

## **Business partnerships for the Intercultural City: Making the Diversity Advantage real**

### **Conclusions and follow-up report of the conference held in San Sebastian, 18-19 October 2012**

#### **1. INTRODUCTION**

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The seminar was held within the framework of the Intercultural cities programme. Its main objective was to discuss initiatives and strategies that cities could put in place to help enterprises, in particular SMEs, to leverage the benefits of cultural diversity ("diversity advantage"), and encourage enterprises to support the intercultural integration efforts of cities.

Forty-three participants assisted and participated actively in the Seminar. Including a delegation from Japan which was a main sponsor to the event and contributed to the interculturality of the content and the highly valuable debate among participants that was a key feature of the two day sessions.

The program included the participation of speakers from the public sector, business community, NGOS, innovation centres and academia. The seminar constructed the diversity scenario that impacts the intercultural issues that organizations have to address today and towards the future. The core themes were:

- Global Diversity - The Business Case of Diversity in Cities and Corporations
- Corporate Diversity practices
- Diversity attributes and their impact in socio-economic behaviour and changes
- Supplier Diversity to include SMEs in the economy
- Fostering Start-ups through diversity and how cities take advantage of international populations
- Contribution of diverse cultures to local sustainable development and innovation
- Partnership strategies between cities and companies
- Academia – researching and teaching diversity management

The speakers made a 15 minute presentation of the theme. The session had a "world café" structure by which participants sat in round tables of 8 / 10 persons. Speakers proposed 3 questions for participants to debate during 20 minutes. Spokes person presented conclusions of each table and the speakers moderated that debate. Conclusions were written in the flipcharts. Participants changed tables after each theme. The results is that all attendants participated actively in analysing the themes presented with the objective to advance in developing plans to be implemented in their cities and companies. The exchange between all agents participating in the San Sebastian two day session was extremely constructive.

## 2. CONFERENCE PROGRAMME

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### 18 OCTOBER

#### 9.00h Welcome and opening remarks

- **Juan Karlos Izagirre**, Mayor of San Sebastian
- **Irena Guidikova**, Head of Division Cultural Policy, Diversity and Dialogue Division of the Council of Europe
- **Keizo Yamawaki**, Meiji University, Tokyo

#### Keynote speech

*"The business case of diversity: cities and corporations"*

- **Myrtha Casanova**, President of the European Institute for Managing Diversity

#### Thematic sessions

##### 10.00h Session 1:

*"How do companies take advantage of the cities' diversity and make use of the talent of the diverse employees"*

- **Jean-Michel Monnot**, Vice President SODEXO, Group Diversity and Inclusion
- **Montserrat Tarrés**, Communication Director NOVARTIS Spain

Group discussions

##### 11.30h Coffee break

##### 12.00h Session 2:

*"Supplier Diversity: what is it? why do it? how to get started"*

- **Beth Ginsburg**, Supplier Diversity programme

Group discussions

##### 13:30h Lunch

##### 15.00h Session 3:

*"International population as a factor of city success and fostering start-ups through the diversity advantage"*

- **Andrea Wagner**, Open Cities monitor
- **Marcel Prunera**, Entrepreneur and consultant. Imacity managing partner

Group discussions

**16.30h** Coffee break

**17.00h** Session 4:

*“How do cities can create conditions for diversity advantage and business partnerships: the Copenhagen experience”*

- **Dina Haffar**, Engage in Copenhagen project
- **Human Shojaee**, Project Manager at The association for New Danes

Group discussions

**18.30h** End

**19 OCTOBER**

**10.00h** Session 5:

*“Teaching the diversity advantage in universities and how research centres benefits from it”*

- **Gonzalo Sánchez**, Professor at Faculty of Economics and Business Administration, Cádiz University
- **Jon San Sebastián**, Talent Search Director of Tecnalía Research & Innovation

Group discussions

**11.30h** Coffee break

**12.00h** Concluding session

**13.30h** Lunch at the “Talent House” in San Sebastian

**15.00h** Visit to the “Talent House”

Fomento de San Sebastian, as the company responsible for the sustainable economic development of San Sebastian and its surrounding area, is developing a support strategy to boost research and innovation as key elements in the transformation of the economic model.

