Charter Implementation Toolkit
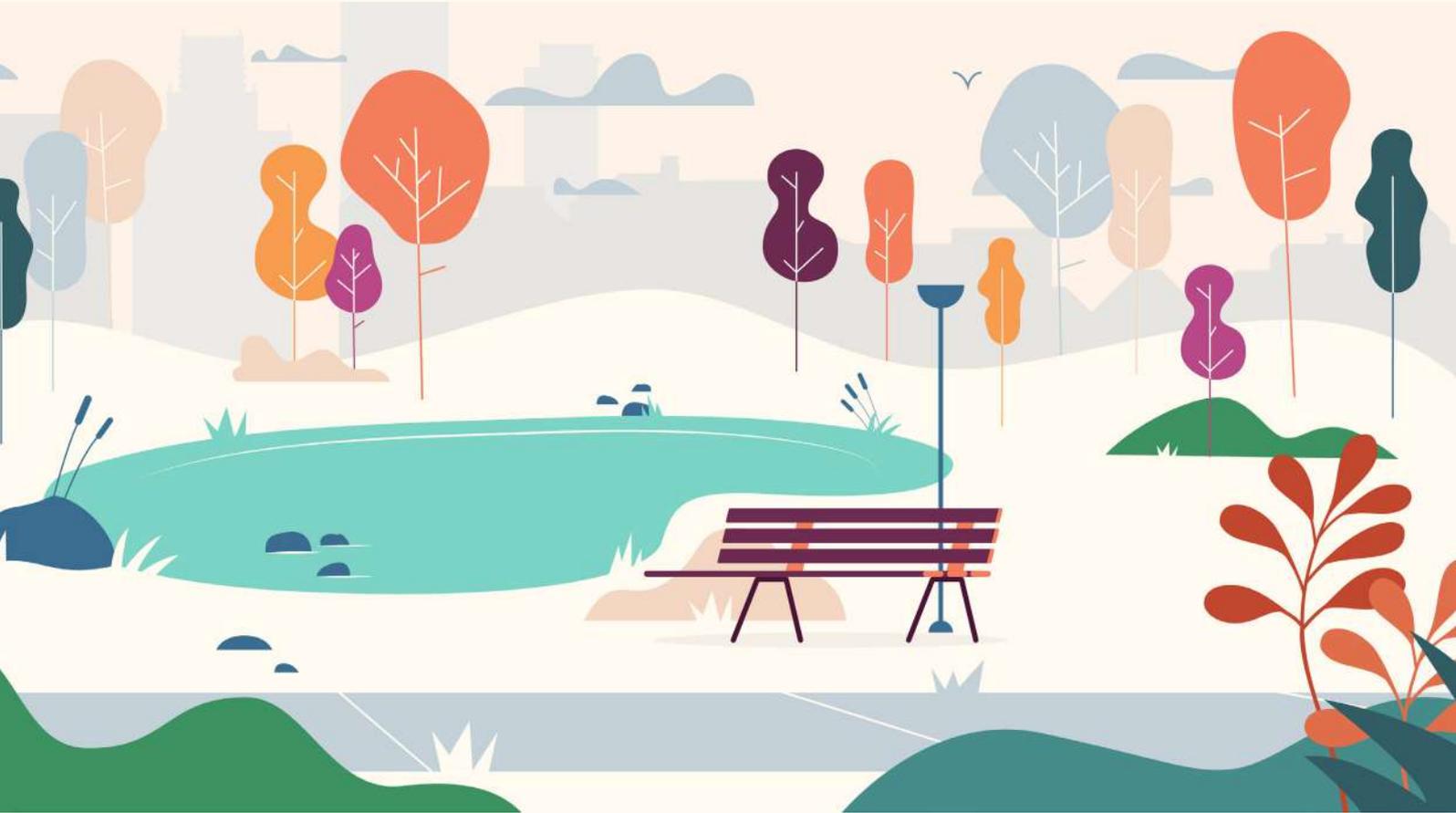## A Framework for Action

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CIT Overview

Ten years ago, the European Commission established the EU Platform of Diversity Charters to support companies, public institutions and non-profit organisations in placing diversity, inclusion and solidarity at the heart of their activities. In the decade since, the EU Platform has grown impressively to number twenty-six national Diversity Charters with over 12,000 signatory organisations, covering 16 million employees in Europe.

The texts of each of the Diversity Charters is tailored to national circumstances such as history, culture, business and public policy environments. Critically, each contains the core commitment of equal treatment in employment and occupation on the grounds of gender, religion or belief, disability, age or sexual orientation and the grounds covered by national legislation in the member states.

When organisations choose to become signatories to their national Diversity Charters they are publicly committing to addressing and promoting diversity and inclusion (d&i).

Each of the twenty-six Diversity Charters works with their signatories to encourage them to act with ambition and put in place d&i measures that are appropriate to their needs. The twenty-six Diversity Charters vary in terms of structure, length of time in operation and funding mechanisms.

European Diversity Charters have gained a wealth of experience, through the utilisation of a variety of tools and the delivery of a range of initiatives, generating considerable learning in the process. Ten years on, with twenty-six Diversity Charters now active, the opportunity to develop a comprehensive toolkit bringing these tools together has never been more timely.

The publication of the Charter Implementation Toolkit (CIT) is a particularly welcome development, coming at a time when the European Commission has committed to more concerted activity on equality, and has just launched the new annual European Diversity Month with the EU Platform of Diversity Charters.

The CIT is the outcome of a consultative, collaborative approach, involving ongoing discussion and detailed engagement with each of the Diversity Charter partners of the Diversity@Work project, funded by the European Commission. This uniquely iterative approach ensured that we garnered tools that covered the spectrum of dimensions involved in d&i work, underpinning the intersectional approach to promoting diversity, equality and inclusion.

The CIT is a compendium of ideas and inspiration about activities and initiatives to help promote and embed diversity, equality and inclusion work in organisations. The CIT pdf is available online for an audience with an interest in promoting diversity and inclusion in the workplace. Intended for use by Diversity Charter professionals with the relevant personnel in their signatory organisations, the CIT may also be useful for diversity champions in other organisations, such as those working in business intermediary organisations.

A new deliverable, the digitisation of components of the CIT, involved their adaptation for the online environment, the creation of a digital hosting site and the recording, editing and inclusion of videos by the individual Diversity Charters in the Diversity@Work project. This creative, multi-media approach ensures a future proofed digital CIT. The Diversity Charter videos will help to attract new audiences, and the resources section of the digital CIT can be regularly updated so that new tools can be included as they become available. The digital CIT also contains password protected digital forms to enable the Diversity@Work Charter personnel to enter information to generate reports, helping to build awareness of aspects of the work that the Diversity Charters choose to highlight individually or collectively.

The CIT is a significant body of work, and the outcome is impressive. The creation of the CIT means that for the first time there is a resource which can be used by all Diversity Charter personnel to discuss, organise and build an understanding of the range of actions, ideas and tools that they can use to help their signatories.

Work on this unparalleled undertaking remains ongoing. Diversity Charters are a dynamic group of organisations that will continue to implement a variety of actions, gain experience and support and attract more and more signatories. As they do so, they will gather more information about activities and tools, discuss and review results and provide updated information to ensure that the CIT remains current, helping sustain the vital work in which the Diversity Charters are engaged, well into the future.

Introduction to Diversity Charters

There are twenty-six national Diversity Charters in Europe, with over 12,840 signatory organisations, covering 16 million employees. The European Commission supports the EU Platform of Diversity Charters to engage private companies, public institutions, and non-profit organisations to put diversity, inclusion, and solidarity at the core of their activities.

Organisations sign national Diversity Charters to give visibility to their diversity, equality and inclusion (d&i) work. Each organisation signs a specific national text, covering the legislative context in their country, publicly committing to addressing and promoting d&i. The twenty-six national Diversity Charters work with their signatories to encourage them to act with ambition and put in place d&i measures that are appropriate for their organisations.

The national Diversity Charters work with the EU Commission in the EU Platform of Diversity Charters to share learning and keep-up-to-date on approaches that support inclusive work environments for all stakeholders, employees, potential employees, suppliers, partners, shareholders, investors, customers and service users.
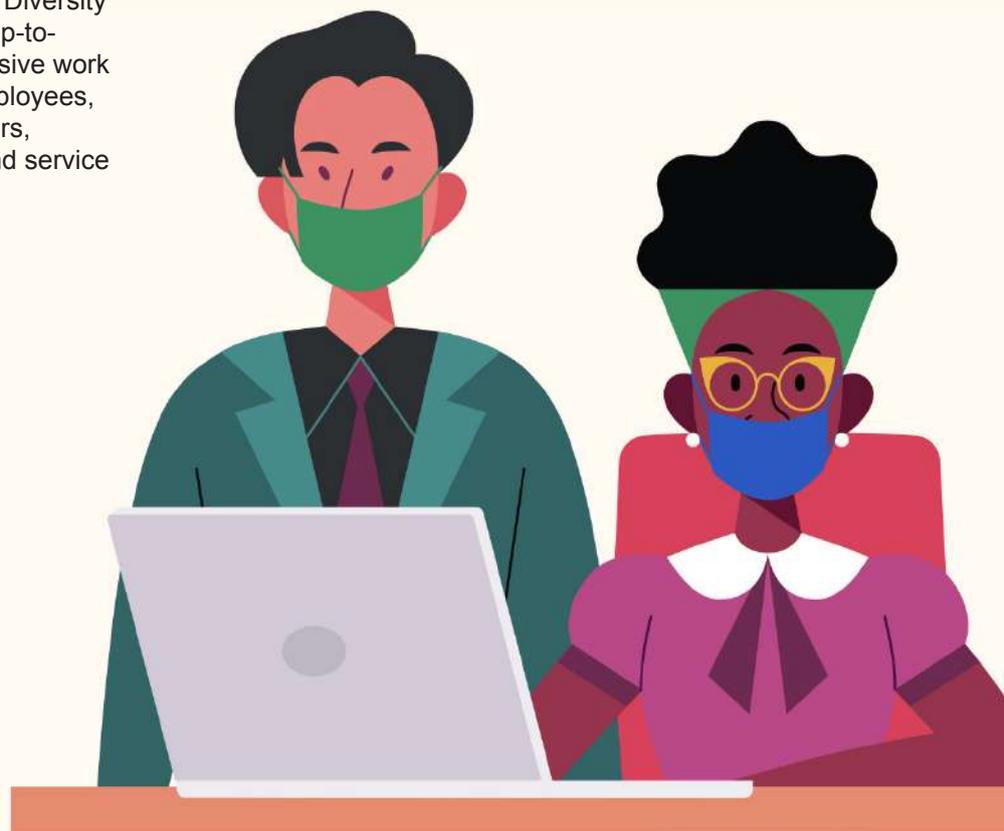
A Union of Equality

The Diversity Charters have been working for the last two years to build momentum across the EU in support of concrete action to promote equality, diversity and inclusion in the workplace.
The European Commission established, with the EU Platform of Diversity Charters a new European Diversity Month, and established a Task Force on Equality, with Commissioner for Equality Helena Dalli, facilitating the mainstreaming of equality relating to six grounds of discrimination: sex, race or ethnic origin, religion or belief, disability, age and sexual orientation.

Helena Dalli, EU Commissioner for Equality

Ten years ago, the European Commission launched the EU Platform of Diversity Charters to support companies, public institutions and non-profit organisations in putting diversity, inclusion and solidarity at the core of their activities.

In May 2020 Helena Dalli, EU Commissioner for Equality, highlighted why Diversity Charters matter today, stressing in her video the value of an inclusive work environment for employees, regardless of gender, ethnicity, religion, age, disability and sexual orientation.

The Task Force for Equality is composed of representatives of all Commission services and of the European External Action Service *"to ensure concrete implementation of gender mainstreaming at operational and technical level, in addition to the key actions listed in the Gender Equality Strategy"*. One of the key actions in the Commission's plan is to *"promote EU Platform of Diversity Charters in all sectors"*. The Union of Equality currently involves the following key initiatives:

» New Gender Equality Strategy 2020 - 2025
» New Anti-Racism Action Plan 2020 - 2025
» New LGBTIQ Equality Strategy 2020 - 2025
» New Strategy for the Rights of Persons with Disabilities 2021 -2030
» New EU Roma Strategic Framework for Equality, Inclusion and Participation 2020-2030

In addition to seeking a majority for the Women on Boards Directive and seeking the full

implementation of the Work-Life Balance Directive, the President of the European Commission **Ursula von der Leyen** and the Commissioner for Equality, **Helena Dalli** are working on a new Pay Transparency Directive.

"Women must know whether their employers treat them fairly. And when this is not the case, they must have the power to fight back and get what they deserve."
President European Commission Ursula von der Leyen

"The pay transparency proposal is a major step ….. it will empower workers to enforce their right to equal pay and lead to an end to gender bias in pay"
Commissioner for Equality, Helena Dalli

We in the EU Platform of Diversity Charters have held several high-level events in Europe, attended by hundreds of diversity experts, human resource professionals, politicians and policy makers and of course Diversity Charter signatories who have shared their stories. The European Commission partnered with national Diversity Charters to run these high-level events, three examples below.

The EU Platform of Diversity Charters Delivering EU High-Level Events
9th High Level Event in 2018 CZECHIA
8th High Level Event in 2017   ESTONIA
7th High Level Event in 2016 IRELAND

The Growth of Diversity Charters in Europe

The Diversity Charters in 26 countries in Europe operate within their national history, culture, business and public policy environments. While the text of each Diversity Charter varies according to those circumstances, they all refer to the grounds that are protected under EU Equality Directives.

European Equality Directives

EU Directive 2000/43/EC refers to the implementation of the principle of equal treatment between persons irrespective of racial or ethnic origin.

EU Directive 2000/78/EC established a general framework for equal treatment in employment and occupation on grounds of religion or belief, disability, age or sexual orientation. EU Directive 2006/54/EC (recast) refers to equal opportunities and equal treatment of men and women in matters employment and occupation.

There is a proposal for a new horizontal equality directive based on age, disability, sexual orientation, religion or belief beyond the workplace.

Far from being uniform entities, each Diversity Charter has its own unique structure, with variations across the Platform in areas such as organisational structure, length of time in operation, size and funding mechanisms. Some Diversity Charters have been in operation for more than ten years, however the majority were established within the last five years, with two only recently established in 2021.

The Diversity Charters also vary in terms of their funding mechanisms, some collect fees from signatories, often depending on the number of employees, some have grants from national or local public bodies, and many are delivering projects in programmes funded by the European Union.

In addition, national Diversity Charters are implemented by organisations who differ themselves, some are not-for-profit organisations, some are private sector companies, and some have formal partnerships with Governments.

The increase in the number of Diversity Charters is an important development supporting the promotion of diversity, equality and inclusion in the workplace. We now want to work to build our capacity to attract more signatories and support them to act.

The Diversity@Work Project 2019-2021

The Diversity@Work project funded by the European Union Right, Equality and Citizenship Programme, aims to support the implementation of the Diversity Charters in the EU through the development of new tools. Ten Diversity Charters are involved in the Diversity@Work project, from Croatia, Czechia, Estonia, Ireland, Poland, Portugal, Romania, Slovenia, Slovakia and Spain, and three financial partners, Equality Strategies Ltd/Irish Diversity Charter, the Estonian Human Rights Center/Estonian Diversity Charter along with the Aga Khan Foundation (Portugal) who lead the project.

One of the strands of this project was to develop a Charter Implementation Toolkit (CIT) to provide Diversity Charter organisations with practical, user-friendly resources to use when supporting signatories to implement diversity, equality and inclusion (d&i) activities at their workplace[1]. The second strand is the development of an unconscious bias blended learning course (BL) with videos, quizzes and exercises, to be delivered in conjunction with face-to-face training sessions, hosted on the Aga Khan Foundation site.

Currently, twenty-six national Diversity Charters use a variety of tools covering a range of activities, protected grounds and methodologies. These tools have never been gathered, reviewed and collated into one toolkit. This is now finally being achieved through the production of this CIT.

The purpose of the CIT is to provide information to be used by all Diversity Charters, and indeed others such as not-for-profit support associations, business intermediary organisations, specialised d&i support units etc. By providing this variety of tools in one place, the CIT will help to build awareness of the approaches that are proving successful and enhance our knowledge of the range of tools being applied by Diversity Charters across Europe.

The CIT is designed as a compendium, to give inspiration and ideas about activities and initiatives we can deliver to support signatories to act. In addition, the CIT has been designed so that the guidance in checklists can be customised to the individual Diversity Charter's needs, so they can

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1   The second strand is the development of an unconscious bias blended learning course (BL) with videos, quizzes and exercises, to be delivered in conjunction with face-to-face training sessions, currently on the Diversity@Work project website with lessons hosted on the Aga Khan Foundation site – sample Diversity and Inclusion - AKF | The Learning Hub (akflearninghub.org) https://akfblendedlearning.akdn.net/course/civil-society/diversity-and-inclusion/

select relevant components to adapt to help their signatories to take concrete steps to promote d&i in their organisations. In this way the CIT is designed to be a toolkit that can be used by as many organisations as possible, no matter what stage they are at in their d&i journey. The Diversity Charters can use the CIT to promote the value of d&i for organisations, show practical approaches to acting to promote d&i and attract more signatories.

This CIT is designed for Diversity Charter professionals to use with the relevant personnel in their signatory organisations, to support them to act based on their professional assessment of their needs.

Some organisations may assess their situation and conclude that they are at the stage of needing a comprehensive d&i audit. This is a project that requires careful planning, the support of experts to develop a clear set of aims and objectives, an engagement and communication strategy, the support of a representative task force/steering committee in the organisation and the full and visible commitment of senior leadership in the organisation.

The key to a successful d&i audit is consultation across the organisation, with task groups, organisational surveys, focus groups and interviews. A d&i audit involves comprehensive process reviews to assess and report on the effectiveness of all business functions with regard to their d&i impact. This requires considerable investment of time and resources, so that an effective d&i strategy and action plan is developed to meet the needs of the organisation. Diversity Charter signatories may not be ready for this level of investment, so the CIT provides a comprehensive guide to tools that can be applied in organisations that may not be ready for a full d&i audit. By bringing together the tools that are being used by those interested in d&i activity, audiences can see the value of signing the Diversity Charter and joining the d&i community of actors in Europe.

The CIT helps to build awareness of the range of resources that can be used to inspire d&i activity in organisations. It is a welcome development as it comes at a time when the European Commission has not only committed to more concerted activity on equality, but has launched, with the EU Platform of Diversity Charters, the new annual European Diversity Month.

The CIT brings together contributions and experiences from Diversity Charters to create a CIT that is agile, designed to be used and adjusted by the Diversity Charters to match the stage of development of the range of their signatories (whether they have already implemented d&i plans or not). It is also designed so that it can be used by all kinds of organisations (NGOs, SMEs, larger companies, public organisations, civil society organisations and private sector companies).

This CIT supports the achievement of equal opportunities and inclusion across the EU covering all grounds listed in the EU Directives, racial or ethnic origin, religion or belief, disability, age or sexual orientation, and the grounds covered by national legislation in the member states. In this way the CIT also facilitates a broad, intersectional approach.

The Approach and Methodology to Developing the CIT

The Diversity@Work project partners met at the project kick-off meeting in September 2019 to assess what would be the most useful focus for the CIT in the current climate. We shared our experiences, discussed current practices and the challenges we are experiencing. It emerged that the most important gaps that the CIT could address include:

» attracting signatories and supporting them to take the first steps;

» gathering d&i data in an efficient way and measuring the impact of diversity and inclusion training;

» engaging SMEs;

» communicating the d&i message in the pressurised, 'always-on', crowded information era; and

» engaging signatories to participate in visible, sometimes collaborative activities for the newly established European Diversity Month.

The CIT was designed to respond to those needs.

Stage One: Gathering the d&i Tools

To gather the tools, a presentation was given to all members of the EU Platform of Diversity Charters in October 2019. In addition, a workshop was

facilitated, a survey administered, and individual engagement took place with all Diversity Charters to collect the tools they apply in their work.

Following an assessment of the survey results from the 24 (at the time, now 26) national Diversity Charters, we followed up with each of them to gather the tools they use and find most useful.

The second research stage was delivered from October 2019 - February 2020. In this stage all Diversity Charters were communicated with on a regular basis, to gather relevant tools and define the tools assessment review process. Twenty-nine tools were collected, but after reviewing what was submitted, we identified the need for a broader research strategy to gather additional tools. In this way the risk of not having relevant up-to-date content for the CIT was averted. The third research stage involved extensive exploration and assessment of other d&i tools in Europe to gather those that were transferable, added value, and useful for Diversity Charters. The task of gathering tools, documents, and d&i research remains on-going.

