The Act on the Protection of Personal Data' indicates a number of data collection and processing which is difficult or sometimes forbidden. These data are commonly known in Poland as a 'sensitive' data and belongs to them information about: racial or ethnic origin, political, religious or philosophical beliefs, religious affiliation, and sexual orientation<sup>94</sup>. This is contrary to the idea of diversity management, which requires from employers knowledge about their employees. Only then managers will be able to respond to their needs, but also to exploit the potential of workers.

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<sup>94</sup> <http://www.giodo.gov.pl/144/j/en/v> (March 31, 2015).

## Country report Spain

Author: Yazid Isli

### Main dimensions of diversity in Spain

Spain has 46,727,890 inhabitants (2014). 49 % are females and 51 % males. The population in the working age has decreased since the peak recorded in Spain in the fourth quarter of 2011 (38,881,900) up to 38,483,600 in the first quarter of 2014.

According to official national statistics, the biggest migrant groups, from non-European countries are Morocco, China and a number of South American countries (Ecuador, Bolivia and Colombia). The most important ones, from the European Union are: Romania, United Kingdom, Italy, Bulgaria and Germany.

In terms of the religious affiliation of the population, the Observatory for religious pluralism in Spain, mentions three main groups: 79 % of the population are Christians, 19 % Creedless and 2 % are Muslims. The remaining 0.3 %, totalising around 100,000 people are Jewish, Hindus and others.

Table 9 : Socio-demographic profile Spain - Total population

<b>Age profile, 2014</b> <i>Source: EUROSTAT</i>	<b>Total</b>	<b>% Male</b>	<b>% Female</b>
Population	46,727,890	49.26 %	50.75 %
Younger than 15 years	7,089,998	51.52 %	48.48 %
Working age (15 to 64 years)	31,375,814	50.43 %	49.59 %
Older than 65	8,262,078	42.86 %	57.14 %
<b>Number of non-national citizenship per group, November 2014</b> <i>Source: MINISTRY OF LABOR AND SOCIAL SECURITY -SPAIN (Permanent Observatory for immigration)<sup>95</sup></i>	<b>Total</b>	<b>% Male</b>	<b>% Female</b>
<b>European union citizens</b>	<b>2,724,189</b>		
Romania	940,252	53 %	47 %
United Kingdom	269,756	50 %	50 %
Italy	210,304	58 %	42 %
Bulgaria	181,684	53 %	47 %
Germany	145,501	48 %	52 %

<sup>95</sup> Figures representing all non-Spanish citizens with a valid resident card or a certificate of registration, up to 30/06/2014.

<i>Others</i>	976,692		
<b>Non-European union citizens</b>	<b>2,181,306</b>		
<i>Morocco</i>	738,984	59 %	41 %
<i>China</i>	184,268	53 %	47 %
<i>Ecuador</i>	183,241	53 %	47 %
<i>Bolivia</i>	111,297	41 %	59 %
<i>Colombia</i>	109,283	47 %	53 %
<i>Ukraine</i>	75,368	46 %	54 %
<i>Others</i>	778,865		
<b>Same-sex registered partnerships, 2011</b> <i>Source: Spanish National Institute for statistics (INE)</i>	<b>Total</b>	<b>% Male</b>	<b>% Female</b>
	54,920	68.9 %	31.1 %
<b>Religious affiliations, 2010</b> <i>Global Religious Diversity (Pew Research Center)<sup>96</sup></i>	<b>Total</b>	<b>% of total Population</b>	
Christians	36,240,000	78.6 %	
Creedless	8,740,000	19.0 %	
Muslims	980,000	2.1 %	
Jewish	60,000	0.1 %	
Hindus	20,000	<0.1 %	
Others	30,000	<0.1 %	

### **Main dimensions of diversity in the Spanish working population**

Regarding the employment area, it is noted that the population aged 16 and older, residing in Spain has decreased uninterruptedly, nearly 400,000 people since the peak registered between Q4-2011 and Q1-2014.

The report on the recent evolution of the workforce<sup>97</sup> analyses the variation of the active population in the past three years, between the first quarters of 2011 and 2014, taking as source the results of

<sup>96</sup> See: <http://www.pewforum.org/2012/12/18/table-religious-composition-by-country-in-percentages/>

<sup>97</sup> Instituto Nacional de Estadísticas (2014), Análisis de la evolución reciente de la población activa en España (Primer trimestre de 2011 a primer trimestre de 2014).

the Labour Force Survey (LFS). The latest available data quantifies the workforce in 22,883,900 people while the activity rate is 59.46 %.

The LFS has been detecting a steady decline in the number of active people since the peak reached in the third quarter of 2012. In the last year, since the first quarter of 2013 to the first of 2014, the active population was reduced by 424,500 people from whom 187,000 correspond to the last analysed quarter. Therefore, the activity rate has decreased from 60 % to 59 % last year.

The gender analysis indicates that the reduction of active people has higher in the case of males (314,500) than for females (110,000) in the last year.

It has been noticed that the main factor that determines the decrease of active population is the declining of the workforce in the working age population and in particular, experienced by the population aged between 16 and 64 years, who in the last three years suffered a decline of almost 750,000 people (412,100 in the last year).

This decline is due to four main factors: a) the decline of the number of foreign residents in Spain, b) the increase of the number of retirements occurred since Q1/2011, c) the increasing number of young people under 25 who are studying, d) the increase in discouraged people (persons in working age but not seeking an employment because they believe that they will not find it). This discouragement factor affects especially older groups.

An analysis of the population with disabilities shows that in 2012, there were a total of 1,450,800 people with certified disabilities in working age (16 to 64 years). This figure represented around 4.8 % of the total population in working age. In all degrees of disability, higher percentages are always related to men. In terms of the situation of this part of the population within the labour market, it is significant to mention that their participation in the labour market. Their employment rate remains stable with respect to 2011 (36.6 %), with a difference of nearly 40 points compared to the population without disabilities (75.1 %), although this difference has slightly decreased considering to 2011.

Another interesting data is that as it is the case for the general population, disabled women are less active in the labour market, but the activity rate of women with disabilities is closest to the male than in the population without disabilities.

In 2012 and for disabled people, the participation rate of women stood at 33.5 %, which represents 5.7 points difference from that of men (39.2 %). For people without disabilities in the same year, this difference was approximately 14 points (70.4 % vs. 83.5 %). Finally, it is worth mentioning that as age increases, the participation in the labour market gap is accentuated between the population of people with disabilities and the rest, with a higher incidence of inactivity in the older group.

Table 10: Socio-demographic profile of working population in Spain

<b>Employed citizens per age and gender, Q3/2014</b> <i>Source: Spanish National Institute for statistics (INE)</i>	<b>Total</b>	<b>% of total working population</b>	<b>% Male</b>	<b>% Female</b>
15-24 years old	788,300	4.5 %	53.82 %	46.18 %
25-34 years old	3,960,100	22.62 %	52.27 %	47.73 %
35-44 years old	5,571,200	31.83 %	55.21 %	44.79 %
45-54 years old	4,626,900	26.43 %	55.68 %	44.32 %
55-64 years old	2,415,400	13.80 %	56.84 %	43.16 %
65 years and older	142,100	0.81 %	60.66 %	39.34 %
<b>Employment by highest level of education attained, 2013</b> <i>Eurostat [lfsa_egaed]</i>	<b>Total</b>	<b>% of total working population</b>	<b>% Male</b>	<b>% Female</b>
<i>Less than primary, primary and lower secondary (levels 0-2)</i>	6,026,700	35.45 %	60.64 %	39.36 %
<i>Upper secondary and post-secondary non-tertiary (levels 3 and 4)</i>	3,959,800	23.29 %	53.29 %	46.71 %
<i>Short-cycle tertiary, bachelor or equivalent, master or equivalent and doctoral or equivalent (levels 5-8)</i>	7,015,000	41.26 %	49.50 %	50.50 %
<b>Number of people with health restriction on the labour market, 2012.</b> <i>Source: Spanish National Institute for statistics (INE)</i>	<b>Total</b>	<b>% of total working population</b>	<b>% Male</b>	<b>% Female</b>
	355,500	2.1 %	58.2 %	4.8 %
<b>Leading positions per gender, 2014</b> <i>Source: Eurostat [lfsq_egais]</i>	<b>Total</b>	<b>% Male</b>	<b>% Female</b>	
	782,800	69.24 %	30.76 %	
<b>Gender pay gap in %, Source: Eurostat</b>	<b>2010</b>	<b>2012</b>	<b>2013</b>	
	16.2 %	17.80 %	17.80 %	

### ***Discriminatory experiences faced by different diversity groups at work***

An exploratory study report<sup>98</sup> conducted in 2009 for the ministry of equality (General Directorate against discrimination), identifies and lists the 9 reasons of discrimination in Spain and groups in the following categories:

1. Ethnic origins (Gypsies);
2. Ethnic origins (migrants);
3. Disabilities;
4. Women;
5. Age (Childhood and young people);
6. Age (Old people);
7. Sexual Identity and orientation;
8. Religions and Convictions;
9. Social and economic exclusion.