The Talent House Integral Reception Plan is a project to support the attraction and reception of research talent in the city, which via its different services (accommodation, information, procedures, schooling...) must support their integration and professional development, as well as the dissemination of the knowledge generated and the opening up of lines of work with the actual research/technology centres and other institutions focused on the generation of innovation.

**17.00h** End of the conference

Power point presentations from speakers are available at:  
[http://www.coe.int/t/dg4/cultureheritage/culture/Cities/events\\_en.asp](http://www.coe.int/t/dg4/cultureheritage/culture/Cities/events_en.asp)

### 3. SOME IDEAS FROM SPEAKERS' PRESENTATIONS

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#### 1. Myrtha Casanova. President, European Institute for Managing Diversity (EIMD)

"Identifying problems is easy; the difficulty is identifying its causes"

In the 70s the scientific community identified diversity as the key factor that would define the XXIst century.

- From a bipolar power system to a plural governance styles and power areas. From segmenting minorities which are a source of conflicts, to inclusion of differences to leverage diverse contributions to generate innovation and sustained development.
- From hierarchies and control, to flexibility and management.
- From technology driven development, to human based management of resources to optimize efficiency.
- From hard competence, personal skills to gain competitive advantage.
- From male dominant environment, to female emerging new leadership styles.
- From generational substitution to changing demography that affects the social and financial systems.
- From the supremacy to the developed areas to the drive of emerging countries.
- From closed societies to talent flow created by physical and virtual mobility.
- From isolated cultures to a multicultural global socio economy. All in less than the lifetime of a person.
- From lasting strategies and products to short-term technology substitution.

The nature of the scenario is diversity

- People are more and more diverse and more and more close together
- Companies must have diverse workforce to interact successfully with its external global stakeholders.
- Strategies that were effective in the past cannot be used now for the risk of becoming obsolete and unsustainable.
- Policies that work in a certain region, will surely not be efficient in others because of the highly diverse cultures, priorities life styles and attitudes toward work, family, leisure and time.

In this global space the European Union is probably the most highly diverse common area.

A unique geopolitical space where diversity policies can only be implemented on the basis of deep respect to the local culture, regional governance, local entrepreneurial styles, local social

behaviours, local legislation. This is the key success factor for regions to enjoy of leadership positions in Europe and become preferred places to live, work and invest.

## **2. Jean-Michel Monnot, Vice President SODEXO, Group Diversity and Inclusion**

Sodexo designs, manages and delivers Quality of Life services (420 000 employees, 80 countries, 132 nationalities, 70 millions consumers/day)

Sodexo's engagement towards Diversity & Inclusion: Why?

- A challenge: recruit the best talents
- A wish: to resemble the world we live in and respect all those who make it up
- A business imperative: Meet our clients' and consumers' expectations
- A fact: Diversity is a spring of innovation and progress

Our choice: Respecting the mosaic

- Business case by country
- Involvement of the local management
- Country Action plans
- Sharing tools and best practices

## **3. Montserrat Tarrés, Communication Director NOVARTIS Spain**

More than 1.1 billion patients around the world were protected or treated by Novartis products in 2011.

Diversity and inclusion vision: To become the world's most respected and successful healthcare company by cultivating an inclusive & engaging high-performance environment that values and leverages diversity

What does Diversity & Inclusion mean at Novartis? We create a culture in which employees feel valued, respected and can contribute fully, making Novartis Pharma a more collaborative, innovative and productive place to work.

Why Diversity & Inclusion? Embracing the unique perspectives and capabilities of our employees to drive innovation and achieve our business goals.

Diversity and inclusion management is: a business imperative, a social imperative and a legal imperative

For individual behaviours to reflect a culture of D&I:

- Actively sponsor and participate in D&I awareness events
- Treat associates, as well as their inputs and perspectives with respect and dignity
- Acknowledge and recognize differences as a valuable source of learning in the workplace
- Actively solicit opinions, ideas and input on new ways of doing things from associates who are not normally a part of the decision making group
- Mentor or coach associates to increase their openness to various aspects of Diversity
- Promote and participate in constructive dialog across all levels of the organization
- Publicly recognize and share good practices that support a Diverse and Inclusive workplace

