



# ŠTO SU REKLI O RAZNOLIKOSTI

## Workplace Inclusion Champion project, 2021-2022

U sklopu dvogodišnjeg projekta Lideri uključivosti na radnome mjestu nastavljamo s intervjuima s čelnicima kompanija potpisnika Povelje o raznolikosti. Intervjui su na engleskom jeziku kako bi iskustva bila približena svim europskim poveljama kao i Europskoj komisiji.

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## Balász Békeffy, predsjednik uprave, OTP banka



Over the past year we introduced numerous new initiatives which were not only dedicated to D&I topics, but they integrated D&I as a value element.

### **Could you share with us some key milestones in the D&I journey of your company?**

The past year and a half was very challenging for all of us, under the pressure of new circumstances. The pandemic caused us many worries, especially concerning the health and safety of our employees and clients, while the earthquakes made us aware of diverse vulnerabilities of our stakeholders that we had not considered during the previous normal and prosperous times. This greatly reshaped our efforts in advancing diversity and inclusion in our bank. The major milestone in the past year was to reconsider sensitivities of various stakeholders and to pay more attention to new models of diversity importance in our organization.

**What aspects of diversity management have the highest priority in your company?**

Exactly as I said, we have been dedicated to re-prioritize our diversity management. During the Covid crisis and new models of work we paid much more attention to various kinds of vulnerable groups – related to ability/disability, health status, parents with young children, colleagues who needed to care for family members, even mental-health capacities. In addition to our corporate style of an open organization in which lending a helping hand is a part of the culture, we now understand diversity from different angles.

**Which D&I activities have been implemented in your organization so far?**

D&I is regulated in the bank by many documents and procedures. But we all know that having rules is not closely enough. It takes lots of human interest and enthusiasm to build a diverse culture. Over the past year we introduced numerous new initiatives which were not only dedicated to D&I topics, but they integrated D&I as a value element. For example, our mental health coachings and content we shared with employees included the aspects dedicated to diversity. We launched a gamification platform aimed at open sharing of ideas, which also encouraged diversity in collaboration, mentoring and knowledge-sharing. Related to pandemic situation, we introduced many measures which enabled our colleagues to feel more comfortable related to their diverse needs and enabling them more sound life-work balance.

**In your opinion, what are the biggest challenges faced by the industry sector in creating a diverse and inclusive workforce?**

In financial sector we have specific challenges. Probably the most prominent one is how to reflect gender participation in managerial functions, relative to large female representation in workforce. One of the ways we also manage it is to strictly respect pay equality and equal options for career development. I believe that the age equality and balance topic will become more sensitive issue in the coming years. Each company has to find its own ways but starting early and collaborating with young people may help build diverse and inclusive companies of tomorrow.

**What business benefits do you see as a result of increasing D&I?**

Well, diversity enriches the companies. We saw the proof of that in our Ideaportal program, where multi-diverse people contribute with their ideas and comments. The more diverse the company, the better we understand the world in which we live and work. Also, being closely exposed to diversity needs prompts us to invest in being a better workplace for all. Consequently, as a bank, to be a more acutely interested and individualized provider of financial products and services to our clients. Flexibility, understanding of needs and adaptability have become key employee and customer experience builders.

**Can you name three diversity challenges that companies have to pay attention to?**

Recognizing which D&I aspects are material and relevant for your company, your stakeholders, and your community. For service providers – understanding your external stakeholders and treating them in accordance with your diversity pledges. Being authentic is the most challenging for every company. Not performing some diversity activities because it is trendy and effective but doing what is truly meaningful for your organization.

**What do you do to convince your colleagues to see the value in diversity management, or even more to truly get them on board?**

Everything that you do in culture development comes from the top of the company. Keeping an open door, being willing to hear out all colleagues, respect their opinions and concerns is crucial. Only if we behave like that, can we start promoting diversity values.

**Any plans for the #EUDiversityMonth this May?**

The most important one was organized on the level of our entire group – inviting almost 40 thousand of our colleagues from 11 countries to share their opinions and evaluations in our employee engagement initiative. We will use the results as idea generator to develop our workplace as a more diverse, pleasant and inspiring place for work.

## Arthur Vašarević, Director, Schneider Electric for Croatia, Slovenia and Bosnia & Herzegovina



**T**wenty years ago, the leadership of the Schneider Electric team was predominantly male. Gender imbalance in a male-dominated industry was something we decided to tackle head-on. Today I am proud to say that females make up 42% of our Board and manage more than 50% of our business. We are delighted with these numbers, but we also know that diversity is not just about percentages (be it gender, nationality, ethnicity, LGBT+, generation, disability, etc.). We build an inclusive environment where our people feel like they belong, are uniquely valued, and feel safe to contribute their best.

**Could you share with us some key milestones in the D&I journey of your company?**

When you talk about company established almost 200 years ago, many milestones have been historically and societal influenced. And therefore, at Schneider Electric, D&I is an integral part of our history, culture, and identity. Today, the only difference is that we talk about this issue in the public space and that different institutions recognize such policies and practices more and more.

For the third year in a row, we have been included in Bloomberg's Gender-Equality Index, scoring high on criteria involving top management commitment, gender inclusive policies, and community engagement. We have been recognized by the Financial Times in a first-of-its-kind ranking for diversity and inclusion in Europe. In addition, we have been ranked in the Top 50 for the Universum's Diversity & Inclusion Index, which recognizes the world's most diverse and inclusive employers.

**What aspects of diversity management have the highest priority in your company?**

Our Diversity, Equity and Inclusion Ambition is to provide equal opportunities to everyone, everywhere and to ensure all employees feel uniquely valued and safe to contribute their best. There are no gradations, priorities or any compromises on this one.

**Which D&I activities have been implemented in your organization so far?**

As a global company with over 140.000 employees worldwide, there are many different activities taking place. Just as an example, to achieve gender equality, empower women in our line of business, and ensure that all our employees are covered by pay equity, we implemented Global Family Leave Policy, Global Anti-harassment policy, Flexibility@Work.

**In your opinion, what are the biggest challenges faced by the industry sector in creating a diverse and inclusive workforce?**

Twenty years ago, the leadership of the Schneider Electric team was predominantly male. Gender imbalance in a male-dominated industry was something we decided to tackle head-on. Today I am proud to say that females make up 42% of our Board and manage more than 50% of our business. We are delighted with these numbers, but we also know that diversity is not just about percentages (be it gender, nationality, ethnicity, LGBT+, generation, disability, etc.). We build an inclusive environment where our people feel like they belong, are uniquely valued, and feel safe to contribute their best.

**What business benefits do you see as a result of increasing D&I?**

In an era where our most pressing problems are too complex for individuals to solve on their own, we need a holistic view of many people with different perspectives and this is why from the business point of view embracing D&I is the prerequisite for innovation and value creation in the complex digital age.



On a larger scale, businesses can't operate in isolation. So, it is our role to support the further development of economies and societies according to our beliefs. In this respect, each D&I activity is a clear message that we should all work toward better societies.

**Can you name three diversity challenges that companies have to pay attention to?**

First, Diversity is challenging because it highlights what makes us all unique. To make it work, we must hardwire it through policies and practices. Policies are cultural symbols, and so D&I needs to be hardwired in policies and practices.

Secondly, to lead in a diverse environment, our leaders must embrace differences and build the best teams. Behaviours of leaders can drive up a big difference between the proportion of employees who feel highly included and those who do not. At Schneider Electric, through active coaching and feedback, leaders are expected to build diverse and inclusive teams.

And third, we need to lead by example. We want our people to reflect our business footprint and the diversities of the communities in which we operate. To ensure that our people reflect the global community in which we operate, we want to have a more fabulous mix of diversities i.e., gender, generation, nationality, LGBT+, disabilities and above all to have people with different backgrounds.

**What do you do to convince your colleagues to see the value in diversity management, or even more to truly get them on board?**

We don't need to convince anyone. It is a question of our policies and practices, which are embedded in our daily work. Our people are happy and proud to be part of such a company. The regular D&I communication activities have the purpose of celebrating the differences and learning from each other.

**Any plans for the upcoming #EUDiversityMonth this May?**

As mentioned above, we constantly strive to promote Diversity, Equity, and Inclusion daily and through different projects. This month our focus is on people with disabilities. To create a diverse and inclusive environment, we act as allies and foster inclusion by better understanding the key concepts and what people with disabilities need.

For example, we encourage allyship for people with disabilities to build a culture of respect, educate our employees on the topic. In addition, we use inclusive language and terminology, being cautious of outdated or offensive terms, avoid generalizations, and promote accessibility adjustments where needed.

## Diana Kobas Dešković, CEO, Spona code



**N**umerous analyses demonstrate the benefits of gender-based diversity in organizations ranging from better employee engagement to healthier workplaces and superior productivity

### **Could you share with us some key milestones in the D&I journey of your company?**

We have been emphasizing D&I aspects throughout our business activities for the last ten years with the support of our own MAMFORCE METHOD© - an assessment and business accreditation tool integrating corporate family responsibility and gender equality.

In our portfolio more than 30 companies from various industries are committed to making progress towards better gender balance and D&I goals. With our method, we encourage our clients to measure and monitor D&I indicators. Besides, we highlight equity to make a vital trio (diversity, inclusion, equity) in building up a successful and productive human resources management system. Currently, we are implementing an EU co-funded project - WorkLife4You to boost D&I goals in 20 companies in Croatia. Nevertheless, our efforts are directed internationally to global and local companies willing to utilize our extensive experience in the field.

**What aspects of diversity management have the highest priority in your company?**

While we advise companies about the whole spectrum of diversity, our primary focus is gender equality.

Numerous analyses demonstrate the benefits of gender-based diversity in organisations ranging from better employee engagement to healthier workplaces and superior productivity. Additionally, openness to different viewpoints leads to better product design, better services and thoughtful business decisions. MAMFORCE© standard measures and encourages gender balance in companies.

Achieving this goal calls for a range of actions to create inclusive workplaces. It requires a business to address critical barriers to women's participation in the labor force and create an inclusive workplace where all employees are respected and empowered, regardless of their differences or the phase of life. In addition, we want to positively influence work-life balance across industries and strongly feel that this is in correlation with D&I goals. These goals can be observed as a human resources management issue, but they are also a policy management issue. If an organisation wants to be inclusive, it must ensure equitable opportunities for employment, development, and advancement. Companies should regularly monitor whether women, men, and minority groups receive equal pay for equal work. Also, a significant part of inclusive culture are flexible working options for all employees, but especially for parents with small children.

**Which D&I activities have been implemented in your organisation so far?**

Our activities are extensive. The earlier mentioned EU co-funded project WorkLife4You is only one of them. This project aims to raise awareness about the problems faced by young people in hiring and raising families. We aim to implement new business practices that will encourage harmonisation of family and business life for women and men, promote equal participation of mothers in the labour market and the active role of fathers in childcare. Furthermore, there is a need for D&I action on the educational level. In accessing this, we are conducting two projects – “We Can Equally” and Kindle Equality to increase awareness of gender-based stereotypes among primary and secondary school students and their teachers.

Finally, there is a project called *Merge*. The purpose of this project is to encourage more diverse procurement, especially in the public sector.

**In your opinion, what are the biggest challenges faced by the industry sector in creating a diverse and inclusive workforce?**

These challenges are often still on the level of awareness. Many employers are still unaware of the importance of building an inclusive workplace and diverse workforce. On the other hand, many companies rely on the workforce that is “offered” on the market. For example, IT companies take for granted that their primary workforce is male. At the same time, they neglect that female expert

would surely bring in a much-needed different viewpoint, new ideas and perspectives. We must not forget that there are still many prejudices and to fight against them takes effort and time. Gender-based stereotypes are a significant barrier to diversity efforts. Therefore, many of our clients boost their employee engagement and productivity once they realise how impactful D&I practices are.

**What business benefits do you see as a result of increasing D&I?**

As previously mentioned, engagement, productivity and innovation, along with general wellbeing, are the main benefits that come as a result of better D&I. Once leadership takes D&I into account, benefits start to unveil themselves. There is a clear connection between business success and achieving diversity and inclusion goals - the ultimate answer to why is it like that, is pretty straightforward. Making the workplace more diverse and taking care of employees' needs has a massive effect on motivation and consequently creates positive business results.

**Can you name three diversity challenges that companies have to pay attention to?**

First, companies have to pay attention to making sure there are internal policies to promote and establish diversity (e.g., Diversity or Gender Policy). Second, they should organise targeted diversity projects (e.g., respect for diversity, challenges of underrepresented groups, etc.). Projects like this are even more vital for higher-level jobs and leadership positions. Third, many diversity issues in a company start with selection. You should ask yourself, if there were several candidates for a higher level of responsibility, subject to the same criteria, would you give preference to the candidate of the underrepresented gender? It is self-evident that there are many more challenges depending on the industry or geography where the company operates. The specific policies and procedures will vary from one situation to another.

**What do you do to convince your colleagues to see the value in diversity management, or even more to truly get them on board?**

In our company, we genuinely live diversity. It is our core business, everybody who joins our team is aware of its importance. Internally, we are developing tools to empower diversity for our clients, but we also take part in tailored educations to refine our knowledge and become familiar with new practices. I am happy to share my experiences with colleagues and moreover want to make sure they have an opportunity to share ideas and suggestions of their own. By doing this, they are motivated to be genuinely on board with values in diversity and inclusion management.

**Any plans for the upcoming #EUDiversityMonth this May?**

During #EUDiversityMonth we will promote new members of our MAMFORCE society, the companies that went through our audit, committed to improvement and earned the MAMFORCE standard for the following period. These companies will work on achieving their D&I targets to make workplaces more equitable and attractive to talents from diverse groups.

## Tihomir Premužak, CEO, Vetropack Straža

### *IN MEMORIUM*



**W**e are mainly focused on gender, age and organisational function issues, but being focused on only a few aspects inevitably makes us value and embrace all types of differences because it teaches us to respect others. And this is the key driver for this journey – to foster mutual respect for every one of us.

#### **Could you share with us some key milestones in the D&I journey of your company?**

Our D&I journey officially started by signing the Croatian Diversity Charter. This was the first concrete step in developing inclusive and diverse working places. D&I stopped to be just a declaratory statement, it became a real commitment and action. We decided to focus on developing a consistent approach to diversity as a business imperative. And at the beginning of this year, we started a D&I project in order to continuously raise awareness about diversity and its benefits and to create an inspirational organisational culture to work in and develop further.



**What aspects of diversity management have the highest priority in your company?**

We are mainly focused on gender, age and organisational function issues, but being focused on only a few aspects inevitably makes us value and embrace all types of differences because it teaches us to respect others. And this is the key driver for this journey – to foster mutual respect for every one of us.

**Which D&I activities have been implemented in your organization so far?**

By adopting the Diversity Policy, we committed ourselves to identify and remove obstacles for diverse employees in recruitment, promotion/empowerment and retention, as well as in everyday collaboration. So, we carried out a survey among our employees to identify what are our weaknesses when it comes to diversity and inclusion. Based on the results, we came up with a plan of activities that already are or will be implemented. Organising a picnic for all employees with carefully created common activities was very well accepted and a useful way to introduce this topic to the employees. We regularly promote this issue in our magazine by tackling the most relevant aspects of diversity in our company.

**In your opinion, what are the biggest challenges faced by the industry sector in creating a diverse and inclusive workforce?**

One of the biggest challenges is dealing with deep-rooted prejudices and unconscious biases. We all have to be aware of them to make progress, and this can be a long and challenging process.

**What business benefits do you see as a result of increasing D&I?**

We are all unique and as a team we can provide a broad range of identities, experiences and perspectives. This brings us to new and creative ideas and solutions which are necessary to catch up with the growing demands of the market and to stay competitive. Embracing D&I values encourages a respectful and inclusive organisational culture where employees feel comfortable and confident in themselves – and this is the key in improving their performance.

