


Practical diversity journey in Croatia, Romania and Slovenia

Best practice examples in achieving workforce diversity from signatories of Diversity Charters across three countries



Co-funded by the Rights, Equality and Citizenship Programme of the European Union

Foreword



This publication challenges business and organizations to adapt to a world of diversity by meeting the needs of society that provoke us all to adapt our ways of thinking and to act openly and ethically in order to address economic and societal challenges of the 21st century.

As contributors of this publication demonstrate, not only should organizations adopt a wider integrative and diverse perspective, they must do so if they are to remain relevant.

With the goal to inspire, support, encourage and motivate organizations around the world and, in particular, in the geographical area covered, in their efforts to move forward the diversity and inclusion agenda, this resource offers a quick-to-read and practical guidance from successful initiatives implemented in diversity management across three countries. The best practice examples in achieving workforce diversity were provided by signatories of the new Diversity Charters established in the last year in Croatia, Romania and Slovenia.

We hope you will join us in reading it, enjoying it and learning from it.

*The team of the project I.D.E.A.S. — Inclusion. Diversity. Equality. Awareness. Success.
(Launching Diversity Charters in Slovenia, Croatia and Romania)*

Co-funded by the Rights, Equality and Citizenship Programme of the European Union.



Contents

The Croatian Diversity Charter **The Romanian Diversity Charter** **The Slovenian Diversity Charter**

Diversity in action: Croatia

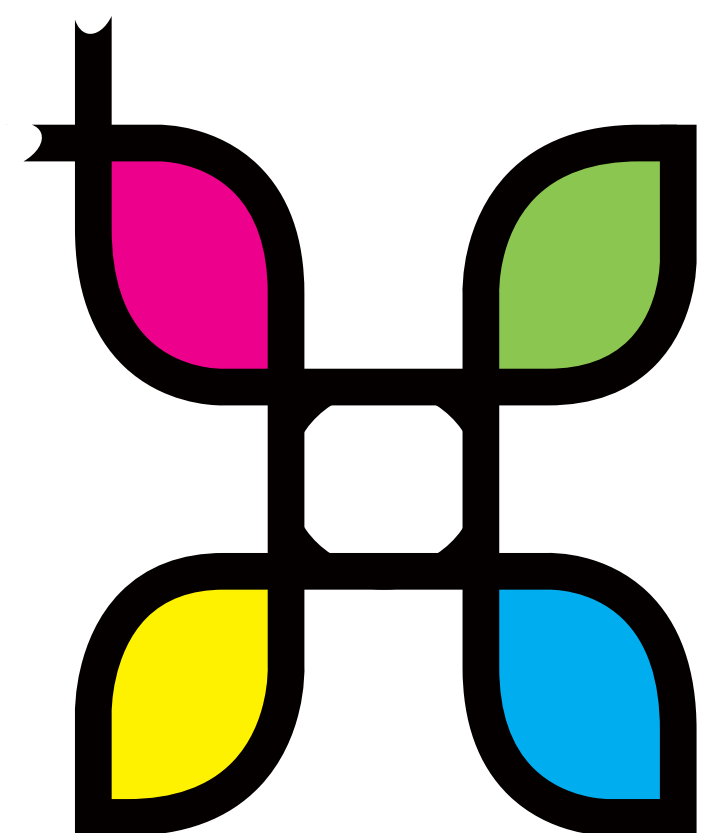
- Your Needs, Our Drive
- ETHOS — system for promoting ethical behavior and business
- Individual diversity is team's strength
- Step towards Prosperity
- Ericsson Nikola Tesla — ICT for Girls
- Unique individuals create diversity
- Equality Works Better — In Croatia and Everywhere Else
- D&I strategy roll out
- Diversity enables us to succeed
- Prioritising Diversity

Diversity in action: Romania

- Gender Equality at Accenture
- Diversity Week: Bringing Inclusion From School to Society
- Electrician Apprentice — Distribuție Energie Oltenia
- Building an employer brand on a culture of D&I
- At the table of diversity
- Diversity Talks
- The World Through Colour and Sound
- Managing Unconscious Bias at Genpact
- Diversity & Inclusion weeks
- Beautiful book, honor to those who wrote you!
- Nestlé needs Youth
- International Women's Day
- Empowering Women — for a hunger free world

Diversity in action: Slovenia

- The diversity of our company is the perfect basis for a better understanding of the world around us
- Diversity assessment framework
- Diversity of employees is also a source of competitive advantage
- Any person, no matter what their disability or limitations are, can travel
- Continuous and systematic diversity management within organization can contribute to more open and inclusive society
- Not planning, strategic thinking is what socially sensitive organizations need
- The inclusion of older persons in different activities with which they can become stronger and more informative bring us closer to an inclusive society
- There is always room for further growth and learning



Jednaki u raznolikosti
Equal in Diversity

The Croatian Diversity Charter

Croatian Business Council for Sustainable Development (HR BCSD) initiated launch of the Diversity Charter in Croatia. Diversity Charter was for the first time introduced to HR BCSD staff at CSR Europe's meeting where HR BCSD is an active member. Being a newest member state to EU, Croatia has a lot to learn from EU countries about policies, values and standards. Diversity and inclusion are some of the values that need to be promoted in Croatia.

Together with colleagues from Slovenia and Romania, a project was created and work on Diversity Charter for Croatia started. Altogether, it was a great experience for everybody involved. One of the first steps was foundation of the Council Board for the Charter. It invited all relevant experts on diversity and human rights from all kinds of organizations, business, civil society, unions and ombudsman's office. The Council met a number of times in the process of development of the Charter text and this process allowed all involved to learn from each other. The final text of the Charter promotes diversity and equal opportunities for all persons in Croatia no matter to which minority group they belong, including promotion of gender equality.

Many great activities took place along the two years of project implementation. Various events and round tables were organized opening discussion on diversity policy and the benefits it brings to companies. New website was created on diversity in Croatia bringing a lot of materials, articles and publications on diversity. Among many, the most fascinating experience during the two years of project implementation was enormous interest and support for the initiative



expressed by great number of businesses lead by the biggest, the most successful and the most prominent ones. This support was visible already at the launch of the Charter, the event that took place in Zagreb on October 4th, 2017.

Business organizations were informed about the preparation of Diversity Charter for Croatia and the possibility of signing the document. One on one communication was performed with selected CEOs, some of which were also asked to become ambassadors of the Diversity Charter. The role of the ambassador is to help promote the project and benefits of diversity policy in companies. At this stage, five ambassadors were selected who helped further promote the Charter and with who's help the launch event was organised. The possibility to join signatories at the first signing ceremony of the Charter and sign the Charter was granted only to the companies whose CEO confirmed its participation at the ceremony. Even though not an easy task, we succeeded to gather 22 CEOs of Croatian companies plus the Deputy Ombudsman. The Launch was organized on October 4th in hotel Esplanade Zagreb. Speakers at the round table were project leader from HR BCSD, Deputy Ombudsman, representative of the French Charter, Ms. Deschanel and representative of the EU DC Platform, Ms. Ritz. Over 80 people attended the ceremony and 23 organizations signed the Charter. The rest of the companies who wanted to sign but CEOs were not available, were communicated as initial signatories upon delivering a decision of joining the DC. Ten more companies were listed as initial supporters but did not sign at that specific occasion.

Two more public signing ceremonies during the project duration took place at 9th and 10th CSR Conferences while some companies signed the Charter on side events. The project was completed with 55 signatories in Croatia, mostly large business organizations with international practice.

The Diversity Charter project achieved its goal which was primarily raising interest of the companies for diversity policy and its benefits for the organisational culture and business success. Through the project, companies had a chance to learn about the implementation of diversity policy through training and on-line communication with some of the most prominent experts on the issue.

The finalisation of the project is presented in the book which you are reading, where we tried to collect some of the examples of the efforts taken by our signatories

in applying the diversity policy. These examples may not always represent the best available practice, but they certainly represent the efforts and dedication of companies in Croatia to learn about diversity and implement it in their businesses.

Now that project is at the end, we plan to keep on organising trainings, develop on-line tools, networking events and other means to support and develop diversity in business organizations in Croatia. We know that it is the way to develop

innovation, to improve business success and to contribute to creation of the open and inclusive society which thrives at its diversity and richness. To all of you reading this book and are working in Croatia, we invite you to join our diversity network and help us achieve this mission.





CARTA
DIVERSITĂȚII
DIN ROMÂNIA

The Romanian Diversity Charter

Romania is the 21st country in the EU in which employers have now access to a Diversity Charter and publicly sign up to diversity and inclusion in the workplace.

Changing demographics, market globalization, the movement of people, intergenerational and intercultural cohabitation, an ageing population, the evolution of men and women's social and parental roles, the lengthening of professional careers - these are all changes that require we adapt our ways of thinking and managing in order to respond to the economic challenges of the 21st century.

Romania is not immune to these transformations in our society. The European diversity movement in Europe over the last 15 years has showed highly positive experience with Diversity Charters for both societies and organisations all across Europe.

Many studies have shown that organisations that recognize the potential created by the diversity of their staff perform better than those that do not take it into account. The concept of diversity management is based on the simple idea that recognizing the plurality of human profiles within the organisation contributes to economic success if it is consciously integrated into the organisation's strategy and managerial practices.

The Romanian Diversity Charter is one of the outcomes of project I.D.E.A.S. — Inclusion. Diversity. Equality. Awareness. Success. (Launching Diversity Charters in Slovenia, Croatia and Romania), co-funded by the Rights, Equality and Citizenship Programme of the

European Union. In Romania, the project was designed and implemented by a local consortium - The Foundation “Forum for International Communications”, Association Assistance and Programs for Sustainable Development - Agenda 21 and The National Agency of Civil Servants - ANFP.

Created by a local consultation process and involving a wide range of stakeholders, inspired by the European diversity movement and endorsed by various types of organizations, the Charter seeks to establish a multi-stakeholders platform and to provide a new framework for thinking about and addressing diversity issues. It also aims to promote diversity management principles and share good practices across signatories locally and internationally.

The Romanian Diversity Charter was officially launched on 18th of April, at JW Marriott Grand Hotel in Bucharest, with 80 founding signatories that took an important step towards becoming more inclusive, diverse and innovative, by publicly signing the Charter.

The launch event was attended by 150 participants – including the British ambassador, Paul Brummel, the representative of the European Diversity Platform - Anu Ritz, the Deputy Head of Mission of Embassy of Sweden - Alexander Peyre Dutrey, the Secrétaire Générale of the French Diversity Charter - Anne Deschanel, distinguish Charter’s ambassadors, business and institutional leaders.

The Charter can be signed by any type of organizations – regardless of their size – which are committed to respecting equality and to creating a diverse organizational culture and undertakes continuous development for reaching the goals of the Charter.

Since the official launch, more organisations have joined the Charter, making



a total of 95 signatories, representing ca. 130.000 employees, including big companies, SMEs, public institutions, NGOs and professional bodies. Two distinguish embassies – The British Embassy and the Swedish Embassy – have supported the Charter since its inception and also signed the Charter.

The launch was followed by several activities including an impact analysis, a diversity debate, several Council Board meetings with the aim to share best practices among signatories and inspire other organization to join the local movement.

The Charter translates the concept of diversity into a concrete one and has proven to be one of the most effective instruments at European level for recognizing and valuing diversity and equal opportunities. By signing and committing to it, diversity acquires practical dimensions and becomes an integral part of the organizational culture of the signatory.

We strongly believe that The Charter will be an excellent platform for debating around diversity management, a platform that will be developed and enriched in the future with concrete tools, publications, best practices exchanges, dedicated events, training programs, etc.

So, stay curious and continue to support us in this effort for a greater impact on Romanian society. We welcome any idea and support!



More information:

www.cartadiversitatii.ro

facebook.com/CartaDiversitatii



The Slovenian Diversity Charter

The Diversity Charter Slovenia was launched as the 20th European Diversity Charter on 14th November 2017, with 59 signatories (public, private and NGO organisations). The ceremony was held under the honorary patronage of his Excellency Mr. Borut Pahor, the President of the Republic of Slovenia. Since the official launch more organisations have joined the Charter, making a total of 109 signatories.

The Charter was launched by the Slovenian partnership initiative constituting of Dobrovita Ltd., Institute Sentprima and SKUP (community of private institutions) with the help of Ministry of Labour, Family, Social Affairs and Equal Opportunities of the Republic of Slovenia, Association of Contractors of Vocational Rehabilitation in the Republic of Slovenia, CNVOS - Centre for Information Service, Co-operation and Development of NGOs and Association of Employers of Slovenia.

By establishment of the Diversity Charter new and international connections of partners from private and public sector was created, with mutual interest to improve policy and practice of sustainability of HRM, on the levels of individual employers and society as whole.

The Diversity Charter Slovenia gives place for the development of diversity policies and activities, for exchange of good practices, which are represented on a wider scale.

The mission of the Diversity Charter platform is to produce and represent the diversity management tools to all interested parties, such as business companies, public and non-governmental institutions, and



others. The tools are developed to the highest possible level for practical use.

With joint partners and interested stakeholders, including clients with experiences in diversity integrated into their HRM policy, expected results can be manifested through new connections to provide new network opportunities, improving exchange of important information on HRM and better business outcome in general.

The Charter influences the knowledge base which is built through networking for information exchange and training, on higher awareness levels for importance of diversity in HRM for society in a context of modern EU member state.

Having signed the Diversity Charter, the signatories' reputation increases, therefore some considerable positive impact of the image of the stakeholders can be expected.

We expect to influence positive changes towards better HRM policies which will manifest through equal opportunities and just distribution of wealth among deprived groups, respecting human rights by executing the EU Constitution and the Rights, Equality and Citizenship Programme principles.

Stakeholders from private sectors and representatives of discriminated groups should in longer-term experience significant rise of their influence on policy decision makers, what can be recognised as another result of open communication with all who are involved in the development process of healthier working environments, hence healthier society.

SUSTAINABILITY AND LONGTERM IMPACT

It is expected, that higher awareness and knowledge in terms of importance of incorporating diversity into HRM, will be achieved through the project activities and establishment of Council Boards, that holds obligatory continuity of theirs and project work after the project phase and after the end of the financial support of the



EU.

The sustainability of new Diversity Charter will be assured by actions of new Council Board of Diversity Charter and their partners, regarding diversity as a form of manifesting equality for integration and socio-economic benefits (e.g. diminishing discrimination, unrest and poverty).

Council Board of Diversity Charter is responsible for live online virtualization of promotion, advocacy, counselling and networking, they are safeguarding constant improvement on behalf of diversity implementation, in the context of local, national and international levels (building awareness, network opportunities, knowledge exchange, training, influence on public opinion and policy makers, improvement of image and reputation).

The Diversity Charter provides networking to exchange knowledge, development of diversity management tools and training, planned communication with wider public through mass media, what should give us inevitable long-term sustainable impacts as added value to awareness of necessity for diversification in HR, achievement of higher reputation and image of stakeholders, further improvement of binding and non-binding policies, etc.

Website: raznolikost.eu

LinkedIn: [Listina raznolikosti Slovenija](#)

Facebook: [Listina raznolikosti Slovenija](#)

Contact: Barbara Zupančič, coordinator of Diversity Charter Slovenia



Diversity in action





Your Needs, Our Drive

AD Plastik Group is a multinational company with more than 2500 employees in seven production sites in four countries. Thereby diversity has been woven in the bloodstream of the group since its inception.

The long-term growth and business of AD Plastik Group is based on the principles of sustainable development, transparency and involvement of all stakeholders. We achieve our goals as an ethical, responsible and desirable employer. Diversity and inclusion are one of the most important guidelines for the development of our business environment and a strong motive to be better.

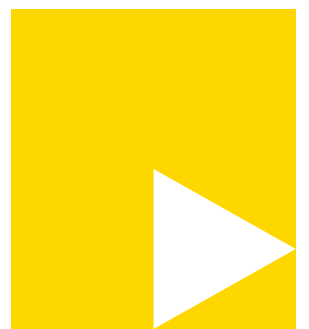
Diversity and inclusion issues addressed

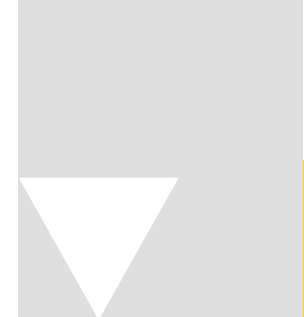
We systematically promote principles of diversity and inclusion among all our stakeholders, with special emphasis on our employees. This is testified by the number of women employed in the company, which is almost equal to the number of male employees and above the average of the industry in which we operate.

The share of newly-employed women is also equal to the share of newly-employed men, and the even employment of both sexes is a part of the company's human resources strategy. Men and women also have equal access to professional education.

In the company, we have an exceptionally good ratio of older and younger employees, which is certainly result of continuous work on retaining company knowledge and transferring experience within the company. We organize workshops and find creative ways and solutions for better understanding and promoting the well-being of our stakeholders, thus creating a continuously positive and motivating working environment. As a result of business activities in different locations tolerance,

multiculturalism and employee mobility are being developed within the company. We see the team work of colleagues from different environments, business environments and other behavior patterns as a comparative advantage that greatly contributes to the development and motivation as well as the satisfaction within the company. Recognizing diversity and inclusion have been present for many years in the AD Plastik Group, and two years ago, diversity became part of the systematic and strategic thinking of the company. Accordingly, various activities have been carried out and intensive efforts have been made in order to raise awareness among employees and all stakeholders of the Group about importance of diversity and inclusion. Our goal is to enable employees of different cultures, education, knowledge, beliefs and opinions, equal opportunities in the fields of career development, by upgrading their knowledge and skills,





expressing their own opinions and by active participation in creating personal development as well as overall development of the company. At an early stage of business introduction process, all employees of the Group are informed with company's key values and code of conduct. Diversity is one of the most important elements among them. Corporate culture of open dialogue and trust is promoted and developed with various activities and tools such as rewarding ideas for business improvement, mailboxes, internal bulletins aimed to all employees. Every society and every individual in it are different and precisely in this lays the strength and potential of diversity that needs to be developed. The basis for the development of diversity in the AD Plastik Group are respect and honoring dignity of each individual, appreciation and acceptance of diversity.

Planning & Objectives

Your needs. Our drive- is a new slogan of the company whose implementation started less than two years ago. This was the beginning of a systematic and ongoing campaign aimed to promote the values of sustainable development among employees and all other stakeholders of the company. The slogan clearly states that the opinions of all stakeholders are important, listened, appreciated and are incorporated into the company's development and improvement plans. The needs of the stakeholders are an additional motive and incentive that pushes the company forward and makes it constantly better and more successful.

The aforementioned slogan is the beginning of a continuous internal campaign conducted among employees of AD Plastik Group whose main goal is to encourage the dissemination of different opinions and proposals, as well as appreciation and acceptance of diversity. The basis for further improvement plans within the company are encouraging of constant two-way communication and active listening of the employees' needs.

Activities implemented

Over the past year, we made preparations in order to conduct research among employees regarding subjects of diversity and inclusion. The aim of the research is to identify employees' attitudes and define areas where there is a major need for development and improvement of diversity. The results of the research will be the starting point for the development of a further action plan and for the creation of the Diversity Policy and the Strategy of Diversity Development, both to be made by the end of the year. This will ensure systematic access and development of programs and activities in areas of diversity and inclusion. During the current year, taking into account that experience and analysis have shown that there are difficulties in understanding and thus management of diversity, we have planned a number of workshops for the company's leading management on themes of managing and recognizing diversity. Thereby, the leading management will receive guidance and tools for efficient management of diversity.

Impact and outcomes

During the past year, a campaign focused on recognition of the importance of corporate social responsibility was carried out within the group in order to raise the level of awareness of all employees regarding those subjects. As a part of the campaign, special emphasis were made on themes of diversity, tolerance and zero tolerance rate to discrimination within the company. Combining clear message and visual communication, every employee received materials that promote corporate social responsibility as the ultimate choice of the company. The values promoted within the campaign were continuously communicated throughout the year using all channels of internal communication (newsletters, boards, promotional materials, etc.). The results of the campaign are increased activities, discussions and suggestions arriving from employees from all production sites regarding issues of social responsibility and diversity promotion.

Last year, the company became a signatory of the Charter of Diversity, and Marinko Došen, President of the Management Board became ambassador of diversity. Thereby we committed ourselves to create a stimulating business environment that accepts diversity and ensures the right to equality.

Impact and outcomes

Despite the good indicators of diversity within the company, there is still a lot of potential for development and improvement on that field. The company is made up of people that have different opinion, perception and understanding of diversity, so it is crucial to improve understanding on the personal level. Experience and practice have shown that working groups made of employees coming from different locations and cultures have solutions that are more efficient and greater motivation. Thanks to the exchange of different experiences and solutions, such teams can solve tasks quickly and efficiently, transfer knowledge more effectively; they are motivated and interested in work and generally thriving faster. Given the experience gained and employee reactions, organizing workgroups of different employee profile is a practice that will be further stimulated and developed within the company.





ETHOS – system for promoting ethical behavior and business

ETHOS initiative was launched to better integrate ethics and compliance into employees' day-to-day work. ETHOS is a system with its own mechanisms: Code of Ethics and Business Conduct, ETHOS Tools and Ethics Committee. It makes it possible to make continuous improvements with regard to ethics, compliance and management, and includes advice and tools for resolving ethical dilemmas, access to numerous courses and local and corporate policies, as well as the confidential channel ETHOS Line.

