



FINAL EVALUATION REPORT

**Project I.D.E.A.S. - Inclusion.Diversity.Equality.Awareness.Success.
(Launching Diversity Charters in Slovenia, Croatia and Romania)**

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DESCRIPTION OF THE PROJECT

A. Main objectives of the project

To promote and stimulate implementation of the non-discrimination principle and the respect for non-discrimination and human rights by setting up and developing Diversity Charters in Slovenia, Croatia and Romania for private and public organizations.

B. Short description of the implemented activities

Development of Local Diversity Charters

- Exchange of good practices and information with EU Diversity Platform and French Diversity Charter;
- Elaboration of the Diversity Charters in Slovenia, Romania and Croatia;
- Raising awareness and the level of information related to non-discrimination, human rights, equal opportunities, diversity management through informational materials, dedicated websites, promotion in traditional media and in social media;
- Identification and involvement in the project of endorsers to support and promote the Charters' activities (ambassadors) and messages for stakeholders and potential beneficiaries of the charter in one hand, and for the general public on the other hand;
- Research in view of development of sustainable Charters to continue after the end of the project;

Implementation activities for public and private sector:

- Design and delivery of Diversity management training for private and public sector with international experts;
- Developing specific online tools – Check list of diversity management in national languages and book on D&I practices, "Practical diversity journey in Croatia, Romania and Slovenia";
- Transfer of trainings for private and public sector between partners and making the resources available online for other interested parties;

Communication and dissemination activities for high visibility of Diversity Charters and rising awareness

- Organisation of Launching events, Signing ceremonies, multi – stakeholder final events;
- Setting up web pages for 3 new Diversity Charters and social media presence on the topics of diversity management and its benefits for businesses, non-discrimination, respect for human rights regarding gender balance, LGBT, disability, elderly, migrants, youth, etc.;
- Writing and designing infographic materials that were used to engage social media users and promote the topics of the project;
- Writing diversity columns in view of engaging a wide range of businesses and stakeholders.

C. Key results achieved

The most important results achieved through the project I.D.E.A.S. are 3 new Diversity Charters in Slovenia, Romania and Croatia and their implementation in public and private sector. Through launching diversity charters we established better level of information of the direct beneficiaries of the project, as well as of the general audience, in what concerns the principle of non – discrimination on any ground, the respect for human rights, equal opportunities and about what are the benefits of diversity and inclusion management of any organization.

D. Impact on the target groups or other groups affected by the project

The results of the impact analysis among the target group (signatories of the Charter from private companies, public institutions, NGOs) showed that as a result of signing the Charter, the pro-diversity measures implemented have generated positive effects on the organizational culture and performance; the organizations became more aware of the importance of implementing a diversity strategy and signing the Charter brought benefits but it also meant an investment effort from the signatories. Also, signatories underlined that communication and information are very important for implementing the principles of the Diversity Charter. Recommendations of the report are targeting the sustainability of the measures undertaken by the signatories, to pay a closer attention to some specific measures like training for people with special needs, initiatives that facilitate the access of young people to the organization, involving external actors in the diversity strategy. Another recommendation targets the communication and exchange of practices between the signatories, support for the signatories to implement the diversity strategies and policies, and identification of financial means for organizing Diversity dedicated events (Conferences, Diversity Day etc.).

Slovenian, Romanian and Croatian Diversity Charters overachieved the indicators initially estimated in the application, like for example:

- Slovenia from 30 signatories estimated to 109 achieved, employing 14.676 employees;
 - Romania from 30 signatories estimated to 96 achieved, employing 115.846 employees;
 - Croatia from 30 signatories estimated to 54 achieved, employing 49.548 employees;
- * number of employees is the data provided by signatories

In the trainings for private sector we surpassed the number 20 to 40 (in Slovenia) and from estimated 20 to 39 in Croatia.

In the trainings in Romania we surpassed the number 176 civil servants estimated to be involved a number of 448 participated in the project, from 100 media articles to over 1300 achieved during the project.

All 3 charters established a multi-stakeholders platform that included signatories from private entities (big companies and SMEs), public institutions, NGOs, embassies;

Slovenia:

- 65 private entities (mostly SMEs)
- 33 NGOs
- 11 public institutions

Croatia:

- 50 private entities (mostly big companies)
- 1 NGOs
- 1 public institution
- 1 embassy

Romania:

- 58 private entities (big companies and SMEs)
- 15 NGOs
- 21 public institutions
- 2 embassies

Qualitative impact for all signatories

- 1) By signing the Charter, the signatories expressed their commitment to promote diversity by taking **concrete actions** that go beyond legal and regulatory obligations of non-discrimination.
- 2) Signatories have committed to develop an organizational culture based on mutual respect, recognition and appreciation of individual differences and talents.

Signatories have committed to apply the principles of equal opportunities and promotion of diversity as much in the organization's decision-making as in its human

- 3) resource management with special focus on equal treatment and opportunities in recruitment, training, career development and remuneration;
- 4) Signatories have committed to raise awareness, train and involve management and staff on diversity issues.
- 5) Signatories have committed to monitor the progress in achieving the objectives of this Charter and its effects regularly.

PROJECT PARTNERS

Beneficiary: DOBROVITA d.o.o.

Co-beneficiaries:

ŠENTPRIMA – Institute for rehabilitation and education, SLO

SKUP – Community of private Institutes, SLO

HR BCSD – Croatia Business Council for Sustainable development, CRO

Assistance and Programs for Sustainable Development – Agenda 21, ROM

National Agency of Civil Servants, ROM

Foundation Forum for International Communications, ROM

Associate partners:

IMS France, FRA

MDDSZ – Ministry of Labour, Family, Social Affairs and Equal Opportunities in the Republic of Slovenia, SLO

CNVOS – Centre for Information Services, Co-operation and Development of NGOs, SLO

ZIZRS – Association for Contractors of Vocational Rehabilitation in the Republic of Slovenia, SLO

ZDS – Association of Employers of Slovenia, SLO

EVALUATION

WHAT WE MEASURED

- PROJECT PROCESSES/PROJECT ACTIVITIES AND PROJECT RESULTS
- PARTNERSHIP MEETINGS
- COUNCIL BOARD MEETINGS
- DEBATES WITH STAKEHOLDERS
- EVENTS
- TRAINING

PROJECT PROCESSES/PROJECT ACTIVITIES AND PROJECT RESULTS (intermediate and final report)

- OUTPUTS OF WORKSTREAMS:
 - Management and coordination of the project
 - Local Diversity charters
 - Training activities for private sector
 - Training activities in public institutions
 - Dissemination

PARTNERSHIP MEETINGS (questionnaire)

- Satisfaction (preparation, agenda, content, efficiency, discussion, solutions, tasks, network, the purpose of the meeting, duration, place)

COUNCIL BOARD MEETINGS (questionnaire)

- Satisfaction (preparation, agenda, content, efficiency, discussion, solutions, tasks, network, the purpose of the meeting, duration, place)

WORKSHOPS / DEBATES WITH STAKEHOLDERS (questionnaire)

- Satisfaction (preparation, agenda, content, efficiency, discussion, solutions, tasks, network, the purpose of the meeting, duration, place)

EVENTS – international/national round tables with launch event

Report in annex.

TRAINING (WORKSHOPS) – training sessions for managers, trainings for public sector, tutoring seminars (questionnaire)

- training aims
- training content and design
- pedagogical materials, tools
- training delivery, facilitators
- improvement
- value
- satisfaction (trainees, trainers)

For the evaluation of the designing new training diversity modules for private sector, we use Plymouth Development Tool framework that address training priorities identified by stakeholders, which Šentprima developed in international partnership in 2010-2012 (Erasmus +).

HOW WE MEASURED

- QUANTITATIVE / QUALITATIVE

GATHERING INFORMATION:

- Questionnaires (on-line) – all questionnaires templates are in the annex
- Report templates
- Focus groups

All questionnaires are in electronic form due to facilitate better analysis.

We use <http://english.1ka.si/> - an open source application for creating, conducting and analysing online surveys.

QUANTITATIVE EVALUATION

- numbers of meetings,
- numbers of signatories,
- training delivery sessions,
- institutions involved in training sessions,
- training programs designed,
- training material delivered,
- reports,
- number of trainees,
- questionnaires applied for the impact analysis survey,
- dissemination activities,
- press releases, media articles, web site visits, web site ranking.

Quality checks take place on a quarterly basis, throughout the project timeline.

- EVALUATION WERE DONE AFTER EACH
 - partnership meeting,
 - local training activity delivery,
 - local Council Board meeting
 - workshops / debates with stakeholders

All partners use the same evaluation questionnaire for evaluation of final products and evaluation of final local multiplier dissemination events.

The partnership meeting questionnaires include a reflective account of participants 'experience of the partnership's transnational meeting. They measure project regarding results, cooperation between partners, within Council Boards. Using model of impact analysis, which were developed by APSD-Agenda 21 and NACS, we measure changes produced in the beneficiaries after they participate in the trainings and changes produces within institutions/companies/employees after becoming signatories of the Diversity Charter. Additionally we measure impact of trainings in private sector regarding general self-efficacy scale adopted for diversity issues.

