Diversity Charters across Europe

Working Group 26 June 2009 Session

Success Factors for Promoting Diversity Charters in Europe

Discussion Report

Attended:
- Audrey Leenaert, Territorial Compact for Employment in Brussels, Brussels Diversity Charter
- Myrta Casanova, IEGD, European Institute for Managing Diversity, Spanish Diversity Charter
- Henri de Reboul, IMS-Entreprendre for the City, French Diversity Charter
- Fella Imalhayene, IMS-Entreprendre for the City, French Diversity Charter
Introduction by Henri de Reboul, IMS-Entreprendre pour la cité

1. Europe has issued a call for tender to build a new exchange platform between diversity charters in Europe
   a. In Spain: tender issued by Pau Education, a company providing services and consulting in education and social development
   b. In France: no known tender
   c. In Belgium: request for information issued

   The outcome of the call for tenders will be announced in December 2009.

2. Overview of the “United Against Discrimination in Employment” project, underpinned by the French Diversity Charter
   a. European plan
      • Discussion on key success factors for promoting the Diversity Charter in Europe
      • Discussion about key success factors for putting together a network of national partners
      • The report on common factors between diversity charters in existence today, with a view toward building a European charter on diversity has been submitted to the European authorities
   b. National Plan (in France)
      • A company mobilisation kit aimed at local Diversity Charter partners
      • Support for events promoting the Diversity Charter in the regions
      • Day-to-day activities: update Diversity Charter web site, send out newsletter, create Web site in English

3. Review of work agenda for the day
   • Overview of Diversity Charters
   • Promoting Diversity Charters with companies
   • Promoting Diversity Charters in the regions
Overview of the Spanish Diversity Charter by Myrta Casanova, IEGD, Fondacion par la diversidad

1. Spanish Diversity Charter Inception

The Spanish Diversity Charter was drafted on the basis of European Directives on anti-discrimination. It was initiated on 17 March 2009 in Madrid, at the Ministry of Equal Opportunity.

Alongside the Spanish Diversity Charter, there exists a certification issued by the Ministry for Equality.

What are the differences between the two initiatives?

<table>
<thead>
<tr>
<th>The Spanish Diversity Charter</th>
<th>The Ministry for Equal Opportunity Certification</th>
</tr>
</thead>
<tbody>
<tr>
<td>• European dimension</td>
<td>• Local dimension: based on Spanish law</td>
</tr>
<tr>
<td>• Based on anti-discrimination</td>
<td>• Based on equal opportunity</td>
</tr>
<tr>
<td>• Based on all discrimination criteria</td>
<td>• Highly focused on equal opportunity between men and women</td>
</tr>
<tr>
<td>• No audit, voluntary basis</td>
<td>• A Ministry-run inspection ensures that the company is in compliance with the Spanish law on equality</td>
</tr>
</tbody>
</table>

The Minister for Equality supports the Diversity Charter insofar as the latter makes it possible to expand the spectrum of diversity criteria addressed, as compared to that covered by Spanish law.

2. The Spanish Setting

Spanish legislation on anti-discrimination is very far along as concerns sexual orientation, disabilities, work-life balance and gender equality in the workplace.
Focus on Immigration

The communities present in Spain, by size

<table>
<thead>
<tr>
<th>Immigrant communities by size</th>
<th>Key integration characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chinese community</td>
<td>Forms a closed economy, immigration in large part illegal, the largest immigration community</td>
</tr>
<tr>
<td>Latin American community</td>
<td>Easy integration due to language and culture</td>
</tr>
<tr>
<td>Romanian/Gypsy community</td>
<td>Very community-oriented</td>
</tr>
<tr>
<td>Communities of African descent</td>
<td>Smallest community in terms of number, seasonal immigration, resulting primarily from agriculture and the harvest season</td>
</tr>
</tbody>
</table>

3. Spanish Diversity Charter Development

- Diversity Charter drawn up by a group of 96 enterprises
- Support from the Ministry for Equal Opportunity
- Leading corporations have expressed their commitment on the issue: Telefonica, Endesa, BBVA, Sodexo.
- Partnership set up with institution to promote effort: employer unions, foundations, immigrant advocacy associations. These institutions sign partnership agreements and become members of the Foundation for Diversity.
- A list of service providers interested in working with companies to implement their diversity process has been put together and will be published online, provided there is funding.
- A foundation has been created to promote the Diversity Charter: Fundacion para la diversidad
4. Operating Mode

Foundation Creation

The Foundation was instituted by IEGD and Foundation Alares, which is dedicated to issues on work-life balance.

