



Diversity Management approaches in the public-private partnership industry

Project's report, December 2021



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Background

Diversity Management, considered as actions that aim to promote greater inclusion of employees from different social and cultural backgrounds in the structure of an organization, is a managerial practice that is now consolidated both internationally and nationally, in Italy. In many organizational contexts, however, this practice translates into simple declarations of intent, through standard communication and awareness-raising initiatives, far from realizing an effective inclusion and enhancement and valorisation of the identity and cultural background of the workers. The predominant approach continues to be that of paying attention to vulnerabilities in a restorative perspective (for example through the quota system), aimed at confirming, and in some cases strengthening,

a position of vulnerability, and inhibiting possible recognition and valorisation of skills (originated also from the specific background) of the individual workers.

Like the organizations, public bodies are also affected by this problem, but with greater limitations and restrictions as they are subject to precise rules, in particular regards the recruitment and career development processes. At the same time, as political institutions, they can promote the topic in the public debate, through training and awareness-raising actions, supporting skills development and recognition of competences and qualifications, and fight against prejudice and discrimination. Public bodies can also encourage the companies they have contracts with to adopt concrete and effective Diversity Management

strategies and facilitate the exchange of good practices.

The present project “Diversity management approaches in the public-private partnership industry” and report aims to transfer to the local institutions a broad knowledge of Diversity Management at the workplace, starting from a collection of experiences and best practices at European level and the analysis of S.A.Ba.R., a company selected within the territorial area of the municipality of Novellara and with a significant experience in Diversity Management and its Diversity management practices with a focus on the relationships and opportunities for collaboration between the public and private sectors. As the pilot project will show later in the report, the active role of the workers, who are more aware of the diversity, its value and its advantages, allow them

to be more sensitive citizens and agents of change in their communities. Companies that will be able to valorise and enhance them through diversity management practices will boost inclusion and a sense of belonging that as a consequence will improve performance and the achievement of set goals inside the companies as well as social cohesion in the respective territories. Furthermore, according to Zanfrini and Monaci (2021), promoting cultural awareness, companies can be testimonials and performing an educational role supporting inclusive models of social coexistence.

In particular, specific project objectives are:

1. To disseminate a renewed vision on Diversity Management, able to effectively combine inclusion a valorisation efforts (overcoming

its simple reparative function);
 2. To strengthen a public-private partnership making Diversity Management a shared goal and approach to enhance the public good;
 3. To integrate intercultural training activities for the workers within the companies' Diversity Management Plans, in the belief that it could not only positively impact the work environment but also the social cohesion at the community level. Workers are also citizens, so the more they are aware of Diversity, its value and its advantages (the so called "Diversity Advantage"), the more they will be sensitive citizens.

In order to reach the declared objectives, the following activities were carried out:

a) Desk-research of European best practices related to diversity management and public-private strategic partnerships.

For the collection of the best practices, diversity management has been considered as the effective inclusion and valorisation of the identities and cultural backgrounds of all workers at different phases of their employment pathway, from recruitment, to workplace conditions (via policies and practices), to initiatives involving the local and migrant communities.

In light of the above definition, 3 diversity management phases were identified to guide the analysis:

- Phase 1 - recruitment;
- Phase 2 - workplace conditions (policies and practices);
- Phase 3 - company-led community-based action.

Especially on the last phase, the focus has been on the identification of public-

private partnerships meaning partnerships established between private companies and public entities, with particular attention being granted to municipalities, cities, provinces, regions etc. in order to support diversity management initiatives.

The activities were carried out utilizing a repository instrument to collect existing practices with Europe as the geographical focus, considering as a timeframe from 2017 onwards and using as keywords for the search: diversity, public-private, best practice, inclusion and diversity management. Keywords were used in different combinations (E.g. diversity AND public-private; diversity best practice; inclusion best practice.; diversity management in cities, etc.).

1 <https://ec.europa.eu/social/main.jsp?catId=1081>

2 <https://ec.europa.eu/esf/home.jsp>

3 https://ec.europa.eu/programmes/erasmus-plus/projects_en

4 https://ec.europa.eu/home-affairs/funding/asylum-migration-and-integration-funds/asylum-migration-and-integration-fund-2014-2020_en

For the desk research, EU projects databases of best practices have also been consulted, including:

- EU Program for Employment and Social Innovation (EaSi) database¹
- European Social Fund (ESF) database²
- Erasmus + database³
- Asylum, Migration and Integration Fund (AMIF) database⁴

To be included, the projects/initiatives should have had at least one diversity management phase addressed, having among their target groups migrants, refugees, asylum seekers or second generations, foreseen a public-private partnership and being implemented in Europe after 2017.

b) Analysis of the case study S.A.Ba.R., of the existing diversity management strategies in the various departments and of the processes and practices implemented by the company in the field of Diversity and Inclusion with a specific focus on the pilot project that led to the Arabic-speaking open day of the plant realized in the framework of the current project “Diversity Management approaches in the public-private partnership industry” discourse.

Aim of the analysis was to assess whether the practices conducted by S.A.Ba.R. related to the field of Diversity & Inclusion, with a focus on cultural and ethnical aspects, could be considered as good or best practices, and whether some scope of improvement could be highlighted.

In particular, the analysis was

performed on three fronts. Firstly, a specific analysis of one the most successful D&I practices in S.A.Ba.R. was conducted. Then, the information available on projects and practices related to D&I were analyzed against two strategic tools, namely the ISO 30415 “Human resource management – Diversity and inclusion”, and the strengths, weaknesses, opportunities, and threats (SWOT) analysis. As previously mentioned, the recurring topic of the analyses was that of the strategic public-private relationships and in particular, how public bodies could support the D&I practices taking place in S.A.Ba.R. and additionally if they could be drivers of innovation in this sense. Data to support the analysis were mostly obtained through qualitative research, principally in the form of in-depth interviews with relevant people.

c) Elaboration of the present report in Italian and English describing the identified best practices, the active strategies and practices already carried out by S.A.Ba.R. and opportunities for improvement, the outcomes of the implemented pilot project and guidelines to support and guarantee the replicability of the process, with a focus on public-private collaboration and partnership, giving similar conditions.

d) Communication and dissemination of the project results and of the tools developed in the framework of it in order to support the implementation in other contexts.

Introduction

Diversity and Inclusion

Before delving into the Diversity Management concept and its evolution throughout the history, it is important to clarify the different terms we will be referring to through all the report:

Diversity:

Culture Amp, one of the most important employee engagement platforms offering diversity equity and inclusion tools, defines Diversity as “the range of human differences, including but not limited to gender, sexual orientation, disability, geographical origin and age” (Chiu, 2021). Therefore, diversity refers to the composition of the human resources within an organization.

For most organizations, diversity is the first step, as it addresses who employees are, but not how their work experiences differ. As many experts report diversity and inclusion are not synonymous, diversity refers to the numbers and the commitment to increase diversity among the human resources doesn't automatically reflect in creating and promoting an inclusive workplace (Zanfrini and Monaci, 2021). An organization can be different yet not inclusive: the mere presence of diversity and a diverse workforce is not in itself equivalent to implement Diversity Management and inclusion. Inclusion involves, in fact, further work at the level of knowledge and awareness (of differences, challenges and potentials) and above all of practices capable of integrating and enhancing it in the organizational culture. Increase awareness of the cultural and religious differences

and the challenges posed is the first step. Only informed and aware teammates, colleagues, managers, directors, citizens can develop tools, synergies and strategies to cope with diversity and create more inclusive companies and societies.

Inclusion:

Using, again, the definition provided by Culture Amp (Chiu, 2021), “inclusion is the act of ensuring that employees of all identities feel welcomed, valued, and actively engaged. An inclusive workplace ensures that each individual feels like they’re a part of the collective and that each member is given the same rights and opportunities”. Inclusion is about valorisation of the single different identities and their intersectionality. Diversity management is strictly linked to inclusion referring to the degree and ways in which conditions and opportunities are created in an

organization to use the potential of its members/employees (Zanfrini and Monaci, 2021). Inclusion represents the ability to recognize the differences and enhance the diversity of people starting from the phase of access to the organization through recruitment and selection processes. Inclusion is, therefore, the concrete management of diversity inside an organization that is achieved by building a work environment where everyone has the opportunity to participate in the development of the organization and in common results. It is about creating a place where everyone feels that they belong.

Sense of Belonging:

Sense of belonging thrives when employees feel secure, supported, and empowered to be their authentic self at work. It happens when the workplace

is a safe space where everyone is respected in their own individuality and where every head counts in their own unicity and originality.

Intersectionality:

Intersectionality is defined, according to the Merriam-Webster dictionary¹, as: “The complex, cumulative way in which the effects of multiple forms of discrimination (such as racism, sexism, and classism) combine, overlap, or intersect especially in the experiences of marginalized individuals or groups”. In other words, considering intersectionality means recognizing that different aspects of a person’s identity interact and intersect in unique ways. These different identities can reduce or increase the (dis)advantages somebody faces at work and in society.

Managing diversity and creating

inclusion means to acknowledge employees’ whole selves (Chiu, 2021). In this sense, intersectionality can be and should be used and considered as a critical framework that organizations should have in mind and apply to every Diversity Management project.

Diversity Management

Once we have defined the specific terms linked to Diversity Management we can now delve into it, exploring its history and evolution in the last decades. Various attempts of classification of the diversity have focused on primary and secondary dimensions (Loden and Rosener, 1991), including into the primary dimension more objective, innate and unchangeable characteristics

¹ <https://www.merriam-webster.com/dictionary/intersectionality>

like age and physical and mental characteristics and into the secondary dimension characteristics that an individual acquired over time and which may be subject to change: the educational background, the geographic location, the role inside the organization and the professional experience (Mauri and Visconti, 2004). Another categorization is related to visible and invisible differences. Among the first ones the pigmentation of the skin and among the latter the personality and professional skills (Mauri and Visconti, 2004; Pinna Pintor and Maugeri, 2020). Other categorizations have referred to internal and external, personal and organizational differences Gardenswartz e Rowe (1998) and physical functional differences (Cornet et al., 2007). All these classifications and the related discussions are important because as highlighted by Thomas (1995), one of the pioneers of

Diversity studies, it is necessary to understand diversity not only as a synonymous of difference and in this way creating a juxtaposition between a group of “normal” persons, individuals that constitute “the norm”, and another different group, but considering diversity as a condition of the organizational context itself, characterized by a heterogeneity of people who work together and interact with each other (Monaci, 2012; Pinna Pintor and Maugeri, 2020).

Starting from this idea, the diversity management nowadays differentiates itself from the equal opportunities policies, addressed to specific groups and individuals having certain characteristics, promoting more efficient and comprehensive social inclusion policies aimed at the organization as a whole. Therefore, the Diversity management is a strategic organizational approach that

takes into consideration, on the one hand, individuals, their specificities and their needs in order to enhance the diversity present in the company and on the other hand, it stimulates a cultural change that facilitates the reconciliation of all diversities in the organization (Pinna Pintor and Maugeri, 2020).

Moreover, companies' aim while implementing diversity management strategies is not only to comply with national and international rules and regulations or to act in a moral and ethical way but "doing well while doing good", emphasizing the advantages that such interventions also imply in terms of business performance. Companies and organizations are in fact recognising the importance of learning, understanding and valuing the differences, promoting an inclusive workplace and using the diversity advantages to

reach better performance, social and economic impact, efficiency etc. (Cuomo and Mapelli, 2007; Pinna Pintor and Maugeri, 2020). Diversity management can so be as "an approach to the management of the human resources aimed at building inclusive organizations, that is, capable of a) recognizing - favouring their expression - the different predispositions, abilities, needs, experiences and identities of the people inside the organization; b) enhance and integrate these differences conceived as potential also for the benefit of organizational performance" (Zanfrini and Monaci, 2021, p.31). A commitment to diversity demonstrates that a company values fairness and equality. These characteristics have a positive effect on its reputation with clients and other stakeholders. Studies have shown that diversity can increase innovation and

inspiration (Levine 2020) but this can happen if everyone feels to belong to a safe space where they can be themselves and voice who they are and what they believe in and feel they can contribute to the organisation. Inclusion and sense of belonging also improve the retention rate of an organisation and reduce the turn over. Whichever is the reason that moves a company towards the implementation of diversity management strategies and the valorisation of the differences, studies have shown that they can generate value promoting benefits for all the stakeholders involved: the employees that, recognized for who they are and for what they bring to the workplace, feel more valued and consequently participate more actively to the life of the organization, building in this way professional and career growth opportunities through greater visibility and recognition of

one's contributions. Advantages of diversity management strategies are also shared by the organization and the teams which gain in competitiveness and overall performance (Zanfrini and Monaci, 2021). This organizational approach aims to provide new ideas also for anti-discrimination policies, which go beyond the resolution of social inequities by applying interventions aimed at the entire organization, with widespread benefits for all the actors involved in the process (Pinna Pintor and Maugeri, 2020). According to Buemi et al. (2015, p. 22), "The challenge of diversity, therefore, lies not so much in representing social diversity in the workforce, but in creating the conditions (not only organizational, but also referable to the corporate culture as a whole) in which the risk that diversity creates barriers and conflicts is minimized and its ability to improve the

performance of people and organizations is maximized”.

