



EU Platform of Diversity Charters Meeting

Event Report

09-10 February 2017

DG Justice and Consumers, European Commission
Rue Luxembourg 46, Brussels

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Welcome Message

Welcoming words by Szabolcs Schmidt Head of Unit, Non-discrimination and Roma coordination, DG Justice & Consumers

The meeting started with welcoming words from Szabolcs Schmidt, the new Head of Unit of the Non-discrimination and Roma coordination Unit, who greeted the representatives of the Diversity Charters to the EU Platform Meeting, which was hosted by the European Commission (DG JUST) in Brussels.

He congratulated the participants for the continuous growth of the EU Platform and welcomed to the meeting the two representatives of the most recently launched Hungarian Charter, who joined the Platform in October 2016.

Finally, he confirmed the continuous commitment of the European Commission to support diversity policies in Europe and highlighted the importance of the Charters' activities in promoting equality at the workplace.

Roundtable on age diversity at the workplace

Open discussion with the speakers: Marianna Georgallis from European Youth Forum, Anne-Sophie Parent from AGE Platform Europe, Ana Nieto from AXA Spain and Sandra Wolter from Danish Charter.

This debate on age diversity tried to reply to the following question: what sort of dynamic can be implemented between the European Youth Forum, AGE platform Europe and Diversity Charters and/or specific companies as regards age related issues?

All speakers and Charters recognised that workforces are becoming increasingly diverse in age demographics and, therefore, age management at the workplace is more and more important.

In particular, Ms. Marianna Georgallis from the [European Youth Forum](#) – a platform organisation representing the interests of young people at EU level – started off the conversation providing a few data from a [survey](#) they conducted in 2014 to explore how **multiple discrimination**¹ occurs in young people's lives. According to this research, 53.8% of respondents experience discrimination in the field of education, 50.5% in searching for a remunerated entry level job and 42.4% feel discriminated at the workplace.

In particular, the main instances where young people feel discriminated in the labour market are:

- **In transitioning into work:** nowadays the most common way young people have to put a foot into the labour market is through internships and apprenticeships. However, often these experiences are unpaid and/or they do not give any relevant professional skill. To tackle these problems the European Youth Forum has developed a

¹ To know more about Multiple Discrimination please see the publication "[Tackling Multiple Discrimination: Practices, policies and laws](#)".

standard for quality internships, the [European Quality Charter for Internships and Apprenticeships](#). Diversity Charters are encouraged to support this initiative as well, by disseminating this document among their signatories.

- **In building a stable career:** precarious work arrangements and difficulties in getting a stable contract are rising in Europe. In addition, in times of economic crisis, many companies adopt the so called “first in-first out” policy, which normally affects especially the younger generations. This situation has negative consequences both on the short term (young people still living with their parents because they are unable to afford an independent accommodation, etc.) and on the long term (very low or no pensions).
- **In having an equal pay for equal work:** in some countries young people do not have the same rights to minimum wages and social protection as older people. For instance, there are currently 8 EU member states where young workers have a separate minimum wage bracket that is lower than the adult minimum wage. This is deeply unfair as the minimum wage should be the same for all and there should be more equality within the labour market.²

However, according to Ms. Anne-Sophie Parent from the [AGE Platform](#) – the European network of non-profit organisations of and for people aged 40+ – older workers are facing some challenges as well, such as:

- **The difficulty of getting hired:** this is mainly due to **negative stereotypes** that lead to age discrimination in companies, like for instance: senior workers are slow, not willing to learn, not able to take orders from younger managers, not willing to work without a very high pay, etc.
- **The structural factors that contribute to this situation:** the lack of life-long learning opportunities, the absence of formal care infrastructures for dependent family members, the lack of specific programmes in public employment services to place older jobseekers, etc.

Since European statistics prove that low hiring rates of older people do not create vacancies for younger people, the two organisations are currently working together in all these areas to advocate for a better labour market for all age groups (e. g. common fight on equal pay for equal work, decent pensions, etc).

Another area in which also all Charters saw a possibility of collaboration is the fight against age stereotypes (both against the older and the younger workers). In particular, all participants recognised the need to be **more vocal against the negative language** that affects all age groups and that is often still considered as socially acceptable in the daily discourse (e.g. whereas it is not tolerated anymore not to hire someone because of the skin colour, it is still very much common to hear recruiters say that they did not hire a candidate for age reasons).

Speaking about recruiters and companies’ behaviours, in the second part of the debate many good examples and best practices were provided, such as for instance:

- **Axa:** Ana Nieto, from AXA Spain, gave an overview of the company’s [diversity and inclusion policies](#). Speaking about age, their main challenge is to create a culture in which all generations (baby boomers, generation X, Y and Z) can collaborate and feel comfortable in.

² The argument in support of lower minimum wage for young people is that it increases their employability. However, many researches prove that raising the relative level of the minimum wage affecting young workers can have at worst no significant employment effect and at best a small positive effect. See, for instance, the report “[At work but earning less: Trends in decent pay and minimum wages for young people](#)” (ILO, 2014).

As every generation has different needs, AXA launched different projects to target different age groups. For the youngest, in 2014 they signed the [Alliance for YOUTH](#) in which they commit to provide professional experience for 20000 young people by 2018. While for the oldest talents, they have launched - among other things - the initiative called “Emeritus Forum” to benefit from the experience and knowledge of the company's former employees.

- **Arriva Scandinavia:** in Denmark the population is aging, thus employers must find new ways to attract and keep manpower. To do so, the bus company Arriva Scandinavia launched a project for seniors to increase their knowledge and wellbeing at the workplace through the organisation of training courses.

Sandra Wolter from the Danish Charter, who described this example, underlined how these training courses not only allow the workers to be more informed (on issues like retirement, pension, healthy lifestyle, etc.) but they also help the company to understand which the employees’ needs are.

- **Netto:** Ms. Wolter also highlighted the example of the Danish supermarket Netto, one of the largest chains operating in the country, which has a long experience in creating new ways of retaining and attracting senior employees. In particular, they implemented two main activities:

“Senior supermarkets”: Netto created three supermarkets where at least half of the employees were over 50 years. This contrasts with the normal staffing in regular supermarkets where most of the employees are very young. However, after a period of implementation, the company understood that is better to **create a higher age diversity** in all its shops rather than to focus on a single age group.

Holistic one-to-one conversations with the employees: Netto used to have a separate policy for older people but after a while they realised that the employees did not like to be labelled as “senior”. Therefore, they decided to provide line managers with a ‘questionnaire kit’ (rather than a one-size-fits-all tool) that can be personalised to the needs of the specific person.