Stage Two: Assessing the d&i Tools

The tools sent varied, in terms of aims, who they were designed for, contents to be applied, grounds covered and types of documents. We assessed:

Research documents containing case studies of signatory activity and annual overall trends – tools from the Czech, French, Swedish, Dutch, Romanian and Irish Diversity Charters;

» Self-assessment questionnaires for signatory action planning, indexing and assessment for awards – tools from the Spanish, Dutch, Croatian and French Diversity Charters;

» Training manuals and activity guides, general and sector specific – from the Croatian, Slovenian, Portuguese, Dutch, Irish and Estonian Diversity Charters;

» Diversity day guides and diversity charter brochures – from Luxembourg, German and the Dutch Diversity Charters; and

» EU Diversity Charter reports and guides – for example *Assessing Diversity Impact in Business, 2013, Diversity within SMEs, 2015*.

Diversity Charter D&I Implementation Tools (July 2021)		
Diversity Charter	**No. of Tools**	**Title of Tools**
Croatian Diversity Charter	1	'C.S.R. Index Awards'
Cypriot Diversity Charter	1	'Practical Guide to the Diversity Charter of Cyprus'
Czechia Diversity Charter	3	1. Diversity in the 21st century, 2. Intergeneration: dialogue & Young people in the labour Market 3.Self-employed at Work
Dutch Diversity Charter	4	1. Celebrate Differences-the many faces of Diversity, 2. Diversity Flyer: Inspirational tool 3. Action Plan for the Diversity Charter 4. Concept Statement
Estonian Diversity Charter	1	Holding the Mirror up to Ourselves
French Diversity Charter	2	1. Charter of Diversity: Economic & Social Tool. 2.Economic & Social Performance: Diversity report 8th edition.

German Diversity Charter	5	1. Diversity Day Guide 2. Understanding Diversity: diversity management. 3. Ideas for Diversity Day: Internal Actions. 4. Social Media Kit for d&i Day. 5. Flying the Flag for Diversity
Greek Diversity Charter	2	1. 'Practical Guide to the Diversity Charter of Greece' 2. Dimain E-Learning Platform
Irish Diversity Charter	1	'Migrants in the Workplace'- A case Study and Checklist Report
Latvian Diversity Charter	1	'Practical guide to the Latvian Diversity Charter'
Lithuanian Diversity Charter	1	'Practical Guide to the Lithuanian Diversity Charter'
Luxembourg Diversity Charter	3	1. Act for Diversity. 2. Diversity Management: practical guide. 3. Diversity Charter Barometer survey.
Polish Diversity Charter	1	Diversity Charter Management Guide: Diversity unites us.
Portuguese Diversity Charter	2	1. Portuguese Diversity 14-Point Plan 2. Face to Face session Plan. 3. Inclusive Recruitment Guide

Romanian Diversity Charter	2	1. 'Diversity Management in Romanian Organisations'. 2. Diversity Management: Training Course for Implementing Diversity Charter.
Slovak Diversity Charter	1	Promoting Diversity and non-discrimination in Slovakia
Slovenian Diversity Charter	2	1. 3 Modular Training Programme Diversity Management with Materials 2. 'Ambassadors of Diversity'
Spanish Diversity Charter	2	1. 'Diversity Management Index: the Innodiversity Tree'. 2. Senior Citizens Working in European Countries.

The assessment of documents submitted revealed that the term 'tool' is a generic term that can be interpreted in a very broad way. In most instances the documents received describe d&i activities, measures, approaches and collaborations using a variety of different methodologies, for example surveys, case studies, guides, training programme descriptions for trainers and students and campaign guides. While such a diversity of materials defied easy classification, it was agreed to include an overview of those tools incorporating the most common features used by the Diversity Charters in their work.

Stage Three: Developing the CIT Prototype

The CIT prototype was developed and circulated to the Diversity@Work project partners in March 2020. The CIT Prototype originally comprised three written components. A word document covering the history of the development of the Diversity Charters,

the key areas of work being addressed in the EU Platform of Diversity Charters. Also included was a slideshow covering the benefits of d&i, examples of activities being delivered by the national Diversity Charters, a comprehensive list of resources and tools, as well as a global calendar of international d&i commemorative days. The CIT Prototype also contained a number of excel files for Diversity Charter personnel to adapt and apply with their signatory organisations.

A full meeting of all partners was held on the 27th of April 2020, at which Equality Strategies Ltd presented the CIT Prototype and requested feedback and asked that all partners continue to search for, and submit tools.

Stage Four: Testing the CIT Prototype

Individual virtual meetings were then organised and facilitated by Equality Strategies Ltd with each of the non-financial partners in June – July 2020. In these sessions, partners gave feedback and agreed to submit descriptions of innovative activities that they were delivering for inclusion in the CIT. Feedback from project partners was then sought. They indicated that they would like the CIT to be a 'live' and up-to-date resource that could be used by the Diversity Charters to engage signatories and sell the d&i message into the future.

The feedback on the CIT prototype was very positive. In particular, project partners highlighted that they found it comprehensive and well laid out, with a range of ideas for action. It was also noted that the CIT very usefully contains the information needed as discussed at the project kick-off meeting, to stimulate, inspire and present options for activities and initiatives that can be presented to signatory organisations. The key elements that were highlighted as positive were:

1. The inclusion of suggestions that Diversity Charters can use to give more visibility to their work of the diversity charters, the videos were seen as vital;

2. The collation of information about Diversity Charter activities across Europe that can be adapted by individual Diversity Charters;

3. The focus on participating in the new European Diversity month; and

4. The incorporation of an online approach was seen as important to keep the CIT current, as was the provision of the forms in digital format,

so that they can enter information to generate reports that the Diversity Charters choose to produce individually or collectively.

In summary, the partners highlighted that they wanted to include Diversity Charter videos and ensure that this valuable resource could be made live, that is, be updated regularly. The objective of the Diversity Charter video component of the CIT is to promote, build awareness, engage and give access to quick, clear information to as wide an audience as possible. Videos are a very efficient, face-to-face engagement tool that we can better utilise to attract potential signatories. In response Equality Strategies Ltd prepared and added a Diversity Charters Video Script and Guide for inclusion in the CIT.

The testing of the CIT was conducted through feedback discussions with the Diversity Charter Diversity@Work project partners, to ensure its contents met the needs of Diversity Charters, that it was flexible, accessible and could be applied across a range of European countries.

The testing results were analysed, and the learning incorporated into the final CIT. Most notably, project activities were amended to incorporate the creation of the Digital CIT and the recording, editing and incorporation of the Diversity Charter videos.

Stage Five: Adapting the CIT to the Digital Environment

There were several developments that altered the timetable for the CIT over the lifetime of the Diversity@Work Project The partners in the Diversity@Work project agreed that Diversity Charter videos would be very beneficial. More and more people access information through videos, and they offer an accessible means of getting the message to as wide an audience as possible. Through videos we can inform people about the value of signing the Diversity Charter in their countries. This was added as a new deliverable to the Diversity@Work project. A series of Diversity Charter videos were scripted and a guide on how to record, save and send the video was developed and circulated to the partners to facilitate the implementation of this new deliverable in the CIT.

The CIT was originally conceived as a pdf document. As we conducted our research, gathered and assessed the tools supplied, two things became clear. Many tools used by the Diversity Charters are in fact large documents in

their own right, and they are made available in a number of different file formats. Thus, their inclusion in the Diversity@Work pdf CIT necessitated the development of descriptions, and the inclusion of hyperlinks where possible.

As we held our consultations with the Diversity@Work partners, it became clear that many were developing new tools, and also adjusting existing tools. Diversity Charters were partners in other projects, some in collaboration with each other in the EU Platform of Diversity Charters and some with external partners funded through this round of the European Commission Rights, Equality and Citizenship programme. So new more up-to-date tools were being created as we were writing the CIT. At the same time, the EU Commission initiated a project to examine the assessment methods that could be applied by Diversity Charters, which will have implications for the CIT.

To accommodate their inclusion, we altered our time scale so that we could integrate as many tools as we could into the CIT, and in so doing, make it as up to date as possible. We also conducted an additional survey to gather new tools.

The need for the conversion to a digital CIT is even more essential given the growth of d&i activity, associated with the launch of the European Diversity Month in May 2021 and the fact that the European Commission applied the CIT prototype in developing their Guide to Inspire Celebrating EU Diversity Month, motivating Diversity Charter signatories to get involved.

Finally, the EU Platform of Diversity Charters has grown in the lifetime of the Diversity@Work project, with the addition of the new Bulgarian and Cypriot Diversity Charters, so we wanted to give them the opportunity to also contribute to the CIT.

The CIT consultation with the Diversity@Work partners revealed the desire to find ways of making sure the CIT was sustainable, that is, could be kept up to date, was possible to amend to suit emerging circumstances and provide for the integration of new effective tools. This could only be achieved if aspects of the CIT could be tailored for the digital ecosystem.

Furthermore, as the pandemic hit, we had to adapt and recognise the need to respond to the growing demand not only for online access to tools, but more importantly for tools that could function digitally.

This has become more and more important, with the effects of the waves of the pandemic, and the corresponding adaptation to virtual working that has ensued. Digital solutions are needed to support Diversity Charters, firstly to enable them to work virtually with signatories and secondly to enable better sharing of best practices across the EU.

Partners were anxious to have access to updated versions of the CIT, in particular the resources section, so that they could use it to keep their signatories up to date, inform them of activities and serve their signatories' emerging needs.

Converting aspects of the CIT to digital formats will enable Diversity Charter personnel to use digital components of the toolkit to work remotely with d&i champions and experts in their signatory organisations. It will also address the need to build the capacity of Diversity Charter experts to provide online services when supporting their signatories to promote equality, diversity and inclusion in their organisations.

This project has been implemented at a time when the pandemic saw a lot of the work with signatory organisations move to the digital space. With their employees and those of their signatories working remotely, the partners were anxious that aspects of the CIT be adapted to accommodate this new environment. This will ensure greater accessibility for the Diversity Charters and their signatories, and in the longer term support the sustainability of the CIT.

To accommodate this, we conducted a tender process to engage technical experts to convert components of the CIT to live on the digital ecosystem, so that Diversity Charters can get online access to the elements of the framework of the CIT that they see as valuable for their work with their signatories. The aim was to assess and convert components of the CIT for digital application, provide for their online hosting and application and integrate the Diversity@Work Diversity Charters videos and Diversity@Work Blended Learning course sample videos into this digital ecosystem. In addition to enhancing the accessibility, reach and sustainability of the CIT, this also enabled two additional key outcomes. Firstly, Diversity Charter personnel can go online and select the sections of the CIT most useful for their work with signatories, and work remotely with the diversity champions in those signatory organisations to upload key information and generate reports that can be stored and shared digitally. Secondly, it will facilitate regular updating of the resources section of the CIT, so that it provides access for the Diversity Charters

to descriptions of new tools as they become available.

The CIT was assessed, and components of the written CIT were converted to digital formats. A digital presence was created to host the digital CIT and facilitate online usage, i.e., simultaneous data entry by multiple users, data storage and report creation. Diversity Charter videos were also collected, edited and produced in accessible formats for effective inclusion in the digital CIT, on the Diversity@Work project website and the partner national Diversity Charter websites.

Stage Six: Capacity Building with Diversity Charter Personnel

To accommodate capacity building for personnel from Diversity@Work partners a training workshop was designed and delivered in July 2021, so that they could learn how to use the Digital CIT.

The CIT pdf has been made available in english, estonian and portguese, to increase access to wider audiences, and facilitate more meaningful discussions about application for users in their language.

Diversity Charters Using the CIT

The CIT is designed for use by personnel in the national Diversity Charters. It is designed for them to incorporate into their work with their signatory organisations and diversity champions, i.e., professionals, leaders and managers in signatory or potential signatory organisations.

The CIT was also designed so that national Diversity Charters could select elements to assist them in their work, no matter where they as organisations are in terms of discussing, considering, consulting, learning, designing, or implementing d&i strategies. In addition, it was designed so that it can be used by all Diversity Charters to help facilitate meaningful discussions with signatories and potential signatories in large and small, public, private, NGOs etc and potential sponsors/partners.

We are all at different stages as Diversity Charters. Some have been operating for many years, while some have only launched in 2020. Some have thousands of signatories, some hundreds. Some

have large organisations as signatories, while others have SMEs. For all Diversity Charters, signatories come from a range of sectors, operating as private, public and civil sector organisations. This provides us with a rich variety of implementation options.

To promote the full range of possibilities and ensure that the CIT can be used by individual Diversity Charters to build the d&i message, the CIT covers a wide range of implementation activities that Diversity Charters can deliver. It does not matter what stage the Diversity Charter is at, personnel can find inspiration and guidance in the CIT.

The CIT is provided in conjunction with the Diversity@Work Unconscious Bias blended learning course. This course is an e-learning tool that contains videos, quizzes and learner interactive exercises. https://akflearninghub.org/

Implementation by Diversity Charters requires the delivery of a variety of actions, that are designed to meet needs in respective countries, and appeal to as many organisations as possible, in their national context. Diversity Charters deliver by:

» Working to create awareness of the benefits of d&i, by delivering information sessions for potential signatories, providing information to other interested parties;

» Providing networking opportunities for signatories, organising events for personnel across signatory organisations, providing training for personnel in signatory organisations, putting signatory organisations in contact with each other, generating learning forums;

» Supporting signatory organisations to reflect, to review their d&i ambitions, progress their d&i measures, and in some cases develop their d&i strategies; and

» Actively participating in the EU Platform of Diversity Charters, to share good practice, build understanding and spread the d&i message, to involve as many stakeholders as possible in promoting d&i.

» Raising awareness and supporting signatories to participate in European Diversity Month.

Diversity Charters will continue to implement a variety of actions, gain experience and support and attract more and more signatories. As we do, we will gather information about activities and tools, discuss and review results and provide new information to ensure the CIT remains current. In

this way, the CIT will be sustained, will be a live, and up-to-date support for all the EU Diversity Charters and their personnel.

The CIT pdf is divided into Sections, so that personnel in Diversity Charters can quickly go to and get inspiration from the Sections that are most relevant to their current work. It can also help with planning future work depending on the needs of their signatories.

Here are some ways that you could use the CIT. The following guidance follows the structure of the CIT and provides suggestions for Diversity Charter personnel.

Do you want to inform your signatories about developments in Europe?

1. Read Section - Union of Equality;

2. Consider: Are these issues emerging in your country, is there knowledge about them among your signatories, are signatories asking you about these, do you need to make them aware of new developments?

3. What would be the best way for your Diversity Charter to stimulate discussion, attract signatories from all sectors, create awareness of developments across the EU?

4. Agree a set of activities to raise awareness among signatories.

Do you want to explain the benefits of d&i to personnel in a signatory organisation?

1. Read - The Benefits of Diversity and Inclusion for Organisations in Europe

2. Use the contents to generate a presentation that you feel will resonate with your audience, and share with your colleagues to identify any additional slides that may be needed.

3. Then organise a Zoom/Teams meeting, webinar or physical meeting, depending on the situation and needs of your audience and present the slides for discussion.

Do you want to generate d&i conversations, among the Diversity Charter personnel, or personnel from a number of signatory organisations, or staff in one signatory organisation?

1. Read - Generating Diversity and Inclusion Conversations For Change.

2. Identify the quotes that best match the focus of the conversation, copy and paste those and the questions provided to create a training workbook.

3. Consider what other quotes, from local authors would help to stimulate the discussion, and add to the workbook for participants to use as you guide them through the discussion session.

4. Then organise a Zoom/Teams meeting, webinar or physical meeting, depending on the situation and needs of your audience.

Do you want to raise awareness of the activities that are being delivered by Diversity Charters across Europe?

This is especially important for organisations that have signed in other countries, have offices in your country, and are considering signing your Diversity Charter.

1. Read - Diversity Charter ACTIVITIES

2. Identify the activities that would help organisations see what they can do, as a Diversity Charter signatory.

3. Create a set of slides that you feel will resonate with your audience and share with your colleagues to identify any additional slides that may be needed.

4. Then organise a Zoom/Teams meeting, webinar or physical meeting, depending on the situation and needs of your audience.

Do you want to raise awareness and engage your signatories in European Diversity Month being delivered by Diversity Charters across Europe?

1. Read - Diversity Charters Generating A European Wide Campaign

2. Follow the steps provided, use them to create your action plan to work to get as many signatories as possible to participate and create a high profile set of activities for the European Diversity Month.

Do you want to take time to consider developments in a range of sectors that may resonate with your signatories or potential signatories?

1. Read - developments in the Public Sector, in the Civil Society Sector, in the Private Sector

2. Consider: Are these issues emerging in your country, are signatories asking you about these, do you need to make them aware of the developments?

3. What would be the best way for your Diversity Charter to stimulate discussion, attract signatories from all sectors, create awareness of developments across the EU?

4. Agree a set of activities to raise awareness among signatories.

Do you want to attract more SMEs to sign your Diversity Charter?

1. Read the Section Diversity Charters Supporting SMEs

2. Consider: Are these issues emerging in your country, are you thinking about the needs of different sizes of SMEs, do you need to make them aware of d&i supports you can provide?

3. What would be the best way for your Diversity Charter to stimulate discussion, attract SMEs?

4. Agree a set of activities to raise awareness among SMEs in your country.

Do you want to help signatories to reflect on the impact of d&i training?

1. Read – Diversity Charters Measuring Training Impact

2. Consider the legislation and practice around data gathering in your jurisdiction, what is best practice, what are the concerns about data collection, how can you help signatories to overcome the challenges?

3. What would be the best way for your Diversity Charter to stimulate discussion about measuring d&i, either with individuals or a group of signatories?

4. Agree a set of activities to raise awareness among signatories.

Do you want to raise awareness among your fellow Diversity Charter partners and your signatories about activities or events you have planned for the year ahead? Use the template to create your Diversity@Work Calendar.

1. Read – Diversity Charters Building and Sharing RESOURCES

2. Explore which resources you could use to create a discussion, a resources section on your website, a presentation for signatories, a presentation for a signatory webinar or physical meeting.

3. After you have planned your programme of events and activities for the coming year you can create a customised calendar with your national events and activities. Consider putting it on your website for your signatories, other EU Diversity Charters, intermediary organisations, regional and national bodies as well as the general public to see.

Digital CIT for Diversity Charter Personnel

Do you want to use the Digital CIT to assess your CPD, improve your visibility online, create a report on featured signatories, and work with individual signatories to help create overviews of signatory activity, perceptions and climate, scoping an action plan and demonstrating impact and value?

Do you want to inform your signatories or potential signatories about some of the relevant developments in the EU?

1. Go to the password protected link, and click into the Digital CIT.
2. Diversity Charter personnel read all Digital FORMS, and consider which is appropriate for your current needs.
3. Decide if you want to use any of the Digital FORMS and populate the relevant form to generate reports.
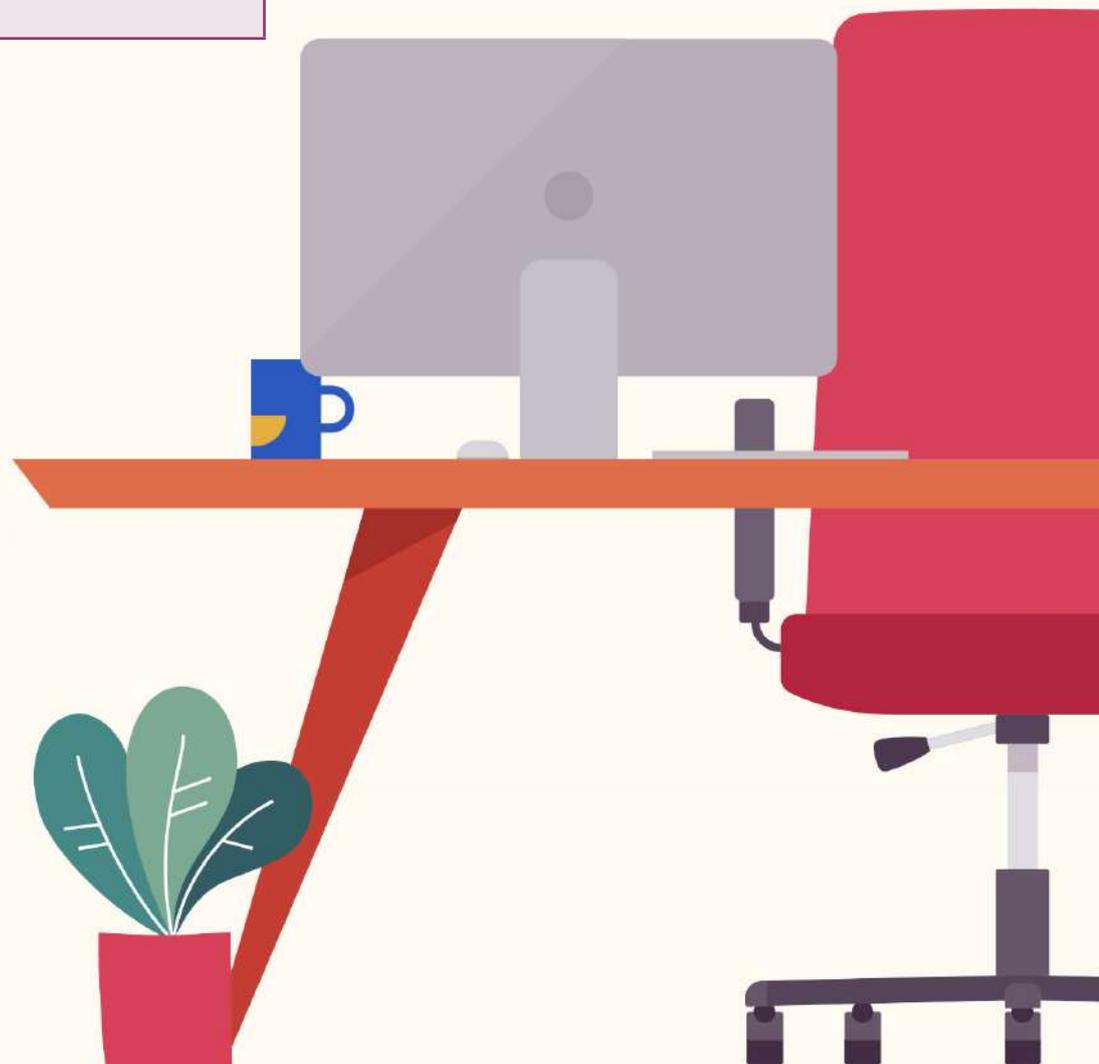
SECTION ONE:
Diversity Charters Building Awareness

The Benefits of Diversity and Inclusion for Organisations in Europe

When we talk about d&i the tendency is to focus generally on 'diversity' and the legally protected groups. We know that employees in the same company can experience the workplace differently depending on their line manager and team, but also because of their background and circumstances. Eurobarometer surveys provide information about perceptions, attitudes and opinions of discrimination based on ethnic origin, skin colour, sexual orientation, gender, age, disability, religion, and beliefs.

