



DIVERSITY MANAGEMENT

Approaches in the public-private
partnership industry

Summary report, December 2021



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& Inclusion
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BACKGROUND



Diversity Management are actions which aim to promote greater inclusion of employees from different social and cultural backgrounds within the structure of an organization.



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.

PROJECT OBJECTIVES



Disseminate a renewed vision on Diversity Management, able to effectively combine inclusion and valorization efforts (overcoming its simple reparative function).



Strengthen a public-private partnership making Diversity Management a shared goal and approach to enhance the public good.



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.

THE FOLLOWING ACTIVITIES WERE CARRIED OUT

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1. Desk-research of European best practices related to diversity management and public-private strategic partnerships.
 2. 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.
 3. 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.
 4. 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

Diversity
Management

DIVERSITY AND INCLUSION

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.



Diversity - Addresses who employees are, but not how their work experiences differ.

Inclusion - The act of ensuring that employees of all identities feel welcomed, valued, and actively engaged.

Sense of Belonging: Thrives when employees feel secure, supported, and empowered to be their authentic self at work.

Intersectionality - 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”.

DIVERSITY MANAGEMENT

A strategic organizational approach that takes into consideration individuals & stimulates a cultural change that facilitates the reconciliation of all diversities in the organization.

Companies and organizations are 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.

Effective inclusion and celebration 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 community and migrant communities.



CASE STUDY
ANALYSIS



S.A.BA.R.

INTRODUCTION TO S.A.BA.R.

-
- Company operating in the waste management industry.
 - Located in the Italian region of Emilia Romagna - municipality of Novellara.
 - Receives waste from eight municipalities in the area, namely Boretto, Brescello, Gualtieri, Guastalla, Luzzara, Novellara, Poviglio, Reggiolo.
 - S.A.BA.R. refers 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.
 - 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.

INTRODUCTION TO METHODOLOGY

ISO 30415

- D&I Framework
- Inclusive culture
- Human resource management life cycle:
- Recruitment
- Learning and Development
- External Stakeholder Relationships

SWOT ANALYSIS

- Strengths
- Weaknesses
- Opportunities
- Threats

AGENDA

The analysis will address the following questions:

- Are the practices conducted consistent with the criteria expressed by the ISO 30415?
- Which stage and degree of assimilations is S.A.Ba.R. sporting?
- What are the areas of development and success of the practices?
- Where are opportunities to expand the process of inclusion?
- What are the risks to take into consideration?
- Where can this be used as an opportunity to help the process of Diversity & Inclusion?

INTRODUCTION
TO METHODOLOGY

ISO 30415

THE
INTERNATIONAL
ORGANIZATION FOR
STANDARDIZATION
(ISO)

- The standard S.A.Ba.R.'s practices will be compared to for “Human resource management- Diversity and inclusion”
- Reports six areas to tackle:
 - ❖ D&I Framework
 - ❖ Inclusive culture
 - ❖ Human resource management life cycle (subsequentially divided into 9 subareas)
 - ❖ Products and services - design, development and delivery
 - ❖ Procurement and supply chain relationships
 - ❖ External stakeholder relationships

D&I FRAMEWORK

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

A formalization of a D&I framework will allow S.A.Ba.R. to **monitor, enforce and improve the practices that regulate a diffuse implementation of Diversity & Inclusion in the organization.**

Will allow 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

Commitment to **promote and spread an inclusive culture in the organization.**

Effective implementation of an inclusive culture is beneficial for the employees through an enhancement of work-life balance.

The company benefits through smooth maintenance of its activity and operations.

INCLUSIVE CULTURE RECOMMENDATIONS

Conflicts due to cultural diversity and related misunderstandings

Promotion of activities that lead to understanding and acceptance of cultural differences

Presence of an Ethical Code of conduct - to favor the spread of inclusive culture

Translating this code at least in all the native languages spoken by the employees

HUMAN RESOURCE MANAGEMENT LIFE CYCLE

This analysis used the three following subareas

Recruitment

**Learning and
Development**

**Performance
Management
(valutare)**

RECRUITMENT

Lack of dedicated office for the activity of recruitment

S.A.Ba.R. policy is characterized by a focus on potential workers which favors those coming from Ivory Coast

Mentorship activities from the first period of employment of new workers
- people of the same culture and especially sharing the same language

RECRUITMENT NEXT STEPS



LEARNING AND DEVELOPMENT

Linguistic support in preparation for obtaining driving license

First learning activities refer to some courses and the support of a mentor

Linguistic match is used where possible

Training for workers with a migratory background to become environmental educators

Active engagement with different local communities

EXTERNAL STAKEHOLDER RELATIONSHIPS

- Public and private partners the company can involve to improve the placement and wellbeing of its workers with a migratory background on different fronts.
- Extending the existing partnerships to actors involved in the field of diversity & Inclusion and sustainability.
- The project provides a tool for the identification and assessment of migrants' soft skills.
- The activities of community and external stakeholder engagement mirror the spread of sustainable practices.