The main lesson learned from these companies’ examples is that age management must focus on inclusion, trying not to put people in a box, and not forgetting about the other forms of discrimination.

To conclude this debate, a rich Q&A session between the speakers and the audience took place. In it Charters’ representatives shared their own experience as well as good practices from their signatories that are running activities in this field. For instance, Alice Odé from the Dutch Charter brought up the example of Randstad, which launched a project in the Netherlands called “[+ POWER](#)” to improve the chances of older unemployed people (over 50 years old) to find a job.

In addition, Sylvie Savignac from the French Diversity Charter highlighted the importance of a good public framework in the field of active aging. In particular, she described her experience with the so called “mécénat de compétences”, an initiative launched by the French government to encourage senior volunteering in the non-profit sector. Thanks to this policy, companies can “lend” senior employees to NGOs for a limited amount of time (up to 3 years, renewable) in exchange for tax deductions while at the same time allowing the senior employees to still feel useful for the local community and create new interpersonal relations.

However, many Charters agreed on the fact that, even though it is not particularly difficult to convince companies of the importance of age diversity, often this topic is still not among the top priorities of the diversity agenda. More activities in this field and higher business attention are therefore definitely needed.

Feedback on Diversity Charters Annual Forum 2016 and planning for Forum 2017

Maria Hegarty and Martina Murray, Equality Strategies Ltd, Irish Diversity Charter

The 7th Annual Forum of Diversity Charters took place on 18 October 2016 in Dublin. The event was combined with the *European Journalists Awards on Diversity* that took place on 17th October 2016 during a gala dinner at the General Post Office.

The event saw the intervention of many high-level speakers (among which: Frances Fitzgerald, Vice-Prime Minister of Ireland and Minister for Justice and Equality; Tiina Astola, Director General for Justice and Consumer, European Commission; Cecile Kyenge, Member of the European Parliament; etc.) and attracted around 150 national and international participants from various backgrounds (business leaders, social activists, policy makers and diversity and inclusion practitioners).

The theme was structured around the title '*Selling the diversity message in a world of diversion*' and wanted to explore how the modern day communication methods can help in demonstrating the value of the diversity message as well as to encourage the Forum's participants to use social media during the meeting. This latter objective was largely achieved as the official hashtag of the conference (#diversityEU) became trending topic on Twitter in three countries (Ireland, Belgium and Italy).

Among the main achievements of the preparation phase, Maria and Martina also mentioned:

- the involvement of High level political speakers;
- the close cooperation between Department of Justice and Equality, European Commission & DCI;
- the selection of historic venues for the two events (the Forum and the Awards Dinner);
- the development of a strong Social media presence;
- the intensive work with DCI members.

After having described the main successful aspects and lessons learned from this experience, Maria Hegarty and Martina Murray highlighted the fact that, due to the logistical complexity and the importance of the meeting, organizing an annual forum should be considered as a project in itself and that as such it should benefit from ad-hoc funding and resources from the European Commission.

The next Forum will take place in Tallinn (Estonia) most likely in November 2017. This event will be co-organised by the Estonian Presidency of the Council of the EU, the Estonian Diversity Charter and the European Commission

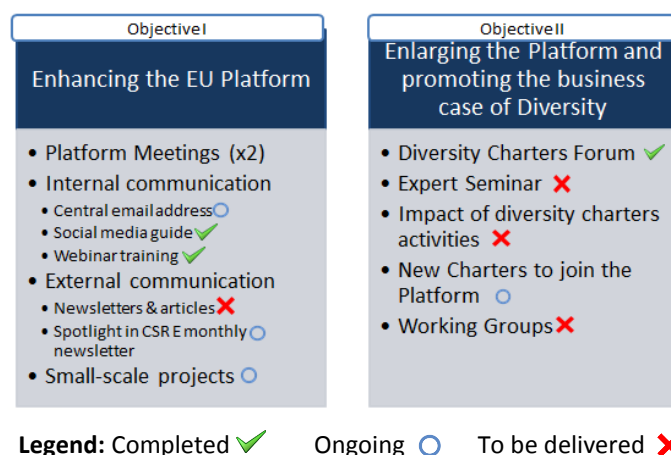
Diversity Charters are invited to suggest themes for the forum. For the moment, the following topics were proposed: leadership, leadership in diversity, diversity in leadership. Another proposed option was also to select one topic/theme from one of the previous forums for continuity.

The EU Platform of Diversity Charters project' overview

Beatriz Alonso and Elisa Casazza, CSR Europe & Laure Hajjar, IMS France

CSR Europe and IMS France updated the Charters on the latest activities and developments of the Diversity Platform.

- **Activities for contract year 2016-2017**



An overview of the implemented activities for 2016-2017 was presented. Together with the preparation of a successful Annual Forum, the main achievement of the last months was the organization of two webinars for the Charters on how to use social media more effectively. To complete these training sessions, the Platform also developed a [Handbook for the communicating powerful messages on diversity](#). This guide is still available for consultation on Basecamp and it represents a response to the Charters' lack of expertise in using social media that emerged last year during the previous Platform Meetings.

Looking ahead to the next 6 months (February 2017 – June 2017), the following activities were highlighted:

- **EU Platform Newsletter:** two newsletters will be issued as planned in February 2017 and June 2017. After that date, further reflection will be needed to understand if a Newsletter is still the most effective means of communication to update external stakeholders about the activities of the Charters.
- **Diversity Charter Spotlight in CSR Europe's Newsletter:** to increase their visibility and reach a wider European audience, the Charters have the possibility to be featured on CSR Europe's monthly Newsletter (with more than 6000 readers from companies, NGOs, academic world and EU institutions). To do so, they need to send a short video (1-2 minutes max) on an activity of their choice.
- **Expert Seminar:** this year's business seminar might take place in combination with the next Platform Meeting in June 2017 and will focus on the role of the public sector in diversity movement, with a particular focus on the local level (regions, municipalities, etc).
- **Enlargement of the Platform and state of play**

Last year the Platform welcomed its 17th member: the Hungarian Diversity Charter, launched in October 2016 by a partnership formed by the Hungarian Business Leaders Forum (HBLF) and MTD Consulting.

In addition, the work with emerging charters continues and four countries are already well advanced- Romania, Croatia, Slovenia and Lithuania.

Unfortunately, the potential organizations currently identified in Cyprus, Greece and Malta do not show a strong interest. Therefore, the Diversity Charters have been asked to provide inputs if they are aware of any other potential organization/stakeholder which can help accelerate the process.

- **Measurement of the impact of diversity charters activities**

In 2017 a new publication will be issued with the aim of measuring the impact of Diversity Charters activities on business in Europe.