Final evaluation report present gathered information to project partnership and EC. Conclusions are written in English to open access online (on web sites) and also for passing on to local decision makers for mainstreaming activities.

HOW OFTEN WE MEASURED

Evaluation:

- regular (after each activity) - that we were able to make improvements on time
- final

PROJECT PROCESSES / PROJECT ACTIVITIES AND PROJECT RESULTS

report template

- **OUTPUTS OF WORKSTREAMS:**
 - Management and coordination of the project
 - Local Diversity charters
 - Training activities for private sector
 - Training activities in public institutions
 - Dissemination

General objectives:

To promote and stimulate the implementation of the non-discrimination principle and the respect for non-discrimination and human rights by setting up and developing Diversity Charters in Slovenia, Romania and Croatia for the private and public sector

ACTIVITIES

Development of Local Diversity Charters

- Exchange of good practices and information with EU Diversity Platform, French Diversity Charter
- Elaboration of the Diversity Charters
- Research in view of development of sustainable Charters to continue after the end of the project
- Raising awareness and the level of information related to non-discrimination, human rights, equal opportunities, diversity management through informational materials, dedicated websites, promotion in traditional media and in social media
- Identification and involvement in the project of endorsers to support and promote the Charters' activities (ambassadors) and messages for stakeholders and potential beneficiaries of the charter in one hand, and for the general public on the other hand

Implementation activities for public and private sector:

- Training activities for diversity training in private and public sector (development of training programme and delivery)
- Developing specific online tools
- Transfer of trainings for private and public sector between partners and making the resources available for other interested parties

Communication and dissemination activities for high visibility of Diversity Charters and rising awareness

- Organisation of Launching events, Signing ceremonies, multi – stakeholder final events
- Writing and designing infographic materials that will be used to engage social media users and promote the topics of the project (non-discrimination, respect for human rights, fight against gender discrimination)
- Writing diversity columns in view of engaging a wide range of businesses and stakeholders.

EXPECTED RESULTS

Output	Estimated	Achieved
new Diversity Charters in Slovenia, Romania and Croatia and their implementation in public and private sector;	3	3

TYPE AND NUMBER OF PERSONS BENEFITING FROM THE PROJECT

Output	Estimated	Achieved
Managers and civil servants involved in diversity trainings;	80 and 172	89 and 448
signatories/country of the Diversity Charter (large, SMSs, NGOs, public authorities, trade unions, professional associations)	30 30.000 employees	257 180.070 employees
participants on the Final events (all stakeholders interested in diversity issues);	150	318
ambassadors (NGOs, public, private sector, associations...);	15	30
participants in workshops (all stakeholders interested in diversity issues);	100	94
participants in Launching events (all stakeholders interested in diversity issues)	120	303

TYPE AND NUMBER OF OUTPUTS TO BE PRODUCED

Output	Estimated	Achieved
Diversity Charters	3	3
Trainings	2	2
Workshops / debates for consultation	4	4
Tutoring seminars	2	2

Output	Estimated	Achieved
Collection of good practices	1	1
Development of common methodology (for implementation of Diversity Charter into public and private sector)	2	2
Development of educational material/toolkits/coursers	2	2
Development of guides	1	1
Feasibility studies	3	3
Impact assessment, survey	3	3
Report	9	9
Launching events with round table	3	3
New websites	3	3
Articles	100	1300
Radio-shows	2	4
Press releases	9	21
Infographic	6	6
Informational brochures	1100	1100
Diversity columns	36	48
List of relevant e-books and online resources	3	3
Multi stakeholder final events	3	3

OBJECTIVES OF THE PROJECT

General objectives:

To promote and stimulate the implementation of the non-discrimination principle and the respect for non-discrimination and human rights by setting up and developing Diversity Charters in Slovenia, Romania and Croatia for the private and public sector

Specific objectives:

- To elaborate and launch Diversity Charters in 3 countries and to stimulate exchange of good practices and experiences between multiple stakeholders
- To raise the level of awareness in the three countries in reference with Diversity Charter, non-discrimination, human rights, equal opportunities, diversity management and to stimulate the spread of the Charter and increase the number of signatories
- To design and deliver diversity training for private sector and implement Diversity Charter in private companies and to transfer the training expertise
- To train and inform beneficiaries from public institutions in what concerns the Diversity Charters and diversity management in view of setting up and implementing the Diversity Charter and to transfer the training expertise
- To facilitate the exchange of good practices between the partner countries and other countries with experience in Diversity Charters and Diversity management

TARGET GROUP

- 30 signatories/country of the Diversity Charter (large, SMSs, NGOs, public authorities, trade unions, professional associations) covering 30.000 employees
- 80 participants from private companies involved in diversity trainings
- 172 civil servants involved in diversity trainings
- 150 participants on the Final events (all stakeholders interested in diversity issues)
- 15 ambassadors (representatives of NGOs, public, private sector, associations...)
- 100 participants in workshops (all stakeholders interested in diversity issues)
- 120 participants in Launching events (all stakeholders interested in diversity issues)

The proposed target groups and activities were chosen so that to meet the objectives of the project and obtain the best impact in developing and implementing Diversity Charters. Companies and public institutions are two major players in the frameworks of one country with potential impact on a large and wide scale of beneficiaries.

PARTNERSHIP MEETINGS

- LJUBLJANA SI, MARCH 2017 (N=8)
- ZAGREB CRO, OCTOBER 2017 (N=9)
- BUCHAREST ROM, APRIL 2018 (N=11)
- LJUBLJANA SI, DECEMBER 2018 (N=9)

Common and average results (n=37)

- evaluation for each partnership meeting in annex *Partnership meeting*
- questionnaire in the annex
- **I received on time all information I needed for my participation at the meeting.**
strongly agree 94 %
I received all just in time
it was an excellent launch of diversity charter and an effective partner meeting
- **The meeting agenda was relevant, adequately prepared and easy to follow.**
strongly agree 88 %
the meeting agenda was well prepared and easy to follow
- **The meeting was realised efficiently and according to plan.**
strongly agree 88 %
good collaboration between partners, active discussion and good planning for next activities
- **There was good balance of topics covered.**
strongly agree 85 %
the meeting was balance in terms of topics coverage and succeeded to cover all important and relevant topics
- **Partners questions were answered, problems discussed and solutions agreed.**
strongly agree 76 %
we had a very controversial debate on good practices, but a solution has been found in the final
- **Upcoming tasks were clearly presented and explained.**
strongly agree 79 %
very clear

- **Partners exchanged best practises/experiences.**

strongly agree 76 %

we exchanged experiences on training courses

- **Partners strengthen their network.**

strongly agree 100 %

we had the opportunity to communicate and to share our ideas both during the meeting and in free time activities, which has contributed to a better communication and mutual understanding

- **The purpose of the meeting was accomplished.**

strongly agree 97 %

especially because of discussion what to do in the future

- **The meeting was the right length of time.**

strongly agree 76 %

- **The meeting place was easily accessible.**

strongly agree 91 %

access to the meeting place was easy and pleasant. we did a morning walk that would prepare us for the meeting.

- **Facilities of the meeting room were adequate.**

strongly agree 88 %

the meeting room offered all necessary facilities

COMMENTS *some*

What did you like and do not like about the meeting?

- I liked the friendly and open atmosphere, the useful information which we received and the planning for future activities
- relaxed environment, but with goal orientated participants, who shared their experiences, thoughts, dilemmas, solutions.
- everything was great.
- in my opinion the meeting was success, all the issues were discussed.
- I enjoyed seeing all partners again and the efficiency of our discussions.
- I liked the partner's cooperation.
- I liked the structure of the meeting and the discussion development, nothing that I didn't like.
- open communication between whole partnership
- I liked that everybody has a chance to say their thoughts, views and is accepted in discussion
- everything was very productive and at the same time relaxing. I enjoyed it.
- I like a lot the way minutes of meeting were written!

- I liked that all issues concerning the project were approached. I liked very much the team and the networking.
- I liked that I had the opportunity to meet in person the partners that we found that we could communicate easily, I liked the good preparation and on-going of the meeting, that we were focused on finding solutions and debate on different points of view. I appreciated the checking of the project step by step and the preparation of the next activities.
- I like the atmosphere which is always positive and friendly.
- I enjoyed the constructive and open discussions.
- I especially appreciated working style and communication within the team
- I liked discussions about feasibility of the charter, it was useful for me, thinking about Slovenian charter and how to finance it for the future. I liked exchange of the experiences from the workshops in Romania.
- I liked the launch ceremony, the warm and open atmosphere during the meeting, the kind concern of our hosts to respond to our problems.

What can we do to improve the project meeting next time?

