



CARTA
DIVERSITĂȚII
DIN ROMÂNIA



W O R K P L A C E
I N C L U S I O N
C H A M P I O N

Preliminary report
May 2021



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PART I: PERSPECTIVES AND RECOMMENDATIONS BY CHARTERS SIGNATORIES

Survey Aim, Distribution & Method

- The main aim of the survey was to explore the needs of signatory organisations regarding training and mentorship programmes, already existing D&I training programmes and their formats, the changes caused by pandemic regarding different vulnerable groups, best ways of learning for a successful D&I training & learning programme, as well as valuable EU resources to be considered in the future training modules;
- A common survey comprised of 13 single answers, multiple choice and open-ended questions was created and circulated via email/newsletter among signatories from Croatia, Romania and Slovenia;
- Survey remained active between 16th of February and 1st of March 2021;
- 36 questionnaires were completed in Romania, 25 in Slovenia and 33 in Croatia;

Who we heard from

more than 16
industries

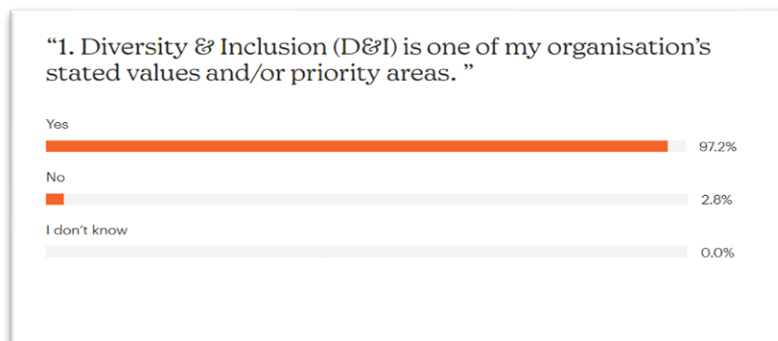
3 countries

94
respondants

13 European
Diversity
Charters

D&I responsables within
signatory organisations

Q1: Diversity & Inclusion is one of my organisation's stated values and/or priority areas



Romania



Slovenia



Croatia

In the majority of signatory organisations, D&I is a stated value and/or priority area. 97,2% of Romanian, 96% of Slovenian and 87,9% of Croatian respondents are saying D&I is a stated value or priority.

Q2: The primary objective of my organisation's D&I programme



Romania



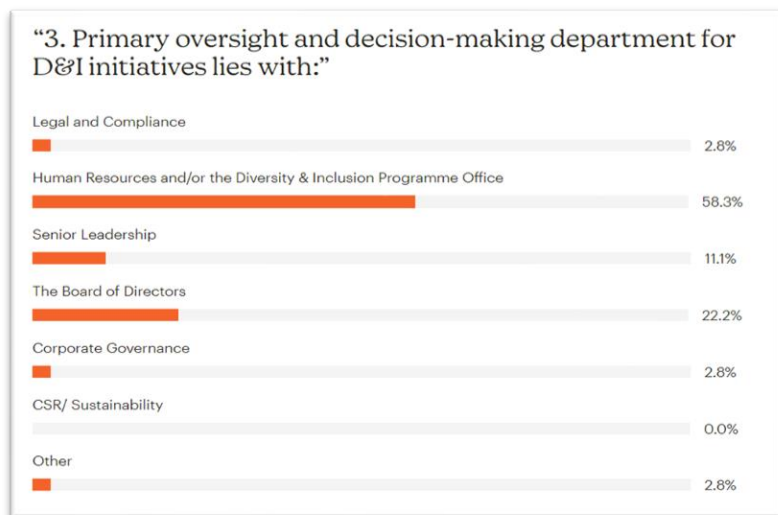
Slovenia



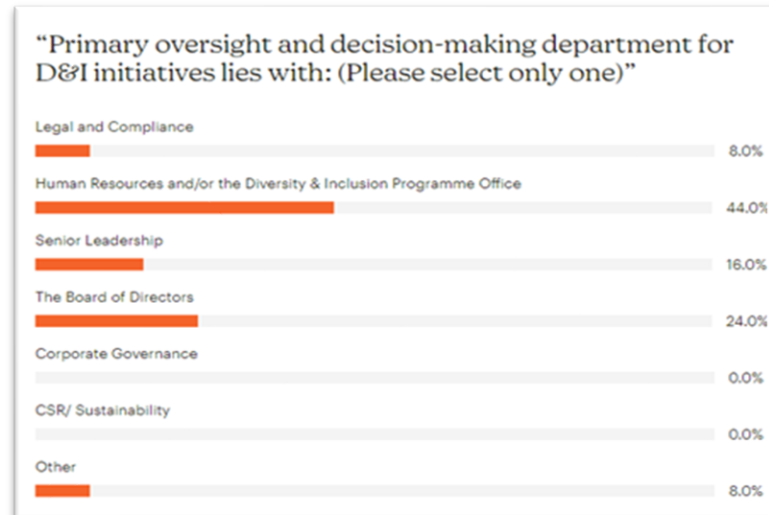
Croatia

*The primary objective of signatory organisations in the 3 countries analyzed is **to attract and retain talent**. While in Romania the second most important objective is to enhance external reputation, in Slovenia and Croatia “respond to diverse stakeholders expectations” comes on the second place. **This indicates the key role that HR play in diversity management.***

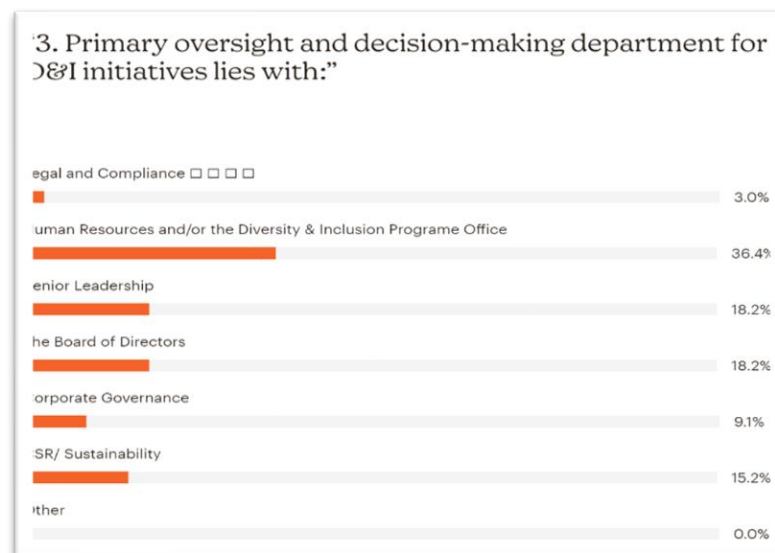
Q3: Primary oversight and decision-making department for D&I initiatives



Romania



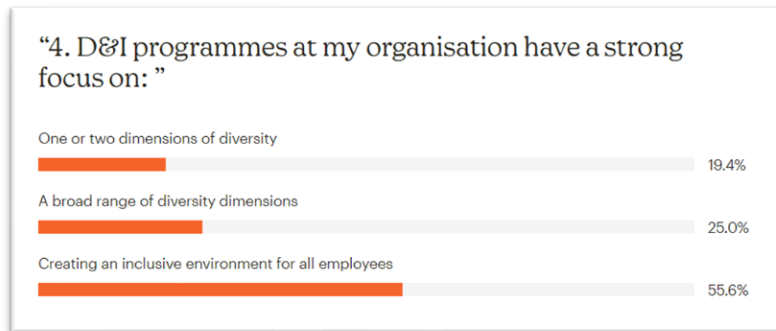
Slovenia



Croatia

Primary oversight and decision-making department for D&I initiatives lies with HR and/or D&I Office. The Board of Directors comes on second place. In Croatia, the CSR/Sustainability department has a role to play (15,2%) in contrast to Romania and Slovenia.