Data will then be collected, analysed and the publication written using the same pattern as the 2014 publication ["Overview of diversity management – Implementation and impact amongst Diversity Charters signatories in the European union"](#) with one section describing the results for each country. A general introduction will be added to take stock of the evolution between 2014 and 2017.

The specific objectives of this publication are:

- To provide an insight into the status quo of Diversity Management implementation among signatories as well as impact of signature in the development of diversity policies and activities;
- To take stock of the evolution of implementation and impact since 2014;
- To show the expansion and growth of the EU Platform.

The Diversity Charters are asked to disseminate a questionnaire among their signatories and transmit the rough data to Laure Hajjar by **1st April 2017**.

The presentation of the final report is planned to take place at the next Annual Forum in November 2017.

Friday 10th February

Roundtable on diversity at the workplace

Discussion with Thiébaut Weber (ETUC), Arnold de Boer (UEAPME), Guillaume Cravero (BUSINESS EUROPE) and Jennifer Beckwith (CBI)

The second day of the Platform Meeting opened with a debate with [social partners](#) on how legislation, collective bargaining agreements and soft law can include/reflect diversity management. The speakers came from very different backgrounds and therefore highlighted the different needs of SMEs, multinational companies and workers in this field.

Collective bargaining is a key means through which employers, their organizations and trade unions can establish fair wages and working conditions. As a result it can play a key role in identifying what can be done to integrate persons on the labour market.

However, the importance of collective bargaining seems different in relation to the size of the company. While all speakers agreed on saying that diversity should become a transversal issue in every kind of collective agreement, Mr. Arnold de Boer (UEAPME) underlined that to respond to the reality in SMEs/micro-companies, voluntary initiatives at company level are the most appropriate tool.

A strong preference towards the **voluntary approach** to diversity management was also expressed by the other two representatives of the business sector – Mr. Guillaume Cravero (BUSINESS EUROPE) and Ms. Jennifer Beckwith (CBI) – who claimed that the legislative framework currently in place is sufficient and adequate. This statement was not fully backed by the representative of the trade unions, Mr. Thiébaut Weber (ETUC), who reminded that diversity should remain among the top EU's priorities for the future and wished for a swift approval of the [Equal Treatment Directive](#), currently blocked by the Council.

Where all speakers saw some room for improvement is not in the legislation per se, but rather the way in which it is implemented: in particular, companies still need help in **understanding the business case for diversity**. In order to enable them to embed equality and inclusion initiatives into core business functions, **more studies on the return of diversity investments are needed**.

Therefore, even though the measurement of results and the data collection are one of the most challenging aspects of the Diversity Charters' work, their essential role in the development of a strong narrative in favour of diversity must not be forgotten.

Other strategies to convince companies of the benefits of diversity management that came up during the meeting include:

- **The importance of a tailored approach:** it is essential to adapt the narrative on diversity to particular socio-economic scenario that the company is facing. For instance, Ms. Beckwith explained that CBI is mainly focusing on how the consequences of Brexit will affect British companies (for which the access to skills will probably become the main issue), trying to offer concrete solutions. In addition, in response to the EU referendum vote,

CBI also launched the “[35 under 35 Network](#)”, a national initiative which wants to demonstrate the need for business to connect with the views of young people in society.

- **The importance of the peer-to-peer example:** in order to convince companies to be frontrunners in the fight against discrimination, it is also very important to find some “Diversity Ambassadors” among the leaders of the business sector. A concrete example of the pivotal role that these actors can play in convincing other CEOs can be seen in the Irish [Business for Yes Equality Campaign](#).
- **The importance of the moral argument:** the economic perspective is not the single argument to be taken into account when selling diversity. There is also a moral case to be highlighted, since more and more companies are starting to link their brands to their values. Therefore, the link between the social and the economic importance of anti-discrimination policies must not be underestimated.

Finally, all speakers and Charters’ representatives agreed that the importance of building a strong argument in favour of diversity has become even more important in recent times due to the rise of populist movements both in Europe and in the US. This is why social partners and Diversity Charters need to work more closely together to foster tolerance at the workplace.

The role of business in the integration of migrants/refugees in the labour market

Presentation by Antoine Savary and Agnese Papadia (European Commission, DG HOME B1 - Legal Migration and Integration) followed by discussion

In 2015, a record number of 1.3 million migrants applied for asylum in the EU.³ Since then the rate of arrivals has slightly decreased but the integration of asylum seekers in our labour market is still a very big challenge.

To tackle this problem, in June 2016 the European Commission launched the [Action Plan on the integration of third country nationals](#) to provide a common policy framework and supporting measures to help Member States to strengthen their national integration policies.

In addition, last year the Commission has set up the [European Dialogue on Skills and Migration](#) (EDSM) to discuss with key stakeholders about how Europe can ensure that skills and human capitals of migrants are maximized. In the framework of this dialogue, the DG for Migration and Home Affairs (DG HOME) is about to launch a new EU-wide initiative for the facilitate the integration of third country nationals in the Europe: an “**integration pact/charter for integration**” to be implemented by employers and other social partners in order to foster labour market integration of newly arrived migrants and refugees.

The main goal of this new initiative – that will be officially presented on 23 May 2017 in the context of the next [European Business Summit](#) (EBS), a conference organised every year in Brussels which attracts many policy-makers and business representatives – is to urge companies to implement measures such as offering apprenticeships or training

³ <http://www.pewglobal.org/2016/08/02/number-of-refugees-to-europe-surges-to-record-1-3-million-in-2015/>

programmes, mentoring activities, acknowledgement and encouragement to staff supporting integration outside work via volunteering, and other concrete actions aimed at facilitating the integration of migrants in the organisation.

Mr. Savary and Ms. Papadia, who are currently working on this project, recognized the Charters experience in working with companies through voluntary activities and asked for suggestions on how to effectively engage with the private sector. In addition, they also asked for advice about companies that they could invite to the conference and would be ready to support the initiative.

As a reply, the Charters shared their own experience as well as good practices from their signatories that are run activities in favour of refugees/migrants. For instance, Katarina Önell from the Swedish Diversity Charter described the experience of the chain 'Scandic Hotels', which gives the possibility to chefs arrived in Sweden as refugees to work in its kitchens for 10 days to prove their skills and eventually have the opportunity of being hired. This good practice derives from the fact that typically refugees lack the paperwork to verify their training and experience, so what helps the most is letting them prove themselves in the workplace.