For the first eight identified reasons (related to the labour market), concrete discrimination experiences at the labour market are listed as follow:

**Table 11: Discriminatory experience at the Spanish labour market**

	<b>Discrimination reasons</b>	<b>Discrimination experiences</b>
1	Ethnic origins (Gypsies)	<ul style="list-style-type: none"> <li>• Access to employment</li> <li>• Treatment in Employment Service Offices;</li> <li>• Employment promotion;</li> <li>• Mobbing;</li> </ul>
2	Ethnic origins (migrants) <sup>99</sup>	<ul style="list-style-type: none"> <li>• Access to an employment (34.5 %, rising to 42.5 % among Moroccans);</li> <li>• Promotion of employment (30.1 %),</li> <li>• Harassment or abuse in the workplace (28.6 %);</li> <li>• Difficulties in employment promotion have been greater for Ecuadorians of both sexes in metropolitan areas, and Colombian men in no metropolitan areas;</li> <li>• 32.3 % say they have had difficulty finding employment because of being foreigners. Of this group, 27.4 % alleges discrimination in general, 18.2 % who did not get it because of their nationality and 10.2 % by race. Also, 29.2 % of who found difficulty recognized the influence of the language and 56.2 % not having</li> </ul>

<sup>98</sup> General Directorate against discrimination - Ministry of Equality (2009), *Motivos de discriminación en España - Estudio exploratorio*.

<sup>99</sup> COLECTIVO IOÉ (con la colaboración de Fundación Secretariado Gitano) (2003), *Experiencias de discriminación de minorías étnicas en España*, European Monitoring Centre on Racism and Xenophobia, [www.colectivoioe.org](http://www.colectivoioe.org).

		<p>papers;</p> <ul style="list-style-type: none"> <li>• Most discrimination is denounced by those coming to Spain more recently, under 30 years, Africans and those working in agriculture and transport;</li> <li>• Within companies, the majority states that no discrimination is noticed regarding local workers, but 12.9 % said that it does exist (especially in terms of remuneration, working hours, type of work and treatment of bosses).</li> </ul>
3	Disabilities	<ul style="list-style-type: none"> <li>• Access to the labour market</li> </ul>
4	Women	<ul style="list-style-type: none"> <li>• Unequal access to paid economic activity;</li> <li>• Salary gap between Men and Women;</li> <li>• Under-representation in positions of power and decision making;</li> <li>• In terms of studies, women are specialised in those careers where gender prescriptions are quite present;</li> <li>• More difficult access to the labour market;</li> <li>• With regard to working hours, women work more than men on a part time basis. A high percentage of women choose this type of option for family obligations;</li> <li>• Reconciling work and family life: 7.4 % report having made shorter working day for family reasons. This percentage is different in terms of sex: 5.8 % for men and 8.8 % for women. Among the 2.4 % of people who requested a leave for the same reason, the rate is 1.4 % if they are men and 3.4 % if they are women;</li> <li>• The employment activity is valued for men as exclusive and not for women. In fact, men spend an average of 40,3 hours per week in paid work, while women spend an average of 34,0 hours per week;</li> <li>• The percentage of foreign women employed in the tertiary sector is very high: 90,1 %, Reaching 92.4 % for women from European countries outside the EU, and 91.9 % in Latin American women;</li> <li>• High presence in irregular employment (especially young women).</li> </ul>
5	Age (young people)	<ul style="list-style-type: none"> <li>• Labour exploitation;</li> <li>• Inequalities in career opportunities;</li> </ul> <p>In the labour market, high seasonality (strong in the younger age groups)</p>
6	Age (Old people: >65)	<ul style="list-style-type: none"> <li>• Access to the labour market (More difficult after 50)</li> </ul>
7	Sexual and Identity orientation	-
8	Religions and Convictions	

## ***Country specific recommendations 2014 for the implementation of the EU's growth strategy 'Europe2020'***

According to the National Reform Programme 2014<sup>100</sup>, the European Commission (approved by the Council) recommends Spain to continue enhancing reforms related to the following diversity aspects:

- Provide good quality offers of employment opportunities, apprenticeships and traineeships for young people and improve the outreach to nonregistered unemployed young people, in line with the objectives of a youth guarantee.
- Enhance the effectiveness and targeting of active labour market policies, including hiring subsidies, particularly for those facing more difficulties in accessing employment;

### ***Diversity related awards in Spain***

#### **WLMT Leadership-Diversity-Talent <sup>101</sup>**

These awards are organized by INTRAMA (training organization) along with the collaboration of the Autonomous region of Madrid and the Ministry for Health, Social Services and Equality. On a yearly basis (5<sup>th</sup> edition in 2014), three awards are given under the following 3 categories:

- Award 1: the most INNOVATIVE COMPANY in creating, developing and managing an internal department for diversity management or/and equality;
- Award 2: the most ENGAGED COMPANY in promoting "women promotion" to higher positions within the organization;
- Award 3: INSPIRING WOMAN. It is given to a woman, proposed by the participating companies, who has reached a management position.

#### **CERMI <sup>102</sup>**

This award is given yearly by the Spanish Committee of Representatives of Persons with Disabilities. In 2014, awards have been given under 10 different categories. The objective of this organization is to identify and reward the best initiatives, actions of both people and institutions work, within fields like: labour inclusion, social and scientific research, and universal accessibility for disabled persons.

#### **MSD Diversity award (Merck Sharp & Dohme)**

This award is dedicated to support MSD's philosophy of empowering and training companies' disabled staff to be competitive in the business world.

#### **Excellence Awards for innovation for rural women**

The Spanish Ministry of Agriculture, Food and Environment, holds annually the Awards of Excellence for Innovation for Rural Women, to highlight the potential of women as agents for the development in the rural areas, thereby contributing to sustainable rural development.

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<sup>100</sup> European Commission (2014), National Reform Programme, [http://ec.europa.eu/europe2020/pdf/csr2014/csr2014\\_spain\\_en.pdf](http://ec.europa.eu/europe2020/pdf/csr2014/csr2014_spain_en.pdf)

<sup>101</sup> Premios WLMT Liderazgo-Diversidad-Talento, [www.wlmt.es](http://www.wlmt.es).

<sup>102</sup> <http://www.cermi.es/es-ES/Cermi.es/Premios/Paginas/Inicio.aspx>.

## Diversity Charter – Spain

	<p>Name: Fundación Diversidad</p> <p>Year launched: 2009</p> <p>Signatories: 664</p> <p>Employees concerned: +323,600</p> <p>Website: <a href="http://www.fundaciondiversidad.org">www.fundaciondiversidad.org</a></p>
<p>'Fundación Diversidad', was established by the European Institute for Managing Diversity and 'Fundación ALARES' and is currently promoted by the second. Its objective is to promote equality policies, anti-discrimination and Diversity Management in Spain. It works to disseminate and implement the Diversity Charter in Spain within enterprises and other institutions.</p> <p>The Spanish Diversity Charter was launched in 2009 on the initiative of the European Institute for Managing Diversity, which brought together nearly 90 experts and enterprises and formed a working group to draft the Diversity Charter. It was launched with the support of the Ministry of Equality.</p> <p>The Charter reflects of the European Commission directives, dated in the 2000, which becomes legislation in each of the EU member states.</p>	
<p><b>Supporting Structures</b></p>	<p>Financial support comes only from Businesses and institutional partners contributions. There are several types of partners:</p> <ul style="list-style-type: none"> <li>• <b>Protecting partners</b> (Companies such as Citi bank, Peugeot, AXA, Allianz, Orange, Novartis, ...);</li> <li>• <b>Collaborative partners</b> (companies that have signed the Charter of diversity and because of their mission, business vision and their internal policies, are developing specific actions committed to diversity and wanted to be involved actively in the Foundation);</li> <li>• <b>Institutional partners</b> (The Association of Galician Entrepreneurs -AEGAMA; Spanish Association of Purchasing and Supply -AERCE; FORETICA- Global network of organizations and professionals involved in the development of Social Responsibility).</li> </ul>
<p><b>Foci</b></p>	<ul style="list-style-type: none"> <li>• To promote inclusion and anti-discrimination actions as mechanisms to improve the quality of life and work;</li> <li>• To contribute to the creation of innovation and effectiveness in improving the sustainability of enterprises in Europe.</li> </ul>
<p><b>How is the team composed</b></p>	<p>The foundation includes the following structures:</p> <p><b>Founders:</b> Two institutions are the founders of Fundación Diversidad:</p> <ul style="list-style-type: none"> <li>• Fundación ALARES (<a href="http://www.fundacionalares.es">www.fundacionalares.es</a>);</li> <li>• The European Institute for Managing Diversity (<a href="http://www.eigd.org">www.eigd.org</a>).</li> </ul>