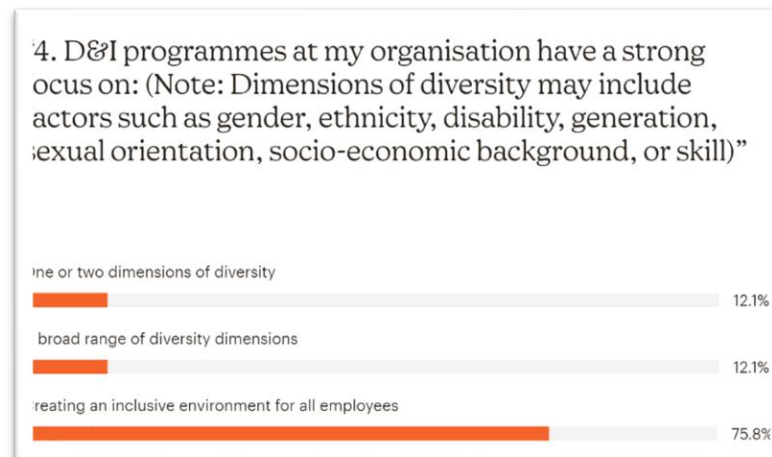
Q4: D&I programmes at my organisation have a strong focus on



Romania



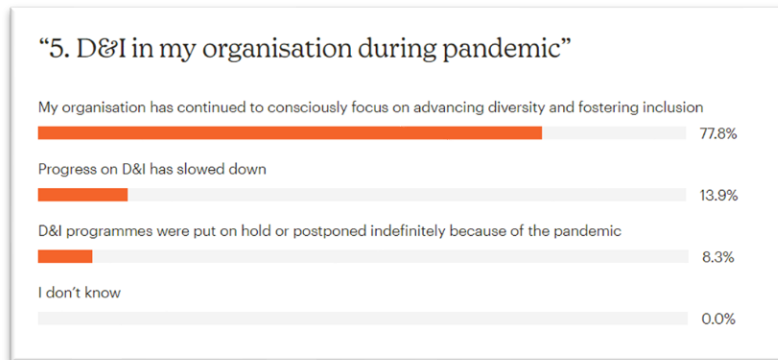
Slovenia



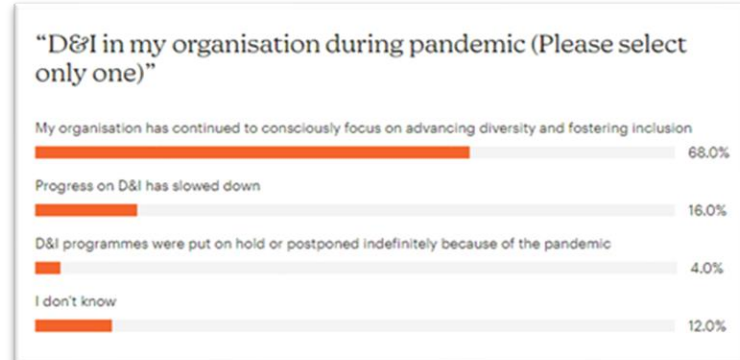
Croatia

Creating an inclusive environment for all employees is the main focus of D&I programmes in the 3 countries analyzed. While in Romania 1 out of 5 signatories and 1 out of 8 signatories in Croatia use a narrow approach to diversity, Slovenian signatories focus on a broader range on diversity dimensions.

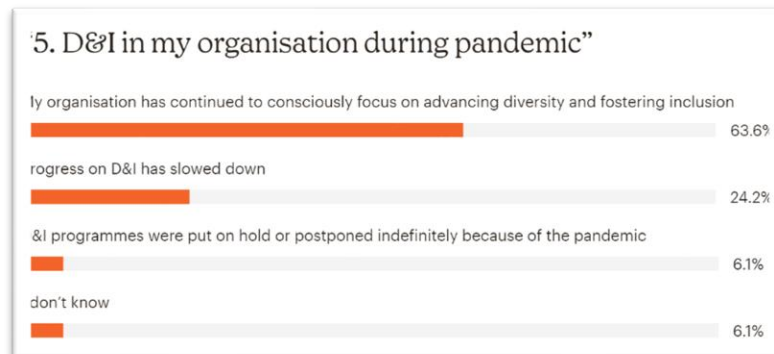
Q5: D&I in my organisation during pandemic



Romania



Slovenia



Croatia

During the pandemic most of the signatory organisations had continued to consciously focus on advancing diversity and fostering inclusion. This trend was stronger in Romania. Nevertheless, 1 out of 5 signatories in Romania, Slovenia and Croatia reported that progress on D&I has slowed down or D&I programmes were put on hold or postponed because of the pandemic.

Q6: Change in priorities regarding different vulnerable groups caused by the pandemic

More attention to employees in **special categories of risk**: pregnant colleagues, with chronic diseases, colleagues with high levels of anxiety, those caring for vulnerable or dependant family members

Single mothers, but also **parents** in general

More focus on beneficiaries with **disabilities**

Latino and black coloured people and the LGBTQ+ members were added to our focus area, which was mainly on gender diversity. **Inclusion** became a big topic in virtual set up.