**Can you name three diversity challenges that companies have to pay attention to?**

Companies have to be careful to implement D&I values into all business segments and make sure that the goals they want to achieve can be transferred into concrete and understandable initiatives.

**What do you do to convince your colleagues to see the value in diversity management, or even more to truly get them on board?**

I always strive to be an example in respecting every person and to promote good practices I see. Most of the colleagues are aware of the advantages of a diverse and inclusive workplace, but we

have to make more of an effort to be inclusive in everyday life, as individuals as well as an organisation.

**Any plans for the upcoming #EUDiversityMonth this May?**

At the beginning of May, we published our first short movie in which a gender issue is presented to our employees in a funny and familiar way. Later on, we are planning to have focus groups for our employees where they will be invited to express their thoughts on D&I, as well as their experiences at the workplace. One of the results of these workshops will also be their statements about diversity which can be used in promoting D&I or as motivational quotes.

## Ruža Tomić Fontana, General Manager, Coca-Cola HBC for Croatia, Bosnia-Herzegovina and Slovenia



**T**he biggest challenge is eliminating stereotypes and prejudice, which are sometimes deeply ingrained in our society and culture. By educating, informing and raising awareness we can disrupt negative biases and replace biased assumptions with fair and objective rationale.

### Could you share with us some key milestones in the D&I journey of your company?

We are devoted to nurturing passionate and empowered teams of people while enriching our communities and caring for the environment. To fulfill this purpose, we introduced *Growth Story 2025*, a new strategy built on five key pillars of growth, underpinned by Growth Mindset Values and guided by ambitious targets. We embedded D&I as a growth pillar based on our firm belief that a diverse and inclusive workforce is key to our market success. Sustainable business practices are at the heart of what we do, allowing us to connect our vision and mission with our strategic goals and commitments for the future, so through our *Growth Story* we work towards accomplishing *Mission*

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**What aspects of diversity management have the highest priority in your company?**

In addition to boosting general awareness on importance of diversity and inclusion, our D&I Council agreed to focus on three areas in 2021. These are gender diversity, through which we want to achieve a fair representation of the different genders within our company. This is followed by cultural inclusion, an initiative through which we want to remove cultural barriers to foster an inviting atmosphere for all cultural backgrounds. Finally, our goal of breaking age-related bias focuses on eliminating age barriers and stereotype by removing age as a factor of evaluation.

**Which D&I activities have been implemented in your organization so far?**

To strategically approach diversity and inclusion, Coca-Cola HBC formed a 16-member Diversity & Inclusion Council which focuses on three main streams: building capabilities, company culture and D&I advocacy. We measure D&I indicators each quarter and constantly work on their improvements through follow-ups. Apart from forming a Council, we organize a Female Talent review each quarter,

to assess and explore opportunities for our female employees. This helps us build gender balanced teams, which are essential to our operations. Also, every Line Manager at our company has completed a D&I online education and is expected to implement this awareness into everyday work relationships. Members of the Guiding Coalition within Coca-Cola HBC regularly take part in sharing opinions, experiences and insights regarding diversity. To show support for our female colleagues, we organize female engagement focus groups, where we openly talk about aspects which can be improved and share insights for a more balanced and fair work environment. Further measures – such as an internal mentoring program and strong partnerships – are also based on the strategic approach to anchor the topics of diversity & inclusion even more deeply within the company.

Apart from internal activities, we are always proud to support D&I institutions such as HRPSOR, IICA, GIUPAK and UN Global Compact (UNGC) in Croatia and to show by example the positive change that diversity brings to our teams.

**In your opinion, what are the biggest challenges faced by the industry sector in creating a diverse and inclusive workforce?**

In general, the biggest challenge is eliminating stereotypes and prejudice, which are sometimes deeply ingrained in our society and culture. By educating, informing and raising awareness we can disrupt negative biases and replace biased assumptions with fair and objective rationale. This also includes supporting and motivating Line Managers to build diverse and inclusive teams, which are shown to be more flexible and productive. Coca-Cola HBC Croatia invests in strengthening our managers accountability, leadership skills and capabilities for D&I. We promote a zero-tolerance policy for discriminatory behavior, support openness and actively help our managers to address these issues.

We are sustainability leaders on the Croatian market and helping employees feel a stronger sense of inclusion is our responsibility. All of us in the company are persistently making efforts to remove barriers that prevent our employees to feel as part of the team, to increase the numbers of employees from underrepresented groups and to reduce bias in the hiring and promotion processes. Enabled equality of opportunity through fairness and transparency makes employees more likely to feel included and satisfied.

**What business benefits do you see as a result of increasing D&I?**

Promoting diversity ensures that we recruit and develop the talent we need to succeed, regardless of gender, background or any other reason not related to performance. Firstly, it helps us attract and retain the best people. At Coca-Cola HBC Croatia we benefit greatly from the skills, experience and commitment of the diverse range of people who work with us. Building on a shared positive experience of other successful business practices, diversity and inclusion have helped us improve our decision making due to including broader perspectives in the process. We saw an increase in innovativeness through an influx of new, fresh ideas, as well as talent retention and attraction, resulting in higher employee engagement. Promoting diversity also ensures that our company



always provides welcoming and rewarding work environment. Finally, we saw one of our key values grow in importance. Integrity, which is something we value at Coca-Cola and nurture by a diverse environment where everyone is respected and included with equal opportunities.

**Can you name three diversity challenges that companies have to pay attention to?**

1. Diversity and inclusion should be **approached strategically and managed as a company's priority** to have an impact. Building inclusive workplace and implementing diversity and inclusion activities must be timely planned and key internal stakeholders provided with skills and training before a company can gain the full advantage of a diverse work environment.
2. New way of thinking about D&I **focuses on meeting the needs of the individual and not so much on an HR-led** Leadership and role models for inclusive behaviors are the key ingredient for raising an organization's D&I capability. Leading by example by educated and trained management, is the fastest way to realization of D&I targets.
3. Employees' sense of inclusion can contribute to an organization's performance and talent retention, so it is important to **invest continuous efforts to strengthen highly inclusive culture**. This proves to be very important, especially with the new challenges facing employees due to Covid-19. A good approach to building a highly inclusive culture is a diverse & inclusive leadership, meritocratic company culture, continuity of professional-advancement opportunities and meaningful interactions of employees with senior leaders.

**What do you do to convince your colleagues to see the value in diversity management, or even more to truly get them on board?**

Sharing personal experiences about the learning process, personal and professional growth and career-changing opportunities, brings D&I topics closer to employees. Coca-Cola HBC Croatia is part of a large international system that provides countless career development opportunities, education, best practices and ideas sharing, while providing mentors and role models of different

## Ivana Budin Arhanić, Vice President of Business Development and Corporate Affairs, Valamar Riviera



**A**t Valamar, we aim to ensure that all employees have the opportunity to contribute, advance and build a career regardless of their profile, gender, racial or ethnic origin, religion or belief, disability, or age.

**Could you share with us some key milestones in the Diversity & Inclusion journey of your company?**

We have built a stimulating corporate culture in which guests and employees come first, which also means that we are constantly building an organizational culture that is based on mutual respect and the appreciation of individual differences.

In 2017, we decided to sign the "Diversity Charter Croatia", after which we drafted and implemented a "Diversity and Non-Discrimination Policy" which actively promotes diversity as a value in our business processes and organizational culture.

**What aspects of diversity management have the highest priority in your company?**

At Valamar, we aim to ensure that all employees have the opportunity to contribute, advance and build a career regardless of their profile, gender, racial or ethnic origin, religion or belief, disability, or age. In order to encourage diversity and include all our employees in the growth of the company, Valamar actively develops the skills and competencies of its employees. Valamar also creates individual development and career plans that are geared to enhancing individual talents, which in return deliver more innovation and contribute to the growth of our business.

**Which D&I activities have been implemented in your organization so far?**

Due to the seasonality of the hospitality industry in Croatia and the impossibility of finding a sufficient number of employees in Valamar's destinations, some of our seasonal workers move from inland Croatia to the coast during the summer months. In order to provide them with quality accommodation, we have developed the "Valamar House" concept, a hotel for employees in each of our destinations, in which we invested around 9 million euros from 2016 up to 2021. Each Valamar House has a common entertainment area and a shared kitchen, which creates the feeling of home, belonging and togetherness during the time when employees are away from their families.

In 2019, we launched the Super ValamArtists project, open to all our employees. This initiative promotes employees' involvement in the community, encouraging volunteering and various other social and sports activities.

In addition, Valamar regularly includes younger employees (Generation Y and Z) in strategic projects, which are implemented under the supervision of the project management office, thus giving young people the opportunity to participate in key development initiatives.

All senior directors participated in a workshop at the end of July 2020, on the topic: "Gender equality in the workplace". Participants had the opportunity to learn more about the concepts of indirect discrimination, multiple discrimination and positive measures to prevent discrimination, as well as how gender equality is legislated.

**In your opinion, what are the biggest challenges faced by the industry sector in creating a diverse and inclusive workforce?**

Working in the hospitality industry often requires seasonal work, shift work, manual work and work outside the place of residence, which makes the inclusion of older employees, employees with small children, employees with certain disabilities or employees who cannot commute daily to tourist areas challenging. Another challenge is ensuring that career development, education and awards programs promote diversity and inclusion, so that diverse groups of employees have equal opportunity and access to knowledge and career development within the company.

**What business benefits do you see as a result of increasing D&I?**

The diversity of human resources is key in encouraging innovation and creativity; therefore, it is also the basis for business growth. Recognizing and respecting diversity creates a stimulating organizational culture where everyone feels welcome, all the while increasing job satisfaction and loyalty to the company. It also creates a culture conducive to successful new product development based on better understanding of various customer needs.

In the past ten years, Valamar has achieved strong growth through the development of new products and services, which is a testament to having successfully fostered an open and innovative corporate culture.

2020 was a challenging year due to the COVID-19 pandemic, but Valamar managed to protect all jobs through our "Pause, Restart" program. The program is well received by employees and is based on a high level of solidarity. Employees who were waiting for work were receiving 60% of their regular salary throughout the crisis period. Management accepted a year-long reduction in salaries of up to 30% and also received payouts in the amount of 60% when not working. Dividend payment for 2019 was revoked in March and members of the Supervisory Board waived their regular fees. All these measures greatly contributed to Valamar's ability to keep everyone employed while also maintaining the company's liquidity during the crisis.

At Valamar, we monitor the share of female managers at company level, which is stable at 41%, while the percentage of women in corporate positions has recently increased to 45%. A high share of women has also been recorded in in-house employee development programs for training future leaders. In the last generation of V-academy students, the share of women was 56%, and 32% in V-LEAD programs.

**What do you do to convince your colleagues to see the value in diversity management, or even more to truly get them on board?**

The hospitality industry provides services to guests who speak different languages, come from different cultures, and have different values. Therefore, tourism employees usually do not need much persuasion to agree that diversity is important and welcome. Our work is focused on consciously implementing those principles and values in our corporate programs and practices so that we actively promote diversity.

**Any plans for the upcoming #EUDiversityMonth this May?**

We will communicate our efforts on promoting diversity to our employees and invite them to become involved in various projects focused on the recovery of tourism and launching a new development cycle at Valamar.

## Ivan Bartulović, Member of the Board, and Chief Human Resources Office, Hrvatski Telekom



**H**aving a diverse team encourages creativity and innovation and allows us to learn from each other every day, and there is a great opportunity in the fact that we in HT at the moment have i.e. colleagues from 12 countries which enables us to have the chance of exchanging views, experiences, learning from each other and essentially provides us as an organization, as professionals, as colleagues and as individuals to grow.

### Could you share with us some key milestones in the D&I journey of your company?

Hrvatski Telekom is fully committed to promoting diversity and inclusion which make an integral part of our corporate culture and we are a better organization and a better team because of it.

We strongly believe that our strength comes from within and in particular from our diverse teams. Having a diverse team encourages creativity and innovation and allows us to learn from each



other every day, and there is a great opportunity in the fact that we in HT at the moment have i.e. colleagues from 12 countries which enables us to have the chance of exchanging views, experiences, learning from each other and essentially provides us as an organization, as professionals, as colleagues and as individuals to grow.

We are also the initial signatory of the Diversity Charter and the Social Charter, as well as the Initiative 30% which promotes higher participation of women in executive positions, and we have incorporated these goals and values into our Collective Agreement and the Code of Conduct. I am especially proud of the fact that 40% of managing positions in Hrvatski Telekom are held by women and that 44% of our Supervisory Board members are women.

And this when according to the WEF Global Gender Gap Report 2021 Croatia ranks in 45th place in total, and only 87th in Women's Economic Participation category which, with firms with female top managers accounting to 27%. At the same time we in Hrvatski Telekom have a female Management Board member in charge of the whole Residential segment, a Senior Vice President running the Corporate Customers and ICT, with other colleagues holding managerial positions across the organization in: IT, Finance, Strategy, Legal, Brand, Marketing, Regulatory, Residential Sales, HR, Security... As someone who has had the fortune of learning a lot from my female colleagues I'm glad that Hrvatski Telekom's female leaders are true role-models for present and future generations of aspiring leaders.

At the same time, the ICT industry we are working in, has a wrong perception about it that it's a male industry, and this is why we are deeply engaged in projects that encourage young women to decide on a career in the ICT field. For some 7 years, we have been participating in DT's "Women's STEM Award" program and have for the past six years also launched one of the first educational programs in the STEM area in Croatia - Generation NOW which encourages boys and girls from diverse backgrounds to take part in the STEM education which gives them equal opportunities for success. Over 300 institutions have participated so far as well as over 2200 students.

### **What aspects of diversity management have the highest priority in your company?**

All aspects, so it would be wrong to highlight just some. Our mission is to build a world of better opportunities, and in our view it's a world of equal opportunities for all, based in a great deal about making the most of the digital opportunities.

### **Which D&I activities have been implemented in your organization so far?**

Hrvatski Telekom is the initial signatory of the Diversity Charter and the Social Charter and we have incorporated these values into our Collective Agreement and our Code of Conduct.

That being said, I strongly believe that Diversity and Inclusion are not a one-off "training" but an ongoing process that benefits the employees and the company. We as a big company have a responsibility to lead by example and we try to do so.

**In your opinion, what are the biggest challenges faced by the industry sector in creating a diverse and inclusive workforce?**

Diversity and inclusion should be seen as common-sense dimension. Times have changed, and 21st century brings us together by celebrating all of our diverse components. We in HT believe in doing business and living by the principle of equal opportunities and opportunities for all, and speaking from the position of Chief Human Resources Officer, I can say that I am proud and additionally motivated when I witness the personal and professional development of our colleagues.

Personally and professionally, I am a supporter of the view that one's engagement, expertise, ability, knowledge and achievements are the only meritorious elements for career advancement. For us gender, race, nationality, cultural or social background, personal preferences, eventual disabilities... are beside the point – we look at the person's potential, his or her ability, passion willingness to do more, to contribute to grow personally and professionally.

**What business benefits do you see as a result of increasing D&I?**

Innovation, different ways of thinking, more agility, more constructive discussions which directly and indirectly have a strong impact on all of the company's results.

In the transformative times we live in, I believe that we can and must do better and that we must unlock the potential of young people in order to create more heterogeneous and diverse teams, thus contributing to development.

**Can you name three diversity challenges that companies have to pay attention to?**

For Croatia unfortunately we still have a lot of work in promoting gender equality, but apart from that, we also have to be careful when it comes to disability discrimination and national origin discrimination.

**What do you do to convince your colleagues to see the value in diversity management, or even more to truly get them on board?**

Diversity management, but primary diversity mindset has to be a result of set of activities coming from the top of every company. Implementing diversity has to begin from the management and then come down to peers and all employees. And that's also how we do it in Hrvatski Telekom.

Diversity & Inclusion is not just an initiative or a program; it is an orientation and investment from all – senior managers to peer on all level. It is a values and culture thing. It's about how the entire organization operates, communicates, contributes as one.