Finally, as many Diversity Charters are already actively working on this topic, the main recommendation that came out from this session is for the Commission to focus on the complementary between the Diversity Charters initiative and this new Pact/Charter for migrants, in order to avoid the risk of duplicating an already existing instrument. The European Commission replied to this concern highlighting the fact that this new initiative for the integration of migrants will be very different from what the Charters are already doing at national level, as it will focus more on an EU-wide communication strategy. Therefore, **synergies between the two projects** will not only be possible but also strongly encouraged.

Directive 2014/95/EU on disclosure of non-financial and diversity information by certain large undertakings and groups

Presentation by Zsolia Kerecsen (European Commission, DG JUST - A3 Company Law) and Antoine Bégasse (DG FISMA - B3 Accounting and Financial Reporting) followed by discussion

In April 2014, the [Non-financial reporting directive](#) (NFRD) was adopted, to oblige large companies to disclose useful information necessary for an understanding of their development, performance, position and impact of their activities.

In particular, the directive is made of two parts (which both include diversity aspects):

- A **non-financial statement** which covers as a minimum: environmental, social and employee matters (where diversity is considered as a key indicator), respect for human rights, anti-corruption and bribery matters.
- A **diversity disclosure**, as part of the corporate governance statement in which businesses will need to disclose their diversity policies in relation to the administrative, management and supervisory bodies, including information on the age, gender and educational and professional backgrounds of their members.

The EU Non-Financial Reporting Directive (NFRD) had to be transposed into Member States' law by 6 December 2016. In practical terms this means that if a company has an average of 500 employees, and is a Public Interest Entity (PIE), it will need to report on certain environmental and social data in its annual management statements starting from the 2017 financial year.

To help companies to comply with this Directive, the European Commission is currently developing some **non-binding guidelines**. This document – to be published by spring 2017 – do not aim at changing the reporting requirements set by the Directive but will only provide companies with a non-prescriptive methodology on how to disclose information and some non-financial key performance indicators.

Both Mr. Bégasse and Ms. Kerecsen are involved in the development of these guidelines and shared with the Charters some insights on how this document will most probably look like. For instance, speaking about diversity:

- **Under the social chapter of the non-financial statement**, the non-binding guidelines will propose **a specific KPI** on the disclosure of information on gender, sexual orientation, age, religion, disability or other aspects of the diversity policy.
- **Regarding the diversity disclosure of the board**, the non-binding guidelines will **expand the topics** of the disclosure, including geographical presence and international experience, employees' representation and other aspects (e. g. socio-economic background, ethnicity, etc.).

At the end of the presentation, the speakers underlined that the Charters are encouraged to send their inputs on the content of the non-binding guidelines to the Commission in written form as soon as possible.

Closing & conclusions

Anu Ritz Assistant Policy Officer, Non-discrimination policies and Roma integration

Anu Ritz thanked everyone for their participation and interesting discussions at the meeting. She stated once again the Commission's commitment to the diversity agenda and its strong support to the Charters' activities.

Finally, she also ensured participants that their feedbacks on the event will be taken seriously into account in the preparation of the future Platform meetings in order to always meet the Charters' needs and expectations.

Participants

No.	First name	Surname	Organisation
1	Alejandra	Vazquez	Spanish Diversity Charter, Fundacion Diversidad
2	Alice	Odé	Dutch Diversity Charter
3	Anna Maria	Hurtado	Spanish Diversity Charter, Fundacion Diversidad
4	Anu	Ritz	European Commission
5	Beatriz	Alonso	CSR Europe
6	Carla	Martingo	Portuguese Diversity Charter
7	Catia	Fernandes	Luxembourgish Diversity Charter, IMS Luxembourg
8	Cécile	Loir	European Commission
9	Elisa	Casazza	CSR Europe
10	Eszter	Pataki	Hungarian Diversity Charter, HBLF
11	Johan	ten Geuzendam	European Commission
12	Judit	Németh	Hungarian Diversity Charter, mtd Consulting Group
13	Katarina	Önell	Swedish Diversity Charter, Managing Diversity AB
14	Kerstin	Tote	German Diversity Charter, Charta der Vielfalt
15	Laure	Hajjar	French Diversity Charter, IMS France
16	Leo	Euser	Dutch Diversity Charter
17	Maria	Hegarty	Irish Diversity Charter, Equality Strategies Ltd.
18	Martina	Murray	Irish Diversity Charter, Equality Strategies Ltd.
19	Marzena	Strzelczak	Polish Diversity Charter, FOB
20	Massimo	Serpieri	European Commission
21	Myrtha	Casanova	European Institute for Managing Diversity
22	Olga	Sõtnik	Estonian Diversity Charter
23	Riikka	Leppänen	Finnish Diversity Charter, FIBS – Better business
24	Sabine	Brunner	Austrian Diversity Charter
25	Sandra	Wolter	Danish Diversity Charter
26	Sylvie	Savignac	French Diversity Charter, IMS France
27	Szabolcs	Schmidt	European Commission
28	Veronica	Nisco	Italian Diversity Charter, Fondazione Sodalitas

Annex I: Updates from the Diversity Charters



Diversity Charta Austria



1. Strategic updates

- At this time we officially count 205 signatories. We plan to continue with our strategy to invite and involve our members to our events and projects.

2. Organizational updates

- The Austrian Charta-Partnership between the Vienna Chamber of Commerce and the Austrian Chamber will be continued.

3. Activities & Events

- For our members we designed a intercultural Calendar including important public holidays of various cultures and religions
- Within the framework of one of our projects named “Mentoring for Migrants” many of our Members participate as Mentors for high- graduated People, who want to set up a new professional existence in Austria. They also promote the program in those circles.
- We organized a panel discussion about sexual orientation in areas of employment to which we invited our Charta member companies

Diversity Charter Belgium



1. Strategic updates

(e.g. acceptance of new members/ total number of signatories, new operational strategy etc.)

During the second half of 2016 four following companies have received a **positive evaluation of their diversity plan**: L'ouvrier, Hema, Femma, Eatvzw. This has brought the total of companies who received the diversity label of the Brussels' Capital Region in 2016 to 14.



Avec le soutien du
Fonds social européen

Also an **evaluation of the Brussels' diversity policy** has been done. One of the main goals of this evaluation was to measure the impact of the tools of the diversity policy on the diversity in the Brussels' private sector (for example the diversity charter). The results of this evaluation will be available before the summer 2017.

In the beginning of December 2016 the Brussels Minister for Economy and Employment has launched an **Action Plan that includes 10 measures** against discrimination that also promotes more diversity on the Brussels' job market. This needs to be further elaborated during the coming months.

2. Organizational updates

(e.g. new resources, new partners etc.)