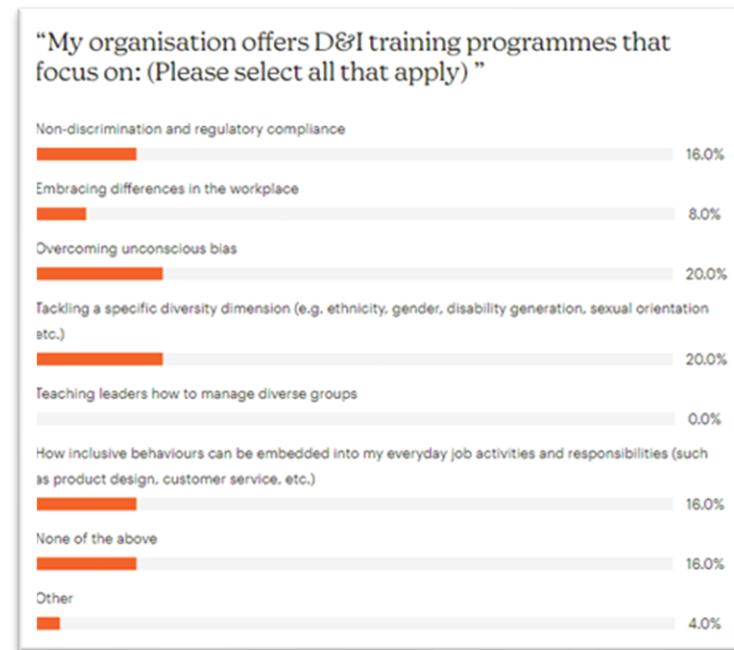
More focus on **mental health** issues

Bigger focus on **racial/ethnic injusties**

Q7: My organisation offers D&I training programmes that focus on

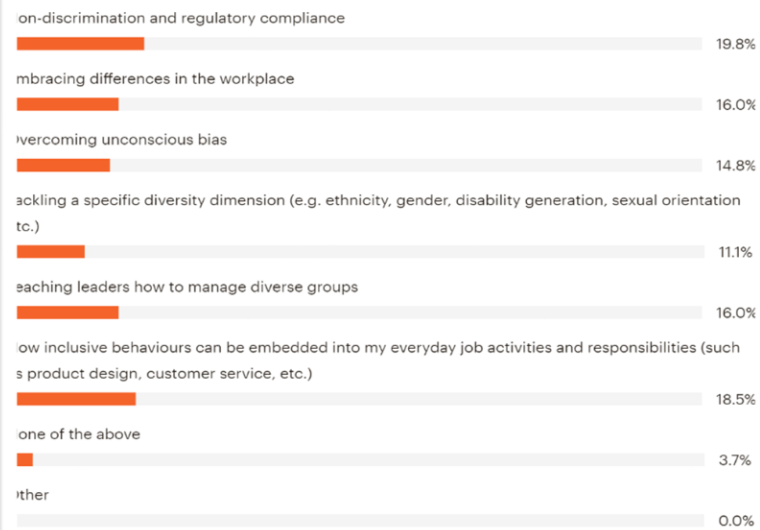


Romania



Slovenia

“7. Thinking about the D&I trainings programmes of your organisation, select the answer that most closely applies: Please select all that apply)”



Croatia

Most D&I training programmes focus on non-discrimination and regulatory compliance, overcoming unconscious biases and tackling a specific dimension of diversity. While in Romania and Croatia the training of leaders regarding different groups comes second and third in line respectively, in Slovenia this aspect is totally missing.

Q8: Examples of D&I trainings and mentorship programmes received by signatories in the last 2 years

Overcoming biases

Embracing differences in the workplace

Leadership development - how to lead inclusive teams

Disability Etiquette
Communication with disabled people

Best Practices Sharing

Working with vulnerable people

Recruitment training with a non-discriminatory approach

Non-discrimination and regulatory compliance, harassment, fighting against micro-agressions

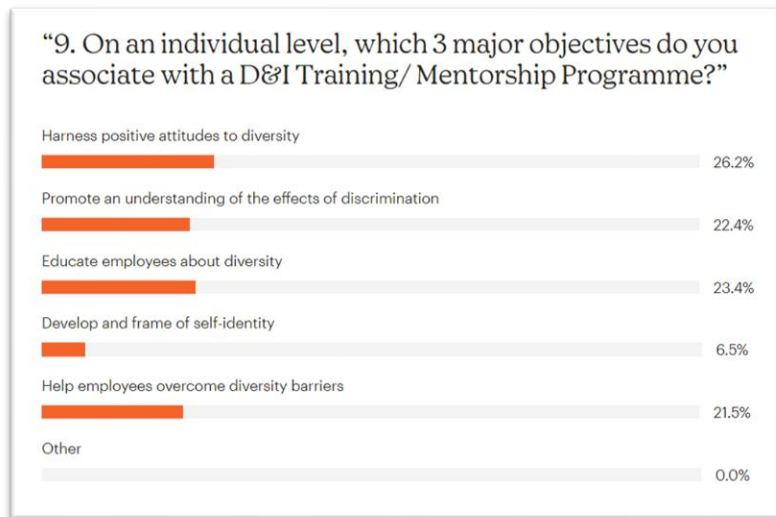
D&I train the trainers

Training on Code of Conduct (parts related to D&I)

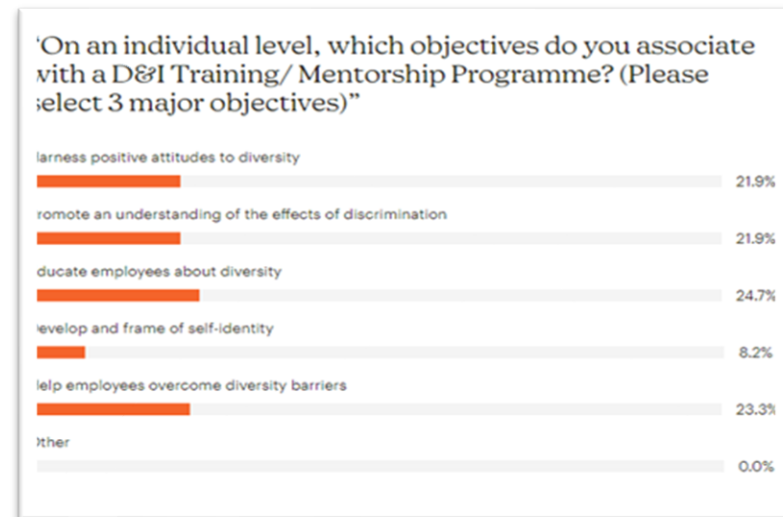
Gender Equality
Race & Ethnicity in the workplace
LGBTI workforce
Working with disabled people
Collaborating in multi-generations team

Training on how to create a D&I policy

Q9: On an individual level, objectives associated with a D&I Training/ Mentorship Programme

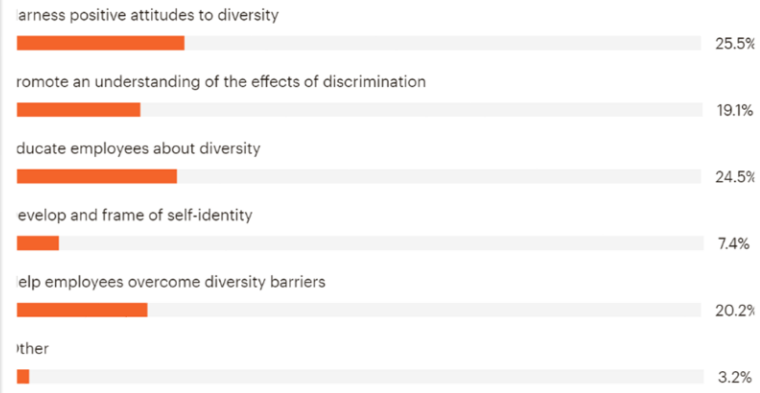


Romania



Slovenia

9. On an individual level, which objectives do you associate with a D&I Training/ Mentorship Programme? Please select 3 major objectives)



Croatia

Major objectives associated with D&I trainings programmes on an individual level are: educate employees about diversity, harness positive attitudes to diversity, help employees to overcome diversity barriers and promote an understanding of the effects of discrimination.