	<p><b>Patronage:</b> This is the management structure and it is composed by 4 committees: Steering, Technical, Communication and Scientific.</p> <p><b>Board:</b> It has a central role to define how to carry out the guidelines, initiatives and proposals of the Patronage. It is composed of persons who have demonstrated their deep commitment to the inclusion of diversity as a mechanism to create an environment of equal rights for all people, regardless of their profiles and differences.</p>
<b>Political Support</b>	<ul style="list-style-type: none"> <li>• No direct financial support.</li> <li>• Agreement with the Spanish Ministry of Health, Social Services and Equality (through the Institute for Women and equal opportunities) to implement the EC PROGRESS project, until 2015.</li> </ul>
<b>Promotional activities</b>	<ul style="list-style-type: none"> <li>• Organisation of continuous signing events, and diversity Forums / Days;</li> <li>• Webinars on Social Responsibility and Diversity;</li> <li>• Certificate with the name of the institution signatory of the charter;</li> <li>• Presence in the Section 'Partners' on the website, including the institution's logo and a link to its website;</li> <li>• Appearance of the institution's corporate image in all events held by the Diversity Foundation;</li> <li>• Presence in the foundation's corporate presentation;</li> <li>• Presence in the foundation's annual report within the section 'partners';</li> <li>• Ability to participate as speakers at events with Business Cases;</li> <li>• Participation in signing events and forums;</li> <li>• Possibility of inclusion in the annual report on Corporate Social Responsibility (CSR);</li> <li>• Customised Charter signed in a public ceremony in the presence of the corresponding institutions;</li> <li>• Free entries and priority access over all events organized exclusively by the Foundation, under invitation;</li> <li>• Possibility to enjoy discounts on diversity activities organized by other entities with whom the foundation has reached agreements;</li> <li>• Collaborate in European Projects in which the Foundation for Diversity participates as partners;</li> <li>• Good practices collection.</li> </ul>
<b>Tools</b>	<ul style="list-style-type: none"> <li>• Website;</li> <li>• Quarterly online newsletters;</li> <li>• Studies and surveys on diversity related topics;</li> <li>• Links to edited books, guidelines and manuals on diversity and diversity management;</li> <li>• Access to the Diversity Charter through the website;</li> <li>• For companies and entities who have signed the Charter, the Foundation, provides a number of tools to disseminate the Charter: <ul style="list-style-type: none"> <li>◦ 'Your personalized Charter': Communication of the charter to all interested institutions;</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Program that assesses/audits the situation of the company / institution for its commitment to the Charter. This program is designed as a self-assessment tool and can be taken and repeated by the company / institution at any time;</li> <li>○ Diversity Seal identifier: It can be used, by any signatory institution of the Diversity Charter, for all internal and external communications;</li> <li>○ Dissemination tools: Charter logo, link to the Charter’s signatories, press release template to disseminate, internally and externally, the institution’s commitment with diversity, links to the European Diversity charters.</li> </ul>
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**What is the impact of the charter of diversity and activities?<sup>103</sup>**

All of the responding charter members said that the signature of the charter has had a positive impact on the development of their diversity policies and activities.

The arithmetic mean is **3.88** in a scale from 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 behaviour patterns (28 %), a general competitive advantage (26 %) and better response to the expectations of a diversified clientele (25 %).

<sup>103</sup> European Commission (2014), Overview of Diversity Management: implementation and impact amongst Diversity Charter signatories in the European Union (2014), [http://ec.europa.eu/justice/discrimination/files/diversity\\_report2014\\_en.pdf](http://ec.europa.eu/justice/discrimination/files/diversity_report2014_en.pdf) (March 31, 2015) .

## ***Opportunities and threats of diversity and managing diversity in Spain***

These elements have been treated in a study realised with the participation of the Ministry of work and immigration and SMEs working within the field of Metal (through the regional sectorial federations in the regions of Aragón, Basque Country and Asturias).

This study was intended to raise awareness on the diversity aspects and help SMEs from this sector, on one hand, and design a methodology for implementing a Diversity management strategy.

This study mentions therefore the main benefits (internal and external) of diversity management for companies and the threats that they could face. These are summarised as follows.

### ***Internal and external benefits of diversity and diversity management for companies<sup>104</sup>***

#### **Internal benefits**

- Helps increasing efficiency, innovation and creativity;
- Reduces costs due to turnover and absenteeism;
- Absence of labour demands;
- Leverages talent attraction within companies;
- Positive impact on improving internal communication, motivation and generating a good work climate;
- Leads to the acquisition of new skills in the management of HR (loyalty, intercultural skills, teamwork, flexibility, accountability ...).

#### **External benefits**

- Supports the attraction of new customers;
- Helps establishing partnership relations with customers and suppliers;
- Favours rapprochement between the various actors to achieve common goals;
- Contributes to a better external corporate image (modernity, vanguard, responsible commitment to society ...);
- Improves the value of the company, its position and its results;
- Increases the company's capacity to adapt to change.

### ***Threats for companies related to diversity and diversity management***

This part lists a number of established business practices that generates barriers to diversity and costs to them:

- Reduction of efficacy in the distribution of responsibilities and tasks due to the lack of intercultural competences and the appearance of stereotypes;
- Creation of a culture based on ethnocentrism (attitude through which the world is analysed based solely on one's own culture);
- Creation of ghettos within the company;
- Appearance of Difficulties in balancing / reconciling work and personal / family life;

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<sup>104</sup> Ministerio de trabajo e inmigración, FVEM, FEMZ y FEMETAL (n.y.), Mejores prácticas de Gestión de la Diversidad en las PYMES del Sector Metal.

Ministerio de trabajo e inmigración (2011), Guía para la gestión de la diversidad en entornos profesionales.

- Lack of empathy;
- Resistance to change;
- Lack of investment in diversity training;
- Lack of cooperation between the company and other agents;
- Communication problems leading to a decrease in the frequency and quality of internal communication, as well as the coordination of business activities;
- Deterioration of the climate of cooperation in the company and increased interpersonal conflicts and attitudes of rejection towards some employees.

### ***Good practice of managing diversity***

In the following good practice examples are presented: the first one is taken from a big company and the following three examples are related to SMEs

#### **Good Practice No. 12: FERROVIAL**

<p><b>Title of diversity management:</b> Equality at all levels</p>
<p><b>Name of the Large company and location:</b> <b><i>FERROVIAL</i></b> <i>Headquarter based in Madrid – Spain</i></p>
<p><b>Short description of the company and key diversity characteristics:</b> Spanish multinational operating within the field of construction and infrastructure, with presence in fifteen countries. Employing 140,000 direct people worldwide.  Currently, 70,000 employees are foreigners or belong to ethnic minorities. In Spain more than 30,000 are employed in the Division of Services. 5% of these are foreigners. The largest nationalities are: Ecuadorians, Moroccans, Colombians, Peruvians and Romanians. 32.7% of the company’s employees are women.</p>
<p><b>Background of the diversity management:</b> The company’s CSR strategic plan and the plan for Equality of opportunities have been developed in 2013.</p>
<p><b>What are the explicit and other objectives? Description of the diversity strategy What is the scope? (local, national, international)</b> Create awareness on the importance of equality at all levels of the company.</p>
<p><b>Which diversity dimensions are addressed?</b></p> <ul style="list-style-type: none"> <li>• Equality of treatment and access to opportunities;</li> <li>• Cross cultural management;</li> <li>• Gender equality.</li> </ul>

**What are innovative elements?**

- Creation of an Equal Opportunities plan and a Strategic Plan for Corporate Social responsibility (2013);
- Specific training plan dedicated to raise awareness and develop Equal Opportunities at three levels: HR; line management and the rest of the workforce. The HR department is the one that receives more training (online and classroom). The aim is to create sensitization and awareness. The rest of staff is trained in relation to procedures that exist within the company in order to promote Equal Treatment and Opportunities (examples of courses: 'cross-cultural', 'diversity', 'cultural codes', 'ethics');
- All HR policy emphasizes the message of: 'developing an inclusive culture, training and managing all company's professionals and knowing the company's Code of Ethics by employees';
- Creation of the 'employee mailbox' to detect and tackle any case of discrimination. This is an anonymous tool whereby any person employed by the company has to notify the HR department, which is obliged to respond immediately to the person who reported the case;
- The creation of Ferrovial Corporate University (SUMMA), where the induction and the training of new employees is performed;
- The remuneration policy is based on objective criteria that are known by all employees;
- Putting new initiatives with employees like for example: the 'professionals' exchange plans' between other Ferrovial employees from other countries. Also the initiative called 'Baths of reality' that allows employees to make onsite visits to current works and projects undertaken by Ferrovial, in order to make the employees be aware of the reality;
- Ferrovial requires from its main suppliers and subcontractors to comply with the principles of CSR;
- The company links the management of diversity to the communication policy. It performs internal communication campaigns promoting messages such as: 'your opinion matters', 'All opinion matters', 'Ferrovial equals+'.

**What are the success factors?**

- Engagement of the highest strategic levels of the company;
- HR department involved with its policies to follow and manage and respond to all complaints related to lack of diversity;
- Creation of several practical tools.

**Awards/Benchmarks**

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**Links and documents**

- [www.ferrovial.es](http://www.ferrovial.es)
- <http://memoria2010.ferrovial.com/es/index.asp?MP=51&MS=2258&MN=3>
- <http://memoria2010.ferrovial.com/es/index.asp?MP=51&MS=324&MN=2>
- <http://memoria2010.ferrovial.com/es/index.asp?MP=51&MS=1614&MN=3>

**Title of diversity management:**

Equality and diversity

**Name of the SME and location:**

*AGROMARTÍN SL*

*Lepe, province of Huelva, región of Andalucía*

**Short description of the SME and key diversity characteristics:**

- Growing of vegetables, horticultural specialties and nursery products. Currently dedicated to the production of strawberries, nectarines, peaches, plums and apricots. They market their products through the largest national distribution companies and other European countries such as France, UK, Netherlands, Belgium, Switzerland, Italy, Germany and Finland;
- Permanent staff is around 12 people and during the campaign (Oct.-June), it grows up to 75 (2009/10);
- Around 50 % of the employees are national and 50 % foreigners. About eleven nationalities coexist in the company from the following countries: Bulgaria, Romania, Poland, Ukraine, Czech Republic, Morocco, Algeria, Mali, Senegal, Ecuador and Spain. This percentage of foreigners reaches 90 % in some campaigns;
- 90 % of workers are women;
- Many of the important positions are occupied by women and immigrants.