In the same period, the Diversity Service launched the **development of a tool and a training to support employment consultants** in their fight against discrimination. First results are to be expected at the end of 2017.

The Diversity Service also evaluated 4 conventions and negotiated 3 in 2016 with following sectors:

- Unia: Interfederal Centre of Equal Opportunities
- Institute for Equality of Women and Men
- Form TS: sector of service vouchers
- APEF: Sector managing the the "Social Security Fund" of the French speaking non-profit sector

An evaluation of the first phase of the pilot project "Pool H" (companies who received consultancy support on the employment of people with a disability) was held at the end of 2016. The Brussels' Ministers responsible for Employment and for Disability are negotiating on the continuation of this project.

3. Activities & Events

(e.g. publications, exchange visits and other events)

The Diversity Service of Actiris organized the annual **Distribution of the Diversity Labels** on the 9th of December 2016. During this ceremony companies who received a positive evaluation of their diversity plan, were granted the Diversity Label of the Brussels' Capital Region. This year, the Brussels Minister for Economy and Employment, Didier Gosuin awarded the Diversity Label to 14 Brussels' based companies. The Diversity Service seized this opportunity to launch a discussion on the **"(un)Conscious biases"**. The issue of prejudices, whether they are conscious or not, was discussed in different workshops, each set up from a different angle, for example: origin, gender, age, disability ...



Diversity Charter Denmark

1. Strategic updates

(e.g. acceptance of new members/ total number of signatories, new operational strategy etc.)

New signatories:

Copenhagen Airports (CPH)

Lexmark

Betterpeople

Integrationsnet

BC Hospitality Group A/S

2. Organizational updates

(e.g. new resources, new partners etc.)

Jes Vissing Tiedemann, Sandra Wolter and Signe Kramer constitute the new team in the secretariat of the Danish Diversity Charter.

3. Activities & Events

(e.g. publications, exchange visits and other events)

Study visit 26-27 January 2017: The Finnish and Danish Charters meet in Copenhagen to share knowledge and best practice on how participating companies work with LGBT, age, gender and ethnicity.



Estonian Diversity Charter

1. Strategic updates

(e.g. acceptance of new members/ total number of signatories, new operational strategy etc.)

Nine new members joined the Charter in December 2016; the total number of signatories is now 80.

2. Organizational updates

(e.g. new resources, new partners etc.)

The Estonian Diversity Charter signed the cooperation contact with the Ministry of Social Affairs with an aim to create a national quality label "A diverse workplace", which recognizes companies that promote equality. In order to obtain the quality label, the employer must develop a comprehensive diversity and inclusion plan. In addition, the state will provide employers with free advice and training by the diversity consultants.

3. Activities & Events

(e.g. publications, exchange visits and other events)

A conference on diversity at workplace took place on 6 December, 2016. The keynote speaker of the event was diversity management researcher Lotte Holck from Denmark. In addition, Minister of Health and Labour, Jevgeni Ossinovski gave an opening speech and stressed that he sees diversity as an enriching factor in Estonia's success and development.

Workshop "Xenophobia in the workplace" took place on September 6, 2016. Many Charter members admitted that workplace xenophobia is a growing problem and that there is little knowledge in Estonia how to deal with the topic. During the workshop participants shared their experience and three companies presented their cases. The participants concluded that dealing effectively with discrimination is a twofold process: one should become knowledgeable with regard to situation in your society, and pay close attention to what's happening in your company. At the end of the workshop, participants elaborated action plans and proposed "11 tips to tackle workplace xenophobia". Based on the tips, the biggest Estonian daily newspaper in Estonia published an article on the issue.

In October, the Charter started with the series of visits to companies that have successful diversity policies. Visits and meetings are open to participate for all the Charter members. The first visit was to department store Kaubamaja, where Customer Service and Human Resources Director Piret Suitsu introduced their diversity strategy, activities, metrics and business case for diversity.



Diversity Charter Finland

1. Strategic updates

(e.g. acceptance of new members/ total number of signatories, new operational strategy etc.)

We now have 94 signatories across different industries. During 2016 we got 27 new signatories in total, with a 22 % growth rate.

In 2017 our operational strategy focuses on developing diversity management practices with our member organizations. Our new diversity management research and self-assessment pilot project (MARVI) has been going on since January 2016 with four partner companies. Furthermore, this year we will participate in a project that offers in-depth workshops for several case companies in regards to diverse recruitment.

2. Organizational updates

(e.g. new resources, new partners etc.)

There has been some changes in the staffing of the Diversity Charter, as Riina Kasurinen is soon moving on to new challenges. The Charter is currently run by Riikka Leppänen and Aulikki Sippola.

3. Activities & Events

(e.g. publications, exchange visits and other events)

Study visit to Copenhagen with Diversity Charter Denmark, 26.1.-27.1.2017

Diversity Profit Chain –seminar 14.2.2017

A video presenting D&I management cases released on 14.2.2017

Whose business is D&I ? – group discussion 29.3.2017

Developing Inclusive Leadership –workshop 25.5.2017



French Diversity Charter

1. Strategic updates

(e.g. acceptance of new members/ total number of signatories, new operational strategy etc.)

3644 Signatories as of today

Last big signatures: Unibail, Essilor, Paypal, Solvay

Camfil (producer and developer of air filters and clean air products) made their President come from Sweden to sign the Charter.

90% of cac 40 (40 main French companies quoted on the Stock Exchange) signed the Charter

2. Organizational updates

(e.g. new resources, new partners etc.)

Organisation of steering committee

Change of the grid for fees (increase in price to pay at signature to raise resources)

Work on paying service offering for SMEs

3. Activities & Events

(e.g. publications, exchange visits and other events)

Participation in the "International gatherings of Diversity" in La Rochelle.

The team continues to go out to meet local businesses (Dijon, Brive etc.)

Participation in the jury and award ceremony of Diversity Awards

Partnership with Barometer on Employment and Diversity – Big and Small companies

Second study on religion



Charta der Vielfalt Germany

1. Strategic updates

(e.g. acceptance of new members/ total number of signatories, new operational strategy etc.)