- as we will be finishing the project, I am sure that we will use more time in December for financial reporting.
- to collect prior the meeting all the administrative questions of partners and to involve, if necessary, the advice of EU representative.
- to have more time to discuss future common opportunities and projects.
- I propose to invite one of the signatory of the charter to present the experience regarding the implementation of the charter.
- the meeting was great so just keep doing what you do :)
- there is no need for improvements

Other comments, concerns or requests?

- I have no comments, the project is going to its end, and I think all the meetings - motilities were well organised and partners motivated and excellent prepared each time.
- all good, great atmosphere. congratulation :)
- I propose to have more discussion for share sharing experience regarding the implementation of the charter and the strategy to attract the signatories of the charter.
- in the meeting s agenda for the last mobility I suggest to put on discussion regarding the future measure to ensure the sustainability of the project.
- the meeting was a new opportunity to understand better the flow of the project and to increase our friendship.
- thank you for this wonderful experience!
- we should continue to find common synergies for our charters :)
- hope to continue this wonderful cooperation. thank you ladies in Slovenia for handling this project, us and our new friendship so nicely.
- it is pleasure to work with this group. :-)
- I very much enjoyed it.

COUNCIL BOARD MEETINGS

COUNCIL BOARD – SLOVENIA

- LJUBLJANA, April and October 2017, March and October 2018 (4 meetings)

Common and average results (n=18)

- **I received on time all information I needed for my participation at the meeting.**
strongly agree 44 %, agree 50 %
- **The meeting agenda was relevant, adequately prepared and easy to follow.**
strongly agree 72 %
- **The meeting was realised efficiently and according to plan.**
strongly agree 61 %, agree 39 %
- **There was good balance of topics covered.**
strongly agree 72 %
- **Participants questions were answered, problems discussed and solutions agreed.**
strongly agree 61 %, agree 39 %
- **Tasks were clearly presented and explained.**
strongly agree 78 %,
- **Participants exchanged best practises/experiences.**
strongly agree 56 %, agree 44 %
- **Participants strengthen their network.**
strongly agree 50 %, agree 50 %
- **The purpose of the meeting was accomplished.**
strongly agree 67 %, 33 %
- **The meeting was the right length of time.**
strongly agree 72 %
- **The meeting place was easily accessible.**

strongly agree 83 %

- **Facilities of the meeting room were adequate.**

strongly agree 83 %

COMMENTS *some*

What did you like and do not like about the meeting?

- very good organization
- very good coordination
- I think that the dynamic and open communication was great.
- interesting topic for the final event
- very interesting topic
- very good team
- clear presentation

What can we do to improve the project meeting next time?

- /

Other comments, concerns or requests?

- congratulations for good project
- good job
- well done

COUNCIL BOARD – CROATIA

- Zagreb, April and May 2017, July 2018 (4 meetings)

Common and average results (n=15)

- **I received on time all information I needed for my participation at the meeting.**
strongly agree 53 %, agree 47 %
 - *professionally done*
 - *good organisation*
 - *everything was prepared*
- **The meeting agenda was relevant, adequately prepared and easy to follow.**
strongly agree 53 %, agree 40 %
- **The meeting was realised efficiently and according to plan.**
strongly agree 47 %, agree 47 %
- **There was good balance of topics covered.**
strongly agree 47 %, agree 33 %
- **Participants questions were answered, problems discussed and solutions agreed.**
strongly agree 53 %, agree 40 %
- **Tasks were clearly presented and explained.**
strongly agree 60 %, agree 27 %
- **Participants exchanged best practises/experiences.**
strongly agree 47 %, agree 47 %
- **Participants strengthen their network.**
strongly agree 53 %, agree 33 %
- **The purpose of the meeting was accomplished.**
strongly agree 60 %, 33 %
- **The meeting was the right length of time.**
strongly agree 60 %, agree 40 %

- **The meeting place was easily accessible.**

strongly agree 87 %

- **Facilities of the meeting room were adequate.**

strongly agree 93 %

COMMENTS *some*

What did you like and do not like about the meeting?

- I learned a lot from these meeting on diversity.
- it was very concrete
- I liked the manner of discussion
- everything was all right
- the collaboration between the participants.
- it is an interesting topic
- I like colleagues
- we had a good discussion
- to short time for preparation
- the size of group allowed interesting discussion
- I liked the enthusiasm & energy everybody brought into the project. We all come from different business background and our different experience made an excellent starting point for discussion, brainstorming and adding value.

What can we do to improve the project meeting next time?

- give more practical information
- we should be given more time for commenting on the document.
- give more time for preparation
- it would be good to have a clear agenda of the meeting.
- we should develop more concrete topics to discuss
- everything was perfect
- to prepare the short presentation of the whole project
- develop plan of future activities
- all is perfect

Other comments, concerns or requests?

- the board should replace those member who do not participate.
- I am happy to have been invited to this meetings.
- this topic is very important for Croatia and not enough supported.

COUNCIL BOARD – ROMANIA

- Bucharest, May and November 2017, November and December 2018 (4 meetings)

Common and average results (n=28)

- **I received on time all information I needed for my participation at the meeting.**
strongly agree 93 %
- **The meeting agenda was relevant, adequately prepared and easy to follow.**
strongly agree 82 %
- **The meeting was realised efficiently and according to plan.**
strongly agree 86 %
- **There was good balance of topics covered.**
strongly agree 71 %
- **Participants questions were answered, problems discussed and solutions agreed.**
strongly agree 75 %
- **Tasks were clearly presented and explained.**
strongly agree 75 %,
- **Participants exchanged best practises/experiences.**
strongly agree 68 %
- **Participants strengthen their network.**
strongly agree 71 %
- **The purpose of the meeting was accomplished.**
strongly agree 79 %
- **The meeting was the right length of time.**
strongly agree 71 %
it would have been ideal to have more time for good practices exchanges

- **The meeting place was easily accessible.**

strongly agree 89 %

- **Facilities of the meeting room were adequate.**

strongly agree 82 %

COMMENTS *some*

What did you like and do not like about the meeting?

- I liked the topic of sustainability of the charter
- participants from all fields - representative people
- very useful exchange of ideas clear direction for the future
- an excellent project and team
- I liked the diversity of the participants (institutions) - people with very different background
- I liked participating in elaborating and planning the next steps for the diversity charter
- the group was well balanced, with representatives of all entities interested in the project
- I appreciate the invitation of important actors from all interested fields, public and private sectors, academics and NGO's
- diverse group, good participants from various areas interested by diversity management and charter
- I liked the diverse participants in the meeting, and the topic of the meeting
- background of participants, efficient discussions
- very useful ideas shared
- excellent initiative and working method

What can we do to improve the project meeting next time?

- a closer relation for achieving the aim of the project
- it would be useful to have more time for the meetings in order to consolidate the ideas that emerged
- more time for discussing good practices
- more time for meeting
- share the list of participants
- more time for good practices exchange

Other comments, concerns or requests?

- /

WORKSHOPS/DEBATES WITH STAKEHOLDERS – SLOVENIA

WORKSHOPS/DEBATES – SLOVENIA

- Ljubljana, June 2017 (n=10)

Legal type of company

- public (2)
- private (2)
- NGO (6)

Size of company

- micro (6)
- small (1)
- medium
- large (3)

Main occupation of the company

- NGO network
- consultancy, HR, CSR
- promotion of equality and elimination of all types of discrimination in public and private sector
- Telco solutions
- economy
- retail
- research and advocacy in social sciences and humanities
- consultant
- promotion of social responsibility
- cultural relations

Position in the company

- HR director
- programmes manager
- head of the expert committee and the research unit board - on a volunteering basis
- director
- project officer
- HR
- project consultant
- director
- intern
- legal officer

- **I received on time all information I needed for my participation at the meeting.**
strongly agree 60 %, agree 40 %
well prepared and well executed meeting.
ok, fruitful and well run meeting
- **The meeting agenda was relevant, adequately prepared and easy to follow.**
strongly agree 30 %, agree 60 %
- **The meeting was realised efficiently and according to plan.**
strongly agree 30 %, agree 60 %
- **There was good balance of topics covered.**
agree 80 %
it would be very useful to have more time for the group work
- **Participants questions were answered, problems discussed and solutions agreed.**
agree 80 %
more time would be needed
- **Tasks were clearly presented and explained.**
agree 80 %
- **Participants exchanged best practises/experiences.**
strongly agree 20 %, agree 60 %
very good cooperation among stakeholders
- **Participants strengthen their network.**
strongly agree 30 %, agree 60 %
- **The purpose of the meeting was accomplished.**
strongly agree 20 %, agree 70 %
- **The meeting was the right length of time.**
strongly agree 20 %, agree 70 %
a bit more time would be very welcome

- **The meeting place was easily accessible.**

strongly agree 50 %, agree 40 %

- **Facilities of the meeting room were adequate.**

strongly agree 50 %, agree 50 %

COMMENTS *some*

What did you like and do not like about the meeting?

- like: different backgrounds of participants
- I liked that there were different stakeholders, representatives of different sectors
- the length, the agenda, excellent mix of participants
- it was a good start into the long process. The number of the present people could be bigger.
- new contacts, especially in the business sector

What can we do to improve the project meeting next time?