Diversity and inclusion issues addressed

CEMEX Croatia was one of the first Croatian companies to integrate the principles of sustainability into the foundations of company management. Since the company is engaged in industrial production, the concept of diversity needs to be considered within this specific context. All values that CEMEX promotes, which concern employees, are clearly stated in the Code of Ethics and Business Conduct. “We treat our employees with dignity and respect, regardless of age, sex, origin, religion or political party membership. We bestow utmost priority to promoting respect for mutual differences and opinions, thus preventing any form of

discrimination or harassment.”

In order for the ideas we promote in our business to be truly applied in practice, it was necessary to develop mechanisms that will be used to monitor all areas and identify points where further improvements can be made. That was the reason for launching the ETHOS initiative, the goal of which is to systematically promote and facilitate ethical behaviour among all employees by nurturing human rights, particularly the respect for mutual differences and opinions and the prevention of all kinds of discrimination or harassment.



ETHOSline: The simplest and secure way to report unethical behavior or to seek advice 24 hours, 365 days a year. Managed with confidentiality and resolved by the appropriate authority, you can send your report anonymously through the Internet, ETHOS@Plaza or by telephone. Remember, CEMEX does not tolerate retaliation.

Planning and Objectives

ETHOS is based on three fundamental mechanisms that ensure adherence to ethical behaviour by every individual and the entire organisation: the code of ethical conduct, the ethics committee and ETHOS tools (ETHOS Line, ETHOS e-learning and courses, policies and procedures, reporting).

The Code of Ethics and Business Conduct represents a series of key principles that guide day-to-day operations, directing them towards empowering the integrity and dignity of individuals. It represents the foundations; however, in order to ensure that the principles it defines are implemented in practice, clear ethical conduct standards and system were established through additional components that are integral parts of the ETHOS initiative: ethical education and training, company values, counselling lines whose goal is early detection of ethical problems and timely reaction, the ethics committee and the reporting system.

Education undoubtedly represents a key factor for the programme's success. To prevent confusion among employees about what constitutes unethical conduct, ETHOS campaign continuously communicates about various aspects of business operations that may veer into unethical conduct. Alongside online courses that are available at all times, face-to-face training is also used with the aim of educating employees about the application of business ethics principles and the guidelines for solving ethical dilemmas, as well as raising awareness of the need for establishing a quality business ethics management system.

Activities implemented

Various communication channels have also been established, allowing employees to ask questions, make suggestions, report incidents and submit evidence of inappropriate behaviour. The secure and confidential ETHOS Line channel plays the biggest role in this regard. All employees also have access to the ETHOS global intranet webpage which compiles all information concerning human rights, training and instructions for submitting a report.

The independent non-profit Ethics Resource Center (ERC) conducts a survey about ethics and ethical business operations, as well as a questionnaire about employee engagement which evaluates to what extent a company enables employees to perform at maximum capacity. It is also important to mention the 360 degrees questionnaire which, alongside other competences, evaluates the ability of managers to set an example and motivate others to adhere to CEMEX's values. In addition, upon leaving the company, departing employees are interviewed and, among other, asked about satisfaction with interpersonal relations and the existence of discrimination or any violations of human rights.

Impact and outcomes

Areas of improvement identified owing to ETHOS research are focused on raising awareness of and expanding knowledge about ethics and promoting managers into ambassadors who will act by example promoting ethical conduct throughout the company. The result of that are additional educational activities and the creation of an online course on human rights as well as topics related to employee relations and workplace behaviour, cooperation and respect among employees.

Like everything else when it comes to developing and maintaining corporate culture, the upholding of the Code of Conduct must spread from the management toward the company's periphery. Superiors are responsible for upholding CEMEX's values by example and encouraging their colleagues to adhere to them. They must praise their co-workers when appropriate, but also enact timely and fitting disciplinary measures in case of inappropriate behaviour.

In order to ensure that ethical values are truly upheld, apart from continuous education of employees and management, it is also important that all employees know that there is a secure channel through which they can express concern about them. The secure and confidential ETHOS Line channel allows employees to submit a comment, request advice or file a complaint via the website or by phone. The line is available 24/7 and, with the aim of ensuring anonymity, the channel is managed by an external organisation that gathers data on incidents, documents complaints and submits information to CEMEX.

Direct benefits of the ETHOS system for employees are reflected in consultations on ethical issues, access to a large number of ethics- and compliance-related courses, as well as access to global and local corporate policies. A particular benefit of note are advices and tools that help in resolving ethical dilemmas, one of which is the ETHOS Line.

The ETHOS initiative has achieved a great goal – employees report potential violations and believe that the company will thoroughly investigate all reports and complaints filed in good faith. It made possible communication among all employees, managers and directors without fear of retaliation, and raised awareness among employees that all information is treated professionally and with confidentiality.

Lessons learned

Owing to the ETHOS system, employees are continuously made aware of the importance of ethical conduct and are assisted in recognizing ethical dilemmas so that any discriminatory behaviour might be stopped in a timely manner. Two-way communication clearly shows the company's openness towards acknowledging employee opinions and suggestions, which contributes to the continuous development and improvement of a safe working environment for all, maximizing individual potential and creativity. Regular emphasis on the highest priorities and prevention of all forms of discrimination and harassment have a positive effect on employees, and consequently the company as well. Not only does developing a management system based on ethical principles impact behaviour within the company, but it also allows the company to set an example that positively impacts Croatian business culture.

Individual diversity is team's strength



DVOKUT-ECRO Ltd. is a privately held SME, based in Zagreb, that provides services in the field of environmental and nature protection. Diversity principles have been incorporated in the company's business practice since its beginnings, which was confirmed by signing of the Diversity Charter in 2017. Efforts to actively promote diversity and equal opportunities in the workplace have resulted in a positive team spirit and great employee satisfaction, our most valuable internal features.

Diversity and inclusion issues addressed

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. The company has been awarded the prestigious award “CSR Index” for achievements in the field of sustainable management in the category of small companies in 2011, 2012, 2016. and 2017.

Despite actively and continuously promoting principles of socially responsible business, we are persistently looking for ways to further contribute to the well-being of our employees by creating a positive work environment and by encouraging a balance with their personal lives. Diversity and high-value of each person's individuality was always a part of DVOKUT-ECRO culture in a nonformal way, even without a specific set of internal policies on the matter.

In recent years, the business of the company was marked with significant increase in the number of employees - from 10 in 2010 to current 27 employees (67% woman, 33% men).

Although the number of employees has grown, it is still at such a level that the company can cultivate individual and direct approach to every employee. Nevertheless, this increase called for a more structured program and a more precise strategy in keeping with high standards concerning social responsibility, including diversity.

Company faced several challenges in this context. First, DVOKUT-ECRO workforce is multidisciplinary (employees come from 15 different professions!) and the challenge was to ensure that all employees, regardless of their education, personality or social background, find their place in the collective, 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.

Planning and Objectives

Overall employee satisfaction is analysed annually and based on the results the company sets goals for the coming year in order to introduce further improvements of company's culture through the business processes such as recruitment process, personal and professional development, work assignments organization, overall communication processes and inclusiveness.

RECRUITMENT PROCESS

It is considered that recruitment is one of the processes in which discrimination is prominent, so the company implemented preventive measures in order to ensure non-discriminatory recruitment of best-fitted and competent employees. Firstly, the company established a new procedure and a Recruitment Board which is responsible for managing the process of recruiting new employees. The Board consist of about 10 employees, which is more than a third of all company employees. They jointly evaluate candidates and equally participate in the final decision-making process. DVOKUT-ECRO firmly believes that the most important value of this process is inclusive decision making.

Additionally, to ensure that non-discrimination policies are being followed, recruitment and employment process is monitored by the employee responsible for CSR and employees' dignity. When evaluating candidates, only the skills, knowledge and characteristics that are strictly quantifiable are considered, while giving special attention to the diversification of our team.

Activities implemented

PERSONAL AND PROFESSIONAL DEVELOPMENT

Every employee is encouraged to pursue additional education and professional improvement, while taking it into account not only work place, but individual skills, affinities and personal aspirations.

In order to successfully and transparently monitor and systematize the progress of all employees, the existing system was reorganized and improved. 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.

Also, company annually creates Collective Educational Plan for joint education of all employees, which, strengthens team capabilities, but also the team spirit.

WORK ASSIGNMENTS ORGANISATION

Company offers full support to employees during some more challenging life periods (child care, illness, family problems, 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 insuring diversity today. Additionally, the company practices a flexible approach to working hours and employees use sliding hours and self-setting work hours.

OPEN, TRANSPARENT COMMUNICATION and INCLUSIVE DECISION MAKING are key diversity principles that are implemented horizontally throughout. The company nurtures open and direct horizontal and vertical communication. Practices like regular staff meetings, inclusiveness of employees in decision making process and "open door policy" creates mutual respect and high trust which is a prerequisite for business success.

The company is continuously working in implementing these measures as well as identifying ways of improving them. With each new year, the company creates a new Annual Business Achievement Program, which also includes CSR and diversity goals.

Impact and outcomes

Key indicator of the company's successful human resources development policy is a positive atmosphere, with a high level of employee satisfaction and low employee fluctuation. Employee high level of satisfaction is confirmed by the annual employee satisfaction survey that has been carried out over the last four years.

We found that having a diversified workforce contributes to the sense of involvement and a greater sense of individual contribution.

Other visible benefits of diversity measures are 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.

Lessons learned

Investing in human resources, employee satisfaction and creating a positive workplace must be incorporated into everyday business practice. In order to achieve success, it is important that the diversity measures are regularly revised and continuously improved. Without a strong commitment from management and continuous effort in implementing the measures into practice all goals set would be very hard to achieve.



Step towards Prosperity



"Believe in yourself" is a slogan that emphasizes the values that Erste Bank Croatia represents and lives by as a company – for almost 200 years within Erste Group, and more than 20 years in our country - Croatia. During 2017, it was reflected in the campaign that aims to promote positive social and economic values, integration, inclusion and fellowship of all individuals in the society, regardless of age, gender, ethnicity, religious or political affiliation, sexual orientation or marital status.

The campaign aims to promote positive social and economic values, integration, inclusion and fellowship of all individuals in the society, regardless of age, gender, ethnicity, religious or political affiliation, sexual orientation or marital status.

Diversity and inclusion issues addressed

Each society is different and diverse. Its wealth lies in the very essence of these experiences, traditions, knowledge and beliefs. We believe that everyone – community, individuals and our company – benefits the most if everyone gets the chance to make their own dream come true, regardless of age, gender, ethnicity, religious or political affiliation, sexual orientation or marital status. Just as we as a bank could not provide 870,000 individual clients who have their own specific wishes and possibilities, with the best possible service if all our employees were exactly the same, the society as a whole also could not function if everyone was identical. That is why we employ people with different interests and resumes; we develop diverse programs and offer products and services tailored to the needs of our clients - needs of different, diverse and unique people.





Planning and Objectives

In the firm belief that everyone must be treated with dignity and respect, the founders of Erste Group established a financial institution 200 years ago, aiming to give everyone - without distinction of status, nationality, faith, gender and age – access to prosperity. Disseminating and securing prosperity for all is the purpose of Erste Group and its all members, including Erste Bank Croatia.

Croatia has enormous natural resources, cultural capital and people who want to contribute to its progress. By investing in Croatian entrepreneurs, Erste Bank Croatia helps ignite economic growth and improve employment possibilities. We also believe in new ideas. As a part of our Entrepreneurial starter program, we provide new entrepreneurs with training, mentoring and loans. Moreover, we support new opportunities and fulfil growth and development requirements in all parts of our country through cooperation and partnership.

Accordingly, Erste Bank Croatia is not just the one of the key financial players in the market, but also an institution that influences prosperity of the country, by being a relevant factor in civil society. We truly believe that “how” is just as important as “what”.

The concept “Believe in yourself” tries to comprise the above mentioned facts – by disseminating a strong message: our country needs people who believe in themselves, who are and will be the drivers of the prosperity of our community, country and region. The people we, as a bank, also believe in. The people we want to provide with an adequate support in order to achieve their own goals - for a very simple reason. By making their own dream come true, they also make a valuable contribution to the prosperity of the country as a whole. Again - regardless of age, gender, ethnicity, religious or political affiliation, sexual orientation or marital status.

Activities implemented

In 2015 Erste Group launched the social banking initiative Step by Step, whose goal was to directly respond to the needs of the segments of societies that traditionally did not have access to banking services. The initiative stimulates the financial inclusion of individuals with low incomes, entrepreneurs-beginners and non-governmental associations, offering them access to financial products, financial counselling and continuous mentorship tailored to their needs, which enables them to gain self-confidence they need in order to improve their lives.

Erste Bank Croatia joined the initiative and carries it out in three phases. The first phase is the programme Entrepreneurial Starter, intended for all those who will embark on an entrepreneurial adventure, that is, for entrepreneurs-beginners who have opened their own business within the past two years. In 2017 within the programme a total of 331 applications, out of which 15 loan requests worth EUR 194,313 were received and 158 candidates educated.

Impact and outcomes

Furthermore, in 2017 Erste Bank started to carry out the Financial Parachute programme for citizens whose goal is to increase knowledge about disposition of money, that is, management of home budget. In 2017 155 participants passed through group and individual workshops. On top of that, we started to conduct the programme of development and partnership with NGO's. Since we are focussed on the inclusion of marginalized groups of citizens and business entities, the success of the business model is based on inclusion of all sectors, especially the civil sector. Entrepreneurship can be a positive model of solving social issues or situations. The support to sustainable entrepreneurial project instead of a one-time sponsorship or donation can be a long-term solution.

A strong message disseminated through the campaign "Believe in yourself" is an umbrella of the overall set of activities and initiatives conducted by the bank in that respect. The campaign gained a significant attention of our clients and public, at the same time opening a fruitful discussion on the topics relevant for Croatian civil society as a whole, such as gender equality or sexual orientation.

Lessons learned

The position of Erste Bank Croatia in the market makes a sound foundation for the future. We want our success to be sustainable and long-term, to result from the quality selection of sound and profitable projects, and to be based on partnership relations that we maintain with our clients and other stakeholders in the social community, based on mutual trust, open and transparent communication.

Therefore, "Believe in yourself" is both a promise and a responsibility. Promise that we will relentlessly continue to work on ourselves and our products, processes and services to fulfil our clients' needs and wishes in the best possible manner. It is also a responsibility that we have towards our community and society that we work in, so every action that we undertake should also benefit the greater good, stimulate growth and development.

Our common goals are success, satisfaction, and prosperity – of our clients and of society in Croatia as a whole.

Ericsson Nikola Tesla – ICT for Girls

Diversity is one of the main building blocks of our company. We have been developing an organizational culture that fosters diversity for years because our employees with their diversity and innovativeness contribute to the success of our company. Tackling the gender disbalance in the ICT industry is one of our areas of focus. This year, to mark the international Girls in ICT Day, we combined our experience of prior workshops in secondary schools in Zagreb with Ericsson's global competition Girls Who Innovate and also built on our successful collaboration with universities across Croatia. The results were a series of workshops run by Ericsson Nikola Tesla employees in secondary schools in Zagreb and a motivational lecture held by our employee in Osijek.



Diversity and inclusion issues addressed

In Ericsson Nikola Tesla, we continuously work towards an environment in which all our employees feel appreciated and welcome and in which everyone has an opportunity for personal development to their full capacity. The company's ongoing engagement in activities and initiatives that promote diversity, not only in our company but in the ICT industry in general, includes advocating for more women in the industry. Other than immediate diversity objective, this type of engagement also lends itself to raising awareness of other highly relevant topics such as, for example, privacy and security in ICT. As a company in a highly competitive industry that has had a female leader since 2005, Ericsson Nikola Tesla and its President, Gordana Kovačević set a best practice model. Diversity and inclusion are an integral part of our corporate practice and our employee structure reflects it. In a traditionally male industry, ETK stands out

with female employment figures well above the average. In 2017, women accounted for 27% of our workforce and their share in management structure was 22%. To mark the Girls in ICT Day 2018, by targeting girls in secondary schools where STEM is not in focus, we aimed to spread the interest in ICT among girls who are less likely to decide on their own to continue their education in and pursue their careers in ICT. On this occasion, we also tackled the issue of centralisation and equal opportunities for girls across the country by opting to participate in an event in Osijek.

Activities implemented

Along with our continuous Open Doors programme through which we also target girls, this year we planned and executed three workshops in secondary schools and a motivational lecture at FERIT in Osijek. Through our Open Doors Programme, we introduce the wider community, mainly pupils and students from Croatia and abroad, to our local innovation practice. Over 1000 pupils and students visited our company within this programme. With the Summer Camp and Open Doors programme we continuously work on promotion of diversity in ICT and in society in general. The workshops and the lecture with which we marked this year's Girls in ICT Day further supported our continuous engagement in this area. All activities mentioned involve strategic resource planning given that they are not a part of the company's daily business and, consequently, require

dedicated preparation. In that preparation, due consideration was given to human and material resources required and the adaptation of global material resources used to the local context and the local target audience. Namely, Ericsson's global slideware was adapted for local target audience having in mind the local cultural and educational contexts. In the preparatory phase, the slides were translated into Croatian, but given the subsequent notice that workshop participants were comfortable with using English in the workshop, the execution was bilingual. That was an added benefit as it gave participants an opportunity to practice a foreign language and get a real feel of what it is like to work in the global surroundings for a Croatian company, with both Croatian and English being used in parallel daily. The objectives were to raise awareness of the importance of ICT in everyday lives and its importance in sustainable development, introduce workshop participants to the basic innovation skills, boost innovation skills development among girls, raise their interest in ICT, provide an opportunity for participants to test their innovation skills in a group activity, encourage them to continue their education and careers in this field, present our company, our values and the opportunities we offer for personal and professional development and introduce them to a global innovation environment in which our company operates.



Impact and outcomes

60 secondary school pupils attended Girls Who Innovate workshop in secondary schools in Zagreb where they learnt about innovation skills and how to put them into practice in the ICT field. The workshops ended with presentations of teamwork in which team members/leaders also put their presentation skills to test. Workshop participants also mutually evaluated their work by voting for the best ideas. It is interesting to note that in one of the workshops, a team who did not believe their work was of the highest standard, won the greatest number of votes, which went to support one of the highlighted points in the workshop – do not get discouraged and keep on trying until you hit your target. The Girls Who Innovate workshops focused on raising awareness of the importance of innovation skills and their deployment in multiple contexts. Following an interactive introduction into basic innovation skills, workshop participants tested those skills in practical teamwork on the topic of the Future of Education. In parallel, our longstanding partnership with the tertiary education sector that has resulted in the creation of a successful brand that is Ericsson Nikola Tesla Summer Camp has also been built upon by our Girls in ICT Day engagement in Osijek. There we presented our Summer Camp, which is an excellent model for bridging the gap between academy and industry and one of our platforms in which we promote diversity and interdisciplinarity, among other. In its 18 years of existence, the Summer Camp as an international platform with participation of students from the country and abroad and mentors from Ericsson and various universities, has served well in wider promotion of our company values.

200 girls attended the motivational lecture at FERIT in Osijek. The lecture was held by our young female employee who shared her own personal experience to which girls in the audience could relate. In the introduction to this lecture the company and the opportunities we offer, through our Summer Camp in particular, were presented. We are happy that following the presentation we saw a greater number of applicants from Osijek to our Summer Camp this year, which supports our agenda of reaching out to capture talent across Croatia.

Lessons learned

There is a great interest among pupils/students for workshops/lectures that transcend their daily educational experience and put them in touch with the world of work/the world after education. This is also a great opportunity for the company to present itself as an employer of choice in an interactive and collaborative framework. Employees as mentors in activities or lecturers also have an opportunity to develop and practice their soft skills along with their professional technical skills.

Organizing workshops in public schools requires coordination and communication with school authorities and teachers and an added administrative burden. Topical workshops such as Girls Who Innovate also require special preparation given the target audience is outside of the ordinary scope.

Unique individuals create diversity



We, at Hauska & Partner recognized diversity as our corporate value 13 years ago. It reflected characteristics of our corporate culture and helped us develop as a modern, flexible, collaborative company in which colleagues are included in setting strategic directions. As consultants we believe it is our responsibility to be inclusive and embrace diversity as an innovation driver. Consulting from the position of diversity enabled us to advise our clients on their own diversity and inclusion development.

Diversity and inclusion issues addressed

In a small company, diversity management becomes a very specific challenge. Simply, if your team consists only of a dozen experts with similar professional requirements, it is not easy to assure that they are diverse. Especially in a profession in which female professionals take up to 70 percent of workforce on the local market. Therefore, our focus in developing diversity management was built on ensuring equality and approaching our colleagues as individual experts with various ambitions, professional development objectives, professional and private interests, lifestyles and futures. Simultaneously, we consult clients who have a spectrum of diverse issues and, even when they face similar problems, they differ as organizations. Therefore, our largest challenge is how to ensure individualization as a specific aspect of

diversity. Individualization development and management may seem a rather cool or advanced idea, but it contains various challenges. As a consulting firm, we are strictly committed to keep the highest quality standards. Standards as such dictate rules and processes, whereas individualization demands foreseeing a wide spectrum of differing approaches and therefore, often, conflicting rules or processes. Our major challenge is to create a stable organizational culture with easy to follow processes and at the same time cherish individualization within guaranteed equality.

Planning and Objectives

We found out that the only way to properly address Individualization as diversity and inclusiveness concept in our internal management was to introduce it in our annual Personal Development Plans. Colleagues are encouraged to program their career paths, develop specific knowledge and skills according to their talents, profiles and ambitions. We use several approved scientific methods to scan and recognize individual talents, strengths and potentials. Colleagues express their specific career goals, and these are used to co-shape our future business development strategies. Everybody is respected as being different and contributing in various ways to our diverse development. Since diversity is deeply rooted in our internal HR and portfolio development management, it significantly affects our consulting approach and consulting practices.