**Any plans for the upcoming #EUDiversityMonth this May?**

We have a practice of celebrating things we are proud of and with our teams being as diverse as it is, we will also mark it in May, as we have some initiatives in the pipeline.

## Željka Tičić, Chief Operating Officer, IBM Hrvatska



**D**iversity and inclusion is a transformational journey, that requires leadership, hard work, and the ability to make brave decisions. While IBM has a rich heritage in diversity and inclusion, we are still learning, growing, and making progress.

### **Could you share with us some key milestones in the D&I journey of your company?**

IBM has been a leader in diversity and inclusion for more than a century, and our employees represent a talented and diverse workforce. Achieving the full potential of inclusion is a business priority that is fundamental to our competitive success. Over the 100-year history at IBM, we have been able to set some ground-breaking achievements. The journey started with representation and equity: the Computing-Tabulating- Recording Company, later renamed IBM, included Black and female employees from its founding in 1911, people with disabilities from 1914, paying women the same as men for doing the same job from 1935, adding sexual orientation to our non-discrimination policy in 1984, gender identity and expression in 2002, starting same gender

partner benefits in 1996. Adaptable workplaces for disabled employees globally in 2010, first female CEO in 2012, to adapting our corporate logo to support diversity from 2017.

The COVID-19 pandemic and events in 2020 forever changed many things. As a society and within IBM, we are just beginning to comprehend the implications of these changes. It's more evident than ever before that how we support communities and employees is of extreme importance.

In 2020, we increased our transparency and reporting of diversity and inclusion data. We are holding executives accountable for progress in this space and have tied this directly to their bonuses and compensation.

We continue to advocate globally on policies to promote diversity, equity, and fairness in our society. IBM supported equal marriage provisions in Northern Ireland, Japan and Taiwan. We also signed an important, multi-year partnership with Australia's Victoria Pride Center, which provides vital services to LGBT+ citizens. In the United States, we were at the forefront advocating to extend essential civil rights protections to the LGBT+ community through passage of the Equality Act.

Diversity and inclusion is a transformational journey, that requires leadership, hard work, and the ability to make brave decisions. While IBM has a rich heritage in diversity and inclusion, we are still learning, growing, and making progress.

### **What aspects of diversity management have the highest priority in your company?**

At IBM, we are channeling what 2020 taught us into outcome-oriented, rigorous actions focused on four strategic areas:

1. Advocacy - IBM works to drive systemic change that creates opportunity for diverse communities.
2. Allyship - IBM provides training and support to help every IBMer be an upstander through inclusive behaviors.
3. Employee experience - IBM champions all diverse communities of IBMers and supports every employee to thrive and bring their authentic selves to work.
4. Accountability - IBM harnesses data transparency and AI to enable accountability, action and outcomes for increased diversity representation and inclusion at every level of our company.

### **Which D&I activities have been implemented in your organization so far?**

IBM is dedicated to support people with diverse disabilities. For example, we are hiring neurodivergent people through our Neurodiversity (ND) @ IBM program, which includes neurodivergent friendly hiring and development opportunities and neurodiversity training for all employees. Today, we are hiring neurodivergent talent in eight countries, with ND enablement available to employees in more than 30 countries. I think this is extremely important to support the

communities and provide equal access to opportunities for all. Only this way we can advance as a society and make a difference.

I come from the Finance industry and in this role, I still work a lot with suppliers. Diversity is important in this field as well. I am proud that in 1968 IBM established , our Supplier Diversity program which provides opportunities to diverse suppliers in 170+ countries—every country in which IBM operates including Croatia.

For example in Croatia we cooperate with Hedona – social enterprise and integrative workshop; ZagrebO5 – social enterprise, organizations which supports disable people and they are our supplier for specific products, this is just one way how we want to help and show the equality.

**In your opinion, what are the biggest challenges faced by the industry sector in creating a diverse and inclusive workforce?**

Attracting, retaining, and developing female talent is a business imperative. We see the impact of pandemic on the workplace while impact on women becomes more apparent. Many women leaders are experiencing challenges at this moment.

A recent IBM Institute for Business Value study revealed that despite heightened awareness of the challenges facing women in the workplace driven by the pandemic, gender equality is still not a top priority for 70 percent of global businesses, according to business professionals surveyed. Moreover, fewer women surveyed hold senior vice president, vice president, director, and manager roles in 2021 than they did in 2019.

It's important we focus on creating an environment that supports women and acknowledges the multiple demands they experience daily—often taking the lead as caregivers at home. At IBM, we have placed a major focus on empathy throughout the pandemic— training 30,000 managers check-in regularly on how their teams are doing

We ended 2020 with women making up nearly 34% of the IBM workforce, an increase from 2019. And, in 2020, 36% of IBM promotions were women. For me personally, mentorship and sponsoring young female colleagues is of extreme importance. I remember how my mentors inspired me and broaden my perspectives. I am always trying to do the same for my team, transfer the knowledge and all I have learned about equality, career growth, work life balance - I am a mother of three kids.

We have a lot of to do in this field as a society, but I am proud of all the initiatives we do at IBM across the world and in Croatia.

**What business benefits do you see as a result of increasing D&I?**

When people are free to be themselves, they are more productive, they can develop better relationships with their colleagues and with clients, and that accelerates innovation and business performance. IBM works with people all over the world. Having learned how to solve things together



and accepting differences in thought, creativity, and experience, has positively distinguished our company as one of the world's leading companies and made us a 'magnet' for the most talented people in the world. We have always been at the forefront of diversity and inclusion and our policies and strategies directly support our business objectives, values, and practices. At IBM we value the attributes of our diverse employee mosaic to fuel innovation and reflect the multicultural character of our customers across the globe.

**Can you name three diversity challenges that companies have to pay attention to?**

Those three words would be: hiring, skill development and careers. I believe one of the strongest actions businesses can take to promote equality and inclusion is to focus on skill-based hiring and prioritize skill development for the entire workforce. This leads to innovation for your company and for the world it empowers employees and leads to a better society.

According to insights from 3,000 CEOs across 26 industries and nearly 50 countries gathered in IBM IBV study employee well-being is highlighted as a major priority for many CEOs of high-performing companies. Many employees' expectations of their employers have significantly changed. The 'anywhere' workforce can require leaders to provide agile technology, to adopt more empathetic leadership models that prioritize employee well-being and to champion flexible and inclusive cultures. IBM recommends that leaders carefully consider the longer-term challenge of a hybrid work environment, which can include things like providing employees with digital, cloud-enabled tools for collaboration, preventing employee burnout or sustaining company culture with focus on diversity and inclusion.

**What do you do to convince your colleagues to see the value in diversity management, or even more to truly get them on board?**

I will give you an example. IBM achieved the most patents of any company for 28 consecutive years and our employees solved the hardest problems in business and society. And they are still doing this. This required a highly skilled team of diverse IBMers around the world.

So, I must admit that IBMers are very open and aware of the importance of diversity and inclusion. It's a part of the DNA of our people and I would say people feel proud in the cases when they are selected as D&I ambassadors or to join the team dedicated to further improve management policies or strategies related to this field. What is important is to live diversity and inclusion, led by example and the results will not miss.

## Damir Zorić, General Director, Hrvatska udruga poslodavaca



**N**ot only do women still have less opportunities for career advancement than men, but they also have to work a lot harder to stay in top management positions once they get there. The issue of women empowerment and gender balance in business is therefore one of the main aspects of diversity CEA is continuing to promote.

### Could you share with us some key milestones in the D&I journey of your company?

Croatian Employers' Association (CEA) has always promoted human rights, equal opportunities and organizational inclusion among the Croatian business community. Some of the basic principles which CEA stands for are dynamic and sustainable growth of Croatian economy, good governance by social responsibility standards, and flexible labor market and competent workforce. This makes it our obligation to promote diversity management if anything than for the reason it contributes to all the above and makes for smart business. Some of the key milestones,

that have influenced our activities in the D&I space even more, were: taking on management of the UN Global Compact Local Network in 2012, launching the CEA Base of business women in 2015, and adopting the Diversity Charter in 2017, as one of the first organizations in Croatia. These were followed by many successes we consider small milestones in our ongoing journey of D&I activities. In the last year alone, 10 Croatian companies have been accepted into UN Global Compact membership, which is more Croatian new-joiners in one year than ever before, while the Base of Business Women numbers 150 members to date. In addition, we have had numerous projects throughout the past several years focused on different aspects of diversity and inclusion.

**What aspects of diversity management have the highest priority in your company?**

D&I discussions often dwell on gender equality with good reason. Not only do women still have less opportunities for career advancement than men, but they also have to work a lot harder to stay in top management positions once they get there. The issue of women empowerment and gender balance in business is therefore one of the main aspects of diversity CEA is continuing to promote. There are other equally important societal and diversity issues we are doing our best to raise awareness about, like the benefits of employment of people with disabilities and the importance of inclusion of migrant workers in Croatian labour market. There is also the issue of bridging the age gap in workforce. More and more of our members share good practices on all of these aspects of D&I.

**Which D&I activities have been implemented in your organization so far?**

To number just a few most recent activities, in 2020 CEA ran the mentorship program as part of CEA Base of Business Women platform, as well as Target Gender Equality, a UN Global Compact program, aimed at increasing the representation of women in top management positions. Beginning of last year, before Covid-19 pandemic forced us all to switch to working from home, we organized a round table discussion on the topic of employment of persons with disabilities and a workshop about employing foreign workers in a socially responsible way. Both events had high attendance by our members which shows the ever growing interest among the business community for these issues.

**In your opinion, what are the biggest challenges faced by the industry sector in creating a diverse and inclusive workforce?**

As many of the diverse companies report, the transition to a more diverse workforce isn't a smooth one. The reason for this lies simply in the fact that humans are creatures of habit, and are reluctant to change their ways of doing things. This is why we find it very important to have discussions and sharing of experiences between companies that have gone through this process. In my opinion, in creating a diverse and inclusive workforce, the biggest challenge is creating an environment in which people feel involved, respected, valued and connected. This is key. Only then can they feel motivated and contribute at work every day.

**What business benefits do you see as a result of increasing D&I?**

The benefits for the business are numerous. Companies report on improved productivity and even financial growth as result of implemented D&I principles. Diversity provides an opportunity to combine different ideas and approaches in order to address obstacles and achieve business goals. It can provide access to new market segments, help reflect different customer demands, contribute to aligning business with unique customer needs, encourage innovation in products and services. Employers who actively take into account the whole pool of talent at their disposal have a competitive advantage in terms of hiring and retaining hardworking, productive and loyal workers. Simply put, implementing Diversity & Inclusion principles in an organization is good business.

**Can you name three diversity challenges that companies have to pay attention to?**

I would say the challenges lie in human nature. While differences in skills, education and experiences can produce constructive debate amongst employees and help them reach the best solution, they can also create interpersonal conflict, biases and prejudice. As much as we don't like to admit it, people too often make decisions based on biases, rather than on facts and logic, and this is no different in the workplace. Employees will base their decisions and judgements on unconscious biases despite their best intentions. The other challenge would be recognizing a particularly innovative solution among "too many" ideas. If you believe in giving every employee a chance to be heard, to present their idea and contribute to the problem-solving, the best or the most innovative solution can go unnoticed. Too many opinions can also compromise the organisation's ability to stick to tight deadlines that we all face everyday. While these challenges are important to keep in mind, there are still a lot more benefits in managing and working in a diverse and inclusive workplace.

**What do you do to convince your colleagues to see the value in diversity management, or even more to truly get them on board?**

CEA organizes workshops, roundtables and conferences, giving the floor to our members that are pioneers in diversity management in Croatia to share their good practices and inspire others. Seeing what is already being done, and how it has benefited people and business, is the best way to get those that are still not convinced to give diversity a chance. Only by including all members of our society can we move forward towards prosperity and better future for everyone.

**Any plans for the upcoming #EUDiversityMonth this May?**

No plans for this year's celebration.

## Goran Ražnjević, CEO, ILIRIJA



**F**or over 64 years, we have based our diversity policy on employing workers belonging to various age groups, having different levels of education, knowledge, experience, background, sex, etc., each contributing with their personality and individuality to creating what is now Ilirija – a modern and responsible corporation

### **Could you share with us some key milestones in the D&I journey of your company?**

Diversity is a vital part of business operations of tourist companies, which is why business activities of Ilirija, a tourist company, rest on diversity grown from the desire to meet other cultures, customs, traditions, history, gastronomy, etc. As a company that operates within an industry that rests on diversity, from the moment of its founding, for over 64 years, we have based our diversity policy on employing workers belonging to various age groups, having different levels of education, knowledge, experience, background, sex, etc., each contributing with their personality and individuality to creating what is now Ilirija – a modern and responsible corporation. For decades, Ilirija has been fostering diversity of its employees on the one side,



and equality in all rights and respect for personal dignity of its employees on the other. One of the key moments in further developing the company's corporate culture, based on the principles of diversity and inclusiveness, is the signing of the Croatian Diversity Charter. This means that we have been recognised as a company that promotes diversity as one of its core values. The President of the Management Board of Ilirija d.d. has been appointed as the diversity ambassador, which further encourages and places an additional responsibility on myself, as well as Ilirija, to further promote the objectives from the Diversity Policy. Also, in 2020, we joined the Alliance for Gender Equality, which further strengthened the company's course in developing its corporate values on the principles of diversity and inclusiveness.

### **What aspects of diversity management have the highest priority in your company?**

The values we cherish most as a company are equal opportunities in the workplace for all our employees, both permanent and seasonal, as well as a diversity of knowledge and experience and the preservation of personal and business integrity and dignity in the workplace, regardless of sex, age, personal beliefs, etc. of our employees, and we channel them towards the creation of a community, that is, of a motivating and stimulating business system that cares about its employees. One of the permanent goals of Ilirija is to create a working environment that encourages and ensures their professional development, while taking care of their social needs by respecting their personal and professional diversities. Knowledge, experience, education and competencies are the principles on which we base long-term and sustainable development of the company as a responsible business system, with an emphasis on respecting the personality and dignity of our employees, with zero tolerance for any form of discrimination.

### **Which D&I activities have been implemented in your organization so far?**

Activities and measures that we have implemented aim to put into effect the fundamental principles of diversity, inclusiveness, and equality in the company, and they begin with the principle of equality of rights of our employees, such as receiving the same salary for the same position, i.e. there are no differences in employee salaries based on sex, age, religious or other belief or diversity, including other material and non-material benefits, which the company offers its employees. These measures have also contributed to building a sense of community, i.e. a motivating and stimulating business system that takes care of its employees. We have demonstrated the foregoing both in the previous business year and in 2021, when, despite the global pandemic and reduced business operations, we maintained full employment, preserved our business activities, achieved positive results, ensuring the stability of our business system, with full respect of all of its fundamental values.

### **What business benefits do you see as a result of increasing D&I?**

Implementation and strengthening of diversity and inclusiveness principles by respecting the personality and dignity of our employees, with zero tolerance for any type of discrimination, makes our business system productive, efficient, innovative, and competitive or, what we in Ilirija often point out, the company was formed by transferring the diversity of its employees, through

the diversity of knowledge, experience, education, and competencies, into the diversity of the system. This is supported by the fact that we have been operating successfully for over six decades and have achieved positive results, i.e. preserved the business activity of the company for the future in the most challenging times for the hospitality and tourism industry all over the world.

**Can you name three diversity challenges that companies have to pay attention to? In your opinion, what are the biggest challenges faced by the industry sector in creating a diverse and inclusive workforce?**

From the perspective of a tourist company, keeping the business system stable, economically sustainable, commercially recognisable, and competitive also means preserving its values. A company, regardless of whether its business activity is global, regional, national, or local, in today's extraordinary conditions due to the global health crisis, is facing the challenge of preserving its business activity, as well as its other values, which are implemented through its activity not only within its own system but also, through its shareholders, within the greater community.