Q 10: On a group level, objectives associated with a D&I Training/ Mentorship Programme



Romania



Slovenia

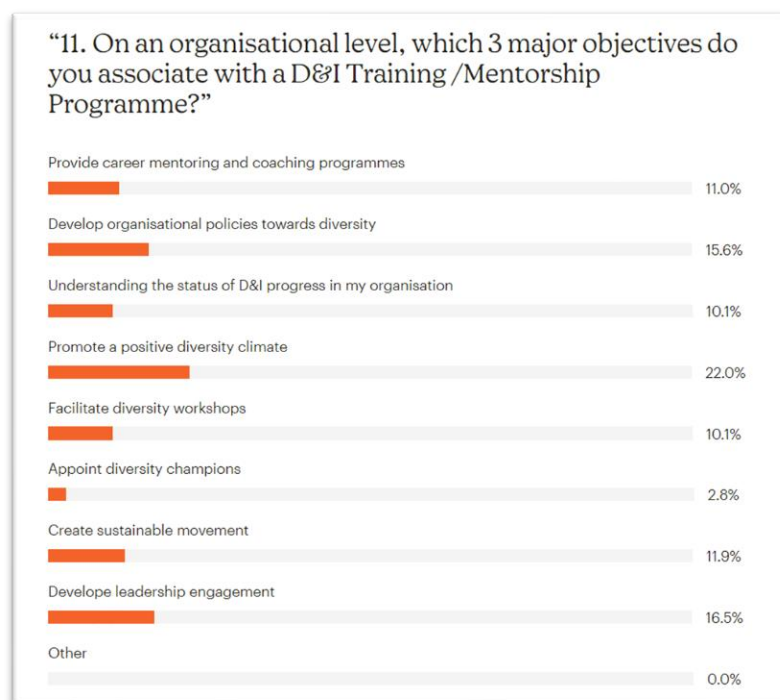
10. On a group level, which objectives do you associate with a D&I Training/ Mentorship Programme? (Please select 3 major objectives)”



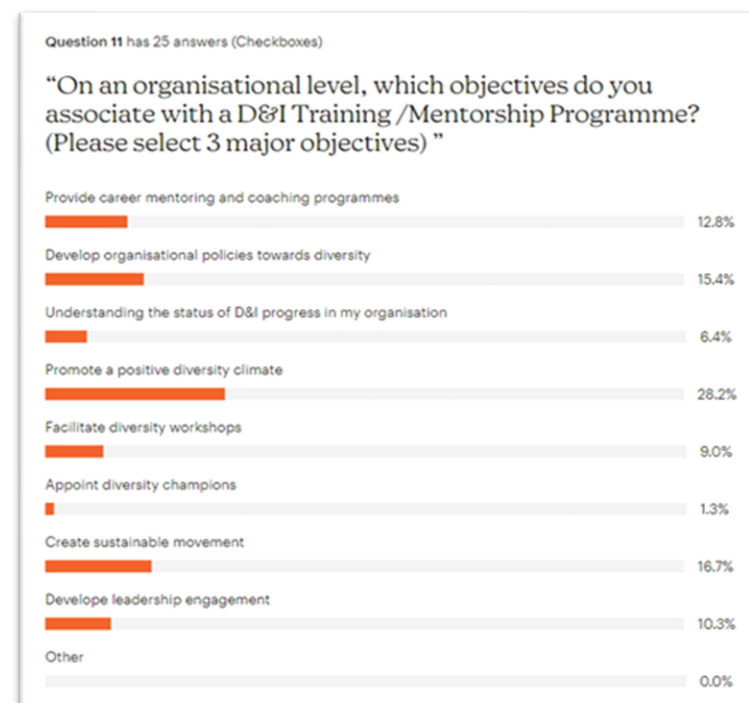
Croatia

3 major objectives associated with D&I trainings programmes on a group level are: foster respect and tolerance of difference, promote teamwork through inclusive activities and improve access and support.

Q 11: On an organizational level, objectives associated with a D&I Training/ Mentorship Programme

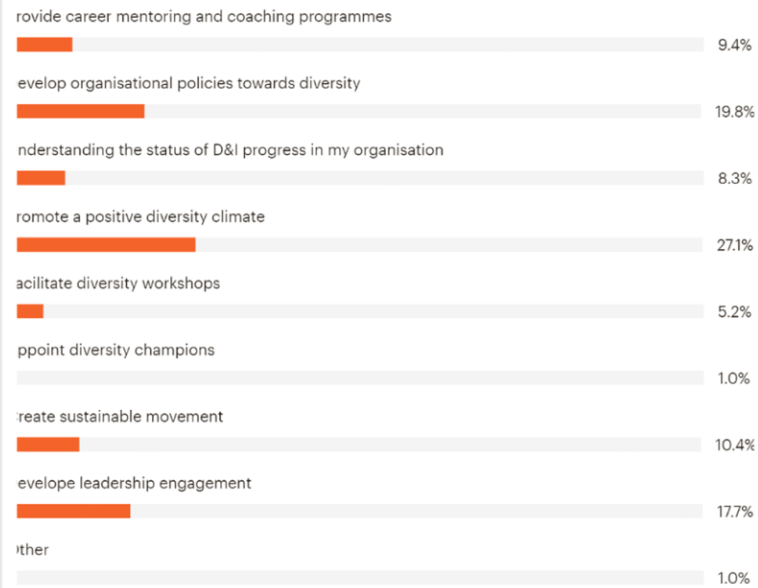


Romania



Slovenia

11. On an organisational level, which objectives do you associate with a D&I Training /Mentorship Programme? (Please select 3 major objectives)

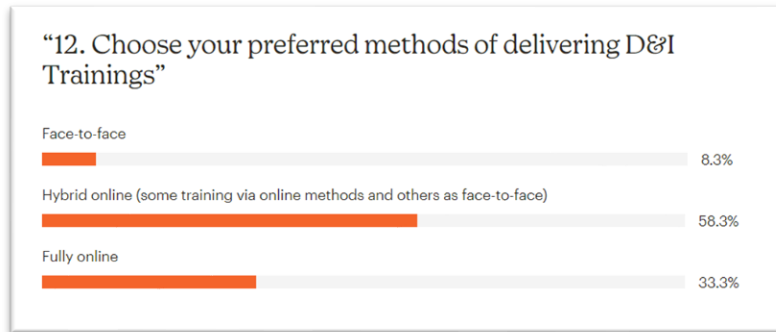


Croatia

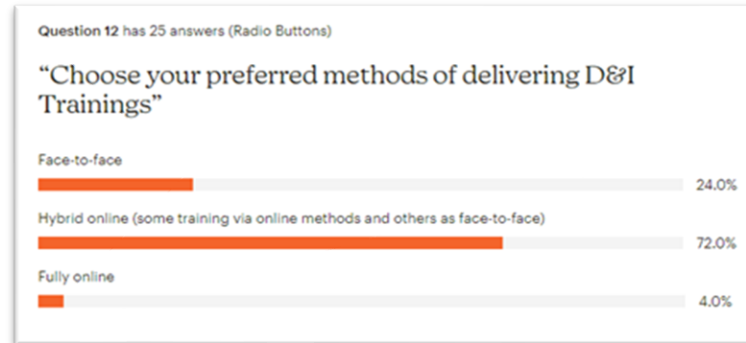
3 major objectives associated with D&I trainings programmes on organizational level:

- Promote a positive diversity climate*
 - Develop leadership engagement*
 - Develop organizational policies towards diversity*
-