#### 4. Beth Ginsburg, Supplier Diversity programme

- While many multinationals confirmed that workforce diversity is already a fact, small and medium immigrant businesses need to be integrated into the mainstream business opportunities, matching them with big companies to help them grow.
- Supplier diversity is a small and medium sized enterprise programme, which provides equal opportunity to SMEs to bid for contracts with large purchasing organisations, including city Governments. SDP is not about establishing quotas for government supplier to have a legal obligation to work with suppliers of different backgrounds, but an encouragement to enlarge the recruitment pools.
- The fastest growing SMEs are underrepresented, diverse businesses, e.g. ones owned by ethnic minorities. Supplier Diversity offers these SMEs networks and knowledge about upcoming bidding opportunities, which they may not know exist
- Ultimately, supplier diversity is about social inclusion. By providing opportunities for SMEs to bid for contracts, SME owners, many of whom are from underrepresented groups, can see an economic future for themselves and their children. This gives them a vest interest in being a part of the wider community and the wider community benefits from their contribution.
- By seeking to increase the number of SMEs bidding for city government contracts, cities can help bolster and develop the SME sector. Also, by putting supplier diversity requirements into requests for proposal and contracts, city governments can make a tremendous impact on driving supplier diversity programmes in large companies, which are their suppliers.

#### 5. Andrea Wagner, Open Cities monitor

OPENCities started with the belief that cities that attract and retain international populations are more competitive than cities that don't.

*“Openness is the capacity of a city to attract international populations and to enable them to contribute to the future success of the city“*

Three conditions of cities' openness:

- Willingness to attract diversity, hence international populations.
- Low entry barriers.
- Intercultural exchange and participation for international populations.

Thus, cities have to be:

- Attractive, so that people want to go and stay there.
- Open, so that people can go, participate and stay there.

How can openness be measured?

Openness is a multi-dimensional and complex phenomenon. It can be measured by a large number of indicators, which measure different aspects of openness (53 indicators)

What is Open cities monitor?

- Benchmarks on cities' attractiveness and openness to foreign populations.
- Cities can evaluate their strengths and weaknesses.
- Drives debate about why some cities are more open than others and how cities can become more open.
- Provides practical examples and ideas that can be adapted and used for mutual learning
- Benchmarking and Learning Tool

The OPENCities Monitor is available on [www.opencities.eu](http://www.opencities.eu)

## 6. Marcel Prunera,

- Economic future: global (diverse) multinationals and global (diverse) start-ups where talent is the new main variable in competitiveness. The global competition for investment has been replaced by competition for talent because in the knowledge economy the investment follows inventions
- There is an entrepreneurship boom: Venture Capital, accelerators, incubators, business angels and seed capital increase in all countries; everyone has (or wants) its own Start Up Nation.
- Cities compete creating, retaining & attracting talent: entrepreneurs and highly skilled people. Where talent goes, the other jobs for less skilled workers also follow. Diversity increases not only in start-ups, but also in big companies because of the need to adapt to a globally connected world
- Friendly, tolerant and creative cities have more chances to be chosen for those people. Fostering tolerance & openness brings start ups, VCs, growth, prosperity. Cities that are open and good in attracting foreign investment and talent are the same that succeed in supporting start-ups
- Fostering entrepreneurship & innovation brings diversity & talent...and diversity fosters start ups, innovation and brings wealth. Recent studies have identified immigrants in the US as some of the most productive and innovative workers and entrepreneurs.
- While natural conditions for cities' environment and macro policies for business matter, micro policies for fostering entrepreneurship and attracting and supporting talent matter too. In the most economically successful cities there is a close relationship between public authorities and the business community.

**7-8. Dina Haffar**, Engage in Copenhagen Project & **Human Shojaee**, Project Manager at the association for New Danes

Engage in CPH is the diversity programme of the City of Copenhagen. With this programme, the city wishes to collaborate with private enterprises, associations and citizens to transform the city's diversity into economic growth and quality of life.

The vision is that "Copenhagen is the most inclusive city in Europe by 2015"

Every year in Copenhagen they measure the feeling of inclusion in the city, and the results show that employment and education promotes the sense of belonging.

Why do they promote diversity?