The challenges which some of the companies are already facing, and a lot of them will soon face, result from the demographic structure of the population, i.e. an increasing number of older people in the overall population, and, as a consequence, the working population, as well as the accelerated migration of people, not only in EU member states. Also, apart from employment and the rights resulting from employment, new generations of employees today have far greater expectations from their employers. New generations of employees view companies through the lens of values which a company supports and continuously and actively implements, which has already become a basis for distinguishing the companies regarded as desirable employers.

One of the challenges in creating a diverse and inclusive workforce is most certainly the ability of the employer to ensure a working environment that will allow an efficient adaptation of new employees to working in a diverse, random environment (either according to age, sex, nationality, religious, political, or other beliefs), on an operational level. Now more than ever, this will have a far greater effect on the ability of companies to create a positive and stimulating working environment, which will also reflect on their performance.

**What do you do to convince your colleagues to see the value in diversity management, or even more to truly get them on board?**

I believe that everyone should know for themselves what they have to do, considering their own business system and that there is no room for playing the game of persuasion.

The best way for other businesses to join us is to promote the diversity policy by publishing examples and business practices of companies that have included a diversity policy in their corporate culture, additionally empowering it by implementing activities that aim for the values

and the principles to be recognised among the employees, not only as words but as values incorporated at an operational level.

**Any plans for the upcoming #EUDiversityMonth this May?**

The European Diversity Month will be celebrated in the second half of May with posts on corporate social networks and our website on the values and principles on which diversity is based in Ilirija, by publishing information on celebrating the European Diversity Month and the statement of the President of the Management Board of Ilirija, as a diversity ambassador in Croatia, aiming to promote the principles of diversity, equality, and inclusiveness on our social networks, and by publishing the Croatian Diversity Charter on the company website.

## Mario Matić, General Manager, Orbico



Inclusiveness of all people, regardless of many factors that can make us seem different, is a way to celebrate diversity that makes our company even more strong.

**Could you share with us some key milestones in the D&I journey of your company? What aspects of diversity management have the highest priority in your company?**

My journey with Orbico began 18 years ago. The big challenge and opportunity for me was to take on the role of General Director in 2019. In April of that same year, my colleague Vesna Rendulić, who has been part of the Orbico team for more than 20 years, joined me in running the company.

It is an interesting fact that our board consists mainly of female colleagues. The same applies to the group management board.

Inclusiveness of all people, regardless of many factors that can make us seem different, is a way to celebrate diversity that makes our company even more strong.

During the challenging year 2020 we showed that the Orbico values are our guiding light that always leads us towards a more successful business future, which would be impossible without the people who make up the Orbico team.

Our values = our identity:

1. We trust in people
2. We have passion for winning
3. We encourage ownership approach
4. We act with honesty and integrity
5. We show respect for all individuals
6. We highly esteem personal mastery
7. We are attuned to changes

In 2020 year, our employees nominated their colleagues for ambassadors of Orbico values for the first time ever. All employees had the opportunity to select the colleagues they considered the best representatives of each of the Orbico's values because of their work ethics and behavior.

7 Orbico values = 7 ambassadors of Orbico values

### **Which D&I activities have been implemented in your organization so far?**

Here are some of the activities we support:

- the work of the *Wings for Life Foundation* in researching spinal cord injuries. In previous years, our team of runners participated in the Wings for Life World Run in Zadar. In 2020, they participated in the race via the Wings for Life app, and on May 9 this year, they will participate in the same way.
- In our warehousing business we use products manufactured in the Institution for employment, work and professional rehabilitation of persons with disabilities.
- In autumn of 2020, we were involved in providing support to marginalized young adults and young people without employment on how to apply and prepare for a job interview. Orbico has been participating in this program for the past few years.
- For last year's Orthodox Christmas, we organized a donation of gift packages for children from Glina.
- When our employees become parents, they are entitled to an additional day of annual leave as well as a support in products from the children's range.



- Our goal is for our employees to spend a very special day with their children for the first day of Primary school in September. It's a big day for the whole family, so we give our employees who are parents of first graders a day off to support them.

**In your opinion, what are the biggest challenges faced by the industry sector in creating a diverse and inclusive workforce?**

The biggest challenge, but also an opportunity, is to know how to listen to your employees, especially in these times of change. We have a diverse company structure, in terms of many factors, e.g., gender, age, work location and job responsibility, and we want to show to all of our employees that we appreciate them. Each year we create an employee satisfaction survey. We listen to our employees and react on results. For example, our employees have shown that they want additional education in order to improve their work and personal growth. We have formed a new project Capability development team with the intention to build a structured curriculum for our employees. It is a big project and we are very excited to have a program where we have the opportunity to share knowledge we have built over more than 20 years of successful business.

Since the beginning of Covid-19 pandemic, in order to be a safe work place for our employees and business partners, Orbico offers has been offering diverse and new models of working. Office employees practice *home office* work and it has become one of the new and normal work environments. We promote the highest standards by protecting the health of our employees who work in the field and in warehouse. In June 2020, we organized the Covid-19 survey to find out how our employees feel about the new way of working to better understand and help them.

**What business benefits do you see as a result of increasing D&I?**

When employees feel included in their work team, they are motivated and committed to do their job. Simply put – employees who feel at home while working – that's the strength we strive for. When the whole company does that, the results speak for themselves. Every year we achieve our business goals, and we set even higher goals for the next year. Engaged and competent employees are key magic ingredient in every great organization. Employees with high energy level, who are proactive and focused, who take responsibility and promote change for the better contribute to the organization development and move it forward.

**Can you name three diversity challenges that companies have to pay attention to?**

It can be challenging to provide an opportunity for employees to thrive and grow within the company's structure. Recognizing the potential of our employees is crucial to this matter, because you have a *win-win* situation if you have a pool of employees who are willing to step up and be promoted to start working in a new team or take a job that requires more responsibility.

Generally speaking, dissatisfaction of employees can be a major threat. In our experience, when you create a company culture that is open to change and encourages employees to take that extra

mile step – your employees are proud to be part of a team and are eager to share their best practices. Every obstacle is challenge that can be transformed into improvement.

The biggest challenge is to be open to the needs of employees. When you have open communication to your employees, you not only want to answer their questions and suggestions, but also show that you respect them.

**What do you do to convince your colleagues to see the value in diversity management, or even more to truly get them on board?**

We have many division managers and team leaders who represent different diversity categories – they are women, young people or come from different parts of Croatia. We share our results openly with the entire company. Our company's structure and results openly show what we achieve and, more importantly, how we manage our projects. Every year we organize Value Day, which is an amazing opportunity for all of us to express gratitude to our team as a whole, but also to engage all our employees to see that we truly incorporate Orbico values into our daily work. Orbico values are in line with promoting diversity and we're proud of our work ethic which is guiding us into a brighter and even more successful future.

**Any plans for the upcoming #EUDiversityMonth this May?**

With the intention of empowering our employees in these challenging times, we are focusing our efforts on developing wellbeing within the company.

In May, we plan to organize an educational lecture for all our employees to encourage them to think about diversity and their unconscious bias in the workplace.

Moreover, we encourage the collection of plastic bottle caps in workspaces at all our locations in order to lend a helping hand to children with leukemia and lymphoma in obtaining expensive medications. By collecting plastic caps, we are committed to the humanitarian cause for the sick, and we are also actively protecting the environment.

## Sándor Fasimon, President of Management Board, INA



**C**onsidering INA's D&I strategy and continuous work related to this issue, we can say that every month is diversity month in INA. When I first came to Croatia, I was truly amazed by the positive atmosphere, high professionalism and diversity of our colleagues at all levels and in various business segments of the company. We will, of course, celebrate this special occasion appropriately by giving it the importance it deserves.

**Could you share with us some key milestones in the D&I journey of your company?**

Diversity has always been one of the main characteristics of INA, given that we employ many employees of different ages, genders, professions, levels of education, nationalities, etc. In everything we do, people always come first. In accordance with that, there is awareness in the

company that building a culture in which people feel accepted, respected, involved and affiliated provides greater company and individual performance of each employee, as well as a positive, successful and stimulating work environment.

A key milestone was achieved in October 2017 when INA signed the Diversity Charter, committing itself to implementing a policy of diversity and non-discrimination in its work and business environment.

Following the signing of the charter, a document was published in which the companies of INA Group, as signatories of the Diversity Charter, established a strategy for diversity management, acceptance of differences and non-discrimination as the organization's systematic and planned direction to attract and retain employees of different profiles through processes such as hiring, rewarding, performance appraisal and employee development, all with the purpose of developing an organizational culture based on mutual respect and appreciation of diversity and achieving both competitive advantage and business results.

### **What aspects of diversity management have the highest priority in your company?**

At INA Group, diversity is represented by all visible and invisible differences and all HR-related documents contain a D&I clause, clearly stressing the organization's permanent commitment to diversity and inclusion. Regardless of our identity or background, we all deserve the opportunity to develop our skills and talents to our full potential, work in a safe, supportive and inclusive environment, be fairly rewarded and recognized for our work and have a meaningful voice on matters that affect us. The moral case for building fairer and more inclusive workplaces is indisputable: people matter, and organizations must ensure their people management approaches do not put any group at a disadvantage. In order to achieve this, our strategy is focused on four diversity areas in particular: age, gender, wellbeing and disability.

### **Which D&I activities have been implemented in your organization so far?**

For several years now, INA has been actively developing the Diversity & Inclusion strategy and I believe that we have already succeeded in encouraging our colleagues to think, understand and accept all possible differences between people. Through educational initiatives, training sessions, conferences, lectures by experts, and sharing of the various experiences of our colleagues, we strive to create a culture in which differences are respected and everyone feels equally involved. In order to be as realistic as possible in setting diversity and inclusion management goals, get a clearer picture of where we are on this issue and learn in which areas we can improve, several external and internal surveys were conducted based on which action was taken. We regularly track key performance indicators, listen to the needs and opinions of our employees and revise and adjust action plans on an annual basis.

### **In your opinion, what are the biggest challenges faced by the industry sector in creating a diverse and inclusive workforce?**

Generally speaking, the global O&G industry already passed the period of trying to increase awareness – we are already aware of the D&I benefits. Currently the greatest challenge is to form an organizational culture which supports respecting diversity. For example – we are part of the O&G industry, a tech-oriented company, but how do we perceive people who are creative, maybe not so detail-oriented, but full of great ideas, innovative and ready to go farther in their actions? How do we perceive people who are parents and sometimes have to go on sick-leave because their child is ill? Do we appreciate foreigners – do they feel personally accepted in this company? I think that implementing different positive and publicly promoted practices, as well as implementing a managerial style in all people-related processes, will lead to the recognition of the importance of D&I as well as the complete inclusion of all diverse groups. We in INA are already on that path.

**What business benefits do you see as a result of increasing D&I?**

It is my personal view that D&I practices can have positive effects on the company results in the long term. Having a workforce comprised of people with different backgrounds, experiences and skills means that the ideas and solutions generated by these teams won't be homogenous – they'll be innovative and creative. Fifteen years from now this direction will show that INA is a truly modern company which cares about future generations, attracting hundreds of fresh graduates from all over. A company we can continue to be proud of.

**Can you name three diversity challenges that companies have to pay attention to?**

Men or women, race, age – is not the main issue. What is more important is how we create the right culture and processes that can inspire all employees to work and engage with integrity, have trust and commitment to achieve the best results for their company. In the business environment, the manager's main task is to treat their colleagues as equals and include them in all activities. I think in this context, I do not even have to emphasize that all forms of discrimination are strictly forbidden.

**What do you do to convince your colleagues to see the value in diversity management, or even more to truly get them on board?**

Leadership should, through all its actions toward employees, customers and all our stakeholders, show deep respect for personal differences. It is very important to get all key stakeholders in one place to make them feel that they are part of the culture that aspires to become more intuitive about diversity and inclusion. So when we launched the comprehensive strategy in 2017, the idea was to create a relaxed atmosphere to foster new ideas and open all employees up to diversity and inclusion, with the help of internal and external experts on this topic. We also organized workshops for management and employees that aimed to raise awareness about our unconscious biases, about diversity and respect for colleagues. INA is the only company in Croatia that organized this kind of event that gave managers the opportunity to practice activities that aim to develop skills and awareness in this area, but also to learn from experts on this matter. Following this, a diversity charter was signed at the initiative of the management. That required INA to implement diversity and non-discrimination policies in its working and business environment.



**Any plans for the upcoming #EUDiversityMonth this May?**

Considering INA's D&I strategy and continuous work related to this issue, we can say that every month is diversity month in INA. When I first came to Croatia, I was truly amazed by the positive atmosphere, high professionalism and diversity of our colleagues at all levels and in various business segments of the company. We will, of course, celebrate this special occasion appropriately by giving it the importance it deserves.

## Marta Bulhak, CEO, HEINEKEN



**E**mbracing I&D is not only the right thing to do for people, but also essential to be successful as a business. A diverse workforce brings diverse viewpoints and perspectives to the company. It leads to better decision-making, a deeper understanding of diverse consumers and customers, more innovation and increased performance

### **Could you share with us some key milestones in the D&I journey of your company?**

Inclusion & Diversity has been a business priority and a core element of our sustainability strategy for quite some time. As the most international brewer, we believe that by valuing, embracing and leveraging the different strengths and perspectives of our diverse workforce, we deliver high performance. As of 2018, there has been a strong focus on I&D at HEINEKEN and we have since built a global I&D community of 100+ ambassadors who are driving our global strategy in local contexts across the business. This network leads change on relevant topics for their local realities and Croatia is no exception. For example, for the past three years we have been asking HEINEKEN

Hrvatska employees to answer inclusion related questions as a part of our Annual Climate Survey. The results have been very positive, showing growth in satisfaction every year. I am glad that our employees feel this way.

**What aspects of diversity management have the highest priority in your company?**

We are determined to nurture the positive climate we have already established in the company, but also to raise the bar wherever and whenever possible. We will continue to focus on building a culture where people feel they belong, that they are appreciated and safe and have equal pay for equal work. Our sustainability strategy Brew a Better World encapsulates strong social components that include areas of fair and safe workplace and positive impact on communities, and of course, our commitments to raise awareness and embrace inclusion and diversity concepts. We have defined 9 inclusive practices that represent principles we use to make an inclusive environment for everyone. They are: make it safe for others; be transparent; find common ground with others; communicate inclusively; seek multiple points of view; give and receive feedback; develop self-awareness; provide equal opportunities; shape and deliver with the team.

**Which D&I activities have been implemented in your organization so far?**

There are quite a few of them. For instance, we have appointed our local I&D ambassador who ensures implementation of positive I&D practices. Also, every team meeting starts with a check-in question to find out how people feel and help them resolve a potential problem right away. We have introduced a dedicated lunch breaks for colleagues working remotely to ensure they can prepare and have a meal with their family without any disturbance from work tasks. There are also specialized I&D workshops and on-line trainings focused on our 9 inclusive practices, which are mandatory for our leadership team. The topic is also strongly championed through our Fridays for Change internal communication project.

**In your opinion, what are the biggest challenges faced by the industry sector in creating a diverse and inclusive workforce?**

Embracing I&D is not only the right thing to do for people, but also essential to be successful as a business. A diverse workforce brings diverse viewpoints and perspectives to the company. It leads to better decision-making, a deeper understanding of diverse consumers and customers, more innovation and increased performance. But diversity can only thrive with a truly inclusive culture where people from all backgrounds feel included and therefore can contribute. In other words, inclusivity is the key to maintaining, as well as creating diversity in the workplace. Traditionally, women or man were assigned to certain functional roles, and it is about providing the equal opportunities. We should look past stereotypes and challenge our biases when selecting candidates. As long as our perception is focused on limitations, rather than possibilities, we are not exploring the entire talent pool, and therefore, missing out on potentially fantastic employees. I am aware that this is not an easy task, since we have all grown in certain cultures, which have formed our beliefs and values. However, if we challenge ourselves in the right way, we might get some great colleagues on board.