Activities implemented

Diversity as cherishing individualization is embedded in all our processes, so we cannot simply single out activities dedicated only to diversity development. However, there are many regular processes and actions that incorporate diversity as one of the significant pillars. First, our system of personal development planning (PDP) enables colleagues to develop their full potentials. The unified KPI system allows great flexibility in choices of goals and KPI's – colleagues are asked to write the plans themselves as well as to determine their KPI's, which is later discussed and agreed with the Managing Director. PDP's are regularly revised. Besides, we use various types of collaborative evaluation to monitor progress, such as 360 degrees and workplace assessment survey. All colleagues participate in annual strategic development and the creation of the Corporate Development Plan. They have freedom to particularly develop the areas of their interests. Furthermore, the partnership in the company is open for all employees. We believe that co-ownership fosters diversity and that more voices participating in decision-making

create richness, innovation and stability. Fostering uniqueness of our colleagues, we have developed internal actions under the umbrella of “emploYES” program. It focuses on empowerment of colleagues and leadership development, striving at creating comfortable working environment for all and creating collegiate and collaborative atmosphere based on individual diversity support. Colleagues are encouraged to cultivate and respect their differences, sharing specific experiences that stem from different backgrounds, ancestry, age, gender, religion, nationality, political views and other. All colleagues are guaranteed equal opportunities and material and non-material conditions, regardless of their specific individual characteristics. Therefore, our governance bodies and leadership processes are open equally to all, depending only on their contribution and personal qualities. We strictly underline the respect for all and zero tolerance towards any kind of discrimination, internally and externally with our stakeholders. Furthermore, we develop programs for consulting our clients how to approach diversity management.

Impact and outcomes

We are driven by our values – excellence, reliability, contribution, passion and dedication and diversity. These values are incorporated in our integrated business and sustainability management. Our PDP system enables us to take all the best characteristics of our colleagues and to engage them on projects which they enjoy and in which they can live their full professional and personal potentials. In our consulting work diversity management enables us to create special teams for each client or project, choosing the best experts to consult them. We form teams regardless of seniority of colleagues, so it is frequently possible that younger colleagues manage accounts or lead initiatives and senior colleagues are included as experts. The outcomes are happier colleagues, assured long-term development and stability, team bonding, successfully managed consulting projects and ultimately – achieved business goals of our clients. Diversity enables that everybody's voice is heard, encourages the exchange of ideas and fosters initiative-based working style. Such a system creates great platforms for innovating and seeing issues differently.

Lessons learned

We learned that diversity and inclusion concepts are rooted very deeply in the organization and that everybody has their own ideas, rational and emotional interpretation of diversity and inclusion. In our experience, diversity and inclusion are not about processes, but about people and behavior, building diverse organizational culture. To be functional, it has to be authentic. Authenticity can be achieved only if diversity is built from within, based not only on our collective organizational values, but also on the personal values of all our colleagues. Developing diversity is based on open communication, honest relations and harmony. Ultimately, our experiences in internal and external diversity management taught us that these concepts have to be cultivated and believed in both at the top of the company and among all colleagues. Large organizations face different challenges than small ones and diversity management can never use copy-paste solutions. We can learn from other organizations' experiences, but each company has to develop their own, specific ways. Deriving richness from including everybody. This is the very core of diversity, as we live it at Hauska & Partner.

Equality Works Better — In Croatia and Everywhere Else



Care for people, diversity and inclusion are embedded in IKEA vision of creating better everyday life for the many people. This enables us to contribute to positive changes in the society, beyond home furnishing. As a humanistic company, we consider equality a fundamental human right. Within our Diversity & Inclusion approach, we focus on LGBTIQ groups, different nationalities, integration of people with disabilities and gender equality.

Diversity and inclusion issues addressed

IKEA South East Europe took a strong stance towards gender equality and included it into its long-term business goals. We see equality as the right thing to do and we believe it benefits our business. Research shows that companies with gender diversity in leadership positions have better financial and organisational performance.

One of the largest problems in this area is lack of women on leadership positions, and Croatia is no exemption. Less than 20% of women are members of management boards of largest companies in Croatia.

To contribute to positive changes in Croatia, IKEA conducted an integrated campaign for the International Women's Day. The focus was on gender equality at the workplace, precisely on gender balanced teams, equal pay and equal opportunities for men and women. These are the areas in which IKEA Croatia has achieved strong and visible results.

IKEA Croatia focused on gender balance from the beginning

of recruitment process and today there are almost 55% of women on leadership positions, and 52% of them work at the store. However, reaching the parity in terms of numbers is only the beginning. We want to make a change and have more men on jobs traditionally perceived as female and vice versa. For instance, there are currently two female truck drivers at IKEA Croatia logistics department. One of them is Sanja who went on a course where she was the only woman among ten participants.

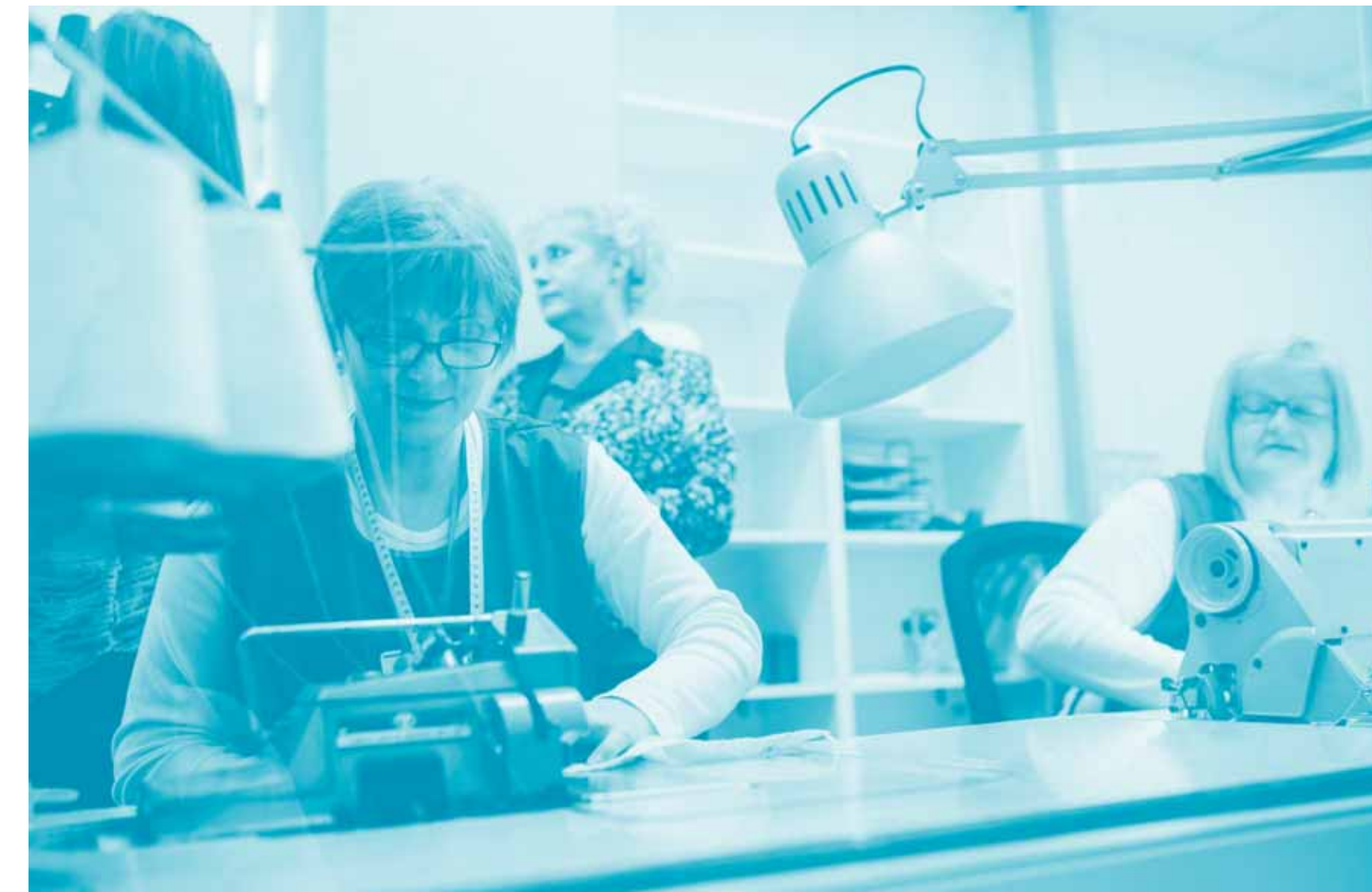
We also want to empower more women above 50 since they are the most vulnerable group on the labour market. Therefore, since April 2016 IKEA Croatia has been cooperating with the Association Kamensko - its two members provide tailoring and measuring services at IKEA. IKEA ensured them a working space and other benefits enjoyed by IKEA co-workers, such as free bus and subsidized meals.

Our goal is to create a gender intelligent organization where gender differences will be appreciated.

Planning and Objectives

IKEA wants to be perceived as a meaningful, trusted and unique brand, company and employer by contributing to the topic of gender equality. To that end, IKEA Croatia, for the first time, celebrated International Women's Day through a series of activities for co-workers, customers and important stakeholders in gender equality. To reach all our target groups we conducted a communication campaign that included all our departments and all available channels (IKEA-owned channels - store, web, social media and newsletter; mass media; advertising).

The campaign tackled the topic of gender equality at the workplace with key messages Equality works better, Equality is not a one-day theme and Equality wins every day adapted to Croatian. They were supported by local messages: equal pay for men and women; equal job and career advancement opportunities and gender-balanced organizations.



Activities implemented

OUR CO-WORKERS WERE OUR MAIN AMBASSADORS

We involved all our co-workers to send a strong message on importance of gender equality. All our co-workers went to Diversity & Inclusion trainings where they learnt how to eliminate unconscious biases. Our co-workers were main campaign ambassadors and appeared on visuals, both in the store and city centre, reminding fellow citizens that equality simply works better. We encouraged co-workers to discuss equality of women and men at the workplace on internal channels and included gender equality in other corporate activities, such as business plan launch. The informal gathering on 8 March was an additional opportunity to discuss why gender equality matters.

INITIATING DIALOGUE WITH STAKEHOLDERS

The stakeholders' conference in Zagreb in the eve of the International Women's Day was the central event of the campaign.

It gathered more than 150 guests, including government representatives, non-governmental organizations and other companies, to discuss how public and private sector can work better in achieving gender equality. IKEA stance on gender equality was presented by Director of IKEA Zagreb store and Leadership & Diversity Manager at IKEA Group.

INVOLVING OUR CUSTOMERS

Prior to the forum, we conducted an extensive communication towards our customers, both in the store and on the streets of Zagreb. Through posters and billboards on the IKEA parking lot we invited our customers to pause for a moment and think why equality matters.

We delivered the first IKEA Croatia newsletter fully dedicated to a corporate topic of gender equality, and published stories on IKEA web in which our co-workers shared personal experience on equal opportunities for employment and career advancement in IKEA. Social networks contributed to additional engagement of our customers.

Impact and outcomes

We conducted a survey* to see how Zagrebians perceive working rights of men and women in Croatia and IKEA. The results showed that only ¼ of them think that men and women in Croatia have the same rights at the workplace, and many women see this problem more than men do. The results were presented and discussed at the conference.

The campaign was covered in more than 50 clippings, 2/3 of which mentioned the importance of equal opportunities and gender balanced organizations, while half of them stressed importance of equal pay for men and women. The campaign reached 2,752,150 citizens in Croatia**.

IKEA-owned channels also contributed to the campaign impact. The first IKEA newsletter fully dedicated to a corporate topic achieved the same opening rate as the commercial newsletters.

Stakeholders who attended the event welcomed the initiative and supported us in creating awareness about importance of this topic, mostly through their social media accounts. They expect next steps and further collaboration with IKEA. The overall feedback was that IKEA is one of the most open companies and they would like to see more concrete steps in the future. IKEA is now planning to conduct other steps in this regard since gender equality is in our long-term focus.

* IKEA in cooperation with Ipsos, N=637, online survey – Ipsos Online Panel, Zagreb, February and March 2018

**Maximum estimated number of mature citizens in Croatia who were exposed to campaign's messages during February – March 2018, IKEA in cooperation with Medianet

Lessons learned

IKEA has a strict policy on co-branding and this is the first time IKEA connected with other important stakeholders in the field of gender equality, ranging from authorities and other companies to civil sector. With this, there was achieved higher media visibility and impact. IKEA Group representatives inspired a discussion at the conference by showcasing examples of IKEA contribution to gender equality worldwide. A general conclusion was that in order to make a bigger impact, it would be important to include more men in discussion about gender equality.

Partnership with a strong media helped us in amplifying key messages. IKEA Croatia cooperated with Jutarnji list that supported us in sharing authentic stories about the status of gender equality in Croatia. All conference participants received a textile bag sewed by the Association Kamensko, which everyone appreciated a lot.

The goal is for the conference to become an annual summit where improvements made in gender equality field would be discussed. Therefore, all these learnings will be taken into account for the next year.

D&I strategy roll out



Ina started with the major D&I activities at the beginning of 2017. Our aim was to start building a culture where differences are respected, where every employee has the opportunity to develop his skills and talent, and where everyone feels included and esteemed.

One of the internal PR tools for raising awareness among managers and the wider population of employees and to start a constructive dialog on diversity & inclusion, was first open day under the name #svismoOK (D&I DAY).

Diversity and inclusion issues addressed

Employee Engagement survey, external and internal employer branding research - all stress the importance of building a culture of diversity & inclusion. Company culture in which people feel accepted, respected, involved and affiliated regardless of their individual differences, provides greater company and individual performance. Additionally, gender balance (as more women exit targeted universities and are willing to start their careers in Oil&Gas) and age balance in Oil&Gas industry are relevant business KPIs impacting available human capital. INA as an employer acts to adjust its talent attraction initiatives, external and internal awareness of diverse workforce imperative to ensure sustainability.



Planning and Objectives

It was important to get all key stakeholders on one place and use the opportunity to promote D&I ongoing activities and gain support for future activities. Therefore, #svismoOK event was organized to include both internal and external public to discuss the D&I issues on our company level but also on other corporate, institutional and academic level. INA is the only company in Croatia that organized the event of this kind and on this topic engaging both external and internal public. The more formal part of the event was organized in the morning for INA FS management and employees through presentations and a panel with external speakers. Afterwards INA also received external recognition – Certificate for family-friendly company). In the second part of the day, all participants could take part in interactive workshops, information stands and info booths on all aspects of diversity (age, gender, nationality, differences in thinking....)

Activities implemented

Following the event, Ina created detailed D&I strategy. We signed Diversity Charter at the initiative of management, with a commitment to prepare and ensure implementation of diversity strategy. We included D&I clause in each HR regulation, which clearly communicates diversity and inclusion guidelines and created Policy on Diversity, Inclusion And Non-Discrimination Management In Ina Group Companies which was created and published in April 2018. D&I workshops were held, including almost 200 employees: Managers: D&I training within Intensity and Employees: You are OK, I am OK; SDI (Strength Deployment Inventory).

D&I was included in our Sustainable development goals and Action plans were created together with all stakeholders and based on inputs received from

various objective sources (surveys, audits etc.). D&I Questionnaire was created in cooperation with Department of Psychology, Faculty of Humanities and Social Sciences - the purpose of the questionnaire was to obtain information that will help us improve the management of diversity and inclusion within the company. We are continuing with raising awareness on this topic among employees with our campaign #svismoOK Vol2.

Objectives of the D&I strategy are: to raise awareness regarding D&I issues in the company and link it with the engagement and productivity and to start a dialogue regarding D&I issues on the whole company level and creating a culture of equal opportunities.

Impact and outcomes

As a result of the initiative, numerous workshops on this topic were held, including almost 200 employees. The event helped raise the awareness on Diversity and Inclusion and was implemented as one of the sustainable development goals.

Achievements proven through statistical methods and direct follow up actions are average grade of 4,8 (on scale 1-5) of all participants in #svismook day educations, increase in visiting site Roundtable with topic of engagement, most liked HR movie on youtube (3x more than others) and increase in awareness of all management levels on this topic shown through:

- Singing Charter of Diversity
- Including targets related to diversity and inclusion in sustainable development goals
- Defining action plans
- Defined Key performance indicators to be monitored as part of D&I action planning

The most important benefit is raising awareness of all employees on the “soft” topic that has deep impact on business results and innovation, which is in line with 2030 strategy.

Topic of D&I is addressing all values because it is infiltrated as important part of culture, but it is mostly addressing value People, as it supports open minded highly accepting environment as a base for creativity and innovation.

Lessons learned

Although we have done serious progress in understanding D&I implications on business, actions were mostly focused on the white collar population.

Next steps would include more focus on the blue collar population, which would include learning more about the employees attitudes towards different groups on whole company level through D&I survey, raising awareness on D&I topics among blue collar population and creating more opportunity for them to express different opinions.

Also, we addressed the value of more focused science based approach in changing attitudes towards different groups by including questionnaire checked by Department of Psychology, Faculty of Humanities and Social Sciences which will make initial point from which we are going to focus D&I actions, as well as represent a measure for changes in attitudes which can prove effectiveness of our actions.

Diversity enables us to succeed



PLIVA is its people is one of the slogans of the leading pharmaceutical company in Croatia and one of the leaders in the SEE region. For years PLIVA has been achieving enviable business results, which would not be possible without the great engagement of its employees, their exceptional expertise and diverse competencies, as well as their shared commitment to a common objective - improving the quality of life and health of customers, patients and their families.

Diversity and inclusion issues addressed

As part of Teva Group, PLIVA strives to shape and pursue the policy of diversity and non-discrimination aimed at developing an organizational culture based on mutual respect for individual differences. As one of the leading employers in Croatia, it recognizes the importance of investing in its employees, as well as promoting workforce diversity as one of the fundamental tools for increasing competitiveness and making further progress. Diverse workforce and skills, creativity and innovation enable PLIVA to reach its full potential. On the other hand, different views and approaches ensure greater creativity, lead to innovations and result in better decision making. PLIVA believes that the recruitment strategy should be focused on all segments of the labour market, as the promotion of diverse workforce adds value to the company and enables the development of a united society, placing emphasis on competences and ability to perform tasks.



Planning and Objectives

Aware of the fact that the factors motivating men and women are not the same, for years now PLIVA has been working on developing its employees and meeting their needs, enabling equal conditions and ensuring employees feel comfortable and motivated. Regardless of the efforts to promote equality, research conducted in Croatia on the perception of women in business has shown that most employers pose questions about family status and planning to women, and less to men. In addition, single women and women who do not have small children have better advancement opportunities, as the perception that career and family do not go together is still quite strong.

Activities implemented

Considering the fact that generally speaking women in managing positions are still less represented than men, PLIVA has been taking different steps and measures to ensure equal opportunities and create the environment in which all employees are encouraged to be proactive with their careers. Taking into account different roles men and women have outside work, efforts have been made to enable our employees work flexibility and make it easier for them to create work-life balance. With the view of developing further the business model which recognises and meets employees' needs, PLIVA has been conducting annual employee satisfaction survey. It is a continual dialogue where employees answer questions and in that way identify what the company is doing well, and which areas need more improvement. On the other hand, the management takes on the obligation to listen and implement the necessary changes. Results analyses showed that employees had a need for additional flexibility of benefits ensured with the view of improving the working culture.

For instance, in some departments employees have flexible working hours, which may include elements like flexible start/end of working day, working from home or alternative places,

provided these jobs allow for such work organisation. In addition, for employees, who take on new roles PLIVA organises leadership, communication and assertiveness trainings to strengthen their key skills, help them deal with obstacles and prepare them for assuming managerial positions. This is very important for employees who may feel that they lack confidence in the face of new, challenging roles. One such training was PLIVA's First Time Manager Programme, introducing key elements of managerial position and problem solving methods and skills necessary for team leadership to new managers, both male and female. Our managers also have trainings related to reducing stereotypes and prejudice of any kind in the workplace.

Employees also have had the opportunity to take part in numerous soft skills trainings, which involve adjusting one's own attitude and communication style and improving proactivity. Team workshops have been organised to raise awareness of the importance of team work, strengthening good relations with team members, and developing behaviour that contributes to success. These workshops were organised after receiving feedback from our employees and are based on their development needs.

Impact and outcomes

Years of providing support and investing in this business model have resulted in a variety of employees groups represented in PLIVA today, and the fact that almost 70% of female colleagues hold leadership positions within the company is something PLIVA has been particularly proud of. Additionally, women make up 60% of the total workforce and 70% of the total number of employees with tertiary education. Moreover, the company likes to point out that two out of four members of PLIVA's Management Board are women. Considering the fact that the proportion of women in leadership positions is below 30% on the national level, it can be concluded that PLIVA is one of the leaders and creators of positive trends in this segment as well. These numbers are additional confirmation of excellent practice when it comes to managing human resources.

PLIVA's human resource management has been recognized by competent institutions, thus receiving the Key Difference Award in the category of universal equality. This award is given with the aim of recognizing and rewarding employers who foster diversity in work environment and human resources.

PLIVA is also one of the first signatories of the Diversity Charter, an initiative launched by 20 EU countries with the aim of encouraging the implementation of diversity policy in the business sector. By signing the Charter, it has affirmed its determination to continue publicly supporting, protecting and developing diversity in the company, as well as to continue developing a stimulating work environment for all employees, regardless of their pertaining minority group. Being a signatory to this Charter is a great responsibility. Above all, however, it is a real pleasure as it allows the company to contribute to the improvement and progress of the project and society in general, which should be based and developed on accepting and acknowledging diversity.