- no improvements needed
- it was great!
- possibly allow more time for exchange of practices

Other comments, concerns or requests?

- we shared some insights and best practices, so I am grateful for the invitation and participation on the meeting.
- hopefully, this kind of meetings will be happening often during the project implementation

WORKSHOPS/DEBATES – CROATIA

- Zagreb, June 2017 (n=16)

Legal type of company

- public (1)
- private (5)
- NGO

Size of company

- micro (2)
- small (2)
- medium (1)
- large (1)

Main occupation of the company

- research and development
- bakery
- human rights
- sustainable development
- human resources, consulting
- manufacture of food and pharmaceutical products

Position in the company

- legal advisor
- assistant
- trainee
- sustainable development manager
- accountant
- CSR and communication associate of the managing board

- **I received on time all information I needed for my participation at the meeting.**

strongly agree 67 %, agree 33 %

- **The meeting agenda was relevant, adequately prepared and easy to follow.**

strongly agree 67 %, agree 33 %

- **The meeting was realised efficiently and according to plan.**

strongly agree 83 %

- **There was good balance of topics covered.**

strongly agree 67 %, agree 33 %

- **Participants questions were answered, problems discussed and solutions agreed.**

strongly agree 50 %, agree 50 %

- **Tasks were clearly presented and explained.**

strongly agree 67 %, agree 33 %

- **Participants exchanged best practises/experiences.**

strongly agree 50 %, agree 33 %

- **Participants strengthen their network.**

strongly agree 50 %, agree 33 %

- **The purpose of the meeting was accomplished.**

strongly agree 50 %, agree 50 %

- **The meeting was the right length of time.**

strongly agree 67 %, agree 33 %

- **The meeting place was easily accessible.**

strongly agree 67 %, agree 33 %

- **Facilities of the meeting room were adequate.**

strongly agree 67 %, agree 33 %

COMMENTS *some*

What did you like and do not like about the meeting?

- everything was ok
- I liked the organisation of meeting, presentation of subject, the way of conducting the discussion.
- it was well organised
- I like business examples.
- interesting guest speakers and the topics covered

What can we do to improve the project meeting next time?

- everything was ok
- keep up the good work
- everything was correct

Other comments, concerns or requests?

- constantly improve and educate
- this current topic is particularly valuable today in our traditional community to find more common points with common thinking and respect other people differences. Very positive atmosphere.

- looking forward to upcoming activities
- I hope that Croatian business sector will recognize the value of this project.

WORKSHOPS/DEBATES – ROMANIA

- Bucharest, May and June 2017 (2 meetings)

Common and average results (n=34)

Legal type of company

- public (17)
- private (10)
- NGO (7)

Size of company

- micro (5)
- small (4)
- medium (13)
- large (12)

Main occupation of the company

- oil / gas
- media and human rights
- protection and promotion of child rights
- educational
- extraction of aromatic hydrocarbon
- protection of people with disabilities
- equal opportunities between men and women
- public central administration
- publicity
- public policies elaboration
- public administration
- education
- health
- advertising
- regional development
- fats moving consumer goods
- public administration

- hotel services
- sport competitions for people with disabilities
- human rights
- development cooperation
- people with disabilities
- public policies
- financial services
- social and human rights
- social assistance
- production and distribution of cosmetic products

Position in the company

- executive director
- adviser strategies, policies, programs and monitoring of equal opportunities
- adviser
- secretary tau
- training coordinator
- superior inspector
- projects coordinator
- programs coordinator
- youth coordinator
- chief of bureau
- public manager
- management, strategy and public policies inspector
- president
- senior project manager HR
- European affairs adviser
- manager
- managing director
- university professor
- communication specialist
- adviser at projects department
- adviser
- inspector
- corporate communications manager
- adviser projects and programs
- managing director
- communications manager
- communication manager
- president
- promotion expert
- superior adviser

- **I received on time all information I needed for my participation at the meeting.**

strongly agree 71 %

- **The meeting agenda was relevant, adequately prepared and easy to follow.**

strongly agree 59 %, agree 35 %

the discussions were very interesting due to the diversity of opinions which came from the background of the participants

- **The meeting was realised efficiently and according to plan.**

strongly agree 50 %, agree 44 %

more time for debates

- **There was good balance of topics covered.**

strongly agree 41 %, agree 53 %

- **Participants questions were answered, problems discussed and solutions agreed.**

strongly agree 44 %, agree 38 %

I liked very much the idea and expertise exchange from the private sector. It is a new perspective, very useful for my profile from NGO field

- **Tasks were clearly presented and explained.**

strongly agree 47 %, agree 44 %

- **Participants exchanged best practises/experiences.**

strongly agree 53 %, agree 41 %

- **Participants strengthen their network.**

strongly agree 29 %, agree 47 %

- **The purpose of the meeting was accomplished.**

strongly agree 44 %, agree 47 %

- **The meeting was the right length of time.**

strongly agree 32 %, agree 65 %

- **The meeting place was easily accessible.**

strongly agree 59 %, agree 35 %

- **Facilities of the meeting room were adequate.**

strongly agree 56 %, agree 41 %

COMMENTS *some***What did you like and do not like about the meeting?**

- I liked the diversity of participants
- I liked the involvement of the organizers and the participants
- I like the idea of the diversity charter I liked that the debate was very active and very open
- I liked the way the project was presented and I liked the facilitation of discussions
- I liked the communication within the working groups
- I liked that the participants represented various fields, I was very glad to see the big number of public institutions that participated
- I liked that the participants came from different fields and with various backgrounds especially the private sector
- liberty of the dialogue, the exchange of ideas, assertive communication
- very very useful the interaction with the private sector and I learnt about many common interest points between companies and NGO's. I would have liked to learn more about the diversity experience from the public sector.
- the diversity of the participants - very high level. I wish that some other institutions participated such as labor regional inspectorate, national agency for employment, parliament, national council for fight against discrimination
- I liked the level and the energy of the dialogue, the knowledge level and the passion of the participants in connection with the topics discussed
- I liked the pragmatic character of the meeting
- I liked the facilitator
- I liked the exchange of ideas

What can we do to improve the project meeting next time?

- more practical examples
- to send the work document before so that to save time for discussions
- more practical discussions: what does each and which are the steps to follow after signing the charter
- the working groups should be placed in separate rooms while working individually
- different logistic arrangement of the participants
- what do Romanians think about this topic? what are the studies saying? what are the steps to successfully implement the project?
- to make a work plan so that all participants to get in contact with the others
- maybe more networking opportunities between the participants
- at the next debate I would like to start with key points from this meeting
- participants interventions should be more focused

Other comments, concerns or requests?

- a very good and friendly meeting
- congratulations
- thank you for the invitation and congratulations for the organization. i would like to be kept updated with this project

TRAINING and SELF EFFICACY

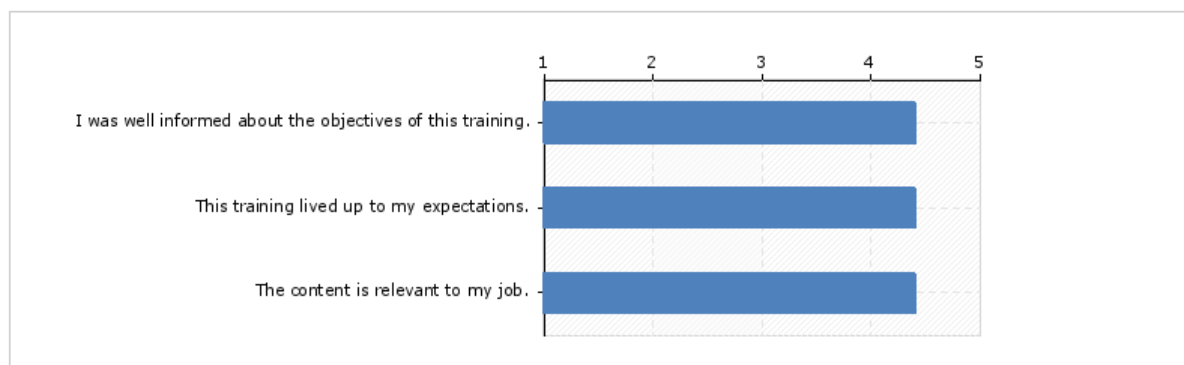
TRAINING – SLOVENIA

MODUL 1

- Ljubljana, May 2018 (n=10)