- 2017 starts with two more members: Boehringer Ingelheim & Sanofi-Aventis
→ **21 members** with support by Federal Government Commissioner for Migration, Refugees and Integration
- **2500 signatories** (220 in 2016) with **8.2m employees**

2. Organizational updates

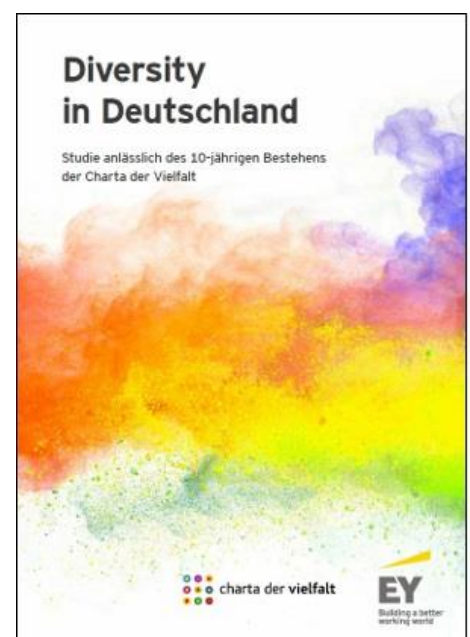
(e.g. new resources, new partners etc.)

- Charta der Vielfalt is still part of governmental program "**Network Integration through Qualification (IQ)**". main project: **Germany's Diversity Day** → increase visibility of diversity in Germany
- Cooperation with **SRH University** and **ddn** (demography-network) to realize five workshops with topic diversity in five different cities. This continues the workshop-tour we did in ten different cities because of our ten-year anniversary in 2016 (see below).

3. Activities & Events

(e.g. publications, exchange visits and other events)

- Because of our **ten-year anniversary** we organized a **work-shop tour** in ten different cities. This was hosted by some of our members.
→ 551 participants, 47 workshops, 13 trainer
- We **celebrated our anniversary** in November with 200 high-ranking guests (economy, politic, society).
- Our annual **conference "DIVERSITY 2016"** took part in November with 300 experts and interested guests. Topics e.g.: Inclusion, diversity in communication, diversity in research, overview about developments in the past and presence
- Together with our board member EY we published a **study about diversity management in Germany** in November.
→ 18 interviews with executive board members, 350 signatories filled in



the online survey, 250 other companies took part at our telephone survey (results in English will be on Basecamp asap)

- We organized the **third meeting of our Task Force Refugees** in December with participants from companies, politic, society and NGOs



Hungarian Diversity Charter

1. Strategic updates

(e.g. acceptance of new members/ total number of signatories, new operational strategy etc.)

The 2017 concept of the Hungarian Diversity Charter is:

Focusing on the process: how to increase workplace diversity in general.

1. step: Engage leaders and employees
2. step: Set a diversity goal
3. step: Measure the present, create a framework, a plan,
4. step: Take action
5. step: Measure the development

We have a 4-years strategy plan for the steps above. 2017 will be the year of engagement. We will put emphasize on our communication, on the relationship with the CEOs, HR directors, civil partners.

We launched the Hungarian Charter in 2016 Autumn with 50 signatory company. Now the total number is 52 companies.

2. Organizational updates

(e.g. new resources, new partners etc.)

We have a Charter Secretary who is responsible for the social media communication, updating the official webpage, all the administration task regarding the signing/joining.

3. Activities & Events

(e.g. publications, exchange visits and other events)

This year we will organize in the end of May the “Diversity Culture Week” and in the Autumn we are planning to organize a Diversity Bal and Signatory ceremony.



Diversity Charter Ireland

1. Strategic updates

(e.g. acceptance of new members/ total number of signatories, new operational strategy etc.)

- DCI were actively involved in organizing the very successful 7th International Diversity Forum in Dublin in October 2016
- The inaugural DCI Practitioner's Forum was held on October 19th 2016
- Twelve new members signed the Diversity Charter at events in September and October 2016 and in January 2017
- We now number 45 members in Diversity Charter Ireland (DCI)
- Work is currently underway to progress CPD pathways in equality and diversity for DCI members
- This initiative is based on membership feedback following the International Diversity Forum in Dublin
- Active recruitment of new members continues ahead of the next signing event planned for late Spring

2. Organizational updates

(e.g. new resources, new partners etc.)

- An inter-organisational steering group has been established to explore ways of improving and resourcing continued professional development opportunities

3. Activities & Events

(e.g. publications, exchange visits and other events)

- A number of successful DCI signing events were held in late 2016/early 2017 at which twelve new members signed the Charter
- Two signing events are planned for 2017, one later this Spring (April/May) and the second at the end of September.
- We are currently developing a follow-up survey amongst members of the Diversity Charter in Ireland.
- In particular this survey will focus on an in-depth exploration of members' diversity training requirements



Carta per le Pari Opportunità

1. Strategic updates

(e.g. acceptance of new members/ total number of signatories, new operational strategy etc.)

Fondazione Sodalitas as Secretariat of the Italian Diversity Charter is planning to launch a survey on diversity practices in order to contribute to the European Platform questionnaire. The survey will be composed of 10 general questions on diversity management and 5 specific questions on cultural and religion diversity. The specific focus on religion will also contribute to the preparation of a bilateral workshop co-organized by Fondazione Sodalitas and Charte de la Diversité that will take place in Milan in May 2017.

2. Organizational updates

(e.g. new resources, new partners etc.)

In order to have a major institutional support to relaunch the promotion of the Charter, we are waiting for the next steps of the new government, in charge as by December 2016.

3. Activities & Events

(e.g. publications, exchange visits and other events)

On the 29th of November 2016, Fondazione Sodalitas organized a workshop on demographic trends and employment. The event was open to HR, CSR and Diversity Manager and it focused on the issue of age management and relations among different generations at the workplace. Alessandro Rosina, Professor at the Catholic University of Milan, explained that in Italy the population is aging quickly: in 2050 38.7% of men and 43.9% of women will have more than 60 years. This phenomenon, coupled with the effects of the recent pension reform, significantly increases the age of the workforce and pushes companies to rethink the relationship between generations and the values in which the company is recognized.



Diversity Charter Lëtzebuerg

1. Strategic updates

The Committee for the Diversity Charter Lëtzebuerg will be renewed in 2017: a new partnership agreement was established after a 5-year commitment with the privileged partners which are – PwC, Sodexo, RBC, Deutsche Bank and OLAI (Ministry for Family and Integration).

In 2017, the Committee will open up to 3 more organizations to extend the diversity of the represented organizations. The financial participation will raise from 6000€ to 7500€.

- The next annual signing ceremony will take place on 21 March 2017.

2. Organizational updates

- The practical guide on the employment of third country nationals for employers financed with an AMIF fund is currently being finalized (proofreading before lay out).

- The project “Employers come out!”, on LGBTI in the workplace, submitted by IMS with 5 other Diversity Charters (CZ, SE, EN, IT, NL) was rejected by the EU Commission.

3. Activities & Events

- September/October: second preparatory workshops and Job-Café of the “(Handi)Cap Emploi” project, aiming to promote the inclusion of people with disabilities into the ordinary labour market.