People are fundamental to organisational success and creating an environment where everyone can meaningfully contribute simply makes sense. Managers in organisations nowadays know the value of reputation, and they expect to be asked by board members, by potential employees and by their staff, *"What are you doing about diversity and inclusion?"*

We expect our workplaces to be effective in delivering the positive impacts of diversity and inclusion for the people of Europe. More and more of us take account of d&i when assessing our options about who to work with and as recent research shows, 74% of respondents believe their organisation is more innovative when it has a culture of Inclusion[2]. In the past four years the search term 'employee experience' has increased by 140% on Google searches (Google Trends).

There is now a comprehensive body of research in Europe that demonstrates the value and impact d&i can achieve for organisations, giving us evidence of the positive outcomes that can be achieved. This slideshow brings together for the first time the key research reports, with a summary of each of the findings that can be used to present the evidence to signatories or potential signatories. While organisations may be required to promote a zero-tolerance approach to discrimination, harassment and sexual harassment, it is important that people in those organisations, who can champion the d&i message, learn about the research findings demonstrating all the benefits of d&I for their organisation.

Diversity Charter personnel can download, adapt, brand and select those slides that will inform their audience and provide the evidence to support the fact that embracing diversity to generate an inclusive environment is without doubt an imperative for organisational sustainability and development.

The workplace is not an insulated environment. The workforce and investors alike, are more interested and adept at getting access to information about organisational values, reputation, internal practices reaching all the way through the supply chain and governance.

More and more people are concerned about the impact business has on broader societal issues, sustainability and environmental issues, human rights standards and, as recent events have shown, global movements for justice such as Black Lives Matters. None of these can be ignored.

Changing demographics are also an important factor. For the first time we now have five generations working in the same workforce:

Traditionalists, or the silent generation, born before 1945;

»   Baby Boomers, born between 1946 and 1964;

»   Generation-X, born between 1965 and 1979;

»   Generation-Y or millennials, born between 1980 and 1994;

»   Generation-Z, or the iGeneration, born after 1995.

Inclusion is increasingly understood as an approach to operating that ensures everyone can thrive. The Chartered Institute of Personnel Development (C.I.P.D. 2019) argue that while there is a conceptual difference between diversity and inclusion, there is overlap, *"because an employee view of whether their workplace is inclusive, is influenced by whether their organisation has fair promotion and hiring practices and has diversity and inclusion policies in place"[3]* .

As (Bach, 2020) puts it, *"diversity is a fact, inclusion is a choice"*. He shows that whether you are in the arts, healthcare, non-profit, or for-profit sectors, there is a business case for making your organisation a space of true inclusion. (Bach, 2020) provides information on how to:

»   Discover your organisation's "why";

»   Learn how to implement and sustain beneficial changes; and

»   Determine how to measure success for your business.

Research has shown the benefits of d&i strategies in the workplace, and while it is not possible to draw direct causal conclusions, it is dangerous for leaders to ignore the ever-growing evidence of organisational benefits.

Research shows the value of systems, policies and measures to support d&i in the workplace. Equality promotion and diversity management, properly implemented, drives profit[4] , leads to lower levels of absenteeism, higher levels of job satisfaction and stronger organisational commitment from staff[5]. Companies that put equality policies in place and adopt diversity strategies improve productivity[6], report higher profits and less staff turnover.[7] Equality policies can enhance organisational performance and workplaces that have equality policies are less likely to discriminate against employees. Their workers are more committed, enjoy better job satisfaction and experience less stress.[8]

Bach highlights studies that reveal that organisations that have a significant focus on diversity, and whose employees feel included, *"saw a lift of engagement scores of as much as 101%, in comparison with organisations that had little or no commitment to diversity or whose employee population didn't feel included"*. (Bach, 2020)

As Nielsen and Kepinski conclude, *"diverse and inclusive organisations have multiple advantages in performance, innovation, agility, creativity, and well-being compared to non-inclusive organisations"*. (Nielsen & Kepinski, 2020) In a recent Forbes article the author argues *"diversity isn't just a nice-to-have, it's a must-have for businesses that want to stay competitive"*.

In more recent times, employee and customer expectations, scrutiny of organisations and how they operate, from supply chain to what the brand stands for, have brought reputation firmly into the benefits mix. There have been many media reports

3   Building inclusive workplaces: assessing the evidence' C.I.P.D.

4   Brett, S. 2006. Reward and Diversity – Making fair pay add up to business advantage – Executive Briefing". London: Chartered Institute of Personnel and Development.

5   Monks, K. (2007) The Business Impact for Equality and Diversity. Dublin: The Equality Authority and the Centre for Partnership and Performance and O'Connell, P. and Russell, H. 2005. Equality at Work? Workplace Equality Policies, Flexible Working Arrangements and the Quality of Work. Dublin: The Equality Authority

6   http://ec.europa.eu/social/main.jsp?catId=780&langId=en

7   http://www.hrmagazine.co.uk/news/search/985908/Interview-Liz-Bell-HR-director-B-Q/

8   K. Monks. 2007. "The Business Impact of Equality and Diversity" Dublin: Equality Authority.

over the last two years alone, of companies whose 'brands' were mired in controversy because of perceptions of unfair human resource practices, lack of diversity at senior levels, lack of diversity on boards, and associations with views that do not support equality, human rights and inclusion.

Trust and social action are now key factors in the business case, as Nielsen and Kepinski highlight research showing, *"employees expectation that prospective employers will join them in taking action on societal issues (67%) is nearly as high as their expectation of personal empowerment (74%) and job opportunity (80%)"*. (Nielsen & Kepinski, 2020)

Further research is needed that explores the mechanisms through which inclusion can have beneficial impacts for business and employees, and whether these impacts are contingent on other factors.[9]

Otherwise, there is a danger that the benefits will be lost. One study revealed that only *"36% of employees believe that their employer is actively working to be more inclusive and ensure diversity"*. (Nielsen & Kepinski, 2020)

There is a need for a stronger emphasis on the demonstration of impact, on people, on systems both internally and externally, and the effect of that impact on society where organisations operate.

(Sweeney & Bothwick, 2016) provide a guide for organisations, the leaders in those organisations, to "measure the what and the how" and that organisations put in place d&i metrics that are *"tapping into what is important and of interest to both the organisation and the senior leaders"*. This means gathering demographic and engagement information.

Diversity Charters are successful, voluntary initiatives that have been putting all this research into practice with their signatories. The wealth of experience that national Diversity Charters have in attracting signatories and working with them to promote equality, diversity and inclusion in the workplace has generated considerable learning. Here are a number of key principles to the successful design and implementation of d&i strategies in organisations.

Guiding Principles of Action

Discuss Values

We can all ask ourselves and each other, how would you like to be treated, before we ask others to answer? Is respect and dignity important to you? How do we have conversations about respect and dignity?. Is everyone included in our discussions? Are different perspectives welcome? How do we define the culture in our organisation?

Provide Leadership

Strong leadership is essential to delivering successful d&i strategies, and leaders have a particular responsibility to hold themselves and others in their leadership team accountable. They have to demonstrate through their ambition and action that d&i enhances, underpins and sustains better performance, outcomes and improves organisational culture. They have to lead and visibly require commitment from all stakeholders.

Consult and Engage

Ownership is key to successful d&i implementation, as diversity and inclusion is about all of us, not about any one group or groups. When people are consulted they can identify what is important to them, how they feel they can contribute and understand their role in delivering outputs, outcomes and impact.

Seek to Find Meaning and Demonstrate Value

Making the value of the work, the impact for people and organisations and more broadly, society visible is a core driving principle.

Report Regularly

Assessing progress and report on an on-going basis, ensuring that not only can leaders pinpoint the successes, but also re-examine the challenges and areas for improvement, and have the information to spread the message beyond their organisation.

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9   Building inclusive workplaces: assessing the evidence' C.I.P.D.

Understanding Diversity and Inclusion (d&i)

We have different opinions, thoughts, beliefs, norms, customs, values and traditions that exist and operate on informal and formal levels. We have different life experiences, occupations, differences in skills and abilities, family status, personality traits and attitudes. Diversity is about treating people with respect and promoting equality, so that as we interact in any and all organisations, we create the culture that allows all to flourish. We work better when our diverse strengths, abilities, interests and perspectives are understood and supported.

Inclusion is the consciousness that it takes for us to demonstrate receptiveness, openness and engagement of all. It is a state of being receptive to, and actively seeking out, the participation and involvement of all - those with different skills, ideas, educational backgrounds, cultural backgrounds, professional experiences, gender, racial or ethnic origin, religion or belief, disability, age or sexual orientation. Inclusion helps to create a dynamic and agile environment, with ways of operating that promote well-being and the achievement of outcomes and impacts that meet our individual and collective ambition and efforts.

The Value of the Diversity Charters in Europe

The Diversity Charters in Europe have worked hard to build awareness of the benefits proposition, the social justice imperative, the legislative context and are importantly demonstrating d&i action that underpins our values in the EU.

Our EU Values

The EU values are common to the EU countries in a society in which inclusion, tolerance, justice, solidarity and non-discrimination prevail. These values are an integral part of our European way of life:

Human dignity: Human dignity is inviolable. It must be respected, protected and constitutes the real basis of fundamental rights.

E**quality:** Equality is about equal rights for all citizens before the law. The principle of equality between women and men underpins all European policies and is the basis for European integration. It applies in all areas. The principle of equal pay for equal work became part of the Treaty of Rome in 1957.

Human rights: Human rights are protected by the EU Charter of Fundamental Rights. These cover the right to be free from discrimination on the basis of sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation, the right to the protection of your personal data, and or the right to get access to justice.

These values are laid out in the Lisbon Treaty and the EU Charter of Fundamental Rights. These values underpin the work of Diversity Charters and the collective that is the EU Platform of Diversity Charters. The visibility of this work is critical to building solidarity in Europe.

Diversity Charters are low cost and flexible mechanisms that support organisations and companies to realise at least five inter-connected benefits of effective inclusion and diversity measures:

i   Human capital benefits - including recruiting, retaining, promoting and managing all talent to grow the business;

ii   Increasing market opportunities, gaining access to more customers and diverse markets to sustain business growth;

iii   Reductions in costs, particularly those associated with complaint management and litigation.

iv   Enhancing organisational reputation with suppliers, customers, partners and prospective and existing employees, to attract positive attention to the business's successes; and

v   Improving business environments through better working relations, enhanced performance and increased motivation.

Diversity Charter Videos

Diversity Charter videos provide a means of direct messaging, of getting the story out to as wide an audience as possible.

See the videos at https://diversitycharter.ie/

SECTION TWO: Diversity Charters Inspiring Action

Generating Diversity and Inclusion Conversations for Change

As Diversity Charters we are continually promoting positive discussion and facilitating safe spaces for exploration of meaning. The following quotations are taken from books focusing on d&i on research and practices and include some of the more recent publications.

These are provided for Diversity Charters to use in conversations with diversity champions in their signatory organisations, or in wider networks, to prompt conversations that allow participants to explore meaning and provide stimulation for discussion on current theoretical thinking. Diversity Charters can use one, or all, to start a discussion with diversity champions, and questions are provided at the end of the quotations.

Some companies focus on the core values of integrity that reflect basic social obligations such as respect for the rights of others, honesty, fair dealing and obedience to the law. Other companies emphasise aspirations, values that are ethically desirable but not necessarily morally obligatory

such as good service to customers, a commitment to diversity and involvement in the community. **Rajvinder Kandola & Johanna Fullerton. 1998. "Diversity in Action: Managing the Mosaic".**

Advocates of managing diversity never seem to consider the possibility that many ethnic traits may be liabilities for effective functioning of most organisations. It is also suggested that to embrace diversity through developing diversity sensitive human resource systems may threaten employee satisfaction and organisational productivity, as well as compromise the nations principles of merit and fairness. Pro diversity researchers take a different view. They see the effects of diversity as being contingent upon the level of commitment of the organisation to the principles of diversity. Harvard Business School scholars David Thomas and Robin Ely, (1996) argue that organisations address diversity from different perspectives which result in different organisational outcomes.

Margaret S. Stockdale & Faye J. Crosby. 2009. "The Psychology and Management of Workplace Diversity"

It's over two decades ago since we started to hear people talk about diversity (usually without mention of inclusion) in relation to talent management. For many diversity and inclusion (D&I) practitioners

it was almost by accident that they became involved in what would usually have been part of human resources (HR) or sometimes corporate responsibility (CR).

Charlotte Sweeney & Fleur Bothwick. 2016. "Inclusive Leadership".

If we aim to create solutions that benefit millions, even billions of people, our solutions need to work across a wide range of human diversity. People can be highly unpredictable. How do we design for so much complexity? A common exclusion habit is to oversimplify who uses or receives a solution. And then we forget to add human diversity back into our design process. Designers use many techniques to envision masses of people. Many of them are plagued by one dangerous idea; the "normal" human.

Kat Holmes. 2018. "Mismatch - How Inclusion Shapes Design"

At its core, cultural appropriation is about ownership of one's culture and since culture is defined both collectively and individually, the definition and sentiment about cultural appropriation changes with one's identification and sentiment about aspects of their culture…… we can broadly define the concept of cultural appropriation as the adoption or exploitation of another culture by a more dominant culture. This is not usually the wholesale adoption of an entire culture, but usually just attractive bits and pieces that are taken and used by the dominant culture.

Ijeoma Oluo. 2019. "So You Want to Talk about Race"

This type of Inclusion Nudge is intended to help our unconscious mind to perceive issues related to inclusion, diversity, gender parity, equality and human rights as meaningful … it is a way to ensure that these terms have positive connotations and as perceived as a resource and not as a burden" and "Terms like diversity, inclusion, gender and equality can trigger sensitivity for most people because they are associated with some kind of change in the status quo …. a fear of losing privileges, status, safety and power.

Lisa Kepinski & Tinna C. Nielsen. 2020. "Inclusion Nudges Guidebook"

Many said they didn't want to work at a place that tolerated discrimination, so they saw no need to keep their real selves under raps. And some clung to the notion of America as a meritocracy where their accomplishments would be evaluated fairly without regard to race. I was struck by their determination to fit into what they imagine the business world to be. Diversity has been a corporate watchword since before they were born. That's supposed to reflect an enthusiastic embrace of new perspectives and a willingness to hear and accommodate previously marginalised voices. Instead it seems to have become a numbers game. Companies want to check the boxes but not change their culture. So young people are desperately tailoring themselves to fit in to those boxes. And I am left wondering what will happen to those selves they jettison in the process. That kind of mild subterfuge makes the role of implicit bias even more complicated in the hiring and management sphere. The employers with hiring power are probably not bigots, trashing black resume and crossing off Asian names. But they are part of a process that is skewed toward prioritising a comfortable fit and away from valuing differences. They are practising in-group favouritism rather than out-group derogation. And that's the sort of mind-set that allows to flourish, under the radar and unchecked.

Jennifer L. Eberhardt. 2020. "Biased Uncovering the Hidden Prejudice that Shapes what we See, Think and Do"

Sathnam Sanghera put it that the diversity agenda as propounded by corporations values some differences more than others. Things such as class, geographical background, education, accent and personality don't matter. But things such as race, gender, disability and sexuality matter so much that they have become synonymous with the very word diverse.

Hashi Mohamed. 2020. "People Like Us".

(Kimberle) Crenshaw's definition of intersectionality is the "interconnected nature of social categorisations such as race, class and gender, as they apply to a given individual or group, regarded as creating overlapping and interdependent systems of discrimination or disadvantage.

Michael Bach. 2020. "Birds of All Feathers - Doing Diversity and Inclusion Right"

Conversations are and can begin a process, one that can lead to shared knowledge, improved understanding, critical questioning and bring hope to inspire human endeavour.

After reading the quotes above, the following questions can be used to drill down into the quotations, help to explore their meaning and allow for conversation that generate deeper understanding:

1. Do you agree or disagree with any aspect of the quote?

2. Are there concepts in the quote that you have not encountered before, or would like to revisit?

3. Is there anything in the quote that challenges your current opinion?

4. Is there anything in the quote that suggests possibilities for you?

Diversity Charters Supporting a Range of Activities

Croatian Diversity Charter Activities 2020 - Awards

On the 21st of September the Croatian Charter opened their 13th 'C.S.R. Index Awards'. The Croatian Business Council for Sustainable Development (HR PSOR) and the Croatian Chamber of Commerce are conducting the C.S.R. Index competition. The awards will be awarded as part of the Conference on Corporate Social Responsibility which will be held on the 10th November 2020.

Romanian Diversity Charter Activities 2020 - Getting the Message Out

The publication is a collaborative effort of the Romanian Diversity Charter and its signatories and explores the concept of diversity management in the workplace, with particular emphasis on Romanian companies. Its main objective was to develop a more structured and conceptualized view of diversity initiatives in the Romanian working environment and to examine why business leaders perceive diversity management as being an important contributor to their competitive advantage in today's economic and social environment.

It brings together key findings of the first local research on diversity management, diversity & inclusion initiatives in Romania, opinions and interviews with Romanian and international experts, as well as a series of messages of support by business and institutional leaders for promoting the principles of equality and non-discrimination in Romanian society.

With the goal to inspire, support, encourage and motivate organizations in their efforts to move forward the diversity and inclusion agenda, this publication offers at the same time a quick-to-read and practical guide based on successful initiatives implemented in diversity management by Romanian organizations. It contains 15 d&i practical examples for achieving workforce diversity which were selected from the signatories with the aim to inspire other organisations in their d&i efforts.

Spanish Diversity Charter Activities 2020 Peer Learning

Leading the Diversity & Inclusion efforts of a business organization can be tiresome and exhausting. Many d&i officers complain that it is an uphill battle that takes up a significant amount of your energy, often resulting in emotional burnout and compassion fatigue. Even in these pandemic times, this is a condition which does not only apply to medical professionals, but also to anyone who deals with difficult personal experiences on a day to day basis.

Although it may be seen as a paradox, being in charge of everybody else's well-being may cause serious psychological distress. The idea for the Peer Learning & Support Group (PLSG) of the Business Council, part of Fundación para la Diversidad (the local representation of EU's Diversity Charter), originated from an informal comment, made after one of the regular meetings of the Council. During the post-meeting network session, by the coffee machine, one of the youngest participants said: "This work we do can feel very lonely at times. It would be good to have a space where we can talk about the things we never talk about". And thus, the group was born.