**What business benefits do you see as a result of increasing D&I?**

By insisting on making the workplace more inclusive, we are giving our employees the opportunity to openly share and speak their truth without fear of negative consequences. We are aware that psychological safety is a strong driver for high performance as it allows people to take risks, like admitting failures and asking for help. People who feel psychologically safe tend to be more innovative, learn from their mistakes and are motivated to improve their team or company. We're also proud of attained gender balance across our management and on other levels or roles. At the moment, women make up 50% of our Management Team, including myself as a Managing Director of HEINEKEN Hrvatska.

**Can you name three diversity challenges that companies have to pay attention to?**

On the global level HEINEKEN company is raising the bar and turning diversity challenges into exact I&D targets. On the global level, we are aiming for gender balance across senior management and our commitment is to have 30% women in such roles by 2025 and 40% by 2030. We also want to embrace cultural diversity, notably in our leadership in all countries where we operate. More precisely, by 2023 at least 65% of country leadership teams will be made up of regional nationals and 35% nationals from outside this region. Our third goal is to have 100% of our managers trained in inclusive leadership by 2023. I am tremendously proud that many of these targets have already been met here in HEINEKEN Hrvatska and we will continue to do our best on this path forward.

**What do you do to convince your colleagues to see the value in diversity management, or even more to truly get them on board?**

In my experience, if you want to create a truly inclusive and diverse environment, first you need to lead by example. I try to give my colleagues clarity, carefully listen, motivate them to openly ask for and give an honest feedback. Also, numbers do not lie. Various study results show that organizations with inclusive cultures are two times as likely to meet or exceed financial targets and three times more likely to be high performing. And we need these numbers in our yard. Finally, passion for quality, enjoyment of life and respect for people and the planet lay in the DNA of our company. Therefore, inclusion and diversity fit perfectly in our HEINEKEN culture. And my colleagues stand behind it.

**Any plans for the upcoming #EUDiversityMonth this May?**

As a matter of fact, we do have them. This year we launched an internal project called 'Fridays for Change' which is focused on sustainability topics, including environmental protection, safety and wellbeing but I&D too. With this project we want to challenge and inspire our colleagues, raise awareness about relevant issues, and ultimately catalyse a positive change of behaviour, both in the personal and professional domain. Every Friday we post inspiring and engaging content throughout our internal communication channels and during four Fridays of May they will be fully dedicated to inclusion and diversity segment and practices.

## Miroslav Halužan, Senior Executive Director of Human Resources and Organization, Privredna banka Zagreb



**O**ur goal is to improve knowledge and at the same time raise awareness among our employees about this topic.

### Could you share with us some key milestones in the D&I journey of your company?

Privredna banka Zagreb continuously applies positive practices in the manner of regulating the prohibition of all forms of discrimination and to encourage the application of diversity and inclusion through the Bank's internal acts, primarily through the Rules of Procedure, Code of Ethics, Code of Conduct, Human Resources Management Procedures and partly the Communication Manual. We would like to emphasize as PBZ milestones in this area, and at the same time a confirmation of our good guidelines and efforts, are following:

1. Privredna banka Zagreb is the winner of the **Key Difference in the Gender Equality category** and was also a finalist in the selection for the award in the category of general equality. The aim of the award is to identify and promote employers with quality practices in including diversity in the work environment, and the award is part of the project "Encouraging diversity in the Croatian labor market". The inclusion of diversity of human resources in the



award was related to the promotion of gender equality, age equality, equality of persons with disabilities and equality of persons belonging to national minorities. The award was presented for the first time in 2012 in the Republic of Croatia, and was awarded by the Office for Human Rights of the Government of the Republic of Croatia in partnership with the Association for Assistance and Education of Victims of Mobbing and the Labor Market Development Institute.

2. In 2017, the Croatian Business Council for Sustainable Development organized the signing ceremony of the Diversity Charter, and Privredna banka Zagreb was among the first companies in Croatia to sign this charter. By **signing the Charter on Diversity**, we have committed ourselves to additional efforts to promote positive values in the business environment and the implementation of a policy of respect for diversity, promotion of the principle of diversity and reporting on activities in this area.
3. On operative level, one of the milestones was setting **formal efficient mechanisms to manage and resolve any non-compliance** with our high ethical standards and principles. That way we can truly promote zero tolerance of discrimination, harassment and sexual harassment of employees, external associates as well as all other persons performing any work or activity in the Bank, such as Commission for the Protection of Dignity, Ethical Complaints Management, Internal irregularities report (Whistleblowing).
4. **CSR office formed** in 2018. as a focal point for all socially responsible and sustainable activities within the PBZ Group resulted in **implementation of integrated CSR governance model** in everyday business and **establishment of network of 30 CSR Ambassadors**. Role of Ambassadors is to dialogue, propose, promote and report about all CSR initiatives, including the ones related with D&I.
5. Introduction of Diversity & Inclusion as a qualitative KPI for overall management since 2018.

### What aspects of diversity management have the highest priority in your company?

As a topic, the greatest importance is given to the most visible difference - gender. To raise awareness on this topic we use several approaches. As one of the more important steps we consider the Introduction of Diversity & Inclusion as a qualitative KPI for overall management since 2018. Related with, we also monitor and regularly report on operative goals.

On the other hand, to find out the thoughts and attitudes of our employees, we conduct numerous initiatives, surveys, trainings, and the like. Based on the obtained results on their response, reactions, interest, and thoughts, we use these results as a basis for further development of initiatives, monitoring and reporting. Diversity management includes and applies to both managers and employees and the entire organizational culture.

As we first mentioned managers, this means that with the support of the company, managers are required to systematically recognize and include people with different characteristics in the projects and activities they carry out, in order to achieve the set goals. Diversity encompasses and applies to

all kinds of differences. Of course, some differences are more obvious than others (e.g., age, gender, ethnicity), but diversity involves much more than that. It also refers to different abilities, level of education, economic situation, social status, origin, etc. Over time, the concept of diversity has expanded significantly and female and male employees, in their diversity, their skills, creativity and innovation, are key to the long-term success of any organization.

It is important to educate all employees on this topic, so we organized within PBZ Business School education on this topic for our employees, while through internal communication channels we publish frequently articles on this topic and launch initiatives in which we try to involve as many of our employees.

### **Which D&I activities have been implemented in your organization so far?**

Intesa Sanpaolo, our parent bank, adopted a set of Principles on Diversity & Inclusion to confirm and made more effective its commitment to implement and disseminate – inside and outside of the Group – a policy for the inclusion of all forms of diversity (gender, sexual orientation, marital status and family status, age, ethnicity, religious belief, political affiliation and affiliation to unions, nationality, language, cultural background, physical and psychological conditions or any other feature of each individual, also including the expression of one's own thought), in accordance with the principles stated in the Group's Code of Ethics and Internal Code of Conduct.

As a member of the ISP Group, the Bank / PBZ Group has carried out the process of adopting these Principles and is in the process of implementation activities.

The key principles at the basis of ISP Inclusion Policy are:

- Respect for all people in their identity and diversity expression
- Nurturing of everyone's skills and competences
- Meritocracy
- Equal opportunities

Therefore, through the internal policies that we mentioned earlier and the introduction of these principles, we believe that we have fully implemented all the necessary foundations for their optimal application.

Following the signature of the Diversity Charter in Croatia (2017), PBZ has increased the awareness of the importance of applying diversity and inclusion in everyday business, by undertaking several activities. One of them has been a contest for employees on the topic "How our diversity enriches our work environment". The objective of this was to discover and promote teams who in their daily work successfully cooperate and achieve goals by respecting different points of views, ideas and various other features and characteristics. Comprehensively 160 employees participated in the contest.

Another relevant activity was related to World Savings Day 2018: for this edition PBZ held some workshops on the topic Women and Finance named "Risk- It's a woman's job" created by the Museum of Savings. Women participating in these workshops were 62. PBZ organized a Roundtable "Women and Finance" aimed at raising public awareness of the importance of financial empowerment of women, especially in promoting entrepreneurship of women who are still not sufficiently developed.

For this occasion, we have invited inspirational speakers, successful women in their field of action who shared their experiences with other participants on topics that explain why women are less prone to risks, how the role of women has changed through history, and how to break myths about women and finances. Women participating in these workshops were 30.

We supported the 'Women in Banking' event in 2020 (and will do again in 2021) and successfully participated in the 'Future leaders' competition aimed at educating, empowering, and connecting women in the industry.

We have integrated into the Business School program a module focused on the D&I area.

**In your opinion, what are the biggest challenges faced by the industry sector in creating a diverse and inclusive workforce?**

The increased focus on workforce diversity in recent years is an important trend that signals a desire to expand job opportunities for job seekers in all industrial sectors.

Increasing diversity is a formidable challenge for any industry. But that challenge is multiplied in manufacturing companies that must simultaneously deal with perceptions of their industries, for example like manufacturing companies. These industries usually different diverse groups not viewed welcoming places to build careers and these companies traditionally have not actively recruited women and other diverse groups.

And now, in an age of pandemics and the many challenges faced by various industries, I fear that the good path taken by many companies will stagnate or worsen.

Namely, as we can see, there is unemployment, the insecurity of keeping a job, and as the existing research shows, women are the most affected.

In the banking sector, what are consciously trying to enable are equal opportunities for all genders, within our group and outside of it.

**What business benefits do you see as a result of increasing D&I?**

According to scientific research, diversity and inclusiveness are the key to success and excellence in the most important strategic areas of corporate governance, enable innovation due to the effectiveness of combining different perspectives and approaches of different people, increase productivity and efficiency and positively increase employee motivation and engagement.

Diversity paves the way for realizing the full potential of each person, and a non-discriminatory policy in the workplace is a prerequisite for the development of creativity, innovation, and individual talent.

**Can you name three diversity challenges that companies have to pay attention to?**

Although of course there are many more benefits than challenges, we would highlight some of the challenges that occur most often when introducing any changes in organizations. Effective and clear communication is key. Creating a diverse workforce looks good on paper, but it can be challenging to effectively implement it. That is because diversity means different things to different people. Then I would like to single out resistance to change. There are always employees who will refuse to accept the fact that the social and cultural makeup of their workplace is changing. Attitudes that something has always been done in a certain way and nothing was missing can hamper implementation. And ultimately it is necessary to adopt a diversity management strategy that will formally implement and support a culture of diversity at all levels from managers onwards.

**What do you do to convince your colleagues to see the value in diversity management, or even more to truly get them on board?**

As mentioned earlier, we frequently communicate on this topic through internal channels, implement numerous initiatives in which we want to involve as many of our employees as possible, educate management and all employees, set quality management goals for diversity, and conduct research at ISP level and at the level of PBZ on this topic.

We also noticed through other CSR initiatives with environmental/well-being/other focus, how people with different background come together when they discover common interest. Therefore, variety of such initiatives for employees is or will be conducted from which we now expect, as indirect result, increase in mutual understanding, respect and ultimately higher sense of inclusion and better business cooperation.

**Any plans for the upcoming #EUDiversityMonth this May?**

Yes of course. We are preparing an infotainment quiz for our employees on the gender differences with topic related rewards. In addition, we will dedicate a special article in our internal newspaper to this topic and communicate diversity topic through internal communication channels and through social networks.

Our goal is to improve knowledge and at the same time raise awareness among our employees about this topic.

In addition to #EUDiversityMonth initiatives, we will soon adopt and implement PBZ Diversity & Inclusion Principles and dedicate one thematic module within our PBZ Business School to CSR, sustainability and D&I.

## Marinko Došen, CEO, AD Plastik



**D**iversity and inclusiveness in our company in some way date back quite a long time, we have paid special attention to these topics as part of our strategy for the development of corporate social responsibility. They have become an important and indispensable part of our daily business activities and reflections.

### **Could you share with us some key milestones in the D&I journey of your company?**

We are a multinational group that operates in different countries and cooperates with customers around the world. At the same time, we employ people of different skills, abilities, age structures, cultures, life backgrounds and abilities. Equal opportunities for employment and work, equal pay and opportunities for advancement, are just some of the common standards of our business. Mutual respect and trust as well as the development of a culture of open and two-way communication are activities that we carry out every day.



Although diversity and inclusiveness in our company in some way date back quite a long time, we have paid special attention to these topics as part of our strategy for the development of corporate social responsibility. They have become an important and indispensable part of our daily business activities and reflections.

In order to promote and point out the importance of these topics within the company, but also in the public space, we were among the first in Croatia to sign a Diversity Charter and I personally became a diversity ambassador.

Three years ago, at the Group level, we conducted an internal campaign "Diversity makes us better" to raise awareness of the importance of this topic in everyday life and work. It produced really good effects, encountered very positive reactions from employees and, most importantly, awareness of the benefits and advantages of diversity was raised. We have also developed a diversity and equal opportunities policy that applies in all our companies, regardless of the size and location of the company itself.

Whether we are talking about people or experiences, differences make us richer in every sense. It is a message we convey to our employees on a daily basis to develop an inclusive corporate culture of equal opportunities.

### **Which D&I activities have been implemented in your organization so far?**

Although AD Plastik Group has been paying great attention to the improvement of corporate social responsibility for many years, and thus to the promotion of diversity, in the last five years we have been working on it more intensively, using more modern methods and tools. It is part of our daily considerations and business, for several years we have been regularly conducting activities to raise the awareness of our employees. This includes regular gatherings with employees, team buildings, organization of open doors days for employees' families, Chat room with the Management Board, celebrations of company day and other holidays within the company, we present employees from different production sites in our internal magazine, introduce them to different hobbies of individuals, cultures, food and the like, and at the same time we conduct regular educations on various topics related to diversity and equal opportunities. All this has greatly contributed to the improvement of mutual communication and understanding as well as respect for the personal integrity of individuals.

Our company has zero tolerance for any form of discrimination and every employee is guaranteed respect and dignity in the workplace. This is also prescribed by the Code of the AD Plastik Group, which we drafted together with the company's policies. These are documents that all employees are familiar with when they first get acquainted with the company, and they state to whom and how they can contact in case of any suspicion of inappropriate behavior or conduct of colleagues. The Code defines acceptable and professional conduct within the company that everyone, without exception, should adhere to.

By applying the policy of equal opportunities in employment and work itself, gender equality is an unquestionable indicator of diversity in our company. Expertise and competencies are the only criteria we are guided by when employing, and according to the same principles, career development is enabled.

In the coming period, we will focus more on family-conscious policy.

**In your opinion, what are the biggest challenges faced by the industry sector in creating a diverse and inclusive workforce?**

We still often encounter prejudices that the automotive industry is "male", which is completely incorrect, and the best witness is our own example. Due to the digitalization and robotization of business, the description of individual job positions is being modified. This creates unwarranted fear and insecurity when applying for a job because of the perception that this will eliminate a large number of workplaces. In Croatia, we additionally face the challenges of lack of professional staff, given that we do not have a developed automotive industry. But despite this, we have been facing challenges successfully. The pandemic has also changed a lot in the known mode of operation and some of those changes will certainly be permanent.

The automotive industry is very dynamic and the changes within it are fast and intense, so you need to adjust your workforce accordingly. This requires work on the development of competencies and knowledge. These are exactly the advantages we offer to our employees because they gain specific knowledge and experience.

The diversity of the workforce is becoming more pronounced, whether we are talking about gender, age, education or their mobility. Therefore, it is necessary to develop the unique qualities of each individual because they increase efficiency at the same time.

Employees are our greatest strength and most important stakeholders, so we implement our development and management strategies accordingly.

**What business benefits do you see as a result of increasing D&I?**

The diversity of teams brings greater creativity and innovation, and thus the performance and results are better. Such teams are more flexible and have a better understanding, bring new and different ways of thinking, and open different perspectives for decision-making and problem solving.