- Diversity pays off: diversity has a potential for economic growth and increased productivity as diverse teams have better problem solving skills (research shows diverse teams had less absenteeism and also higher employee satisfaction and loyalty...moreover, middle managers had to do more effort because things are not so routine and self-evident)
- Diversity means more innovation: research shows that diversity creates more innovation and new ideas on how we can cope with our common challenges
- Diversity and tolerance mean inclusion in the city: if citizens feel included = diversity enhances city's economic growth and quality of life
- Diversity makes a more open-minded city: diversity offers a variety of possibilities and experiences for citizens that makes it attractive to stay and live in CPH
- Diversity can also be a challenge: the diversity advantage does not come about by itself. It relies on somebody to take responsibility and over-come the challenges that diversity faces

Three pillars make up the framework of Engage in CPH:

- the municipality pillar: promoting and communicating the notion of equity within the administration of the City of Copenhagen
- The stakeholder pillar: establishing partnerships and providing counsel to businesses, associations and organisations on diversity and growth
- The citizen pillar: engaging all Copenhageners in dialogue across differences

Engage in CPH projects:

- INNOGROWTH via diversity: Innovation consultants assist companies and organisations in transforming existing diversity within the work place to innovation and efficiency.
- Copenhagen DIVERSITY CHARTER: as signatories of the diversity charter, organisations and businesses commit to promote the quality of life and growth of Copenhagen by:
  1. making diversity the norm in the organisation
  2. contributing so that diversity is seen as an asset in the public debate
  3. supporting initiatives that promote diversity and inclusion and combat discrimination
- The OPEN ARMS concept: Education of service workers in principles for inclusion, equal treatment and anti-discrimination
- Host programme and business mentors: matching of newly-arrived foreigners with voluntary social hosts for a more welcoming Copenhagen.
- The M+ project: development project analysing selected companies' potential for growth through diversity and counselling on one-to-one basis to private enterprises.

IMPORTANT: To convince companies that employing migrants and giving them responsibility are not a corporate social responsibility agenda but a business agenda, you need convincing

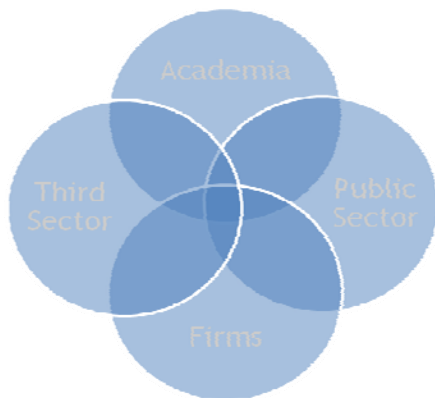


data. What opens doors to companies is not only the diversity charter but also the data that shows them that companies can improve their performance.

**9. Gonzalo Sánchez**, Professor at Faculty of Economics and Business Administration, Cádiz University

Scenario is made up of 4 major agents: Third Sector, academia, public sector and private companies. The critical change occurs in the intersection of behaviours of these 4 stakeholders.

Convergence of diversities is the source of innovation and sustainability. Leveraging the diversities that derive from these cultural behaviours is the key to the development and sustainability of public and private institutions. It helps identify the causes of conflicts that need to be managed. And it is determinant in the development of innovation and efficiency both in the corporate community as well as the public sector.



The role of universities, businesses schools etc. are critical in order to improving diversity management. Reality is not very optimistic in Europe.

Conclusions from an empirical study about diversity in European Universities and businesses schools (information from 254 Deans and 114 Faculties)

- Almost 70% said their institutions had a particular strategic or high-level focus on diversity. Diversity is usually integrated into the organisational mission and strategy and is considered in student related affairs and employment practices
- However, diversity management is not an area of research interest. Majority of faculties don't have a group or centre dedicated to research in the field of diversity management neither address diversity management in their PhD programmes
- Many considers that diversity management teaching will increase its importance in the near future, but still as part of courses but not as a full degree programme.
- The business-relevant learning objectives focus on raising awareness about diversity, providing tools to manage it and understanding the business case of diversity as a win-win, with few references to normative or conflict management perspectives.

We need to change HR, models in marketing, financial management, and other areas of teaching because clients and response to incentives is different depending on cultures.