The Structure Explained:

- **Founding Members and Board** are the decision-makers. The Board is made up of 4 Alares members and 4 members of the IEGD.
- **The Executive Committee** works on specific projects: putting together a forum, creating a Diversity Watchtower.
- **The Scientific Board**: carries out research; currently three requests from the Ministry for Equal Opportunity,
  - What is the degree of awareness about diversity in public sector employees?
  - What is the degree of awareness about diversity in private sector companies?
  - Events held to report on completed studies
- **The Communication Committee**: tracks press fall-out, determines communication strategies
- **Technical Committee**: works in connection with experts and universities to carry out research
- Diversity Charter signatories: any signing company
- There is no charge for signing the Diversity Charter. However, if companies wish to receive support, they pay dues ranging from EUR 150 to 200. This makes them “participating members”.
- The institutions that sign partnerships to promote the Diversity Charter become institutional members. Membership is free for them, but they commit to spread information.

Possible sources of funding:

- Member dues
- Sale of research findings
- Event sponsoring
- Requests for funding from the European Commission

Human Resources

- One person in charge of managing the Foundation, formerly responsible for an association of human resources directors, which has a very broad network.
- Support in terms of communication and event organisation is provided by employees from Alares, the founders of Fundacion para la diversidad

Diversity Charter Deployment Method

- Through awareness-raising action on the part of member institutions (holding events, in particular)
- By looking for regional institutions and putting them in touch with local authorities from each region (17 administrative regions)
- By signatory companies themselves

Spanish Diversity Charter Tools

- Web site
- Online training
- Brochures
- Promotion Kit for each signatory company
Exponential growth of diversity is the greatest social change of the 21st century. Today, nobody can deny the evidence of major presence of women in the work place, the increase of immigrant populations, variety of cultures, lifestyles or different sexual orientation. In this context, human resource management in companies must challenge the underlying notion of traditional practices, that the community of people working in an organization constitute homogeneous and non-differentiated groups. On the contrary, it is a fact that the workforces is conformed by individuals who have different personal skills, as well as other demographic, cultural and social profiles. Therefore, interaction between workers with very different needs, attitudes, values, motivations and potential contribution, is highly probable.

The companies that sign the Diversity Charter of Spain do so voluntarily and commit comply with equal opportunities and antidiscrimination legislation and to adhere to the following basic principles:

- Create Awareness: regarding the principles of equal opportunities and respect for diversity, which should be included in the values of the company and disseminated to employees.
- Make progress in the building of a diverse workforce: by fostering the inclusion of people with diverse profiles (regardless their gender, race, nationality, ethnic origin, religion, beliefs, age, sexual orientation, disability etc.
- Promote Inclusion: effectively integrating people, avoiding any type of discrimination (direct or indirect) in the workplace.
- Consider Diversity in all the Management Policies: making diversity management not just a practice of human resources, but a transversal factor that underpins all decision making in managing people.
- Promote conciliation by balancing work, family, and leisure time: organizations should establish mechanisms that allow balancing of work life, family and personal life of all workers.
- Acknowledge customer diversity: organizations be aware of customer profiles, acknowledging that their diversity also is a source of innovation and development.
- Disseminate and communicate the commitment to employees: the commitment that the organization acquires by signing the Diversity Charter of Spain should be shared throughout the company.
- Disseminate and communicate the commitment to supplier companies: inviting them to join the community of companies in Spain that adhere voluntarily to the commitment set forth in the Diversity Charter.
- Disseminate and communicate the commitment to external stakeholders, such as public administrations, organizations, associations, and unions.
- Give visibility to activities that support anti-discrimination, as well as results obtained from diversity policies featured in the annual report of the company.
Overview of Belgian Diversity Charter, by Audrey Leenaerts, Territorial Compact for Employment in Brussels