Inclusiveness develops an atmosphere of acceptance and greatly influences the work climate, and motivated, dedicated and satisfied employees are the ultimate goal. Today, it is impossible to imagine business success without the dedication and satisfaction of employees, so it is no wonder that diversity and inclusiveness have become business imperatives.

**Can you name three diversity challenges that companies have to pay attention to?**

The biggest challenges of diversity in my opinion are stereotypes and prejudices, they make communication and collaboration which is necessary for effective business more difficult. Lack of communication creates a lack of trust and it then becomes a vicious circle that leads to unwanted results and reduced efficiency.

To avoid this, diversity and inclusiveness policies need to be pursued on an ongoing basis. Although every employee must respect the company's business vision and mission, as well as its strategy and goals, it is his/her unique personality that contributes to its development. Different cultures, thinking, characteristics or competencies are added value and should be continuously encouraged. Embracing diversity is a surefire path to employee satisfaction, and thus to higher company productivity.

**What do you do to convince your colleagues to see the value in diversity management, or even more to truly get them on board?**

If I need to convince them of the values of diversity management, then I have not achieved the desired goal. I think I show the most by my example. My business experience in different environments and countries has certainly helped me a lot in that sense. Getting to know different mentalities and cultures has enriched my development and it is something I emphasize every day. The values that diversity offers are invaluable. My co-workers know this, and I continually encourage them to recognize the added value offered by diversity.

**Any plans for the upcoming #EUDiversityMonth this May?**

Due to the pandemic situation, our activities are somewhat more modest, but we will certainly celebrate the diversity month through our regular internal and external communication channels.

## Mirko Mrakužić, CEO, dm - drogerie markt



**E**very employee in dm has equal access to management positions and educational opportunities, and our payroll system is based on the job position. All dm employees can choose to participate in one or more educational programs which enable them to develop and grow professionally. In addition to that, dm offers support to our employees in every aspect of their lives.

### Could you share with us some key milestones in the D&I journey of your company?

dm's greatest and most important success is the fact that diversity and inclusion are the way we do business. Respecting differences and acknowledging the value that diversity brings to every organization has been at the core of our company for the last 25 years. As a company, dm has been primarily focused on meeting the needs of people – our customers, employees, and partners and we have confirmed this in 2018 by signing the Diversity Charter Croatia. If I had to single out

one milestone in our journey that has enriched all of us in dm it would be the start of our cooperation with organizations which promote inclusion and rehabilitation.

**What aspects of diversity management have the highest priority in your company?**

We see equality as one of the key aspects of dm's success in Croatia. Nurturing a culture of diversity and inclusion is the best way to ensure continuous innovation and creativity which are integral in any business, especially retail. The differences in age, religion, gender, nationality... They are not an obstacle, they are an asset which enables our employees to grow and develop, both professionally and personally. This is why our highest priority is to make sure all our employees understand and recognize the value of diversity.

**Which D&I activities have been implemented in your organization so far?**

Every employee in dm has equal access to management positions and educational opportunities, and our payroll system is based on the job position. All dm employees can choose to participate in one or more educational programs which enable them to develop and grow professionally. In addition to that, dm offers support to our employees in every aspect of their lives. We have developed educational and supporting activities for mothers who return from maternity leave, and for mothers and fathers who return from parental leave. Additionally, we support new parents among our employees in the amount of HRK 10,000 for every new-born or adopted baby. I have already mentioned dm's cooperation with institutions which promote inclusion and rehabilitation. We have nurtured this cooperation since 2002.

**In your opinion, what are the biggest challenges faced by the industry sector in creating a diverse and inclusive workforce?**

One of the biggest challenges is tackling the influence of the COVID-19 pandemic. It has been and still is a difficult time for all of us and the consequences are yet to be seen. We need to be aware that some of our employees are more severely affected, in terms of mental health issues and work-life balance. Employers need to implement programs which will show all employees that how they feel is normal, offer them support and ensure that all team members show understanding and respect differing circumstances. In order to achieve this, dm has dedicated the whole of 2021 to mental health. We regularly hold seminars and courses about achieving a better work-life balance. We encourage our employees to talk freely about their issues and we offer them professional support. All dm employees can contact a psychologist and they can participate in seminars and courses dealing with mental health.

**What business benefits do you see as a result of increasing D&I?**

I am glad that I can answer this question with a specific example. Special needs persons, users of the inclusion and rehabilitation institutions have been a part of dm since 2002. The positive influence they have had cannot be measured but I can attest that this cooperation has made our community more cohesive and understanding. It has made it possible for us to have a better grasp



of the positive influence diversity and inclusion have in enriching the work environment and to see that accepting differences enables us to grow as people and professionals. Equality and sameness sound similar but they are not. Equality implies diversity and it enriches organizations; it helps us understand our colleagues and ourselves. Sameness dulls creativity and innovation because it never challenges us to think in new, different ways.

**Can you name three diversity challenges that companies have to pay attention to?**

It is crucial to pay close attention to the results of their diversity policies and how they reflect on the work environment. It is also necessary to take into account that we live in an age where change has become the norm. Companies, therefore, need to be vigilant in adapting and enhancing their diversity programs to make them relevant. For example, digitalization is seen as a way to improve and enhance business operations. However, we must make sure that all employees have the opportunity to learn how to use digital tools, making sure they become an asset in their work and not an obstacle.

**What do you do to convince your colleagues to see the value in diversity management, or even more to truly get them on board?**

Diversity and corporate values focused on understanding and appreciating differences are also an important part of our employment process. This way we have integrated diversity in everything we do, and it is easier for our employees to appreciate its value. Employees are included in developing and implementing dm's diversity programs. They have an opportunity to learn to value diversity and to look for ways to develop it. For example, every year dm employees volunteer in their community. They themselves choose when and where they want to help. Their experiences show how important it is to recognize the needs of our community and help all our neighbours, regardless of their age and status.

**Any plans for the upcoming #EUDiversityMonth this May?**

During May, the #EUDiversityMonth, we plan to continue with our activities which will help our employees focus more on their mental health and learn how to deal with stressful situations. We will also explore how we can all contribute to creating a better work environment. As a part of our initiative {TOGETHER} for Petrinja, Sisak and Glina, our employees will join other volunteers in securing support to the people of Glina who are still dealing with the consequences of the earthquake.

## Siniša Marijan, CEO, Končar - Institut za elektrotehniku



**D**iversity management implies a systematic and planned commitment of the Institute to attracting and retaining employees with different profiles and capabilities with a view to achieving a higher competitive edge through the inclusive work environment and teamwork.

### Could you share with us some key milestones in the D&I journey of your company?

The foundations for accepting and encouraging diversity and non-discrimination, as key values for the sustainable development of the KONČAR - Electrical Engineering Institute, have been laid since its establishment. Thanks to the core business of the Institute and its role in the KONČAR Group, as a central place for applied research and development in the field of the Group's production program, its organizational culture that supports work in multifarious teams on research and development tasks in other companies of the Group, or with international partners in various R&D projects.

However, the signing of the Diversity Charter in 2017 prompted us to adopt our own Diversity and Non-Discrimination Policy and define the goals through the Diversity and Non-Discrimination Promotion Action Plan, which presents in detail measures per key Policy areas and goals in certain periods, and specifies responsibilities, time frames and measurable performance indicators.

### What aspects of diversity management have the highest priority in your company?

The goals of this Policy and the Action Plan are grouped in five key areas: diversity management, recruitment, selection and retention of employees, work environment, communication and training, and balancing of private and business life. The goals are as follows:

KEY AREAS	GOALS
Diversity management	Principles of diversity and non-discrimination are actively fostered and promoted at all levels of workplaces in the Institute.
Recruitment, selection and retention	Employees and jobseekers have equal access to jobs in the Institute and are equally treated in the processes of selection and advancement. Diversity principles are integrated in the performance management process and in the training and advancement programmes.
Work environment	Managers and employees have the skills and knowledge necessary to prevent any harassment or violent behaviour.
Communication and training	Diversity and Non-Discrimination Policy is accessible to all the stakeholders of the Institute and its principles are understood and supported by all of them.
Balancing of private and business life	The Institute has a flexible work schedule, including working from home option, which enables employees to balance their private and business lives and continuous support of personal advancement.

### Which D&I activities have been implemented in your organization so far?

The Institute is a signatory of the Diversity Charter, a voluntary initiative of companies which promote the implementation of diversity and non-discrimination principles as fundamental values of modern society.

Diversity and non-discrimination policy is a positive practice of the Institute based on internal rules (Rules of Employment), Croatian legislation (Labour Act and Anti-Discrimination Act), General Declaration of Human Rights, *ILO Declaration on Fundamental Principles and Rights at Work*, UN Global Compact (initiative for corporate social responsibility) and UN Guiding Principles on Business and Human Rights.

### In your opinion, what are the biggest challenges faced by the industry sector in creating a diverse and inclusive workforce?

- Incorporate workplace diversity principles into management systems and processes,
- Incorporate behaviors that support the principles of diversity into education and development programs and performance management systems,
- Encourage and support managers in fully understanding the needs of employees,

- Provide tools for managers through workshops and other educational activities to identify and manage inappropriate behavior (e.g. management programs),
- Ensure impartiality in access to all types of professional guidance, professional training and advanced training of employees in achieving business goals.

**What business benefits do you see as a result of increasing D&I?**

Diversity management implies a systematic and planned commitment of the Institute to attracting and retaining employees with different profiles and capabilities with a view to achieving a higher competitive edge through the inclusive work environment and teamwork.

Diversity and Non-Discrimination Policy is aimed at improving understanding of the impact of diversity in all stakeholders of the Institute by defining goals, roles, responsibilities and monitoring measurable performance indicators.

**Can you name three diversity challenges that companies have to pay attention to?**

Acceptance and fostering diversity and non-discrimination as key values for sustainable development of the Institute are implemented through three important segments: organizational culture, management and employees.

Diversity fostering requires an inclusive work environment in which:

- employees are encouraged to continuously improve business and are evaluated in accordance with their contribution,
- cooperation and difference of opinions are respected,
- creative solving of problems and finding new opportunities are appreciated,
- diversity is utilized and promoted.

**What do you do to convince your colleagues to see the value in diversity management, or even more to truly get them on board?**

Diversity management in this context is a voluntary effort of the Institute to recognize and involve persons with different characteristics to ensure innovation, creativity and adaptability, achieve long-term business success and thus contribute to the goals of non-discrimination.

**Any plans for the upcoming #EUDiversityMonth this May?**

In the coming period we plan:

- The initiative "We're as successful as we understand each other better."

In the past few years, the Institute has increased the need for experts with specific professional knowledge and certain competencies, and the attraction and employment of professional staff from EU countries and third countries will be intensified. Through the processes of inclusion and adaptation so far, we have learned that the best way to incorporate diversity and non-discrimination into the work environment is to enable everyone to contribute to better mutual understanding. In the coming period, we will be hiring associate from Russia.

In order to ensure faster adaptation and overcoming possible barriers (for example, linguistic, cultural, etc.), the initiative "We're as successful as we understand each other better" was designed. The usual programs for all new employees include getting acquainted with the plan and program of introducing new associates to the job, legal and professional assistance. A mentor is appointed who presents the whole process, rules and procedures that are applied in checking the tasks of business units in accordance with the schedule.

In order to get a complete picture of the Institute and Končar Group, seminars for new employees are held at the beginning. On the portal of the Institute, all employees are introduced to new employees and information is shared about the business unit in which he/she is employed and the workplace where he/she works. To involve employees from other cultural backgrounds, the "We're as successful as we understand each other better" initiative includes additional programs to adapt more quickly to the new environment and better mutual understanding.

The promotion of the initiative is conducted through all communication channels, and includes several activities and workshops on ways to help better communicate or understand specific needs. Before communicating the initiative, a survey of associates is conducted through which they can give their ideas and suggestions on how they can help and get involved in the preparation or better adaptation of the new employee. According to the ideas of the employees, new activities will be created.

- Publish the Handbook on Diversity and Inclusion of the Institute

The handbook will offer advice, useful solutions and examples for making real progress in creating a more innovative environment (Employment Guide, Introduction to work - quick adaptation, Education and development of employees, Communication and organizational culture ...)

- Develop an Action Plan for the Promotion of Diversity and Non-Discrimination for the next three years.



## Nikolaos Migkianis, IKEA Hrvatska, Store Manager



**T**he pre-pandemic research has shown that the global GDP might be increased by around  $\frac{1}{4}$  by closing the gaps between men and women in the workplace by 2025. We believe that companies have a great responsibility in increasing representation of women and providing equal opportunities for all, in all positions. Due to internal policies companies can introduce, they can adapt and change faster than governments and therefore, bring faster changes for the many people.

### Could you share with us some key milestones in the D&I journey of your company?

Caring for People and Diversity & Inclusion is embedded in our vision and in our values. We are a humanistic and values` driven company, and we welcome all dimensions of diversity because we believe that diverse workplace is good for our co-workers, for our customers and for our business.

On a global level we have devised a systematic approach to adoption of diversity and inclusion in all our units, which we consider as a key milestone. This approach includes everything: from leadership

dedication to diversity and inclusion, through its introduction into a business strategy, to various activities that help us create a diverse and inclusive company. For instance, we have developed D&I trainings in order to reduce unconscious biases that all our co-workers at IKEA Croatia need to complete.

**What aspects of diversity management have the highest priority in your company?**

At IKEA Southeast Europe, which IKEA Croatia is also part of, we have put great emphasis on gender equality, which we recognized as an area where we can give our greatest contribution. At the company level, we have introduced progressive internal policies aimed at enabling equal parenthood for our co-workers and equal opportunities at work. For instance, we introduced *Paid leave for dads* consisting of one-month paid leave for IKEA dads which they can spend with their kids as soon as mums get back to work.

We also set ambitious goals to achieve gender balance by 2022 in all levels of leadership, functions and positions. However, it is not only about figures, as we want to have more women on jobs traditionally perceived as male, as well as have more men on jobs perceived as female.

**Which D&I activities have been implemented in your organization so far?**

We at IKEA welcome diversity in any shape, so we encourage our co-workers to be whoever they are. We provide equal opportunities to develop at IKEA Croatia, gender balance in levels and functions, and equal pay for all our co-workers regardless of the differences in our co-workers' identities.

We actively aim at creating a fully inclusive work environment, contributing to a positive change in all areas of our business and in society. Apart from introduction of progressive policies, and D&I trainings, I would also like to emphasize that we initiated foundation of Gender Equality Alliance of companies in Croatia to exchange knowledge and internal practices to achieve more equal workplaces in the country.

**In your opinion, what are the biggest challenges faced by the industry sector in creating a diverse and inclusive workforce?**

We at IKEA think that leveraging diversity and inclusion is an investment in our co-workers and in our business. So, for us it is a no-brainer question, diversity is a business need. Thus, lack of acknowledging this might result in a great challenge and risk for a company.

The pre-pandemic research has shown that the global GDP might be increased by around 1/4 by closing the gaps between men and women in the workplace by 2025. We believe that companies have a great responsibility in increasing representation of women and providing equal opportunities for all, in all positions. Due to internal policies companies can introduce, they can adapt and change faster than governments and therefore, bring faster changes for the many people.

**What business benefits do you see as a result of increasing D&I?**

For IKEA, recruiting from the entire pool of diverse talents means that we can attract the most skilled co-workers. Also, inclusion creates a desirable workplace for co-workers by increasing their satisfaction. And finally, by reflecting the diversity of our markets in our HR policies, we can also understand our customers better, broaden our customer base and tap into new markets.