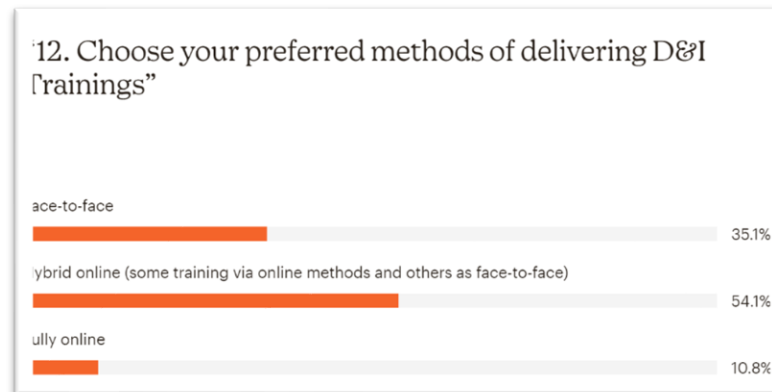
Q 12: Preferred methods of delivering D&I Trainings



Romania



Slovenia

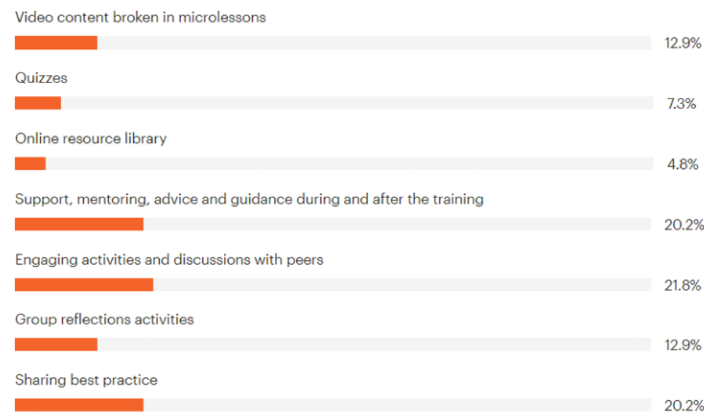


Croatia

Hybrid online is the most preferred training method. While 1 out of 3 participants in Romania prefer a fully online training, in Slovenia and in Croatia this option comes third with only 4% and 10,8%.

Q 13: Three main features/ ways of learning for a successful D&I Training/Learning programme

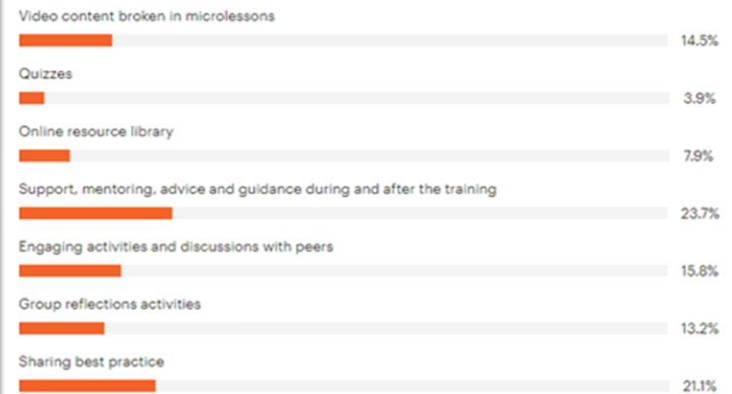
“13. Based on your previous experience as a trainee, which 3 main features/ ways of learning you consider most important for a successful D&I Training/Learning programme?”



Romania

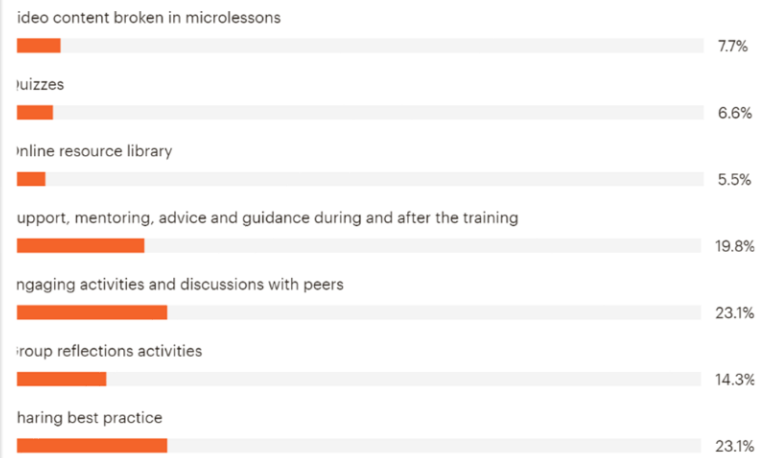
Question 13 has 20 answers (L-neckboxes)

“Based on your previous experience as a trainee, which 3 main features/ ways of learning you consider most important for a successful D&I Training/Learning programme? ”



Slovenia

13. Based on your previous experience as a trainee, which 3 main features/ ways of learning you consider most important for a successful D&I Training/Learning programme?"



Croatia

Support, mentoring and guidance during and after the training, sharing best practices and engaging activities and discussions with peers are top 3 ways of learning for a D&I Training/Learning programme.

PART II: PERSPECTIVES BY EUROPEAN DIVERSITY CHARTERS

We wanted to know more about existing learning/training programmes developed by other Diversity Charters in Europe, as any experience/existing tool will help us to design an effective programme which will be also useful for other European Charters.

1. Offering of D&I Trainings by European Diversity Charters (Germany, Sweden, Austria, Luxembourg, Netherlands, Finland, Italy, Belgium, Slovakia, Bulgaria, Cyprus, Lithuania, Portugal)

When asked about existing D&I training programmes offered to their signatories, only 5 out of 13 European Charters that had participated could indicate a concrete training offering for their signatories – Luxembourg, Italy, Cyprus, Portugal and Sweden.

- *Diversity Management Training (Luxembourg)*
- *D&I workshops and webinars (Italy) for signatories - Diversity and non-financial disclosure, HR and Covid-19, Migrants and Covid-19, Against stereotypes, Integration of migrants into the labor market, employability for disabled people*
- *One-day training program on D&I in the workplace to all its signatories (Cyprus) - focuses on the basic D&I theory, concept, as well as practical examples, simulations, and group work*
- *Monthly seminars tackling different types of discriminations (Sweden)*
- *Awareness and training offers for professionals from various areas: companies, NGOs, teachers. The program includes: general training on D&I, unconscious bias and inclusive recruitment (Portugal)*

2. Changes in priorities regarding different vulnerable groups caused by the pandemic

- *Increase of support and activities promoting the LGTB inclusion -Luxembourg*
- *Better understanding of other person's needs: for example taking care of a person at home - Luxembourg*
- *In Italy the impact of pandemic was bigger on women*
- *Signatories are now focusing more on one-parental families, they also have showed higher interest in topics such as age diversity (and different approach to generations during working from home), mental health of employees and cognitive diversity - Slovakia*
- *The pandemic has enforced already existing priorities, at the same time making the work of considering vulnerable groups more difficult (audits and visits to suppliers have largely moved online, many work only online etc) - Finland*
- *Positive was definitely the new flexibility in the workplace. We now hope very much that after the pandemic this will stay – since it will include employees much better. Negative is the pandemic for the diversity dimension “gender”. A lot of women now have to take care for the kids which is besides of working a great challenge. Some companies offer digital programmes for children to involve them, but not all. – Germany*
- *The pandemic has accelerated support from entities for some vulnerable groups, some that might not have been considered before. However, the adaptation to remote work implied adjustments in companies and, therefore, teleworking is making people work harder and, therefore, slower to respond to certain requests - Portugal*