Nowadays it is evident the existing gap between the concept of diversity management promoted by the Equality Plans (more focused on gender issues and disability) and more specific policies related to the valorisation of immigrants and/or their cultures. As mentioned before, this gap allows the space for a more articulated discussion that moves from considering the diversity management beneficiaries as vulnerable subjects towards recognizing their agency and their active role as co-creators of Diversity and Inclusion practices and solutions. Inclusion and valorisation of the diversity are two different objectives, but they can be complementary. There can be inclusion without valorisation, creating a “plural organization” as described by Cox (1991):

an organization where there is a heterogeneity of the workforce and the tendency is to pursue equality values and to implement actions that condemn discriminatory behaviours. However, there is still a conflict between groups and a lack of integration in decision-making processes. At the same time, there could be valorisation of the diversity, without enhancing it through inclusive strategies like in the case of the “multicultural organization” (Cox, 1991). In this case, the organization is founded on a culture that values diversity, is highly inclusive, promotes individuality and discourages conflict between groups. In this organization, the objective of social equity is achievable, guaranteeing a real enhancement of diversity that allows achieving results in terms of profits and stimulating internal changes within the organization (Buemi et al., 2015; Pinna Pintor

and Maugeri, 2020). The risk in the Italian scenario, like the one where S.A.Ba.R. operates is also that, despite the good intentions, most organizations still found themselves at the monolithic organization level, where the diversity is concentrated in specific areas, generally the low skilled jobs, and the migrants are not involved in any decision-making process, replicating situations of ethnicization of the labour market.

In this context, the role of the public-private partnerships could be, considering the public institutions, to create the conditions (also through dedicated programs, practical approaches and initiatives) to promote diversity and inclusion in the private sector (for example supporting recruitment processes), while the private sector can activate internal strategies for the

valorisation of their employees, supporting the recognition and development of their skills and their agency, shifting towards a concept of grass-roots approach to diversity management, supported also by intercultural policies, and considering its value and advantages (diversity advantage). Moreover, according to Zanfrini and Monaci (2021), the public sector could promote rewarding mechanisms of good Diversity Management practices, even only at a symbolic level, to increase the visibility and reputation of organizations like S.A.Ba.R. involved in significant efforts and results in the promotion of inclusive workplaces as well as considering Diversity Management Plan and activities as a preferential criterion to grant private companies a contract by public administration. Last but not least, the collaboration among the different stakeholders is fundamental in the planning

and implementation of targeted interventions, as well as in the development of guidelines for their implementation. This co-creation of Diversity Management practices is carried out and must be pursued mainly through the development and consolidation of project partnerships between companies, public entities and civil society organizations and the voluntary sector taking into account the peculiar resources and skills of the latter (their networks, and their knowledge of the social needs of their own territory). This collaborative action should also be supported by initiatives aimed at promoting forms of communication and evaluation of Diversity Management policies, possibly also within the framework of reference criteria or international and national standards. The analysis of the practices carried out by S.A.Ba.R. against the ISO 30415 standards goes in this direction.

S.A.Ba.R. - Case Study Analysis

Introduction to S.A.Ba.R.

This short introductory paragraph is aimed at providing general information about S.A.Ba.R., in order to facilitate the understanding of the analysis later performed.

S.A.Ba.R. is a company operating in the waste management industry and located in the Italian region of Emilia Romagna. In particular, it is located in the municipality of Novellara, and receives waste from eight municipalities in the area, namely Boretto, Brescello, Gualtieri, Guastalla, Luzzara, Novellara, Poviglio, Reggiolo.

When referring to S.A.BA.R., we

actually refer to two companies: S.A.BA.R. S.p.A. and S.A.BA.R. Servizi S.r.l. which have different functions and governance and operate in different service lines. In particular, S.A.BA.R. S.p.A. still mainly deals with the management of the disposing plant in Novellara. Other activities refer to renewable energy and agriculture activities of the spirulina algae and basil.

On the other hand, S.A.BA.R. Servizi S.r.l still deals with services related to waste management, but also activities related to environmental and sanitary hygiene of public spaces.

The companies adopt an Integrated System of management for the two companies in order to achieve strategic and organizational pillars, namely: community engagement, education and projects in schools, energy

efficiency, respect for the environment, training and skills development, sharing of results and targets with employees, and organizational production.

S.A.Ba.R. effectively is a company, where the shareholders are the eight municipalities previously mentioned. Nevertheless, in the following analysis, especially in the discussion about strategic public-private partnerships, S.A.Ba.R. will take on the role of the private part of such relationships, leaving the public role to pure public institutions, such as municipalities, the province, or related administrations.

Indeed, the focus of this analysis will be to first understand S.A.Ba.R.'s positions and best practices concerning D&I with a focus on workers with a migratory background, specifically refugees and asylum seekers. Later on, the focus will shift to

how can the public bodies can facilitate S.A.Ba.R. in carrying out such practices.

Introduction to the methodology

To address the “Diversity Management approaches in the public-private partnership industry” discourse, an analysis is here provided to assess whether the practices conducted by S.A.Ba.R. relating to the field of Diversity & Inclusion, with a focus on cultural and ethnical aspects, can be considered as good or best practices, and whether some scope of improvement can be highlighted.

In particular, the analysis will be performed on three fronts. Firstly, a specific analysis of one the most successful D&I practice in S.A.Ba.R. will be conducted.

Lately, the information available on positions and practices related to D&I will be analyzed against two strategic tools, namely the ISO 30415 “Human resource management – Diversity and inclusion”, and the strengths, weaknesses, opportunities, and threats (SWOT) analysis.

As previously mentioned, the recurring topic of the analyses is that of the strategic public-private relationships and in particular, how public bodies can support the D&I practices taking place in S.A.Ba.R. and additionally if they can be drivers of innovation in this sense.

Data to support the analysis are mostly obtained through qualitative research, principally in the form of in-depth interviews with relevant people.

In particular, the first set of information comes from the

data collection and analysis task carried out by the Intercultural Centre Mondinsieme starting from 2018. Additional qualitative research has been performed with the scope of implementing and updating the available information. Viviana Premazzi, from Global Mindset Development, external consultant for this project, on the 1st of October and the 22nd of November, 2021 using the online platform “Zoom”, interviewed Marco Boselli, S.A.Ba.R. Director, Simone Scarpellini, head of the Human Resources office, and Nestol Ama N’Gozan Christophe, migrant worker employed in S.A.Ba.R.

Furthermore, Viviana Premazzi was invited to participate in an Open Day for the Arabic-speaking communities, on the 27th of November, 2021 where she could experience an example of migrants’ educational role for their communities, in terms

of recycling practices and environmental protection. Such an experience and the participant observation carried out in that occasion, was crucial for the purpose of this analysis, as she could get relevant first-hand information and insights.

Thus, the analysis will address, among others, the following questions:

- Is S.A.Ba.R. carrying out Diversity management practices able to effectively combined inclusion and valorization efforts (overcoming its simple reparative function)?
- Are the practices conducted by S.A.Ba.R. in terms of diversity and inclusion consistent with the criteria expressed by the ISO 30415?
- What are the areas of development and success of the practices?
- In the context in which S.A.Ba.R. is operating, where can fertile ground be identified to expand the process of inclusion? And in such a context, what are the risks to take into consideration?
- In the context of public and private partnerships, where can this be used as an opportunity to help the process of Diversity & Inclusion?
- How intercultural training activities can impact the work environment as well as the social cohesion at the community level? How the public can support the private sector in these processes?

Best practice:

from diversity management to diversity empowerment, inclusion and valorization

Mondinsieme Foundation met S.A.Ba.R. in 2018, when the company had the chance to participate in the lab “Diversity management”, conducted by Mondinsieme Foundation within the project “CSR Lab Emilia Ovest”. For the company was an opportunity to gain knowledge about the topic of Diversity Management and analyse formal and informal Diversity Management practices. Mondinsieme also accompanied the company in a process of self-assessment and identification of

the most adapted DM strategies. On this occasion, Mondinsieme also realized a measurement of the diversity in the company (by gender, age, geo-cultural origin and company seniority) using the Diversity Rating 2.0 tool.¹

The purpose of the tool is twofold: applied to a single company, of the entire structure or to parts of it, it allows the organization to map its diversity at a given moment and therefore to monitor its evolution over time (on the basis of periodic updates) in order to identify the critical issues and the actions necessary to enhance diversity. If extended to various companies in a territory, it allows the study of community development trends that can guide public and private interventions to manage the aspects of change that have emerged.

Two practices, in particular, were

¹ <https://www.mondinsieme.org/diversity-management.html>

identified:

1. the recruitment of the applicants for international protection (through public job placement programs) according to a linguistic-cultural match with foreign workers or workers of migrant background who have been in the company for longer to valorise the latter as tutors/mentors and speed up the learning of skills and procedures through the use of the native language of the migrants or a lingua franca.

2. awareness programs in the respective migrant communities on how to manage separate waste collection in meeting places. Supported by Mondinsieme, S.A.Ba.R. was able to understand the contribution of their migrant workers with respect to the efficiency of the services provided. The fact that they contribute and are engaged, albeit

informally, in educational action in their respective communities and in the places of aggregation, explaining in their native language how to do the separate collection, allows a saving of time and energy in the subsequent process of differentiation (with a consequent increase in productivity and efficiency) carried out by S.A.Ba.R.. This recognition can be considered as an enhancement of linguistic-cultural skills in a business model that aims to improve the differentiation made by citizens to reduce the costs of the subsequent waste differentiation carried out by the company.

In 2019, the two practices identified and supported by Mondinsieme allowed S.A.Ba.R. to be included in the mapping of the 10 best practices of Diversity Management for the Emilia Romagna Region in the framework of the DimiCome

project.² S.A.Ba.R. was also chosen as one of the three practices (among these 10) on which to conduct case studies.

For all these reasons, S.A.Ba.R. was also selected as the best case on which to build and conduct the pilot test for the current project.

In the framework of this project, Mondinsieme was entrusted with the task of accompanying the company and the migrant worker(s) chosen for the occasion in the creation of an open day aimed at the Arabic-speaking communities. The open days are days in which the local communities are invited to the company headquarter where the workers effectively become

educators of their community of origin and explain the importance of environmental preservation through the practice of recycling. The Arabic-speaking open day took place at S.A.Ba.R. on Saturday, 27th of November.

Mondinsieme, through capacity building meetings, trained the worker(s) with a migratory background providing them with leadership and public speaking skills and helped them to reflect on their role of environmental educators. Together they also developed some strategies to allow them to lead the visit with calm and self-confidence. These are personalization strategies that a Diversity Management path aimed at enhancing the individual worker should consider.³

² <https://www.ismu.org/en/project-dimicome/>

³In this particular case, a few aspects were foreseen:

- a. the worker would have started from the warehouse where he works so that he could feel more at ease and transfer all his knowledge;
- b. “use” the son (who had also a work experience in S.A.Ba.R.), if needed, as an intermediary between the company and the worker. The son was able to intervene in support of the father, also by collecting

Without this external intermediation, the risk would have been that of carrying out the open day in the traditional way with the worker relegated to a simple translator. Purpose of the meetings was to focus on the soft skills of the worker and instill in them the confidence needed to carry out this task.

According to the participants, relatives, friends, residents of the municipalities, members of the Arabic-speaking communities, Mondinsieme and municipalities representatives, the event went very well. The worker explained with enthusiasm and accuracy processes, challenges and roles of the workers and of the citizens, emphasizing the responsibility of all residents of a given territory (including all

migrant communities) in the waste management, recycling and environmental preservation and the costs associated to it. He switched easily between Arabic and Italian and between public and private conversations according to the needs and the questions of the participants, helping everyone to feel included. At the end of the visit the worker declared his interest in reiterating the experience, at the same time, some participants shared very positive feedback and showed the intention of participating again in the future in similar events, involving more members of their own community and community leaders so to promote a multiplier effect and a broader impact.

Through this partnership between S.A.Ba.R. and Mondinsieme,

suggestions from the company representatives present at the open day (in this way everything could take place behind the scenes and not in front of the participants), thus guaranteeing the prominent role of the representatives of the community.

the workers with a migratory background started training and mentoring activities aimed at the development of new skills, as well as an active engagement with different local communities that would eventually be reflected in terms of environmental, social, and economic sustainability.