The first series of workshops and Job-Café back in February/March have had a success rate of 30% (30% of the candidates were offered a job after the event).

-September/October: Diversity Networks – exclusive events for our signatories – on the gender pay gap and the place of diversity within the corporate strategy.



- October: conference on burn-out to raise awareness among Diversity Charter signatories and IMS members on the risks connected to burn-out and how to identify them.

- November: Conference in the framework of the International Day of People with Disabilities – presentation of the Diversity Charter and the “(Handi)Cap Emploi” project.

- November: Diversity & Business Barometer 2016: 138 signatories of the Charter have responded to the questionnaire to identify the practices with regard to diversity policies. The results were communicated through a press conference.

- December: Diversity Network to disseminate the results of the barometer.
- January: Preparation workshop for the Diversity Day to inspire companies to act and elaborate on potential common actions.
- Upcoming Events: Diversity Day and Awards on 11 May.



Polish Diversity Charter

1. Strategic updates

(e.g. acceptance of new members/ total number of signatories, new operational strategy etc.)

- During last 6 months we have accepted 20 new signatories including big, small companies and above all also Municipality Office of the City of Poznań,
- For this moment Polish Diversity Charter has 162 signatories (+40 since January 2016).

2. Organizational updates

(e.g. new resources, new partners etc.)

- New strategy: it has been decided to focus activities in upcoming year on the topic of age management.
- New media patronage of weekly newspaper "Polityka".

3. Activities & Events

(e.g. publications, exchange visits and other events)

- Warsaw Diversity Day (open air event) – June 18, 2016
- Publishing a new edition of the guide to the Polish Diversity Charter "Diversity Unites us" – both in Polish and English
- Patronage over "Miss Poland on the wheelchair 2016" – July 2016
- Participation in 7th EU Diversity Charter Annual Meeting in Dublin – October 2016
- Patronage over Diversity Forum in Forum – November 9, 2016
- "Miasteczko Różnorodności"/"Diversity Town"- meeting on diversity in labour market – now and in the future. Event organized together with Polish Diversity Charter's main partner Orange Polska.
- Diversity management case studies exhibition organized during the biggest CSR Fair in Poland "6. Targi CSR" November 17, 2016
- Meeting on empowering women in business – November 23, 2016.

Carta Portuguesa para a Diversidade (Portuguese Diversity Charter)



1. Strategic updates

The Portuguese Diversity Charter has currently 105 signatory organizations: 6 Public/Governmental organizations; 8 Public/Local Governmental Organizations (municipalities); 18 Private, non-profitable

organizations (3rd sector); 62 Private/profitable organizations (enterprises); 7 Employers/Professional Organizations and 4 Teaching institutions/universities.

In the 31st March 2016, it was held the public session of the Charter presentation, where 80 organizations signed the Charter. Along with the presidents/CEO of the Charter Promoter Organizations, the session had the presence of 2 members of the Government in charge of Diversity areas: the Secretary of State for Equality and Citizenship and the Secretary of State for the Inclusion of persons with disability.

The Charter Executive Board is integrated by the High Commission for Migration (ACM, I.P.) ; GRACE ; Agha Khan Foundation Portugal ; ISCTE-IUL (University) ; Commission for Equality at Work ; Commission for Equality and Citizenship ; National Institute for Disability. It combines public and private organizations, along with one university.

- 2. Organizational updates

The Charter Secretariat is currently integrated by three organizations: the High Commission for Migration (Public and governmental organization); Agha Khan Foundation Portugal (private organization) and GRACE (representing the private and profitable organizations). Among the tasks, it is up to the secretariat to support the Executive and Counseling Boards, as well as the working groups functioning and signatory organizations.

2.1. Production of the Charter functioning rules.

Based upon a proposal from the Charter Promoters, the signatory organizations were invited to a meeting, held on the 8th July 2016, to discuss and agree on the Charter functioning rules. There were 19 representatives from 12 organizations.

2.2. Creation of the Charter Counseling Board

With the objective of counseling the Executive Board, as well as to convey opinions whenever necessary, it has currently 9 organizations: L'Óreal Portugal (presides this Board); BNP Paribas; ILGA Portugal (LGBTI organization); EDP; LyD; Deutsche Bank; IEFP (governmental organization for the employment and training areas); ANIMAR (a private, non-profitable organization for local development) and APSHSTDC (a NGO for Development on the Health and safety Working Conditions).

2.3. Creation of 3 working groups

Related with the needs felt in the launching and disclosure, the involvement of the signatory organizations has been a key principle for the Portuguese Diversity Charter. After a meeting held in June (see detailed information in 3.2.) it was decided to create 3 working groups: Concepts and Practices Sharing Group; Diversity Stamp Group and Report and Monitoring Group. The Groups have been working since September 2016.

Also, reflecting the need of a major investment on the Charter Communication (internal and external), in the January's plenary the organizations with interest in this area organize themselves becoming the 4th working group in functioning.

2.4. Funding opportunities

The Portuguese Charter, through GRACE, was selected for funding within the Small Scale Actions, under the LGBTI priority.

Also, it received funding from the Secretary of State for Equality and Citizenship (government).

3. Activities & Events

3.1. Production of IEC materials

There were produced (in electronic format) two materials: Brochure "14 Ideas to Promote Diversity" and a Flyer "The Portuguese Diversity Charter".

3.2. Meetings

Along with the Executive and Counseling Board regular meetings, two plenary meetings took place on the 21st June 2016 and 17th January 2017: In the first one the 3 working groups were created; in the second one, the Executive Board gave feedback on the work done until then and presented the 2017 working plan.

It is important to stress that the working plan is the result of the signatory organizations contributions/proposals. It is divided in three priorities: 1. To sensitize, Inform and Train; 2. To Communicate; 3. Practices Sharing and Recognition.

The Portuguese Diversity Charter

E-mail: cartadiversidade.pt@gmail.com

Spanish Diversity Charter



1) Strategic updates:

Since June 2016, 95 new organizations have signed the Diversity Charter in Spain, we currently have 802 enterprises which are committed towards the initiative. We consider one of our strengths the adherence of new signatories to the Spanish Charter. One of our strategic goals is to continue on widening our network in order to have more impact within the Spanish society, this action is carried out by having new institutions adhering to the diversity charter. In addition, we want to continue contributing towards the process of social change by focusing on the adhesion of public institutions such as city councils. We promote and disseminate the Diversity Charter Principles within the private and public workforce and we encourage them to not only join but to comply with it.