3. Which features/ ways of learning are important for a successful D&I Training/Learning programme?

Features:

- *Accessible: to all levels of D&I experience, not complicated language, adapted to be followed by any person...*
- *Complete programme: D&I from a holistic view (legal framework, stakeholders, from the employers and employees point of view/experience, ...)*
- *Practical: using real situations, having “homework” or activities to test at the office*

Ways of learning:

- *Mix of virtual with face to face*
- *Permanent access to materials*
- *Exchange of experiences among companies (ideally comparable) + working groups aimed to face challenges together (companies are looking for practical solutions and joint effort produces bigger impact) + experiential labs (living library....).*
- *Good mix of theory and practice*
- *Best practices sharing as one of its part is the most appreciated way. “Of course, they value statistics, experts’ presentations, but to hear from other peers how to successfully handle D&I is the highest ranking way”*
- *Continuous adjustment of the training to fit the new needs of signatories*
- *The best thing is to let them experience diversity is in a live experience and training. We were just testing VR glasses in which people can jump into different bodies.*
- *There is still a lot of demand for the basics and emphasizing the need for a strategic approach is something that we have found fundamental in our trainings. When it comes to ways of learning, small group discussions are something that people wish for, especially now that we mostly work online.*
- *Non-formal education modalities with several dynamics and practical exercises.*

PART III: EU & Other D&I RESOURCES

The following resources are aimed to guide you to gain a deeper perspective regarding existing and important EU & other resources on several D&I dimensions.

Gender Equality

Report/Policy/Publication	Description
European Commission - Gender equality strategy 2020-2025	The EU Gender Equality Strategy delivers on the von der Leyen Commission's commitment to achieving a Union of Equality. The Strategy presents policy objectives and actions to make significant progress by 2025 towards a gender-equal Europe.
2021 Report on Gender Equality in the EU	The 2021 Report on Gender Equality in the EU is the first report under the new Gender Equality Strategy 2020-2025. The report takes stock of where the EU and its Member States stand on gender equality.
The gender pay gap situation in the EU	Women in the EU earned on average 14.1% less per hour than men in 2018 (EU27 data). Still, there are huge differences between the EU countries.
European Commission - 2020 factsheet on the gender pay gap	The gender pay gap in the European Union
Council of Europe - Gender Equality Strategy 2018-2023 Reports	The new Strategy, adopted on 7 March 2018, builds upon the vast legal and policy acquis of the Council of Europe as regards gender equality, as well as the achievements of the first Council of Europe Gender Equality Strategy 2014-2017
Gender Equality Index 2020 (facts and figures) by European Institute for Gender Equality	EIGE's Gender Equality Index shows that the EU is at least 60 years away from reaching gender equality, if we continue at the current pace.

<p><u>The Swedish Business Development agency - Gender and Profit</u></p>	<p>By emphasising the connection between a gender-conscious approach in an organisation and the resultant impact on profitability, companies find it easier to motivate the integration of gender equality issues into all their areas of activity.</p>
<p><u>Towards Effective Gender Equality</u> (The General Directorate of Social Cohesion (DGCS) – Service of Women rights and Equality between women and men (SDFE) 2018)</p>	<p>Gender equality is a major issue of the 21st century that concerns women but also men.</p>
<p><u>COVID-19 and gender equality (McKinsey, 2020)</u></p>	<p>This research maps 15 gender-equality indicators across four categories: equality in work, essential services and enablers of economic opportunity, legal protection and political voice, and physical security and autonomy.</p>
<p><u>Diversity wins: How inclusion matters (McKinsey, 2020)</u></p>	<p>Diversity wins is the third report in a McKinsey series investigating the business case for diversity. Companies with more than 30 percent women executives were more likely to outperform companies where this percentage ranged from 10 to 30.</p>
<p><u>World Economic Forum - Global Gender Gap Report 2021</u></p>	<p>This report aims to keep the focus on consistent measurement of gender gaps while providing new data to point to emerging and concerning trends in the labour market.</p>
<p><u>European Women on Boards Gender Diversity Index 2020</u></p>	<p>This report analyses women’s participation in corporate governance in the largest European companies that are listed in the STOXX 600 Europe index.</p>

LGBT+ Diversity and Inclusion for Workplaces

Report/Policy/Publication	Description
EU LGBTIQ Equality Strategy - 2020-2025	<p>The European Commission adopted on 11 November 2020 the LGBTIQ Equality Strategy 2020-2025. This is the first-ever Commission strategy on LGBTIQ equality and delivers on the European Commission's commitment to building a Union of Equality.</p>
Legal gender recognition in the EU: the journeys of trans people towards full equality (EU Commission, Justice and Consumers 2020)	<p>The study had two key objectives: 1) providing an overview of the situation of transgender people in the EU and 2) understanding whether there is a positive correlation between inclusive policies allowing for Legal Gender Recognition (LGR) and the well-being of transgender people.</p>
Mapping of studies on the difficulties for LGBTI people in cross-border situations in the EU (EU Commission, Justice and Consumers 2020)	<p>The report maps existing studies and research that have been conducted so far by researchers and scholars working in this field in the European Union.</p>
The Economic Case for LGBT+ Inclusion in Central and Eastern Europe (CEE): Hungary, Poland, Romania and Ukraine (Open for Business, 2021)	<p>This report focuses on the economic and business case for LGBT+ inclusion in these four large economies in Central and Eastern Europe. It uses a variety of economic research, data analyses, aspirational case studies and a proprietary survey of businesses as evidence for greater LGBT+ inclusion in the region.</p>
Striving for authenticity: LGBT+ views on enduring discrimination and expanding inclusion (IBM, 2021)	<p>This paper summarizes the findings of the IBM Global LGBT+ Jam, offering deep insights from the LGBT+ community about their personal experiences, the</p>

	obstacles they face at work and in society, and how organizations can redress them.
<u>ILGA 2021 – Annual review of the human rights situation of Lesbian, Gay, Bisexual, Trans and Intersex people in Europe and Central Asia</u>	The publication includes events that occurred between January and December 2020. It provides a snapshot of what happened during the year, at national, regional and international levels, and it documents progress and trends regarding the human rights situation of LGBTI people.
<u>A Set of Proposed Indicators for the LGBTI Inclusion Index (The World Bank, 2018)</u>	This publication provides the background for a set of proposed indicators for a global index to measure the inclusion of LGBTI people.
<u>Employers' Guide to Intersex Inclusion (PRIDE IN DIVERSITY & OII AUSTRALIA 2014)</u>	This guide for employers, business managers, D&I and HR Professionals aims to introduce intersex and provide practical assistance to help build intersex inclusive practice.
<u>Covid-19. A report on the situation of intersex people in Europe and Central Asia (Oii Europe, 2020)</u>	This report shows the impact the COVID-19 pandemic has on the lives of intersex people in Europe.
<u>Protecting Intersex People in Europe: A toolkit for law and policy makers (ILGA Europe & Oii Europe)</u>	A toolkit to ensure the protection of all people on the basis of sex characteristics, including those most vulnerable to violations and abuses.
<u>THE TRANS CROSSROADS: Trans People's EU Employment Rights and National Gender Recognition Laws (Transgender Europe, 2014)</u>	This publication makes the case for enhanced EU efforts to address legal gender recognition as a precondition for employment equality for trans people.
<u>Trans-inclusive Workplaces Guidelines for Employers and Businesses (Transgender Europe, December 2017)</u>	Research has found that trans employees who can be open about their gender identity are more likely to report being satisfied at work than those who cannot.