McKinsey reports evidence of "the widening gap between winners and laggards" when it comes to their rates of progress on d&i issues. Benefiting from the full potential of diversity requires bold actions that only one third of the companies (1,039 across 15 countries globally) proves to be taking. Therefore, it should come as no

surprise that internal d&i departments still face significant challenges, such as, but not limited to: breaking down organizational barriers to inclusion, addressing delicate and often times controversial socio-political issues, overcoming deeply rooted resistance to change, and advocating a more systematic approach towards d&i, to name a few. No wonder it is such an exciting - yet emotionally exhausting - task.

So, the question we sought to answer was: how can we support those in charge of designing, defending and rolling out D&I strategies and policies in their own organisations? Particularly knowing that most of them tend to belong to one of the underrepresented groups as well (i.e., young women, culturally diverse, LGBT+, etc.), which can be a disadvantage when presenting the business case to senior leadership.

Armed with this knowledge and motivated to support our fellow d&i professionals, we set out to create a safe space for idea exchanging, across different industries, where hierarchical positions or years of experience are secondary. Following the principles of group coaching and agile methodologies, the PLSG encourages members to go beyond best-practice sharing, engaging in collective learning from failed initiatives, which often results in informal, cross-functional and/or reverse mentoring amongst its members.

All in all, a true community of practitioners, united in our desire to advance the cause of inclusion without losing our minds (and sometimes our heart and souls) in the process.

The PLSG is open to employees and executives involved with d&i efforts and policies at the 18 member organisations of the Foundation's Business Council: Alares, AXA, Bankia, BASF, British Council Spain, BD, Clarios, Equifax, Ferrovial, Iberdrola, Indra, JTI, Lilly, Leroy Merlin, Nationale-Nederlanden, Orange, Procter & Gamble and Sacyr.

Due to the face-to-face nature of the meetings so far, only those who are based in Madrid have participated so far. Nevertheless, if the situation caused by the pandemic continues and all members agree to it, the PLSG virtual meetings might open up to the Business Council members based in Barcelona.

Demographically all participants are mid to senior level female executives, aged 30-55, born in Spain or Latin America. Meetings are held in Spanish, the primary language and mother tongue of all participants, although references and publications are commonly shared in English.

The PLSG is facilitated by Ms. Sonia Río, Executive Director of Fundación Diversidad, and a certified executive coach and independent D&I professional, Ms. Sonsoles Morales. Due to the increasingly complex nature of d&i work, enlisting the (pro bono) support of an experienced facilitator has been instrumental to the group's success and continuity.

Meetings are held every 5-6 weeks (on an average of 2 per business quarter). The first meeting was held in November 2019. Meeting locations have rotated among the participating companies, with the last two (April and May 2020) held via videoconference due to confinement measures put in place by the Spanish government.

A typical session involves: 20 min Welcome. Initial remarks. Personal introductions. Review of the group's aim when new members are present. 10 min Overview of session's main topic,framed as open questions addressed to the participants to spark meaningful conversations.   60-75 mRound robin session with moderated discussion of suggested topics. 15 min Conclusions and final remarks. Session feedback and suggestions for improvement. Agenda setting and scheduling for next meeting.

Some initial results

The experience of the PLSG is already and undoubtedly starting to bear fruit, as evidenced from the following testimonies of two of its members:

Ms. Alexandra Mejía, Country Business Leader BDB Iberia at BD Spain and Portugal:

"For me, participating in this group has meant broadening my level of awareness as well as reflecting on the importance of how we aim to achieve an inclusive environment. Listening to other people's experiences through these meetings has allowed me to consider that it is not enough to have good intentions: it requires clear goals, with actions that reinforce inclusive behaviours, in order to make differences valuable in any environment. We need to continue raising awareness on the importance of moving towards an inclusive culture in our organization, through events that offer opportunities to involve all associates. I appreciate the invitation and contributions of the PLSG."

Ms. Susana Posada, Head of Institutional Communication and CSR at Leroy Merlin Spain:

"Personally, participating in this initiative is a very enriching and necessary experience. When we

talk about diversity we are talking about values, emotions, feelings... Ultimately, people. And at Leroy Merlin our decisions revolve around them. In order to successfully manage diversity, it is crucial to have a broad knowledge on the subject and, above all, to be accompanied by expert professionals and aware of the good practices that the leading companies in D&I are carrying out. Undoubtedly, participating in this working group represents a great opportunity and a privilege, not only for the expertise that each and every one of its members share with the rest of us, but also for the opportunity it offers us to highlight and debate innovative actions, which are transversal to all company departments".I would like to highlight the transparency and generosity that characterizes this group, an environment that favours continuous learning and that is of great value to continue our contribution to a more just and inclusive society."

The pandemic caused by the coronavirus has changed the business setting, creating a whole new scenario where uncertainty, flexibility and adaptability are the norm. In the context of this "new normality", some questions remain unsolved and will only be responded in the near future, such as:

What is the most effective way to support D&I professionals at their respective organizations? How can we prevent burnout and compassion fatigue? Are d&i policies still seen as relevant in the post-pandemic world? What adaptations will be needed? How can we best address the challenges of intersectional discrimination and the new exclusions? What amount of resources will business organizations be willing to commit to D&I strategies?

Polish Diversity Charter Activities 2020 - Upskill for the Future

Polish employers must swiftly adapt to a new reality by supporting vulnerable workers with upskilling pathways. This is the aim of the new project entitled "Upskill 4 Future", coordinated by CSR Europe with the support of J.P. Morgan in four EU Member States. In Poland, it is being implemented by the Responsible Business Forum.

New technologies, such as broadly understood digitization, automation and robotization, are irreversibly transforming the labour market. The pandemic has only accelerated these trends. The challenge is even greater if we consider demographic changes. They mean that it is necessary to support more people with continuous

learning opportunities, especially for people who are poorly or, at best, not fully prepared to safely navigate the world of new technologies. It is especially tricky in Poland, where the lifelong learning rate is very low in comparison to other countries. In addition, these pitfalls are coupled with employers being forced to implement solutions related to elderly care. Care obligations will be assumed by growing numbers of employees, who will need to reconcile them with work.

In the face of the dynamic changes affecting the market, some developments are a threat to employees who perform routine or repetitive work, as well as those with lower qualifications, people at an advanced age, women and many other groups. Therefore, human resources managers are facing a challenge and an exceptional opportunity to implement innovative practices which will lead to inclusive and future-oriented reskilling of workers and work rearrangement.

Companies must constantly update their strategies and set new priorities to remain competitive. Therefore, the set of skills employers are looking for is changing. Many professions must adapt to the changing reality. New specialties are also being created. To support workers to meet the challenges related to the future of work and working with employers to facilitate workforce upskilling, CSR Europe and its partner organizations, including the Responsible Business Forum in Poland (RBF), has launched the "Upskill 4 Future" project with the support of J.P. Morgan. It will be implemented over the course of 2.5 years with more than 30 companies in 4 countries – France, Spain, Italy and Poland. It is coordinated by CSR Europe, with the RBF being responsible for the project in Poland.

"Upskill 4 Future" is based on the following key pillars:

» Change readiness study and assessment of the HR department and the company as a whole

» Company process benchmarking

» Company-oriented learning

» Pilot implementation for companies

» Dialogue and peer-learning

» Scaling (workshops in other European countries to assess and compare the situation).

The project will unfold in three stages. The first is about assessing the company's preparedness for integrating human resources transformations. Companies are studied using an online tool which

consists of about 60 questions grouped into 3 themes: strategic employment planning, training and development, and flexibility and mobility.

The objective of "Upskill 4 Future" is to gain a comprehensive and practical understanding of inclusive human resources management in both smaller and larger companies. Therefore, it is essential to identify the key elements of this approach with respect to workers at risk of exclusion and vulnerability to changes relating to the future of work.

The team behind the project wants sustainable transformations to become the new mainstay of corporate HR strategies. Thus, businesses must review their HR processes in terms of sustainable transformation. Groups at risk of exclusions must become the key beneficiaries of the changes taking place as we speak. The project will also aim to produce learning resources to be shared with stakeholders.

The benefits of the "Upskill 4 Future" project for companies include support for long-term employment as an investment in the company's future, learning and using the experience of other companies as inspiration for further steps and significant profitability of upskilling ventures.

In mid-May 2020, the first webinar was held with RBF President Marzena Strzelczak and RBF Project Manager Marta Borowska, who presented the project objectives, participants and timeline and discussed the tool used to evaluate HR readiness for the implementation of inclusive transformation in the workplace. Renata Włoch, PhD, member of DeLab UW, presented the background information about the future of the labour market. Agnieszka Bartnikowska and Małgorzata Petru (BNP Paribas Bank Polska) and Paulina Rubajczyk (Orange Polska) discussed the skillset of the future, drawing on case studies based on everyday company practices.

"By implementing the 'Upskill 4 Future' project in Poland, we want to provide additional support for business to develop solutions which will provide effective answers to the challenges of the contemporary labour market. Technology changes coupled with adverse demographic trends may be a stumbling block for employers who are not prepared to face them and, in consequence, social cohesion may suffer. The pandemic has laid bare many weaknesses of Poland's present-day economy and has definitively accelerated the digital transformation. It is a great opportunity but it may also become a trigger for changes which will take place in an irresponsible and unsustainable way. It is thus all the more important to ensure that the workforce keeps developing new skills and that as many jobs as possible are protected," says Marzena Strzelczak, President of the Responsible Business Forum in Poland.

The objective of "Upskill 4 Future" is to see how human resources transformation may increase employability and thus protect employee groups who are especially vulnerable to the negative consequences of technological changes

Thanks to the participation of CSR Europe and its partner organisations, companies will be able to prepare adaptation and training-related processes better so that they can be implemented responsibly and enable the workforce to adapt their skills to new requirements.

Other leading CSR and sustainable development business organisations are involved in #Upskill4Future alongside RBF. They include: Fondation FACE, Forética and Impronta Etica. For more details, see the CSR Europe website: https://www.csreurope.org/upskill-4-future

Slovenian Diversity Charter Activities 2020 - Ambassadors of Diversity

Ambassadors of diversity is a scheme adopted also in Croatia and Romania. Ambassadors of diversity role models who are willing to dedicate their time and name to promoting the values of diversity, equality and inclusion. An ambassador is an honorary and voluntary function.

The Ambassador, above all by his example, promotes and maintains a responsible attitude towards equal opportunities and inclusion and supports the idea of diversity at every step, especially through participation in various events and through media appearances.

Ambassadors of diversity play an important role in ensuring that the Charter of Diversity Slovenia achieves its strategic goal, namely to increase the general public's awareness of the importance of diversity, equality and inclusion in the Slovenian work environment and the inclusion of diverse target groups in society at large. The ambassadors for example are ombudsman, President of Managers Association, President of Chamber of Commerce and other recognisable persons from the economic sector - CEOs or board members of large global companies and even influencers, such as Olympics gold medal winners, etc.

Diversity ambassadors are invited to participate in various events of the Diversity Charter Slovenia and to promote values of diversity, equality and inclusion through their social networks and in various media;

Slovakian Diversity Charter Activities 2020-Promoting Diversity and Non-Discrimination

The project fights discrimination and the lack of diversity at workplaces in private and public settings in Slovakia. Both issues are of high occurrence and have severe negative impacts on the overall enjoyment of human rights. The project focuses on building technical capacities of various employers in the field of diversity management. To support all employers in promoting diversity at their respective workplace, the project creates a tool to measure the diversity – Diversity Index (DI). The project brings together businesses and academia. It also fosters mutual learning and cooperation between equality bodies, diversity charters and other stakeholders to boost the exchange of good practices and the promotion of a culture of equality and rights on the EU level. Additionally, project includes a series of awareness raising activities promoting non-discrimination and diversity at workplace targeting groups most endangered by the discrimination and social exclusion, e.g. Roma, women, persons with disabilities, LGBTI. As a part of the project, 16 events are being organised, building capacities, fostering cooperation and exchange of mutual practices; and 4 awareness raising events. It also

involves hte development of one educational programme on diversity management and non-discrimination; one national DI application methodology and one communication campaign.

The project will result in increasing the number of the Slovak Diversity Charter members as well as in strengthening existing and building new partnerships between stakeholders on national and the EU level. Last but not least, it will visibly contribute towards the more inclusive society in Slovakia.

Czechia Diversity Charter Activities 2020 - DIVERSITY DAY II

In Czechia, the diversity day took place under the auspices of the member of the PSP CR and the chairwoman of TOP 09 Markéta Pekarová Adamová. The conference addressed current trends associated with diversity and inclusion, flexibility of work at the domestic and international level and the experience of diversity and inclusion in Covid 19 times from Europe and overseas. In addition, it introduced the new Think Tank to promote diversity in business management - "We think together for the future". Finally, one important topic related to "work life balance" in the context of the new European directive.

The conference involved actors from across the sectors, sharing experiences and good practices on how to keep and support parents, including rainbow families, in the labor market. The conference was

moderated by David Klimeš, a commentator on the Aktuálne.cz and speakers included:

Markéta Pekarová Adamová, Member of Parliament, PSP ČR and Chairwoman of TOP 09, Ayesha Rekhi, HE Ambassador, Embassy of Canada, Rudolf Urbánek, Country General Manager, Microsoft, Czech Republic & Slovakia, Lucy Hughes , Deputy Head of the Mission, British Embassy Prague, Pavlína Kalousová, Director of Corporate Relations and Communications CZ&SK, Plzeňský Prazdroj, Klára Escobar, HR Director, MONETA Money Bank, Jana Šrámová , Head of Operative HR Care, Digitization and HR 4.0 at ŠKODA AUTO and Radan Šafařík, Director of the Department of Gender Equality, Office of the Government of the Czech Republic.

Portuguese Diversity Charter Activities 2020 Working Groups

The Portuguese Charter has several thematic working groups, on themes like Employability, Education, Organisational Development, CSR and Scientific Knowledge. All signatories can be part of these groups and help define their action plan and goals. Since 2019 each group has been developing thematic talks, according to signatories' needs and interests. In 2019, the following talks were promoted: "Hiring Migrants without documentation", "Disability Quotas" and "Diversity and Inclusion in academic contexts". Each talk gathers around 30 people and speakers among the signatory organisations to provide their practices and experiences as well as governmental organisations, NGOs and representatives from minority groups. These are short events (around 1 hour) with great focus on the time for debate, questions, and networking.

Each working group is composed of organisations from several sectors, and can also collaboratively produce tools and guides, like the "Inclusive Recruitment" digital guide recently created together with several organisations across different sectors in Portugal.

According to several surveys, participating in working groups make signatories feel engaged with the Charter and feel ownership of Charter's activities. The products and activities are, therefore, much richer, and pertinent and can be used by a large variety of organisations of all sizes and sectors.

Diversity Charters Generating a European Wide Campaign

In 2021 the European Commission launched the European Diversity Month, a new annual awareness initiative, focused on the importance of inclusive policies for ethnic minorities. To support action the European Commission produced a factsheet, which highlights the importance of the fight against racism and how Europeans feel about discrimination.

In the past, some of the Diversity Charters were delivering national diversity day activities with their signatories. This has generated considerable learning about how to organise effectively, which has been assessed to produce the following section for all Diversity Charters as we enter the new era of a co-ordinated annual diversity month in May.

Preparing Signatories for the Annual European Diversity Month

Diversity Charter Internal Plan

An important aspect of any event is the vision and the planning process for that vision. Diversity Charters can devise a plan, preparing for a successful European Diversity Month well in advance, preferably in January or February. Arrange the first meeting with your signatories, give them information, discuss issues they would like to focus on, activities they would like to engage in to generate a multitude of ideas. Then devise a plan with the preparation timeline, and keep signatories informed. The European Diversity Month meeting and subsequent plan could address:

1. Vision and theme
2. Approach for engaging signatories
3. Activity ideas
4. The communication schedule
5. Partnership possibilities
6. Task allocation; and
7. Budget

Assign responsibility in the Diversity Charter for the management of the plan, a timeline for the tasks to be delivered and a reporting mechanism.

Run Workshops to Generate Interest Among Signatories

Hold workshops with the signatories to flesh out chosen topics, create ideas for activities and themes for European Diversity Month. Be innovative and comprehensive, focusing attention on involving as many people as possible across all sectors. Ask the signatories what in their experience are the d&i activities that attract most interest, create more awareness and involve people in celebrating d&i. Like any good campaign propose a motto, and themes, pose the question:

1. How can you show your commitment to diversity online?

2. How can you create strong visibility, across all the social media platforms?

3. Can you use video production to support the campaign and other audio visuals that can be shared across multiple platforms?

Then workshops can be organised, to provide technical support to help signatories, for example to communicate their involvement in the European Diversity Month, or inspirational to encourage others to get involved.

Suggest activities that signatories run to meet their needs and highlight the theme. The activities may focus on, for example:

» Individual experiences and stories/testimonials;

» Internal group events;

» Events geared towards customers and suppliers, or stakeholders;

» Once off external events;

» Conversations and facilitated dialogue sessions.

Some creative activities for example are:

» a screening of diversity themed movies;

» What about hosting events in local galleries and public parks?;

» organise an internal organisational diversity day within the month;

» organise a diversity themed photographic competition;

» intercultural exchanges, focused on food, exchanging information about heritage;

» use swap desk days, to facilitate greater understanding of different roles in the organisation.

It is important to encourage the signatories to consider both in-house and public activities.

Involve Signatories as Partners in the Campaign

The European Diversity Month is an annual focal point for increased visibility. There may be a number of signatories who are interested in sponsorship, providing support to implement your plan for European Diversity Month. These resources may be personnel or financial and require the establishment of a working group/steering for the campaign.

Provide an Information Brochure to Encourage Signatories to Get Involved

A comprehensive brochure could provide all the information required for those who are interested in running activities as part of the European Diversity Month. The brochure should be compact and inspire through suggested activities for people in signatory organisations who want to run an activity as part of the European Diversity Month. This could be made available in printed or digital format.

Get the Message Out

Your communication about the European Diversity Month is critical. You should provide materials for those running activities that cover media and public relations. Create a communication kit providing the relevant logos, including the EU Commission logos. It is important to pay full attention to the accessibility of your information.

Provide information on your website, including links to all the national activities and activities in other countries during the European Diversity Month.

Amend your email signatures about a month before May to match the colours of your European Diversity Month. Where possible use websites to facilitate digital registration so that an organisation can register their interest and outline their planned activities. This will determine the level of interest across your signatories and gather all the information you need in the one place. Run a social media campaign along with traditional or conventional communications.

Run a Social Media Campaign

Social media is critical not only as a means of quickly informing people but also as a means of engaging people in debate and promotion. It is now a critical means of generating brand recognition. For that reason the following activities are recommended.

1. All EU Diversity Charters to set up and coordinate social media threads focusing on the European Diversity Month on many platforms, i.e. Facebook, Twitter, Instagram, LinkedIn.

2. Invite Diversity Charter signatories to follow those threads, and promote them in their organisations. We want to encourage everyone to trend together.

3. Invite Diversity Charter signatories to upload promotional material i.e. podcasts, video clips, pictures.

4. Increase visibility by encouraging Diversity Charter signatories to ask their staff to share on social media and build awareness and momentum. By tagging the national Diversity Charter there is a better chance to go viral.

5. Upload a European Diversity Month Calendar of events on the Diversity Charter website and publicise through social media.

6. Engage with the audiences regularly with relevant, up-to-date appealing content.

7. Finally, during the European Diversity Month, record the events, activities and celebrations and encourage all to share using the relevant hashtags, across all social media platforms.

Some Tips for d&i Campaigns on Social Media

1. Use the European Union hashtag for your
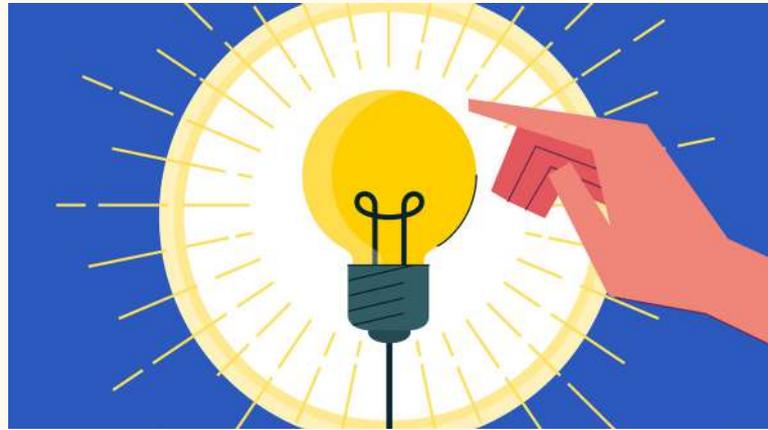
campaign or event and let your signatories know well in advance. It can be a good idea to ask one or two signatories to be the lead champions on the particular campaign, or for activity within the European Diversity Month.