2) Organizational updates:

We have continued to work the LGBT dimension of Diversity, and it is one of the main areas within our organization. Our objective is that this group is included and represented within the work force. We have partnered with the FELGTB (Federación Estatal de Lesbianas, Gais, Transexuales y Bisexuales), in order to establish more concrete actions. We have urged our members to participate in the first Annual Report “EMIDIS”, the EMIDIS program is a pioneering study that analyzes and compiles good practices in the management of sexual and gender diversity, and it provides participants with an analysis of their work in this area. In addition, this study aims to be a tool that helps companies, organizations and administrations to work on sexual and gender diversity, providing recommendations for improvement. Moreover, in our commitment to promote LGTB diversity management, we participated in the “I Corporate and Institutional Congress: LGTB Friendly”, organised by the “Asociación Española de Empresas Gay Friendly” - EGF Group, on the 10th and 11th of June. During this event, the opportunities and improvements which have been originated from the implementation of LGTB policies within institutions and companies, were shared. Finally, we expect to gather substantial data with regards to LGBTI target policy implementation, after carefully reviewing the Charter renewal survey we distributed among our members.

3) Activities & Events:

On September 30th the Diversity Lab was held, this is a study that evaluates and measures the relationship between innovation and diversity. The group focused on the collaboration of Instituto de Empresa and Fundación Diversidad. The objectives of the Diversity Lab were comprised of three points; Try to measure how diversity and innovation complement and connect with each other, measure the results and give a context, and finally see how the relationship between the two evolve. The early results revealed that innovation and diversity are positively

interconnected. There are different types of relationship between innovation and diversity, because different types of innovation demand different types of diversity.

We carried out the 2nd edition of the Diversity Management Awards. These awards aim to recognize initiatives that incorporate diversity management models that focus on; integration, equal opportunities for all employees and sustainability. As an essential requirement, all participants had to be members of the Diversity Charter. The awards were composed of three categories; best practice of a small to medium size enterprise, best practice of a large enterprise and best practice of an enterprise with its headquarters in a third country within the European Union.

On the 27th and 28th of April we will celebrate our first International Congress: Diversity Management as a source of innovation and competitiveness. We expect to have the presence of 1,500 participants representing the private sector, the academic community and the public sector. The topics to be addressed during the international congress will be the implementation of public policies along with cooperation strategies, training and management (with experts at local and international level in each area). From the conclusions reached from the congress we expect to draft a guide in order to improve diversity management within the organizations.



Diversity Charter Sweden

Diversity Charter Sweden

1. Strategic updates (*e.g. acceptance of new members/ total number of signatories, new operational strategy etc.*)

- 55 members and a couple of interested companies that wants to learn more before they become members.

2. Organizational updates (*e.g. new resources, new partners etc.*)

- Communication strategist hired
- Renewed agreement with Diversity Challenge Program. The program arrange network meetings, case events, university activities and internships for partners and candidates. DC Sweden are being introduced on a yearly basis.

3. Activities & Events (*e.g. publications, exchange visits and other events*)

- Participated in Swedens largest Diversity and inclusion conference Working for change with the ambition to improve integration on the labor market.
- Our president Katarina Önell was awarded Ambassador of Working for Change based on her use of diversity data and communication.
- 2 Friday Knowledge Events:
Do's and don'ts when working for diversity
A Europe in change
- Participated in the annual Diversity Charter Europe-meeting in Dublin, having one of our signatories IBM as key note speaker along with our board member Åsa Billme.
- Launched our first local charter in Linköping, 200 km south of Stockholm which is part of our vision to expand across the country and as a result from our previous READ project.
- Arranged a local event at our signatory Volvo Cars in Gothenburg to continue reaching out with regional activities.
- Arranged two seminars during the political week in Almedalen to market the Charter and share learning. One of the seminars we were proud to have Marie Hegarty from the Irish charter as key note speaker..

Diversity Charter The Netherlands Diversity at Work



1. Strategic updates

Number of signatories: 80 private and public organisations, amongst them 8 branch or umbrella organisations, like: SME Rotterdam, SME Amsterdam, the general union for private employment agencies (ABU), the Federation of cultural enterprises, including museum, libraries and theatres in the Netherlands.

Among the new signatories: Alliander, Atos, ABP, Netherlands, Microsoft, Manpower group, SME platform (400 member companies), 4 fire brigades, Casa 400, Office, UWV.

There is a large variety of signatories: national and international companies, big enterprises and SME's, public organisations. The fire brigades aim to change currently consisting of nearly 99% male, with a Dutch They will employ more women and ethnic minorities. At time the national academy of the fire brigades where professionals and volunteers are educated, will include inclusion in their curriculum.

Charter meetings:

23 June 2016: sustainable employment for personnel disability.

14 October 2016: Knowledge meeting about cultural inclusiveness at the workplace.

8 November 2016: The role of Employee Resource diversity & inclusion. Host: Rabobank

6 December 2016: Diversity as a business case. Host: Microsoft

26 January 2017: Work-life balance. Host: Nuon (part of the Swedish company Vattenfall).

2



Deloitte the Amsterdam Fruitful

private and their teams background. the same



diversity and

with a

Chief firebrigade Haaglanden and the academy of firebrigades signing the Diversity Charter

Groups for

2. Organisational updates



Platform of police with chronic diseases

Employee Resource Groups (ERG) appear to be key in improving diversity and inclusion in the workplace. *Diversity at Work* listed a total of approximately 140 ERG's of the signatories. The majority of ERG's consist of gender and LGBTI networks. Together with the Rabobank *Diversity at Work* organized a national

conference for ERG's presenting videos of six different ERG's (LGBTI, women, policemen with =chronic diseases, ethnic minorities and

older employees) and a knowledge document about the potential role of ERG's for D&I.

Diversity at Work brought together experts and representatives of organisations of ethnic minorities to collect data and best practices about cultural inclusion in the workplace. We compiled a document about this theme which will be presented= at a special event in the Melkweg Amsterdam to the Charter signatories on the 15th of February.

3. Activities & Events

Knowledge document:

- The potential role of ERG's
- Work-Life balance to contribute to gender diversity
- Cultural inclusion in the workplace.

Monthly digital newsletter about *Diversity at Work*.

Our website: www.diversiteitinbedrijf.nl

Social media:



Diversiteit in bedrijf
144 Followers



@CharterDiv
[Followers 365](#)



Representatives of the Employee Resource Groups

Internet videos:

- Gender: UWV
- LGBTI: IBM
- Labour disability: Police with chron diseases
- Age: older personnel of Rabobank
- Culture: foundation of multicultural armed forces and the network of multicultural civil servants