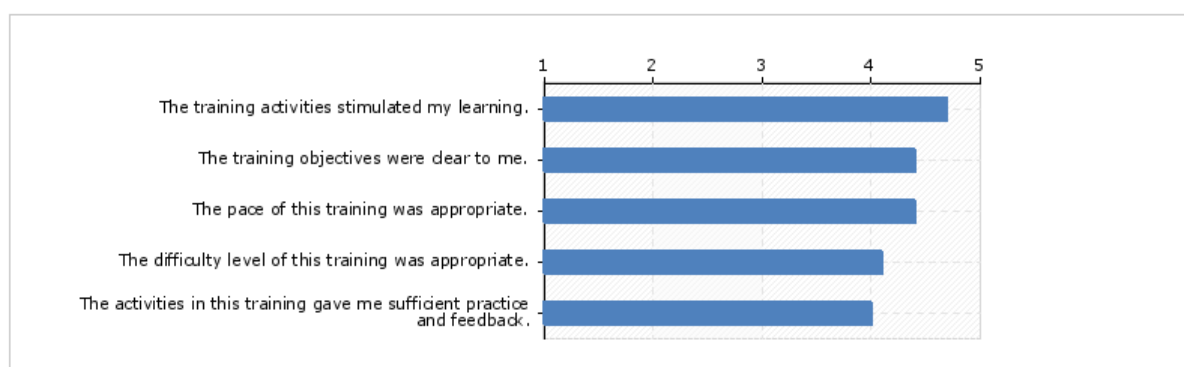
CONTENT OF THE TRAINING

(1 strongly disagree – 5 strongly agree)



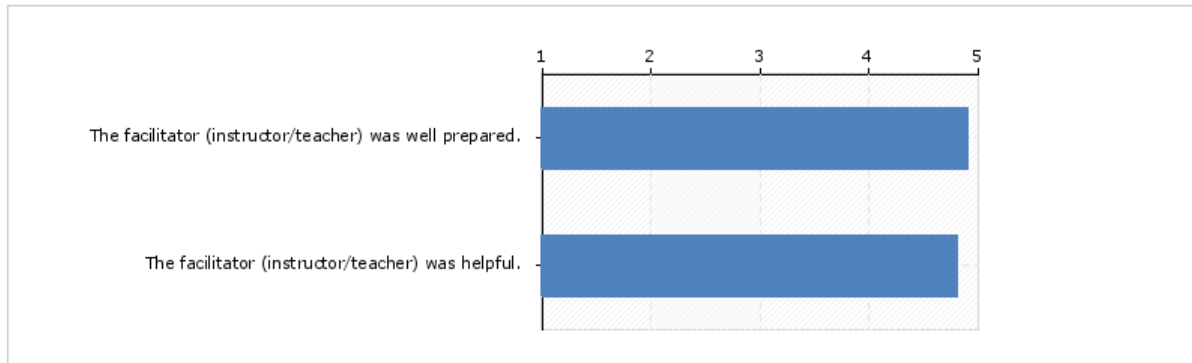
DESIGN OF THE TRAINING

(1 strongly disagree – 5 strongly agree)



FACILITATOR MICHAEL STUBER

(1 strongly disagree – 5 strongly agree)

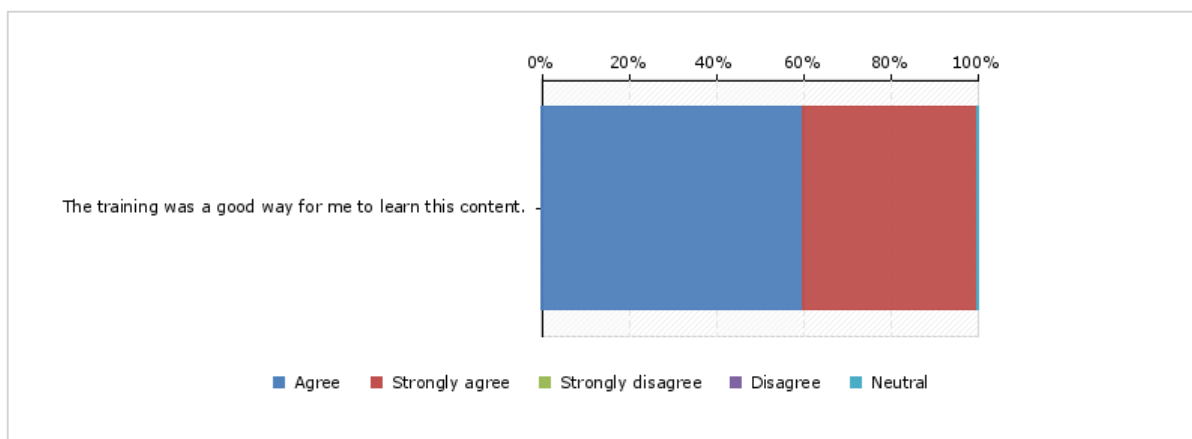


RESULTS OF THE TRAINING

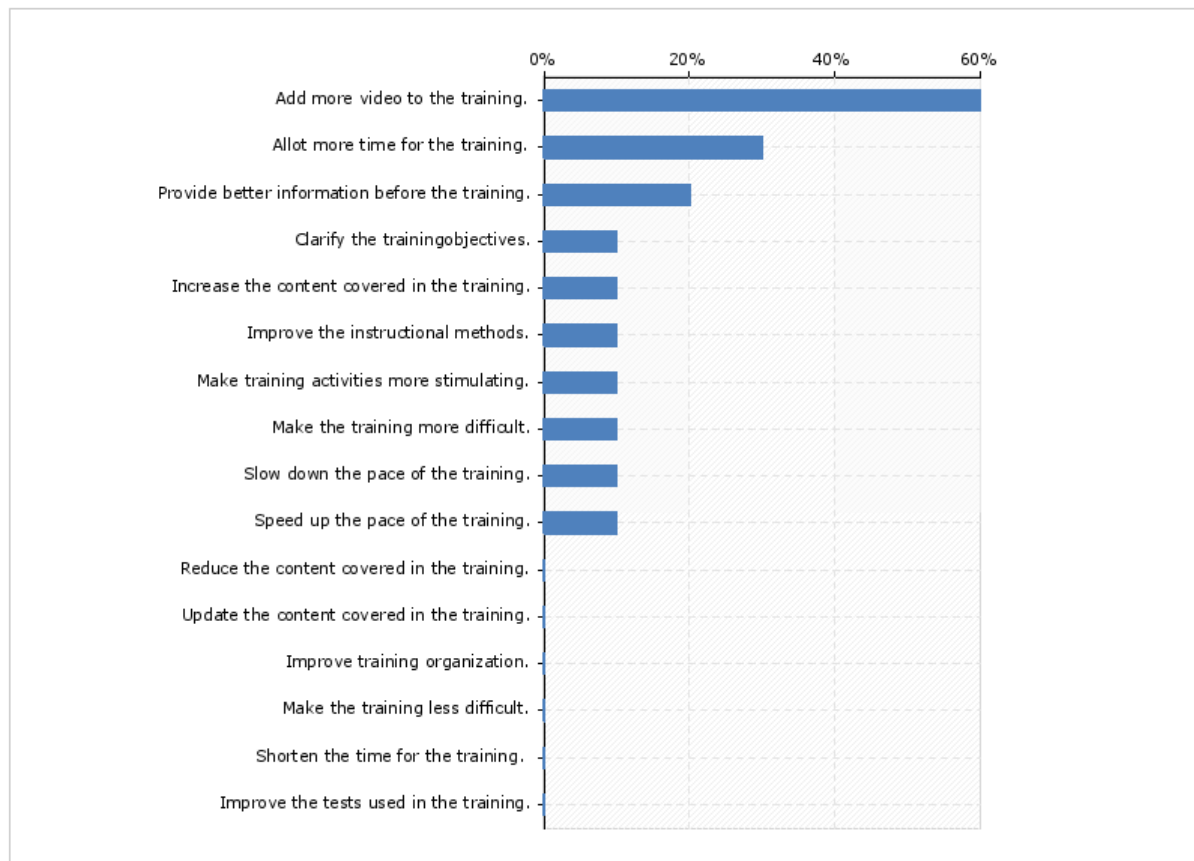
(1 strongly disagree – 5 strongly agree)



SELF-PACED DELIVERY



HOW WOULD YOU IMPROVE THIS TRAINING?



WHAT OTHER IMPROVEMENTS WOULD YOU RECOMMEND IN THIS TRAINING?