**Background of the diversity management:**

In 2004, due to the economic boom in Spain, most national origin employees working in rural areas migrated to other sectors such as construction. As a consequence of this situation, the company was left without the necessary personnel to collect production.

To face this situation, companies, associations, municipalities and unions in the province of Huelva, came together and started hiring personnel in other countries. The process started with Poland and Romania, and then expanded to Bulgaria, Morocco, Senegal and Ukraine.

Due to the large number of staff employed in origin and with such different cultures, the management decided, following its proper terms to take actions to promoting: multiculturalism, coexistence, integration, welfare and happiness.

**What are the explicit and other objectives? Description of the diversity strategy What is the scope? (local, national, international)**

Following the organisation's proper terms, 'The ultimate objective being to make more pleasant the stay of the workers for several months, without the presence of their families, friends, and partners. According to the company directors, all what is beneficial and brings welfare of workers is beneficial to the company in general'. 'The company wanted get a well-trained team of motivated workers'.

**Which diversity dimensions are addressed?**

- Equality between men and women;
- Ethnic and racial origin.

### **What are innovative elements?**

- Design of an 'intercultural integration program' which aims to: promote equality, diversity and the full integration of all employees without losing their own identity; develop self-talent of each employee; have a team of qualified and well-trained workers; assure an enjoyable, funny and profitable stay to workers who leave everything in their countries of origin for a more prosperous life for their families;
- The working guidelines established by management are: 1) to create a 'mini city' with good conditions and infrastructure to get a good residential environment. 2) to develop training programs that go beyond the merely required by the national labour legislation and 3) to organise social and leisure events to promote multiculturalism;
- A host/welcome plan has been developed by the company in order to take into account the whole process since the arrival of the immigrant. This is based on a first contact with the worker once he/she to Spain and where information is exchanged the staff manager for mutual understanding, and respect of the cultural codes. Several basic aspects (age, knowledge of the language, profession) are considered before deciding the most suitable workgroup in which a specific worker will be integrated. Before starting work, a tutor is assigned to him/her in order to accompany the new worker and teach him/her the assigned tasks. Also, mandatory and optional training is organized;
- A basic manual is given to the employee where he/she can find information about: their accommodation, schedules, performance standards, waste, public bodies phones, etc.
- Classrooms are constructed to deliver: Spanish language courses for immigrants, Introduction to the Internet, first aid, OH&S, food hygiene, family planning, road safety, pesticide handler, counselling and co-development (through support of Cepaim NGOs);
- An objective and based on equality of treatment/opportunity remuneration policy;
- Collaboration with different entities to enhance intercultural promotion;
- Participation in festivals and county events to promote diversity;
- Adaptation of the infrastructure of the company to meet the needs of diverse people:
  - Creating a room with computers and free internet with video conferencing so that they can see and talk to their families;
  - Provision of television with satellite, so they can watch channels from their countries.
  - Musical instruments and room for prayer;
  - Pay phone so they can communicate with their family, without going outside;
  - Building an intercultural 'Jaima' for holding events (equipped with sound and microphones);
  - Celebration of birthdays of all workers (happy birthday sung in all languages);
  - Celebration of the most representative celebrations of each culture (feast of the lamb, Orthodox Easter, Christmas, etc., with the participation of all employees).

### **What are the success factors?**

- The manager and promoter of this initiative related to diversity management, is the owner / director of the company, supported by his family. So there was a direct involvement of the top manager of the company.
- Managers are actively involved in the leisure activities of workers.
- Diversity is valued as an opportunity and disseminated through different actions aimed at fostering intercultural integration of workers with each other and with the environment.

<ul style="list-style-type: none"> <li>The project was a response to a specific circumstance: A staff of workers multiple nationalities and cultures and this is a fact that has been used to develop a solidarity and intercultural coexistence initiative.</li> </ul>
<p><b>Awards/Benchmarks</b></p> <p>The company received the <i>Medal of the city of Lepe</i>.</p>
<p><b>Links and documents</b></p> <p><a href="http://www.agromartin.com">www.agromartin.com</a></p> <p>Guía para la gestión de la diversidad en entornos profesionales (Ministerio de trabajo e inmigración, 2011)</p>

**Good Practice No. 14: Bodegas Pradorey SL**

<p><b>Title of diversity management:</b></p> <p>Worklife balance: Creation of a kinder garden for employee’s children</p>
<p><b>Name of the SME and location:</b></p> <p><i>Bodegas Pradorey SL</i></p> <p>Burgos, Region of Castilla y León</p>
<p><b>Short description of the SME and key diversity characteristics:</b></p> <p>The group is dedicated to the development, breeding and marketing of wines with denomination of origin: Ribera del Duero, Rueda. These wines are present in nearly 40 countries.</p> <p>The group is shaped by about 60 workers and all of them have permanent contracts. Approximately 10 % of the workforce is immigrant and 60 % of the board of directors is formed by women.</p>
<p><b>Background of the diversity management:</b></p> <p>This practice was implemented in late 2008 after noticing an increasing difficulty of the staff to balance family responsibilities with work.</p>
<p><b>What are the explicit and other objectives? Description of the diversity strategy What is the scope?</b></p> <ul style="list-style-type: none"> <li>Increase work satisfaction</li> <li>Allow mothers (especially) not to give up their professional career;</li> <li>People do not have to give up having children.</li> </ul>
<p><b>Which diversity dimensions are addressed?</b></p> <ul style="list-style-type: none"> <li>Equality of opportunities between men and women;</li> <li>Parental status</li> </ul>
<p><b>What are innovative elements?</b></p> <p>In order to allow the company’s staff to balance work with their personal life, the company:</p> <ul style="list-style-type: none"> <li>Made working schedules more flexible;</li> </ul>

<ul style="list-style-type: none"> <li>• Promotes Teleworking options in those positions where it was possible;</li> <li>• And reached an agreement with another company (Gerardo de la Calle) through which employee's kids could enjoy their kindergarten. It offers the company places available for children aged 16 weeks to 3 years;</li> <li>• The kindergarten is located close to the winery and it is open each day of the year from 7 am to 7 pm. Facilities include a dining room, and one day a week, parents can participate in some activities with their kids.</li> </ul>
<p><b>What are the success factors?</b></p> <ul style="list-style-type: none"> <li>• Currently, 50% of employees' children needing childcare benefit from this agreement.</li> <li>• This initiative has significantly improved staff satisfaction, as shown by surveys conducted annually.</li> </ul>
<p><b>Awards/Benchmarks</b></p> <p>In 2009, the company has received the award of the most socially responsible SME in the province of Burgos (Awarded by the Chamber of Commerce of Burgos).</p>
<p><b>Links and documents</b></p> <p><a href="http://www.pradorey.com">www.pradorey.com</a></p>

### ***Skills requirements of managers and decision makers in SMEs for managing diversity***

No empirical or anecdotal evidence for Spain are available.

### ***Summary and Conclusion***

Spain has 46.727.890 inhabitants, quite equally distributed between men and women (50.75 % and 49.26 %) and is rather quite diverse, in terms of the different diversity dimensions. Over the last years and due to the positive economic cycle (1994/2007), the country has become even more diverse since Spain experienced an arrival of immigrants from different areas of the world (Asia, Africa and Europe). Following official statistics, around 4,900,000 immigrants are resident in Spain (56 % European and 45 % non-European). Therefore, managing diversity is quite new within the Spanish society. In terms of religion, the country is quite homogeneous as 78 % are Christians, 19 % declare themselves creedless. Although people practicing other religions are a minority, they do look for more facilities and acceptance.

Women are still facing different discrimination situations within the labour market, such as access to higher positions and balancing work with personal life.

In terms of sexual orientation, Spain has taken a step forward in terms of recognising rights for people from the same sex, although this category of society is still facing some discrimination in several environments.

Also disabled people face discrimination situations in the labour market and also in terms of accessing housing, despite the government initiatives to protect them and create spaces for equal opportunity.

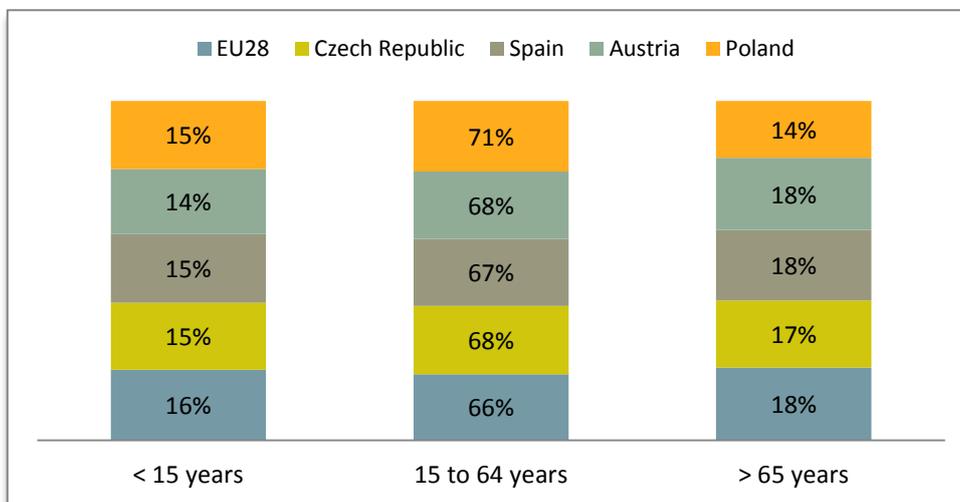
## V. Results of the comparative analysis

### Evidence of socio-economic and socio-demographic diversity and discriminatory experiences in the countries under scrutiny

#### *What is the actual profile of the population?*

The **age profile** of the population of Austria, Czech Republic, Poland and Spain is very similar and close to the EU average. About 15 % of the population in the countries under consideration is younger than 15 years and between 67 % and 70 % are in working age. Poland's population with 14 % of the population aged 65+ is a bit younger than the population of the other three countries. In Austria, Czech Republic and Spain this age segment accounts of 17 % to 18 % of the total population.