1. Timeline: From Anti-Discrimination to Pro-Diversity

<table>
<thead>
<tr>
<th>Date</th>
<th>Event, Legislation</th>
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<tbody>
<tr>
<td>30 July 1981</td>
<td>The “Moreaux” Act, against racism and xenophobia</td>
</tr>
<tr>
<td>1997</td>
<td>The ILO (International Labour Office) releases a study on discrimination in Europe, with very poor results for Belgium. The Regional Compact for Employment seized upon the topic and set up awareness-raising sessions</td>
</tr>
<tr>
<td>1998 -2005</td>
<td>Discussion focuses solely on anti-discrimination</td>
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<tr>
<td>2001</td>
<td>European Directives</td>
</tr>
<tr>
<td>2003</td>
<td>Attempt to incorporate Directive into Belgian law triggers strong political opposition</td>
</tr>
<tr>
<td>2004</td>
<td>A new study is carried out in Brussels with poor results</td>
</tr>
<tr>
<td>2005</td>
<td>Discussion no longer refers to anti-discrimination, but pro-diversity</td>
</tr>
<tr>
<td>19 December 2005</td>
<td>The Brussels Diversity Charter is issued and signed by some fifty companies</td>
</tr>
<tr>
<td>June 2006</td>
<td>A team of 3 consultants is put together, to implement the Diversity Charter in companies</td>
</tr>
<tr>
<td>May 2007</td>
<td>The first action plans are launched in companies</td>
</tr>
<tr>
<td>2007</td>
<td>Three Belgian laws are put forth to incorporate European regulations into the legislation</td>
</tr>
<tr>
<td>4 September 2008</td>
<td>Belgian laws and European Directives are incorporated into Brussels law</td>
</tr>
</tbody>
</table>
2. **Regarding the Territorial Agreement for Employment/Structure in charge of the Diversity Charter**

In 1998, the **Territorial Compact for Employment** is founded and takes up the issue of anti-discrimination.

The Territorial Compact is an informal platform of Brussels-based partners working in employment. It is run by a group of some 25 partners, most notably the Ministry of Employment in Brussels, worker representatives, employer representatives and the Federation for Socio-Professional Integration.

One of the Compact’s partners – Actiris, the regional employment office – has applied the Territorial Compact on Employment to its own employees. The Territorial Pact for Employment is an independent service of the Brussels Regional Office for Employment.

The Territorial Compact addresses all employment-related issues and work has been carried out to align supply and demand on critical functions and on job promotion.

The Territorial Compact held, from as early as 1998 and up to 2005, awareness-raising seminars in anti-discrimination dedicated to various business sectors.

3. **Diversity Charter Launch and Creation of Brussels Action Plan**

The Brussels Diversity Charter was launched on 19 December 2005, by the Ministry for Employment in Brussels, in conjunction with the Brussels Enterprise Confederation. To date, it has been signed by some fifty companies. It originated from a business community action; the workers’ unions were not involved.

The Brussels Diversity Charter includes such aspects as: the institution of an action plan for diversity in companies, along with consultants.

Six months after the launch (June 2006), a team of consultants was set up to support the companies in implementing the Diversity Charter. Their first task was to meet with the signatory companies in order to understand the reasons behind their commitment and their needs in terms of diversity.

Once that was completed, the consultants’ work turned to the creation of a **diversity action plan**. The action plan was then approved by the regional authorities and instituted in companies for the first time, in May 2007.

4. **Content of Diversity Action Plan**

The Action Plan was implemented immediately upon the institution of the Diversity Charter.

   a. Qualitative and quantitative diagnostic review of diversity in the company. Based on specific criteria (origin, age, gender and disability). The most recent decision established a new target population for diversity initiatives: under-educated individuals. The diagnosis was based on a questionnaire to be filled out.
b. Action plan set out, along four avenues
   • Selection, hiring
   • Personnel management (arrival, training, mentoring, life-work balance)
   • Communication and in-house awareness-raising
   • External positioning with respect to suppliers, competitors and future applicants

The plan was instituted for a two-year period. It is 50% funded by the Brussels Territorial Compact, for up to €10,000. The first segment was paid out from the start of the action plan’s implementation, the other at the end of the two-year period.

Companies are tracked throughout their plan, with an average of three meetings per year. They need guidance, particularly with regard to the associations or structures that can most effectively support them in their action plan.

The action plan is the same, whether for small, medium or large companies; the support they receive, in contrast, differs. The companies require more support; in terms of processes, everything remains to be created, from the ground up, above all, the creation of a formal job description for the hiring process up to performance review.

The dynamic is building on its own and does not requiring any particular promotion – the support initiatives attract new companies on their own.

Focus on Origin

In Belgium, where immigration is concerned, the population is most often of Italian (3rd or 4th generation) or Moroccan descent (3rd generation). Most of them have Belgian nationality.