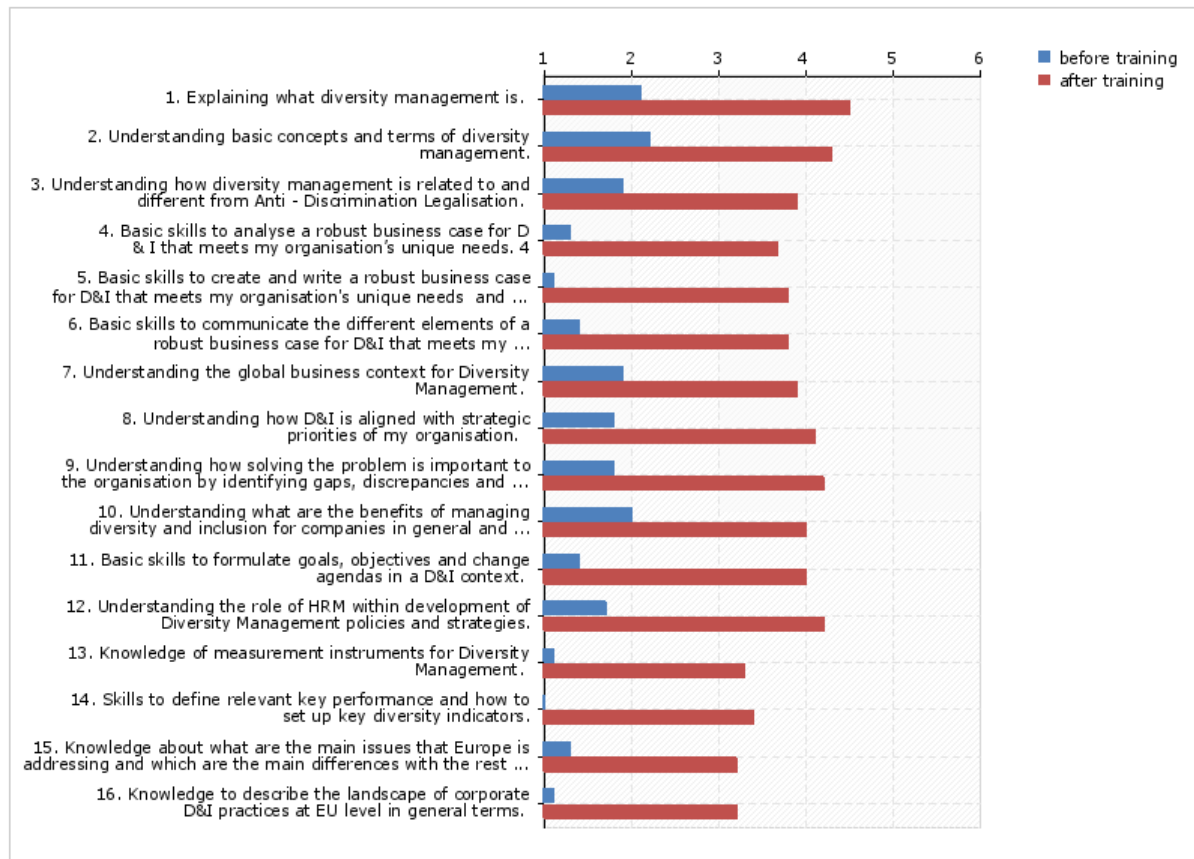
- More group work and active cooperation
- Everything was perfect
- more time for the content (for example 3 days in longer period) - more practical work, home work
- it was a great training.
- Deepening of knowledge, more workshops
- presentation of concrete examples of good practice would be welcome.
- concrete examples from our practices

WHICH CONTENT WOULD BE OF INTEREST TO YOU IN THE FUTURE?

- diversity in social firms
- I think that events on this topic are not so much, so every event is welcome
- how to write a strategy specifically for my company
- diversity in NGO's

- an interesting topic for our company would be how to stimulate vulnerable target groups into the work process in the best way and draw the greatest possible effect and talent from them.
- Similar education with more specific instructions on how to tackle the integration of diversity in the company.
- change management, strategy of diversity management (work on concrete implementation)

SELF - ASSESSMENT OF KNOWLEDGE AND SKILLS RELATED TO:

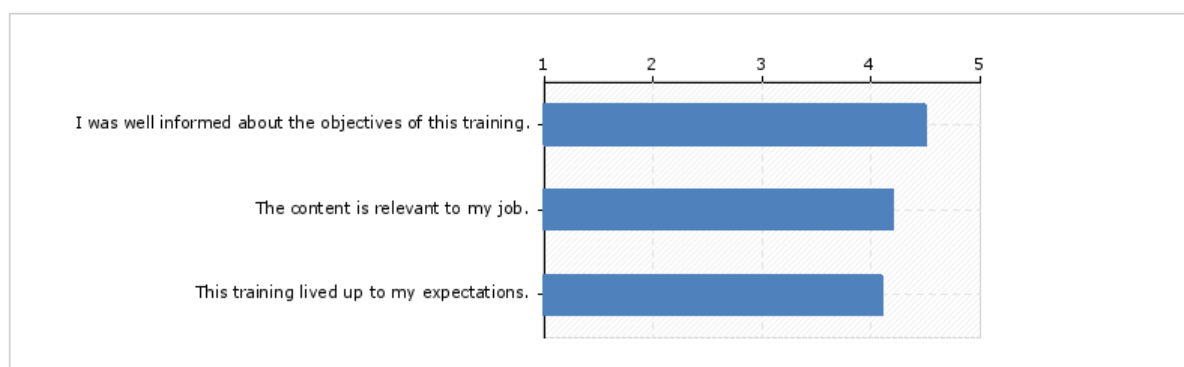


MODUL 2

- Ljubljana, May 2018 (n=10)

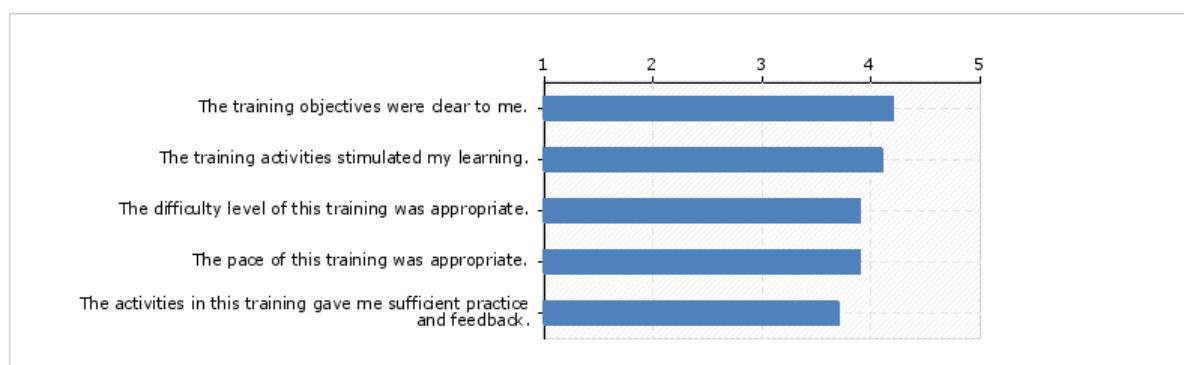
CONTENT OF THE TRAINING

(1 strongly disagree – 5 strongly agree)



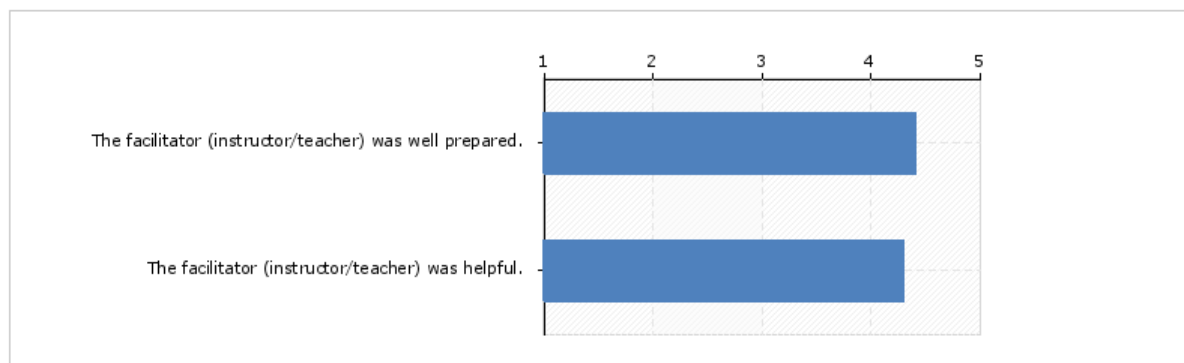
DESIGN OF THE TRAINING

(1 strongly disagree – 5 strongly agree)



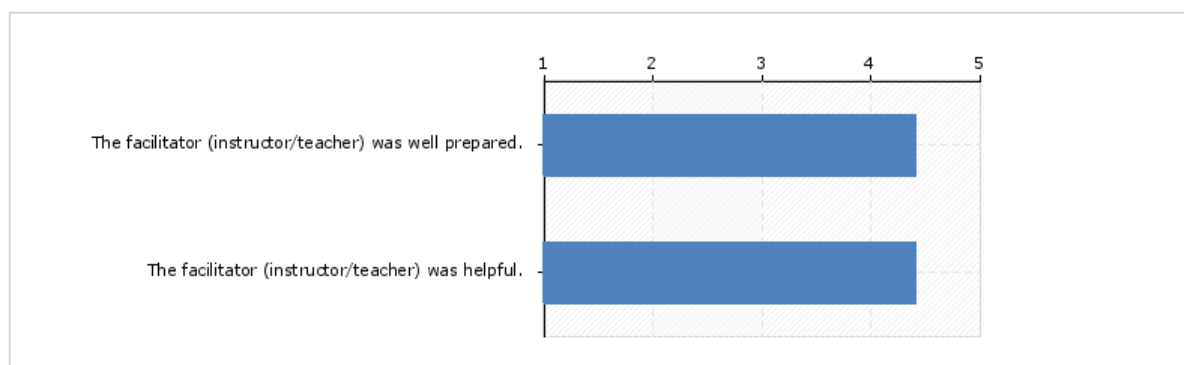
FACILITATOR TOMAŽ ČUČNIK

(1 strongly disagree – 5 strongly agree)