Lessons learned

In PLIVA they consider diversity in the workplace as a crucial element for building a great reputation for the company that leads to increased profitability and opportunities for all employees.

All these efforts in human resources management have led to raising employees' awareness of the importance of diversity and learning, as these elements have a positive effect on organisational climate and interpersonal relations in the company. Efficient diversity management enables all employees to develop their potential, which facilitate meeting both personal and company goals. PLIVA believes this approach to employees and their needs leads to reducing prejudice and stereotypes in both genders, in turn leading to better identification with the organisation and better business results

PLIVA is proud of its traditionally diverse culture and believes it is the key to innovation which has made it a unique company for almost an entire century.

Prioritising Diversity



Being a multi-ethnic company, PwC has always cherished diversity of its employees. It is considered our advantage and something that widens our perspective and enriches our culture. Our diversity also adds value to services we provide to our clients and enables them to see a bigger picture. PwC Croatia in accordance with the global company works on number of initiatives that aim at increasing diversity and inclusion at work with special emphasis at gender equality issue. PwC also implements processes that remove unconscious bias in the employment procedures.

Diversity and inclusion issues addressed

Inequality between men and women still exists in all countries and across many aspects of society, including education, politics, and the workplace. Increasing awareness is the first step towards building gender equality.

Gender is one of the most important organising principles of social life, but gender stereotypes can put us into boxes and limit our potential. While gender equality benefits all of us – women and men – no country in the world has yet achieved it in politics, business, education, or health.

The world is at a turning point. We know that it is not just a women's issue, it is a human rights issue. PwC believes that these voices need to be heard, to change the world. The time for that change is now. Created by UN Women, the HeForShe is solidarity movement for gender equality that provides a systematic approach and targets platform on which men and boys can engage

and become change agents towards the achievement of gender equality. HeForShe invites men and boys to build on the work of the women's movement as equal partners, crafting and implementing a shared vision of gender equality that will benefit all of humanity. HeForShe is inviting people around the world to stand together to create a bold, visible force for gender equality. And it starts by taking action right now to create a gender equal world.

The second issue PwC addresses is the issue of unconscious bias during employment procedures where people tend to choose employees that resemble themselves. We created Assessment Centres to help choose employees based on their skills and not resemblance to the people who make choices.

Planning and Objectives

Through PwC's partnership with the UN Women's HeForShe initiative, we are working towards achieving global gender equality in the workplace and beyond. HeForShe's mission is to engage men as advocates of change for global gender equality

PwC has committed to take a number of actions in support of the HeForShe mission, including:

- Engaging men through an innovative male-focused gender curriculum
- Helping women reach leadership positions
- Working together to show our commitment for change.

As part of our HeForShe global campaign, we want to create awareness, increase engagement and influence behavioural change that will positively impact our efforts in supporting global gender equality.

In order to do that, we have to: acknowledge potential blind spots; challenge double standards; expand our network; call on more voices and bring equality home, too.



Activities implemented

Assessment centre was introduced because recruitment process is often a place where unconscious bias is expressed, because people subconsciously choose candidates similar to themselves. The Assessment centre consists of members of different teams and lines of services, different gender and age. This ensures that our recruitment process brings diverse candidates, who will add value to our performance and change our perspective. The assessors through a defined process chose candidates based on their ability to clearly convey information and ideas; listen effectively to others; work

toward shared goals; gain acceptance of ideas whilst understanding others' perspectives and successfully identify and address issues, problems and opportunities.

The Assessors are from different lines of services, different gender and different age. They are previously trained on how to be maximally objective and what to pay attention to. This way we have managed to help remove unconscious bias from employment procedures although we know that it is a continuous process.

Impact and outcomes

What's at the heart of PwC's commitment to HeForShe?

PwC has committed to take a number of actions in support of the HeForShe mission, including:

Engaging men through an innovative male-focused gender curriculum

Lending our educational expertise and footprint to HeForShe, we have launched an innovative new curriculum to educate and engage men as gender equality advocates. By learning and understanding the issues surrounding gender equality, men can actively make a difference and support women.

Helping women reach leadership positions

We have launched a Global Inclusion Index to increase the number of women in leadership positions. By completing a comprehensive global evaluation of leadership at PwC, with a specific focus on women, each PwC territory is able to develop tailored actions to increase women in leadership.

Working together to show our commitment for change

We use our full global network to support HeForShe, driving awareness and action through our employees, clients and within our communities. Men and women are encouraged to commit online, and take specific actions towards global gender equality.

In order to properly equip ourselves to stand for gender equality, we offer our colleagues a Gender IQ training, the objectives of which are: to recognise how unconscious assumptions shape gender norms, roles, and relations; to describe the cost of gender inequality at home, school, and work and to develop personal action commitments to promote gender equality.

Lessons learned

By being aware of our own potential blind spots, we can make a difference by challenging them and changing how we act when faced with them. Through these initiatives, we manage to educate ourselves and those around us by becoming more aware of societal double standards. Only then will we be able to recognize them, challenge them and ultimately change them. Through our gender equality initiative, we manage to broaden our networks and learn from perspectives that are different from ours. There are many ways to do this — through social media, or by simply asking a colleague to lunch.

It is important to encourage an inclusive environment where everyone feels like his or her opinion matters and their voice will be heard. We encourage those around us to speak up because every voice matters and every voice can make a change.

Once we are aware of the inequalities that exist, we talk openly about how we can help our partner, parent, or sibling lead a balanced life by sharing the workload. We all try to work together on creating an approach for childcare and housework so it doesn't all fall on one person.

We believe that through our initiatives we have succeeded in making life and working at PwC better for all our employees, created a diverse, unanimous and joyful working environment and that through our campaigns we have sent a powerful message about importance of equality at work and caring for colleagues without caring about the minority groups they belong too.

Diversity in action



Gender Equality at Accenture



At Accenture, we're committed to gender equality — we want more women in our workforce, more female role models in STEM, and more benefits for working parents.

Moreover, by 2025, we want to achieve gender-balanced workforce globally, with 50% women and 50% men, and, by 2020, to grow the percentage of women managing directors globally to 25%.

Short description of organization

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. With 449,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives.

Accenture takes a wide view of inclusion & diversity, covering gender equality, ethnic diversity, LGBT community, persons with disabilities and cross-cultural diversity.

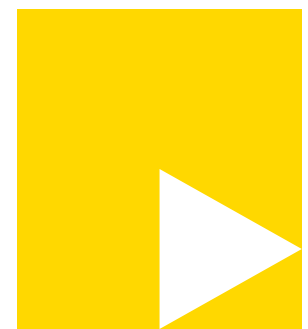
Central to Accenture's ambition to be the most inclusive and diverse company in the world is to achieve a gender-balanced workforce. We believe that attracting, inspiring and advancing women is critical to Accenture's future.

Gender Equality Issues

Accenture conducts each year a research on gender equality. This year, our research has identified 40 workplace factors that create a culture of equality — including 14 factors that matter the most. The research, published in the company's "Getting to Equal 2018" report, details the most-effective actions that business leaders can take to accelerate advancement and help close the gender pay gap.

The research is based on a survey of more than 22,000 working men and women in 34 countries to measure their perception of factors that contribute to their workplace cultures. The survey was supplemented with in-depth interviews and a detailed analysis of published data on a range of workforce issues.

Accenture's research found that in companies where the 40 factors are most common,





everyone benefits. As example, 95% of employees are satisfied with their career progression.

And, everyone has a better opportunity to advance: Women are 35% more likely to advance to manager or above and four times as likely to advance to senior manager/director or above; Men are 23% more likely to advance to manager or above and twice as likely to advance to senior manager/director or above.

“Getting to Equal 2018” global report shows that, while both women and men advance in companies in which the 40 factors are common, women have the most to gain. If all working environments were like those in which the 40 factors are most common:

- For every 100 male managers, there could be as many as 84 female managers, up from the current ratio of 100 to 34.
- Women’s pay could increase 51 percent, or up to an additional \$30,000 per year.
- Women could earn \$92 for every \$100 a man earns, helping to close the pay gap and lifting women’s total global earnings by \$2.9 trillion.

Getting to Equal 2018 report can be accessed here. <https://www.accenture.com/ro-en/gender-equality-research>

Besides the findings highlighted this report, Accenture pays a lot of focus on supporting: women having a career in STEM, working parents having the benefits and flexibility they need and, overall, ensuring a work environment where everyone can feel comfortable, be themselves and, as a result, be inspired.

Objectives

Our aim is to become the most inclusive and diverse company, and as part of this being an employer of choice for women is very important for us.

We believe the future workforce is an equal one. On the path to gender equality, we have set bold goals:

- To achieve a gender-balanced workforce globally, with 50 percent women and 50 percent men, by 2025
- To grow the percentage of women managing directors globally to 25 percent by 2020

Furthermore, what is even more important is to ensure a work environment where people can be successful, both professionally and personally – a place where each and every one of our people has a full sense of belonging within our organization.

Activities implemented

Training & Development

At Accenture, we recognize that the skills, capabilities and value that women bring to the table are critical to our company's success. To support our women's career growth, we develop customized, innovative training that is designed to meet the specific needs of our women.

Women's Mentoring

Through Women's Mentoring, a program that pairs female leaders with Accenture Leadership mentors, employees can take advantage of virtual workshops and networking tips to help guide their careers at Accenture.

Accenture Women's Network

Accenture connects women globally through the Accenture Women's Network that provides resources that can help them define their visions of success through education, tools and multimedia. The online forum offers women a place to share experiences, advice and insights, while finding inspiration from others.

Women's Local Community

In our local offices, women's employee resource groups drive initiatives and programs to support women at the location and help them build strong networks, both within Accenture and with the broader community.

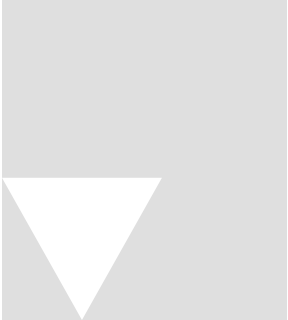
International Women's Day

Since 2001, we have observed International Women's Day—a day when Accenture people come together to learn about the positive impact women are having on Accenture and the world. Our celebrations give employees across the globe an opportunity to have conversations about how to achieve their professional and personal goals while defining success. Through Accenture's activities and events at offices and client sites, International Women's Day underscores our dedication to engaging the best people from diverse backgrounds to deliver high performance.

Girls in STEM

Another initiative is Girls in STEM that aims to help girls get interested in Science, Technology, Engineering and Maths. It started in 2015 with 300 people in Newcastle, then expanded nationally to Newcastle, London, Manchester, Edinburgh





and Dublin, attracting about 1500 girls in 2016. In 2017, it went international with more than 2000 girls attending across various events and on livestream.

Fair Compensation

Our commitment to gender equality extends also to compensation. We strive to ensure that all our people — women and men — are compensated fairly and equitably from the moment we hire them through the milestones of their careers here.

Romania is also following the strategy and actions defined by Accenture at global level. When it comes to our employees, we invest in developing local programs such as training for women, parenting programs, celebrations such as International Women Day. As for candidates, we follow a gender balance approach, given women same opportunities as men, and also encouraging them to pursue a career in STEM.

Impacts and outcomes

- Today, we have more than 180,000 women at Accenture – more than 40 percent of our global workforce
- 29 percent of our executives (manager and above) are women
- 32 percent of our managing director promotions in 2017 were women – a record percentage
- 25 percent of our Global Management Committee, our primary governance group, are women
- 36 percent of our external board of directors are women, including our lead director

Recognition:

- Inducted to Working Mother's 100 Best Companies Hall of Fame, recognizing 15 consecutive years (2003-2017)
- No. 9 on Diversity Inc's Top 50 Companies for Diversity, marking our first year in the top 10 (2018) and our seventh consecutive year in the top 15 (2012-2018) with 12 consecutive appearances on the list overall (2007-2018).

Diversity Week: Bringing Inclusion From School to Society



Every year since 2010, students from public schools in Bucharest work side by side with students their own age who have special educational needs, disabilities and who come from minority communities during the British Council Romania's Diversity Week, in an effort to spread understanding of the social model of disability, which is well developed in the UK.

The Diversity Week programme encourages hundreds of children from all backgrounds to question social norms and supports equal opportunities. Pupils take part in workshops or activities led by British Council staff along with actors, musicians or NGOs, where they devise performances, do arts and crafts, learn and play together.

Short description of organization

The British Council is the UK's international organisation for cultural relations and educational opportunities. The British Council creates friendly knowledge and understanding between the people of the UK and other countries. It does this by making a positive contribution to the UK and the countries it works with – changing lives by creating opportunities, building connections and engendering trust.

The British Council works with over 100 countries across the world in the fields of arts and culture, English language, education and civil society. Each year, the organisation reaches over 20 million people face-to-face and more than 500 million people online, via broadcasts and publications. Founded in 1934, British Council is a UK charity governed by Royal Charter and a UK public body.

The organisation has been in Romania since 1938. Every year, it reaches out to thousands of students, educators, policymakers,

academics, researchers, creatives and entrepreneurs. It is its mission to create international opportunities for the people of the UK and other countries and build trust between them worldwide.

The work of the British Council involves developing relationships with people from a wide range of backgrounds and cultures. Working effectively with diversity and promoting equality of opportunity is therefore an essential part of what it does. The British Council also sees its commitment to equality, diversity and inclusion as one of the principal reasons for its continued success, and it is proud to share this experience and expertise with partners and customers throughout Romania.

Diversity and inclusion issues addressed

Diversity Week is a project that the British Council Romania has been organizing for 9 years. The project aims to promote the Social Model of disability, focusing on the abilities kids with different impairments have. The Social Model sees disability in terms of socially-imposed barriers that prevent people with impairments from participating fully and on an equal basis with others, in mainstream activities. The social model focuses on identifying and trying to remove barriers, rather than trying to ‘mend’ the disabled person. It is based on principles of empowerment and promoting human rights, and is different from other models of disability (Medical, Charity etc.). Therefore, all activities of the project involve workshops on different themes; where children and youth with different disabilities can use their skills, develop knowledge of different topics and creativity.

Another aim of Diversity Week is to foster inclusion; therefore most workshops are attended by children and youth from mainstream schools as well. At the same time, the project aims to educate the mainstream public in the spirit of respect for diversity through film screenings, conferences and workshops where general audience can learn about different aspects of diversity and respect for human rights. Many of the activities are attended by children and youth from other underrepresented groups, such as Roma, refugees, socio-economically deprived communities etc.



Planning & Objectives

The activities last for a week and happen every year. The British Council works in partnership with many public institutions working with kids with disabilities and especially NGOs which provide training on different topics (arts and crafts, theatre, music, photography, graffiti art, cooking etc.). It also works with volunteers, trainers, artists, educators and different professionals who dedicate their time to teach kids different skills or give them an enjoyable experience. The British Council staff and teachers often get involve as well and deliver workshops. Therefore, the organisation builds on the skills its staff have and also on the skills of its partners and collaborators who are willing to work with the children and offer them a memorable experience. All activities take place on its premises in Bucharest and consist of workshops from 9.00 to 18.00, for a week. Sometimes, it offers film screenings in the evening for the general public, on topics related to diversity.

Activities implemented

In the 9 years since the project has been running, the British Council offered hundreds of workshops on a very wide range of topics, all designed to help promote a better understanding of our similarities and differences, through interactive and fun activities. The workshops are attended by both kids with disabilities and from vulnerable backgrounds and kids from mainstream schools and entry is free.

Some examples of workshops are: arts and crafts, shadow theatre, meeting therapy dogs, an introduction to sign language, clay and felt modelling, acting games, sushi rolling, musical recycling, storytelling and investigation, mime, music workshops, investigation through reading, meeting “pets superheroes”, especially trained to work with autistic patients, meeting guide-dogs for visually impaired people, Braille workshop, graffiti, Ebru painting, henna, creative recycling, ethnic dances, engraved ceramics, decorating gingerbread sweets etc.

Impact and outcomes

Since its launch in 2009, over 1500 children have taken part in the Diversity Week, celebrating equality, diversity and social inclusion. The British Council strongly believes that this project contributed to promoting awareness about the social model of disability, focusing on the abilities behind the disabilities and giving children from mainstream schools and those usually spending their lives in special needs institutions a real opportunity to meet and do activities together, while learning something new or just enjoyable. The British Council also strongly believes that it succeeded to promote respect for diversity, getting mainstream public to experience aspects of the lives of people with disabilities and learning from them (i.e.: basic sign language or Braille workshops).

Lessons learned

Diversity Week highlights that most of the stereotypes and prejudgements and even discrimination come from the lack of interaction between people. A chance to spend some quality time and do something meaningful together is leading to a real change in perception and attitudes, an increased empathy, sensitivity and willingness to learn more about people with disabilities.

“Working with a diverse group of students for my Diversity Week acting workshop turned out to be a great learning experience and a lot of fun for everyone, myself included”, Andrei Aradits, actor.

For the British Council team, and for any institution or business that would be interested to replicate this project, it will be a rewarding experience of teamwork, learning and development.



Electrician Apprentice — Distributie Energie Oltenia

With the desire to challenge the meaning of being an electrician and shape the best team of future specialists, Distributie Oltenia created the Electrician Apprentice program, offering a 360- degree learning system that incorporates students' theoretical formation and involvement in alternative activities. By addressing the gender imbalance in the field of energy, the project is designed to place diversity and inclusion in the center of all its activities, contributing to a learning environment that values the participation of each individual.



Short description of organization

Distributie Oltenia brings electricity to more than 3,5 million people in Romania, across 7 counties in the South-Western part of the country (Dolj, Olt, Gorj, Valcea, Mehedinti and Teleorman). Through its development strategy, Distributie Oltenia aims to improve the level of safety in electricity distribution and to reduce energy loss. Other objectives are to improve the level of operational safety of electrical installations with reduced maintenance costs and repairs, while acting as a reliable partner to its external and internal stakeholders.

Diversity and inclusion issues addressed

The idea of a flagship project for Distributie Oltenia was born in 2016, as a response to the company's own increasing need for human resources, as well as due to the annual decrease in available workforce. The need to intervene in the formation of the future generations of specialists thus became imperative in the context of the following identified trends: a global population of 8.5 billion people by 2030, estimated by The United Nations, which entails a higher level of energy consumption and, implicitly, a greater need for specialists in the field; the positioning of Romania in the





top three countries facing a crisis of trained professionals (according to a 2017 Manpower study), with 40% of 42,000 employers questioned for the study admitting that they have difficulties in recruiting qualified staff; the need to cover a deficit of about 100 persons per year, especially for the job of electricians and sector specialists, according to the company's retirement plans for the next 5 years; the positioning of Romania in 2015 as the country with the highest percentage of students following social sciences and law (49%), but with the lowest in science, mathematics and computer science (5.2%) in the EU.

In addition to the general trends identified in the field of vocational learning, the need to build an inclusive program was justified by the acute imbalance in the energy sector, with a big potential of future employees diverted from the field from an early age due to prevalent gender norms that discourage girls from entering this industry.

Planning and objectives

Electrician Apprentice focuses on the training of the future generations of electricians, by improving the quality of the formation opportunities addressed to young people interested in a career in the field of energy. To this end, the program delivers a well-rounded, balanced and inclusive educational system that combines theoretical formation, internship hours, as well as non-formal education activities focused on personal development.

The educational support is strengthened by the company's investment in school infrastructure, through refurbishing and equipping electrical laboratories, as well as by the performance scholarship offered to the 5 top students in each class, in addition to the financial help received from the Government.

Activities implemented

As part of the program, the students take part in standard activities, and are also encouraged to get involved in additional activities and events, such as volunteering opportunities.

The first category includes internship hours within the company, where students visit transformation stations operated by the company, witness daily interventions performed by professional electricians, and familiarize themselves with the specialized equipment.

Another standard activity is represented by non-formal education workshops that focus on consolidating students' soft skills through non-formal education methods, such as games or experience-based learning.

Other activities organized in the program are Open Days at the company's main offices and transformation stations, professional competitions, as well as volunteering opportunities that facilitate their personal development. For example, in 2017, the students hosted documentary screenings about human rights, in partnership with One World Romania Association. In the following year, the teenagers took part as volunteers in the annual tree planting campaign organized by the company and participated in their first professional competition, Electrician Apprentice's Trophy. Moreover, at the end of the school year, the top students in each class were selected to participate in their first adventure camp, organized by the New Horizons Foundation.



Impacts and outcomes

In 2016, 48 students began their journey as Electrician Apprentices in the pilot edition of the program, and this number increased to 88 in the second year of implementation. The number of girls enrolled in the project also increased, from 1 to 6, as a result of redesigning the communication campaign for the program to include girls on the promotional materials, as potential models for girls to identify with. Moreover, we noticed that the girls also have an excellent academic performance, with results that position them in the top 5 of their class.

The diversity and inclusion component is also an important part of the non-formal education activities of the program, allowing students to learn more about themselves and their community, about the importance of respect and taking responsibility for one's actions. For example, by taking part in goal setting exercises, the teenagers learned to identify specific challenges related to their development, as well as to diversity, and set long-term goals in their relationship with other people: accepting others' perspectives, treating each other as equals.

Moreover, organizing screenings that position documentaries as an educational tool, allowed students to better understand relevant issues and challenges in today's society, as well as the perspectives of the people facing those issues. For example, one of the main themes of the documentaries was the dialogue between generations, by presenting inspirational stories from people in their 80s and encouraging teenagers to perceive seniors and their experiences in a new light.

Lessons learned

One of the most successful components of the program so far, according to the students, is represented by the personal development workshops, as an alternative, informal form of education, followed by the opportunities that allowed them to interact with professionals in the field and better understand the daily challenges of being an electrician.