During the Action Plan’s diagnostic stage, it was revealed that companies often used family name to determine the origin of prospective employees. Communication initiatives were set up to address companies and inform them of the benefits of diversity, so that the evaluation process would not be based solely on nationality.

In Belgium, the law does not prohibit such measures, rather, there is a void in the law that makes them possible.

Action in Addition to the Diversity Plan

• Events held over shorter periods of time, such as peer exchange lunches
• Web site
• Quarterly newsletter
• A brochure announcing the institution of a diversity approach
5. Regional Charters in Belgium

The three regions of Belgium provided €10,000 in funding for the first Action Plan. The regions work separately, however, when it comes to developing a tool to promote the Diversity Charter within their areas.

a. The Wallonia Diversity Charter
   After signing, the company receives a list of consultants with which it can work to bolster its diversity process.
   The main issue in the Walloon region lies in senior employment.

b. The Flemish Action Plan
   Since 2002, public sector consultants have been available to work with companies as they implement their diversity action plans.
   There are different levels of plans:
   - A “light” plan (single initiative or analysis),
   - A traditional plan,
   - And a growth plan, which is no longer funded by the region.
   - A plan involving different locations (e.g., different Carrefour locations)
   The key issue in Flemish Belgium is senior employment.

c. The Brussels Diversity Charter
   - Adapted to private enterprises
   - Adapted to the non-profit sector (associations, etc.)
   - Adapted to the public sector

   The main issue in the Brussels region is discrimination based on ethnic origin and integration of young applicants (often of foreign descent)

d. The Belgian Diversity Label

This label exists at the national level, managed by the Federal Employment and Labour Authority. It was awarded for the first time in March 2007 and is based on a continuing improvement policy. The label focuses on three aspects of corporate diversity efforts: company culture, human resources management processes overall and equality in the workplace.

**Human resources:** 7 consultants are currently in place, supporting 20 action plans. (2009 target: 35 action plans implemented)

**Territorial Compact for Employment Funding**

- Regional funds
- European funds
La diversité sur le marché de l'emploi en Région de Bruxelles-Capitale

Charte de la diversité bruxelloise

PREAMBLE

Businesses in the Brussels Capital Region operate in a context of market internationalisation. The key role played by Brussels within the European Union means that they are constantly exposed to other cultures and other languages, which enables them to seize fresh opportunities and to promote innovation both within Brussels and abroad.

Businesses greatly appreciate this pluralism, which generates economic and social added value. They also recognise the acuteness of the unemployment issue and its consequences across our region.

They are aware of the need for diversity management in terms of the employment of people of different origins, disabled people and experienced workers, as well as the need to secure equal professional opportunities for men and women.

COMMITMENTS

In the light of these observations, as well as the opportunities and constraints associated with them, makes the following commitments:

- To ensure, with regard to the executives and staff involved in recruitment, training and career management, that both campaigns are mounted to raise awareness and training is given on the challenges of non-discrimination and diversity;

- To promote and respect the application of the principle of no discrimination in all its forms and at all stages in human resources management, particularly during the recruitment, training, skills evaluation and professional career development of its staff members;

- To strive to reflect the diversity of Brussels’ civil society, specifically its cultural and ethnic diversity, within its full staff and at all qualification levels, this approach being tailored to the specific features of the company and based on objective criteria linked to job requirements;

- To give concrete form to the diversity policy within the company and with respect to its specific features, through the introduction of a diversity plan, drafted if needed with the help of a diversity consultant, put at the company’s disposal by the Brussels Region;

- To communicate the commitment to non-discrimination and diversity, the actions implemented, the practices employed and the results achieved, both at company level and towards the competent authorities.
Done at
on........................
Signatory company
Overview of the French Diversity Charter, by Henri de Reboul, IMS-Entreprendre pour la Cité, Diversity Charter Secretariat General

1. Overview of IMS-Entreprendre pour la Cité and Secretariat General of Diversity Charter

IMS-Entreprendre pour la Cité is an association with 200 member companies, receiving support as they implement their corporate social responsibility plans. Since September 2005, IMS has been home to the Secretariat General of the Diversity Charter, which is in charge of promoting the Diversity Charter and capitalising on best practices.

Today, the Charter’s Secretariat General is made up of a team of two people, one in charge of administrative aspects and the other of promoting the charter itself. The team works under the leadership of the IMS-Entreprendre pour la Cité Delegate General.