*“There has to be an exchange of ideas, knowledge and experience which today is in the business world. There has to be more links with other research centres and with the business world. There is still a huge gap to manage in all diversity related subjects”.*

#### **10. Jon San Sebastián, TalentSearch Director of Tecnalia Research & Innovation**

Tecnalia is the first private R&D&I entity in Spain and one of the most important in Europe.

- Its strategic vision is “a private, applied research centre of international excellence with a great impact on local industry, and turned into a centre that attracts people and organisations”
- Its mission is to transform knowledge into GDP, improving people’s quality of life by generating business opportunities for companies.
- **Tecnalia Research & Innovation** was set up in 2010, although it incorporates within it the experience, career and strengths of organisations with a broad, extensive curriculum.
- Its originally recruitment strategy consisted on finding people from the nearest areas around the small city they were based in the Basque country. Later on they extended to Bilbao, Vitoria and San Sebastian.
- They grew to 60 people and moved to San Sebastian. They wanted to create a new business unit in the field of health technologies, in particular machines to improve the quality of life of elderly and disabled people. They could not find enough qualified people in Spain so they had to recruit worldwide. In two years they doubled to 125 people from 14 countries. Then they decided to merge with another 7 research centres in the Basque country.

Currently, Tecnalia has:

- 1500 people on the staff of 27 different nationalities.
- average age of 36 (58% men and 42% women)
- 22 headquarters worldwide
- 4.000 clients
- Evolution of revenues: year 2000 = less than 20 millions of euros; in 2011= 116 millions

They are convinced that the success is partly due to the cultural diversity of the workforce. It is important to manage it as a competitive advantage. Diverse societies lead us to diverse employees. This diversity means different perceptions of reality, more rich opinions and approaches to the market, clients, technology, different work styles, more adaptability of the employees to changes, better social image, easier to participate in international projects, generate networks around the world, different managing styles.

#### 4. SOME GENERAL CONCLUSIONS

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1. **Diversity is a key factor** of the XXI century world and diversity management is crucial to deal with the social, cultural and economic challenges and to get the benefits of the diversity advantage.
2. **Many global companies are well aware** of the importance of diversity not just because of social responsibility commitments but also as a reality and opportunity for improving their performance in terms of innovation, productivity, access to new markets etc. Some companies have interesting practices of managing diversity that are worth sharing with public organisations and other stakeholders.
3. **SMEs** are still far from including diversity management and inclusion policies on their strategies, and that's a key challenge. On the other hand, the majority of companies lead by underrepresented minorities (immigrants, women, disabled..) are SMEs.
4. On the global knowledge economy **talent is the key factor** and cities compete creating, retaining & attracting talent. **Openness** is the capacity of a city to attract international populations and to enable them to contribute to the future success of the city.
5. **Fostering entrepreneurship & innovation** brings diversity & talent...and a diverse and intercultural atmosphere fosters start ups, innovation and brings wealth.
6. In order to foster entrepreneurship, innovation and to retain and attract talent, **cities must impulse concrete strategies** in collaboration with the business sector and other stakeholders, with the goal to really make the diversity advantage real.
7. There are still **few cities** that are implementing collaborative strategies with the business sector on the framework of their intercultural policies, working together for improving both social cohesion and economic growth. However, many of them agree on the need and their interest to do so.
8. A **collaborative approach** is absolutely necessary not only among public organisations and the business sector but also including **the academia and the third sector**. All of them have valuable know how and resources to offer and also specific needs that may be attended through better collaboration methods, enhancing the social and economic benefits of diversity.
9. To convince more people (companies, public organisations...) to make more efforts towards this collaborative approach, there is a need to focus on **concrete data and indicators** showing **the economic and social benefits** of managing diversity and also to identify and disseminate **best and innovative practices and methodologies**.

## 5. WHAT TO DO? SOME RECOMMENDATIONS FROM LESSONS LEARNT

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Closing the event participants were asked to

- Express what they have learned during the Seminar.
- What would be the policies and activities they plan to implement in their cities, companies, universities and NGOs participating in the Intercultural Cities seminar.
- And what information they would be looking forward to in the future

Participants gave a very high grading to the Seminar in general. Mainly because some did not have a degree of awareness of the critical implications of diversity in the scenario, the impact in their organizations and the fact that leveraging diversity generates social stability, economic growth and legal compliance. The seminar created this very valuable awareness for them to understand the drivers of diverse changes, their causes and areas that need action

### a) Some examples of potential areas for municipalities and business collaboration

#### ➤ Raising awareness to facilitate a change of mentality

This is a global goal and it should be focus on the importance to make the diversity advantage real and should target municipal staff, people from business sector, academia and citizens in general. Changing mentalities is always a tough and complex thing to do but it's easier if a plurality of actors from public and private sector collaborate together.