2. Inform and engage other all national Diversity Charters, we are a community of 26 across Europe.

3. Devise and promote clear, concise messages that get people interested and involved.

4. Always respond to conversations positively - the internet is no place for futile arguments.

Diversity Charters - Developments in the Public Sector

The Public sector is critical, not only because it is one of the largest employers in all member states of the EU, but because its institutions, through the delivery of their statutory functions, have significant influence. Through their leadership in delivering d&i activities, through their assessment of their d&i outcomes and by the demonstration of positive behaviour in their locations, in every village, town, city and municipality, staff interactions with the public, when it promotes dignity and respect, has enormous impact.

Public Sector Statutory Equality and Human Rights Duties

Public Sector Duties form a new set of approaches that directly mandate public sector organisations in assessing and reviewing their role in promoting equality and human rights delivered through their statutory functions.

In Ireland the public sector equality and human rights duty (Duty) is provided for under Section 42 of the Irish Human Rights and Equality Commission Act 2014 (the Act). All public bodies in Ireland have a responsibility to promote equality, prevent discrimination and protect the human rights of their employees, customers, service users and everyone affected by their policies, plans and services. The duty is underpinned by equality legislation that prohibits discrimination, harassment, sexual harassment and victimisation in employment and training (Employment Equality Acts and Equal Status Acts). This Duty sits beside the comprehensive equality and human rights infrastructure in Ireland, with legislation, public policy processes and public policy plans covering equality and human rights issues.

It covers the nine grounds of gender (including gender identity), civil status, family status (including carers and lone parents), age, disability, sexual orientation, race, religion and membership of the Traveller community. Public policy processes generally involve consultation, and recently the National Women's Strategy, Migrant Integration Strategy, National Disability Inclusion Strategy, and National Traveller and Roma Inclusion Strategy, all involved consultations with the public and advocacy groups in Ireland.

In 2019 the Irish Human Rights and Equality Commission produced guidance on implementing the public sector duty produced to encourage good practice. The guidance advocates the delivery of activities to assess, address and report on equality and human rights issues. Subsequently, the Irish Human Rights and Equality Commission produced guidance covering issues that may have arisen because of the environment we are now working in due to Covid-19.

The guidance highlights the breadth of state human rights obligations, under international instruments agreed at EU, Council of Europe and United Nations levels that encompass civil, political, economic, social and cultural rights, and include particular provisions in relation to women, children, people with disabilities, and black and minority ethnic groups. The state is required to respect, protect and fulfil these rights.

The EU Charter of Fundamental Rights

Human rights are protected by the EU Charter of Fundamental Rights. These cover the right to be free from discrimination, Article 21 of the Treaty prohibits discrimination based on any ground such as sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth disability, age and sexual orientation.

The provisions of the EU Charter of Fundamental Rights, addressed to the institutions of the EU and the Member States when they are implementing EU law, also refer to the right to the protection of your personal data, and the right to get access to justice.

The European Convention on Human Rights

The European Convention on Human Rights is an international agreement adopted by all EU member states. It is legally binding and the states who adopted it have an obligation to ensure it is fully applied and respected in their territories. Article 14 relates to the prohibition of discrimination on any ground such as sex, race, colour, language, religion, political or other opinion, national or social origin, association with a national minority, property birth or other status.

The Commissioner for Human Rights at the Council of Europe highlighted that the European Convention, the European Court Of Human Rights, the different monitoring mechanisms and institutions, including her office, work to ensure that States uphold their obligations to protect, respect and fulfil human rights. She says,

"Human rights are not just about being free from coercion, discrimination and abuse. They are also about living our lives to the fullest potential. Human rights oblige states to safeguard our freedoms and strive to ensure dignity, justice and inclusion for all."

The Council of Europe report, *"Tapping the full potential of equality bodies for a fairer Europe"* provides a very useful discussion on the issues relating to the infrastructure of equality and human rights bodies.

The report emphasises the need for public bodies to be supported to take steps to meet the needs of protected groups under national equality and human rights legislation, but equally emphasises the need to integrate consideration of equality and human rights into the everyday service functions of public bodies.

Equinet, the European Network of Equality Bodies, provides comprehensive information about the work of equality bodies across Europe. They operate as a platform for cooperation, capacity building and peer support amongst equality bodies around the

legal interpretation and implementation in practice of the EU equal treatment Directives and around the promotion of equality and the elimination of discrimination.

Intercultural Cities

The Intercultural City is based on the explicit acknowledgement that diversity can be a resource for the development of society. The Council of Europe has analysed the experience of a range of cities across the continent which are managing diversity as an asset, rather than as a threat.

The concept of intercultural integration, delivered through the intercultural cities programme, supports cities in reviewing their policies through an intercultural lens and developing comprehensive intercultural strategies to help them manage diversity positively and realise the diversity advantage. The programme proposes a set of analytical and practical tools to help local stakeholders through the various stages of the process, for example the Cultural heritage and diversity: STEPS project. Other good practice examples can be found here.

Diversity Charters - Developments in the Civil Society Sector

The civil society sector comprises a range of organisational types, legislative classifications and fiscal rules in each of their jurisdictions, but nonetheless, commonly address a range of issues with a focus on engagement, community and movements.

Non-Governmental Organisations (NGOs) for example are generally established for the benefit of society and strive towards achieving a particular social cause or public good, and some advocate as a key function to achieve change. They vary in terms of the types of issues that they address and might include human rights, environmental, health, education or international development work.

The sector is also characterised by not-for-profit organisations, nonprofit organisations comprising social enterprises, and can include cooperatives, religious organisations, trade unions, residents' associations, foundations, political parties and self-help groups. These can be registered as for example charities, education providers, registered

providers of social housing and trade organisations depending on the regulatory environment in the country where they are registered.

This sector is influential in the d&i space, not only because it comprises largely of organisations that are addressing social change or delivering important social services in all member states of the EU, but because the staff and leadership teams and boards are positively disposed to achieving positive and are therefore more motivated to understand what they can achieve through the delivery activities. The staff through their professional passion for generating communities of change have enormous influence that can be tapped into for the promotion of dignity and respect and achievement of d&i impact.

In a recent study "Holding the Mirror Up to Ourselves", Civicus (January 2020) highlight the challenges facing the sector, and advocate a candid and transparent approach to making progress:

"Often, this means we should first look inwards, at our own organisational cultures, to integrate and re-evaluate whether our leadership practices, policies, and behaviours meaningfully integrate diversity and inclusion practices in our workplaces; and whether our organisational cultures reflect the communities we serve and advocate for."

Like the public sector the purpose of this approach is taking steps, and specifically delivering activities to meet the needs of people who are working to change the disadvantage they experience, and to integrate consideration of equality into the service delivery and advocacy functions of their organisations.

Diversity Charters - Developments in the Private Sector

The United Nations Sustainable Development agenda was adopted in 2015. It is a blueprint focused on both people and the planet, with 17 sustainable development goals (SDGs). Number five focuses on addressing Gender Inequality, number ten on Reduced Inequalities, while number sixteen is On Standing Up for Human Rights-Peace.

The Sustainable Development Goals are a call for action by all countries – poor, rich and middle-income – to promote prosperity while protecting the

planet. They recognise that ending poverty must go hand-in-hand with strategies that build economic growth and address a range of social needs including education, health, social protection, and job opportunities, while tackling climate change and environmental protection. More important than ever, the goals provide a critical framework for COVID-19 recovery.

The ten principles of the UN Global Compact provides a valuable framework for organisations to look at their value system and consider how they can use this principles-based approach to doing business. This means operating in ways that, at a minimum, meet fundamental responsibilities in the areas of human rights, labour, environment and anti-corruption. They promote an approach to strategies, policies and procedures that support a culture of integrity, uphold a company's basic responsibilities to people and the planet and set the stage for long-term success.

The 2020 publication, *"Examples of Solidarity Actions Among Diversity Charters Signatories"*, shows how Diversity Charters have been responding to the global pandemic crisis in innovative ways, keeping signatories motivated and engaged.

EU Gender Pay Transparency Directive

The principle of equal pay for equal work or work of equal value has been enshrined in the Treaties since 1957 and translated into EU law, which ensures that there are legal remedies in cases of discrimination. But even with these protections, there is a gender pay gap of 15.7% in the EU, and the current pandemic has amplified the inequality women face at work. The pay gap can reflect objective differences such as age and experience, but it is also linked to legal, social and economic factors, such as how jobs are valued.

Eliminating the gender pay gap requires addressing all of its root causes, including women's lower participation in the labour market, unpaid work, their higher use of part-time work and career breaks, as well as vertical and horizontal segregation based on gender stereotypes and discrimination.

We need information to measure the relative difference in the average gross hourly earnings of men and women in the economy as a whole, but also in organisations. It is estimated that, accumulated over a lifetime, gender employment and pay gaps result in an even wider pension gap (30.1% in the EU) and consequently older women are more at risk of poverty than men.

While some of the causes of gender pay inequalities may be beyond the scope of the individual workplaces to resolve, the feminisation-segregation of occupations, the low pay of work performed by women, for example, and other factors such as vertical and horizontal segregation based on gender stereotypes or discrimination, may be caused by hidden practices or processes within organisations.

The lack of a pay gap analysis is a hindrance for those delivering organisational d&i strategies, as measures may be hampered in a way that is not fully understood.

The EU Directive on Pay Transparency proposal aims to increase awareness about pay, focusing on measures to ensure pay transparency for workers and employers, and help employers and workers to tackle discrimination at work.

Diversity Charters Supporting SMEs

There are over 25 million SMEs playing a vital role in our economies, employing around 100 million people in Europe. Therefore, the attitudes to d&i in SMEs can affect large numbers of people in Europe both as customers and as workers. SMEs employ 2 out of every 3 employees and 93% are micro-SMEs. The 2018/2019 annual report on European SMEs provides a synopsis of the size, structure and importance of SMEs to the European economy and an overview of the past and forecasted performance of SMEs from 2008 to 2020.[10] Given that SMEs represent 99% of all businesses in the EU and account for more than half of Europe's GDP, it is especially important that Diversity Charters work to attract more SME signatories.

10   https://ec.europa.eu/growth/smes/sme-strategy/performance-review_en#annual-report

Definition of SMEs

The definition of SME used by the EU takes into account the following three criteria:

• staff headcount;

• annual turnover; and

• annual balance sheet total.

The category of micro, small and medium-sized enterprises consists of enterprises which:

• employ fewer than 250 persons; and

• have either an annual turnover not exceeding EUR 50 million or an annual balance sheet total not exceeding EUR 43 million.

There is a well-established business case for SMEs investing in equality and diversity. In one study of SMEs, respondents highlighted the benefits of investing in d&i as including:[11]

a. Improved productivity;

b. Increased market share, as focusing on diversity and equality for customers helps a business to understand its customers better;

c. More innovation and problem-solving;

d. A better reputation with staff, suppliers and customers;

e. Better work environment for staff; and

f. Reduced risk of damaging discrimination cases.

In all the case-studies reported in this research there were marked improvements in workplace relations amongst staff and with clients/ customers, and in the area of workplace productivity. Some of the firms were surprised at how interested their staff were in equality, its implications for work practices or how it should be best achieved.

Importantly, for SMEs a highly consultative approach in d&i work seemed to be central to the achievement of results.

Diversity Charters Motivating SMEs

Diversity Charters focus on SMEs to help strengthen their capacity to combat discrimination, promote equality, diversity and inclusion. While the core business activities can be very different, and indeed they operate in many different sectors, there are common factors that help shape positive outcomes for SMEs. These have been found to include:

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11   Equality Authority. 2011. "Equality Works for SMEs". Dublin: Equality Authority.

a. Commitment to involve all staff in d&i policy formulation and implementation;

b. Openness to examining gaps or weaknesses in relation to d&i;

c. Commitment to good practice and continuous improvement;

d. Openness to new learning and new ways of working; and

e. Strong emphasis on bringing policy to life with measures.

Presenting to SMEs

In working with SMEs, the key is understanding their organisational needs and helping them to see the value d&i can bring to the work of winning contracts and attracting more customers as quickly as possible.

93% of SMEs are micro-SMEs, so gaining the trust of the founder or owner manager is crucial when working with many SMEs, as often they are directly involved in the day-to-day activity of the organisation[12]. Take time to allow them to tell you:

» What problems have recently occurred within this business?

» Are they getting the most out of their managers and staff?

» Do they have the right mix of skills and experience to meet operational and market demands?

» Does my management style allow others to take responsibility and be productive?

Of course, SMEs vary depending on the size of the organisation and another factor can be that many SMEs are family owned businesses, so it is important to identify the key influencers in the organisation.

With SMEs it is important to take time to get to know the personnel who can influence change in the organisation, to identify their business aims and objectives, to understand their concerns, and lay out the benefits to be gained for their organisation. By taking the time to build trust and get to know their business, you can encourage and motivate personnel to think about the ways in which d&i can help them to:

a. build a competitive edge in their market sector;

b. improve their workforce planning;

c. improve staff relations, involvement and communication;

d. convey a brand image that sets them apart in procurement processes;

e. underpin good customer relations;

f. build capacity to innovate; and

g. ensure effective management styles evolve in their organisations.

Quick Tips for SMEs

Help managers to think about possible quick wins, for example could they:

1. Host d&i information sessions involving staff in designing the sessions, such as special awareness days on diversity themes?

2. Provide equality and diversity training?

3. Designate a person who will be responsible to drive forward action on d&i?

4. Get your support to develop a systematic approach, starting with their current organisational needs:

    » Are they recruiting, if so, perhaps Diversity Charters could help them to review recruitment practices to ensure that they are based on clear, objective and appropriate criteria?

    » Do they have d&i policies in place, for example an Employment Equality Policy, Statement and Action Plan?

    » Are they redesigning their Customer Relations processes to support frontline staff in addressing d&i issues, if they arise with customers?

    » Are they aware of and taking into account d&i requirements in procurement processes, especially in public procurement processes?

Diversity Charters Engaging More SMEs

Intermediary organisations are especially critical when considering approaches to securing SMEs as Diversity Charter signatories. Associations, federations, groups of research companies or academic units focused on SMEs, government support services for SMEs, etc.

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12   https://ec.europa.eu/growth/smes_en

Develop a local, comprehensive directory of SMEs intermediary organisations.

Make contact with them and seek to organise partnership projects, organise joint d&i staff training, joint d&i coaching services for managers, joint d&i projects developments in procurement and joint d&i support programmes.

In this way Diversity Charters could generate more interactions with personnel in a number of SMEs and attract more individual SME signatories.

Diversity Charters Measuring Training Impact

Why is data important?

Data is critical because it provides evidence for potential investors, employees, business partners, customers and service users that demonstrates the impact of diversity and inclusion activity in organisations.

External actors such as investors, and potential employees and customers check available data to make their assessment of brand reputation. Internally too, staff look at the data to assess it against their experience and perspective when working in the organisation.

With the right data, it is possible to develop indicators that provide the information needed to assess progress in achieving d&i objectives. Data, when collected and collated into indicators can show change and trends aligned to business activities, for example, recruitment targets, workforce composition, staff performance, progress on sales and procurement targets, achievements in innovation and skill development across the organisation.

Organisations collect a range of data on a regular basis, the key here is to be clear about what data is important to measure progress over time, to show the contribution d&i activities make to achieving organisational aims and objectives. As (Sweeney & Bothwick, 2016) argue, this helps organisations *"create your own case for change over time, why this is so important and the positive contribution it brings to the wider business strategy."*

Human resource data is collected to report on staff performance, employee retention, talent attraction and training delivery. The data used here is generally collected in organisational administrative systems, and the indicators are generally numerical, i.e. the number of people who apply for jobs, succeed in interviews, participate in training, their demographic information, their length of time working in the organisation, staff performance ratings etc.

Organisations also collect data to produce corporate annual reports on profits, sales, market share, return on investment, return on equity figures, gender balance on boards, promotion of corporate social responsibility activities etc. The data used here is sometimes collected for regulatory purposes, some is administrative data and some data is qualitative, examples of activities in the organisation etc.

In addition, organisations undertake surveys, often annually, and conduct focus groups to collect information that generates additional data. All data sources can be used to create indicators that collectively make-up the metrics, the sets of measurements that help to pinpoint the actions that produce positive change that has, or is, taking place. Data, irrespective of why or how it is collected, can be used to develop three types of indicators: output, outcome and impact indicators.

Indicators for d&i

Organisations are now collecting more and more data and developing sets of indicators that focus on revealing trends associated with organisational processes and people's behaviour such as, data to monitor customer satisfaction and to track employee engagement. While data can be used to generate indicators for a specific time or for a specific place and time, the importance of using indicators that reveal trends should not be overlooked.

Definitions

Output indicators show the amount of something produced by a person or persons.

Outcome indicators show the way something turns out, the results or consequence of actions.

It is important firstly to establish with organisations, the systems and frequency of current data collection, the methods of data collection, the sample(s) sizes, the anticipated response rates, the quantitative or qualitative nature of data, and to establish the additional data collection methods that

may be needed and can be adapted to ensure data is systematically gathered. Secondly, it is important to establish who will be interested in the results, what data is significant to them, to their work, to their decision-making and who has the authority to use the results and how they will use the data in their decision-making.

Having considered these questions, it then may be possible to explore two options, embedding d&i questions into for example, employment opinion surveys, and/or setting up micro-level data collection that relates to specific measures in the d&i strategy. Either way, the design and choice of indicator must relate to the aims and objectives and intended outputs, outcomes impact of the d&i strategy in the organisation.

There may be outputs sought from the introduction of a d&i measure, for example, an increase in the diversity of applicants for a specific recruitment campaign might be an indicator to choose, if it relates to a d&i objective or a specific target that has been agreed. An output indicator could show increased numbers of applicants from diverse communities or an increase in success rates for applicants from diverse communities. An outcome indicator could show evidence of strengthened relationships with multicultural communities, or the modification of sales strategies to reach diverse communities. The impact indicator might encompass evidence of better brand recognition in diverse communities and increased sales in those communities.

There may be an aim to improve productivity by putting supports in place to improve relationships among diverse staff members, so the output indicator could be improved productivity figures, whether it be number of units produced, number of services contracts secured etc. A related outcome indicator may be improvements in job satisfaction scores, decrease in pay disparities, improved employee morale etc. The impact indicator may come from statistics on revenue growth, reduced

waste, improvements in product/service design and delivery.

The organisation may aim to make significant improvements in skill acquisition from staff development programmes, so the output indicators could be increased numbers of training requests from staff, training participation records across the organisation, or positive training evaluations. A related outcome indicator may be evidence of greater problem resolution, improved customer/client satisfaction scores, less resistance to the introduction of new technology in the organisation, etc. The impact indicator may be developed from statistics demonstrating improvements in innovation, better staff agility, more effective inter-team cooperation, recognition as an employer of choice, increased recognition for leadership in the sector as a result of talking publicly about d&i benefits.

The key is to choose indicators that can show the change that results from investment in d&i. The clarity of the vision, ambition, d&i stated aims and objectives and related actions is critical. It is only when these are clear that it is possible to determine what data should be collected, the appropriate time for collection, the appropriate method of collection and what new data will need to be collected.

This may mean building d&i questions into already used administrative and human resource data collection systems, building d&i questions into employee opinion surveys, or customer satisfaction surveys, building d&i questions into internal reviews, be they team or project reviews, reviewing employee networks, etc. This is best examined with a number of people from across the organisation, who are aware, informed and involved in the delivery of the d&i strategy.

The Importance of Measuring the Impact of d&i Training.

Many organisations are delivering d&i training

with a range of training modules designed to introduce staff to d&i concepts and policies, upskill managers in delivering d&i actions, to build greater understanding of the organisation's d&i strategy and people's roles and responsibilities within that strategy. Training is also being delivered to help staff who need to gain competence and confidence in implementing d&i strategies.

Diversity training can, if delivered as part of the d&i strategy, help to build an inclusive environment where your employees are involved, engaged and take ownership. But action is required to collect data that facilitates assessment and measurement, not only the outputs and outcomes, but the impact of the training. Training has many impacts for the individuals who participate, for organisational efficiencies, for teambuilding and for organisational talent management and workforce planning.

While collecting data that shows attendance, satisfaction levels and evaluation of training programmes is useful, and an important administrative function, measuring the impact across the organisation is more difficult. In the absence of impact measurement there is a danger training will be seen as simply box ticking, as ineffectual in the longer term, invisible and gravely under-valued for its contribution to organisational change.

The Harvard Business Review of diversity research cites studies that show that the *"positive effects of diversity training rarely last beyond a day or two, and a number of studies suggest that it can activate bias or spark a backlash"*. One reason suggested for this is the use of negative messages in the training, another is making d&i training mandatory and another factor is focusing on controlling managers behaviour. The solution they offer, having examined the research, is to engage people, to tap into their desire to look good to others and encourage accountability for change, *"when people know they might have to explain their decisions, they are less likely to act on bias"*. (Harvard Business Review. 2016 *"The Latest Research Diversity"*)

So, it is important to take the time to design the right training for staff, use positive messages and engage participants to reflect on the ways they will be able to explain their decisions afterwards. In this way we can design better measurements of effectiveness to match the objectives of the training.