**Can you name three diversity challenges that companies have to pay attention to?**

Firstly, working in highly diverse and inclusive organizations also requires more time for co-workers to understand each other and cooperate. It might also call for strong interpersonal skills and cultural sensitivity due to the potential differences among co-workers. Therefore, it is very important that the leadership team shows dedication to diversity through its own example, while Communication and People & Culture department through various campaigns and activities can help nurture culture of tolerance among employees. Secondly, prejudices and stereotypes might also be challenging, but how much we will adopt them, depends on our own values and the environment we are in. Therefore, for us at IKEA it is very important that our co-workers share our set of values and that they are open-minded, tolerant, and ready for teamwork. Finally, we can point out trust, because it is very important that people from minority groups feel trusted. This, again, requires sensitive leaders who can make feel all team members included.

**What do you do to convince your colleagues to see the value in diversity management, or even more to truly get them on board?**

We consider our co-workers as our real ambassadors. Therefore, we use internal communication channels to enable co-workers to be the first to know about all our activities and campaigns. Furthermore, we also include them in all our activities.

For instance, at IKEA Croatia we have been working on integration of refugees through various employment opportunities. To make them closer to the IKEA way of working, we provide them with buddies - our co-workers who are longer with IKEA, and who become their mentors to help them adapt more easily. In addition, our co-workers were also our brand ambassadors for *Equality works better* campaign aimed at achieving gender equality at work, at home and everywhere else. They were the faces on our external campaign calling people to raise awareness on equality issues.

**Any plans for the upcoming #EUDiversityMonth this May?**

During May this year we will use IDAHOT as an opportunity to reiterate our messages on importance of diversity and inclusion.

We are also happy that important stakeholders recognize our efforts. Thus, recently we have been awarded as the best employer in Croatia with the best policies in LGBTI inclusion at workplace, based on the Equality Indicator.

## Eugen Sunara, Hrvatska Lutrija, Member of the Managing Board



In the global market, companies have recognized the importance of diversity, and are actively promoting and communicating it as part of their business strategy and product differentiation.

### Could you share with us some key milestones in the D&I journey of your company?

Although diversity and non-discrimination policy has been part of our corporate culture for many years, with the signing of the Diversity Charter in 2018, we have further emphasized our commitment to the topic. We are especially proud of the fact that we are a company that provides equal opportunities for all, regardless of age, gender, nationality or ethnicity. This is supported by the fact that 73% of the total number of employees are women, most employees are in the group of 40-50 years of age and the average age of employees in the company is 43 years.

**What aspects of diversity management have the highest priority in your company?**

We are extremely committed to providing equal opportunities for all and to promote gender equality accordingly. In this regard, 50% of our top management team are women. The gaming industry potentially poses a threat to the development of addiction, especially in relation to online gaming. Protecting the health of our players is one of our highest priorities, and in the segment of responsible game management we are recognized as a company that is a reliable and safe place for players to play.

**Which D&I activities have been implemented in your organization so far?**

After a series of earthquakes that hit Croatia in 2020, the Croatian Lottery has allocated significant financial resources to help earthquake-affected areas. We also provided psychological and material assistance to our employees and their families in the area.

We are looking forward to many years of participation in the project "The experience is golden", in which we provide business experience to students with disabilities and students of lower financial status. The balance of business and private life is extremely important to us, and we provide additional days off for parents of minor children, give a day off for parents for the first day of school and financial support for single parents to buy school books.

We have recently introduced a mentoring system as part of the talent management program, with intention to strengthen younger employees and prepare them for more demanding work roles in the future.

**In your opinion, what are the biggest challenges faced by the industry sector in creating a diverse and inclusive workforce?**

From education, science to art and culture, sport and leisure to supporting the disadvantaged and disabled, there are many deserving calls on limited funding. Without national lotteries, European society, culture and welfare would be 21 billion EUR poorer. The biggest diverse challenge is certainly gender, ethnic and cultural differences. Such intolerances cannot and must not be accepted in a professional work environment.

**What business benefits do you see as a result of increasing D&I?**

In the global market, companies have recognized the importance of diversity, and are actively promoting and communicating it as part of their business strategy and product differentiation. The consequent effects are, in addition to strengthening the company's business reputation, and consequent revenue growth. Everyday consumption is conditioned by a number of different factors, so customers today choose products backed by companies that support diversity and sustainability.



**Can you name three diversity challenges that companies have to pay attention to?**

The challenges of the global market, which companies face today, relate primarily to ethnic diversity. Especially because online business erases market boundaries. Gender inequality remains a hot topic, despite efforts to strengthen the position of women in certain industries with an emphasis on key positions. With the accelerated development of technology, age inequalities appear in certain industries and it is necessary to pay special attention to the older age group of employees (> 50 years of age).

**What do you do to convince your colleagues to see the value in diversity management, or even more to truly get them on board?**

The topic of diversity is a part of sustainable development that we, as a company, have been actively promoting for several years. In this regard, a multidisciplinary team of employees has been created to monitor activities and report, and in the future their wider activities are planned in terms of specific actions to be implemented.

**Any plans for the upcoming #EUDiversityMonth this May?**

In May, we will mark the month of diversity by organizing a photo contest for all employees and invite our players to the celebration via social media. We want the photographs to show the diversity that they see and experience in everyday life and that can inspire and motivate someone else to change.

## Denis Jašarević, IN2 Group CEO



**W**e are proud that we have 40% women in our workforce, which is rather a high percentage for an IT company; this pertains to another diversity goal in our organization. We also find gender diversity in our top management positions of great importance. We have 50% women occupying those positions, which is our third diversity goal. Moreover, regarding age diversity, 15% of our colleagues are 50+ and the same percentage of our colleagues are in their 20s. We are very open and embrace people from all walks of life into our company because it is our experience diversity really is an important asset.

**Could you share with us some key milestones in the D&I journey of your company?**

IN2 Group operates in five countries with different ethnical, cultural, and religious background, so our primary goal is making sure we are inclusive for all religions and cultures.

We are proud that we have 40% women in our workforce, which is rather a high percentage for an IT company; this pertains to another diversity goal in our organization. We also find gender diversity in our top management positions of great importance. We have 50% women occupying those positions, which is our third diversity goal. Moreover, regarding age diversity, 15% of our colleagues are 50+ and the same percentage of our colleagues are in their 20s. We are very open and embrace people from all walks of life into our company because it is our experience diversity really is an important asset.

**What aspects of diversity management have the highest priority in your company?**

Our ultimate goal is to have a culture with diversity embedded in its core in a way that we don't have to prioritize it anymore. It should become as normal as breathing. Since we as society in general are not there yet, in our company gender, age and ethnical diversity are among top priorities.

**Which D&I activities have been implemented in your organization so far?**

We began 2021 with ValuesIN2 workshops, with a goal to redefine the core values of IN2 Group engaging team members with the most widespread perspectives. The workshops were organized with bottom-up approach in a way that all sectors and countries of our group were involved. This enabled us to hear and consider all different opinions and views about what our internal values really are, which is very important to me as the group CEO. Since this is an ongoing process, I look forward to activities we are planning to further develop not only our values, but awareness about them, as well as to showcase the important role diversity plays in this process.

**In your opinion, what are the biggest challenges faced by the industry sector in creating a diverse and inclusive workforce?**

The biggest challenge in IT industry certainly is how to encourage more women to pursue education and a career in IT.

Regarding age diversity, in IT sector, it has become normal that employees change employers every 3-5 years. We are now facing a challenge of knowledge transfer from more mature generations to the younger ones. Younger employees are seeking companies that will provide them with experienced mentors, but more experienced employees often seek new challenges and are making career shifts when they feel they gained certain level of seniority in current roles.

**What business benefits do you see as a result of increasing D&I?**

Advantages and impact of diversity and inclusion on business results are already confirmed by a number of research. What I can say from our company perspective is that thanks to diversity in decision making processes we are looking at the challenges we face from a broader perspective. Different opinions in decision making process are always welcome.

**Can you name three diversity challenges that companies have to pay attention to?**

Often companies stay focused exclusively on numbers: having more women on leadership positions, having balanced percentage of different age groups in the workforce etc., forgetting to think about the reasons behind why the numbers are not congruent with the desire of having more diverse and inclusive culture.

**The second challenge is whether we really identified all the dimensions of diversity. Most common ones are gender, age, ethnicity, but is this enough that we can say we have a truly inclusive culture because we addressed only these?**

The third challenge is a communication one - how to empower minority groups in the company without making majority groups feel like they were left out.

**What do you do to convince your colleagues to see the value in diversity management, or even more to truly get them on board?**

From my experience, putting people in contact (live or online) with each other and enabling discussion is the most effective way to foster connection, collaboration and inclusion despite or even thanks to the possible differences. Sometimes we are not even aware of the diversity and unintentionally we make decisions that are not inclusive. That is why I use collaboration and discussion as main means of raising awareness of our weak spots regarding inclusion and as a way to motivate my colleagues to become active participants in diversity management.

**Any plans for the upcoming #EUDiversityMonth this May?**

We are planning an awareness raising campaign for Diversity Month, utilizing our internal channels to share interesting content with our employees. They will be reminded of benefits diverse workplace brings to successful operations and will have the opportunity to learn and become more sensitive about diversity. Like our other activities, this is an ongoing process and will not end in May.

## Mirela Kotarac, CEMEX Hrvatska Human Resources Director



**B**enefits as a result of increasing D&I in Cemex are creativity and innovation, higher employee engagement, commitment, loyalty and retention, reduced absence rates, leading to higher productivity and profitability, to name just some of them.

### Could you share with us some key milestones in the D&I journey of your company?

Along with the global D&I policy (since 2018), we also have a local policy since 2019. During 2020, a challenging year for all, we focused on securing a safe workplace for our workforce, and this was done by carefully considering diversity aspects as well, e.g. healthcare needs of specific groups, support for working parents etc. Apart for dealing with this all-encompassing issue, we participated in UN Women's Empowerment Principles (WEP) Assessment which resulted in formalizing our efforts in the region through the establishing our EMEAA (Europe, Middle East, Africa and Asia) Diversity & Inclusion Committee. This committee has the following goals:



1. Cultivate a diverse and inclusive workplace
2. Strengthen and enhance our diversity and inclusion commitments
3. Promote ideas and engage people with the spirit of D&I
4. Implement initiatives, policies and practices that positively impact the workforce experience journey.

This regional committee includes country members and is active in the global D&I quarterly meetings. The committee forms our efforts in recognizing the importance of gender equality by channelling and aligning multiple local activities with global strategies and guidelines.

### **What aspects of diversity management have the highest priority in your company?**

We strive to promote and implement our top management eNPS (employer Net Promoter Score) pledge, commitment to value our workforce diversity. We want to foster an environment that enables diversity and allows all our people to feel empowered, valued, respected and safe. In that sense, most important issues on this journey are greater gender balance at entry-level as well as on all managerial positions through succession planning efforts, more balance gender participation in CXU Leadership Development Programs, Pay Gap Reporting, increased regional and local participation in CEMEX Global Women's Network and promoting inclusiveness within our communities and construction industry, still predominantly considered a "male" industry.

### **Which D&I activities have been implemented in your organization so far?**

So far, we have been regularly surveying our employees' opinion on our D&I culture as a part of annual Employee Experience survey. This year we have started the deep dive into the subject by conducting an external Diversity, Equality and Inclusion audit which is expected to help us detect the gaps and appropriate activities in improving our workplace as inclusive and family friendly based on open communication, trust and diversity. The action plan implementation is projected to be completed by the end of 2021.

In March we had global and local programs to celebrate International Women's Day, including an online panel discussion about the position of women in our organization, and a series of webinars showcasing our women leaders and their experiences.

### **In your opinion, what are the biggest challenges faced by the industry sector in creating a diverse and inclusive workforce?**

Construction and cement industry is by its nature a workplace with high share of male employees. Although advanced organizations have systems and tools in place to promote equality, we still face lots of unconscious biases. There is the space for significant improvement, but this is a long-term process.

**What business benefits do you see as a result of increasing D&I?**

Creativity and innovation, higher employee engagement, commitment, loyalty and retention, reduced absence rates, leading to higher productivity and profitability, to name just some of them.

**Can you name three diversity challenges that companies have to pay attention to?**

1. To actually live and feel equality through the whole organization and on everyday basis as opposite to showing off the D&I policies as part of employer branding and fitting in the global trends.
2. The need to avoid “forcing” or insisting on female participation or any other minority representative participation only to achieve our D&I goals and KPIs. Organizations must build equal opportunity environment, make best use of our diverse abilities and find the optimal match between job roles and one’s capabilities.
3. Organizations must acknowledge the fact that female equality and engagement in the organizations starts with the “support at home”. Understanding and help from the family and a partner is the basis for true equality in the workplace. Organizations and society must help in recognizing and promoting this very basic assumption for diversity and equality to bloom in the future.

**What do you do to convince your colleagues to see the value in diversity management, or even more to truly get them on board?**

It is a matter of “walking the talk”; the best way to convince someone about the benefit of something is to show where the benefits are on your own example. People who witness diversity in action in their own everyday work can truly understand the value and opportunities it can bring for growth, innovation, development.

**Any plans for the upcoming #EUDiversityMonth this May?**

Yes, the earlier mentioned project on Diversity, Equality and Inclusion audit and action planning is going to be kicked off in May and it will be internally communicated and promoted.

## Andelko Švaljek, Regeneracija CEO



**T**he highest priority of diversity management in Regeneracija is to reduce disparities in any meaning in order to create a positive and comfortable work environment so that all employees feel included and protected in all the rights arising from employment, taking into account the company's business goals.

### **Could you share with us some key milestones in the D&I journey of your company?**

Regeneracija, as a company with a long-term experience in business in international markets, has always encouraged diversity and inclusion, so our journey in this field has lasted for 67 years. The company has always been in touch with the whole world through various partnerships, commercial relationships and knowledge exchange, meaning that diversity has always been present in its business environment.

Of course, implementing and raising awareness of the importance of embracing diversity and inclusion at the workplace has always been a challenge, and that should always be emphasized. We consider the signing of the Diversity Charter Croatia, a document that further obliges us to implement policies of diversity, non-discrimination and inclusion in our business environment, as one of the more important steps taken recently.

**What aspects of diversity management have the highest priority in your company?**

The highest priority of diversity management in Regeneracija is to reduce disparities in any meaning in order to create a positive and comfortable work environment so that all employees feel included and protected in all the rights arising from employment, taking into account the company's business goals. Categories such as protection of employment rights, prohibition of discrimination and protection of dignity, protection of privacy, and protection of pregnant women, parents and adoptive parents are just some of those defined through the signed Collective Agreement of the company. Regeneracija employs people with different competencies, of different social status, and different ages, and we pay special attention to people with disabilities or people with reduced physical abilities, who we assign to jobs that they can perform and make a contribution in achieving the company's goals. Through the human resources department that is open to every employee, we take care of strict compliance with legal provisions and the provisions of the Collective Agreement in order to protect all rights arising from it.

**Which D&I activities have been implemented in your organization so far?**

As I have already mentioned, the activities are largely defined through the provisions of the Collective Agreement, where a large number of items is dedicated to the protection of the rights and dignity of the most vulnerable groups. In line with that, through certain projects and partnerships, we try to include as many people with disabilities or reduced physical and mental abilities as possible in the production process, creating jobs where they can give their full contribution and feel like a valuable member of the organization where they are included with all the corresponding rights, and we are very proud of that. In addition, over the last few years we have brought the share of women in management positions to about 50%.

**In your opinion, what are the biggest challenges faced by the industry sector in creating a diverse and inclusive workforce?**

The biggest challenges are overcoming barriers such as diversity of cultures, languages, stereotypes, prejudices and distrust of what is different from what we are used to. When we talk about Regeneracija, the fact is that it operates in Hrvatsko Zagorje, a region where, historically, there has been no significant mixing of the inhabitants of excessive cultural differences, different races or different religious beliefs. With globalization, Croatia's accession to the EU, this will certainly change and we certainly face challenges in terms of raising awareness among employees and the importance of accepting diversity both outside and within the organization and communicating all the good things that might rise from that.