Communicating Diversity and Inclusion

Report/Policy/Publication	Description
Guide about Egalitarian Communication (CaixaBank & Wengage 2021)	<p>A guide elaborated by CaixaBank (biggest Spanish Bank) which focuses on implementing professional egalitarian behavior through even-handed communication, free from sexism, going beyond inclusive language.</p>
Diversity Best Practices/ Communications and Marketing (Nereida Perez, Chapter 12)	<p>Communications is one of the most critical steps in developing, implementing, and managing an effective diversity and inclusion strategy. Without a strong plan in place, executive leaders may not loan their support. If managers and supervisors who are charged with everyday implementation and execution of D&I efforts do not understand what is expected of them, they can disengage. If employees do not know what the long term objectives are, they too can easily get frustrated and feel that D&I is not a priority.</p>
Inclusive Communication Guide (Council of the European Union, 2018)	<p>Communication is a powerful tool. It is a vehicle for moulding our attitudes, perceptions and behaviour, and reflects the world in which we aspire to live and work. Words and pictures therefore matter, because communication can become discriminatory if we fail to consider the assumptions which influence the language and visuals we use.</p>

<p>Gender-inclusive language guidelines: Promoting gender equality through the use of language (UN Women)</p>	<p>Given the key role of language in shaping cultural and social attitudes, adopting gender-inclusive language is a powerful way to promote gender equality and fight gender bias.</p>
<p>Bridging the Gap Inclusive and accessible communication guidelines</p>	<p>The Guidelines introduce useful information on inclusive language, some tips on behaviour to relate to persons with disabilities, instructions to make accessible communication products, and requirements for the organisation of inclusive meetings and events</p>
<p>Inclusive Language Guide (OHSU CENTER FOR DIVERSITY AND INCLUSION, 2021)</p>	<p>Learning about and using respectful, identity-affirming language is key to creating a welcoming environment that is anti-racist and embraces diversity as a whole.</p>

Inclusion of People with Disabilities

Report/Policy/Publication	Description
Union of Equality Strategy for the Rights of Persons with Disabilities 2021-2030 (EU Commission, March 2021)	<p>The Strategy for the Rights of Persons with Disabilities 2021-2030 intends to tackle the diverse challenges that persons with disabilities face. It aims to progress on all areas of the United Nations Convention on the Rights of Persons with Disabilities, both at EU and Member State level.</p>
Employment and disability in the European Union (European Parliament) (2020)	<p>Approximately one in six people in the European Union (EU) aged 15 and over lives with some kind of disability. Even if there has been an overall improvement in the employment situation of persons with disabilities in the EU (given the increase in employment rates), they still remain among the most disadvantaged groups as regards employment. This phenomenon considerably affects the EU's social integration ability and economic growth.</p>
Demand-Side Employment Placement Models An Inclusive Culture Checklist (A publication of the Burton Blatt Institute (BBI) at Syracuse University, 2012)	<p>Tools related to developing a positive and disability-inclusive working environment. Is your workplace culture inclusive? This checklist help you to identify your strengths and weaknesses</p>

<p>Business as unusual: Making workplaces inclusive of people with disabilities (International Labour Organization, Geneva, 2014)</p>	<p>People with disabilities and their inclusion in the workplace are no longer absent from the business agenda. Disability inclusion now features in many policies and is fast gaining momentum in business strategies.</p>
<p>Employer Toolkit - Disability is Not Lack of Ability (The U.S. Department of Labor's Office of Disability Employment Policy)</p>	<p>One fact should be easy to grasp for almost any conscientious employer: A person's ability to do a job effectively and meaningfully cannot be assessed solely by the person's physical state.</p>
<p>The JAN Workplace Accommodation Toolkit: Building Your Inclusive Workplace</p>	<p>The goal of this Toolkit is to provide resources for creating an exemplary organizational accommodation infrastructure thereby helping to ensure a disability-inclusive workplace. The Toolkit therefore provide resources to support organizational efforts to accommodate applicants, candidates, and employees with disabilities; to train those serving in roles critical to managing disability; and to promote disability inclusion throughout the workplace.</p>
<p>JAN Publications and Articles: Accommodation and Compliance Series by Disability</p>	<p>JAN's Accommodation and Compliance Series by disability is designed to help employers determine effective accommodations and comply with Title I of the Americans with Disabilities Act (ADA). These are also helpful to employees, rehabilitation professionals, and others seeking technical assistance. Each publication in the series addresses a specific medical condition and provides information about the</p>

	condition and the ADA, accommodation ideas, and resources for additional information.
The disability employment gap in European countries (What is the role of labour market policy? Journal Of European Social Policy; Roos van der Zwan and Paul de Beer University of Amsterdam, The Netherlands – 2021)	Across Europe, the labour market participation of persons with disabilities remains lower than that of persons without a disability. This research examines this disability employment gap, looking specifically at its variation by country and gender.
Employment: The win – win of disability inclusion (ILO – International Labour Organization, 2016)	Globally, there are over one billion people with disabilities. They are now more active in our society than ever before. Yet employment rates are low and many barriers to work still exist. This InfoStory helps to find out why employing people with disabilities makes good business sense for private companies, and how we can promote inclusion.

Diversity and Inclusion + Sustainability

Report/Policy/Publication	Description
Relevance of gender in climate change	<p>Gender relations play a large role in the access to and control of environmental resources. Environment is one of 12 critical areas for women. Women have an essential role to play in the development of sustainable and <i>green</i> consumption and production patterns, and approaches to natural resource management.</p>
A New Strategic Agenda 2019-2024	<p>EU Council's pledge towards a greener, fairer and more inclusive future.</p>
Women and the Environment: Gender Equality and Climate Change, 2012	<p>To be effective climate policies should consider various gender-related aspects of climate change: the impact of climate change on women and men; their different contributions to and perceptions of climate change; and the solutions that women and men are perceived to prefer in terms of mitigation and adaptation.</p>
<p>Examples of good practices</p>	<p>Ability to recruit women is considered crucial to the company's future</p> <p>Inclusive, motivating, progressive working environment</p> <p>Promoting gender equality and diversity at Goethe University Frankfurt</p> <p>Croatian Example</p>

	<u>Partnership for Change and Development in the Local Labour Market</u>
<u>The Global Diversity & Inclusion Benchmark</u>	Standards to support organizations globally in the development and implementation of Diversity and Inclusion (D&I) best practices.
<u>Human resource management — Diversity and inclusion</u>	This document supports organizations to embed D&I in their workplaces by providing guidance and methods. D&I in the workplace standard - ISO 30415:2021(en) Human resource management — Diversity and inclusion
<u>COMMUNICATION OF THE COMMISSION: A better workplace for all: from equal opportunities towards diversity and inclusion, 2017</u>	This document serves as a guide to EU legislation, policies and activities to advance equality, non-discrimination and diversity across Europe. It includes various strategies for gender equality; rights of persons with disabilities; the List of Actions to advance LGBTI Equality; the proposed Equal Treatment Directive aimed at expanding protection from discrimination; awareness raising activities to promote business-oriented diversity management in companies, and so on.
<u>Gender mainstreaming</u>	“Gender mainstreaming is an approach to policy-making that takes into account both women's and men's interests and concerns”. Gender mainstreaming is a long-term strategy and a potential for social change, to ensure better and more inclusive policy making; as well as supports the SDGs on gender equality and female empowerment.