From the analysis of the experience three elements emerged, corresponding to the three levels of engagement and entities involved:

- the role of the public institutions is to translate national policy locally, set appropriate strategies which link, promote and coordinate existing and future initiatives, remove the barriers and create the conditions (also through dedicated programs, practical approaches and initiatives) to promote diversity and inclusion in the private sector

(for example supporting recruitment processes), while the private sector can activate internal strategies for the valorization of their employees, supporting the recognition and development of their skills and their agency, shifting towards a concept of grass-roots approach to diversity management and considering its value and advantages (diversity advantage). The open day is a demonstration of this approach: the municipality of Novellara encouraged S.A.Ba.R. to open up for the open day to the diaspora communities, resident in the territory, enhancing the agency of its workers of foreign origin. This has had already an external and internal impact: the agency of the worker activates the agency of the participants to the open day who become trainers themselves for other

members of the community (according to a train-the-trainers model). The valorisation of the knowledge and the skills of the migrant worker help to promote awareness in the territory and to recognize its role and competencies in the field;

- the public-private strategic partnership has been activated and achieved thanks to the support of Mondinsieme foundation. This is a demonstration that the consultancy work can also be carried out by the public entity, and finding the right intermediaries is the best way to keep together entrepreneurial experiences and intercultural public policies. SMEs (as in the case of S.A.Ba.R.) don't have all the internal resources to carry out by themselves DM practices. The public sector and the consultancy

work can help them to identify their needs and the practices already happening inside the organisation and that need support in order to become more structural and sustainable. Through the Diversity management Lab, the project DimiCome and the present one, Mondinsieme helped S.A.Ba.R. to read their experience and the practices with new lens and recognize their scope and impact;

- through the open days, a company based on a specific territory is able to get in touch with the Diaspora associations on one side, informally, through the worker of migrant origin and, formally, through the public institutions. Engaging the Diaspora associations for a company means potentially building a two-way relationship: a. supporting their cooperation/

solidarity activities through the donation of surplus material that can be recovered from local associations or send to the countries of origin (there are many examples of this that can fall within the circular economy model), in the opposite direction the Diaspora associations can work for the company as antennas / focal points of actions aimed at the public interest (from a Diversity Marketing perspective). At the moment, S.A.Ba.R. has activated only one of the two directions (the second one), but it could easily start also the first kind of actions by donating useful materials to the associations.

ISO 30415

The International Organization for Standardization (ISO)

provides one of the most accredited sets of International Standards worldwide. It provides common standards among nations in various organizational fields and areas, such as quality management (ISO 9001), environmental management (ISO 14001), and occupational health and safety (ISO 45001). For the purpose of this analysis, the standard up to which S.A.Ba.R.'s practices will be compared is ISO 30415 for "Human resource management-Diversity and inclusion". It is the first edition of said standard, as it was published for the first time in May 2021.

The following figure illustrates the methodology adopted by the ISO 30415 highlighting the biggest areas of interest concerning Diversity & Inclusion in the organizational workplace

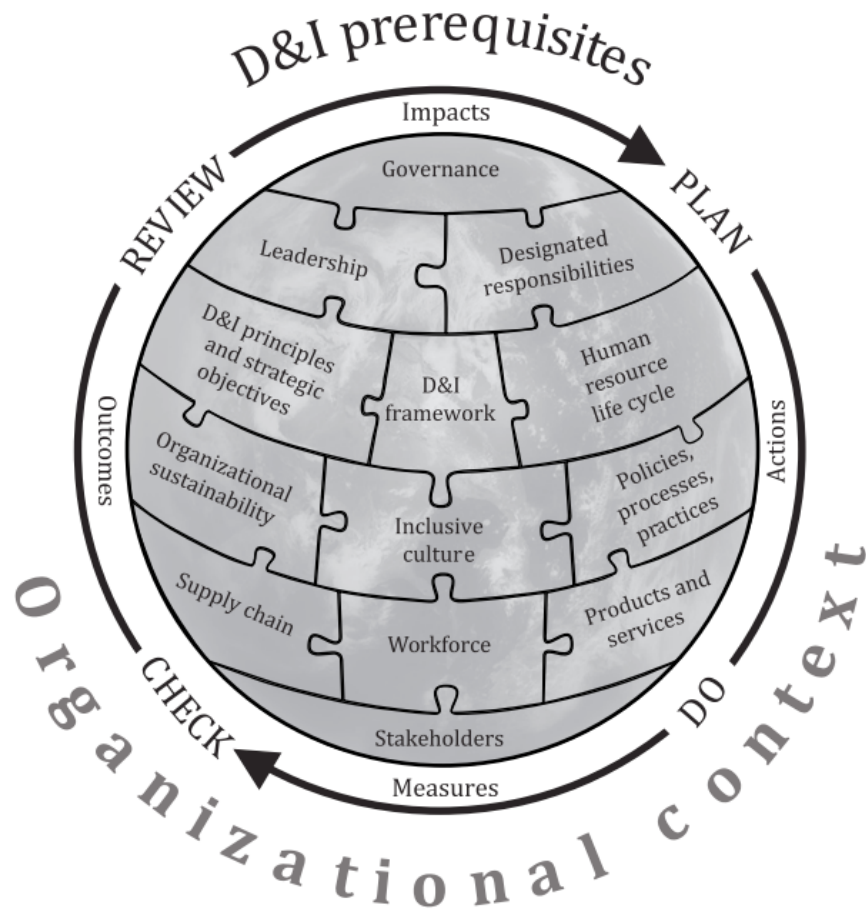


Figure 1 — Organizational diversity and inclusion

Source: ISO 30415:2021

Eventual doubts concerning the possibility and efficacy of applying such standards to the peculiar reality of S.A.Ba.R. are solved by the standard itself, where it states that:

“(the document) is intended to be scalable to the needs of all types of organizations in different sectors, whether in public, private, government or non-governmental organizations (NGO), regardless of size, type, activity, industry or sector, growth phase, external influences, and country-specific requirements.” (ISO 2021)

Furthermore, both companies, S.A.Ba.R. S.p.A. and S.A.Ba.R. Servizi S.r.l., already obtained certifications for complying with ISO standards in different organizational areas, namely ISO 14001 for Environment, and ISO 9001 for Quality.

The difference between the ISO and other tools promoting

diversity and inclusion in companies is the stronger focus on HR as well as on the fundamental prerequisites for D&I, associated accountabilities and responsibilities, recommended actions, suggested measures and potential outcomes.

The choice of using this tool was linked to its recent publication, the comprehensive and detailed framework with references also to the external relationships and stakeholders that could fit the purpose of supporting the analysis carried out for this report and the focus on public-private strategic partnerships. Lastly, it was also important the fact that S.A.Ba.R. is already familiar with the compliance of the ISO standards and the opportunities provided by it and this effectively demonstrates the inclination and consistency of the companies to comply with such standards. Thus, such an attitude effectively suggests the relevance of the

methodology chosen for the here reported analysis. Through all the document and the analysis, the consultants kept a very concrete and practical approach, reporting practices already activated, challenges and limitation and opportunities for improvement. They have also considered the specificity of S.A.Ba.R. where Diversity is considered mainly in relationship with workers with migratory background and that, in S.A.Ba.R., they are mainly refugees and asylum seekers. This introduces different challenges related to the bureaucratic and administrative spheres, which, although do not represent the main focus of the analysis, should always be kept in mind as they will be sporadically addressed.

ISO 30415, Human resource management - Diversity and inclusion, reports six areas to tackle in the context of good practices in the field of Diversity

and Inclusion (D&I), namely:

- 1) D&I Framework
- 2) Inclusive culture
- 3) Human resource management life cycle (subsequentially divided into 9 sub-areas)
- 4) Products and services - design, development and delivery
- 5) Procurement and supply chain relationships
- 6) External stakeholder relationships

Since the available information doesn't provide sufficient material to carry out such an analysis for the areas "Products and services - design, development and delivery" and "Procurement and supply chain relationships", those will not be addressed.

For each area (and eventual subareas) the ISO reports examples of relevant actions, measures to assess the condition

or implementation of D&I practices, and outcomes resulting from a good implementation of said actions.

As mentioned above, on the basis of the available information, this analysis will identify whether the actions and practices conducted by S.A.Ba.R. in terms of Diversity Management with a focus on people with a migratory background are consistent with the ISO 30415 and whether they can be inserted in the previously presented macro-areas, and in which terms, which challenges prevent the company to put them in place and which opportunities can be pursued.

Simultaneously, the focus on the strategic public-private partnerships remains in the form of potential support and innovation that public bodies can provide to S.A.Ba.R. on its D&I practices.

D&I Framework

A Diversity & Inclusion Framework is defined as:

“a supporting structure of interrelated components, which organizations can employ to contextualize, manage and promote inclusion strategically and cross-functionally.” (ISO 2021)

The available information about S.A.Ba.R. discloses the presence of a rather organized approach to D&I, which though doesn't seem to be formalized in a proper framework. A formalization of a D&I framework in a context of a continual improvement plan, do, check, and review approach suggested by the standard would allow S.A.Ba.R. to monitor, enforce and improve the practices that regulate a diffuse implementation of Diversity & Inclusion in the organization.

Such formalization would enable the company to enhance the benefits associated with Diversity and Inclusion in the workplace, such as an increase in innovation, stakeholder engagement, and reputation.

Inclusive culture

“An inclusive organization enables fair and equitable access to jobs, careers, learning and development opportunities, and, through its relations with its workforce and other stakeholders, fosters a sense of connectedness and mutual respect.” (ISO, 2021).

From the available information, it emerges S.A.Ba.R.’s commitment to promote and spread an inclusive culture in the organization. One of the areas in which S.A.Ba.R. seems to pay a great amount of attention in this context concerns

the relationships between the employees. Examples of actions taken by S.A.Ba.R. in this sense relate to the creation of common areas such as an equipped canteen, a table football, and a room dedicated to prayers.

The spread of an inclusive culture with a focus on employees’ wellbeing also refers to attentive measures to ensure the satisfaction of every employee’s needs regarding the benefits of day-offs and holidays. Since the need for holidays for religious reasons (e.g., the Ramadan month or the Christmas season) and personal reasons (e.g., travels back home) don’t often coincide, most of the time this allows an effective allocation of time-off, resulting in gratification on the employees’ side, as well as a continuous unfolding of business activities.

In this case, effective implementation of an inclusive

culture reveals to be beneficial for the employees through an enhancement of work-life balance, as well as for the company through smooth maintenance of its activity and operations.

Nevertheless, as it is to be expected, conflicts between employees are reported to happen sporadically, reportedly solved through dialogue.

Since the conflicts are described to be happening on the ground of cultural diversity and related misunderstandings, to prevent such conflicts to happen, it would be advisable to take a step further and promote activities that can effectively implement understanding and acceptance of cultural differences, for all parties involved.

Indeed, from available information and data, it emerges the lack of a structured approach to drive cultural integration of

the migrant workers in S.A.Ba.R. This could be achieved through the implementation of practices to guide the workers of different cultures in understanding each other's grounds. This means addressing said diversity management practices also to Italian workers, for them to understand why migrants have different needs in the workplace (e.g. the prayer room or flexible hours for religious holidays).

Furthermore, from data, it emerged how migrants seem to receive some kind of favorable treatment in the workplace, such as greater attention to their general wellbeing.

The good intention behind such actions is clear and understandable, but it seems significant to report here the Diversity Management principle stating how D&I has to be beneficial to the whole workforce, and how it should always practice

fair behaviors, leaving no one behind. In this sense, actions of positive discrimination should be avoided whereas possible or transparently communicated to all the workforce, for them to understand the reason behind such actions. If this kind of actions are not properly explained to all employees, it could lead to conflict in the future, as Italian workers could feel somehow discriminated against, or left behind in the workplace. For this reason, it is crucial not to overlook locals, here Italian workers, as everyone in the workplace should be allowed to develop a sense of belonging, inclusion, and respect.

The spread of such information and understanding could be performed both formally and informally. An example of a formal tool to enable such communication could be the Ethical Code of conduct, already

present in S.A.Ba.R., which could be integrated with additional chapters on the D&I management orientation. Additionally, it would be beneficial to favor the spread of inclusive culture as the disclosure of the organizational policy in terms of harassment and discrimination, for all parties involved.

Indeed, available information didn't refer to the method of reporting of such actions, and how they are addressed internally. In case of an absence of a framework to address and formalize such phenomena, a good practice would be to implement it.

During such an implementation of the Ethical Code of conduct, it would be advisable to consider the possibility of translating this code at least in all the native languages spoken by the employees at S.A.Ba.R. This would facilitate the understanding of

the importance of reporting, the standpoint of the organization on matters of harassment and discrimination, and would help workers to feel more protected and integrated.

Human resource management life cycle

The third macro area of the ISO 30415 is called Human Resource management life cycle.

It is defined as:

“a concept that describes the main stages of an individual's engagement with an organization from the point of joining to leaving. It also describes the organizational responsibilities for people management at each main stage.” (ISO, 2021)

It is the most extensive area in the standard and is divided into nine sub-areas, namely:

- Workforce Planning
- Remuneration
- Recruitment
- Onboarding
- Learning and Development
- Performance Management
- Succession planning
- Workforce Mobility
- Cessation of Employment

Due to the limitation in the information available, for the purpose of this analysis, only two out of the nine sub-areas will be analysed below, namely:

- Recruitment
- Learning and Development

What is significant to report here is the general approach used by S.A.Ba.R. in Human Resource management referred to workers with a migratory background

that it employs. The vision of the company is to employ, train and retain workers. The end goal for every hire is reported to be a permanent contract. There is a willingness and strategic choice to work in order to have a strong, trained and efficient workforce in the future. This is proved by the low turnover rate and the fact that almost all the interns have been hired.