**What business benefits do you see as a result of increasing D&I?**

Any kind of openness can result in better results at the level of the entire society and thus the company itself. It is an opportunity for new ideas and new skills, learning about other cultures, other religions, other languages. In addition, that is how the company certainly gains a better reputation in the general public. We need to see the existence of diversity as an opportunity to get from each of these differences what is best for everybody, and inclusion is what we encourage in our environment and we strive to make every employee feel welcome no matter how different they are from the others in any sense.

**Can you name three diversity challenges that companies have to pay attention to?**

- Sexual orientation is something that needs special attention nowadays, since, although they are small in numbers, there are still those people who are willing to come out. The work environment must be ready for such reveals.
- Gender discrimination is still highly present, both in society as a whole and in business environments.
- Discrimination on the basis of ethnicity and race

**What do you do to convince your colleagues to see the value in diversity management, or even more, to truly get them on board?**

Whenever I can, I personally try to emphasize the importance of accepting diversity and inclusion in the workplace, and I want it to become part of our corporate culture, and for such topics not to be emphasized but to become something that is implied, something that is normal. I strive for my closest associates in managerial positions who are deeply aware of the importance of such policies to set a positive example and create a supportive work environment where each and every employee will feel part of the organization and be actively involved while feeling protected.

**Any plans for the upcoming #EUDiversityMonth this May?**

Regeneracija is in the phase of conversion of part of the buildings and land in its ownership, partly for commercial and partly for public purposes. There is a passage between the two buildings that connects the two parts of the city from the direction of the shopping centre and from the direction of the bus and train station to the zone that combines economic, educational, cultural and recreational facilities, through which many people will potentially pass. Our idea is to paint this passage in rainbow colours in order to draw the attention of students, employees and everyone who will pass there to the importance of accepting and strengthening awareness of acceptance of diversity in society – in this case diversity based on sexual orientation. We consider it a good contribution, given the relatively small environment where interventions of this kind have not yet been noticed.



## Milan Koštro, Panda komunikacije Director



**F**or us, the diversity in general is important. The most important aspects are the age, gender equality and cultural (ethnic) diversity. At the same time, we are determined to improve gender balance in our company.

### **Could you share with us some key milestones in the D&I journey of your Company?**

Although we are small (micro) company, we signed Diversity charter. Our 10 core values emphasize the importance and commitment to sustainable development, reducing inequality, empowering women, stakeholder involvement and our responsibility for the community. We have introduced informal policies of equal pay, equal opportunities and work-life balance, actively avoiding business communication outside of business hours. So far, we've managed to build an image of inclusive company, with strong orientation towards sustainable development, advocating for women's rights and the rights of vulnerable social groups.

**What aspects of diversity management have the highest priority in your company?**

For us, the diversity in general is important. The most important aspects are the age, gender equality and cultural (ethnic) diversity. At the same time, we are determined to improve gender balance in our company.

**Which D&I activities have been implemented in your organization so far?**

We are constantly promoting and advocating women's empowerment and inclusion of diverse social groups. Our projects are mostly directed to empowerment our women, worker's rights, rights of persons with disabilities, minority rights, media literacy and other aspects of social development and inclusion. In our external communication we use gender balanced language, fighting stereotypes and promoting inclusion and equality.

**In your opinion, what are the biggest challenges faced by the industry sector in creating a diverse and inclusive workforce?**

Increase in the number of women on management boards, equalization of women's and men's salaries, unionization of foreign workers, reduction of undeclared work, reduction of risks for low-skilled workers and minority groups affected by automation and the use of artificial intelligence.

**What business benefits do you see as a result of increasing D&I?**

Better organizational culture and cooperation, enrichment of management capacities, better understanding of clients' needs and easier attraction of talents.

**Can you name three diversity challenges that companies have to pay attention to?**

Involvement of persons with disabilities both as collaborators and as target groups; employment of women and their inclusion in the management structure; developing a comprehensive diversity policy, monitoring it and reporting it regularly.

**What do you do to convince your colleagues to see the value in diversity management, or even more to truly get them on board?**

Fortunately, we are all devoted to diversity.

**Any plans for the upcoming #EUDiversityMonth this May?**

We will certainly promote diversity through our social media and other digital channels and we will participate in the event „Diversity in time of COVID-19“.

## Marta Brkić, DVOKUT-ECRO Director



**D**iversity and high-value of each person's individuality was always a part of DVOKUT-ECRO culture in an informal way and we consider that inclusiveness and equal opportunity are very important factor in creating positive work environment. Open, transparent communication and inclusive decision making are key diversity principles that are implemented horizontally throughout our organization.

### **Could you share with us some key milestones in the D&I journey of your Company?**

In October 2017, the Company signed Diversity Charter Croatia, which marks maybe biggest milestone, but I consider that our D&I journey started way before. We have been actively pursuing incorporation of some D&I principles within our general corporate responsibility and inclusiveness politics. For that DVOKUT-ECRO Ltd. has been awarded with CSR Index award for achievements in

the field of sustainable management in the category of small companies in 2011, 2012, 2016, 2017 and 2018, as well as in category for social responsible community relations in 2019 and 2020.

Furthermore, in 2016 DVOKUT-ECRO was the first company in Croatia to receive the Assurance Statement over the governance on Corporate Social Responsibility in line with the principles and guidelines set out in ISO 26000: 2010 norm.

Our recent years have been marked with significant increase in the number of employees - from 10 in 2010 to current 27 employees (63% woman, 37% men). This increase called for a more structured program and a more precise strategy in keeping with high standards concerning social responsibility, including diversity, which I believe we successfully overcame.

### **What aspects of diversity management have the highest priority in your company?**

We give priority to diversity management which is aimed at our team members and workforce in general. Diversity and high-value of each person's individuality was always a part of DVOKUT-ECRO culture in an informal way and we consider that inclusiveness and equal opportunity are very important factor in creating positive work environment. Open, transparent communication and inclusive decision making are key diversity principles that are implemented horizontally throughout our organization. We nurture open and direct horizontal and vertical communication. Practices like regular staff meetings, inclusiveness of employees in decision making process and "open door policy" create mutual respect and high trust which is a prerequisite for business success.

### **Which D&I activities have been implemented in your organization so far?**

The company incorporated numerous activities in regular everyday business so far and is continuously working on identifying ways of improving them.

For every calendar year, the company creates a new Annual Business Achievement Program, which also includes diversity goals. We use this moment to make further improvements in company's activities through the business practices and programs - namely personal and professional development, work assignments organization and overall communication processes.

We pay special care to personal and professional development program which is created individually for each employee. Through this every employee is encouraged to pursue additional education and professional improvement, while taking into account not only workplace, but individual skills, affinities and personal aspirations. Keeping track of employee's development consist of The Personal Development Program and an overall annual evaluation. The Personal Development Program is designed to allow every employee, in consultation with his/her supervisor, to set three goals they plan to achieve in course of one year. This way company encourages individual development that suits particular sets of employee skills and capabilities. Furthermore, company annually creates Collective Educational Plan for joint education of all employees, which, strengthens team capabilities, but also the team spirit.

Company offers full support to employees during some more challenging life periods (child care, illness, family issues, and so on) and personal responsibilities are taken into account during the allocation of work assignments and workload. This way we cultivate work-life balance and flexibility, which is a key factor in respecting and ensuring diversity today. Additionally, the company practices a flexible approach to working hours and employees use sliding hours and self-setting work hours.

Furthermore, we are practicing open and inclusive decision making, so all employees are included in decision process, especially regarding decision that have effect on whole workforce, like hiring of new employees, changes in working hours, etc.

We continuously get very positive feedback for these activities and we will continue to implement them and further improve them.

**In your opinion, what are the biggest challenges faced by the industry sector in creating a diverse and inclusive workforce?**

From my perspective, main challenge would be insufficient level of awareness regarding D&I issues and politics in business community, and consequently low awareness of benefits that implementation of D&I practices could bring to work environment. Even if company has developed D&I politics, what is usually missing is a clear implementation plan, dedication to achieving the goals and engagement of necessary resources. So, I would say that D&I values are unfortunately often just declarative, but not truly practiced and implemented in everyday business.

**What business benefits do you see as a result of increasing D&I?**

Benefits have been numerous, but we are most proud of very positive employee feedback regarding positive work environment atmosphere, generally high level of employee satisfaction and as a result – overall low employee fluctuation. Employee high level of satisfaction is confirmed by the annual employee satisfaction survey that is being carried out regularly. We found that having a diversified workforce contributes to the sense of involvement and a greater sense of individual contribution.

Other benefit indicator is improved work performance and a higher level of collective intelligence which resulted in higher level of associates and client's satisfaction. Also, creating and implementing innovative approaches and entering new markets is easier and less challenging when tackled by a diversified, multidisciplinary team.

**Can you name three diversity challenges that companies have to pay attention to?**

DVOKUT-ECRO faced several challenges throughout the years. I would single out challenges that arose from fact that our team is multidisciplinary – our employees come from more than fifteen different professions. So, company had to ensure that all employees, regardless of their education, personality or social background, find their place in the organization, that the company values their personal skills or talents and acknowledges their affinities for further development.



Another challenge that DVOKUT-ECRO tackled was how to integrate new employees and make them more receptive to the company culture in order to enhance the sense of inclusiveness and belonging.

**What do you do to convince your colleagues to see the value in diversity management, or even more to truly get them on board?**

My experience is that these values, when incorporated in business practices have very good reception and are generally positively welcomed. Of course, to achieve success, values need to be implemented with consistency and integrity, throughout all parts and processes of an organization, from declarative documents to real business everyday practices. This is a prerequisite that company values will be truly lived and greeted by their employees. If this is the case, and I believe we in DVOKUT-ECRO achieved this, then everybody is onboard and a number of occasions when someone needs convincing are seldom to none.

**Any plans for the upcoming #EUDiversityMonth this May?**

We will mark this month through internal activities, and we'll use this opportunity to talk to our employees about D&I activities and to present them some future development and plans we have in this area. To mark this occasion and to contribute to the promotion of the D&I issues in business community we'll communicate through our web and social networks – which are communication channels that we rely mostly during this past year.

## Ivan Ročić, Securitas Hrvatska CEO



**W**hen hiring, we are guided by the expertise and competencies of each individual, regardless to age, religion or sexual orientation. A person who possesses required qualities and is willing to share Securitas values is more than welcome to join the Securitas team. Of course, there are legal frameworks of the Republic of Croatia that we are obliged to take into account when hiring new security guard.

### **Could you share with us some key milestones in the D&I journey of your company?**

Securitas as an organization takes its commitment to diversity very seriously and recognizes the need to be as diverse as the society we serve. From our „first steps“, as a part of the Securitas Group, 'till now, we are trying our best to implement and promote a policy of diversity and non-discrimination. We can say that we became the leaders in this segment in our local environment.

Over the years, we have managed to break many myths when it comes to the Croatian security industry. Our industry is accompanied by many stereotypes, of which the most known is that security industry is a primarily „male“ occupation. If we look at the broader context, we serve as an example to our business environment and empower the local community in the field of equality.

**What aspects of diversity management have the highest priority in your company?**

The members of the Securitas team are people of all kinds of abilities, ages, nationalities, life experiences, race, religion, gender and sexual orientation. Why do we insist on promoting diversity? People are our greatest value.

When hiring, we are guided by the expertise and competencies of each individual, regardless to age, religion or sexual orientation. A person who possesses required qualities and is willing to share Securitas values is more than welcome to join the Securitas team. Of course, there are legal frameworks of the Republic of Croatia that we are obliged to take into account when hiring new security guard.

We make special efforts to achieve gender diversity in all job positions, since this subject is mostly spoken of in our line of business. Our target in the coming period will be that the percentage of women in all managerial positions is at least equal to the percentage of women employed as security guards. As their numbers continue to grow, women's contribution to community of safety is becoming increasingly significant.

**Which D&I activities have been implemented in your organization so far?**

In our quarterly magazine „Moj Securitas“, which is intended for all our employees and associates, we often cover topics related to diversity in the workplace, including comments and interviews with experts, internal and external. In each issue we present one of our employees who through an interview presents her/his role at work, work tasks and a certain aspect of diversity through her/his personal story.

We select the "Employees of the Quarter" - 1 employee from each of 4 Securitas business regions, who in the previous period stood out with their knowledge, skills or a certain specific action. They are Securitas heroes chosen by our Area and Branch managers. At the end of the year, among 12 nominees, we announce the "Employee of the Year". With this, we want to emphasise a positive work atmosphere and our pride and passion- the things that are most valuable to this company and inspire all team members to be even more persistent in our purpose.

Through our digital platforms, primarily the website and social networks, we inform the public about our activities, transfer new knowledge and information on the topic, exchange experiences and share practices on a weekly basis.

We equally represent men and women in all our marketing materials and media platforms. During 2019/2020 we have implemented many activities to attract as diverse employees as possible.

In order to promote equality regarding age, from January 2019, we started campaigns in which retirees were our target audience. Now, 150 retired part-time employees are valuable part of our team.

**In your opinion, what are the biggest challenges faced by the industry sector in creating a diverse and inclusive workforce?**

There are still stereotypes in our society according to which not all occupations are suitable for everyone when it comes to gender or age, etc. When it comes to the security industry, as I mentioned earlier, the most prominent is the prejudice that it is a men's industry. Fortunately, things in Croatia have changed a lot over the past years. Today, Securitas Hrvatska has 2300 employees, and about 22% are women working as security guards.

In 2017 Securitas Hrvatska was a signatory to the Diversity charter and is the only security company in Croatia that has done so. Through our workplace diversity activities, we also seek to influence both our employees and clients. This is not an easy task in the conditions of still conservative conceptions of our work. Today more and more of our clients recognize the importance of diverse workforce and its contribution to their own business success.

**What business benefits do you see as a result of increasing D&I?**

What diversity brings us (in all job positions) from the business side of view, is a huge capital composed of different competencies, skills and talents. Synergy is a key term I would use here. The synergy effect of all activities is immeasurably greater when you have diverse team members. Such environment allows each team member to express her/himself, to be creative, to bring something of her/his own to the whole team, to learn and be innovative. It generates many great ideas and ultimately increases our competitive advantage in the market as well as our business result. More ideas bring more value!

**Can you name three diversity challenges that companies have to pay attention to?**

Apart from the already mentioned issue of gender equality in our industry, I must point out the different age groups and challenges they face in labour market. It is thought that young people have insufficient experience, that middle-aged people often combine work with caring for children and for older parents, that older people do not follow modern technologies and cannot keep up with new trends. We, as a large company, are in the position of bringing together all age groups and encourage intergenerational collaboration.

I would also like to highlight another challenge, given the current conditions of the global world pandemic. We all need to take special care of mental health and provide support to all our employees. Working from home, fear, uncertainty and the need to distance oneself are not normal circumstances. We try to make it easier for our employees during this period and maintain the best possible communication through online platforms and activities.

**What do you do to convince your colleagues to see the value in diversity management, or even more to truly get them on board?**

First of all, when joining the Securitas team, each new employee must adopt and then uncompromisingly follow Securitas 'Values and Ethics Code'. At Securitas, we all strive to do the right things when it comes to clients, employees and society. The Code is a basic rulebook that provides guidance in these areas. Our code applies to everyone.

The Securitas Group has formed an initiative for Diversity and Inclusion, out of a firm belief that diversity in the company contributes to achieving the best business results. Through internal activities, encouraging dialogue and networking among employees, as well as our own example in practice, we create this atmosphere of openness, tolerance and equality on a daily basis.

**Any plans for the upcoming #EUDiversityMonth this May?**

In May, we will implement several key activities related to the celebration of the Month of Diversity. In the newest issue of our magazine "Moj Securitas", we will dedicate an entire column to this topic. This will be accompanied with a campaign on our social networks through messages, photos and videos. We also plan to include comments and feedback from colleagues and external experts.

In addition to these activities, we are considering creating an interactive quiz and survey for our employees because we want to bring the topic closer to our colleagues in the most interactive, simple and fun way.

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