2. Discrimination in France: General Background

a. The Occurrence of Discrimination

An independent administrative authority (The French Equal Opportunities and Anti-Discrimination Commission, HALDE) in charge of recording reports of discrimination and writing them up in its own Annual Report. In 2008, the number of cases filed with it increased by 25% (7,788) compared to the previous year.

65% of the cases had to do with employment, 29% with discrimination on the grounds of origin, 21% with disability and 7% with age.

Another recent study showed that 28% of private-sector employees feel they have been a victim of discrimination once in their lives.

b. From the Legal Standpoint

The European Directives from 2000 were incorporated into national law in 2001.

Many laws exist in provision for each grounds for discrimination.

As regards equality in the workplace, there is an equal pay requirement and companies with more than 50 employees must carry out a benchmarking test each year.

Pertaining to age, enterprises with more than 50 employees must all be covered by an agreement or an action plan, with target figures on senior recruitment, from as early as 2010.
On disabilities, enterprises with over 20 employees must ensure that 6% of their staff is made up of disabled workers; if this is not the case, they must pay a penalty fee, which will be increased from 2010 on.

3. Launch of the French Diversity Charter

Up to 2004, French companies were in denial as to the existence of discrimination and, more specifically, that on the grounds of origin.

In 2004, a publication entitled “Les oubliés de l’égalité des chances” [By the Wayside of Equal Opportunity], from a think tank chaired by Claude Bébéar, put forth the idea of a Diversity Charter which companies would sign to make a commitment against discrimination and in favour of diversity. The work stirred received significant media attention.

During Year 2004, following the publication, a working group composed of enterprises was instituted and began to work on drafting the charter.

On 22 October 2004, the Diversity Charter was launched and signed by 33 companies. Five structures, including one public entity, became partners. The IMS was a partner from the outset.

4. Diversity Charter Operating Principles

There exists a Diversity Charter Guidance Committee, which meets three to four times each year. These can be likened to charter governance meetings and it is there that the action plans are approved. Above all, it is place for the national partners to the Diversity Charter to exchange information.

The Diversity Charter is promoted in connection with the national partners and local partners in the regions. They all sign a partnership agreement.

a. The Charter’s National Partners (18 partners as of June 2009)

The partners to the Diversity Charter are responsible for promoting the Charter in their respective communities, take part in promotion events and help support the signatories. Partners can be public or private, ranging from company federations, chambers of commerce and industry and trade chambers. They can also be associations.

b. Local Partners (21 local partners in June 2009)

The Diversity Charter’s local partner signed a convention with the Secretariat General of the Diversity Charter, thereby committing on several points:

- Promoting the Diversity Charter with companies in the territory, by holding one or more awareness-raising events
- Securing the signature of other companies
- Supporting them in implementing the Diversity Charter.

Today, there are 21 partners covering 12 regions.
c. **Promoting the Diversity Charter**

Thanks to the involvement of the Diversity Charter’s local partners, many events are held in France to promote diversity; it is at such events that the enterprises sign the charter. The press is present, as are local officials.

d. **Promotion Tools**

- Events supported
- National or local-level events which we organise (Tour de France, Quartier libre pour l’emploi)
- Communications media (brochure introducing the Diversity Charter)

e. **Corporate Support Tools**

- Newsletter: 4,500 subscribers
- Web site: approximately 200 hits per day
- The reporting questionnaire
- An assessment tool (under development)

f. **Company Commitment**

When a company signs the Diversity Charter, it commits to report annually on its action in favour of diversity. For this purpose, it is sent an online questionnaire covering each item in the Diversity Charter. Its responses are published online directly, at the Charter Web site, just after its ID card.

It also commits, when it has more than 500 employees, to issue a press release to that effect when it signs.

In 2008, the information reported on company initiatives was reviewed in a study entitled, “The Diversity Charter – A User’s Manual”. It showed that, while companies did work to institute more objective HR processes, particularly where recruitment is concerned, little action had taken place on assessment, social dialogue and career development.
5. Diversity Charter Signatory Trends

Number of signatory companies

- **Number of new companies per year**
- **Number of signatories**

The chart shows a steady increase in the number of signatory companies from 2004 to 2008, with a significant rise in the later years.
Promoting pluralism and seeking diversity through recruitment and career development is an opportunity for companies to progress. Such strategies improve efficiency and contribute to a better social climate. They can also have a positive impact on the way a company is viewed by customers, suppliers and consumers, in France and overseas.