For the individuals who participate in d&i training, as well as output indicators, are there ways we can collect data on their individual outcomes? Embedding training evaluation questions at the beginning and the end of the training that ask participants to state their personal anticipated outcomes and the impact they envisage is one way:

a. How do they hope to apply the training in their daily work?

b. How do they hope the training will improve their performance?

c. How do they think the training will help them achieve their promotion ambitions?

d. How do they see their new knowledge, skill contributing to the business objectives, culture, vision?

The key is to then design ways of collecting data participants at a later stage, six months later, one year later to measure the impact.

For the organisation, there will be d&i output indicators, the participation numbers, across gender, age, disability, ethnicity etc and staff levels, locations, length of time in the organisation etc. But are there ways to collect data on organisational outcomes? Embedding training evaluation questions at the beginning and the end of the training that ask participants to state anticipated outcomes for their teams, their units, project delivery, and the impact they envisage can be an option:

a. How do they hope to apply the training in their teams/units?

b. How do they hope the training will improve team performance?

c. How do they think the training will impact on teamwork, the delivery of projects?

d. How do they see their new knowledge, skill contributing to innovation and creativity, culture, vision?

Again, the key is to then design ways of collecting data from participants at a later stage, six months later, one year later to measure the impact.

Finally, is it worth asking managers and leaders to state the outputs, outcomes and impact they anticipate from the d&i training? And ask them to state how they will assess this, what indicators will they use and, at a later stage, six months later, one year later whether they have evidence that the training has had the intended impact. Have they incorporated the training outcome and impact evaluation into their decision-making for organisational talent management and workforce planning?

SECTION THREE:
Diversity Charters Sharing Resources

Additional Diversity Charter Tools Collected for the CIT

Inimoiguste Keskus Human Rights Centre			
Estonian Diversity Charter	**Anti-Discrimination Grounds**	**Important themes of the Tool**	**Year of Publication**
Civicus: Holding a mirror up to Ourselves	The prohibition of discrimination in Estonia is stated in the Constitution.	Civil society, Diversity and Inclusion, Intersectionality, Organisational Culture.	2020

Carta Diversității			
Romanian Diversity Charter	**Anti-Discrimination Grounds**	**Important themes of the Tool**	**Year of Publication**
Diversity Management in Romanian Organisations	Most important anti-discrimination laws are: Ordinance no. 137 of 31 August 2000 republished (law on preventing and sanctioning all forms of discrimination). Law no. 202 of 19 April 2002 republished (law on equality of opportunity and treatment between men and women)	The first Romanian D&I Survey in Romanian Organisations, Expert Interviews, Paving the way for D&I success: the role of a D&I officer, D&I initiatives in Romanian organisations, Diversity Management in the workplace, a guide based on successful initiatives, Main KPIs used to measure the Diversity and Inclusion practices	2020

Diversity Charter Lëtzebuerg			
Luxembourg Diversity Charter	**Anti-Discrimination Grounds**	**Important themes of the Tool**	**Year of Publication**
In a Time of Crisis: Practical Guide	gender, sexual orientation, health issues or disability, nationality, real or assumed ethnic background or origin, political or philosophical belief, and union membership	**Immediate Management**, The continuity of an operations plan. Work in a secure environment for all, Stress Management for all, Management of Remote teams, Time Management, **Back to Normal**, The Physical Return to Work, The construction of new normal, Reconstruction of social ties and general collective, Flexibility, Continuity plan.	2020

Diversity Charter Ireland			
Irish Diversity Charter	**Anti-Discrimination Grounds**	**Important themes of the Tool**	**Year of Publication**
Migrants in the Workplace	gender, marital status, family status, age disability, sexual orientation, race, religion, and membership of the Traveller community.	Migrant Integration Strategy – A Blueprint for the Future. cultural identity", Attracting Migrant Applicants, Inclusive Onboarding Practices, Inclusive Talent Management, Positive Career Supports, Cultural Programme, Integration in the Workplace - Migrant Inclusion Key Activities in Diversity Charter Ireland signatory companies.	2019

Charte de la Diversite			
French Diversity Charter:	**Anti-Discrimination Grounds**	**Important themes of the Tool**	**Year of Publication**
Economic & Social performance Diversity Report, 8th edition.	Origin, gender, sexual orientation, morals, age, marital status, religious beliefs, nationality, ethnic or racial origin, political opinions, trade union activities, physical appearance, name, medical condition, disability.	Diversity: a key issue for signatories, at the heart of the CSR strategy, a more inclusive diversity approach needed. Proactive management of diversity, Different levers of awareness and involvement of employees, HR and managers, Steering actions and impact measurement: progress in terms of quantification. Strong communication around the Diversity Charter needed especially better developed externally	2019

diverzita.czech			
Czech Republic Diversity Charter	**Anti-Discrimination Grounds**	**Important themes of the Tool**	**Year of Publication**
Self Employed at Work; how to support self-employed parents at work? Tips and information for employers.	On 17 June 2009 the Czech Republic adopted anti-discrimination legislation which guarantees the right to equal treatment and bans discrimination in areas including access to employment, business, education, healthcare and social security on the grounds of sex, age, disability, race, ethnic origin, nationality, sexual orientation, religious affiliation and faith or worldview.	Childcare, single parents, Through the eyes of individual parents-survey, flexible working hours, Demographic changes	2019

Charta der Vielfalt			
German Diversity Charter	**Anti-Discrimination Grounds**	**Important themes of the Tool**	**Year of Publication**
Ideas for Diversity Day: Internal Actions	Race or ethnic origin, gender, religion, age, disability or sexual identity	Participation Actions, Materials, Employee & Organisational Structure, Workshops & Training, Events. Social Media & Internal Communication	2019

Charta der Vielfalt			
German Diversity Charter	**Anti-Discrimination Grounds**	**Important themes of the Tool**	**Year of Publication**
Social Media Kit for D&I Day	race or ethnic origin, gender, religion, age, disability or sexual identity	Our annual motto "flying the flag for diversity!", General information, Hashtags for the 9th German Diversity Day, Ready-to-use image material for your social media channels, Visible together: social media wall for #GDD21	2021

Charta der Vielfalt			
German Diversity Charter	**Anti-Discrimination Grounds**	**Important themes of the Tool**	**Year of Publication**
Diversity Day Interactive Online Flyer	race or ethnic origin, gender, religion, age, disability or sexual identity	How to get involved, Fly the flag for diversity	2021

Fundación Diversidad – Charter de la Diversidad			
Spanish Diversity Charter	**Anti-Discrimination Grounds**	**Important themes of the Tool**	**Year of Publication**
Diversity Management Index: the 'InnoDiversity' Tree.	sex, marital status, race, colour, nationality, ethnic or national origin, disability religion or belief, and age.	Diversity Management Index, Adherence to the United Nations Global Compact, Diversity ambassadors, Information guide on inclusive leisure activities, Training Public Actions, Reputational ranking, electronic self-diagnosis.	2019

Diversiteit In Bedrijf			
The Dutch Diversity Charter	**Anti-Discrimination Grounds**	**Important themes of the Tool**	**Year of Publication**
Diversity Day Flyer: Inspirational Tool.	religion, personal beliefs, political opinion, race, sex, nationality, hetero- or homosexual orientation and civil status.	Planning activities, Social media, Training.	2019

Diversiteit In Bedrijf			
The Dutch Diversity Charter	**Anti-Discrimination Grounds**	**Important themes of the Tool**	**Year of Publication**
Celebrate differences, the many faces of diversity, a scientific research by Astrid C. Homan	religion, personal beliefs, political opinion, race, sex, nationality, hetero- or homosexual orientation and civil status.	Training, Effectiveness of Diversity Training.	2017

diverzita.czech			
Czech Republic Diversity Charter	**Anti-Discrimination Grounds**	**Important themes of the Tool**	**Year of Publication**
Intergenerational dialogue and young people in the Labour Market	On 17 June 2009 the Czech Republic adopted anti-discrimination legislation which guarantees the right to equal treatment and bans discrimination in areas including access to employment, business, education, healthcare and social security on the grounds of sex, age, disability, race, ethnic origin, nationality, sexual orientation, religious affiliation and faith or worldview.	Entering the Labour Market, Finding your First Job, What do graduates lack for successful entry into the labour market, study and work, Interest in volunteering, What resources do students use to find employment.	2018

Diversity Charter Lëtzebuerg			
Luxembourg Diversity Charter	**Anti-Discrimination Grounds**	**Important themes of the Tool**	**Year of Publication**
Diversity Charter Barometer survey	gender, sexual orientation, health issues or disability, nationality, real or assumed ethnic background or origin, political or philosophical belief, and union membership	Characteristics of the Organisation	2018

Charta der Vielfalt			
German Diversity Charter	**Anti-Discrimination Grounds**	**Important themes of the Tool**	**Year of Publication**
German Diversity Day guide	race or ethnic origin, gender, religion, age, disability or sexual identity	In-House Activity, Public Activity, Offer a Diversity Menu, Information Campaign, Articles in Employee Newsletters, Diversity Month.	2018

Charte de la Diversite			
French Diversity Charter:	**Anti-Discrimination Grounds**	**Important themes of the Tool**	**Year of Publication**
'Charter of Diversity: Economic & Social Performance'	origin, gender, sexual orientation, morals, age, marital status, religious beliefs, nationality, ethnic or racial origin, political opinions, trade union activities, physical appearance, name, medical condition, disability.	Fundamentals of Diversity, Inclusive management, Combating Discrimination, Support responsible Management, Framework for Commitment, Improve Image.	2018

diverzita.czech			
Czech Republic Diversity Charter	**Anti-Discrimination Grounds**	**Important themes of the Tool**	**Year of Publication**
'Diversity in the 21st century'	On 17 June 2009 the Czech Republic adopted anti-discrimination legislation which guarantees the right to equal treatment and bans discrimination in areas including access to employment, business, education, healthcare and social security on the grounds of sex, age, disability, race, ethnic origin, nationality, sexual orientation, religious affiliation and faith or worldview.	Diversity from the perspective of employers, trade unions and employees in the Czech Republic (results of surveys among employers, Social dialogue and social consensus, important factors for the development of diversity and inclusion in the Czech labor market Diversity - opportunities for innovation approaches, projects and programs, Diversity in the Czech Republic, socio-political contexts, labor market and education, Globalization.	2017

Greek/Cyprus/Lithuania/Latvia Diversity Charters			
Greek/Cyprus/ Lithuania/Latvia Diversity Charters	**Anti-Discrimination Grounds**	**Important themes of the Tool**	**Year of Publication**
Dimain: Strategic Thinking on Diversity Management and Inclusion at the Workplace	Article 5(2) of the Greek Constitution states that "all persons living within the Greek territory shall enjoy full protection of their life, honour and liberty irrespective of nationality, race or language and of religious or political beliefs".	The "Practical Guide to Diversity Charter" (Guide) part of the DIMAIN project, Covers good practices from companies and testimonials. Overall aims to encourage actions to promote social inclusion within the workplace.	2020

Karta Różnorodności			
Polish Diversity Charter	**Anti-Discrimination Grounds**	**Important themes of the Tool**	**Year of Publication**
Diversity Unites Us: A Guide To The Polish Diversity Charter.	The Polish Constitution contains a general prohibition against discrimination. Article 32 of the Constitution states that 'All persons shall be equal before the law. ... No one shall be discriminated against in political, social or economic life for any reason whatsoever'.	Diversity Management as a growth driver in the EU. The origins and the European context of Diversity Charters, Diversity pays off: benefits for an organisation and society. Effective management of diversity in the workplace, tips from Diversity charters.	2016

Diversiteit In Bedrijf			
The Dutch Diversity Charter	**Anti-Discrimination Grounds**	**Important themes of the Tool**	**Year of Publication**
Action Plan for Diversity Charter	Religion, personal beliefs, political opinion, race, sex, nationality, hetero- or homosexual orientation and civil status.	Survey, Company Management, multiple choice list, diversity policy.	2015

Diversity Charter Lëtzebuerg			
Luxembourg Diversity Charter	**Anti-Discrimination Grounds**	**Important themes of the Tool**	**Year of Publication**
Act for Diversity: a practical guide for Diversity Management.	gender, sexual Orientation, health issues or disability, nationality, real or assumed ethnic background or origin, political or philosophical belief, and union membership.	Orientations for actions: Commit, Raise awareness, Educate (oneself), Innovate, Create partnerships, connect, Communication tools: Use of the logo,Your email signatures to match the colours of diversity, Your website, intranet and blogs: platforms of your commitment Social networks for optimal viral communication, Posters and flyers for your off-line communication	2013

Diversity Charter Lëtzebuerg			
Luxembourg Diversity Charter	**Anti-Discrimination Grounds**	**Important themes of the Tool**	**Year of Publication**
Diversity Management: practical guide	Gender, sexual orientation, health issues or disability, nationality, real or assumed ethnic background or origin, political or philosophical belief, and union membership	Rally decision-makers around a common vision, create a work frame and identify key actors, make a diagnosis, define a Diversity policy and set its objectives, establish an action plan, evaluate progress, Draft a communication plan on Diversity.	2010

Carta Portuguesa para a Diversidade			
Portuguese Diversity Charter	**Anti-Discrimination Grounds**	**Important themes of the Tool**	**Year of Publication**
14 Ideas to Promote Diversity	Parentage, age, sex, sexual orientation, gender identity, marital status, family situation, economic situation, education, origin or social conditions, genetic heritage, reduced work capacity, disability, chronic disease, nationality, ethnic origin or race.	Social network campaign, Diversity Day, Public signing, Local Partnerships, Diversity challenge, Awareness raising campaign, Launch internal questionnaire, support inclusive business, Analyse recruitment, organise an exhibition, Diversity Reps,	n/a

Carta Portuguesa para a Diversidade			
Portuguese Diversity Charter	**Anti-Discrimination Grounds**	**Important themes of the Tool**	**Year of Publication**
Session plan to Implement the Portuguese Charter	Parentage, age, sex, sexual orientation, gender identity, marital status, family situation, economic situation, education, origin or social conditions, genetic heritage, reduced work capacity, disability, chronic disease, nationality, ethnic origin or race	Inform about the Charter and its objectives Promote the understanding of the principles of the Charter Promote understanding of the basic concepts of the Charter: Diversity, Inclusion, Prejudice, Unconscious Bias Promote the development of Diversity and Inclusion practices in the organisation	n/a

Carta Portuguesa para a Diversidade			
Portuguese Diversity Charter	**Anti-Discrimination Grounds**	**Important themes of the Tool**	**Year of Publication**
Inclusive Recruitment Guide 2020	Parentage, age, sex, sexual orientation, gender identity, marital status, family situation, economic situation, education, origin or social conditions, genetic heritage, reduced work capacity, disability, chronic disease, nationality, ethnic origin or race	Intended for all organizations, this guide seeks to inspire and provide tools that can be useful in promoting the construction of a workplace that is not only more diverse but inclusive and promotes the well-being of their employees Promote the development of Diversity and Inclusion practices in the organisation	2020

Additional Diversity Charter Tools Collected for the CIT

Reports and Publications on Ageing

European Policy Centre/ Age Concern			
Title of Report	**Central Tenets of the Report**	**Sub themes of the Report**	**URL & Date of Publication**
'Regional Strategies & demographic aging: age proofing toolkit'	Development of regional strategies which impact on people in every part of their lives, from employment, housing and travel. Demographic ageing–as a result of our enhanced longevity.	Ageing General trends, overarching themes and current indicators, Ageing and regional economies Employment, contribution and skills, Ageing and regional development Demands and services	https://cor.europa. eu/en/engage/ brochures/Documents/ regional-strategies- demographic-ageing/ regional-strategies- demographic-ageing_ English.pdf 2006

The Chartered Institute of Personnel and Development (CIPD) and the Trades Union Congress (TUC)			
Title of Report	**Central Tenets of the Report**	**Sub themes of the Report**	**URL & Date of Publication**
Managing Age: New edition 2011	Help employers and trade unions understand how to implement good practice to tackle unfair age discrimination. This revised version takes into account good practice developments since 2006 and the phasing out of the Default Retirement Age (DRA)	Retirement, Flexible retirement, Recruitment, selection and promotion, Pay, benefits and pensions, redundancy and termination	https://www.tuc.org.uk/sites/default/files/extras/managingageguide.pdf 2011

Reports & Publications on Cultural Diversity

Irish Management Institute			
Title of Report	**Central Tenets of the Report**	**Sub themes of the Report**	**URL & Date of Publication**
'Cultural Diversity: a toolkit for organizational Success'	The management of cultural diversity in the workplace. This manual provides important support to companies to adapt their workplace policies, procedures and practices to meet the challenges posed by a culturally diverse workforce and to realise the potential for business success that is inherent in this diversity.	External/customer orientation, Implementation, Recruitment & Selection, Retention & Development, Workplace Environment, Integrating & Mainstreaming.	2000

Reports & Publications on Diversity Management

Commissioned by: European Commission under the framework of the European Community Action Program to combat discrimination (2001-2006).			
Title of Report	**Central Tenets of the Report**	**Sub themes of the Report**	**URL & Date of Publication**
'The Business case for Diversity: good practices in the work place'	good practice in workplace diversity in the areas of race and ethnicity, age, sexual orientation, disability, and religion or belief.	Current situation relating to the implementation of diversity policies and practices, Drivers for diversity policy and practice, Implementation of equality and diversity practices, Perceived benefits of diversity, Measuring the impact of diversity approaches, Key challenges in implementing equality and diversity approaches	https://op.europa.eu/en/publication-detail/-/puhttps://business-diversity.de/download/busicase08en.pdfblication/57e667e2-d349-433b-b21d-1c67fd10ebb1 2005

Commissioned by: 'European Community Program for Employment and Social Solidarity'			
Title of Report	**Central Tenets of the Report**	**Sub themes of the Report**	**URL & Date of Publication**
'Voluntary Diversity Initiatives in and for Europe: the role of diversity charters'	The role of the E.U. Diversity Charters, The French Charter, German Charter & Belgian Charter.	Development of Charters, Differences between Charters, Background & Methodology of the Research, Overview of Research findings, Responses of Signatories at national level. Challenges facing Diversity charters, conclusions	http://www.iegd.org/pdf/Task%204%20-%20https://business-diversity.de/download/busicase08_en.pdfDiversity%20Charters.pdf 2007-2013

Commissioned by: European Community Program for Employment and Social Solidarity			
Title of Report	**Central Tenets of the Report**	**Sub themes of the Report**	**URL & Date of Publication**
Diversity & Innovation: a business opportunity for all.	Understanding the relationship between diversity and innovation, Investigating the link between Diversity and Innovation, Managing Diversity to Achieve Innovation.	Defining Diversity and Innovation The theoretical and Empirical Background, There is a positive link between diversity and innovation, Innovation and Diversity Survey, The benefits of diversity for innovation.	http://wwwhttps://business-diversity.de/download/busicase08_en.pdf.iegd.org/pdf/Task%203%20-%20Innovation.pdf 2007-2013

Equality Authority Ireland			
Title of Report	**Central Tenets of the Report**	**Sub themes of the Report**	**URL & Date of Publication**
'The Business Impact of Equality and Diversity: the International Evidence' Kathy Monks.	Review of the research evidence on the relationship between workplace initiatives on equality and diversity and organisational performance. It builds a compelling business case for investment in workplace equality and diversity.	Equality and Diversity: Towards the Inclusive Workplace Equality and Diversity in Context, Equality, Diversity and Organisational Performance, Managing Equality and Diversity for Organisational Performance	https://www.ihrec.ie/download/pdf/the_business_impact_of_equhttps://business-diversity.de/download/busicase08_en.pdfality_and_diversity.pdf 2007

European Association of Craft Small and Medium-Sized Enterprises. UEAPME			
Title of Report	**Central Tenets of the Report**	**Sub themes of the Report**	**URL & Date of Publication**
UEAPME Compendium of good practices of diversity and non-discrimination initiatives in European crafts, SMEs & their organisations/ European Association of Craft, Small Medium-Sized Enterprises.	The aim of this initiative is to show that SMEs and Craft companies are taking effective actions in the field of diversity and the fight against all forms of discriminations.	Main Trends, Initiatives on non-discrimination and Diversity in general, Different Initiatives on the specific grounds.	2007