As it continues to extend geographically, diversity will remain a priority for the program, by putting potential and current students in contact with a diverse set of professionals in the field that can share their experiences and inspire more girls to imagine themselves following a technical career. Another lesson to pursue in the future is designing an inclusive environment that allows all students to thrive, to engage in all the activities included in the program, as well as to feel confident to share their ideas.

By combining all these activities, Electrician Apprentice aims to inspire students to prepare for a successful career and to get actively involved in redefining the profile of the future electrician.

Building an employer brand on a culture of D&I



Having a diverse workforce does not guarantee inclusive culture. Multiplicity and diversity are replacing sameness and uniformity and Carrefour is keeping pace with these changes and draws its incredible energy from uniqueness and entrepreneurial spirit of each one of its employees. Therefore, the company recruits and promotes talent, without bias, while combatting all forms of discrimination, promoting individuality and ensuring equal opportunity, and builds its ecosystem in such a way that is attentive to each person's needs and gives her/him the support that counts. These are the rules of a long-term employer brand.

Short description of organization

In Romania, Carrefour offers its customers multiple shopping opportunities in over 320 stores (hypermarkets and supermarkets), as well as through the online marketplace carrefour.ro. Along with innovative shopping experiences for our customers, we are also a great supporter for the communities in which our company operates, through relevant CSR and insightful employer branding initiatives. Moreover, worldwide, Carrefour is committed to professional equality: our company leads campaigns to help talented women pursue their careers and incorporate gender diversity from the recruitment stage onwards, implements wide-range programs aimed at young, high-potential graduates and promotes the employment of people with disabilities and their integration into the labor market. This, due to a thoughtful employer branding strategy and partnerships.



Diversity and inclusion issues addressed

By promoting the values of solidarity and diversity, Carrefour plays a major role in the inclusion of all its employees. In each country where the Carrefour Group is present, the prioritization of the diversity management aspects is based on the D&I issues faced by the community concerned. In Romania, the most promoted aspects include gender, age, physical abilities, social environment and ethnicity. Of course, diversity means much more than that, and our commitment is to recognize, consider, guide and value individuality both in applicants and employees, in all their diversity, whatever the differences.

This was the starting point of The World of Carrefour, a large-scale employer branding project, launched in 2017, that pin points and celebrates the fact that Carrefour is more than a retail company, it's actually an entire world, a family made out of over 17,000 people – its true core.

In recent years, the Romanian labor market has changed radically, with job offers being increasingly diverse and candidates who started to look for other things besides a salary: work environment, team, development opportunities and a sense of belonging. Moreover, the labor market shortage has been a challenge for large industries, and attracting talent and retention has become a priority for employers. Thus, organizations have begun to place more emphasis on the employer brand and strengthen it. Our focus strategy was to bring forward examples from the organization and put them all under the umbrella of a new employer brand identity: The World of Carrefour.

Planning and objectives

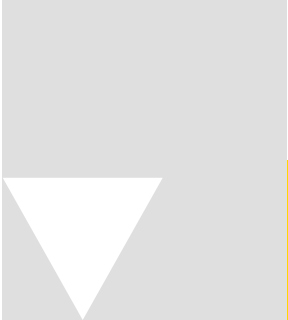
First, we wanted to answer as authentic as possible to the following questions: “Who are we? What defines us? How we are different from our competitors? Why do we choose to be part of The World of Carrefour?”. So we organized focus groups and held dozens of interviews with employees, both workers and managers, people with 10 to 15 years of experience, fresh employees or others who happily returned to our family. They have helped us understand their perception on the working environment and our organizational culture. What we achieved was a very friendly picture: employees were proud to work at Carrefour, a place with ever-growing opportunities, but more importantly, one that acts like a “large and diverse family”. Surprisingly or not, we were on the same page as our EVP that emerged from an internal 2015 research.

Another focus element was diversity, essential for us. Of the total number of employees, over 60% are women, and more than 50% of all our colleagues in management positions are women (over 40% when we talk about board members), 19% are younger than 25, but we also have many colleagues over 50 (over 1,500 people). Diversity, equal opportunities, transparency and equity in all HR processes throughout Carrefour's individual pathways support the integration and performance of everyone.

Finally yet importantly, we reviewed the labor market, employer branding and recruitment projects already carried out by our main competitors in order to build an original campaign.

With all this information and internal feedback, we started to build a focused project on empowering the employer brand. We aimed for a campaign about us, as we are, young or seniors, different and determined to do our job well and in a fun way. We then drew a visual identity and a tagline that represents us: The Carrefour world is more. It's about people!, the first campaign that talks about the





employer brand, about the organization's diversity and fresh spirit, about the ageless friendship and the joy of being good in what you do and the satisfaction you have when you can help your colleagues.

The main objective was to consolidate our employer brand on the labor market, through visibility and awareness. In addition, the project aimed to make a significant contribution to attracting a larger number of candidates, as well as maintaining retention in the organization.



Activities implemented

The whole project was designed and launched in two phases: in spring we brought the Carrefour diversity in all its forms and in autumn we put the working environment under the spotlights, the benefits and organizational culture, while still keeping a focus on diversity.

The two campaigns launched had, as a target audience, people aged 18 to 55 from large cities, looking for a job or wanting to change their current job and meeting the basic requirements for a position in our stores. Internally, the project addressed all our colleagues, and that is because we wanted to bring forward concrete examples in which we find ourselves regardless of the role we have in the organization.

As main activities for the first phase, we had a TVC with a focus on the diversity, short video-testimonials in which people tried to answer as authentic as possible to the question "Why Carrefour?", key visuals with personalized messages, radio spot, a dedicated microsite (lumeacarrefour.ro), a Facebook photo app and digital banners on relevant media channels. For the second phase, we mixed the same communication tools, but with a different approach (storytelling and comics), with a focus on real stories from Carrefour.

Impacts and outcomes

The results of the project are both within the organization and in the labor market. Internally, we have the reactions of our colleagues, the extent to which they identify with the company's messages (the increasing number of ambassadors). As far as the reputation of the employer is concerned, the equation is simple. This attracts talented employees on the recruitment level, which through their work bring value to the organization and contribute to the satisfaction of the final customer. Therefore, it actively contributes to business expansion, organization development and continuous adaptation to market requirements.

From the point of view of awareness, the achievement of objectives can be measured through the following key performance indicators: users and web feeds, traffic on the dedicated microsite and the career section, and social media reach. Just a few numbers: more than 55,000 users have accessed the dedicated microsite, over 30,000 new visitors on our career page, 8 million impressions for the digital banners, 650 photos uploaded on the dedicated Facebook app. More important, externally we had an increase of 43% in the number of CVs, compared with the period before the campaign and, internally, the number of employees already working for Carrefour remained the same as the year before. The project have had an impact on reducing recruitment costs and increased retention has partially optimized spending on the integration of new colleagues.

Lessons learned

After 17 years of customer-oriented image, the Carrefour employer brand has been given an identity, a fresh and optimistic look. Our colleagues had the opportunity to speak frankly about them, about diversity within Carrefour, about strong friendships, regardless of age, and about the joy of being good in what we do. The messages are simply there, without trying to convince, the stories are true and, for the first time in the Romanian labor market, cliché-like terms such as success, career, opportunity or professional development were not visible. What resulted was the atmosphere of a campaign made by the employees themselves.

“Diversity is all of us, and when we are given confidence, autonomy and freedom of expression, we are motivated to build beautiful things with the people around us. We strongly believe this and act accordingly. Our approach is simple: The Carrefour world is more. It's about people!” – Eduard DRĂGHICI, Employer Branding Coordinator & Diversity Ambassador @ Carrefour Romania.

At the table of diversity



Simple but tangible, an old Portuguese legend was the start of an initiative of solidarity and involvement of all actors in the 6th district community, with the goal of jointly building social projects. The idea of supporting and promoting diversity in the social field by attracting all potential local partners belonged to the General Direction for Social Care and Child Protection District 6, the institution that applies the social programs at the level of the administrative territorial unit.

Short description of organization

The General Direction for Social Care and Child Protection District 6 provides the social assistance in the field of child, family, elderly, disabled, as well as any person in need, at the level of District 6 in Bucharest.

The institution ensures the implementation of governmental social assistance policies and strategies in order to prevent and combat social exclusion and poverty.

In this respect, the General Direction for Social Care and Child Protection District 6 elaborates its own social assistance strategy, the social assistance plan and the action programs in the field, depending on the needs of the citizens in the administrative territorial unit.

We are ready to implement innovative socially-oriented ideas, in partnership with public institutions, private companies, associations and organizations, convinced that any effort made by people in the interest of others persons will be rewarded.

Diversity and inclusion issues addressed

From the institution's experience so far, it is clear that diversity is an important element while working with people and that social programs need the support of all actors involved at the local level. In turn, the beneficiaries of social services do not have the opportunity to express themselves in an organized framework, which would allow them to formulate the problems they are confronted with and to indicate viable solutions for solving them. Exclusion at this level generates negative effects on the community.

Planning and objectives

The old Portuguese legend tells the story of a traveler who, arriving in a poor hamlet, boils a stone in a pot, promising the villagers that he will make a tasty soup. He tells them that it would be tastier with a little salt, then with vegetables, meat and spices, making people curious enough to overcome their mistrust and deterring everybody to contribute by their own means in preparing the soup. At the end they all eat a delicious meal which wouldn't have become a reality if each of them would have had to cook it alone.

It all began with the organization of “The stone soup secrets” event, on March 19, 2018, in order to bring together people involved in different ways in the community life.

The meeting had the character of a debate on typical issues that highlighted the problems which the current urban society is facing, but it also offered concrete solutions to solve them. Representatives of public institutions and non-governmental organizations, managers, bloggers, journalists, culture or showbiz people, beneficiaries of social services of all ages and of all categories were invited to participate.

Activities implemented

The meeting was structured in specific workshops focusing on topics of social interest such as: disadvantaged communities, food wastage, active aging or social responsibility.

Each participant had the opportunity to express their point of view and to contribute with their own experience to this debate. Equally important was the contact with the different views expressed by the other participants.

In the spirit of our story, older people from the Senior Social Services Complex District 6 contributed to the good ongoing of the meeting and helped Chef Adi Hădean to prepare the soup, alongside with children from the Giulești-Sârbi community and beneficiaries of the project Integrated Education Program for Diversity, implemented to prevent school dropout and social exclusion.



Impact and outcomes

The meeting contributed to an overall vision of social issues and concerns, but first of all it laid the foundations for a long lasting collaboration, all participants agreeing that this event should be followed by periodic meetings as well as joint actions in partnership to address and to solve the social problems faced by the community.

The spirit of tolerance, the acceptance of another person's point of view, the diversity of perspectives and solutions improve the social assistance in District 6 and help promoting the principle of diversity as a must of any future social programs.

The event has brought together representatives of all social actors working at the community level and in the future, these resources will be mobilized to achieve common goals that will have an impact on everybody's lives.

Lessons learned

Our conclusion is that people want to be involved; the hardest part is to bring them to the same table. To mark the future collaboration, at the end of the event all participants tasted a delicious Portuguese soup with beans, onion and chorizo, prepared by master chef Adrian Hădean, the winner of the title HORECA 2017.

Diversity Talks

Diversity Talks is designed as a series of recurrent informal meetings, happening once a month, through which we aim to address Human Rights and Diversity issues, such as equal chances, gender equality, prejudices, stereotypes, equity, direct, indirect and structural discrimination, victimization, multiple discrimination and so on.

Our program was designed taking into consideration two main objectives, namely to increase our colleagues' knowledge and awareness about the importance of diversity in the workplace as well as about internal policies and mechanisms on Human Rights and Diversity, but also to create a safe and open space for employees to talk about these subjects inside our companies. These objectives have resulted from our belief that Human Rights and Diversity issues are not private matters to be discussed only at home, on the contrary, they have no boundaries and are present in every aspect of our lives.

By now, the most important outcome is our colleagues appreciating and finding these conversations very useful at a personal, but also at group level. Keeping groups relatively small, but diverse in terms of age, gender, level of management created the safe space they needed in order to open up on complex and rather unaddressed issues. They were longing for discussing our values as a company and not only receiving them in an impersonal form, by internal communications or formal gatherings.

Diversity Talks is part of a bigger program which started last year, aiming at strengthening our corporate culture and making our work environment a more inclusive one by putting differences amongst individuals in the spotlight. In 2017 we conducted an internal audit on Human Rights issues which reconfirmed our strengths and highlighted our weaker spots. Therefore, we realized that Diversity and Inclusion is one complex aspect in which we need to invest more if we were to be successful in the face of rapid changes in the energy sector, but also across society.



Short description of organization

Active on the Romanian market since 2005, Enel is a leading private investor in energy, with operations in power distribution and supply as well as renewable energy production. The company has 3,100 employees and provides services to 2.8 million customers in three key areas of the country: Muntenia Sud (including Bucharest), Banat and Dobrogea, accounting for one third of Romania's electricity distribution market. Enel is developing an investment programme aimed at securing a proper service for end users, improving the quality and security of the network while also complying with Enel's environmental standards. Enel Energie and Enel Energie Muntenia are leading suppliers of energy in the country, and their offer includes electricity and natural gas, as well as value-added services (assistance, lighting and others).

Diversity and inclusion issues addressed

Diversity Talks is designed as a series of recurrent informal meetings with open participation for all our colleagues from Enel Romania group of companies. The first gathering was held on May this year inside our company, with the help of FILIA Center, a Romanian feminist NGO which works towards reducing gender inequalities using activism, advocacy and scientific research.

Diversity Talks have two main objectives, namely to increase our colleagues' knowledge and awareness about the importance of diversity in the workplace as well as about internal policies and mechanisms on Human Rights and Diversity, but also to create a safe and open space for employees to talk about these subjects inside our companies. These objectives have resulted from our belief that Human Rights and Diversity issues are not private matters to be discussed only at home, on the contrary, they have no boundaries and are present in every aspect of our lives.

Planning & Objectives

We planned on organizing these informal meetings up to and including November, with one gathering per month using our office spaces. Our moderator uses multimedia content to drive discussion, gamification in order to make complex issues more accessible and fun, exercises in which individuals can experience what is like to be part of a minority of any type, to be socially and economically limited, etc. Our special guests are usually specialized on a specific issue and are part of a minority group (depending on the situation they can be part of ethnic, sexual and religious groups, people with disability, discriminated women in various situations, etc.) and therefore can deep dive into matters.

November is a special month for Enel group because we celebrate Diversity Week, 5 days in which we organize, at group level, activities with the aim of raising awareness on Diversity and Inclusion, taking into consideration local specificities. We will hold our last informal meeting with the occasion of this global event.

Activities implemented

Until this day, we have discussed about equal chances, gender equality, prejudices, stereotypes, equity, direct, indirect and structural discrimination, victimization, multiple discrimination and affirmative measures and forms of harassment. These discussions were moderated and facilitated by a specialist from FILIA Center who stated the broader historical and theoretical context of each issue, along with other special guests who could give practical examples for each subject.





The next meetings will cover aspects from the identities spectrum, like LGBT and homophobia, the rights of people with disabilities and how to eliminate discrimination, child care leave and harassment, mobbing, glass bell and access to power positions, ethnic and religious diversity, racisms, classism, islamophobia, forms of violence and revenge porn.

Impact and outcomes

Before starting Diversity Talks we invited our colleagues to complete a survey so we can identify perceptions, understanding of some issues, as well as learning needs. Because we wanted to make these meeting meaningful for them, we also asked for feedback at the end of every meeting. They had to tell us “What did they like the most?”, “What would they make different?” and “With what impression or thought are they leaving?”

By now, the most important result consists of our colleagues appreciating and finding these conversations very useful at a personal, but also at group level. Keeping groups relatively small, but diverse in terms of age, gender, level of management created the safe space they needed in order to open up on complex and rather unaddressed issues. They were longing for discussing our values as a company and not only receiving them in an impersonal form, by internal communications or formal gatherings.

On December we planned on carrying out a questionnaire in order to test perceptions and awareness level after seven months of discussions. We are now in the phase of designing it. Because not all our colleagues will participate, we will most probably divide employees into two groups, those who participated and those who did not. By using a control group, we can hopefully identify differences, big or small. These results will show us if our efforts had any real impact and will give us a lead on how we should continue next year.

Lessons learned

By bringing together people with such different experiences we learned that we are breaking social barriers in a more sustainable way, with incremental steps. Eventually this is what we aimed for, small changes that can stick with our colleagues, that can make them accept differences in their own rhythm and pace. What we tried to avoid at all costs were big and disruptive changes implemented all of a sudden. We do acknowledge their importance and power in many circumstances, but Diversity and Inclusion is one complex aspect which is burdened with tumultuous history and need to be addressed carefully, in a more natural way, using positive “nudges” in order to drive people towards a bigger goal.

The World Through Colour and Sound

Through The World Through Colour and Sound fund, 44 projects have been financed with over 1.8 million euros in 6 years by Orange Foundation, in order to improve the social integration and life autonomy of the sensory impaired. Almost 300.000 sight or hearing impaired persons have benefited of projects that range from improving accessibility of museums, libraries, universities, cinemas to building digital platforms or apps that provide accessibility for transport, learning, speech therapy.

Short description of organization

Orange Romania Foundation is a non-profit organization which is involved in community life, supporting health, education and cultural projects, to make positive changes for the benefit of disadvantaged people. In 6 years of activity, Orange Romania Foundation invested over 3.5 million euros in philanthropy projects, in order to integrate disadvantaged people into society.

Diversity and inclusion issue addressed

Sight or hearing deficiencies can affect the quality of life, because of the limited capacity of communication for people with deficiencies, which may reduce the chances of social integration. The World Through Colour and Sound fund is one of the most important financing programs to support these people from Romania. Through this fund, Orange Romania Foundation supports projects proposed by non-profit organizations, which contribute to improving the quality of life for sight or hearing impaired persons.

People with sensorial impairments face a lot of difficulties related to mobility, accessibility, access to public services, practicing sports in an inclusive environment, access to culture, difficulties related to unfriendly or even dangerous physical environment, the lack of options for employment, the lack of assistive equipment and educational tools for education, or communication barriers.



Planning & Objectives

The projects funded through “The World through Colour and Sound” improve the beneficiaries lives in various ways: assistive equipment, training, information, education, health measures, access and accessibility, so they can be informed, to participate to various events or access the platforms, libraries, videos, movies, trainings, conferences funded.

The plan for the next editions is to continue to organize the project competition, to select the best proposals for the benefit of the people with deficiencies and finance them up to 50.000 euros each, in the limit of 350.000 euros per year, for all of them.

In addition, The World Through Colour and Sound fund encourages volunteering implication among people from the company Orange, by creating opportunities to involve them in projects which are sustained and financed by Orange Romania Foundation.

The whole purpose is to develop together with the partners useful digital innovative instruments which can be sustainable, such as mobile apps, assistive softs or accessible programs, to support sight or hearing impaired persons.

Also the projects aims to increase the addressability to the services created or updated, offering the possibility to advocate to being transferred to the state or other institution – like the audiology cabinet set up to Marie Curie children hospital in Bucharest. In the project it was created a model, a pilot which was transferred to other hospitals.

Activities implemented

The projects range from improving accessibility of museums, universities, libraries and other spaces, to building digital platforms or apps that provide accessibility for speech therapy transport or learning, some of them being premiers of their kind, such as Tandem Access, for example, a mobile app that provides guidance for the blind that travel by subway

Another example is Voices for Hands, a mobile app and a web platform, through which people from Romania with hearing impairment problems can video call an interpreter for sign language interpretation services, in real time.

Furthermore, Orange Romania Foundation sponsored ten projects which provide accessibility in public institutions for deaf and blind people. Using tactile exhibitions and braille texts or sign language translations, people with deficiencies have now access to experience 16 public institutions.

Orange Romania Foundation also developed 8 digital assistive instruments for increasing the grade of integration for sight or hearing impaired children. Two of those instruments, E-Sight and Logopedia platforms, which are made in partnership with Save the Children Romania Association aim to help blind children to use software and online tools, in the case of the first one, and to offer speech therapy exercises, in the case of the platform Logopedia.

Impact and outcomes

Over the six editions, The World Through Colour and Sound helped almost 300.000 beneficiaries: almost 35.000 direct beneficiaries and almost 160.000 indirect beneficiaries. Most of them are deaf or blind people, members of their families, friends and acquaintances, but there is an important number of people without deficiencies as indirect beneficiaries, who participate to different actions and realizes their role to help sight or hearing impaired persons to be more integrated.

Free of charge aural testing for the newborn, for example, provided through „Baby Hearing” project, implemented by Audiosofia Association, permitted to test over 6.500 children from the whole country. Thanks to this project, there are now 7 centers in 7 hospitals from Romania, in Bucharest, Constanta, Alexandria, Ploiesti, Pitesti and Galati.

Lessons learned

People with hearing and visual imparities have learned that they can and must seek and obtain their rights without fear, have received information that otherwise they did not have access and have committed organizations to support their actions and initiatives.

A good lesson from those 44 projects financed until now is that the digital tools represent the future for the integration of the people with sensorial deficiencies. Through digitalization, people with and without impairments built a bridge between them and they reduce the differences and the difficulties to communicate.



Managing Unconscious Bias at Genpact



We are committed to creating an inclusive workplace where all our employees are recognized and valued for their specific attributes and contributions. We realize the importance of driving sensitization in building a more inclusive workforce. A good part of this effort encompasses identifying our unconscious biases, bringing them to the forefront, and addressing them effectively through training and experiences.