The Charter of diversity, adopted by our company, is intended to demonstrate our commitment, in France, to cultural, ethnic and social diversity within our organisation.

In accordance to this Charter, we undertake to:

1. Raise awareness of non discrimination and diversity issues among top management and staff involved in recruitment, training and career development and to educate them in these matters.

2. Respect and promote the application of all aspects of the principle of non-discrimination at every stage of the human resources management, in particular in the recruitment, training, promotion and career development of employees.

3. Endeavour to reflect, the diversity of the French society particularly in its cultural and ethnic dimension at every level of our workforce.

4. Make all our employees aware of our commitment to non-discrimination and diversity, and keep them informed of the practical results of this commitment.
5. Make the development and implementation of the diversity policy a subject of a dialogue with the employees representatives.

6. Insert a chapter in the annual report describing our commitment to non-discrimination and diversity including details of the measures implemented, our internal procedures and the results achieved.
## The Diversity Charters in a Glance

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<thead>
<tr>
<th></th>
<th><strong>Belgian Diversity Charter</strong></th>
<th><strong>Spanish Diversity Charter</strong></th>
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<tbody>
<tr>
<td><strong>Launch date</strong></td>
<td>19 December 2005</td>
<td>17 March 2009</td>
</tr>
<tr>
<td><strong>Supporting structure</strong></td>
<td>Territorial Compact for Employment in Brussels, a public structure</td>
<td>Foundation for Diversity A non-profit association</td>
</tr>
<tr>
<td><strong>Team</strong></td>
<td>7 consultants</td>
<td>One person, with the support of a foundation</td>
</tr>
<tr>
<td><strong>Political support</strong></td>
<td>Upon launch: the Ministry of Labour</td>
<td>Support from the Ministry of Equal Opportunity</td>
</tr>
<tr>
<td><strong>Activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- <strong>Promotion</strong></td>
<td>• Focused on diversity initiatives</td>
<td>• Via events and regional deployment</td>
</tr>
<tr>
<td>- <strong>Support</strong></td>
<td>• Very driven by the team of consultants</td>
<td>• Via response to specific issues or guidance on service providers</td>
</tr>
<tr>
<td><strong>Tools developed</strong></td>
<td>• Web site</td>
<td>• Web site</td>
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<tr>
<td></td>
<td>• Newsletter</td>
<td>• Newsletter</td>
</tr>
<tr>
<td></td>
<td>• Diversity Action Plan</td>
<td>• Circulation Kit for companies</td>
</tr>
<tr>
<td></td>
<td>• Awareness Raising Brochure</td>
<td>• E Learning</td>
</tr>
<tr>
<td><strong>Upcoming initiatives</strong></td>
<td>• Brochure on implementing diversity in companies</td>
<td>• Site update</td>
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<td>• Diversity Laboratory</td>
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<td></td>
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<td>• Deployment in the regions through events</td>
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## How European diversity charters are promoted to companies?

<table>
<thead>
<tr>
<th>Country</th>
<th>Type of promotion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Belgian Diversity Charter</td>
<td>• No promotion specific to Diversity Charter</td>
</tr>
<tr>
<td></td>
<td>• Strong promotion for the action plan, through word of mouth from committed companies and through brief events</td>
</tr>
<tr>
<td>Spanish Diversity Charter</td>
<td>• Events held by member institutions or major enterprises, awareness-raising events known as forums, or events organised by the Diversity Foundation</td>
</tr>
<tr>
<td></td>
<td>• Events tightly structured in their organisation, same approach defined by the Foundation for Diversity</td>
</tr>
<tr>
<td>French Diversity Charter</td>
<td>• Events organised by local partners to the Diversity Charter outside Paris or through the Secretariat General to the Diversity Charter</td>
</tr>
<tr>
<td></td>
<td>• Very flexible event organisation, left to the local partner’s initiative</td>
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### Company promotion and support tools

<table>
<thead>
<tr>
<th>Country</th>
<th>Tools</th>
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<tbody>
<tr>
<td>Belgian Diversity Charter</td>
<td>Web site, bi-monthly or quarterly newsletter, awareness-raising brochure, brochure on implementing the Charter in companies (under development)</td>
</tr>
<tr>
<td>Spanish Diversity Charter</td>
<td>Web site (being updated), newsletter (under development), E-learning tools provided free to members, dissemination kit for companies</td>
</tr>
<tr>
<td>French Diversity Charter</td>
<td>Web site, monthly newsletter, awareness-raising brochure, brochure on implementing the Charter in companies, assessment tool (under review)</td>
</tr>
</tbody>
</table>
What are the avenues toward better promoting the Diversity Charter with companies?