This vision is not limited to the work sphere, but rather expands to the private one. The idea of creating a strong and integrated workforce manifests also with the support which S.A.Ba.R., through its human resources managers and the director, provides to the migrants in bureaucratic matters, such as documents and paperwork, and extends sometimes also to economic support, in finding a house or getting a driving license.

Another aspect significant to mention here is the commitment to reach the migrants' families and in particular the second generations, shown by cases of internships where the sons of the migrants have been involved in different functions, such as call centre operators or in administration.

This shows the commitment of S.A.Ba.R. towards the processes of Diversity and Inclusion. Such practices create an environment where people have great respect for the director and are willing and enthusiastic to provide their contribution, albeit the hard-working and challenging condition of the industry.

Recruitment

“Recruitment can involve a process of attracting, sourcing, assessing, selecting and employing people with knowledge, skills and abilities required by the organization to meet its workforce planning objectives and remuneration budget.” (ISO 2021)

Due to the lack of an office dedicated to the activity of recruitment, which is then mostly promoted through word of mouth and active partnerships with associations and cooperatives, in the past S.A.Ba.R. policy has been characterized by a focus on potential workers which favored those coming from Ivory Coast, as it is the most prominent country of origin of the workers with a migratory background employed at S.A.Ba.R.

Undoubtedly, this practice presents limitations, but if analyzed under the broader view of a willingness to promote a better inclusion process and general wellbeing for the newcomers, it could be included in the actions aimed at spreading an inclusive culture in the organization. This is especially true if we consider the activities of mentorship that take place in the first period of employment of the new workers; if this is carried out by people sharing the same culture and especially language, as it is the most difficult barrier to overcome, it results for sure beneficial both for the mentor and for the mentee under the lenses of learning and development opportunities.

Nevertheless, such a limited approach to recruitment seems to be overcome in the last years, as the last two workers who entered S.A.Ba.R. are from Nigeria and

Burkina Faso. The recruitment policy now seems to be more flexible in giving candidates a chance to take part in an interview to assess their profiles. Commitment and determination seem to be the most important qualities that S.A.Ba.R. looks for in its candidates at this stage. The potential risk of the old recruitment process employed by S.A.Ba.R. would have been the limited participation of communities already present in the territories.

The topic of environmental sustainability and engagement of the community is crucial for S.A.Ba.R. and will be later explained and deeper investigated in the analysis of the External Stakeholder relationships area, with a focus on strategic public-private partnership.

Learning and Development

“Organizational learning and development activities focus on improving individual, team and organizational performance through enhancing knowledge, skills and abilities. Inclusion should be a core principle of all learning and development.” (ISO, 2021)

The actions taken place in S.A.Ba.R. concerning the learning and development sphere of the Human Resource Management lifecycle are referred, but not limited, to linguistic support in obtaining the driving license, the activity of mentorship previously mentioned, and the work safety courses. For the learning activities, the linguistic match is used where possible.

Indeed, the biggest obstacle

new workers face is the Italian language. This is also the reason why S.A.Ba.R. decided to provide linguistic support to help workers to get the driving license of the vehicles necessary to use during their work activities, such as the forklift.

These are all activities and courses that are helpful to enrich the professional skills of the workers, and that could eventually be used also in other companies if the workers were to leave S.A.Ba.R.

Indeed, another big topic in the learning and development sphere referred to migrant workers is the recognition of skills and qualifications. It is already a challenge for non-EU residents, in general, to obtain such recognition, but the situation is even more complex when referring to refugees and

asylum-seekers.

It seems significant to report the importance of partnerships in this context.

An example of a potential partnership can be seen in the DimiCome project. The project, in fact, provides a tool for the identification and assessment of migrants' soft skills.¹ Among the reported actions, the toolkit suggests to collect external references on the candidate by contacting the training agency or institution/school/centre where the candidate attended the Italian course or other types of courses. Alternatively, the candidates themselves can be asked to provide references from previous experiences or from individuals with whom the candidate has been in contact (mentors, trainers, social workers, local entrepreneurs ...) (Di Mauro,

¹ <https://www.ismu.org/training-toolkit-includere-e-valorizzare-le-competenze-dei-migranti/>

2021, p. 23).

The platform Mygrants has also been recognized as a very important tool for the recognition of qualifications and competences owned and developed by asylum seekers and refugees, especially. Mygrants is an app based on microlearning designed especially to provide migrants, through a series of thematic modules-quizzes information, training and support to access services and opportunities. The quiz provides Trainees with all the information and training needed to discover, highlight, record the level of education, skills and personal ambitions. By answering more or less correctly to the various questions, which will tend to become progressively specific, the user not only has the opportunity to learn customs, and laws in force in the host state, but will be able to assess his/her skills and get a clearer

idea of the work he/she intends and can perform to immediately fit into the society. Beyond the pedagogical intent, at the end of the test, based on the result and the score obtained, the user is placed in a specific ranking by geographical area and macro theme. On the basis of these data, MyGrants creates a match between the migrant's profile and job offers by accelerating and facilitating the insertion of the most deserving ones.

Through gamification, MyGrants has introduced a new way of assessing hard and soft skills and competences and promoting a match between education and the job market. Mygrants is already partnering with companies, universities, public bodies, local and international organizations so to be able to offer higher education (university courses), job placement, entrepreneurship (through the Make My Way program) training to asylum

seekers and refugees and to match them with the right career opportunity.

Moving to the career development opportunities in S.A.Ba.R., the available information discloses that such practice is carried out informally, through evaluations from the responsible people. The standard career development is structured as follows: once the workers with a migratory background are selected in the phase of recruitment, they work as interns for 12 months. Following a positive performance evaluation, they are offered a contract for around 1 year. Since S.A.Ba.R. is a public company, once a public competition is promoted, they can be employed indefinitely.

Another important topic to analyze in the context of learning and development in the Human Resources life cycle is the ambition of S.A.Ba.R.,

recognized thanks to the work carried out with Mondinsieme Foundation, to train the workers with a migratory background to become environmental educators. The importance that S.A.Ba.R. holds to the topic of environmental sustainability has been already mentioned above and will be further reported when talking about External Stakeholder relationships.

In the framework of the present project, as already reported above, Mondinsieme role has been of supporting the workers in capacity building finalized at becoming environmental educators, able to promote awareness and train their own communities of origin informally and, especially, in the framework of official Open Days. These are days of activities in which the local communities are invited to S.A.Ba.R. headquarter where the workers effectively become

educators of their community of origin and explain the importance of environmental preservation through the practice of recycling. We'll come back and delve into this concept in the following sub-chapter and later on, in the SWOT analysis.

External Stakeholder Relationships

“Each organization’s external stakeholder network will vary according to its organizational context but can include a variety of individuals or groups that can be affected by the organization’s operations and activities.” (ISO, 2021)

The main external stakeholders of S.A.Ba.R. are the citizens, municipalities, province, and the region Emilia-Romagna, as well

as the public administration, shareholders, and mass media.

ExternalStakeholderRelationship is the area in which the strategic private-public relationship focus is prominent and where the “Diversity Management approaches in the public-private partnership industry” discourse can be properly delved into. This is clear when considering the activities of engagement of the communities, mentioned above.

Indeed, through these activities, the organizational dimension breaks through the physical borders of the company, and effectively engages with external stakeholders, reaching the local communities.

This is achieved mainly through the previously mentioned events, called “Open Days”, during which the plant is open for visitors who are guided by the workers. This is

the preeminent way in which the workers accomplish their role as community educators.

As happened in the framework of this project, the Open Days can also be specifically addressed to the migrant communities that live in the area and conducted by the migrant workers in their mother tongues. As we have already mentioned before, this has been reported to be particularly effective because of the need of said communities to be informed about good recycling practices and also because through the mentoring of migrant workers in S.A.Ba.R. they can be effectively engaged in the company.

Taking a step back, external stakeholder relationships also refer to the public and private

partners that the company can involve to improve the placement and wellbeing of its workers with a migratory background on different fronts, effectively addressing the “Diversity Management approaches in the public-private partnership industry” topic.

One of the most important public partners is the education system of the municipalities involved in S.A.Ba.R. The company has already an ongoing partnership with EcoSapiens², which brings into schools interactive projects aimed at bringing young people closer to the topics of environmental sustainability, efficient recycling, protection of territories and it also organizes guided visits to the plant. From the S.A.Ba.R. financial reports of

² <https://www.ecosapiens.it/>

the years 2018³, 2019⁴ e 2020⁵ it emerges how other companies started to offer guided visits to schools, effectively imitating S.A.Ba.R.'s strategy.

The partnership with EcoSapiens could be strategically integrated to broaden the topic brought in schools and address sustainability in all its spheres, without limiting it to the environmental one, and also to extend S.A.Ba.R.'s scope in engaging foreign communities in its territories.

Other examples of S.A.Ba.R.'s existing partnerships in the field of Diversity Management approaches are that with Mondinsieme, already mentioned above, and with "Associazione Pro.di.Gio.", operating in the field of cultural mediation. In particular, the activities carried out by

3 <https://www.sabar.it/wp-content/uploads/2019/05/Bilancio-2018-Sabar-Spa.pdf>

4 https://www.sabar.it/wp-content/uploads/2020/07/2020-Relazione-sul-Governo-Societario-Bilancio-2019-S.A.BA_.R.-S.p.A..pdf

5 https://www.sabar.it/wp-content/uploads/2021/07/2021-Relazione-sul-Governo-Societario-Bilancio-2020-S.A.BA_.R.-S.p.A..pdf

Associazione Pro.di.Gio. refer to the realization of the informative material in different languages and linguistic mediation.

Another important partnership with public bodies lays in the courses to learn the Italian language promoted by the municipalities. Since fluency in the Italian language represents a great advantage and a tool for integration and professional development, they are crucial and should be reinforced and extended to reach as many people as possible.

It would be useful to include, or reinforce where present, in the Italian courses, some curricula regarding how the Italian workplace is structured and organized, its rules and work

culture, and what are the most important competencies to have in the market. This could be done using the partnerships with the municipalities or extending the scope of the already existing partnership with the employment agency “Winner Mestieri Emilia Romagna”, which provides employment services.

In the field of education offered to the migrants, it is important to mention how from the data it seems to emerge a lack of financial education notions for the migrants. Reinforcing such knowledge is crucial to favor the integration process, as well as to reinforce migrants’ independence. Again, this could be achieved through the existing partnerships with public bodies, such as municipalities or schools. An example of this is “Project Greenback 2.0.

Remittance Champion Cities⁶”, implemented by The World Bank, in collaboration with the municipality of Turin from 2013 till 2016. In the framework of the project, financial education and budgeting courses were offered to migrants attending Italian language courses, to migrants’ associations and community leaders and in schools to young migrants and second generations.

To conclude, there are some other fields in the private and professional life of S.A.Ba.R.’s workers where the strategic private-public partnerships could boost diversity management practices.

First of all, from data, it emerges the role of extra work activities. Migrants’ integration cannot be limited to activities during their working hours but should be

⁶ <https://blogs.worldbank.org/psd/project-greenback-20-remittance-champion-cities-launched-turin-italy>

extended to extra-work activities. From the interviews, it emerged an inclination for football. Football games, or team sports in general, could represent a great opportunity to facilitate the integration of all the workforce and the development of soft and hard skills, as it would enhance a sense of belonging, teamwork skills, and an occasion to practice the Italian language outside of the workplace. The idea of using sports, and particularly football as a diversity and inclusion practice is not new. The project “Balon Mundial”⁷ is an example of it, where football becomes a tool for integration and community building practices through its ability to overthrow barriers and prejudices.

In this sense, public bodies such as municipalities could play a central role in D&I practices.

They would be the ones to put at disposal communal football fields and organize sports activities addressed but not limited to S.A.Ba.R.’s workforce.

In the context of extra works activities aimed at integration and diversity & inclusion management practices, the partnership with the municipalities could be extended to support activities in fostering integration for the different communities present in the territories. This could happen through events and opportunities to meet aimed at culture awareness and anti-discrimination practices.

In conclusion, the activities of community and external stakeholder engagement as well as strategic private-public potential and existing partnerships mirror the spread of sustainable practi-

⁷ <http://savethedream.org/2017/10/08/balon-mundial-immigration-football-community-building/>

ces, both on the environmental (better efficiency in recycling practices and conservation of territories), social (better involvement by the communities and increase in job opportunities awareness and creation), and economic (reduction of cost and more efficiency in workers 'daily activities) sphere.

Since the focus of the analysis is on "Diversity Management approaches in the public-private partnership industry", here is reported a table that summarizes the existing and potential partnership employed by S.A.Ba.R. in the D&I field.