- Awareness tools and programs for all: fighting stereotypes and prejudices on diversity
- collecting and disseminating data showing concrete economic and social benefits from diversity management
- proving that exclusion, discrimination, a lack of sense of belonging, lower participation etc. it's much more expensive than investing some resources on providing equal opportunities, which at the end means more development, innovation and quality of life.
- focusing more on people's potential and assets rather than just qualifications. Standard training courses do not fit all skills and profiles. Employment and business development agencies need not only language and cultural mediators but also a mentality change to look for the potential of people instead of seeing what skills and knowledge they don't have.

#### ➤ Adapting the municipal structure to the complexities of new challenges that require more transversal and collaborative approaches

Municipal structures usually don't facilitate cross-departmental cooperation. There is a need to innovate in terms of adapting the structure and working methodologies to the complex nature of the social challenges we have in order to give more efficient responses.

There are some examples of cities that are unifying departments or creating new bodies more flexible to allow better cooperation. Usually this is a concrete result of the success on the mentality change process.

➤ Convincing companies to be involved

In order to convince companies to collaborate and being involved, there are some examples of methods and actions to be taken:

- showing companies a real interest on learning from how do they manage diversity and asking them to share their model, plan, activities, results, cases, best practice...
- disseminating best practices from companies and inviting some of them to be part of advisory boards to assess city strategies, which also helps to visualise their social commitment and successful performance
- supporting companies by giving useful data showing the economic and performance benefits of managing diversity, and offering analysis and practical counselling on how to improve etc.
  - E.g. The New Danes looked into 50 companies, to see how they build business opportunities through diversity. Some are very small companies, but even they can be rated and realised they could become more efficient and innovative by using the diversity of their users. The analysis looks into all knowledge channels that go into an organisation
- Inviting companies to sign diversity charters to visualize their commitment and as a way to connect to them, have them meet between small and big companies, creating a network to inform, involve in advocacy, new projects etc.
- providing companies with public labels/accreditations proving their social commitment on diversity issues..(some experiences prove that companies are more motivated by such labelling than by punishment for not fulfilling certain criteria)

➤ Rethinking city welcome policies

- Reviews welcome packages to foster inclusion as early as possible for newcomers. A two way welcome policy in which present residents learn to value immigrants and immigrant learn to value the new culture that is welcoming them, so that both generate positive inclusion and contribution
- A better of collaboration among municipalities and companies will make city welcome policies much more efficient. Many companies (and also universities, business schools and research centres) are aware of the importance that their employees/students feel well integrated in the hosting city. A stronger sense of belonging has a positive impact on their work and increases the chances that these new citizens will stay in the city.
- That's why Basel has initiatives to involve international workers into voluntary organisations, local clubs etc. or in Aarhus they have created an international community between business, university and the city trying to improve facilities for foreigners and families, giving them opportunities to integrate. Something similar we could see in the Talent House in San Sebastian.
- Mentoring initiatives among employees and citizens of different demographic profiles.
- Municipalities need to include this perspective on their welcome policies and to collaborate with the business sector and research centres in order to reach a higher number and plurality of newcomers.

➤ Fostering entrepreneurship

There is a strong link between diversity and entrepreneurship that must be reinforced. Fostering entrepreneurship means supporting economic growth, talent, innovation..but also means providing more opportunities for more people.

City strategies to foster entrepreneurship must take into account the real potential existing on their cities and adapt them to get the most of their capacities.

- Programs bringing close to more dynamic minorities and lower income rates immigration communities the local start ups environment and programs.
- Micro-policies to create start-up communities there is a need to mobilise successful entrepreneurs
- Promoting social entrepreneurship
- Promoting international networking between accelerators and start ups programs
- Promoting entrepreneurship or corporate entrepreneurship with local tractor companies
- Promoting business angels networks, local oriented, sensitive to diversity management goals.