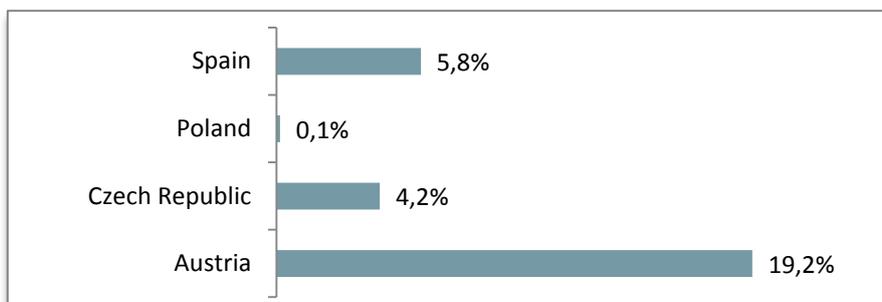
Figure 3: Age distribution of the population by country



Source: national reports

Compared to the populations' age profile the four countries analysed are heterogeneous in terms of **non-national citizens'** numbers. While in Austria 19 % of the population are non-Austrian citizens, Spain's population consists of only 6 % and the population of the Czech Republic of only 4% non-national citizens. According to estimates only 0.1 % of the Poland's population are non-Polish citizens (Figure 4).

Figure 4: Non-national citizens by country

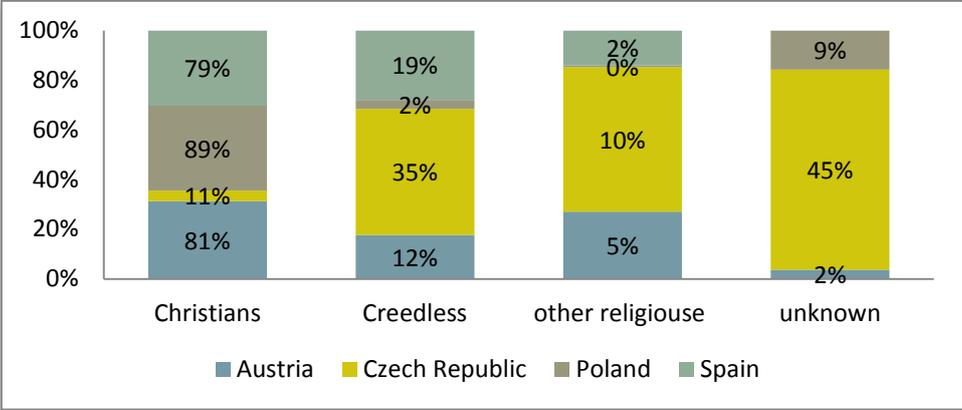


Source: national reports

While in Austria the largest groups of non-nationals are German and Turkish citizens as well as citizens from former Yugoslavia, the largest groups of non-national citizens in Czech Republic are Ukrainian and Slovak citizens. Ukrainians are also the most important group of non-national citizens in Poland, followed by Russians and Belarusians. In Spain the Romanian are the biggest group of non-national citizens. Besides citizens from other EU countries also a substantial number of Moroccans and citizens from Latin American countries live in Spain.

In terms of **religious affiliations**, Christians builds a clear majority of the population in Austria, Poland, and Spain. The data from Czech Republic is difficult to interpret as 45 % of the population did not state their religious affiliation during scrutiny. Anyhow among those who were willing to provide information regarding their religious affiliation 35 % were creedless compared to 21 % believers. Especially in Poland the number of creedless is very low (2 %) (Figure 5).

Figure 5: Religious affiliation by country



Source: national reports

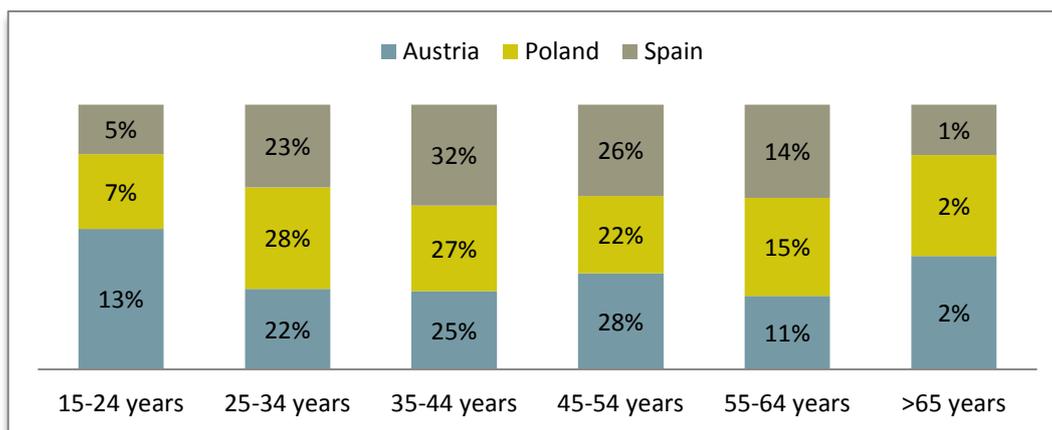
**Same sex marriage** is not legal in Poland. Therefore, only data for Austria, Czech Republic and Spain is available. While in Spain there are 54,920 same sex partnerships registers and in Czech Republic 1,263 in Austria the total number of registered same sex couples is 368.<sup>105</sup>

**What is the actual profile of the workforce?**

The **age profile** of the working population in Austria, Spain, and Poland is quite similar. Austria has the highest percentage of young workers (aged 24 years and younger) in its workforce. This is due to the Austrian educational system which fosters the early integration into the labour market through apprenticeships. 28 % of the Austrian workforce is aged between 45 and 54 years. In Poland the biggest age groups within the Polish active population are those aged 25 to 34 and 35 to 44 years. In Poland, there are also a higher numbers of 55+ workers (16 %) than in Austria (11 %) and in Spain (15 %). In Spain only 5% of the working population is younger than 25 years. The most important age group in the Spain’s working population are those aged between 34 and 44 years (see Figure 6). Data for Czech Republic is not available for these age groups.

<sup>105</sup> Source: national reports.

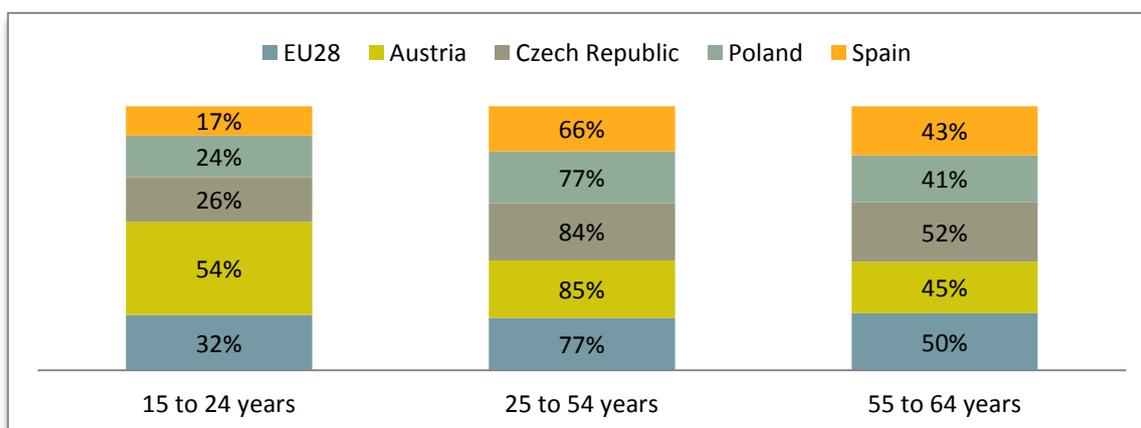
Figure 6: Age profile of the working population in AT, ES, PL



Source: national reports<sup>106</sup>

With more than 50 % Austria has the highest youth employment rate among the four countries analysed. In Czech Republic about 25 % of people aged between 15 and 24 years are employed while in Spain this is true for only 17 % of youth. Also the employment rates of people aged 25 to 54 years and 55 to 64 are below EU average in Spain. In Austria and Czech Republic the employment rate of people aged between 25 and 54 years is above 80 %. Only in Czech Republic the employment rate of people 55+ is comparable to the EU average (see Figure 7).