SWOT ANALYSIS

- ❖ 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 strategic public-private partnerships.
- ❖ The analysis will easily follow the SWOT framework:
 - Strengths
 - Weaknesses
 - Opportunities
 - Threats

STRENGTHS



Great commitment to diversity & inclusion of workers with a migratory background.



Presence of existing strategic partnerships with private and public bodies, allows S.A.Ba.R. to reinforce external and internal stakeholder relationships.

WEAKNESSES



Lack of a structured and strategic approach to human resource management.



The formalization of a D&I framework would allow S.A.Ba.R. to **monitor, enforce, improve and innovate D&I practices.**



Absence of activities aimed at understanding the different cultures resulting in conflicts between employees.

OPPORTUNITIES



Leverage the existing network to develop new partnerships.



Mentoring provided by one of the Ivorian employees is revealed to be crucial for the placement of new human resources.



As the company is not currently considering interns from different cultural and linguistic areas. - there is a great opportunity.



Would provide greater possibilities of engagement with different communities and external stakeholders, both private and public.

THREATS

Failure to grasp **the central role of the social sphere in the concept of sustainability**

Underestimating how **crucial people are in determining the success and efficiency of operations**

ANALYSIS OF BEST PRACTICES

EU
projects
databases
of best
practices
have also
been
consulted,
including:

EaSi Program EU Program for
Employment and Social Innovation

ESF+ European Social Fund

ERASMUS +

AMIF - Asylum, Migration and
Integration Fund



Recruitment



Workplace conditions (policies and practices)



Company-led community-based action

3 DIVERSITY
MANAGEMENT
PHASES WERE
IDENTIFIED TO
GUIDE THE
ANALYSIS

PUBLIC-PRIVATE PARTNERSHIPS



MAIN TRENDS

- Target group: Primarily refugees or migrants
- Partnerships: Multiple public-private partnerships involving a range of organizations and entities
- Countries: Various around Europe
- Sector: Several sector-specific projects, yet the wide majority of initiatives cover multiple business sectors
- Diversity management phase: Predominantly phase I – recruitment



The final 5 best practices are drawn from the European Commission's Employment together for integration initiative.

The most relevant pertain to Deutsche Telekom, Scandic Hotels AB and Accent.

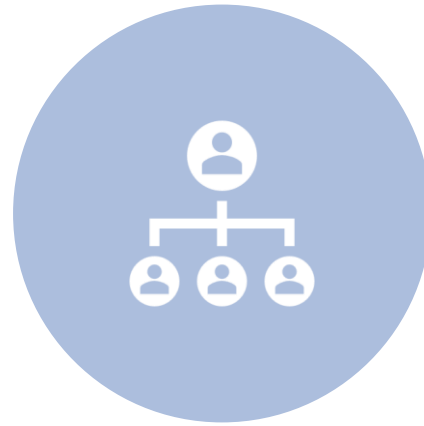
The main focus appears to be on newly arrived migrants, refugees and asylum seekers, rather than more broadly, on individuals of migrant background.

High concentration of initiatives in diversity management phase I (recruitment).

PROJECTS



OBJECTIVES



ACTIVITIES



IMPACT

EASI PROGRAM EU PROGRAM FOR EMPLOYMENT AND SOCIAL INNOVATION

Objectives

- Establish a transnational cooperation among trade unions, public authorities and stakeholders in sending and receiving countries

Activities

- 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

- 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

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

EMPLOYMENT ENHANCEMENT AND SOCIAL SERVICES INTEGRATION IN ATHENS MUNICIPALITY (ESTI@)

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

- Integration of Medical and Social Services in Municipal Health Clinics
- Collaboration between professionals
- Consolidation of a holistic approach to vulnerable individuals' needs

TRANSPOSITION – RECONCILIATION BETWEEN THE FREEDOM TO PROVIDE SERVICES IN THE EU AND THE SOCIAL RIGHTS OF POSTED WORKERS IN TRANSPORT SECTOR

Objectives

- 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.