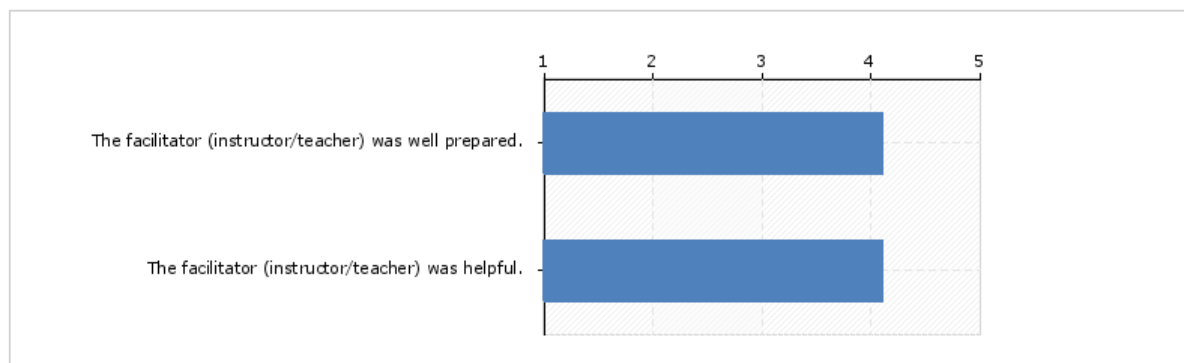
FACILITATOR GREGA MALEC

(1 strongly disagree – 5 strongly agree)



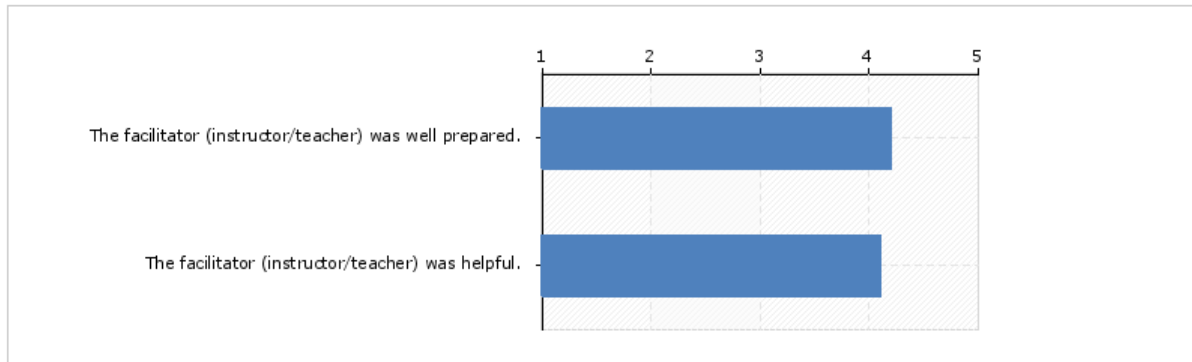
FACILITATOR SAŠA MRAK

(1 strongly disagree – 5 strongly agree)



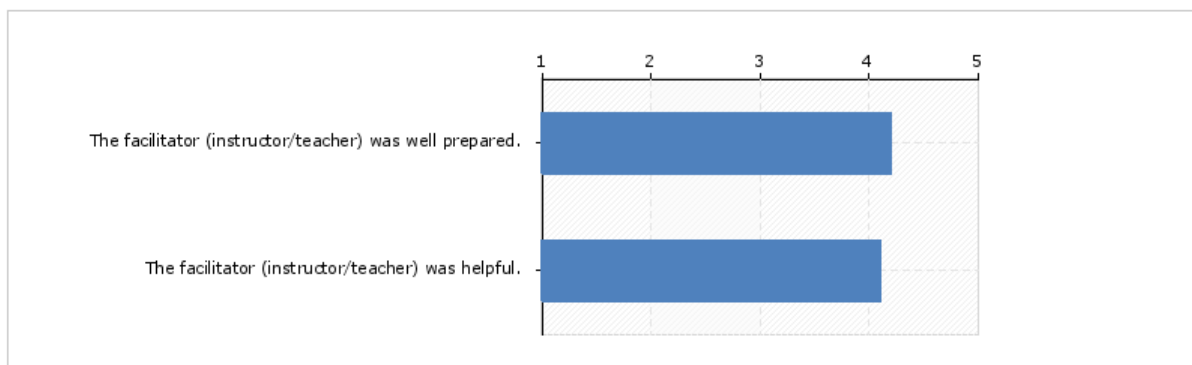
FACILITATOR DR. TATJANA GREIF

(1 strongly disagree – 5 strongly agree)



FACILITATOR MAG. SERGEJA PLANKO

(1 strongly disagree – 5 strongly agree)

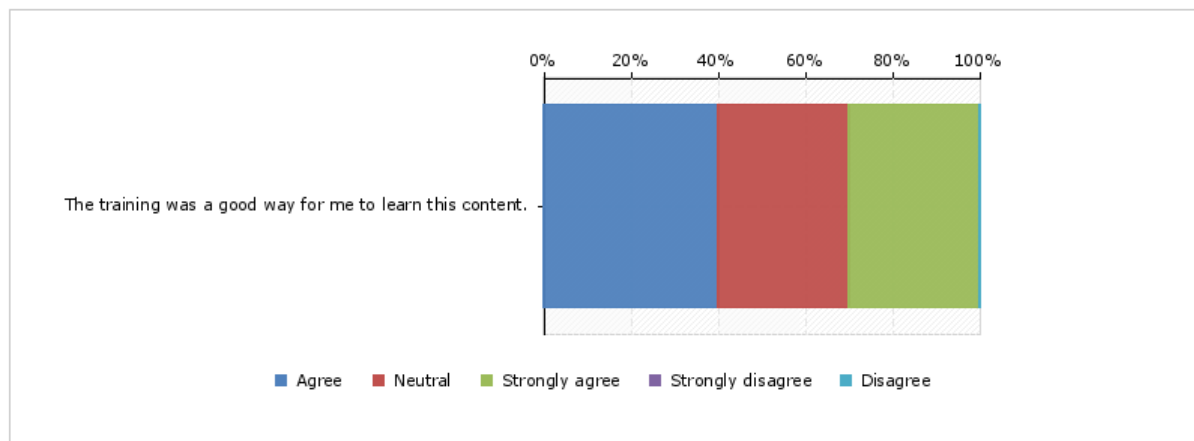


RESULTS OF THE TRAINING

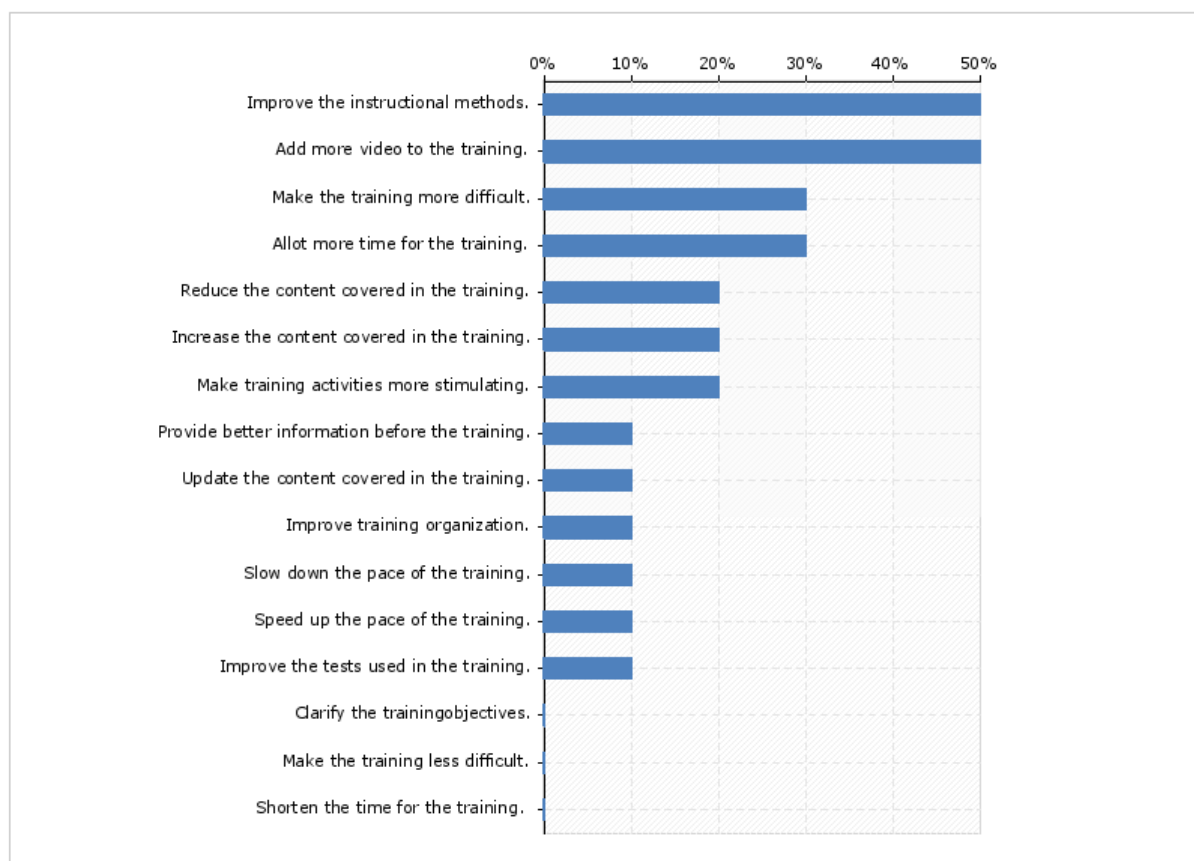
(1 strongly disagree – 5 strongly agree)