Figure 7: Employment rate by age groups in AT, PL, and ES, 2013

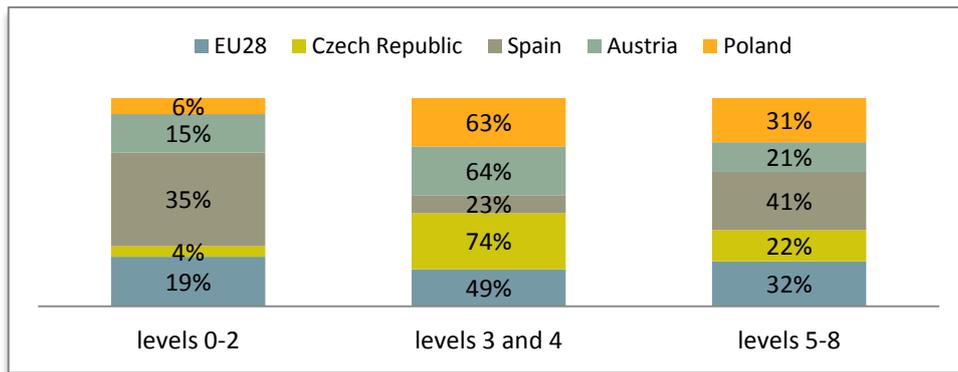


Source: EUROSTAT

There are huge differences between the four countries with regard to **the educational profile** of the working population. While in Spain 35 % of the employed citizens have an educational level no higher than lower secondary education (level 0-2) and 41 % have a tertiary education (level 5-8) the segment of the population with upper or post-secondary but non-tertiary education (level 4 and 5) is comparably small (23 %). In Austria, Czech Republic and Poland level 3 and 4 are the most common level among the employed population (63 % to 74 %). This is clearly above the EU average of 49 %. In Czech Republic and Poland also the small segments of people in the working population with lower secondary education and below is surprising (4 % and 6 % respectively).

<sup>106</sup> For data on the age profile of the Czech working population see Table 5.

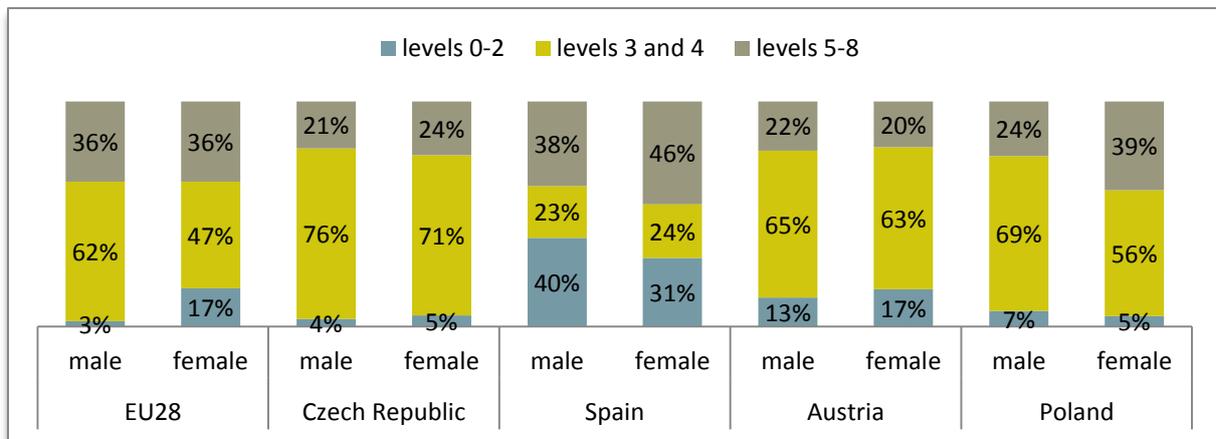
Figure 8: Employment by highest level of education



Source: EUROSTAT<sup>107</sup>

While there is a clear tendency in the Polish and Spanish working population that **women** are higher educated than **men** this is not the case for Austria and Czech Republic. In Czech Republic the percentage of women with tertiary education in the working population is higher than the percentage of men with this educational level. But there are also more women with a low educational level (0-2) in Czech Republic than men. In Austria men in the working population are slightly higher educated than women.

Figure 9: Employment by highest level of education and gender

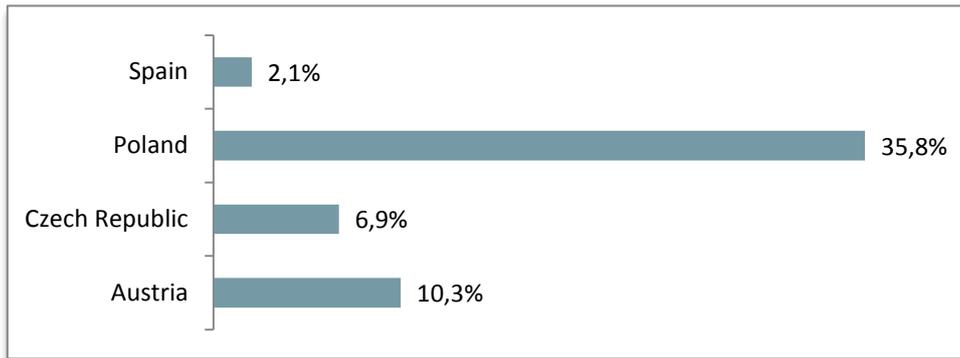


Source: EUROSTAT

<sup>107</sup> Level 0-2: Less than primary, primary and lower secondary education; level 3 and 4: Upper secondary and post-secondary non-tertiary education; level 5-8: Short-cycle tertiary, bachelor or equivalent, master or equivalent and doctoral or equivalent education.

**Figure 10** shows the number of people with **health restriction** at the labour market as percentage of the total working population. A big difference can be observed between the four countries analysed. This is most probably due to different national definitions of 'health restrictions'. In Poland 36 % of the working population have health restrictions while in Spain this is the case for only 2 %, in Austria for 10% and in Czech Republic for 7%.

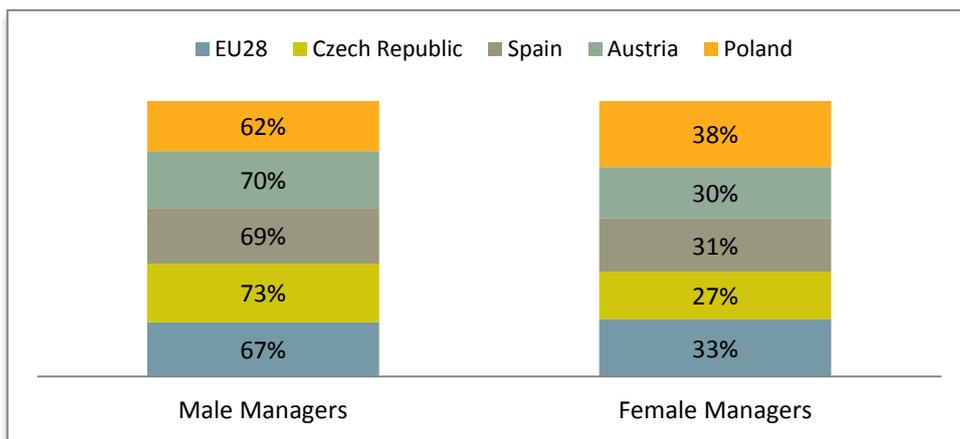
Figure 10: Number of people with health restriction at the labour market



Source: National Reports

In all four countries analysed there is still a huge difference between the number of **men and women** in **leading positions**. Only in Poland the percentage of women in leading positions is above the EU average (38% compared to EU average 33%). But taking into account that in Poland women in the working population are higher educated than men, 38 % is still low. In Austria, Czech Republic and Spain between 27% and 31% of persons in leading positions are female.

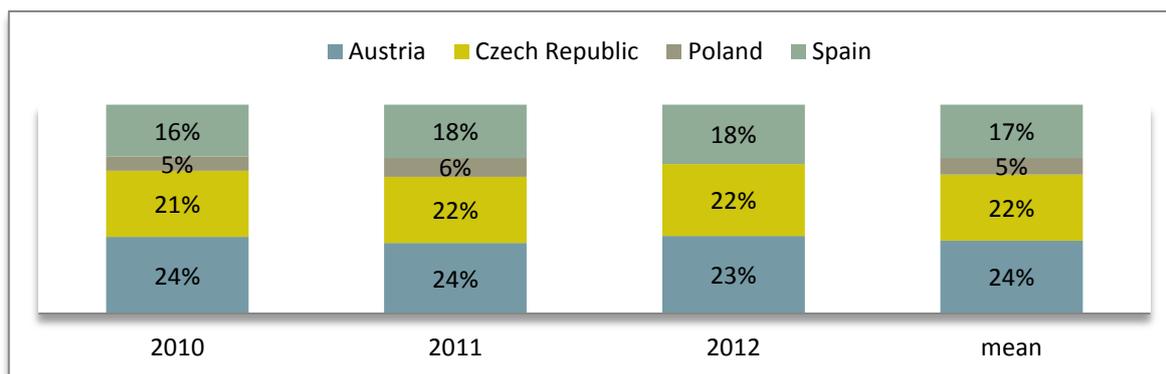
Figure 11: Men and Women in leading positions, 2013 (source: Eurostat)



Source: EUROSTAT

Between 2010 and 2012 the mean **gender pay gap** was 24 % in Austria, 21 % in Czech Republic, 5 % in Poland, and 17 % in Spain. Despite in Austria, the gender pay gap increased in all countries under scrutiny between 2010 and 2011 (Figure 12). In 2012 it decreased in Austria, Czech Republic and Spain. There is no data for Poland available in 2012.