Short description of organization

Genpact (NYSE: G) is a global professional services firm that makes business transformation real. We drive digital-led innovation and digitally-enabled intelligent operations for our clients, guided by our experience running thousands of processes for hundreds of Global Fortune 500 companies. From New York to New Delhi and more than 20 countries in between, Genpact has the end-to-end expertise to connect every dot, reimagine every process, and reinvent companies' ways of working. Transformation happens here.

Diversity and inclusion issue addressed

At Genpact we believe that diversity and inclusion is critical to the success of our company. Managing unconscious bias helps build more diverse and inclusive workplace. It brings more objectivity in decision making and ultimately, an unbiased and inclusive culture promotes: Higher Engagement Levels: Inclusive workforces breed higher satisfaction levels which in turn increases employee engagement resulting in increased performance; Innovative Thinking: A diverse workforce allows the company to serve an increasingly diverse customer base. Diverse teams breed more innovative outcomes; Retaining Talent: Diversity helps companies attract and retain talented workforce

At Genpact, inclusion is an integral part of our culture framework. To make it easy for our employees to understand how to be inclusive – managing unconscious bias became the core component of our diversity and Inclusion strategy.

Planning and objectives

We have taken a phased approach in educating our employees on how to manage their unconscious biases. The phases - raise awareness, promote engagement and assess the impact generated to create a culture shift. Here are more details:

Phase 1: Raising the awareness of biases that exist and communicating about them across the organization.

Phase 2: Adopted a strategy of managing biases at both individual and organizational level. At an individual level, we have organized targeted interventions with groups that impact decision making in hiring, performance evaluations, and succession planning that result in creating high performing teams. These sessions enable the participants to formulate and commit to tangible actions that can be applied in the

daily business context. For this, we have partnered with renowned training organization that uses philosophies from theatre and psychology to create an interactive and engaging learning experience for the employees. At an organizational level we are building robust processes in hiring that enable us to standardize our work and take informed decisions.

Research shows that predetermined and consistent criteria can reduce the impact of bias in hiring.

Phase 3: Roll out an all employee survey to assess the impact of different interventions, measure behavior change and gain insights into employee experiences about fairness, inclusion and the overall work environment. Detailed analysis of the qualitative and quantitative findings in the categories of gender, business verticals, location etc will help us identify the gaps that need to be addressed.



Activities implemented

We launched managing unconscious bias e-learning in 2017. The training raises awareness of bias and highlights the importance of minimizing bias and encouraging inclusion. We have done regular bi monthly communication via emails to continuously reinforce the message. We also plan to launch an online campaign showcasing different scenarios of bias through engaging videos.

We organized forum theatres in India and the US that uses interactive drama based methodology to engage the senior leadership and front line managers. Scripts were drafted through interviews with employees from diverse backgrounds to ensure it captures hard hitting scenarios from the ground. In these Forum Theatres, the audience directed the actors to play out scenarios in a safe and trusted environment. This is followed by discussions between audience and facilitators to help them improve understanding of the scenarios and build empathy for the characters.

We have also organized training sessions for the global hiring teams to bring more objectivity in making hiring decisions. Through different scenarios, the participants are trained to identify 5 different kinds of cognitive biases right from the screening of resume, to interviews and final selection stage.

Impact and Outcomes

Over 25,000 Genpact employees have completed the online training. Our evaluation of the effectiveness of the workshops is based on Kirkpatrick's 4 stage model. Feedback is gathered through post-training questionnaires. Most of the participants find that the training provides them with valuable experience that helps them identify the behaviors that need to change. In the employee experience survey, we intend to capture further instances of change we are driving. We will have more insights once we close the survey.

Lessons learned

From our experience, we have seen that most of the learning and bias sensitization happens through sharing of personal stories and discussions in a safe and trusted environment. There should be ample time allocated for the dialogues and self-reflection. Having a skilled facilitator who is an expert in the D&I space is also critical for the success of the trainings. It is important to launch the interventions on unconscious bias with appropriate messaging and communication. Theatre and game based learning methodologies are more engaging than the classroom lectures. This approach makes learning more personal. It is important to provide practical, actionable strategies in the workshops to help the participants translate the learning back in the daily business context.

Diversity & Inclusion weeks



We live in an increasingly open and tolerant society where diversity creates new ideas and opportunities that can be implemented in an easy manner. This requires a continuous educational and learning process. Diversity and inclusion have become an important part of business strategies for large companies with strong and sustainable company cultures and teams.

Short description of organization

Henkel operates globally with a well-balanced and diversified portfolio. The company holds leading positions with its three business units in both industrial and consumer businesses thanks to strong brands, innovations and technologies. Henkel Adhesive Technologies is the global leader in the adhesives market – across all industry segments worldwide. In its Laundry & Home Care and Beauty Care businesses, Henkel holds leading positions in many markets and categories around the world. Founded in

1876, Henkel looks back on more than 140 years of success. Henkel employs more than 53,000 people globally – a passionate and highly diverse team, united by a strong company culture, a common purpose to create sustainable value, and shared values. As a recognized leader in sustainability, Henkel holds top positions in many international indices and rankings. Diversity at Henkel is manifested among others in the workforce, products and in the flexible work arrangements while inclusion

is mostly happening in the processes, mindsets and actions Henkel takes.

To further sensitize all the employees for the effects of diversity on the daily business and to keep improving inclusive behavior, Henkel has different projects running throughout the year. These projects include employee networking groups, leadership and cultural trainings or webinars, events, workshops, round tables, diversity weeks and inclusion campaigns.

Diversity and inclusion issue addressed

The main objective of the Diversity & Inclusion strategy is to foster the integration of D & I in the daily business and processes at Henkel. Henkel developed a global Diversity & Inclusion policy in order to define the company's commitment to a diverse and inclusive working environment and to create an equitable, healthy and high-performing organization in which all individuals feel valued and their contributions are appreciated. This commitment derives from Henkel's key corporate value: "We value, challenge and reward our people". Valuing and managing diversity & inclusion at Henkel strive to raise the awareness level (increase the visibility of differences) and focus on all employees. Also, an important objective of the program is the communication which strengthens the dialogue between employees. The involvement of our employees drives to make diversity and inclusion a personal & emotional experience.

Planning and objectives

Since 2013 Henkel celebrates the Global Diversity Weeks all over the world. The goal of these weeks, which were fully packed with virtual and local events, activities and initiatives, is to offer the employees the unique chance to experience Diversity & Inclusion. The Global Diversity Weeks were especially designed to work on an inclusive working culture, so, since several years, one of the main claims is „Inclusion starts with I”; this statement makes clear that we all need to contribute. The employees are invited to become an active part of the Global Diversity Weeks and gain as much experience, food for thoughts, new perspectives and insights as they can.

Activities implemented

We are currently celebrating the Global Diversity Weeks which take place in all regions with many inspiring events and networking opportunities. Inclusion is a predominant topic for our D&I initiatives in order to strengthen the mutual respect and foster collaboration. The motto is “Living Diversity: Inclusion starts with I” targeted to further foster inclusive leadership and behavior. For example, in Romania we developed a workshop under the name „Inclusion starts with I” where our employees were invited to discuss the topic of disability and inclusion with a non-governmental organisation. After the workshop one of our colleagues spent the rest of the day working in a wheel-chair.

Another activity we implemented was “Thank you” cards. This is a nice opportunity for employees to take a moment to reflect and to express their appreciation and gratitude towards their colleagues. Henkel prepared “Thank you” cards available in 2 versions: printed & online file (attached to the “call for action” mail sent to the employees). The concept of having the occasion to celebrate the assets and/or differences of the colleagues was greeted and sustained by all the employees.

Rarely does everyone appreciate the work done by those around them, not even those they work with closely. “Shadowing” jobs with someone else offers a different angle and appreciation of co-workers and their jobs. This new perspective helps people fundamentally adjust their usual work to accommodate the bigger picture. How it worked? Our volunteer employees shadowed each others jobs during the Diversity & Inclusion week. They spent together a few hours in which they learned about each others responsibilities and great experiences.

Impact and outcomes

The activities implemented in our company led to a better understanding of diversity and inclusion concept and access to (new) markets and customers, higher creativity and innovation capabilities. Also, having a strong D&I policy leads to a better business performance: companies with diverse teams are more likely to outperform their peers. The employees learn to embrace change and gain a wider perspective of our business. We build effective teams, where everybody feels valued, included, treated fairly and with dignity.

Lessons learned

For all of us it is important to actively drive the company’s diverse and inclusive culture and engage our employees to also shape it this way, to be able to make a change. We learned that what matters is doing what you believe is right while recognizing and respecting that others may have a different perspective.



Beautiful book, honor to those who wrote you!

“Beautiful book, honor to those who wrote you!” is a regional Romanian language competition designed, developed and promoted since 2002 to support Hungarian students and their Romanian language teachers (90% non-native) in learning/teaching the Romanian language. This proved to be an appropriate instrument/method, being the result of a good and fruitful collaboration between the Institution of Prefect - Harghita County and school inspectorates in the counties of Harghita, Braşov, Bacău, Mureş and Covasna.

Short description of organization

The Institution of Prefect - Harghita County is led by the prefect, who is appointed by the Government. The prefect represents the government on local level and exercises the powers that are constitutionally attributed to them. The prefect ensures, among other attributions, the compliance with laws and country Constitution fulfills the Government's program; helps maintaining social peace; cooperates with local authorities in order to set development priorities; endorses the acts adopted by the county or local councils and by mayors; ensures crisis management; promotes values of the European Union; cooperates with similar institutions in Romania or abroad; facilitates the communication of national minorities with Government institutions in locations where minorities count over 20% of the population. The prefect acts in compliance with the principles of legality, impartiality, objectivity, transparency, free access to public information, efficiency, responsibility, professionalism, and a citizen-oriented attention.



Diversity and inclusion issues addressed

The development of intercultural communication competences (skills, knowledge and attitudes) helps the non-native Romanian speaking students, in this case the students belonging to the Hungarian minority, to easily integrate into the Romanian educational and social–economic system.

Therefore, it is an instrument/method by which Hungarian students can assess their knowledge and skills in the Romanian language to become more independent and confident in their communication with native Romanian speakers.

Romanian language teachers from different counties (90% non-native) and several local cultural non-governmental organizations (NGOs) collaborated in implementing the activities and achieving the goal of the project.

Planning & Objectives

The main objective of this project is to improve the communication competences of Hungarian students in a non-native language, in this case the Romanian language, in accordance with the national curricula and the Common European Framework of Reference for Languages: Learning, Teaching, Assessing. A better communication leads to greater mobility and a more direct contact with the Romanian majority at regional and national level, which in turn can also lead to a better understanding and cooperation between the members of the two communities.

By its specific objectives, the project intends to develop the non-native Romanian speaking students' capacity to acquire meaning of the Romanian language, their linguistic skills and the ability to understand, speak, read, write and express themselves in Romanian freely, correctly and with a proper pronunciation.

Activities implemented

The main activities of the project were: signing partnerships with the involved institutions, organizing the contest (establishing the contest period, the program, the subjects, the correction scale, the registration period, the date and place of deployment, as well as the prize awards, visits/excursions to places related to the topics, where students could see what they learned during the competition process, so this can be verified and applied to real life) and its promotion: organizing and promoting the competition; spreading out the competition – filling in the questionnaires – evaluating the tests – establishing the winners list – ending with the prize award.

One separate activity was an excursion to the capital of the country, Bucharest.

Impact and outcomes

The project contributed to the understanding of multiculturalism, plurilingualism and democratic citizenship among non-native Romanian speaking students and teachers.

The most important outcomes are: 8 established partnerships, over 40 Romanian teachers from the partner counties were involved in specific training meetings, 350 students with improved their communication competences, the courses and curriculum of this extracurricular activity, tests and a visit to Bucharest.

The winners of the competition are rewarded every year valuable books, which increases the number of students willing to participate.

Lesson learned

The mobilization of the educational community, of the interested public institutions and NGOs leads to the increase of out-of-school activities with a competitive, student-like character, through an alternative educational method for non-native Romanian speaking students to communicate in the official language.



Nestlé needs Youth

Nestlé's values are rooted in respect: respect for ourselves, for each other, respect for diversity and respect for the future. Respect for diversity means respecting other ways of thinking, other cultures, and all the different facets of society. Respect requires each person to demonstrate openness and inclusiveness in our interactions, both inside and outside of our company. Our ambition is to embed diversity and inclusion across everything we do, focused on three core areas: innovation, society, and culture. Nestlé believes that society cannot prosper if we do not support youth by starting developing their careers. Nowadays everything is changing so we need new ideas and perspectives in order to outperform ourselves. Since 2014, the Nestlé Needs YOUTh program has given employment and development opportunities to youth and has brought to our employees new positive changes in their jobs as they constantly learn how to work with the new generation and how to include their fresh and innovative ideas and ways of working into the business.

Short description of organization

Nestlé is the world's largest food and beverage company. It is present in 191 countries around the world, and its 328,000 employees are committed to Nestlé's purpose of enhancing quality of life and contributing to a healthier future. Nestlé entered the Romanian market in 1995, and currently has about 1,000 employees in Bucharest and Timisoara, where Nestlé the factory is located.



Diversity and inclusion issues addressed

At Nestlé, our ambition is to embed diversity and inclusion across everything we do by raising awareness and ensuring that we address people's unconscious bias offering fair treatment for all our employees, regardless of their gender, age and seniority.

As the new generation started to enter the job market, we realized that in order to sustain the company performance and to enhance a pleasant, but challenging work environment for our employees we have to find means to understand, integrate and develop all the generations with an emphasis on the new generation.

Diversity and inclusion issues addressed

Nestlé Needs YOUth is more than just an initiative; it is a commitment to the businesspersons of the future, an investment in talents and skills for our next generation of workers.

At Nestlé, with our long tradition of recruiting young people directly from schools or universities, we felt in 2013 that we could do even more to help address youth unemployment that was at a critical level in many European countries at that time by launching the Youth Employment Initiative.

When launched at the EU level, the program had four objectives for a three years' horizon: hiring 10.000 young people under 30, opening 10.000 internship and traineeship positions, creating "Readiness for work" programs and setting up an "Alliance for Youth" with our business partners across Europe to create more opportunities for youth.

In Romania, we launched Nestlé Needs YOUth in 2014 and we soon realized that the benefits go beyond our expectations and have an impact on all the generations working at Nestlé. For the first 3 years, our objectives were to hire 75 young people, open 105 internship and traineeship positions, create "Readiness for Work" programs and set up the "Alliance for Youth" at a local level. By the end of 2016, all the objectives were met and even exceeded with a great feedback from both youth and our business, which let us to continue the initiative in all zone EMENA.

Thus, by 2020 we are committed to offer 200 employment and traineeship opportunities for young people under 30 and to continue organizing "Readiness for Work" programs in order to increase young people employability in a sustainable way. This commitment is part of the wider Nestlé Needs YOUth pledge to offer 35,000 work opportunities for young people in zone EMENA by 2020.

Activities implemented

Since the beginning of the program, we noticed that understanding between generations increases performance and commitment, thus we are involving our youth in various projects across the company, allowing them to learn how to collaborate efficiently with colleagues from different generations and with different levels of seniority. For example, to facilitate a better integration we organize a monthly meeting between youth and Nestlé's top professionals in order to achieve valuable knowledge, experience and business insights, shared from both parts.

We aim at being close to the career and development needs of the youth through our "Readiness for Work" programs. Since 2014, we organized more than 90 events such as the "Readiness for Work" workshop (preparing youth to enter the job market), Student Orientation Labs (1-day of self-discovery), factory visits, company presentations and workshops on Leadership & Business topics, inspirational speeches delivered by our professionals in the academic environment etc.

Even more, we have managed to create a snowball effect through the "Alliance for Youth" by partnering 13 global and local companies. Together we offered more than 16,500 permanent jobs, 781 paid internships and organized various joined "Readiness for Work" events.

An example is SUMMER'S COOL, now in its second edition, an initiative designed to complement the theoretical training offered by university with practical workshops that help students catch a glimpse of the demands and the reality of the business world.

Impact and outcomes

Today we are proud to say that since the launch of Nestlé Needs YOUth in Romania we have helped more than 3.660 young people by hiring 500 young professionals, offering 160 internship and traineeship opportunities and organizing 90 "Readiness for work" programs for students.

The numbers do not stop here. With the "Readiness for work" programs, we not only reached more than 3000 students, but we also involved more than 35 Nestlé professionals from all departments and seniority levels. So far, all the programs have been very well received by youth.

Our professionals see this kind of events as a development opportunity as they have the chance to interact and discover new perspectives coming from the younger generation.

"Along my career I had the pleasure to speak in front of different types of public (from children to Generations X/Y professionals) and I've learnt that the quality of a presentation has a lot to do with you adapting the speech to participants' interests and perspectives. Gen Z is the most challenging as they expect you to be genuine, to speak from the heart and give them meaningful examples in order to make the experience more "alive" for them." Loredana, HR Business Partner

Regarding the internship and traineeship opportunities,





we do our best to facilitate a great experience for the youth throughout the program in order to help them develop both professional and personal.

“My experience as HR Trainee has changed the way I see myself and the way I respect others. I have been with Nestlé for 8 months now and from the beginning I have seen passionate people, teams that try to support each other and win together, managers that teach you from their experience and calm your fears down by empowering you. It’s all about communication, trust and respect at any level of seniority and I truly believe this is the company from where young generations can become future leaders.” Sorina, HR Trainee

We believe that different perspectives can increase creativity and lead to better solutions so we try to keep the best talent in the company. Since the project started, around 50% of the youth that participated in our traineeship and internship programs were offered full-time jobs by keeping a close eye on their evolution, planning for their career and communicating openly with them.

Lessons learned

The new generation has different expectations, but also brings different perspectives that helped us improve the company’s performance. We learned that it is very important to give the right opportunities to the young generation and empower them in projects not because they have good technical skills, but a fresh way of thinking and that desire to do things better and differently.

Nestlé Needs YOUTh remains a long-term commitment where together, year after year, generation after generation, we build on our progress, sustain our success and create an even brighter future.



International Women's Day

Sanofi is strongly committed to creating an inclusive work environment that enables all employees to develop and perform to their full potential. Encouraging Gender Balance is central to our values and business goals. This is the reason why every year Sanofi is hosting events to mark International Women's Day, including conferences and debates, examples of women's career paths within Sanofi, promoting woman's and gender balance networks, and sharing information across various media. In Romania, March is dedicated to women's celebration in terms of recognition, development, work-life balance activities, and, generally speaking, empowering women!



Short description of organization

Sanofi is a healthcare leader, operating worldwide and transforming scientific innovation into healthcare solutions. We are working in more than 100 countries with more than 100.000 employees. We believe that life is a health journey, with ups and downs, and its challenges. Sanofi wants to be a health journey partner and aims to protect, enable and support people facing health challenges, so they can live life to its full potential.

Diversity and inclusion issues addressed

Operating in many countries, we benefit from the wide-ranging talents of our multicultural workforce. Sanofi embraces human diversity as an opportunity to develop our performance as a diversified healthcare leader, focused on patients' needs. Promoting diversity is essential for the communities we serve and for our patients. Naturally, also for all our employees. Managing diversity helps individuals feel confident and empower them to fulfill their professional potential.





Activities implemented

Promoting gender balance is a very important component of our talent strategy. Human capital is and must remain our key asset and fostering gender equality offers a clear competitive advantage to help us attracting and retaining the best talents. Through purposeful collaboration, we can help women advance and unleash the limitless potential offered to economies all over the world. Gender balance is a statistically-proven business driver. Companies with a 50% women in senior operating roles achieve 19% higher rates of return on equity (ROE) on average.

Planning & Objectives

At Sanofi, we want to achieve gender balance by engraining this concept in our culture, our values and our strategy. We constantly invest in Gender Balance actions, through identifying and showcasing female talent, developing women's impact, and promoting work-life balance for all employees. We already have a balanced workforce and management but we can still make some progress at the top levels of our organization. We think that senior leaders are particularly important as a focus because they have the capacity to help gender balance values trickle down within the teams and business units that they lead. We want to create a company that is gender-balanced at every level, but we are aware that changes don't happen overnight so that our goal is to achieve this ambition by 2025.

Romania is one of the countries where the number of women is bigger than the number of men. Taking into consideration the local gender balance situation, our key priorities are accelerating women performance, development of talents and focus on work-life balance, with dedicated activities related to women's personal development.

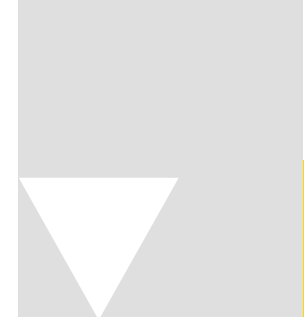
International Women's Day is a traditional program in Sanofi. Around the world, IWD can be an important catalyst and vehicle for driving greater change for women and moving closer to gender parity. It is also an opportunity to admit that while women are recognized as the primary caregivers worldwide, they do not always receive the level of care they need or deserve. Therefore, every year in March, we are doing all sorts of activities in order to refine Gender Balance and to empower women.

Over the years, different workshops and trainings have been organized in Romania, focusing on personal development, women healthcare and work-life balance. All these activities aimed to meet the needs of our colleagues, women or men eager to support women in their lives. The role of workshops and trainings was generally an educational one, focusing on either professional or private life of women. For example, our colleagues received nutrition tips or information from doctors on how they can prevent serious conditions such as breast cancer or cervical cancer. Parenting, time management or stress management were other important topics in our International Women's Day program. Also, serious topics have often been alternated with cultivation of hobbies or personal care (workshops on how to make a floral arrangement, fashion design, business dress code and make-up).