	Partner	Scope of partnership
Existing partnerships	-	
	Mondinsieme	Leading and supervising the projects of learning and development for the engagement of the communities
	EcoSapiens	Activities in schools on topics of environmental sustainability, and organizations of guided visits in the plant
	Associazione Pro.diGio.	Realization of the informative material in different languages and extraordinary linguistic mediation
	Winner Mestieri Emilia Romagna	Employment opportunities
	Municipalities	Italian language courses Activities in schools Extra work activities support
Potential Partnerships	Bettolino	Management of the cultivation of basil and spirulina algae
	DimiCome project	Tool for the identification and assessment of migrants' soft skills.
	Municipalities	Reinforce the partnership for: <ul style="list-style-type: none"> • Extra work activities (Sports, events) to promote integration, cultural awareness, and community building • Italian language courses • Financial Education courses

SWOT Analysis

As previously mentioned, the following analysis will be a Swot (Strengths, Weaknesses, Opportunities, Threats) Analysis of the performance of S.A.Ba.R. maintaining the focus on diversity management practices, specifically referred to workers with a migratory background, and the role of strategic public-private partnerships in fostering such practices.

The information disclosed in the analysis against the ISO 30415 will be reported here, although strategically located in each area of the SWOT analysis framework, namely strengths and weaknesses and opportunities and threats. Furthermore, information, actions, and projects that couldn't be included in the previous analysis because of a missed fit in the categories of the

ISO 30415 will be also reported here.

The analysis will easily follow the SWOT framework:

Strengths

- Great commitment in the matter of diversity & inclusion of workers with a migratory background.
- Such commitment results in the presence and ability in having placed and trained workers with great skills, among which determination, commitment to reaching organizational targets, and also enthusiasm about becoming environmental educators of their communities.
- Presence of existing strategic partnerships with private and public bodies, which, as one of many benefits, allows S.A.Ba.R.

to reinforce external and internal stakeholder relationships.

Weaknesses

- Lack of a structured and strategic approach to human resource management, represented by the absence of a dedicated office. As previously mentioned, the formalization of a D&I framework would allow S.A.Ba.R. to monitor, enforce, improve and innovate D&I practices.

- Limited knowledge of the Italian language that risks to be reflected in a limited pool of candidates and weaker stakeholder engagement

- Absence of activities aimed at deeply understanding the different cultures present in the workplace, at all levels. This results in conflicts between

employees and a reported tendency to generalize and simplify the different cultural backgrounds.

Opportunities

- Leverage the existing network to develop new partnerships, both private and public. Potential roles of such new partnerships could be the support of existing and initiated processes and projects, as well as expertise in bringing new ones to life, delivering new knowledge, and increased innovation in S.A.Ba.R.

- The activity of mentoring provided by one of the Ivorian employees is revealed to be crucial for the placement of new human resources. This provides a great opportunity. This mentorship activity could be turned into a formal method, to replicate also

for the workers coming from other countries already present in S.A.Ba.R. This would not only allow the company to be more inclusive, which is proved to be beneficial on several fronts, but it would also provide greater possibilities of engagement with different communities and external stakeholders, both private and public.

- After the success of the first open day specifically dedicated to the migrant communities, there is a broad range of opportunities related to the training of the migrant employees as well as the impact and the multiplier effect (train the trainers) in the migrant communities themselves. For this purpose, it will be important to identify community leaders and start working with them, in order to strengthen the work of communities' engagement, properly engage second generations and planned

dedicated Open Days

Threats

- Failing to grasp the central role of the social sphere in the concept of sustainability. People, externally as communities and internally as employees, are crucial in determining the success and efficiency of operations in S.A.Ba.R. Targeting the social sphere as much as the environmental one would allow S.A.Ba.R. to get the benefits linked with both sustainability and diversity management practices in a more integrated and strategic way.

- The risk of the effect of positive discrimination and the perception of the locals of being left behind could be addressed and overcome promoting transparent communication and conflict management and

mediation tools

Strengths	Weaknesses
<ul style="list-style-type: none"> • Great commitment in the matter of D&I • Trained, committed and enthusiastic workforce • Presence of existing strategic partnerships with private and public bodies • A workplace where people seem willing to work in and provide their contribution 	<ul style="list-style-type: none"> • Lack of a well-structured and formalized approach to D&I management practices • Limited knowledge of the Italian language that risks to be reflected in a limited pool of candidates and weaker stakeholder engagement • Absence of activities aimed at understanding the different cultures present in the workplace, for all parties involved
Opportunities	Threats
<ul style="list-style-type: none"> • Leverage the existing network to develop new partnerships, both private and public • Reinforce existing partnerships (e.g., with municipalities) • Create an internal committee for D&I management • Reinforce the activity of sponsorship in order to involve D&I practices • Identify community leaders and start working with them, in order to strengthen the work of communities' engagement • Properly engage second generations • Engagement with different communities through dedicated Open Days 	<ul style="list-style-type: none"> • Failing to grasp the central role of the social sphere in the concept of sustainability • Conflicts arising from incorrect D&I practices (e.g., leaving locals behind)

Conclusions

In this final section, some considerations will be drawn, based on the best practices analysis and the experience of S.A.Ba.R. as a case study addressed in the previous chapters.

In the first part, reflections that can guide the work of organizations and institutions in implementing diversity management plans and practices will be presented, while in the second part specific guidelines on how to replicate the pilot project carried out in S.A.Ba.R. with the support of Mondinsieme and Comune di Novellara will be explained.

Guidelines for implementing successful diversity

management plans and practices

- Diversity management is a responsibility that should be collectively shared and prioritized by every employee within the organization. Leadership and management support is critical. Confirming everyone's alignment upfront will make it easier to address any hesitation or concerns that may pop up in the future. The long-term commitment should be at the business and personal level as diversity management needs an individual and organizational change. It is necessary for everyone to work individually on their capacity to accept diversity, dealing with conscious and unconscious stereotypes and prejudices. When the organization is fully aware of its own culture and its limits in the acceptance

of diversity, then it will be possible to meet another culture by implementing a discussion that leads to mutual knowledge instead of discrimination (Mauri and Visconti, 2004).

- Undertaking a path to define diversity management interventions therefore involves a necessary contextualization within the reference organizational reality, its composition in terms of workforce, the processes and structures that characterize it and its corporate culture. This type of intervention, therefore, requires a considerable long-term investment from the company, necessary to generate a cultural change, and in the alignment of the management in order to make the strategy implemented, in view of the shared objective of change (Buemi, 2015).

- Diversity management

shall not be treated as an HR function alone, but it needs to be recognized as a business strategy of the company. Employer should realize that diverse organizations are not only more innovative and smarter, but also more efficient at employee retention and profitability. Studies have shown that diversity can increase innovation and inspiration (Levine 2020) but this can happen if everyone feels to belong to a safe space where they can be themselves and voice who they are and what they believe in and feel they can contribute to the organisation. Inclusion and sense of belonging also improve the retention rate of an organisation and reduce the turn over. A commitment to diversity demonstrates that a company values fairness and equality. These characteristics have a positive effect on its reputation with clients and other stakeholders.

- Diversity management should be linked to the business strategies of companies and organisations and the cultural diversity inside the organisation could be used to open and build bridge towards new markets. The second and third generations of migrants, for example, can act as a bridge between the host country and the country of origin where they still have contacts and links, they speak the language and they are comfortable in the two cultures. Living back and forth, a transnational live, can also become a strategy for them and an advantage for companies and organizations whom they work with. The transnational entrepreneurs, regardless of which generation, can also become a new social and economic class who really could take advantage of the socio-economic situation on both sides, transforming themselves into co-

development agents, affecting the two countries, thanks to their skills, financial resources, and initiatives. Thus, it is important for countries of origin and the host country to consider this kind of transnational mobility rather than a temporary migration or a definitive return as a way to foster development through brain and resources circulation.

- Create new narratives. Stories are extremely powerful. The successful integration of migrants depends highly on political consensus, public perception, and widespread public support. For that to occur, the migration debate has to shift from migrants being perceived as a burden to acknowledging the opportunities they bring to the country's economy and to individual companies as well. Leaders might share how their perspectives shifted after getting to know and work

with someone from a different background helped to open their mind. Employees of migrant origin might share stories of their success, or an obstacle that they've overcome, becoming in this way role models for others. By modeling genuine allyship, they can set an example for others in the organization. Sharing candid stories of triumph or disappointment can help demonstrate that success is not only accessible to all, but also achievable (Culture Amp, 2021).

- For an effective implementation of diversity management interventions, it also is important to work on the skills development of the management in terms of diversity (Pinna Pintor and Maugeri, 2020). The skills necessary for the enhancement of diversity in an organization are: an intercultural, global mentality, which makes it possible to accept divergent thoughts and behaviors

and to consider different perspectives; interpersonal and intercultural relationships, and to be aware of conscious and unconscious biases, stereotypes and prejudices. Companies and organisations should organize throughout the year programmes and activities to develop cultural appreciation and cultural competence that result in an ability to understand, communicate with and effectively interact with people across cultures and work with a variety of cultural beliefs. Conscious and unconscious bias training and cultural awareness and cultural intelligence skills should also be developed and best practices should be shared so to help companies and managers to deal with a diverse workforce, to achieve a better fit and increase employee engagement and retention of staff. Leaders and employees throughout the organization should receive

cultural intelligence and diversity and inclusion training that is specific to their area and level and focused on achieving the organization's goals. Discussion and consideration of integration at the workplace issues should be integrated into all learning and education programs and events. When possible, the role of Diversity and Inclusion officer should also be promoted as the one in charge of developing and implementing the diversity and inclusion policy of the company and coordinating with all the other departments.

- Also, it is important to promote awareness of the different religions of the employees and their religious celebrations so to be able to recognize them, respect them and provide them, if needed and if possible, reasonable adjustments and places and time to celebrate them. Professionals at the

workplace are now facing the practical implications of religious diversity and how, sometimes in the vacuum of policy guidance and religious literacy, to accommodate it through everyday practice implement policies and procedures. On one side, religious literacy training could help professionals to face religious and cultural diversity in a more conscious and less biased way and on the other side, the official recognition of the various religious communities, also through national agreements, and of their needs may avoid alienation, frustration, anger and the development of reactive identities and they could be involved at the local and national level as actors of the integration process and to develop together with companies and organisations the most appropriate solutions for the members of their community. The recognition and a dialogue with the religious communities

is particularly important for the second generations and to avoid the spread of radicalisation and fundamentalist movements.

- One of the most important issues faced by migrants and by locals when interacting with the migrants is related to the language. Some companies have decided to provide themselves their employees with language courses while others are supporting and advising their employees to help them to find courses available close to where they live and work. Cultural mediation is also a tool that could be made available to companies in specific circumstances. Trained cultural mediators can assist employees and clients to overcome language, cultural and other barriers, and thereby facilitate integration. Having also information available in the languages of the migrant workers, especially on specific

matter related to health and safety it is fundamental for create an inclusive organization, safe for everyone. Companies and organisations, especially the ones working with the public, can also implement multi-language branches or on-line services with real-time video access to qualified interpreters. This was already adopted in various countries especially in the financial and health sector with dedicated multi-language bank branches or dedicated multi-lingual staff available in person or online.

- Another important issues migrants, refugees and asylum seekers face is related to the recognition of their previous qualifications and skills. One of the tools used in non-formal education is the learning badge. The learning badges consist of virtual badges that reflect an acquired competence. They were

born out of the need to recognize, visualize and show learning that occurs outside formal contexts and therefore does not have the recognition standards of an exam or a course. They were also born out of the need to learn and demonstrate the handling of certain competencies that are increasingly in demand in the world of work, which are sometimes worked on transversally in formal contexts, but which are not sufficiently recognized or made visible. Partnership with platform like Mygrants and other project for formally certifying the acquisition of specific competences seems fundamental. A form of recognition of soft and hard skills acquired should also be considered inside the companies as this can help for the career progression of the migrant worker.

- Promote the provision of

information on employees' rights in employment and on how to report abuses. The low levels of reporting of labour abuses in some European countries can be attributed to the lack of proper information about rights and employment conditions and fear of employers and the perceived complexity of reporting procedures. Weak enforcement of labour laws is also a factor contributing to the problem. It is important to promote information and awareness on employees' rights and on the procedures to report abuses. Also, a network of services should be made available for consultation and mediation before the escalation of the case.

- Measure the success of your Diversity Management initiatives through monitoring and evaluation. Diversity management metrics are different than diversity metrics (such as

the gender ratio or the proportion of employees from historically marginalized communities). The measurement should not only address the representation but also the quality of the employees' experience and fairness of the conditions inside an organization. For a successful monitoring and evaluation process, some measures, data collection and analysis to prepare for the change must be undertaken prior to the implementation of diversity management plans. After that, it will be necessary to involve the entire management, with particular attention to the management of human resources, and to share, negotiate and define the intervention objectives and assuring that they are measurable. In addition, having a working group specifically dedicated and responsible for the implementation of interventions and a system for monitoring and evaluating processes could also

be of a value, in order to implement diversity management actions through an empirically valid measurement system (Monaci, 2012; Pinna Pintor and Maugeri, 2020).