Figure 12: Development of gender pay gap between 2010 and 2012



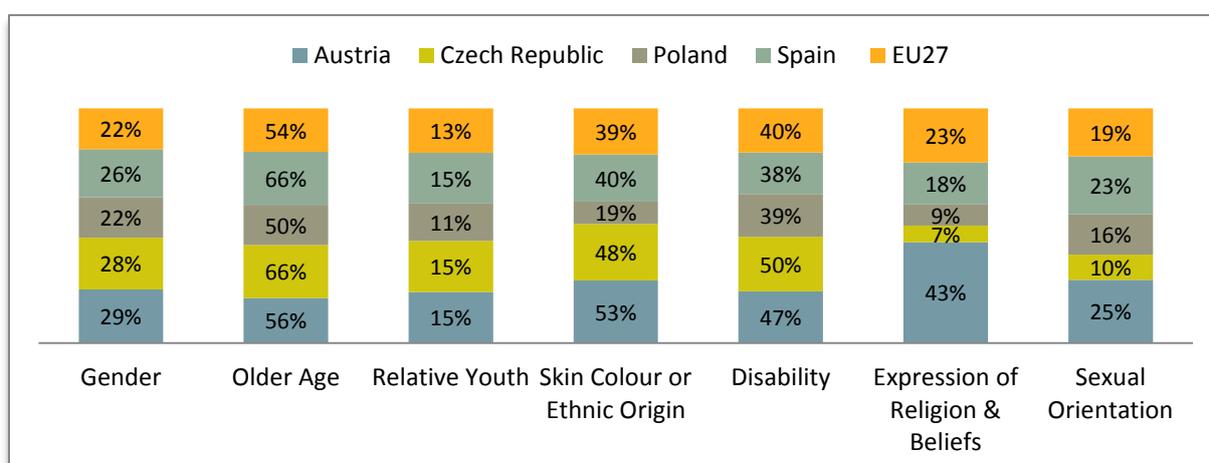
Source: National Reports

### What are the discriminatory experiences on the labour market?

The sources of available data in the country reports are of different nature; they are either based on qualitative reports (Austria), or on quantitative surveys (Spain) or opinion polls (Poland) or a combination of different sources (Czech Republic). Hence, a country comparison is hardly feasible.

Regardless of diversity dimensions, in all countries, unequal treatments occur during the whole work-life cycle. However, at the stages of entrance to the labour market and at the termination of employment, discriminatory practices seem to be more dominant as during employment. Unequal treatment of women on the labour market is in the reports more pronounced in Austria and Czech Republic. While in Poland discrimination based on older age and gender seems to be more in the foreground. However, these unofficial evidences are somewhat in contradiction as pointed out by the Eurobarometer 393 survey (2012)<sup>108</sup>, which prevails that **older age** (55 plus years) is the predominate discriminatory factor when (re-)entering the labour market, however with significant country variations (Figure 13). Around 66 % of respondents from Czech Republic and from Spain believe that a candidate's age would be a disadvantage, while in Austria 56 % and only 50 % from Poland share this perception.

Figure 13: Factors that are perceived to put job applicants at a disadvantage



Source: Special Eurobarometer 393

<sup>108</sup> European Commission (2012): Special Eurobarometer 393 „Discrimination in the EU in 2012” [http://ec.europa.eu/public\\_opinion/archives/ebs/ebs\\_393\\_en.pdf](http://ec.europa.eu/public_opinion/archives/ebs/ebs_393_en.pdf) (16/02/2015).

Being **disabled** is next perceived as top factor for being discriminated when applying for a job. However, while in Czech Republic 50 % of respondents share this opinion, only 38 % in Spain are doing so.

In the four countries under consideration, the job applicant’s **skin and ethnic origin** is the third perceived discriminatory factor, however with the exception of Poland; where only two in ten share this view. This may be explained by the low level of in-migration, where the citizens may be less in contact with geographic mobile workers.

Compared to the four dimension described before, **gender** as disadvantage in the hiring process is lower voiced and shows almost similar figures among the four countries (29 % in Austria to 22 % in Poland).

An interesting country variation can be found regarding the **expression of religion or beliefs** (for example, wearing a visible religious symbol). In Austria 43 % of citizens perceive this factor as a disadvantage on the labour market, while only 8 % in Czech Republic and 9 % in Poland are sharing this perception. For Czech Republic the low perception level can be explained by the high creedless proportion, however, as the rate of (catholic) religious affiliation in Austria and Poland are similar, this difference is not obviously explainable.

**What are the country specific recommendations 2014 for the implementation of the EU's growth strategy 'Europe 2020'?**

Within the National Reform Programme 2014<sup>109</sup>, in relation to diversity aspects, the European Commission recommends similar reforms to the four countries, however with different weights. In Austria, Czech Republic and Poland more should be done to improve older workers’ employability and their employment rates. Further, the participation of women should be increased by enhancing child care facilitations. However, for Spain is the improvement of the employment of young people in the foreground. The main recommendations are presented in Table 12.

**Table 12: Recommendations for reforms towards 'Europe 2020'**

	Older Workers	Women	Migrants	Youth
Austria	x	x	x	
Czech Republic	x	x		
Poland	x	x		x
Spain				x

**Innovation through managing diversity – learning from good practices of managing diversity in SMEs**

Both, good practice examples serve as learning from experiences of others as well as providing evidence of the degree of implementation of diversity management in a particular country.

<sup>109</sup> Austria Federal Chancellery (2014), National Reform Programme, [http://ec.europa.eu/europe2020/pdf/csr2014/nrp2014\\_austria\\_en.pdf](http://ec.europa.eu/europe2020/pdf/csr2014/nrp2014_austria_en.pdf)

Therefore, the search for and analysis of good practice examples was part of the national reports. There were elaborated three good practice examples in SMEs and one good practice example in a large company in all four countries under consideration.

In all four countries analysed the good practice examples in SMEs have a strong focus on gender and especially on care responsibilities / work-life-balance. Also older age, ethnicity and disability are addressed repeatedly. Few good practice examples refer explicitly to people with vulnerable background. Sexual orientation was not considered as dimension of diversity management in any of the examples (see Table 13).

Therefore most often internal dimensions of diversity are addressed and with regard to care responsibility also to certain extend external dimensions of diversity (see 'Diversity wheel', Figure 1, page 5).

**Table 13: Diversity dimensions addressed by the good practice examples**

	Diversity dimension in SMEs				
	Gender	Ethnicity	Age	Disability	Socially disadvantaged people
<b>Austria</b>	x	x	x	x	
<b>Czech Republic</b>	x		x	x	x
<b>Poland</b>	x	x	x	x	
<b>Spain</b>	x	x			x

Source: national reports

When implementing diversity management in SMEs it is followed by different objectives. Some objectives have a strong focus on employees, such as:

- Developing career perspectives of certain groups;
- Efforts to reconcile work and family life; or
- Improving employee's satisfaction.

But also concrete effects at company level are expected, such as:

- Creating a corporate culture;
- Strengthening the company's profile; or
- Supporting the company's success.<sup>110</sup>

Innovative elements of the analysed good practice examples in SMEs include:

- The continued analysis of the impact of diversity management at company level;
- Making the workplace accessible for persons with disability;
- Projects (e.g. support for parents through company kindergartens, development of work profiles for certain age groups, etc.);
- Flexible working arrangements (telework, etc.); and
- Training programmes.

<sup>110</sup> Source: country reports.

No common success factors for diversity management could be identified in the analysed good practice examples of SMEs. In some companies the strong support and involvement of the highest management level is regarded as essential, whereas in other companies the continued work on 'diversity' in different projects – also in cooperation with external stakeholders like school and municipalities – is regarded as a success factor.

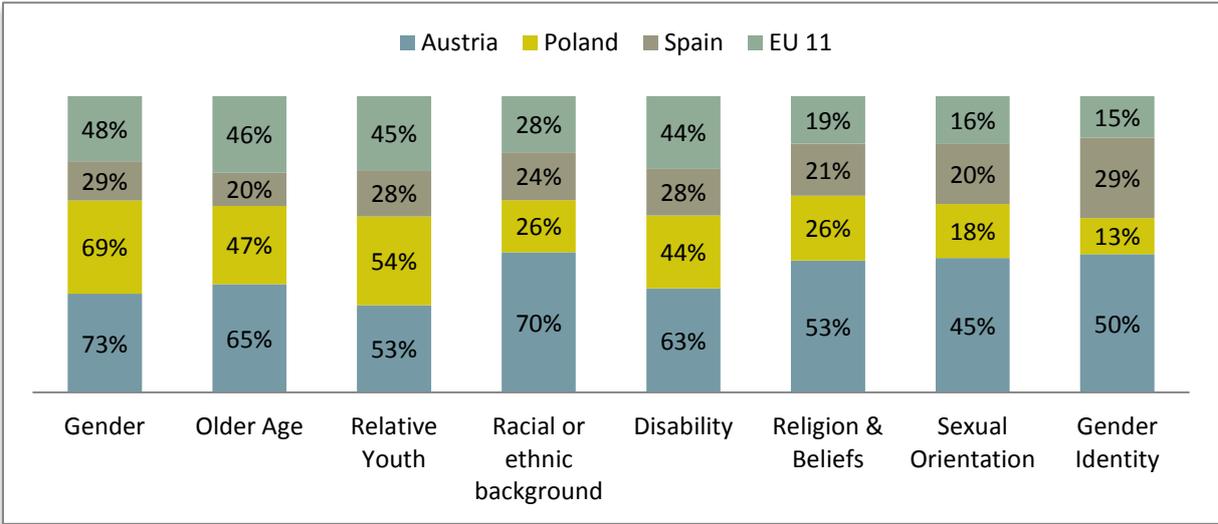
Status of implementation of managing diversity

Evidence from the Diversity Charter in the countries under consideration

The time range of the implementation the Diversity Charter varies: the Charter was launched in Austria in 2010, in Czech Republic in late 2014, in Poland in 2012 and in Spain already in 2009. However, in all countries, the overwhelming majority of signatories are multinational or large companies. Czech Republic didn't take part in the survey as it joined the Diversity Charter just recently. Thus, only Austria, Poland and Spain are compared in the following. According to the EC survey among the Diversity Charter signatories in 2014<sup>111</sup>, Austrians' signatories show significant higher level of engagement in all diversity dimensions, whereas Spain's signatories are much less active than the Polish counterparts.