In addition, each year we have organized a common informal get together– Men&Women, in the office, during which our woman colleagues brought homemade food for celebrating Men's Day. The event is a great networking opportunity, promoting gender balance as strategic key asset of day-to-day activity.

Another significant aspect is that, at Sanofi Romania and at global Sanofi, different generations of women are working together. Whether we talk about Baby Boomers, Generation X or Generation Y or Millennials,





Sanofi is committed to respecting the principle of non-discrimination on the basis of age for recruitment, mobility, access to information and remuneration.

Besides celebrating the International Women's Day by consistent activities, Sanofi has numerous initiatives to promote gender balance and equality at work, in various countries. For example, Sanofi is a sponsor of the Women's Forum. Since 2010, more than 180 employees have taken part in this event, giving them the opportunity to become ambassadors of this approach within Sanofi. Our company is involved in conferences and debates on gender balance issues, such as the Women in Healthcare conference. In Paris, with the support of Executive Committee members, Sanofi has launched three waves of the WoMen@Sanofi mentoring program, which involved more than 250 employees. A flexible working environment, talent management and employee networks are also part of our plan to promote Gender Balance.



Impact and outcomes

Based upon / Thanks to our gender balance policy and the various activities implemented over the years, we can say that a friendlier working environment for women of all ages was created and presently, at Sanofi, women have the same professional opportunities as men. In 2017, 46.9% of our workforce in Sanofi globally and 41.7% of managers were women.

Furthermore, the number and variety of topics covered by the development programs and workshops were increased as per insights received from our employees, thus ensuring higher engagement and motivation rates.

Lessons learned

It is a fact we have a strong foundation for our pursuit of gender balance at all levels within the organization. We have the general frame from the Group, setting the clear direction going forward. Nevertheless, the realities in the countries, the constant feedback, two ways communication platforms and proposals coming directly from local employees are the most relevant and valuable when defining local specific activities for the IWD program.

Thus, in designing our future workshops we will continue to consider the local specific needs, targeting not only women, but also those men eager to actively support their women colleagues in achieving their highest potential. And we will continue our Empowering Life mission, which in this case becomes for us Empowering Women!

Empowering Women – for a hunger free world

Through “Empowering Women”, project launched in 2017, Sodexo together with Stop Hunger Association and World Vision Romania Foundation, we are supporting vulnerable families to increase their agricultural productivity and develop small rural businesses. The 3 years project aims at helping 450 women in need: single mothers, unemployed or long-term unemployed or day laborers. They attend financial education and business courses, so that they are able to use agriculture as an income generating source in order to be able to support their families. By the end of the project the women will sell preserved fruits and vegetables, stewed fruits and jams or fresh fruit and vegetables.

Women are proved to be leaders and highly efficient in fighting hunger world-wide.

Short description of organization

Sodexo Romania is part of Sodexo Group, world leader in Quality of Life Services. Sodexo is the strategic partner for companies and organizations for creating, implementing and managing a wide range of solutions for enhancing the Quality of Life, for motivating and stimulating employees and partners, thus boosting their performances and developing their business. Sodexo is the world-wide company capable of integrating a complete offer of innovative services, considering over 100 professions.

As a company that promises to improve quality of life of people, corporate responsibility lies at the core of every action of the company. This applies for gender balance and the advancement of women, placed by Sodexo the heart of its economic,

social and environmental development. Sodexo undertakes many ambitious initiatives to further promote this goal, including training, mentoring, creating gender networks and raising awareness about gender-related issues.

Sodexo supports world-wide the Stop Hunger nonprofit organization founded by the groups’ employees over 20 years ago. Its mission is to fight hunger and malnutrition. In 2008, Stop Hunger Association Romania was founded: an NGO which develops several local initiatives to support people in need - the project “Empowering Women” is only one of them.

The World Vision Romania Foundation supports the development of rural communities, so as to build a better future

for the children. Through community development programs, the foundation creates a dialogue between all people from the community. Through dialogue, that they can find solutions and identify the local resources that would help them overcome difficult situations and to become active, involved communities, capable of creating a better life for all their members.

Diversity and inclusion issues addressed

Romania still faces extreme poverty: 40.4% of the Romanian population lives at risk of poverty and social exclusion. The project “Empowering Women” offers an integrated approach designed to break the barriers created by the lack of education, poverty and family responsibilities, especially in rural areas, which limits the role of women within community to home-based activities. It is developed on three levels of involvement; thus, it offers tailored solutions, matching the individual needs and to the potential of women from the target group, based on basic financial education and reaching the development and implementation of financial instruments of lasting relief.

Sodexo is committed to improve the quality of life for women from the communities it serves by focusing on gender equality and empowerment.



Planning & Objectives

Through the project “Empowering Women”, carried out with the support of Sodexo and of Stop Hunger International, the World Vision Romania Foundation we are supporting vulnerable families to increase their agricultural productivity and develop small rural businesses. Carried out for a 3 years period, this project aims at helping 450 farmer women that are facing difficult situations: mothers raising their children alone, women who never had a job, who are unemployed or long-term unemployed, as well as women working as day laborers.

The goal of the project is to develop an integrated program for the socio-economic inclusion and empowerment of women living in poverty in rural areas. More specifically, the project follows through the following objectives: to develop a local mutually support mechanism for women belonging to vulnerable groups, to promote social entrepreneurship and foster local initiatives as a model of social innovation to support women from vulnerable groups, to develop and promote a self-help mechanism as a sustainable route out of poverty for vulnerable groups.

Activities
implemented

During the first phase of the project we established a working group, formed by 7 formal and informal community leaders. The group members attended a training program, aimed at identifying the socio-economic needs of women from rural communities and for the development of innovative models of social change. Moreover, an initiative group of women

from each community created a framework for sharing valuable information or practices to determine successful outcomes for themselves and their families: accessing jobs or various forms of self-employment, efficient family budgeting, traditional food products that are on demand on the market, information on existing economic development opportunities.

The women included in the project attended financial education and business courses, helping them learn how to turn agriculture into an income generating source. After growing the first vegetables, women from the cooperatives received support for attending fairs, where they could sell their vegetables and make new contacts, to generate extra income for their household.

Impact and
outcomes

During the initial phase of the project, women from the target group establishment two agricultural cooperatives, AgroAlim Predesti and AgroAlim Mihaiesti. 30 women were part of an integrated program for developing entrepreneurship and management skills. During this program, they developed the cooperatives' business plans. Through the cooperatives, women earn an income by producing and selling their first agricultural products: preserved fruits and vegetables, stewed fruits and jams, or fresh fruits and vegetables. Moreover, a customized label was created - Dar de Gospodar (Farmer Goods) - and an online shopping platform – Targul de la Sat (The Village Fair) will are helping them sell and market the products.

Lessons learned

We learnt that any change and transformation are sustainable only if of the community is directly involved in the project. The community can help the direct beneficiaries and it has a key role to reaching the projects' goal. The community can be involved through various forms, such as: financial contribution, volunteering, advice from specialists from the rural communities

or even logistical support, such as venues provided for the activities. If the community is engaged, there are more chances to develop a successful initiative. The project “Empowering Women” partnered with the rural communities, to help women living in difficulty overcome poverty and build a better future. On the long term, the women from the target group, together with

the entire community should become autonomous, capable of offering proper care and stability for everyone in need. This project serves as a model and it will have a positive impact over women from vulnerable groups.

Diversity in action



The diversity of our company is the perfect basis for a better understanding of the world around us

Droga Kolinska is part of the Atlantic Group, one of SE Europe's leading food companies, whose well-known brands can be found on more than 40 markets worldwide. It is strongest in the region of ex-Yugoslavia, with internationally oriented brands such as Argeta, Cedevita, Donat Mg and Bakina Tajna finding popularity elsewhere – particularly the Argeta range of pastes, a market leader in Austria, Switzerland and Germany. The Atlantic Group is also the largest distributor of consumer goods in the region.

It employs more than 5,500 people, including 663 at Droga Kolinska in Slovenia. Employees under 40 and those aged over 55 both account for 23% of the workforce, which is made up of 53% men and 47% women. Women occupy 68% of managerial positions, of which there are 35. Secondary or vocational education has been completed by 55.5% of the workforce, while 30.7% have further or higher education, a Master's degree or a doctorate and 13.8% have primary school education or lower.

Diversity and inclusion issues addressed

Two years ago, Droga Kolinska/ Atlantic Group defined nine areas within the company that required special attention if its ambitious development strategy were to be realised. We called it the FF (Fast Forward) project. One of the areas on which the international team worked for several months was that of the PEOPLE within the company. This resulted in the CARE programme, aimed at every single employee within the company. We have a large number of programmes for specific internal target groups (young people, talented staff, managers, specialists, etc.), and CARE has been designed to address every member of staff.

Planning and Objectives

The CARE programme is based on three pillars, defined as follows: FOR THE BODY FOR THE SOUL FOR WORK-LIFE BALANCE. The activities placed under each of the pillars address all employees regardless of their sex, age, education, race, national origin, religious convictions, sexual orientation or political affiliation.

Project objective: We wanted employees to know how important they were to the company's business operations and to get the message in a different way, i.e. not just through words. We know that satisfied employees are also more committed to the work, feel an affiliation with the company, and are more innovative and productive.

Activities implemented

We got the individual activities up and running in a short period of time, but nevertheless in a gradual fashion. We wanted employees to achieve a deeper understanding of the benefits, to think about the opportunities on offer, and to select them and become involved.

The CARE programme activities **for the body** are: the establishment of staff sports clubs (running, volleyball, football, fitness and aerobics, badminton and cycling); sports-focused weekends (competitions involving all such clubs from different countries); regular systematic health checks every two years for all employees; and breast and prostate examinations for employees aged over 40.

The CARE programme activities **for the soul** are: a 'day of values' (charitable activities within the company and society at large); supplementary company donations and additional days of leave for charitable activities (the company matches a donation made to a charitable organisation by an employee, the employee receives an extra day of leave for their charitable activity). Creative Impulse (supporting creativity by organising in-company competitions for literary creation, visual arts, performing and other arts); opportunities for in-company education and training (workshops at which company specialists impart their knowledge to employees); solidarity and support for employees who are going through difficulties (using a precisely defined set of rules on the method and amount of support and the cases in which it may be given).

The CARE programme activities **for work-life balance** are: flexible working hours; possibility of working from home; day of leave for parents on their child's first day of school; company visits by employees' children; New Year's presents for employees' young children; tickets to sponsors' events; discounts on services provided by the company's business partners.



Impact and outcomes

The CARE programme is a programme of 'soft measures' through which we aim to enhance the experience of employment with our company. With these measures, we trigger a perception at the subconscious level; their impact is then first seen in a more relaxed atmosphere, greater tolerance, patience and kindness, and better socialisation. There are more visible and measurable effects as well. These include: better cooperation and integration at work; a greater finding of belonging; easier and more open communication; and greater commitment and efficiency at work. We are right now in the process of establishing, with the help of simple

survey questionnaires (one per week), which activity within each CARE pillar means the most to our staff. The success of the staff programmes, including the CARE programme, is also confirmed by the numbers showing growth in commitment, added value per employee, productivity, etc. and a fall in work absences.



Lessons learned

Satisfied employees are more efficient, innovative and committed. Diversity enriches us in all senses. Developed companies such as ours base themselves on a system of inclusion of all groups of employees. There is also great variety among our buyers and consumers. If the chemistry is to be right between us, we need a big dose of empathy. Understanding and adapting to customers is easier if we also have diversity among our colleagues at work: diversity in terms of age, sex, religious belief, etc. The diversity of our company is the perfect basis for a better understanding of the world around us. We need people who think and look at things differently; that way, the solutions we arrive at are much more interesting, diverse and successful. We do not manage balance systematically; instead, we believe that everyone should be given an opportunity. The opportunities open to all have created the friendly diversity that our company enjoys.

Diversity assessment framework



The British Council is the UK's cultural relations organisation, specialising in international cultural and educational opportunities. It works in over 100 countries: promoting a wider knowledge of the United Kingdom and the English language; encouraging cultural, scientific, technological and educational cooperation with the United Kingdom; and changing people's lives through access to education, skills, qualifications, culture and society.

Equality, diversity and inclusion (EDI) are at the heart of our cultural relations ambitions. They represent the mutual trust, respect and understanding we strive for on behalf of the UK. They are integral to our brand, reputation, success, business sustainability and cultural relations impact. They enable alignment between what we say and what we do.

Our vision is to have an inclusive organisational culture. We want it to be fair, build on our skills in working in different cultures and countries and in identifying and leveraging strengths and resolving tensions and conflicts. We want everyone who comes into contact with us, both offline and online, to feel valued and respected and our programmes, services and general ways of working to demonstrate our stated commitment to EDI. We also want to use our increasing knowledge and experience to make a leading contribution to international aspects of EDI.

We will work energetically toward this vision through a mainstreaming approach, embedding EDI into our behaviours and all that we do. We will highlight the benefits of EDI for all individuals and societies and promote its positive contribution.

We will continue to develop EDI themed or informed programmes and activities and we will draw on the rich diversity of the UK and harness the diverse contributions and considerable talents of our global staff and partners to achieve our vision in line with our organisational values and EDI principles.

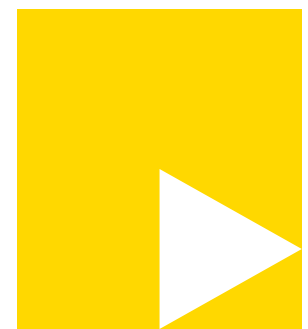
Diversity and inclusion issues addressed

Diversity assessment framework (DAF)

Our work is based on building meaningful, enduring and respectful relationships across different cultures. We cannot do this without a strong commitment to equality, inclusion and diversity (EDI). EDI runs through much of our work around the world, whether in the arts, society, inclusive education, teaching English or offering exams. Our goal is to develop inclusive programmes and projects that bring together people with different experiences and backgrounds. We hope this will make everyone's experiences richer, and ultimately lead to more inclusive societies.

We focus on six areas of diversity, aligned to those protected by UK equality legislation:

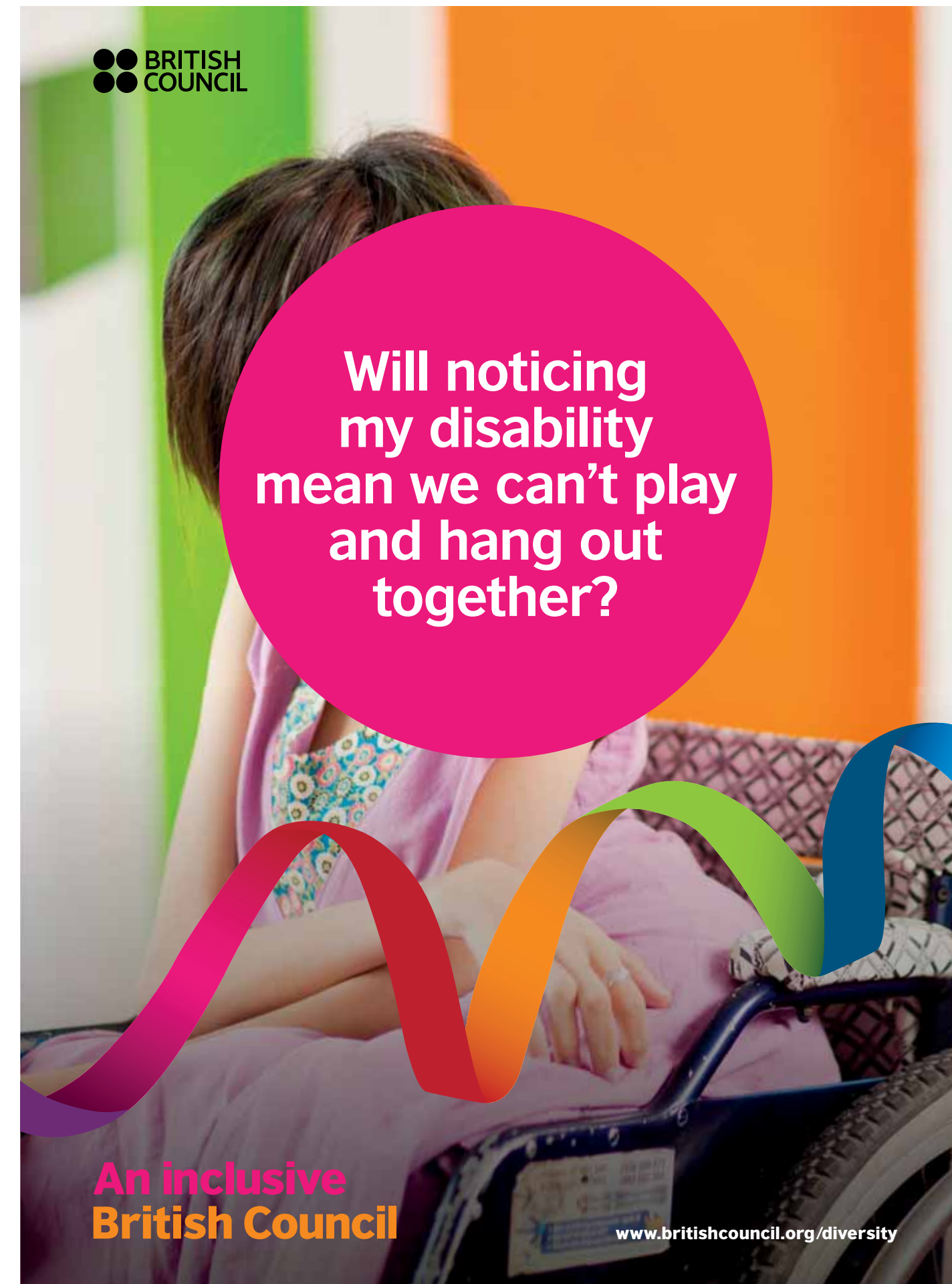
age, disability, ethnicity or race, gender, religion or belief, sexual identity. We recognise that these areas intersect and form our identity, together with other characteristics, such as socio-economic status and geographical location. We help colleagues understand the business



case, the moral/ethical case, and the legal case for our commitment to EDI.

We have developed a range of initiatives to help us embed EDI into our programmes, projects, events, and services. These also help hold us to account and track our progress.

The DAF is our set of guidelines to encourage engagement and progress against the objectives in our EDI strategy. It contains a set number of indicators. All parts of our organisation submit evidence and provide assurance of how these indicators have been met. This is centrally reviewed, leading to a score and a detailed feedback report, which helps us track and monitor progress over time.



Planning & Objectives

The DAF encourages and supports us mainstream equality, diversity and inclusion (EDI) and take an appropriately consistent approach to doing so. It is a dynamic, bespoke tool and it is constantly evolving. This is to ensure it remains fit for purpose and takes account of organisational changes and builds on the progress we have made. It highlights the areas where our diversity practice has improved and where further work is needed.

Our cultural relations work aims to develop trust and understanding between different nations and cultures, drawing on a hugely diverse workforce and set of contacts. It therefore needs strong alignment to principles and practices of diversity and our core values - valuing people, integrity, mutuality, professionalism and creativity. The DAF contributes to ensuring this alignment.

Activities
implemented

Measuring our performance and identifying our success in achieving a more inclusive organisational culture and making a leading contribution to international aspects of EDI is crucial in evaluating our effectiveness and impact. We therefore identify mechanisms for measuring the return on our investment (ROI) in EDI and the extent and quality of the contribution and distinct impact we aim to make through EDI. In addition, we ensure we comply with our legal obligations and where possible and appropriate, go beyond the legal minimum.

The results are improved performance against our own EDI standards derived from national and international benchmarks. This includes external recognition. There is a persistent strong compliance with legal obligations and where possible and appropriate these we aim to exceed for vulnerable groups. Equality, diversity and inclusion related risks are anticipated and well managed.

The DAF is one of the tools that helps us comprises a total of 10 indicators clustered into two groups: Essential Practice and Good Practice. It requires self-assessment by a panel prior to submission for central moderation.

Our organisational target for the DAF is 8. This is ambitious and means we aim for consistently high diversity standards and practices across the whole of our organisation.

Impact and
outcomes

The DAF draws on all of our other tools of diversity and is the most comprehensive picture of our progress. It helps us measure the extent to which diversity is embedded (or mainstreamed) into all aspects of our work.

The tool helps us monitor our progress in introducing and running diversity activities in the offices.

It does not cover, or address, or measure, all aspects of our work in EDI. The focus is on measuring progress against our Equality, Diversity and Inclusion Strategy.

Lessons
learned

Given the importance of acting with integrity, not all of the Essential and Good practices we aspire to will be in place in each operation. As a result, some submissions will have unmet indicators and this is an indicator of areas additional focus and attention is needed.

Our experience shows that size of operation is not a determinant of performance; there is no clear relationship between performance and office size. The success is linked to individual countries' commitment and passion.

Diversity of employees is also a source of competitive advantage



Dobrovita is a social firm founded by ŠENT – Slovenian association for mental health in 1996 with an aim of providing assistance to disabled persons for rehabilitation and employment. We were the first company in Slovenia to provide services of work rehabilitation and employment for people with mental health problems, who have no or limited ability to find employment on the open labour market. We employ also other vulnerable groups of people. The diversity of vulnerable groups we employ is main factor that constantly forces us to manage diversity. Despite our specific employment structure, we do not focus on disabilities or disadvantages, but we focus on the employment and work. Services that we offer are cleaning, landscaping, assembly of products and landsurveying services. DOBROVITA is internationally recognized and awarded (CEFEC award 2005, 2014; award for best HRM project, 2015) social business company that believes that socially responsible entrepreneurship is the only just and sustainable form of making business in future.