➤ Fostering SMEs as major local players, giving them support, visibility and inclusion

- Cities can support SMEs by putting supplier diversity requirements into requests for proposal and contracts. This will encourage diversity as a business imperative for winning contracts.
- Cities will provide more equal opportunity to SMEs to bid for contracts and therefore will contribute to provide more opportunities to underrepresented groups like ethnic minorities.
- There is a European supplier diversity programme (Migration Policy Group) that is already working with big companies and is currently starting to focus on public administration.
- Another example of supporting SMES (in Barcelona Activa) was about inviting small companies that wanted to work with the city and helping them to acquire the skills and to convince them to take part in tenders, because many do not even think they can or should tender.

➤ Building partnership projects with other stakeholders for specific goals and to take advantage of their mutual contributions

- There are many examples of real and potential collaboration processes among public and private sectors to deal with specific needs and challenges...
- Cities can define strategies to involve migrants into the internationalisation of the city agenda (entrepreneurs, professionals, migrants business associations etc.)
- Cities can also promote mediation among migrant businesses and local business associations to promote their interaction and proving the benefits of their their collaboration.

- Some cities said that foreign investors bring top managers from abroad but lower level managers are recruited locally. In Ukraine they set up a partnership between companies and the universities to help recruit graduates.
- In San Sebastian they have a strategic reflection on integrating all stakeholders, leaders of associations, research centres, universities, and think how to build a city which is open to diversity. The whole city is encouraged to help include the foreign talent in the life of the city. Leisure and free time is essential.
- Academic research projects that can help the public and private sector develop more knowledge and models to implement diversity and cultural inclusion management.

There are of course many examples to be considered and that's maybe one of the possible actions to be taken in the next future to convince more cities to start building partnership with the business community.

**b) Some topics that participants at the seminar would like to be looking forward to in the future:**

- More practical cases and concrete tools from the business community in order to transfer those experiences to the public sector
- Concrete approaches to diversity management on developing intercultural competence in all sectors and models for diversity implementation practices
- High interest in organizing new events where more practical cases from the business community are presented, discussed in order to transfer those experiences to the public sector
- Mentoring initiatives among employees and citizens of different demographic profiles.
- Put in place dynamics for integration and coordination between local government, third sector, business and universities.
- The role of new technologies in diversity and inclusion.
- How to foster entrepreneurship within all organisations, including the public sector
- Media involvement

Concrete proposals/commitments from cities (?)

- The City Council of Ukraine offered to host an event in the future for the Intercultural Cities network on these topics
- Genova (Alberto) proposes to set up an interactive laboratory on diversity
- Consider the interest of Volvo to participate and promote a meeting in Sweden

## 7. FURTHER STEPS

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### Conclusions and follow up

As take back actions the group coincided in the need to create awareness toward to value of diversity and interculturality to all the stakeholders of their surrounding. The group agreed in that diversity is not an isolated subject that can be handled through problem solving activities. But a comprehensive behavioral change of all stakeholders involved.

- **Create a Diversity City Council -**
  - **Rol:**
    - **analyse the diverse population of the city and their needs and priorities**
    - **design programs and activities oriented to leverage the diverse profiles of its citizens. Make it "their city"**
    - **invite stakeholders from all sectors to think tank session to identify project which could be established**
    - **overlook implementation of projects, its impact and measurement**
- **Awareness programs for city council employees -**
  - **On-line awareness short messages**
  - **Cicle of conferences on understanding, respecting and leveraging the diverse profiles of the citizens they service**
- **Resource networks**
  - **Networks of volunteers who create proposals to improve the life quality and contribution of citizens**
  - **Networks focused of different subjects**
  - **Implement their suggestions**
- **Disseminate**
  - **Involve media in the process of inclusion of the city diverse population**
  - **Publish talent contribution of immigrants and less favored population**



- Interviews and real stories of new start-ups, of new types of business - of education and languages to promote inclusion and respect of diverse local citizens
  - Exchange programs between cities
    - Exchange visits between cities of their leaders, diversity responsible, resource network promoters and employees of the city councils
  - Collaboration between business, academic, scientific and NGOs communities -
    - Establish types of programs they select and can commit to doing
-