Gender has the top priority in Austria and Poland, whereas in Spain the focus is equally on gender, relative youth, disability and gender identity. However, the priorities substantially vary among the countries under consideration. While in Austria racial or ethnic background is a further top priority, is it in Poland and Spain the youth dimension (Figure 13).

Figure 14: Foci in diversity management, 2014



Source<sup>112</sup>

The signatories said that the Diversity Charter has had a positive impact on the diversity policies development and on its activities in all three countries. They noticed comprehensive improvements such as more respectful behaviour patterns and involvement of internal and external stakeholders into the corporate communication (Figure 15).

Diversity management is fundamentally anchored in the corporate culture among the signatories and has led to increased reputation of the enterprise and innovation and creativity from staff members in Poland.

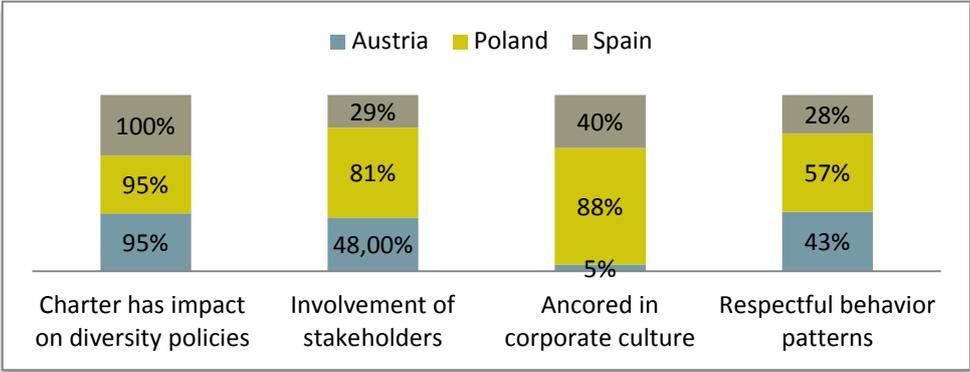
<sup>111</sup> EC (2014): Overview of Diversity Management implementation and impact amongst Diversity Charter signatories in the European Union (2014), [http://ec.europa.eu/justice/discrimination/files/diversity\\_report2014\\_en.pdf](http://ec.europa.eu/justice/discrimination/files/diversity_report2014_en.pdf)

<sup>112</sup> ibid

Diversity management has led to a general competitive advantage, as well as to better responses to the expectations of diversified consumers in Spain.

The number of signatories has designated person responsible for diversity, which half of them report directly to the board in Austria.

Figure 15: Impact of the Diversity Charter on signatories



Source: National Reports

**Diversity related awards**

The availability of national awards may indicate the level of implementation of diversity management in a country. Comparing the awards in the four countries, the main diversity dimensions addressed are family responsibilities /work-life-balance, gender and disability. Some are related to the concept of anti-discrimination and equal opportunities. However, in the Czech Republic no diversity related awards were identified, which may go hand in hand with the fact that the Diversity charter was implemented just recently (Table 14).

Table 14: Type of diversity awards per country

	Diversity	Equal opportunity	Family Friendliness	Women Promotion	Young Parents	Disability	Migrants	Sexual Orientation
Austria	x		x				x	x
Czech Republic								
Poland		3x		x	x	x		
Spain	x			x		2x		

Source: National Reports

**Required skills for managers and decision makers in SMES for managing diversity?**

Only research conducted in Austria (plus Germany and Switzerland) were found investigating required skills for diversity managers. The findings were in all three countries very similar; thus, some

extent of generalisation may be eligible. It is agreed that ‘accepting other opinions and being able to deal with contradictions’ is the most important skills, followed by the ability to deal with conflict and by high communication competences. Further, the ability of self-reflection and profound knowledge on the topic ‘Diversity’ are essential for a successful diversity manager.

## VI. Summary and Conclusion

### Country Profile – population and labour market

Comparing the four countries under scrutiny, **Austria** can be characterised by a higher number of non-national citizens and further by a predominance of the Christian affiliation. On the labour market, a high youth employment rate can be found, while the employment rate of older workers is below the EU-average. The educational level between men and women on the labour market shows similar figures. However, the gender pay gap is the highest among the four countries of considerations, whereas the gender relation of people in leadership positions is on EU average.

For the population of the **Czech Republic** a noticeable proportion of creedless people can be found and a relative low level of non-national citizens. On the labour market, compared to the EU average, a slightly higher employment rate of older people is shown. Looking at the employment rates along the educational levels, any gender related gaps can be found. However, when looking at leadership positions, fundamental gender disparities are shown.

**Poland’s** population characteristics are a low percentage of non-national citizens and a dominance of the Christian religion. On the labour market, the employment rates both of younger and older people are low. Further, the female working population relies on a significant higher education level than men. Despite the high educational level of women, the gap in leadership positions is also apparent but on an EU-level. The gender pay gap is substantially lower compared with the three other countries. A high percentage of people with health restrictions are reported, which may be interpreted by different definitions of ‘disability’ among the member states.

**Spain** shows like Austria and Poland a similar predomination of the Christian religion and a high number of same sex registered partnerships. On the labour market, a considerable low employment rate of young people is apparent; also the employment rate of older people is slightly below the EU average. Looking at the education level of the working population, a high dominance of people both in the level 0-2 and 5-8 can be found. However, significant more women than men on the labour market rely on a higher education, but this doesn’t prevent from an increasing gender pay gap in the last three years.

### Perceived discrimination on the labour market and EC’s national recommendations towards the EU growth strategy 2020

According to the Special Eurobarometer 393 in 2012, more than 50% of the populations in the **four countries** perceive older age as main discriminator factor in terms of the (re-)entering the labour market scenario. In **Austria**, the majority of the citizens perceive also skin colour and ethnic origin as possible discriminator factor, which is the case for disability in the **Czech Republic**.

The European Commission recommended in 2014, **Austria** to reform the national programme towards employment of older workers, women and migrants. The **Czech Republic** is recommended to put more efforts into the employment of also older workers and women, while **Poland** should also do more for the employment of young people. Given the high unemployment rate of young people in **Spain**, it is clear that the focus is on this target group.

### Status of implementation of managing diversity

Looking at the diversity dimensions addressed by the Diversity Charter’s signatory, it is shown that in **Austria** companies focus on all dimensions more or less equally, while in **Poland** gender and youth are predominantly addressed. However, in **Spain** a general lower level of engagement towards diversity can be observed, where gender and gender identity are the main dimensions. It seems that in **Poland** the implementation of the Diversity charter had the highest impact among the three countries; more than 80% of signatories have anchored diversity into their corporate culture. This is echoed by the number of diversity awards existing in Poland. While in **Poland** six awards are available, there are only four in **Austria** and **Spain**. However, in the **Czech Republic** any diversity related award was identified. For the Czech Republic no data are available as the Diversity Charter was just implemented end of 2014.

### Conclusion - Opportunities and threats for the implementation of the Tuned UP! Diversity tools in the countries under scrutiny

Analysing the four countries after the main diversity dimension in the population, the diversity characteristics of the labour market and the matching them both with the EC’s recommendations for national reforms as well as with the status of implementation, following opportunities and threats for the implementation of the TunedUP! Diversity Tools can be cautiously drawn.

**Table 15 Opportunities and threats for the implementation of the Tuned UP! Diversity tools**

	Opportunities	Threats
<b>Austria</b>	The level of diversity management implementation is generally on advanced degree, thus it can be concluded that there exists already a market for further diversity management innovations.	Despite already considerable efforts investigated in the past to improve the employment rate of older workers, there is still a persisting low employment level for this target group.  The same applies in relation to the persisting gender pay gap.
<b>Czech Republic</b>	Diversity management has become just recently an issue in the public debate. It seems the time is right for the provision of supporting tools, however a focus on tools for ‘new comers’ should be considered.	The main challenge is to overcome gender disparities in leadership positions.  The fact that there is a lack of diversity related national awards, it can be assumed it may be somewhat difficult to put the business case of diversity forward.
<b>Poland</b>	The implementation of the Diversity Charter showed significant positive impacts on businesses. It can be assumed that the provision of further innovations will be appreciated.	As there is a considerable pick in the age profile curve on the labour market, with low employment rates of younger and older cohorts, more has to be investigated towards the business case of corporate age management.
<b>Spain</b>	The benefits of diversity management seem to be not fully recognized. The	Clearly, due to the high youth unemployment rate the main

	<p>demand for awareness raising approaches may be high.</p>	<p>challenge is to convince corporation towards the benefits of an age balanced workforce. Also a better balance regarding different educational levels might be a challenge.</p> <p>Women promotion both towards leadership positions and equal pay are threats as well.</p> <p>Compared to the big size of the country, only four diversity awards exist, thus it can be assumed it may be somewhat difficult to put the business case of diversity forward.</p>
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