- Comply with the ISO standards. A tool like the ISO standards or other national and international certification can help the companies to guide their diversity management interventions, analyzing the current status of their practices and any room for improvement. External consultants can support the organization in the assessing and evaluation as well as in the setting up a road map or a plan, together with the managers and the working group responsible of the Diversity management, if available, for the implementation of the Diversity management strategy and actions.

- Diversity Management has

to be beneficial to the whole workforce, and it should always practice fair behaviors, leaving no one behind. In this sense, actions of positive discrimination should be avoided whereas possible or transparently communicated to all the workforce, for them to understand the reason behind such actions facilitating an open and honest dialogue. If this kind of actions are not properly explained to all employees, it could lead to conflict in the future, as workers could feel somehow discriminated against, or left behind in the workplace. For this reason, it is crucial not to overlook locals, as everyone in the workplace should be allowed to develop a sense of belonging, inclusion, and respect.

- Building strategic public-private partnership with government institutions, local entities, municipalities, employers' associations, trade unions, CSOs,

International Organisations and the wider public can maximise the impact of the actions and help to coordinate policies and activities. We will discuss this more in details in the second part of the conclusions.

The experience of SABAR

As reported above, in the last three years, Mondinsieme and the Municipality of Novellara have carried out a supporting action for S.A.BA.R. with respect to diversity management practices. Through other previous projects and tools as referred before, Mondinsieme helped S.A.BA.R. in a process of self-reflection and analysis of the Diversity Management practices already carried out in the company even if not in a systematic way, structured and framed as such in a Diversity Management Plan.

The action within this project has shifted reflection to yet another level by offering S.A.BA.R. the opportunity to review its Diversity Management work against two tools: the ISO and the SWOT

analysis, thus considering existing practices and opportunities for future actions.

Summarising the main results, considering the areas of analysis of the ISO which are also those generally associated with DM practices, we can say that:

- Diversity & Inclusion Framework: S.A.Ba.R. discloses the presence of a rather organized approach to D&I, which though doesn't seem to be formalized in a proper framework. A formalization of a D&I framework in a context of a continual improvement plan, do, check, and review approach suggested by the standard would allow S.A.Ba.R. to monitor, enforce and improve the practices that regulate a diffuse implementation of Diversity & Inclusion in the organization;

- Inclusive culture: S.A.Ba.R.'s is already committed to promote

and spread an inclusive culture in the organization with a focus on employees' wellbeing. Nevertheless, conflicts are described to be happening on the ground of cultural diversity and related misunderstandings. To prevent it, it would be advisable to promote training and other kind of activities that can effectively promote understanding and acceptance of cultural differences, for all parties involved. A Diversity Management plan could help to structure the learning and development of intercultural competencies, a conflict management and reporting system and transparent communication mechanisms to avoid perception of unfair treatment.

- Human resource management life cycle

- Recruitment: S.A.Ba.R. is actively recruiting applicants of international protection (through

public job placement programs) according to a linguistic-cultural match with foreign workers or workers of migrant background who have been in the company for longer to valorise the latter as tutors/mentors and speed up the learning of skills and procedures through the use of the native language of the migrants or a lingua franca. The vision of the company is to employ, train and retain workers. The end goal for every hire is reported to be a permanent contract. There is a willingness and strategic choice to work in order to have a strong, trained and efficient workforce in the future. This is proved by the low turnover rate and the fact that almost all the interns have been hired. S.A.Ba.R. is also committed to reach the migrants' families and in particular the second generations, shown by cases of internships where the sons of the migrants have been involved in different functions,

such as call centre operators or in administration. S.A.Ba.R. should continue and improve its recruitment process so to be able to attract a range of different candidates for different positions. This could be done through partnerships with organizations that can connect the company with diverse talent pools, such as community groups, upskilling programs, Universities, vocational training centers or any other places that support and amplify candidates from diverse backgrounds.

- **Learning and Development:** the biggest obstacle for migrant workers in their career progression is mainly related to the Italian language. For this reason, the company already provides, when possible, linguistic support, linguistic match and a mentoring programme. Indeed, as previously mentioned, another important topic in the learning and development sphere

referred to migrant workers is the recognition of skills and qualifications. The development of strategic private-public partnerships, with the provision of language courses or recognition of qualification, could be a useful strategy to partially overcome these issues. Another important topic to analyze in the context of learning and development in the Human Resources life cycle is the ambition of S.A.Ba.R., recognized thanks to the work carried out with Mondinsieme Foundation, to train the workers with a migratory background to become environmental educators in their own communities of origin. The practice will be further reported when talking about External Stakeholder relationships.

- **External Stakeholder Relationships:** the main external stakeholders of S.A.Ba.R. are the citizens, municipalities, province, and the region Emilia-

Romagna, as well as the public administration, shareholders, and mass media. External Stakeholder Relationship is the area in which the strategic private-public relationship focus is prominent. This is clear when considering the activities of engagement of the communities, mentioned above. The company reaches the external communities (local and migrant communities) mainly through the so called “Open Days”, during which the plant is open for visitors who are guided by the workers. This is the preeminent way in which the workers accomplish their role as community educators. As happened in the framework of this project, the Open Days can also be specifically addressed to the migrant communities that live in the area and conducted by the migrant workers in their mother tongues. As we have already mentioned before, this has been reported to be particularly

effective because of the need of said communities to be informed about good recycling practices and also because through the mentoring of migrant workers in S.A.Ba.R. they can be effectively engaged in the company. The company is already engaged with the support of other associations and the municipalities in various educational activities like the ones carried out in schools in partnership with Ecosapiens.

Lessons learned and the way forward

Finally, as previously mentioned, this paragraph will go into a series of suggestions for those who, given similar conditions, want to start or structure in a more systematic way a Diversity Management program supported by a public-private strategic partnership:

- the co-creation of a Diversity Management Plan. Diversity Management strategies are most effective when co-created by different stakeholders inside and outside the organization. Listening to the different entities enables to understand key pain points and needs and identify the highest-impact areas to take action. Taking experiences into account ensures that the

diversity management plan is uniquely designed for the people in and outside the organization.

- companies, especially the ones hiring a diverse workforce, should be considered laboratories for social innovation: they can be places where to experiment a change that can be reflected outside. The support of the public sector as in the case of Mondinsieme and Novellara can help the company to read its experience and bring it outside the organization, multiplying their impact. They can also help to change the narratives and the mentality about migrants and their involvement in the local workforce and community.

- for the private and public sector, it is important to identify community leaders and start working with them, in order to strengthen the work of communities' engagement,

connecting with a different pool of candidates for recruitment, understanding the needs and resources a territory and a community already offers and building on that.

Annex

BEST PRACTICES

This chapter summarizes the analysis and map of best/good practices focusing on “Diversity management”. As already mentioned in the introduction, diversity management has been considered as the effective inclusion and valorisation of the identities and cultural backgrounds of all workers at different phases of their employment pathway, from recruitment, to workplace conditions (via policies and practices), to initiatives involving the local and migrant communities.

In light of the above definition, 3 diversity management phases were identified to guide the analysis:

- Phase 1 - recruitment;
- Phase 2 - workplace conditions (policies and practices);
- Phase 3 - company-led community-based action.

Especially on the last phase, the focus has been on the identification of public-private partnerships meaning partnerships established between private companies and public entities, with particular attention being granted to municipalities, cities, provinces, regions etc. in order to support diversity management initiatives.

The activities were carried out utilizing a repository instrument to collect existing practices with a geographical focus Europe, considering as a timeframe from 2017 onwards and using as keywords for the search: diversity, public-private, best practice, inclusion and diversity

management. Keywords were used in different combinations (E.g. diversity AND public-private; diversity best practice; inclusion best practice.; diversity management in cities, etc.). For the desk research, EU projects databases of best practices have also been consulted, including:

- EU Program for Employment and Social Innovation (EaSi) database¹
- European Social Fund (ESF) database²
- Erasmus + database³
- Asylum, Migration and Integration Fund (AMIF) database⁴

To be included, the projects/initiatives should have had at least one diversity management phase addressed, having among

1 <https://ec.europa.eu/social/main.jsp?catId=1081>

2 <https://ec.europa.eu/esf/home.jsp>

3 https://ec.europa.eu/programmes/erasmus-plus/projects_en

4 https://ec.europa.eu/home-affairs/funding/asylum-migration-and-integration-funds/asylum-migration-and-integration-fund-2014-2020_en

their target groups migrants, refugees, asylum seekers or second generations, foreseen a public-private partnership and being implemented in Europe after 2017.

In the following pages, we provide a brief overview of the practices collected, and some analysis/reflections over the practices.

For the present report, more than 200 projects have been considered (49 EaSi; 2 ESF+; 146 Erasmus+; 9 AMIF and 5 European Commission's Employment Together for Integration Initiative), and out of them eleven were respondent to the criteria and consequently selected and analysed, which comprise of three EaSi projects, one ESF+ project, one Erasmus

+ project, one AMIF project and five initiatives falling under the European Commission's Employment Together for Integration initiative (see below for further details).

The main trends can be summarised as follows:

- Target group: primarily refugees or migrants;
- Partnerships: multiple public-private partnerships involving a range of organisations and entities;
- Countries: various around Europe;
- Sector: several sector-specific projects, yet the wide majority of initiatives covers multiple business sectors;
- Diversity management phase: predominantly Phase 1 - recruitment. Only three best practices combine Phase 1 (recruitment), 2 (workplace conditions) and 3 (community-

based action led by companies).

Two projects funded under the Program EU Program for Employment and Social Innovation (EaSI) are discussed in this document in light of their focus on migrants and refugees, and the presence of public-private partnerships around employment issues. One additional project was included even if it is not addressed to the above-mentioned target group, given its innovative approach to a particular area of diversity management (i.e. childcare support). It should be noted that most EaSi projects targeting migrants seek to bolster knowledge and access to rights for posted workers. In this case, only the ones deemed most relevant (e.g. due to the characteristics of the partnership or the specific details of the action) were included. Of the projects presented herein,

one project covers Phase 1 of diversity management only (recruitment); one project covers phase 2 of diversity management (workplace conditions respectively); and the third project combines phases 1 and 2.

One project funded by the European Social Fund is also discussed, as it involves multi-level partnerships between job centres, the Munich municipality, counselling centres, welfare organisations and various state departments to facilitate access to employment (diversity management Phase 1 -recruitment) for refugees.

Furthermore, one Erasmus + project based on collaboration between various public and private entities for the purpose of supporting migrants' recruitment, is listed as best practice, alongside one Asylum,

Migration and Integration Fund (AMIF) project, once again addressed to migrants or refugees, involving multi-level, integrated partnerships in various forms and revolving around diversity management Phase 1 (recruitment). As in the case of EaSI projects, duplication of similar projects was avoided via the selection of the most relevant best practices in accordance with a variety of criteria, in line with the explanation provided above.

The final five best practices are drawn from the European Commission's Employment Together for Integration initiative, an initiative that seeks to give visibility to employers who are supporting the integration of refugees and other migrants into the labour market. Arguably, the most relevant pertain to Deutsche Telekom, Scandic Hotels AB and Accent. The latter "tick all the boxes", namely they engage

migrants and/or refugees, are based on partnerships with the public sector and address all three levels of diversity management, from recruitment to diversity in the workplace, and company-led community-based action.

While it was not possible to obtain in-depth information on the definition of “migrant” employed by the organisations included in this best practice analysis, the main focus appears to be on newly-arrived migrants, refugees and asylum seekers, rather than more broadly, on individuals of migrant background. This is reflected in the high concentration of initiatives in diversity management phase 1 (recruitment).