Commissioned by: E.U. Commission, Directorate-General for Employment, Social Affairs and Equal Opportunities			
Title of Report	**Central Tenets of the Report**	**Sub themes of the Report**	**URL & Date of Publication**
'Continuing the Diversity Journey: business practices, perspectives & benefits.'	Engage with the relationship which exists between diversity innovation & productivity, Importance of Intermediaries, Explore the role of business schools & education in the economic dynamics and cultural issues, This report adds value to current knowledge, policies & practices. The research in this report concentrates on the SMEs across the E.U.	New Business Horizons in Europe Diversity for Talent and Competitiveness SME Business Case for Diversity Joining the dots between diversity, innovation and Productivity, Tools for a successful diversity journey, Business schools and company networks: educating and training business leaders for tomorrow, Conclusions and ways forward.	https://business-diversity.de/download/busicase08_en.pdf 2008

Commissioned by: European Commission, Directorate-General for Employment, Social Affairs and Equal Opportunities.			
Title of Report	**Central Tenets of the Report**	**Sub themes of the Report**	**URL & Date of Publication**
Guide for Training SMEs	How training & skills development could be implemented in SME organisations Challenges facing SMEs Developing successful solutions.	Improving the framework conditions of training and skills development Developing suitable methods and techniques of training, Addressing current and structural challenges of competence development.	https://www. scribd.com/ document/28386293/ Guide-for-Training-in-SMEs 2009

European Commission			
Title of Report	**Central Tenets of the Report**	**Sub themes of the Report**	**URL & Date of Publication**
'Implementation Checklist for Diversity Management'	Support for voluntary initiatives promoting diversity management at the workplace across the EU	Positioning of Diversity Within Co-operate Context, Management Structure for Diversity Measurement & monitoring, Implementation Top-Down, Implementation Bottom-Up (mainly beginners), External Outreach, Integration of Diversity in HR, Integration of Diversity in Communication, Integration of Diversity in Purchasing.	https://ec.europa. eu/migrant-integration/librarydoc/ implementation-checklist-for-diversity-management 2012

'Support for voluntary initiatives promoting diversity management at the workplace across the EU.'			
Title of Report	**Central Tenets of the Report**	**Sub themes of the Report**	**URL & Date of Publication**
Realising the Business Benefits with European Diversity Charters: managing diversity at work.	This brochure gives you a taste of some of the inspirational equality and diversity strategies companies are implementing with the support of European Diversity Charters.	Knowledge and innovation through diversity, Diversity Management and your business, Diversity Charters, The business case for diversity, The business case for SMEs Getting the right people for the job, Who's who – Diversity Charters in the EU, Diversity Charter contacts.	https://op.europa.eu/ en/publication-detail/-/ publication/e5051f13-d096-443f-9955-33a9ac390785 2012

Directorate-General for Justice and Consumers Directorate D - Equality			
Title of Report	**Central Tenets of the Report**	**Sub themes of the Report**	**URL & Date of Publication**
'Diversity within Small and Medium Sized Enterprises: best practices and approaches for moving ahead'	This is a guide for European small and medium-sized enterprise (SMEs) managers wishing to improve the competitiveness and the social and economic performance of their business by building on the diversity of their workforce.	Practical Guidance, Best Practices of SMEs successfully implementing diversity measures, Best practices of large corporate groups successfully supporting SMEs define and implement their diversity policies List of existing diversity management tools	https://op.europa.eu/en/publication-detail/-/publication/91af0878-b379-11e5-8d3c-01aa75ed71a1 2016

Harvard Business Review-HBR			
Title of Report	**Central Tenets of the Report**	**Sub themes of the Report**	**URL & Date of Publication**
'The Latest Research: Diversity' with discussion questions.	A collection of the best diversity research that HBR has published over the last few years. Diverse collection, with a mix of articles on gender, race, LGBT issues, and cross-cultural concerns.	Sample of Articles: 'The 5 Biases pushing women out of Out of STEM', 'Why Diversity Programs Fail' 'Navigating the Cultural Minefield'	https://store.hbr.org/product/the-latest-research-diversity/DIVRES 2016

Reports & Publications on Gender

European Project on Equal Pay			
Title of Report	**Central Tenets of the Report**	**Sub themes of the Report**	**URL & Date of Publication**
'Gender and Profit', The Swedish Business Development agency	By emphasising the connection between a gender-conscious approach in an organisation and the resultant impact on profitability, companies find it easier to motivate the integration of gender equality issues into all their areas of activity.	3 Criteria: 1, representation of women and men with different qualifications. 2, distribution of income in each company as a rough guide to the distribution of women and men in employment positions. 3, The amount of parental leave taken is an indication of the gender equality climate within the company.	2000

The General Directorate of Social Cohesion (DGCS) – Service of Women rights and Equality between women and men (SDFE)			
Title of Report	**Central Tenets of the Report**	**Sub themes of the Report**	**URL & Date of Publication**
'Towards Effective Gender Equality'	Gender equality is a major issue of the 21st century that concerns women but also men. Thanks to the Government's action in favour of employment and women's entrepreneurship, promotion of parity in politics and its engagements to fight against sexist and sexual violence,	Culture of Equality, Professional Equality women and men, Social Rights, Sexual & Sexist Violence	https://www.egalite-femmes-hommes. gouv.fr/wp-content/ uploads/2019/05/30652-DICOM-CC-2019-essentiel-ENG.pdf 2019

McKinsey & Company International Management Consulting			
Title of Report	**Central Tenets of the Report**	**Sub themes of the Report**	**URL & Date of Publication**
'Women Matter' Gender Diversity, A Corporate Performance Driver	Confirming the existence of the gender gap – most notably in the composition of corporate management bodies – the McKinsey study offers fact-based insights into the importance for companies of fostering the development of women in the business arena, so that a greater number attain positions of high responsibility.	Known disparities, The difference is even more striking in top management positions and on boards, Natural growth in the number of women graduates is insufficient to bring about change, Lower ambitions, Mastering male codes as the only way to rise through the ranks.	http://witi.berkeley. edu/wp-content/ uploads/2017/08/ Women-Matter-McKinsey-2007.pdf 2007

McKinsey & Company International Consulting			
Title of Report	**Central Tenets of the Report**	**Sub themes of the Report**	**URL & Date of Publication**
Women Matter, Time to Accelerate: ten years of insights into gender diversity	Economic impact of increased gender diversity at macro and micro levels and how to make change happen in corporations. This anniversary publication highlights ten key insights from these ten years of research.	Growth and Performance at stake, Slow progress, Ambition is not the problem, persistent barriers in society and corporations, enabling women's participation, creating gender neutral organisations, engaging men.	https://www.mckinsey. com/featured-insights/ gender-equality/women-matter-ten-years-of-insights-on-gender-diversity 2017

Department of Justice Ireland			
Title of Report	**Central Tenets of the Report**	**Sub themes of the Report**	**URL & Date of Publication**
Report of the Comprehensive National-level Review Twenty-fifth anniversary of the Fourth World Conference on Women and adoption of the Beijing Declaration & Platform for action.	The present report addresses progress in Ireland's implementation of the Beijing Declaration and Platform for Action over the 5 year period from May 2014 to April 2019, and looks ahead to the next 5 year period, from May 2019 to April 2024.	1. Priorities, achievements, challenges & setbacks (Q1-5) 2. Progress across the 12 critical areas of concern 3. National Institutions & Processes 4. Data & Statistics.	2019

U.N. Women			
Title of Report	**Central Tenets of the Report**	**Sub themes of the Report**	**URL & Date of Publication**
From Insight to Action: Gender Equality in the Wake of a Pandemic	This publication summarizes the data, research and policy work produced by UN Women on the impact of the COVID-19 pandemic on women and girls, including how it is affecting extreme poverty, employment, health, unpaid care and violence against women and girls, The publication also brings into focus the paucity of gender data and calls for greater investment and prioritization of data on the gendered effects of the crisis.	A once-in-a-century pandemic. The pandemic has widened gender and economic inequalities, More data are needed to understand the full impact of COVID-19, Without gender-responsive policies, the crisis risks derailing hard-won gains,	https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2020/gender-equality-in-the-wake-of-covid-19-en.pdf?la=en&vs=5142 2020

Reports & Research on Race

Northern Ireland Higher Education Innovation Fund			
Title of Report	**Central Tenets of the Report**	**Sub themes of the Report**	**URL & Date of Publication**
Race Equality Works for Northern Ireland'	Steps employers can take to improve race equality	Clearly communicate the value of diversity for your organization, Opt for open, transparent Communication, Showcase success, Be aware of the wider context.	http://www.craicni.com/wp-content/uploads/2016/10/Race-Equality-Works-for-Northern-Ireland-2016.pdf 2016

Communication from the E.U. Commission to the Council.			
Title of Report	**Central Tenets of the Report**	**Sub themes of the Report**	**URL & Date of Publication**
'Effective Roma Integration measures in the member States'	Assessing the implementation of the EU Framework for National Roma Integration Strategies.	Fighting discrimination and anti-Gypsyism, State of play on Roma integration in Member States Education	https://ec.europa.eu/info/sites/default/files/roma_report_2016_web_ok_en.pdf 2016

Reports & Publications on Religion in the Workplace

Equality & Human Rights Commission			
Title of Report	**Central Tenets of the Report**	**Sub themes of the Report**	**URL & Date of Publication**
'Religion or Belief in the Workplace: a guide for employers following recent European Court of Human Rights Judgments'	This good practice guide aims to help employers understand how to comply with the Court's judgment when recognising and managing the expression of religion or belief in the workplace.	How will an employer know if a religion or belief is genuine? What kind of religion or belief requests will an employer need to consider? What steps should an employer take to deal with a request?	https://www.equalityhumanrights.com/en/publication-download/religion-or-belief-workplace-guide-employers-following-recent-european-court 2014

Reports & Research on Supply Chain Diversity

Supplier Diversity Europe, CRÈME, Migration Policy Group,			
Title of Report	**Central Tenets of the Report**	**Sub themes of the Report**	**URL & Date of Publication**
'Handbook on Supplier Diversity in Europe'	The findings of the Handbook strongly indicate that supplier diversity does enable people who are not part of mainstream business to become more included and more optimistic about their economic futures. As a result of supplier diversity, under-represented groups will contribute to economic prosperity and societal integration– two areas which benefit everyone in society.	Population Demographics Business Demographics Legislation Business case for large Purchasing organisation The Business case for S.M.E.s Business case for policy makers Implementing supplier Diversity	https://www.migpolgroup.com/_old/public/docs/Handbook_on_Supplier_Diversity_in_Europe.pdf 2011

Nielsen			
Title of Report	**Central Tenets of the Report**	**Sub themes of the Report**	**URL & Date of Publication**
Supplier Diversity Annual Report: an uncommon sense of the consumer.	Advancing our leaders' and associates' understanding of supplier diversity and its role within Nielsen is a part of our Six C's of Supplier Diversity business case. Competition, Customers, Compliance, Customization, Costs and Community	The Nielsen Supplier Diversity Program, The Nielsen Supplier Diversity Program Results, 2014 Top Diverse Suppliers. External Corporate Management.	https://www.nielsen.com/wp-content/uploads/sites/3/2019/04/2014-nielsen-supplier-diversity-annual-report.pdf 2014

Reports & Publications on Trade Unions/NGOs

Irish Congress of Trade Unions			
Title of Report	**Central Tenets of the Report**	**Sub themes of the Report**	**URL & Date of Publication**
'Resource Manual- Employment Equality Acts 1998-2004'	This manual provides trade union officials with a comprehensive guide to employment equality legislation in order to support their work of informing, advising and representing members on issues covered by the legislation.	Detailed description of each discriminatory ground, Promotion of equality, Enforcement, Representation – Practical guide, Sources of further information.	https://www.ictu. ie/download/pdf/ equalitymanual.pdf 2004

European Trade Union Confederation			
Title of Report	**Central Tenets of the Report**	**Sub themes of the Report**	**URL & Date of Publication**
EXTENDING EQUALITY trade union actions to organise and promote equal rights, respect and dignity for workers regardless of their sexual orientation and gender identity	Respect is the basis for individual input and commitment. Social support is the environment everybody needs in order to be productive and to contribute. This fight must include a commitment to equal treatment, respect and dignity for L.G.B.T.I.	Evidence from surveys on LGBT equality issues, Trade union policies on LGBT equality, Trade union activities to end workplace discrimination.	https://www.etuc.org/en/ publication/extending-equality-0 2008

European Union Programme for Employment and Social Solidarity PROGRESS (2007-2013).			
Title of Report	**Central Tenets of the Report**	**Sub themes of the Report**	**URL & Date of Publication**
Trade union practices on anti-discrimination and diversity	The distribution and focus of the anti-discrimination initiatives, National-level trade union initiatives, Identifying potential gaps in trade union initiatives,	The geographical spread of the initiatives, Initiatives taken at European level or with EU support, Social dialogue and workplace practices to promote equality and combat discrimination, Union practices promoting equality and combating discrimination, Working with NGOs to combat discrimination, Union training to promote equality	https://op.europa.eu/en/publication-detail/-/publication/d6856f18-7ba2-478a-b141-386d1f085482 2010

Directorate-General for Justice & Consumers			
Title of Report	**Central Tenets of the Report**	**Sub themes of the Report**	**URL & Date of Publication**
'Trade union practices on non-discrimination and diversity 2019'	This is a follow-up study1 and provides an updated, qualitative analysis of trade union practices and/or initiatives with respect to non-discrimination and diversity in Europe.	For the European Commission to further encourage trade union action, For trade unions to further advance their non-discrimination actions, For employer organisations to provide a strong contribution to the nondiscrimination action	https://ec.europa.eu/info/sites/info/files/final_report_tu_print_version.pdf 2019

Global Research Reports on D&i Issues

United Nations			
Title of Report/ Research	**Main Tenets of the Report**	**Contents/sub themes**	**URL/Publication date.**
Sustainable Development Goals Report 2020	The Sustainable Development Goals Report 2020 brings together the latest data to show us that, before the COVID-19 pandemic, progress remained uneven and we were not on track to meet the Goals by 2030.	Finding transformative ways, Need for Data innovations Gender Equality,	https://www.un.org/ sustainabledevelopment/ progress-report/ 2020

Eurostat: Sustainable development in the European Union			
Title of Report/ Research	**Main Tenets of the Report**	**Contents/sub themes**	**URL/Publication date.**
Overview of progress towards the SDGs in an E.U. context.	This brochure presents a statistical overview of the most recent trends of the EU SDG indicators over a five-year period ('short term'); the specific years depend on data availability for the individual indicators. It shows EU progress towards the SDGs for the individual indicators and also presents the average progress for each of the 17 SDGs, based on the mean score of the selected indicators for the respective goal, including the multi-purpose indicators (3). Studies and reports that consider current status rather than progress, different indicators or different time spans may come to different conclusions.	Sustainable Development Goals from 1-17	https://ec.europa. eu/eurostat/ documents/4031688/ 11010788/KS-01-20-192- EN-N.pdf/ae63aff0-a6f3- 1d47-da83-c6886b9daaab 2020

Deloitte Insights			
Title of Report/ Research	**Main Tenets of the Report**	**Contents/sub themes**	**URL/Publication date.**
'Success personified in the Fourth Industrial Revolution: four leadership personas for an era of change and uncertainty.	Understand the opportunities and risks presented by the Fourth Industrial Revolution.	Social Impact: purpose begins to pay off, Strategy: Roadblocks to Effectiveness, Technology: Cautious approach to disruption Talent: reality kicks in Summary: faces of progress.	https://www2.deloitte.com/ content/dam/Deloitte/global/ Documents/gx-davos-DI_ Success-personified-fourth-industrial-revolution.pdf 2019

World Economic Forum Report			
Title of Report/ Research	**Main Tenets of the Report**	**Contents/sub themes**	**URL/Publication date.**
The Global Gender Gap Report: 10th Anniversary Edition	The Global Gender Gap Report, the World Economic Forum quantifies the magnitude of gender-based disparities and tracks their progress over time. The Global Gender Gap Index presented in this Report seeks to measure one important aspect of gender equality: the relative gaps between women and men across four key areas: health, education, economy and politics.	PART 1: MEASURING THE GLOBAL GENDER GAP 3 The Global Gender Gap Index 2015, Appendix A: Regional and Income Group Classifications, 2015 Appendix B: Spread of Minimum and Maximum Values by Indicator, 2015 Appendix C: Rankings by Indicator, 2015 PART 2: COUNTRY PROFILES List of Countries User's Guide: How Country Profiles Work Country Profiles	https://reports.weforum. org/global-gender-gap-report-2015/ 2015

World Economic Forum Report			
Title of Report/ Research	**Main Tenets of the Report**	**Contents/sub themes**	**URL/Publication date.**
Global Risks Report 2020	78% of Respondents expecting 'economic confrontations' to increase in 2020 Climate change is striking harder and more rapidly than expected, What were once givens regarding alliance structures and multilateral systems no longer hold	The report focuses explicitly on Impacts from rising inequality, Gaps in technology governance, Health systems under pressure.	https://www.weforum.org/reports/the-global-risks-report-2020 2020

World Economic Forum			
Title of Report/ Research	**Main Tenets of the Report**	**Contents/sub themes**	**URL/Publication date.**
Global Gender Gap Report 2020	Measuring the Global Gender Gap, The Future of Gender Parity, Regional Classifications.	Global results 2020, Progress overtime, Performance by Region. Gender gaps in frontier roles, Gender gaps in frontier skills, The Road to gender parity in the Fourth Industrial Revolution.	http://www3.weforum.org/docs/WEF_GGGR_2020.pdf 2020

International Labour Organisation.			
Title of Report/ Research	**Main Tenets of the Report**	**Contents/sub themes**	**URL/Publication date.**
'World Employment and Social Outlook: trends 2020'.	The challenges in the world of work – including persistent inequalities and exclusion – make it more vital than ever to establish a clear picture of global employment and social trends.	First, projected lower economic growth and the lack of inclusiveness are very likely to impair the ability of lower-income countries to reduce poverty and improve working conditions, Second, a more comprehensive measure of the underutilization of people of working age reveal major gaps in access to work; Third, even when people have a job, there can be significant deficiencies in work quality. Fourth, substantial inequalities prevail in access to work and work quality.	https://www.ilo.org/global/ research/global-reports/ weso/2020/WCMS_734479/ lang--en/index.htm 2020

It is important to say that there are no tools developed yet to assess the impact of the pandemic on diversity and inclusion outcomes. However, there is one tool worth noting, as it addresses this, the **Covid-19 Global Gender Tracker**

https://data.undp.org/gendertracker/

Finally, increasingly technology is being used to support and in some cases guide decision making within organisations. Diversity Charters are fully aware that while software can provide organisations with tools, they are not assessed to determine the extent of their impact on diversity and inclusion outcomes.

When we consider the vast amount of selfless work carried out across the world highlighting and defending human dignity, then paradoxically our world becomes more and more fractious through the rise of populism both on the right and the left. It is time to reevaluate what we mean by inclusion.

Within every human being there is an energy that requires nurturing, cultivation and understanding. We need to look at this from the political, social, economic, legal, technological and cultural perspective.

Technology presents a challenge, as it transcends all geo-political, socio-economic boundaries flexibly and directly. Can we maintain a focus on cultural perspectives, can we explore historical nuances and revise our understanding of the human condition? What do we mean by culture?

The challenge is to discuss, organise and build an understanding of what we can do as Diversity Charters to explore the relationship between d&i, technology and human dynamics, where and how to insert technology to facilitate behavioural changes when manoeuvering complex situations, get better insights into the customer or service user experience; and use technology, the digital age, to share and promote good practices?

These and other topics are exciting, they keep us relative, and help us to build momentum and commitment to d&i implementation.

Global Calendar for d&i Campaigns

This list will show you commemorative days and events that could be a good opportunity for organising awareness campaigns and debates and for learning within the organisation or with the surrounding community. These moments can have a motivating effect for starting processes of change and bringing people closer and making them more trusting. These are not events that have an impact in themselves, but rather they should be part of broader strategies associated with the implementation of more lasting measures. It might be worth organising a suggestion box for each month. The following list is not conclusive - feel free to update and add other commemorative dates to it.

January Tips

» Organise a volunteering campaign with a local school, to involve children or young people. Make the most of one of the films suggested in Appendix "Legislation, bibliography and resources".

» Arrange a Braille workshop for people who work in the organisation and use this opportunity to produce Braille versions of important documents and signs in the organisations (names on doors, handrails, along walls) 4 – World Braille Day

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21 – World Religion Day

23 – World Freedom Day

28 – Data Privacy Day

30 – School Day of Non-violence and Peace

February Tips

» Organise a cinema afternoon (with popcorn included) with a film that deals with human rights and promotes debate on social justice in the organisation

» Find out the mother language of the people in the organisation and make posters with greetings and/or directions in these languages around the organisation.

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6 – International Day of Zero Tolerance for Female Genital Mutilation

11 – World Day of the Sick

20 – World Day of Social Justice

21 – International Mother Language Day

22 – European Day for Victims of Crime

March Tips

» Organise a debate on the rights of women and the roles attributed to women, gender pay gap, pension gaps, could be a virtual one with guests that suggest how we break the stereotypes who come and talk about their experiences.