<p><u>Mainstreaming Gender Equality in European Leadership</u></p>	<p>The number of women sitting on decision making boards of the main EU publicly listed companies was only 28% in 2019. CEC European Managers promotes female engagement in decision making roles, as well as overall female engagement in managerial positions = pushing towards social sustainability.</p>
<p><u>Empathy, place and identity interactions for sustainability</u></p>	<p>“The relationship between empathy and sustainability represents a key advance in understanding underpinning human-environment relations.” Empathy is a crucial component in reaching both environmental and social sustainability. Greater diversity in leadership makes companies more empathetic.</p>
<p><u>Sustainable Development Goals</u></p>	<p>UN’s 17 Sustainable Development Goals adopted within the the 2030 Agenda for Sustainable Development. They present the framework and a comprehensive plan of action in order to reach global sustainability.</p>
<p><u>Diversity wins: How inclusion matters</u></p>	<p>Research supports the idea that diverse companies are outperforming and are more innovative. Companies in the top quartile for gender diversity on executive teams were 25% more likely to have above-average profitability than companies in the fourth quartile. Diversity drives innovation (key for reaching sustainability) and innovation drives diversity.</p>
<p><u>The Radical Transformation of Diversity and Inclusion: The Millennial Influence, 2015</u></p>	<p>Generational views on diversity and inclusion have changes. In terms of diversity, Millennials look past social identifiers (race, gender, ethnicity, sexual orientation...) and focus on the diverse knowledge, experience, and</p>

	<p>unique insights individuals bring forth. Millennials do not see inclusion solely as demographic equality (moral or legal issue) but how, as it relates to the acceptance and encouragement of cognitive diversity, is a tool that enables productivity and bottom-line results.</p>
<p><u>Diversity & Inclusion: A Catalyst for Corporate Sustainability</u></p>	<p>Diversity is an overall asset in an organisation's sustainability in all 3 pillars – economic, social and environmental. 1. Leaders in diverse & inclusive workplaces possess higher cultural intelligence and skills to manage diversity. 2. Inclusion leads to better decision making as psychological safety enables employees to take risks. 3. Diversity is a competitive advantage for companies and is overall profitable for business.</p>

D&I Mentorship

Report/Policy/Publication	Description
<u>MENTOR Project, Erasmus+</u>	<p>The MENTOR project is designed to prepare teachers experienced in their profession to become mentors for beginning teachers. This project contributed to many resources on mentorship and tools to support the mentoring process.</p>
<u>EU MENTOR STEM, Empowering migrant women through mentoring, Erasmus+ Programme</u>	<p>A Learner’s kit and a Trainer’s kit: an opportunity to facilitate the migrant skilled women inclusion in labour market and a tool for those who are interacting with job seekers or entrepreneurs, in particular skilled women, and want to help them moving forward in their career development.</p>
<u>MENTEE - Mentoring, Networking and Training for European Entrepreneurs, Competence Framework for key Mentoring Competences</u>	<p>Report on the key competences a mentor should possess in order to successfully support new and aspiring entrepreneurs.</p>
<u>Establishing Mentoring in Europe, Strategies for the promotion of women academics and researchers</u>	<p>This manual offers guidelines and best practice for establishing mentoring schemes for women academics in Europe. It is based upon a systematic comparison between four existing mentoring programmes at universities in Austria, Germany, and Switzerland.</p>
<u>The Key To Diversity And Inclusion Is Mentorship, Janice Gassam Assare, Forbes, 2019</u>	<p>Article about research which indicates that to establish a successful workplace diversity program, creating more opportunities for continued engagement is</p>

	critical. These engagement opportunities can come in many forms, one of which being mentorship programs. Mentoring is a vital component when trying to retain diverse talent, research finds.
<u>The Mentee's Guide, Linda Phillips-Jones, Ph.D., 2003</u>	A guide is designed to help you have a successful partnership with your mentors. The Guide is part of The Mentoring Initiative Design Package.
<u>The Mentor's Guide, Linda Phillips-Jones, Ph.D., 2003</u>	The Mentor's guide is designed to help mentors to have a successful partnership with your mentees. The Guide is part of The Mentoring Initiative Design Package.
<u>Skills for successful mentoring, Linda Phillips-Jones, Ph.D., 2003</u>	Research indicates that mentors and mentees who develop and manage successful mentoring partnerships demonstrate a number of specific, identifiable skills that enable learning and change to take place. This strategy booklet describes these skills and provides a tool to assess informally on each skill.
<u>Mentoring Millennials, Jeanne C. Meister, Karie Willyerd, 2010, Harvard Business Review</u>	Research on behaviors at work, in the scope of different generations, and what employees needed from their employers.
<u>ROI of Mentoring</u>	Article about short and long-Term ROI of mentoring programme, including indexes for measuring diversity as a goal.
<u>The ROI of Mentoring</u>	E-book to learn the important factors to consider in calculating organization's return on investment (ROI).

[Futures Mentoring Programme, The University of Sheffield, 2006](#)

Handbook is designed for mentors and mentees on the Futures Mentoring Programme with some advice on running a successful mentoring relationship.

Lois J.Zachary, The Mentor's Guide, Facilitating Effective Learning Relationships, Second Edition, 2012

A self-help book of the mentoring preparation, that gives a solid grounding from which to proceed. The book concentrates on facilitating learning relationships and tackles the context of differences such as generations, culture, sexual identity, gender and race.

Age Diversity

Report/Policy/Publication	Description
<u>8 Signs of Ageism in the Workplace and What to Do About Them</u>	Check out this article <i>8 Signs of Ageism in the Workplace and What to Do About Them</i> to see if your company shows vulnerability. If any of these signs exist, there is work to do.
<u>Hiring in the Age of Ageism</u>	This article cites studies indicating the absence of any connection between age and loss of innovation or overall job performance.
<u>EU Council directive, 2000</u>	Establishing a general framework for equal treatment in employment and occupation
<u>The Council of Europe's Approach towards Ageism</u>	This chapter analyses treaties adopted by states at the Council of Europe forum, as well as its soft law, in order to answer the following questions: how is ageism understood by this forum; what measures have been proposed to eliminate ageism; and are the soft law documents helpful for a pro-old-age interpretation of existing human rights treaties?
<u>The Impact of Age-Diverse Workforce on Organization Performance</u>	This study explores the impact of the age-diverse workforce on organization's performance and how job crafting mediates the relationship between age-diverse workforce and organization's performance.