Diversity and inclusion issues addressed

We focus on next vulnerable groups of people: people with long term mental health problems, deaf people, people with physical disabilities and diseases, the long-term unemployed people, people with low educational level, etc.

Planning and Objectives

Dobrovita develops programmes of work rehabilitation for disabled and disadvantaged people. Depending on the type of person's disability, we plan how to adapt to them type of work, workplace and working environment. Adaptations are based on an individual's needs. It is crucial to connect best suitable working conditions to each individual's needs to get the best work results and also best job satisfaction.



Activities implemented

Dobrovita provides an employee supportive network: mentorship programmes for people with disabilities to better deal with their disability and special educational programmes for mentors focused on enhancing mentors' awareness, knowledge and skills for addressing inclusion.

Management activities include educating employees and the public, and also providing support for the acceptance of and respect for various ability, racial, cultural, societal, geographic, economic and political backgrounds.

With the concern for successful management of the diversity of employees, we aim to ensure that employees can exploit their full potential and that they are not subjected to various prejudices and diversity-related factors.

Impact and outcomes

With diversity management we address and support multiple lifestyles and personal characteristics. Through consideration of diversity, an organizational culture based on values has been established, which ensures good relations between employees, more creativity and innovation. All this leads to a safer work environment.

With the integration of disabled and disadvantaged employees into the work processes of our clients we also influence destigmatization of their working environments. Clients often inform us that with the arrival of our disabled and disadvantaged employees in their working environment, they have achieved a friendlier climate in the collective.



Lessons learned

The fact that Dobrovita employs a large proportion of people with various disabilities and disadvantages makes it clear that diversity in this aspect is not an obstacle to quality work performance and the achievement of good business results of the organization. On the contrary, the diversity of employees enriches the company and it brings increased understanding among employees. Diversity of employees is also a source of competitive advantage and it aims at building acceptance and respect for people from various backgrounds. Our aim is to continue to develop in the field of diversity, inclusion and equality.

Any person, no matter what their disability or limitations are, can travel



Travel agency where you can book all travel related services, such as transportation, accommodation, insurance, special arrangements. Special attention is paid to people with special needs by organizing accessible trips and holidays. They are developing and promoting social entrepreneurship and accessible tourism.

Diversity and inclusion issues addressed

Premiki addresses diversity and inclusion on two important points. Firstly we are an employment centre for persons with disabilities, we employ 5 persons with different disabilities. As a travel agency we include all the employees in the process of providing offers to our clients and every employee has a specific role in the process. With inclusion we offer our employees a unique working experience as they are included in a very diverse and interesting industry, and they have a lot of opportunities to learn about tourism. Secondly we are a travel agency that offers accessible tourism, enabling persons with disabilities to travel. With our work we cater to a wide range of costumers, focusing on ensuring that persons with disabilities have all the correct information and assistance when travelling.

Planning and Objectives

Firstly, our main goal is focusing on providing additional employment for persons with disabilities, which as an institute has always been our main priority. Moreover including persons with disabilities in the work process plays a crucial role in the social responsibility of the company. Secondly we will continue work on promoting accessible tourism, showing that persons with disabilities can travel and that we as a travel agency specialised for accessible tourism can provide all the correct information and knowledge.



Activities implemented

Our main activities in the field of inclusion and diversity are: promotion of accessible tourism, informing and training of employees working in the field of tourism, working on EU projects concerning accessibility, mentoring, assistance and inclusion in the work process of our employees.

Impact and outcomes

As the first accessible travel agency in Slovenia that employs persons with disabilities we believe, that our impact has been great. Employing persons with disabilities does bring us closer to an inclusive society. Providing services and enabling persons with disabilities to travel has opened up new horizons for them. Many of them thought that they can not travel, that their needs will not be met when they arrive at a certain destination. But with our work we have proved that any person, no matter what their disability or limitations are, can travel.

Lessons learned

We strongly believe in an inclusive society and social responsibility. With our work we have learned, that persons with disabilities can be included in a working environment in the field of tourism, and they can be very successful in their work. We also learned, that persons with disabilities want and can travel, it is up to us to provide the conditions where they can fully experience their travels.





Continuous and systematic diversity management within organization can contribute to more open and inclusive society

Šentprima – Institute for Rehabilitation and Education was founded in 2005 by Šent - Slovenian Association for Mental Health.

The mission of Šentprima with its quality and individualized approach is to increase the employability of vulnerable groups and their opportunities for equal employment in the normal working environment and in this way contributing to destigmatization, improving the quality of life and introducing the diversity of employment into Slovenian working environment.

Diversity and inclusion issues addressed

One of the main principles by which Šentprima operates is the commitment of the institute to strive for continuous improvement to ensure quality, competitiveness and efficiency of its activities, and to stay focused on meeting the needs and achieving the expectations of the users of services, employees, and other stakeholders and the environment in which we operate.

Social responsibility is an important guide in implementing the activities of the institution, which seeks to be responsive and adaptable to social change.

Being responsive to social change is indispensable for achieving our basic mission – if we want to give vulnerable groups the opportunity to be successfully integrated into the labour market, we must first recognize these vulnerable groups and their needs, then we must be familiar with the situation on the labour market and recognize the needs of employers. Constant and intense changes call for a rapid and successful response.

Planning and Objectives

This can be achieved by continuous and systematic diversity management both within and outside the organization.

A highly qualified multidisciplinary team forms a basis for a rapid and successful response to the changes and the needs of vulnerable groups and the labour market.

To ensure a continuity of service delivery, achieve a greater impact of services and contribute to a more open and inclusive society, the institute works in partnership with public and private organizations, with representatives of user organizations, representatives of employers and workers, clients and financiers, non-governmental and disability organizations, with relatives, with the local community.

We have been collaborating with all these stakeholders in development, planning, implementation and evaluation of all our activities, programs and services.



Activities implemented

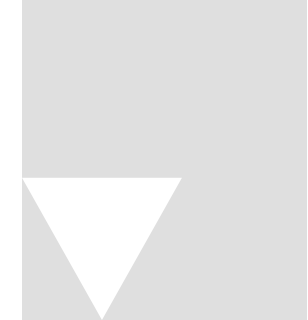
Diversity within the organization is not only reflected in different profiles, such as education, knowledge, experience, but also according to gender, age, residence, culture and more. And all these factors help form a dynamic, creative and a hearty team.

However, all these factors also require responsiveness and adaptation for the team to operate successfully, e.g. facilitating working from home for employees who live the furthest, facilitating flexible working hours for employees with small children and those with large families.

Šentprima Institute promotes a culture of active participation and inclusion of all employees. Employees are given the opportunity to co-create programs and projects, plan and evaluate them.

In this way we can respond faster, easier and more effectively to rapid and intense changes in the structure of vulnerable groups who join in our services. Among the long-term unemployed, who are more difficult to engage in the labour market due to health problems, there are more and more individuals with very complex problems and obstacles; such as a combination of mental health problems, addictions, imprisonment, refugee status...





Adapting to the structure of vulnerable groups and the situation on the labour market requires multidisciplinary and in-depth knowledge on the part of the professional team, therefore, staff development is a priority of Šentprima Institute. Professional workers at Šentprima take part in a variety of education and training courses at home and abroad, as well as initiate and organize – depending on topical issues – trainings for general public and employers.

Lessons learned

Continuous and systematic diversity management within and outside the organization, an open dialogue with all stakeholders, being responsive to change are all factors that contribute a lot to the success of the organization in all areas (business, employee satisfaction) and make a great contribution to the development of a more open and inclusive society.

Impact and outcomes

Continuous and systematic diversity management, both inside and outside the organization, brings us positive results and effects across multiple levels and areas.

Systematic and comprehensive investment in the human resources development is reflected in high level of satisfaction and commitment of employees, highly skilled staff, expert services and of high quality, creativity and innovation, which ensures continuous improvement and development.

Permanent and active cooperation with all relevant stakeholders enables us to respond quickly to the needs and interests of vulnerable groups as well as the needs of the labour market.





Not planning, strategic thinking is what socially sensitive organizations need

Slovenian U3A is about education and social inclusion where older people learn to be, to become, to belong. They learn for their better social inclusion which is not a fact but a long process meant to change both mentalities and competencies of those who want to remain included and the mainstream society. Some aspects of this process and struggle undertaken by Slovenian U3A more than three decades ago are described in this article.

Diversity and inclusion issues addressed

Slovenian U3A was founded to offer older people possibilities to emancipate collectively, to overcome the cultural and political pressure on them.

Planning and Objectives

Slovenian U3A has been struggling to empower older people politically, psychologically, economically through education and their social participation while focusing on fostering their identity, potentials and better inclusion in society.

Activities implemented

Both contents and methods are important in inclusive older adult education

Established 34 years ago, today's Slovenian Third Age University, national association for education and social inclusion (Slovenian U3A) introduced into former Yugoslavia education of and about older people accompanied by constant public campaigning. The three fields of activity have become the core and permanent U3A's activities. Older people have been studying in study circles, the format of education where learners are co-responsible for what and how they learn and for their contribution on all levels: local, national, international. All levels are needed in this world of globalization and interconnectivity.

Slovenian U3A has been struggling to empower older people politically, psychologically, economically through education and their social





participation while focusing on fostering their identity, potentials and better inclusion in society.

Slovenian U3A was founded to offer older people possibilities to emancipate collectively, to overcome the cultural and political pressure on them. They were invited to gain knowledge about who they are, what they need, what are and could be their competencies as well as about the right to use them and to oppose effectively social prejudices and stereotypes about older people, old age and ageing.

Impact and outcomes

From inclusive education to social inclusion and participation

Slovenian U3A has changed the reality of individuals and their families and opened up new possibilities for older people in 51 smaller and bigger towns (a network of 52 universities - more than 1000 mentors of all generations who better understand, develop and make useful older people's potentials and abilities - more than 2000 volunteers in the field of education and culture. It has made possible for older people to continue building their knowledge and pass it on. It has made older people visible active citizens.

The future ahead of us

Lately Slovenian U3A set up groups of retired experts to deal with advocacy, silver economy and the threat it constitutes making older people exclusively end users of commodities and services while in this economy they should be also innovators and producers and makers of new technologies. Diminishing digital divide and overcoming it through digital education and inclusion will continue being in focus. Slovenian U3A also set up a network Each-One-Teach-One where learners of all generations learn in tandems. Further, we will continue reacting to social changes and anticipating them through all our activities.



Lessons learned

Not planning, strategic thinking is what socially sensitive organizations need

We are planning for the next study year to bring even more of our activities into public spaces. If a social group does not have access to public places it does not exist and remains invisible. We will continue with the already existing activities going beyond generational and other borders. We will continue educating older people for their role of cultural mediators in public institutions bringing new roles to museums, hospitals, botanical garden etc. We will continue researching topics like urban space and older people's education, gender education, education of older people to be socially engaged film makers, active citizens, active consumers etc. All activities for older people will be researched and will become part of training programmes for mentors, and our international conferences.

The inclusion of older persons in different activities with which they can become stronger and more informative bring us closer to an inclusive society

Institute for home care Ljubljana was established in 2002. Its main activities are development of various types of home health care from past 25 years. Institute was funded by the Municipality of Ljubljana. Since its establishment acts as a public institution from the area of social care. Main and regular activity of the institute are services of social care that include every-day needs of users: assistance in daily tasks, household assistance and help in maintaining social contacts.



Diversity and inclusion issues addressed

Institute for Home Care Ljubljana addresses diversity and inclusion on several points. Firstly, we employ different groups of employees, for example, we employ app. 10 persons with disabilities and as a recipient of the LGBT plaque, we are also a LGBT friendly institute. As a institute who employs 150 persons we try to include all the employees in the process of taking decisions and making organizational changes through the councils and syndicates so we can say that every person has a specific role in the process. Secondly, we have a rich network of volunteers (approximately 60 persons) which are very active in the field of intergenerational cooperation. We have a status of an organization, which has a volunteer program, and we are a member of a Slovenian organization for volunteers and a young volunteer's kindly organization. We include groups of older people in the activities like language courses, making of dolls, courses for better memory, visiting of museums etc.

Planning and Objectives

The main goal of our work is therefore to ensure aid and quality life at user's home. To provide users with care that ensures them longer stay in home environment, preventing loneliness and relief of their relatives. The vision of the institute is to become a center for elders, where various forms of assistance (both direct and indirect), information, advices, support and professional assistance for them and their families is offered at one place. Institute provides all described care with a capacity of 130 employed workers. Applicant has all technical knowledge and equipment to ensure smooth implementation of all activities. We will also continue our work on the field of intergenerational cooperation and volunteering and we will perform projects with the main goal of strengthening the social network and with taking better care for people with dementia.

Activities implemented

Our main activities in the field of inclusion and diversity are: employing of older persons and persons with disabilities; inclusion of all employees in the decision making process; mentoring of older persons; working on EU projects in scope of which we can provide extra activities for our users (fiscal therapy, working therapy) and to make a network of volunteers stronger.

Impact and outcomes

As one of the biggest institutes for home care in the Municipality of Ljubljana with a status of an organization, which has a volunteer program, and a member of a Slovenian organization for volunteers and a young volunteer's kindly organization we believe that our impact has been great. The inclusion of older persons in different activities with which they can become stronger and more informative bring us closer to an inclusion society. We are opening new horizons for older persons and on the base of that, we can say that everything is possible, no matter if you are old or young.



Lessons learned

We believe that everything is possible and we believe that every person, no matter age, gender, sexual orientation etc. can be socially included and be successful in everything that they are doing. We are the main actors who can adapt and make conditions for employment, inclusion etc. that will be the same for everybody.



There is always room for further growth and learning

Our company Želva d.o.o. was founded in 1991 as a proposal of the Employment Service Slovenija. Its main founder is Union of Coexistence – a federation of societies to help people with intellectual and development disability. It was founded with the aim of training young people with intellectual disability and often physical development. As a company, we are a connected whole, despite the diversity of activities we do. In their content they are only different, but at the same time connected and interconnected. We provide various training and employment programs (social inclusion program, vocational rehabilitation, Green program – landscaping, joinery and sewing programs and management and maintenance of buildings). All programs for people with intellectual disabilities provide comprehensive training, concrete work. It helps them to build their independence, be more motivated for work, allows the opportunity to gain work habits, social inclusion and achieving the process of normalization. Most importantly, through recruitment and training, they are included as equally active members of society. We are aware of our important tasks, so we further educate and train our mentors and professional staff. We have 222 employees, of which 50% are disabled. The main goal of the company is to maintain and create jobs for people with disabilities, and positive business is a prerequisite for achieving this goal. Any profit is invested by the company in the further development and creation of new jobs. The company follows the mission of providing growth, establishing new units across Slovenia and increasing the number of employees with disabilities. Since now you can find our units around whole Slovenia.

Diversity and inclusion issues addressed

As a disabled company and as concessionaires for occupational rehabilitation, we are still well aware of the working restrictions of disabled people and, consequently, of lower employment opportunities. At the beginning of our work, there were various obstacles before us and we faced many problems. Social exclusion was strong and affected all marginalized groups. People with disabilities were not an exception. It affected them and were not able to fully participate in their economic and social life.

Through our work we try to promote the possibilities of vocational rehabilitation of disabled people in the wider society, with various presentations of employment programs, vocational rehabilitation programs and other programs. We raise taboos for the employment of disabled people and represent their needs, while also promoting social responsibility for the fellow man.

With all forms of employment of people with disabilities, our company enables integration and socialization into a working and social environment, which is friendly and adapted to the disabled, allowing them economic and social independence.

Disabled persons receive equal pay and equal opportunities for career development and investment in education.

In the direction of maximizing social inclusion and finding opportunities and opportunities for new work, we as a company expanded throughout Slovenia. The possibility of integrating disabled people into work in many parts of Slovenia, the process of inclusion strengthens. Through cooperation and involvement in various projects we gain new knowledge and experience, at the same time ideas for greater social inclusion and contribute to a better social position of people with disabilities.

Through good practices and successful businesses, we are a step closer to greater inclusion and this is definitely the main goal of our operation.

Planning & Objectives

The main task is to train and hire people with disabilities and difficult-to-employ persons and to find new employment opportunities for them. In terms of goals and planning, we follow the core values of the company (creativity, innovation, responsibility, team collaboration, self-initiative, humanity in tolerance).

Due to the constant development and growth of the company, new and emerging needs for more suitable business premises were created, and it was necessary to ensure the relocation to a common location due to other logistical and communication problems. Therefore, in accordance with the Employment Rehabilitation and Employment of Disabled Persons Act, Želva used funds for the purchase of fixed assets, job adjustments and investment investments. To this end, the company built a new office building in Ljubljana, where the largest number of people are employed. The new building provides 100% architectural accessibility as well as the accessibility of public transport and its own car park. The purpose of the investment in the new construction is also connected with the preservation and creation of new jobs for the

disabled, and the modernization and adaptation of individual machines and work processes, which consequently enabled the preservation, adaptation of disabled work places or the re-allocation of disabled persons to other relevant jobs. All working people in the new office building have significantly improved their working conditions (the building provides a lift, wheelchair access, parking spaces, the availability of professional services, facilities for the education of people with disabilities and daily working meetings, tea kitchens and rest rooms).

In addition to our own knowledge conservation needs, we are also aware of the needs of a wider society - knowledge of working with people with disabilities, training and employment of them. For this purpose, our goal is to continue to implement training for mentors, instructors and professional staff who work in their companies. They encounter disabled or difficult-to-employ people. We also advise various types of companies, we provide expert help and information in various areas (employment of disabled people, implementation of various subsidies, analysis and job adaptation).



Activities implemented

From a small sewing and carpentry workshop, through 27 years of operation, it has evolved into a unique disability company that employs 222 people, including 110 persons with disabilities status. At the beginning of our company, there was only 3 workers with status of people with disability. One of them worked at carpentry workshop and two of them worked in a sewing workshop. These were in the year of 1991 and the end of the same year, the number of employees with disabilities status was increased from 3 to 8. The causes of increasing number were the needs for employment. The fun fact is, that the same three first persons with disabilities status are still in Želva, which means that our activities that we are trying to offer them, are suitable and successful.

The company also carries out concession activities for even more difficult to employ and vulnerable groups of disabled people as well as unemployed social groups. Among these, 142 beneficiaries are included in the management, care and employment program under specific conditions and 78 users in the social inclusion program. The management, care and employment program under specific conditions takes place all around Slovenia. We are also aware that the best promotion is a successful and active own work. Our own activities (cleaning, municipal gardening services, building management, sewing room ...), training and employment services for people with disabilities are carried out in other economic workplaces, at different locations.

In this way, employers have the opportunity to be convinced of the working abilities of people with disabilities, to get to know them and to lose their fear of disability. Potential employers and others are trained in responsible members of the company and encouraged to enable disabled people to participate equally in society.

With the multidisciplinary approach of the different services of the company and the rehabilitation team, we take care of a holistic approach to our employees. Together we define the scope and type of individual support needed for an individual employee.



Impact and outcomes

We can congratulate ourselves on our own well-known economic activities, where we are completely competitive with other companies in individual segments; on the other hand, we are also developing “different” projects and approaches; not least with sewing toys for the youngest. Together with three partners, we opened a special store called “Oskrbovinca”, which enables the sale and promotion of own products produced by users of social welfare programs.

We are active and recognizable after informal integration into society, as employees, users and clients regularly participate in sports and cultural activities at home and abroad.

Throughout its years of operation, the company is concerned with preserving existing jobs for people with disabilities and by creating new jobs by increasing efforts in all areas to maintain sustainable economic growth. In all departments, the volume of operations increases, which means that it realizes the annual goals set. Business successes are comparable to competing companies in industries that do not employ vulnerable groups, that is, people with disabilities.

In 2017 we presented at the conference of disabled persons organizations of Slovenia as an example of good practice in the employment of disabled people. From 2015 we are the recipient of the Certificate of Disability Companies of Slovenia. We received a gold plaque for our work from City of Ljubljana and a gold plaque by the Association of Fighters for the values of the national liberation struggle of Slovenia.

We employ throughout all Slovenia. In 2009 Želva was awarded the recognition of top achievements in employment by the Employment Service of Slovenia.



Lessons learned

Over the last 40 years the care and social inclusion has been greatly improved, but there are still many areas in which we can do better and make a change. Improvements are also being made in the legal field, with the adoption of new laws.

The key conditions for maintaining the existing employment of disabled people and creating new jobs are primarily the quality provision of services, production of products and a correct attitude towards both subscribers and employees. On the basis of mutual trust that we build with our clients and by recognizing their needs, we can create the conditions that must be fulfilled for the adjustment of jobs. In the case of adjustments, however, it is very often of individual importance that individual cases are dealt with, depending on the capabilities and limitations of individual disabled employees on the one hand, and the needs of subscribers on the other.

In ensuring equal opportunities for employment and keeping the employment of disabled people, we are trying to be innovative in a way that we are looking for projects with the highest added value in the field of employment of disabled people.

Among other disabled companies we are unikum. We are an independent company. The goal is to create as many jobs as possible for the disabled, at the same time it requires a struggle for survival in the labor market and the search for ways to adapt work tasks to each individual person.

In our organisation disabled people are gaining in the skills of social inclusion, autonomy, empowerment. Through the process of training they are developing new skills, becoming competitive in labor market and are strengthening self-confidence. On all areas we must approach professionally. The outcomes in training activities are recognized through ongoing evaluation and monitoring of work. The evaluation is one of the most significant parts of our organization. Through evaluations we can build goals, set business plans, see errors and good practices. Those can be inspired and integrated into our outward work. But at the same time, we are aware that there is plenty we can still do. There is always room for further growth and learning. With time and society is changing, we should not lag behind.



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