EaSi Program EU Program for Employment and Social Innovation

Project title	FAIR WORKING CONDITIONS – Access to Fair Working Conditions for Posted Workers through Sector-Specific Information and Cooperation
Year	2019-2020
Participating organisations	DGB Bildungswerk Bund e.V. BNS National Trade Union Bloc Romania (Partner) OPZZ All Poland's Alliance of Trade Unions (Partner) SSSH Union of Autonomous Trade Unions of Croatia (Partner) Vasas Hungarian metalworkers' union (Partner) ZSSS The association of free trade unions of Slovenia (Partner)
Partnerships	National authorities, social and economic partners (trade unions, employers' organisations), NGOs, universities

Sector	No specification, but several activities were focused on the construction sector
Ultimate target groups	Employees, migrants, employers
Type of diversity management action	Phase 1 - recruitment Phase 2 - workplace conditions (with a focus on the rights of employees)
Objectives	Establish a transnational cooperation among trade unions, public authorities and stakeholders in sending and receiving countries
Activities	<ul style="list-style-type: none"> - Establishing sector-specific information centres for providing cross-border information and counselling for posted workers - Transnational workshops for transnational exchange of the counsellors - National expert meetings with trade unions and relevant stakeholders - Evaluation meeting - Transnational expert traineeships to exchange best practices - Simultaneous transnational information campaign in the construction sector - Website with collection of cases, good practices and recommendations - Knowledge transfer by participating in events, working groups and exchange with other projects

Impact	<p>Redefinition and improvement of trade union counselling approach Greater awareness of the cause of posting among national stakeholder authorities, labour inspectors and politicians Monitoring of legislation, reporting of violation and gaps of the legislation</p> <p>EU-level Reliable transnational cooperation regarding posting trade unions and relevant stakeholders High level of awareness on the cause of “Fair Working Conditions” among national stakeholders (authorities, labour inspections, politicians) Improvement of the current cooperation among stakeholders on the European level</p>
Website	<p>https://www.fair-labour-mobility.eu/</p>

Project title	Employment enhancement and Social services integration in Athens Municipality (ESTI@)
Year	2016-2019
Countries	Cyprus, Greece
Participating organisations	DIMOS ATHINAION - Municipality of Athens and its ESTI@ partners (Municipal Bodies & NGOs)
Partnerships	Regional/local authorities, social services; Associations, non-governmental organisations and similar
Sector	No specification (city-based services)
Ultimate target groups	Youth, Unemployed, Roma, Low skilled Migrants, Inactive women

Type of diversity management action	Phase 1 - recruitment + ongoing support in access to services
Objectives	Assisting beneficiaries to achieve re-integration / re-inclusion in society via the provision of integrated social and medical services
Activities	Establishment of two single entry points to grant access to the following services for beneficiaries: psychosocial support; access to medical services; access to legal aid; access to childcare and parental & child related consultancy within the SEPs; access to advice and support to pregnant women and new mothers; access to employability services under two pathways: securing paid employment or participating / starting a social enterprise.
Impact	<ul style="list-style-type: none"> -Integration of Medical and Social Services in Municipal -Health Clinics -Collaboration between professionals -Consolidation of a holistic approach to vulnerable -individuals' needs

Project title	TRANSposition - reconciliation between the freedom to provide services in the EU and the social rights of posted workers in transport sector.
Year	2018-2019
Countries	MK - Republic of North Macedonia; IT - Italy; GR - Greece; SK - Slovakia; UK - United Kingdom; PL - Poland
Lead partner	FEDERAZIONE AUTONOMA DEI SINDACATI DEI TRASPORTI
Partnerships	National authorities (ministries, departments and similar; Business enterprises; Social and economic partners (trade unions, employers' organisations)
Sector	transport
Ultimate target groups	Employees, employers, migrants

Type of diversity management action	Phase 1 - recruitment Phase 2 - workplace conditions (with a focus on the rights of employees)
Objectives	<ul style="list-style-type: none"> -Improved effectiveness of implementation of EU Posting of Workers Directive and its Enforcement Directive and the higher involvement of social partners and the workers of transport sector in the discussion on the revision of EU Posting of Workers Directive within EU Member States The specific objectives set in the definition phase of the project aim to ensure: <ul style="list-style-type: none"> -Mutual trust among workers and employers of transport sector, representatives of sending and host countries -workers of transport companies providing international road transport services within EU better informed on their rights and the institutions which can support them in host and sending countries -Transnational cooperation between policy makers, trade unions, employers' organizations and academic experts
Activities	<p>Project provides a full project cycle, including preparatory, dissemination, implementation, follow-up and reporting activities. The project is consisted of the following types of actions:</p> <ul style="list-style-type: none"> -cooperation -information -knowledge <p>The objectives were met, through the following activities: two international meetings; research in all partner countries; informational activities via informative seminars and trainings in all the partner countries, and dissemination and follow up activities.</p>

Impact	<p>The tangible results of the project are:</p> <ul style="list-style-type: none"> - open educational resources: http://transposition-eu.com - improved knowledge of posted workers and the employers on their duties and rights derived from EU law on posted workers - raised awareness of more than 270 representatives and employers and workers of transport sector, social partners, policy makers, representatives of public authorities and administration involved in the process of implementation of EU law at national level - 1 informative platform including the information targeting posted workers presenting their rights and the effective methods which can be used to exercise these rights - 9 informative seminars (1 in each country involved in the action) attended by around 270 representatives (of which 118 were women) and employers and workers of transport sector, social partners, policy makers, representatives of public authorities and administration involved in the process of implementation of EU law at national level. - 9 national level research reports -1 comparative report - Around 80 persons trained face to face, of which 36 were women <p>The present transnational project is an initiative that came to respond to the need of European workers for having correct and complete information regarding the posting regulations and procedures, as well as their fundamental rights as part of the European labour market.</p> <p>The project gave an opportunity during the implementation process to develop a strong cooperation between the partner organizations involved, generated expanded institutional relations, mutual trust and provided more perspectives of future joint initiative at EU level, and contribute to harmonisation of work of the social partners from sending and host countries which will improve the coherence of their actions and improve the quality of implementation of EU law at national level.</p>
Website	http://transposition-eu.com/

Project title	FIER - Fast track integration in European Regions
Year	2018-2019
Countries	Norway, Germany, Belgium, Sweden, Turkey, Austria
Lead partner	VASTRA GOTALANDS LANS LANDSTING
Partnerships	Regional/local authorities; Employment services Associations, non-governmental organisations and similar
Sector	No specification
Ultimate target groups	Refugees and asylum seekers - particularly women, unaccompanied minors 16+ and older - situated far from labour market, often with limited education

Type of diversity management action	Phase 1 - recruitment
Objectives	Improve the chances of individuals, especially refugee women, and unaccompanied minors aged 16+ of successfully joining the labour market
Activities	Developing quality competence assessment strategies, training curricula, self-empowerment initiatives, and concepts for better language learning at the workplace. This is done by combining vocational education and training with tailored and job-specific language education.

Impact	<p>The partners in FIER have used a multi-stakeholder approach to labour market integration by developing cooperation between a wide range of actors, for example public authorities and agencies, education/research institutes, non-governmental organisations, refugee organisations, and public and private employers and companies.</p> <p>By offering a combination of practical and theoretical education and training in a workplace-environment, individuals' chances of successfully joining the labour market are improved.</p> <p>Tangible deliverables from the project include:</p> <ul style="list-style-type: none"> • an educational learning path directed towards reception education emphasizing active and engaged citizenship (www.gofier.be), • and an in-company mentor concept aimed at educating language mentors and company mentors in order to optimize workplace-based language learning for refugees and migrants (https://aww-phweingarten.de/de/weiterbildung/projekt-fier). <p>Key impacts include the development of innovative fast-track options for labour market integration of refugees. These include FIER's approach on creating motivation and self-empowerment of refugees, a learning concept educating company language mentors, an educational learning path for reception education, and the use of an inclusive multi-stakeholder model when working with labour inclusion. High sustainability is ensured by the project's educational learning paths and various methodologies being made into relevant policy options.</p> <p>The project has allowed for actors with the same goal of improving integration to connect and form strong partnerships that transcend national borders. Furthermore, multiple project partners have planned for future collaborations, which speaks to the lasting-power of these partnerships. The experience exchange which has taken place has, moreover, contributed to a legitimization of methodologies and approaches to work by, thus ensuring sustainability of actions.</p> <p>By allowing international partnerships to be a main aspect of the project, crucial experience exchange has been facilitated and has created a shared understanding of best practices. A multi-stakeholder approach has proven essential in creating efficient integration. When working with refugees, practical and vocational trainings need to be combined with theoretical knowledge (e.g. civics and relevant laws and regulations) and language training; language education, moreover, ought to be occupation-specific to create a stronger connection to the labour market.</p>
Website	<p>https://fierprojecteu28222090.wordpress.com/</p>

Project title	Vouchers for the provision of child minders service to workers with nonstandard work schedules
Year	2015-2018
Countries	Latvia
Participating organisations	LATVIJAS REPUBLIKA (Ministry of Welfare) Jelgavas dome Korporativas ilgtspejas un atbildibas instituts Rigas dome Valmieras pilsetas pasvaldiba
Partnerships	National authorities (ministries, departments and similar), Regional/local authorities, Business enterprises, General public
Sector	No specification (private companies spanning transport, retail, catering etc.)
Ultimate target groups	Employers, Children, Employees, women

Type of diversity management action	Phase 2 - workplace conditions
Objectives	Implement an experimental intervention ensuring subsidized child supervision services for the employed parent with non-standard work schedule (jobs requiring evening, weekend or other variable schedules) who has child up to 7 seven years of age; find optimal child-care arrangement for workers with nonstandard work schedules; find optimal conditions for cross-section partnership and self-regulation practices; find long-term model of subsidising and development of flexible childcare service.

Activities	<ul style="list-style-type: none"> -Provision of experimental childcare services for children of 150 employees within the selected companies for the period of 10 months; -7 regional seminars in Jelgava, Riga and Valmiera to ensure project communication, selection of companies and harmonisation of project activities; -Consultations provided by the Co-corporate Sustainability and Responsibility Institute (InCSR) for the companies on human resources, work processes and optimisation issues; -Public relations and social advertisement campaigns about the project, best practice of the companies, reconciliation of work and family life; -Introduction of the project results to the Sustainability Index and Family Friendly Merchant (http://www.incsr.eu/lv/novertejums/gimenei-draudzigs-komersants/); -International conference in Riga with presentation of the project results; -Exchange visit and seminar in Denmark.
Impact	<p>The project has been implemented as experimental intervention where new subsidized flexible form of child-care service - flexible “open-hours” child-minders was introduced. The model of subsidization includes public vouchers for subsidized child-minders and private co-financing from enterprises with nonstandard work schedules.</p> <p>To introduce flexible child care service experimental and control groups were sampled. Employers and employees selected in the experimental sample were receiving subsidized child minders service within period of 10 months. Vouchers gave rights to use purchased child-minder not more than 80 hours per month for one employed person with non-standard work schedule and a child up to 7 years of age; if a particular employed parent within experimental group has need for bigger scope of child-minders service, he has the possibility to co-finance the larger-scale service by own resources.</p>

Impact	<p>The project was implemented in three municipalities - Riga, Valmiera and Jelgava. 38 institutions in total participated; 30 of them formed the experimental group that received a subsidised child minder service, the rest formed the control group. 152 workers in total were provided by the child minder services during late hours, nights and weekends. There was widespread representation by sectors:</p> <ul style="list-style-type: none"> - transport and communication (e.g. Airbaltic, Airport Riga, "R gas Satiksme etc.); - rescue services; - theatres and concert organisations; - catering companies; - retail businesses etc. <p>Distribution between municipalities (140 agreements in Riga, 13 agreements in Jelgava and 14 agreements in Valmiera) show that child minder services in non-standard working hours are much more demanding in big cities.</p> <p>Outcomes:</p> <ul style="list-style-type: none"> - development of optimal employment and work time models, which have a positive impact upon productivity, decreases turnover and outflow of staff, increased satisfaction of the employers with productivity and stability of employees; - better reconciliation of work and family life, providing care for children below age 7; increased satisfaction of the employees with work conditions and work time - capacity and willingness of the employers to participate in the co-financing arrangements, and to transfer to self-regulatory practice in 5 years period; - capacity and willingness of the employees to use actively the flexible childcare services.
Website	https://www.lm.gov.lv/lv/media/5011/download

ESF+ European Social Fund

Project title	FiBA 2 - Refugees into profession and vocational training
Year	2015-2021
Countries	Germany
Participating organisations	Munich local council
Partnerships	Job centres, municipality, counselling centres, welfare organisations, state departments
Sector	No specification
Ultimate target groups	Asylum seekers and refugees
Type of diversity management	Phase 1 - recruitment
Objectives	Supporting asylum seekers, and refugees aged 15+ access employment, training and placements

Activities	Specialist advice, company-focussed training, and work placements.
Impact	No information available
Website	http://www.muenchen.de/fiba

ERASMUS +

Project title	Growing Together: Immigrants Empowerment as Local Citizens and as Educators
Year	2016-2018
Countries	Portugal, Spain and Italy
Programme	Erasmus + Key Action: Cooperation for innovation and the exchange of good practices Action Type: Strategic Partnerships for adult education
Participating organisations	A municipality and a public school per territory - Município de Odemira (coord.), Agrupamento de Escolas de S. Teotónio, Ajuntament de Lleida, Escola Balàfia, Comune di Follonica and ISIS Follonica.
Partnerships	Public-private
Sector	No specification
Ultimate target groups	Immigrants
Type of diversity management	Phase 1 - recruitment + community-based action

Objectives	<ul style="list-style-type: none"> -Facilitate non-formal and alternative learning paths for adult immigrants -Raise the skills and understanding of immigrants in school parenting -Develop better immigrants' integration strategies and methodologies at municipal level -Consolidate local networks for social cohesion, participation, interculturality and non-discrimination -Multiply local citizens' initiatives and projects, in particular of immigrants
Activities	<p>Workshops: life skills for immigrants' integration</p> <p>Citizenship projects monitoring: immigrants in action with local support networks: departing from skills and networks built in the 1st activity, immigrants took action and organised civic/public projects.</p> <p>Recommendations: local actors for immigrants' integration</p>
Impact	<p>The results achieved can be grouped under the following themes:</p> <ul style="list-style-type: none"> - Greater integration of immigrants; - Greater support of parents to the school education of their children; - Consolidation of local networks and services/supports; - Social transformation of society; - Interculturality, openness, proximity between cultures; - European perspective of the possibilities of working for inclusion of local actors.