Activities

- Provides a full project cycle, including preparatory, dissemination, implementation, follow-up and reporting activities. The project is consisted of the following types of actions:
 - Cooperation
 - Information
 - Knowledge

Impact

- 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

FAST TRACK INTEGRATION IN EUROPEAN REGIONS_

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.

Impact

- Tangible deliverables from the project include:
 - An educational learning path directed towards reception education emphasizing active and engaged citizenship
 - 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>).

VOUCHERS FOR THE PROVISION OF FLEXIBLE CHILDMINDERS SERVICE TO WORKERS WITH NONSTANDARD WORK SCHEDULES

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

Activities

- 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

Impact

- 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

REFUGEES INTO PROFESSION AND VOCATIONAL TRAINING

Objectives

- Supporting asylum seekers, and refugees aged 15+ access employment, training and placements

Activities

- Specialist advice, company-focused training, and work placements.

GROWING TOGETHER: IMMIGRANTS EMPOWERMENT AS LOCAL CITIZENS AND AS EDUCATORS

Objectives

- 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

- Workshops: life skills for immigrants' integration
- 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.


Impact

- The results achieved can be grouped under the following themes:
 - 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



THINKING OF INTEGRATION PROCESS AS A TWO- WAY INCLUSION/2INCING

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.)



RAISING CAPACITY FOR INCLUSIVE PEOPLE ENGAGED IN PRIVATE SPONSORSHIP

Objectives

- Boosting the capacities of Civil Society Organisations (CSOs) and local communities
- Promoting the active involvement of refugees in their integration process

Activities

- 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

Impact

- Better integration of refugees via swifter access to the job market; better coordination between agencies

ACCESSING SERVICES, SHARING APPROACHES AND PRACTICES

Objectives

- 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.

Activities

- Needs assessments,
- Trainings,
- Info sessions for Third Country Nationals

Impact

- 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.



**EU COMMISSION -
EMPLOYERS TOGETHER
FOR INTEGRATION**



DEUTSCHE TELEKOM AG | GERMANY

- 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
- Career guidance - providing general information about the German labour market
- 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
- Post-placement support for refugees after they start working at Deutsche Telekom to ensure sustainability of employment

SCANDIC HOTELS AB | SWEDEN

- 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
- 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

KRAFTRINGEN ENERGI AB I SWEDEN

-
- 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.

QUANTA
(ANABASI
PROJECT) I
ITALY



BEN & JERRYS | UK, GERMANY AND THE NETHERLANDS

-
- 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.

ACCENT -
“JOBROAD
INTEGRATION
THROUGH
WORK”
| BELGIUM



CONCLUSIONS

GUIDELINES FOR IMPLEMENTING SUCCESSFUL DIVERSITY MANAGEMENT PLANS AND PRACTICES

- A responsibility that should be collectively shared and prioritized by every employee within the organization. Leadership and management support is critical.
- It shall not be treated as an HR function alone, but it needs to be recognized as a business strategy of the company.
- Employers 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.
- 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 successful integration of migrants depends highly on political consensus, public perception, and widespread public support. 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.
- 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.

-
- 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.
 - 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.
 - 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.
 - Promote the provision of information on employees' rights in employment and on how to report abuses.
 - Measure the success of your Diversity Management initiatives through monitoring and evaluation. 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.
 - 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.

LESSONS LEARNED AND THE WAY FORWARD



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- 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.
 - 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 - 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

The Intercultural Cities programme (ICC) is a Council of Europe capacity-building programme supporting local authorities design and implement inclusive integration policies. The programme proposes analytical and practical tools to help stakeholders develop institutional capacity ensuring the diversity in society is managed positively through equal enjoyment of rights and opportunities for all, embracing diversity as an asset for societal development, promoting meaningful intercultural interaction, and encouraging participation throughout the public space.



The Council of Europe is the continent's leading human rights organisation. It comprises 47 member states, including all members of the European Union. All Council of Europe member states have signed up to the European Convention on Human Rights, a treaty designed to protect human rights, democracy, and the rule of law. The European Court of Human Rights oversees the implementation of the Convention in the member states.