» Organise a cinema afternoon (with popcorn included) with a film that deals with human rights and promotes debate on terrorism in the organisation (film suggestions: 9/11 or Syriana).

» Mark the day with an agreement with a new social organisation operating in the areas you would like to work on.

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8 – International Women's Day

11 – European Day of Remembrance of Victims of Terrorism

16 – Freedom of Information Day

19 – Father's Day

20 – International Day of Happiness

21 – International Day for the Elimination of Racial Discrimination

21 – World Down Syndrome Day

24 – National Students' Day

April Tips

» Make time for some fun activities between colleagues (blowing bubbles, watching comedies, telling jokes, hide and seek, playing with children...) to have some fun.

» Invite Romani people to spend a day in the organisation for an information session.

» Organise a day devoted to sound and voice with theatre, singing and voice projection classes, or invite associations and organisations of the

Deaf Community to come for a discussion on the issues they encounter.

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1 – International Fun at Work Day

2 – World Autism Awareness Day

7 – World Health Day

8 – International Romani Day

11 – World Parkinson's Day

16 – World Voice Day

23 – National Education of the Deaf Day

28 – National Day for Safety and Health at Work

May Tips

» Organise a debate around freedom of the press in your country, where are people getting their information now, how would you like the topic of d&i to be dealt with or the issue of discrimination?

» Organise the participation of an LGBTI advocacy group for the Pride march (held in June), as well as the registration of people who want to support the cause as "Allies".

» Invite African authors and artists for a reading session /exhibition and debate on the different cultures in Africa.

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1 – Labour Day

3 – World Press Freedom Day

9 – Europe Day

17 – International Day Against Homophobia, Transphobia and Biphobia

19 – National Obesity Day

21 – World Day for Cultural Diversity for Dialogue and Development

25 – Africa Day

28 – International Day of Action for Women's Health

June Tips

» Search for documentaries and films about child labour today to facilitate a discussion of the issues.

» Organise a volunteering activity and a talk with people from the organisation and senior citizens from the surrounding community and/or ex-employees: what advice do they have for younger people? what activities would they like to hold where the organisation could give its support (providing resources, for example)?

» Organise a discussion about the facts on the refugee situation, invite refugee advocacy organisations, brainstorm ideas on how the organisation can promote labour market inclusion for refugees, migrants and other groups.

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1 – International Children's Day

2 – International Sex Workers Day

10 – Portugal Day and Portuguese Communities Day

12 – World Day Against Child Labour

13 – International Albinism Awareness Day

15 – World Elder Abuse Awareness Day

16 – International Day of the African Child

18 – Autistic Pride Day

20 – World Refugee Day

20 - World Productivity Day

24 – National Romain Day

27 - Industrial Workers of The World Day

July Tips

» Ask people to share positive stories about grandparents (their own or someone else's) and post them online.

» Organise an initiative aimed at young people, with visits to youth organisations and talks about the work they do there.

» Organise a public discussion about people trafficking and what we can do and say about it.

11- World Population Day

14 - World Freedom of Thought Day

15 - World Youth Skills Day

17 - World Day for International Justice

18 - Nelson Mandela International Day

23 - Tailors and Dressmakers Day

26 - Grandparents' Day

30 - World Day against Trafficking in Persons

August Tips

» Organise discussions covering the topics below, racism, slavery, the right of indigenous peoples in the organisation before they go on holidays. And why not share the reflections of those who have already read them online, creating a map of the journey of each book?

6 -Hiroshima Day

9 - International Day of the World's Indigenous Peoples

12 -International Youth Day

13 -International Lefthanders Day

19 - World Humanitarian Day

23 - European Day of Remembrance for Victims of Stalinism and Nazism

23 -International Day for the Remembrance of the Slave Trade and its Abolition

26 - Women's Equality Day

September Tips

» Share facts about the levels of literacy in your country around the organisation and end with a debate: what can our organisation do to make the situation better?

» Set a challenge: each person should thank at least two people in the organisation for something specific that has helped them to grow (this can be by email, public or private).

» Find out more about restless legs and see if anybody in the organisation suffers from this condition (for example, asking one or two questions via the intranet): what can the organisation do?

8 - International Literacy Day

9 - Pregnant Women's Day

10 - World Suicide Prevention Day

12 - United Nations Day for South-South Cooperation

15- International Day of Democracy

21 - International Day of Peace, World Alzheimer's Day & World Gratitude Day

23 - Restless Legs Awareness Day

26 - European Day of Languages, World Contraception Day

28 - World Rabies Day, International Day for Universal Access to Information

30 - International Translation Day

October Tips

» Organise a vegetarian day in the organisation, either with support from the co-worker restaurant or canteen (if any) or by challenging everybody to bring in vegetarian dishes for a shared lunch. How many vegetarians or people with dietary restrictions are there in the organisation? Are there daily options for these people?

» Approach an organisation that works on mental health issues to organise prevention and awareness campaigns.

» Find out when the municipal equality day in your municipality is and take part in at least one activity!

1 - International Day of Older Persons, World Vegetarian Day

5 - World Teachers' Day

10 - World Mental Health Day

10 - World Day Against the Death Penalty

11 - International Day of the Girl Child and World Obesity Day

12 - World Arthritis Day

14 - Be Bald and Free Day

16 - World Food Day

17- International Day for the Eradication of Poverty

20 - World Cerebral Palsy Day, World Day of Bullying Prevention

22 - International Stuttering Awareness Day

24 - United Nations Day, World Development Information Day, Municipal Equality Day

27 - Journalists for Peace Day and World Occupational Therapy Day

28 - International Day of the Elderly and International Animation Day

November Tips

» Explore sources of information about how to assess pay in organisations, is there equal pay between different groups? No? Set a challenge asking for proposals to improve this level to raise awareness among senior management.

» Invite organisations Against Fascism and Antisemitism to explain the current situation.

» Organise a day of discussion about what is tolerance, how do we demonstrate tolerance?

1 - World Vegan Day

2 - European Equal Pay Day, International Day to End Impunity for Crimes Against Journalists

7 - International Lazy Day

9 - International Day Against Fascism and Antisemitism

13 - World Kindness Day

16 - International Day for Tolerance

17 - World No Smoking Day, World Creativity Day & International Students' Day

19 - International Men's Day

20 - National Pyjama Day, Universal Children's Day, Transgender Day of Remembrance and Africa Industrialisation Day

21 - World Television Day

25 - International Day for the Elimination of Violence Against Women, and National Entrepreneur's Day

29 - International Day of Solidarity with the Palestinian People

December Tips

» Find out about local activities taking place for disability day!

» Organise a debate on volunteering: what can be done that will cause a real impact on the community? Ask people for ideas!

» Contact national Human Rights organisations, find out about local activities taking place for Human Rights Day, participate, get signatories to participate.

1 - World AIDS Day

2 - International Day for the Abolition of Slavery

3 - International Day of Persons with Disabilities and International Day of Chronic Allergies Sufferers

4 - National Multiple Sclerosis Day

5 - International Volunteer Day

9 - International Anti-Corruption Day, International Day of Commemoration of the Victims of Genocide and National Day of Persons with Disabilities

10 - World Human Rights Day

11 - UNICEF Day

17 - International Day to End Violence Against Sex Workers

18 - International Migrants Day and International Human Solidarity Day

Below is a monthly template you can cut and paste to create and use in your planning. Insert a goal for the month, the upcoming international and national days to mark issues relevant to d&i. You can edit the text easily, insert contents, pictures etc.

January 2022

Goal for the Month

Sun	Mon	Tues	Wed	Thu	Fri	Sat
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

SECTION FOUR: Digital CIT Working Online

Organisations become Diversity Charter signatories because they are motivated to learn and engage in the network they have joined. Diversity Charters work with signatories individually, or in groups who are at a range of stages of delivery of their d&i action plans and strategies. The Digital CIT contains interactive password protected online forms that Diversity Charter personnel can use to enter information to generate reports that they choose to produce individually or collectively.

Digital CIT FORM1_Users Continuing PROFESSIONAL Development

Diversity and inclusion experts and champions, including those of us who work in Diversity Charters seek to 'do as we say' - we reflect on a regular basis to assess our knowledge, skill and ability in applying d&i concepts, delivering measures and applying a range of approaches in practice. This Digital CIT FORM 1 provides continuing professional development questions for users of the Digital CIT so that they can assess their progress before and after using the CIT.

Digital CIT FORM2 _Diversity Charters VISIBILITY ONLINE

Digital FORM 2 guides Diversity Charters in developing their online presence, to make it easier for potential signatories to find them and see the range of activities being delivered by the Diversity Charters across Europe.

Digital CIT FORM3_Diversity Charters FEATURED Signatories

In Digital CIT FORM 3 Diversity Charter personnel can enter information about signatories, covering relevant topics or sectors, as decided by the community of Diversity Charters.

Digital CIT FORM4_Signatory ACTIVITY OVERVIEW

Digital CIT FORM 4 is designed to help Diversity Charter personnel to generate an overview of selected signatories and their activities. It covers d&i policies, training programmes, data gathering and impact measurement, communication and visibility, and EU directives and actions plans.

Digital CIT FORM5_Signatory PERCEPTIONS and CLIMATE

Digital CIT FORM 5 will help Diversity Charter personnel to review with their signatories the steps needed to assess information about d&i in the organisation and identify what details they need to collect in order to be able to ascertain the perceptions that exist among all stakeholders.

Digital CIT FORM6_Signatory SCOPING an ACTION PLAN

Digital CIT FORM 6 will help Diversity Charter personnel to assess with their signatories the areas of action that need to be addressed to scope out an Action Plan.

Digital CIT FORM7_Signatory DEMONSTRATING IMPACT and VALUE

Digital CIT FORM 7 will help Diversity Charter personnel to assess with their signatories the work that would be useful to demonstrate the impact and value d&i activities throughout their organisation.

D&I Presenting the BENEFITS

The presentation section of the digital CIT outlines the key research reports and findings, in a timeline, demonstrating the value of d&i.

The Importance of Video Today

Appendix One: Diversity Charters CIT Video Script & Guide

The Importance of Video Today

Communicating the Diversity Charter messages can be greatly strengthened through the medium of video. A key aim of the CIT is to enable potential signatories to learn about the national diversity charters, the European dimension and see the value of signing their national diversity charter.

The objective of the diversity charter video component of the CIT is to promote, build awareness, engage and give access to quick, clear information to as wide an audience as possible. Videos are a very efficient, face-to-face engagement tool that we can better utilise to attract potential signatories.

The videos were a proposal from the non-financial partners as a means of greater cooperation to maximise the inclusion of the non-financial partners within the project, most notably in the CIT.   The target audience for the Diversity Charter videos are busy Human Resource professionals and Diversity Champions, or even interested CEO's and board members. The video is designed to get people interested in contacting the Diversity Charter. Then they can learn when talking to you directly exactly what you offer in your national Diversity Charter.

The national diversity charter video is a scripted short video designed to provide easy access to key information about your national diversity charter and raise awareness of the benefits of signing for all potential signatories. Hence we are doing one script for all to use, so that you have a video for your website, and we could create a collage video from all videos, to show the activity across the partners, if we all decide that is valuable.

CIT Diversity Charter Video Script, May 2021

We put underlined words for emphasis, but you may choose a better emphasis for you :)

Segment 1 - 20 seconds

Hi my name is (first name) from the (country)

Diversity Charter. In (country) we founded the Diversity Charter in (year) and we are <u>delighted</u> to have (number) signatories to the Diversity Charter.

Segment 2 - 40 seconds

Our Diversity Charter is good for you <u>because</u> it brings your brand into the heart of a growing network of organisations in (country) who are learning about the value of diversity and inclusion for their organisation. By signing the (county) Diversity Charter you are demonstrating <u>publicly</u>, to possible customers, service users and employees that <u>you</u> are committed to promoting equality, diversity and inclusion.

<u>And</u> you are joining a network of diversity and inclusion professionals who are sharing best practice. Our diversity charter is a partnership of action, support <u>and</u> learning.

Segment 3 - 30 seconds

In the (country) Diversity Charter we have signatories from across all sectors of society, with organisations in the private, public and non-governmental sectors located across all regions of the country.

We are also a member of the European Diversity Charter Platform, an initiative sponsored by the European Commission. The European network is <u>vast</u>, with 26 national diversity charters, with over 12,000 signatories and 16 million employees represented. So our community is growing in all regions in (country) <u>and</u> across Europe.

Segment 4 - 35 seconds

As a partner in the Diversty@Work Project, funded by the Rights, Equality and Citizenship Programme of the European Union, we have developed a number of <u>user-friendly digital tools</u>. We will support you to use these tools to deliver diversity and inclusion activities in your organisation.

<u>We can help you</u> deliver diversity and inclusion training, addressing unconscious bias, using the blended e-learning course that has videos, with

linked exercises and quizzes to help you on your learning journey.

As diversity champions we in the Diversity Charter will use the Charter Implementation Toolkit to support and assist you to develop your d&i activity overview, assess next steps to address perceptions and climate, to help you to scope an action plan, and examine what is needed in your organisation to demonstrate impact and value.

And we will help you each year to deliver inspiring actions as part of the European Diversity Month, along with all the Diversity Charters across Europe.

Segment 5 - 30 seconds

So what are the benefits of signing the (country) diversity charter? *When you become a signatory you have access to a vast network of expertise at both national and European level. You will benefit from access to up-to-date information and tools that you can use in your organisation, whether you want to start your diversity and inclusion journey, or you are at the stage of measuring or benchmarking.*

Segment 6 - Call to Action - 30 seconds

So why not find out more, check our website where you will find the text of the (country) Diversity Charter. Have a discussion at work about the benefits of signing the (country) Diversity Charter. Get in touch to find out more and take a positive step to join us.

CIT Diversity Charter Video Guidelines, May 2021

Making the Videos - The Steps

Each Diversity Charter partner will nominate a talking head to use the script above to record their videos on their phones. These will be edited with some text added and sent back for you to review, and upload onto your website. The videos will also be a key component of the CIT.

Decide on a Talking Head

As we learnt at our kick-off meeting the talking head is the person who speaks to the camera, using the script provided. That person should learn the script, as we do not have teleprompters.

Duration of videos

The total script time is approximately 2.30 minutes. Please record each segment of the script separately, one video for each segment as it might be hard to remember the full script.

Recording the video segments

Put the phone camera in landscape mode as this allows for a good wide angle shot.

Check the resolution for recording on your phone, you may be able to record in any of the following, but the HD option is probably the best, as most phones have the HD capacity now and we can share the files easily as they are not too big:

Ultra HD or 4K	3840 x 2160p	320 MB
Full HD	1920 x 1080 / 1080p	149MB
HD	1280 x 720 / 720p	105 MB

Sit in front of a clear wall - blank no images and make sure there is good lighting so that you are well lit, near a window in the daylight is best, and if you have extra lights use them. It's always good to do a quick test to check how it looks on your phone and be sure you are well lit, before you do the full recording.

Place your phone at eye level with you on a solid surface, use a tripod if you have one, but a stack of books also works!

When recording, look directly at the camera lens in your phone, not the screen in your phone. This is better because it focuses the viewer on you and what you are saying.

It is extremely important to take time to record in a quiet space, check for distracting background noise before you record, and make sure the volume on the microphone on your phone is on high enough.

Make test versions and review

Record a few times and have a look at them. Is the lighting right, are you looking at the camera lens in the phone, are you speaking clearly, and slowly? Delete the recordings you don't like.

Upload the Video

Please upload the video segments when you are happy with them, naming the files CITVideoYOURCOUNTRY SEG1.mp3 (etc) along with a transparent version of your logo, PNG version.

So do a few tests, have some fun, and send us your best ones to edit!

Appendix Two: Diversity Charters Online

Websites

https://www.wko.at/site/Charta-der-Vielfalt/charta-der-vielfalt/wortlaut/Die_Charta_der_Vielfalt_im_Wortlaut.html#ChartaEnglish

https://diverzita.cz/

https://humanrights.ee/2015/12/mitmekesisuse-kokkuleppega-liitusid-kaheksa-uut-organisatsiooni/

https://www.charta-der-vielfalt.de/ueber-uns/ueber-die-initiative/

https://diversitycharter.ie/

http://www.ivairove.lt/

http://www.cartadiversidade.pt/

https://www.raznolikost.eu/

http://www.mangfoldighedscharter.dk/

https://www.fibsry.fi/tilaisuudet/

https://diversity-charter.gr/

https://www.sodalitas.it/fare/lavoro-e-inclusione/carta-per-le-pari-opportunita-e-luguaglianza-sul-lavoro

https://www.chartediversite.lu/en/

https://www.cartadiversitatii.ro/

http://fundaciondiversidad.org/

https://www.raznolikost.hr/

https://diversiteitinbedrijf.nl/en/

https://www.charte-diversite.com/

https://sokszinusegikarta.hu/2019-en/

http://www.thinkdiversity.eu/home/

http://odpowiedzialnybiznes.pl/karta-roznorodnosci/

https://www.chartadiverzity.sk/

http://www.diversitycharter.se/sv/

LinkedIN

https://www.linkedin.com/company/byznys-pro-spolecnost-business-for-society/

https://www.linkedin.com/company/corporate-responsibility-network-fibs/

https://www.linkedin.com/company/charte-diversite/

https://www.linkedin.com/company/charta-der-vielfalt/

https://www.linkedin.com/company/diversity-charter-greece/

https://www.linkedin.com/company/european-diversity-charter-hungary/

https://www.linkedin.com/company/fondazione-sodalitas/?trk=tyah

https://www.linkedin.com/in/chartediversiteletzebuerg/

https://www.linkedin.com/company/responsible-business-forum/

https://www.linkedin.com/company/cartadiversitatii/

https://www.linkedin.com/in/listina-raznolikosti-slovenija-2247a914b/

https://www.linkedin.com/company/diversity-charter-sweden/

Twitter

#DiversityCharters

#EUDiversityMonth

#UnionOfEquality

@DivCharterIRE

@CharterDiv

@Fund_Diversidad

@ChartaVielfalt

@erinevusrikkus

@FIBSry

@CharteDiversite

@FondSodalitas

@FOB_Poland

@Pontis_Slovakia

@DC_Sweden

Appendix Three: Tools List – 26 Diversity Charters

Diversity Charter Platform Tools Sent (as of 1-10-2020)		
Diversity Charter	**No. Tools**	**Title of Tools**
Austrian Diversity Charter	0	
Belgian Diversity Charter	0	
Bulgaria	0	
Croatian Diversity Charter	1	'C.S.R. Index Awards'
Cypriot Charter	1	'Practical Guide to the Diversity Charter of Cyprus'
Czechia	3	Diversity in the 21st century, Intergeneration: dialogue & Young people in the labour Market Self-employed at Work
Danish Diversity Charter	0	
Dutch Diversity Charter	4	Celebrate Differences-the many faces of Diversity, Diversity Flyer: Inspirational tool Action Plan for the Diversity Charter Concept Statement
Estonian Diversity Charter	1	Holding the Mirror up to Ourselves
Finish Diversity Charter	0	
French Diversity Charter	2	Charter of Diversity: Economic & Social Tool. Economic & Social Performance: Diversity report 8th edition.
German Diversity Charter	5	Diversity Day Guide Understanding Diversity: diversity management. Ideas for Diversity Day: Internal Actions. Social Media Kit for D and I Day. Flying the Flag for Diversity

Greek Diversity Charter	2	'Practical Guide to the Diversity Charter of Greece' Dimain E- Learning Platform
Hungarian Diversity Charter	0	
Irish Diversity Charter	1	'Migrants in the Workplace'
Italian Diversity Charter	0	
Latvian Diversity Charter	1	'Practical guide to the Latvian Diversity Charter'
Lithuanian Diversity Charter	1	'Practical Guide to the Lithuanian Diversity Charter'
Luxembourg Diversity Charter	3	Act for Diversity. Diversity Management: practical guide. Diversity Charter Barometer survey.
Polish Diversity Charter	1	Diversity Charter Management Guide: Diversity unites us.
Portuguese Diversity Charter	3	Portuguese Diversity 14-point Plan Face to Face session Plan. Inclusive Recruitment Guide
Romanian Diversity Charter	2	'Diversity Management in Romanian Organisations'. Diversity Management: Training Course for Implementing Diversity Charter.
Slovak Diversity Charter	1	Promoting Diversity and non-discrimination in Slovakia
Slovenian Diversity Charter	2	3 Modular Training Programme Diversity Management with Materials 'Ambassadors of Diversity'
Spanish Diversity Charter	3	'Diversity Management Index: the Innodiversity Tree'. Senior Citizens Working in European Countries.
Swedish Diversity Charter	0	