AMIF - Asylum, Migration and Integration Fund

Project title	Thinking of integration process as a two-way inclusion/2incING
Year	2022-2023
Countries	Croatia, Greece, Malta, Netherlands, Belgium
Participating organisations	Udruge Centar Za Mirovne Studije, Aditus Foundation, European Council on Refugees and Exiles, Elliniko forum prosfigon, Stichting Syrische Vrijwilligers Nederland, Stichting VU
Partnerships	Partnership of 4 Civil Society Organizations (Croatia, Greece, Malta and Netherlands), 1 alliance (Belgium) and 1 university (Netherlands),
Ultimate target groups	Refugees and migrants
Objectives	To promote and support refugee and migrant participation in the design and implementation of integration and related policies at local, regional, national and European level
Type of diversity management	Supporting community-based action (through high-level representation on boards, working groups etc.)

Activities	<ul style="list-style-type: none"> - 4 desk research on active refugee and migrant advocates (for each national context); - 1 interactive map of refugee and migrant advocates; - 12 national educational workshops for refugees and migrants (120 participants); - 1 international online lecture on innovative tools (G100 conference) to create dialogue among refugees/migrants and decision makers (60 participants); - 4 national G100 conferences (200 participants); - 4 national Advocacy Academy workshops for decision/policy makers (60 participants); - 1 train the trainer workshop (40 participants); - 4 Steering Committees of refugee and migrant advocates (40 participants); - 4 national Shadow Reports on the impact of the integration policy; - 8 national policy meetings between refugees/migrants and decision/policy makers (160 participants); - 1 international conference (60 participants).
Impact	Expected impact is to include refugees and migrants into policy making processes on a national and EU level (having them in boards, working groups, etc.)

Project title	Raising Capacity for Inclusive People engaged in private sponsorship
Year	2020- 2023
Countries	Italy, Portugal, France, Greece, Cyprus
Participating organisations	Veneto insieme - società cooperativa sociale consortile, Glocal Factory società cooperativa sociale, Refugees welcome Italia Onlus, Second Tree, Municipality of Ioannina, Synthesis Center for Research and Education Limited, Iscte - Instituto Universitário de Lisboa, JRS Portugal - Serviço Jasuita Aos Refugiados, Associação Humanitaria, Refugees Bienvenue.
Partnerships	NGOs, municipalities, universities, social coops.
Ultimate target groups	Refugees
Objectives	Overarching goals: -boosting the capacities of Civil Society Organisations (CSOs) and local communities -promoting the active involvement of refugees in their integration process

Objectives	<p>Specific objectives:</p> <ul style="list-style-type: none"> -enhance capacity building for organisations operating Private Sponsorship (PS) schemes or otherwise engaged in community-based support to refugees' integration. The project will feature several pilot schemes aimed at scaling up existing private sponsorship and strengthening community-based efforts by experimenting private sponsorship initiatives in the Member States involved; -replicate the community-based sponsorship model developed in Portugal by the Jesuit Refugee Service. This model will be further improved through the assimilation of good practices experimented throughout the member states such as, among others, the family-based sponsorship operated by the Refugees Welcome Programme
Type of diversity management	Phase 1 - recruitment + community-based action
Activities	<ul style="list-style-type: none"> -Study visits; -Desk research; -Collection of best practices; -Mentoring and peer-to-peer activities to provide refugees with social, educational and professional support throughout the settlement process; -Tailored vocational training for refugees facilitating access to the job market; -Monitoring system.
Impact	Better integration of refugees via swifter access to the job market; better coordination between agencies.
Website	NGOs, municipalities, universities, social coops.
Ultimate target groups	https://www.racip.eu/ http://www.muenchen.de/fiba

Project title	ASAP - Accessing services, Sharing Approaches and Practices
Year	2022-2024
Countries	Italy, Spain, Romania, Greece, Austria, Croatia
Participating organisations	COSPE – Cooperazione per lo Sviluppo dei Paesi Emergenti Onlus, Sociolab Società Cooperativa Impresa Sociale, Solidaridad Sin Fronteras, Symbiosis Astiki Mi Kerdoskopiki Etaireia, Universitatea De Vest Din Timisoara, Asociatia Logs Grup De Initiative Sociale, Udruge Centar Za Mirovne Studije, Sudwind Verein Fur Entwicklungspolitik und Globale Gerechtigkeit, Anci Toscana Associazione, Migrantinnenbeirat Graz
Partnerships	NGOs, SMEs, Universities, public bodies
Ultimate target groups	Third Country Nationals
Type of diversity management	Phase 1 – recruitment (potentially also phase 2 – workplace conditions)

Objectives	<p>Overarching goals: -Improving the availability and quality of information on and access to public services for Third Country Nationals, by identifying and addressing the existing obstacles and promoting new promising practices.</p> <p>Specific objectives: -supporting local service providers and Civil Society Organizations in 6 European countries in the implementation of effective practices which can respond to Third Country Nationals needs in the sectors of employment, housing, education and health; -establishing a strong collaboration between public service providers and civil society at local level, improving coordination and operational cooperation through a system of intra-referral; -enhancing the capacity of Civil Society Organizations and service providers in terms of knowledge, skills and networking; --improving knowledge of relevant stakeholders, both at local and European level, about replicable and effective responses to challenges.</p>
Activities	<p>Needs assessments Trainings Info sessions for Third Country Nationals</p>
Impact	<p>Greater cooperation between public agencies and Civil Society Organizations to address the needs of Third Country Nationals in the fields of employment, housing, education, health.</p>

EU Commission - Employers together for integration

Name of company	Deutsche Telekom AG
Country	Germany
Type of diversity management action	Phase 1 - recruitment Phase 2 - workplace conditions Phase 3 - supporting community-based action led by the company
Partnership with	German Federal Employment Agency and the Office of Migration and Refugees, Jobstairs and Jobware
Sector	Telecomm
Target group	Refugees
Activities	-Internships for refugees; -Apprenticeships and Corporate Bachelor Degree Programmes: providing places for refugees, combining them with language training and bridging programmes; -The development of the new program "Praktikum plus Direkteinstieg" combining internship and direct entry positions in order to allow refugees to adapt to European working life;

Activities

- Career guidance: Providing general information about the German labour market;
- Initiating the online job search platform Careers4Refugees.de in co-operation with Jobstairs and Jobware;
- Scholarships: providing scholarships for refugees at the Telekom-owned University of Telecommunications Leipzig promoting information technology and telecommunication expertise;
- Trainings: providing learning materials for application trainings for refugees;
- Supporting trainers and supervisors in understanding refugee needs;
- Post-placement support for refugees after they start working at Deutsche Telekom to ensure sustainability of employment;
- Favour exchange between employees with and without migrant backgrounds through roundtables, networks and buddy programmes;
- Promoting volunteering through acknowledgment via special leave to staff who support integration outside work;
- Active participation in the initiative “Wir zusammen” and thus promoting co-operation amongst companies in order to tackle the issue of refugee integration into the labour market.

Name of company	Scandic hotels AB
Country	Sweden
Type of diversity management action	Phase 1 - recruitment Phase 2 - workplace conditions Phase 3 - supporting community-based action led by the company
Partnership with	Organizations that work with inclusion program for newly arrived refugees
Sector	Hospitality
Target group	Refugees
Activities	-Vocational Training for newly arrived refugees who take a job within Scandic; -National Validation process for newly arrived refugees who have a professional background as Chefs; -Internships for refugees across Scandic's 84 hotels; -Mentorship cooperation with organizations that work with inclusion program for newly arrived refugees, covering both persons with academic and non-academic background;

Activities

- Internal training material such as team member surveys done in multiple languages;
- Internal tools (such as iPads for housekeeping staff) that are non-language - driven, i.e. working with pictures describing tasks and status reports instead of long sentences in local language;
- Uniform concept including a Hijab for Muslim team members;
- Mentorship and coaching programs in non-inclusive areas of the major cities in Sweden.

Name of company	Kraftringen Energi AB
Country	Sweden
Type of diversity management action	Phase 1 - recruitment
Partnership with	Swedish Public Employment Service
Sector	Energy
Target group	Refugees and migrants with a background in the energy sector
Activities	-Internship and professional competence assessment for refugees/migrants with background in the energy sector; -Development of English-Swedish-Arabic phrase book containing some of the words and terms used in the energy industry.

Name of company	Quanta (Anabasi project)
Country	Italy
Type of diversity management action	Phase 1 - recruitment
Partnership with	Employment agencies, Protection System for Asylum Seekers and Refugees, Italian Red Cross; Centro Fenoglio
Sector	Shipbuilding
Target group	Migrants
Activities	<ul style="list-style-type: none"> -Preparatory language training; -Active employment support (Politiche Attive del Lavoro): access to financing for the placement and targeted guidance sessions. -Skills auditing, in order to identify the vocational training courses most suitable for obtaining qualifications.

Activities	<p>-Vocational training. Following the preparatory training, guidance sessions and skills audits, applicants were placed in vocational training leading to qualifications. The very practically oriented courses were designed by Quanta Human Resources with Cnos-FAP and client companies in response to the particular needs noted by Quanta in the shipbuilding sector, for which it is notoriously difficult to find employees with the necessary specific skills. The training was designed to transfer not only the 'hard' (certified) skills typical of the type of work and the profile envisaged for those completing the courses, but also to provide training on horizontal skills, with modules dedicated to basic compulsory safety awareness and specific risks, with another module on safety in confined spaces, compulsory for workers in the shipbuilding sector;</p> <p>-Assistance with employment: after the vocational training has been completed, the practical exam for certifying the skills acquired has been passed, and eligibility has been conferred (issue of permit/qualification), the professional profiles of the participants are entered in the vocational skills books (with details of incentives for recruitment) used by Quanta for the employment assistance phase and in order to present profiles to the market (to target clients and firms).</p>
Results	<p>Of 80 migrants, 63 finished the programme with merit (during the 20 months of the project 13 people abandoned the courses and 4 did not pass the aptitude tests). All those with suitable profiles (63) found employment (57 through an agency and 6 recruited directly), meaning that the project registered a final placement score of 100 %.</p>

Name of company	Ben & Jerry's
Country	UK, Germany and the Netherlands
Type of diversity management action	Phase 1 - recruitment
Partnership with	Entrepreneurial Refugee Network (TERN)
Sector	Food industry
Target group	Refugees
Activities	<ul style="list-style-type: none"> -4-month business incubator with part time employment through Ben & Jerry's sales channels; -Enterprise skills training and mentoring - weekly face to face training to develop participants as entrepreneurs, explore their business idea, understand the market, test it and ultimately decide if starting their own business is the right step for them, as well as building their network and confidence; -Mobile ice cream selling - guaranteed paid employment for around 15-20 hours a week in Ben & Jerry's out-of-home sales channels.

Name of company	Accent - "JOBROAD integration through work"
Country	Belgium
Type of diversity management action	Phase 1 - recruitment Phase 2 - workplace conditions Phase 3 - supporting community-based action led by the company
Partnership with	Employers, cities, provinces and regions, employment services, chambers of commerce
Sector	No specification
Target group	Refugees and migrants
Activities	Development of a new methodology, called "JOBROAD integration through work". JOBROAD focuses on matchmaking through: <ul style="list-style-type: none"> -the selection of refugees on rather 'a-typical' criteria in recruitment such as 'competences, the desire to work, cultural adaptation'; -networking: sensitization of employers, cities, regions, social services, employment services, chambers of commerce and industry; -visits of the enterprise and the workplace, explaining the content of the vacancy to the refugees/migrants; -meeting with the HR managers in the workplace; -creation of speed dating and recruitment events;

Activities

- close coaching of the refugee/migrant and employer during the recruitment process and beyond;
- coaching of the refugee and colleagues in the workplace;
- promote matching through an individual approach and information campaign on how the labour market looks like in reality;
- closing the gap between a vacant job and accessibility through public transport;
- support refugees/migrants in developing their skills to enter and remain in the labour market;
- support skills/competence assessment: e.g. through on the job assessment of skills, validation of skills acquired during training or employment;
- continuous on the job training: e.g. offering specialized work-related training;
- post-placement support: provide support to migrants after they start employment to ensure sustainability of employment
- setting up specific vocational trainings in order to match scarce profiles in the labour market and other by the employer announced vacancies;
- platform creation between recruitment and HR-companies, employers, cities, provinces and regions, employment services
- promote recruitment of refugees and other migrants;
- promote intercultural dialogue in the workplace, e.g. intercultural and diversity training for staff through the project 'JOBROAD 2.0';
- eliminate discrimination.: e.g. participate in anti-discrimination campaigns, implement anti-discrimination strategies in recruitment processes;
- stimulate exchanges between workers with and without migrant background (for example through social and sports events, activities for families etc. within the enterprises involved) (JOBROAD 2.0);
- funding of non-job related programmes/projects promoting integration of refugees, migrants and other vulnerable groups into society, through the creation of an international foundation targeting and developing appropriate tools
- support the candidate employee refugee/migrant in finding housing, in mobility solutions, administrative matters.

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