1. Communicating about the fact that other charters exist in Europe – a fact of interest to major corporations.
   - By creating site-to-site links
   - By incorporating an article into our newsletter or another European newsletter

2. Improving traffic to Web sites

   The Spanish Diversity Charter is going to work with a specialist in creating Web-based networks

3. Encouraging companies to support the Charter with their clients, suppliers, etc. and in particular major companies

   The Spanish Diversity Charter has produced a dissemination kit for companies

4. Developing new tools

   - An online exchange forum (under consideration in Belgium), the negative factor being that developing the tool is a time-consuming task and that there is no guarantee that companies will use it actively
   - A computer database of best practices (demanded by the French partners), another time-consuming tool, which, likewise, we have no guarantee will be used by companies
   - A diversity laboratory, to test new theories and new diversity approaches. Under consideration in Spain
   - A diversity watchtower launched by Spanish companies, to which some sixty experts have been invited, to question major companies as they felt necessary – however, this initiative has not received any funding.

Key Success Factors for Promotion

- Organising events where companies can exchange amongst peers
- The need for a national charter, as opposed to several regional charters (as is the case in Belgium)
Promoting the Diversity Charters in the Regions

The Spanish Diversity Charter

The Spanish Diversity Charter was launched in Madrid, in Castilian, the main official language. It has been translated into the country’s other main languages (Catalan, Basque and Galician). This is a necessity for it to be taken onboard by Spain’s 17 independent administrative authorities. The Charter’s Web site will also be translated into each regional language.

As to promotion in the regions, Fundacion para la diversidad is looking for local structures capable of promoting the Charter with companies as well as for support from local authorities. Partnerships have been set out formally and have been signed with the structures, which, in so doing, become Fundacion members and, in a sense, “delegates” to the Diversity Charter. Each delegation will be given a special place on the Web site.

The French Diversity Charter

The French Diversity Charter works with national partners, which have committed to raising awareness in their regional offices. At the more local level, the Diversity Charter builds partnerships with structures such as local company confederations, associations and local authorities, which are responsible for holding awareness-raising events and supporting the companies.

How to remain the leader with new partners or delegations?

- Keep hold on one initiative or avenue which only the National Charter can handle, such as:
  - An large-scale event held bi-annually (suggested by Spain), with other European Charters in attendance, thus giving us legitimacy.
  - Remaining the only body certifying/guaranteeing events and services, awarding the logo, or creating a protocol for events (suggested by Spain)
  - Always remain at the cutting edge of innovation, to remain the resource centre for all partners and, in so doing, remain ahead of the game (suggested by France),
  - Be the leader online (suggested by Spain)
  - Hold exchange meetings between partners/delegations (suggested by France)

How can deployment be optimised in the regions?

- Maintain highly formalised agreements, very tightly regulated by the law (suggested by Spain)
- Maintain good relations with each partner/delegation (suggested by France)
- Hold event to promote partners, as France has done with “Quartiers libres pour l’emploi”, where the idea was to promote nationally (through the press) initiatives that had been held locally, organised by local partners. This event was given its own visual identity.
Issue specific to Spain,

The trade federations are very independent from region to region and, even if there were involvement at the national level, each independent administrative authority has its own features.

Belgian issue

A national charter would make promotion easier and enable better circulation of the diversity action plan.

How to keep companies active when they have completed their action plan?

Summary of Key Success Factors in Promoting a Diversity Charter

Maintaining strong communication: through the press, with communication tools such as newsletters, Web sites and through specially-organised events

Working toward a sustainable business model

Getting companies to sign the Charter, for subsequent dissemination and promotion

Collecting best practices and disseminating them with companies, as well as partners/delegations

The Charter’s content must promote non-discrimination, equal treatment and diversity.

Developing only one national Charter per country and avoid a collection of regional charters

Keeping up positive peer pressure between signatory companies by instituting awards

Adopting a well-chosen positioning with respect to the public authorities, in particular as regards the various ministries in charge of the issue of diversity

Questions still outstanding or avenues to explore

An action plan on diversity common to Europe (suggested by Spain)

What should be done with companies that have signed but are not taking action?

How can companies be motivated to remain onboard?