SELF-PACED DELIVERY



HOW WOULD YOU IMPROVE THIS TRAINING?



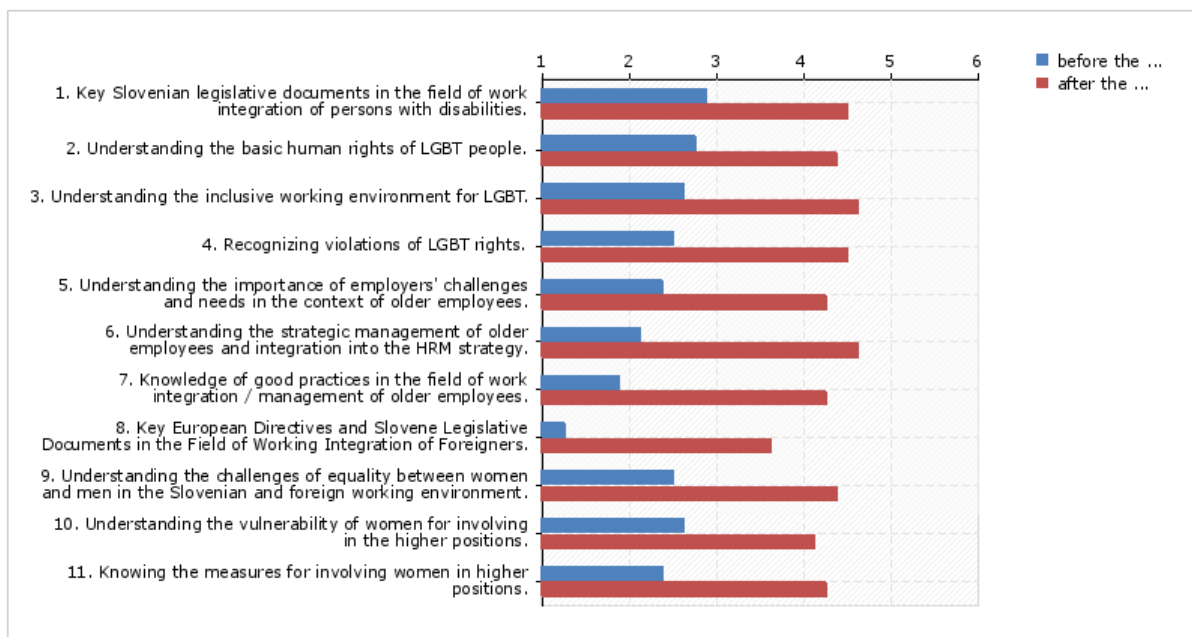
WHAT OTHER IMPROVEMENTS WOULD YOU RECOMMEND IN THIS TRAINING?

- the event is well conceived and prepared
- all perfect
- I do not have suggestions for improvements.
- we should deepen each topic and speak about good practices more.

WHICH CONTENT WOULD BE OF INTEREST TO YOU IN THE FUTURE?

- any education on these topics is welcome - knowledge and information is never too much
- all the topics were very useful
- employing autism
- inclusion of migrants
- lecture on recruitment procedures

SELF - ASSESSMENT OF KNOWLEDGE AND SKILLS RELATED TO:

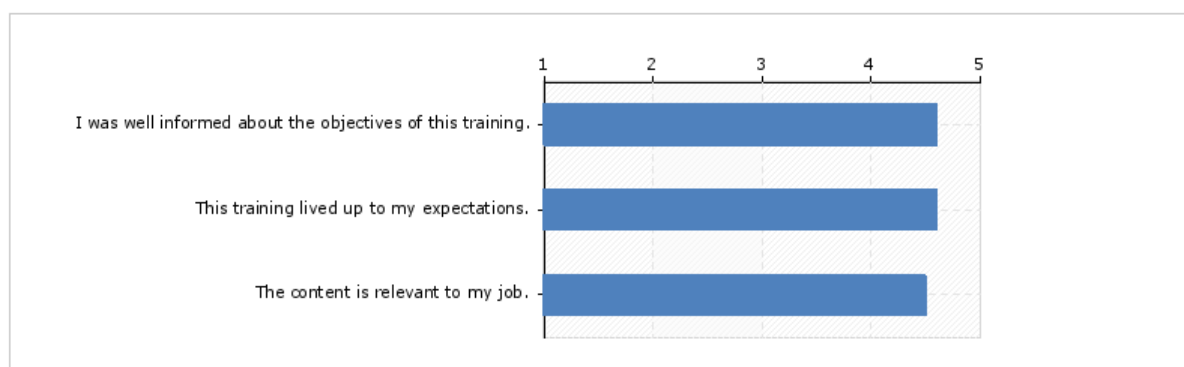


MODUL 3

- Ljubljana, May 2018 (n=10)

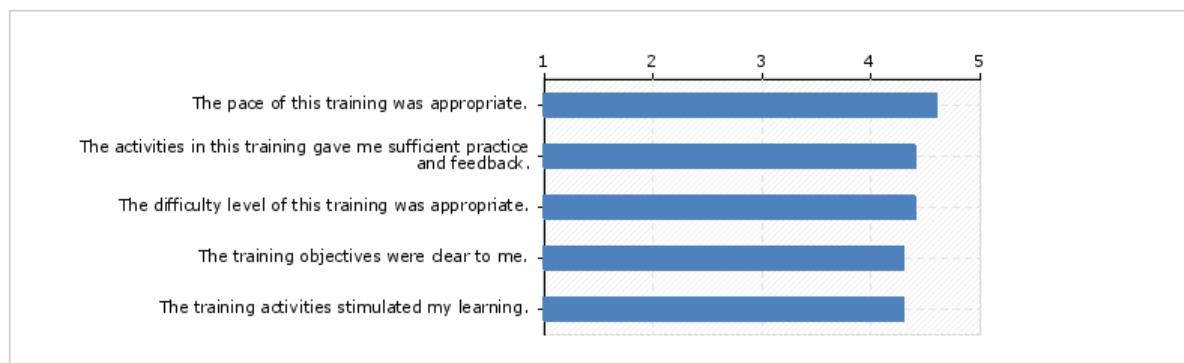
CONTENT OF THE TRAINING

(1 strongly disagree – 5 strongly agree)



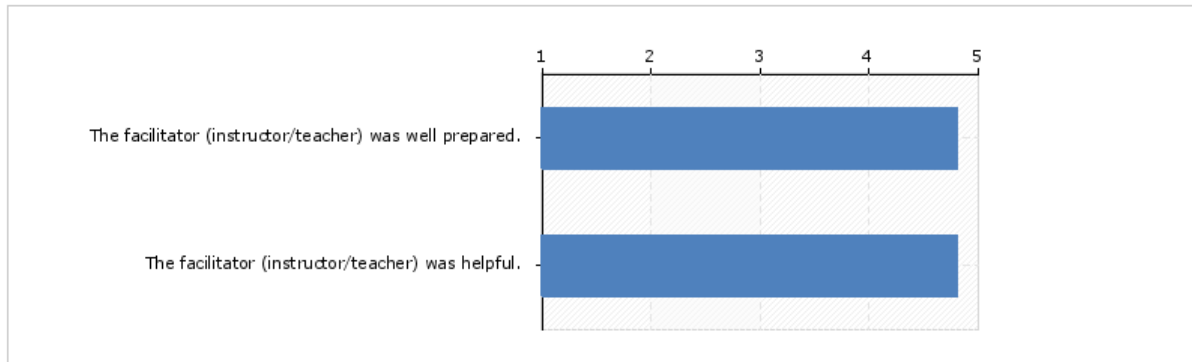
DESIGN OF THE TRAINING

(1 strongly disagree – 5 strongly agree)



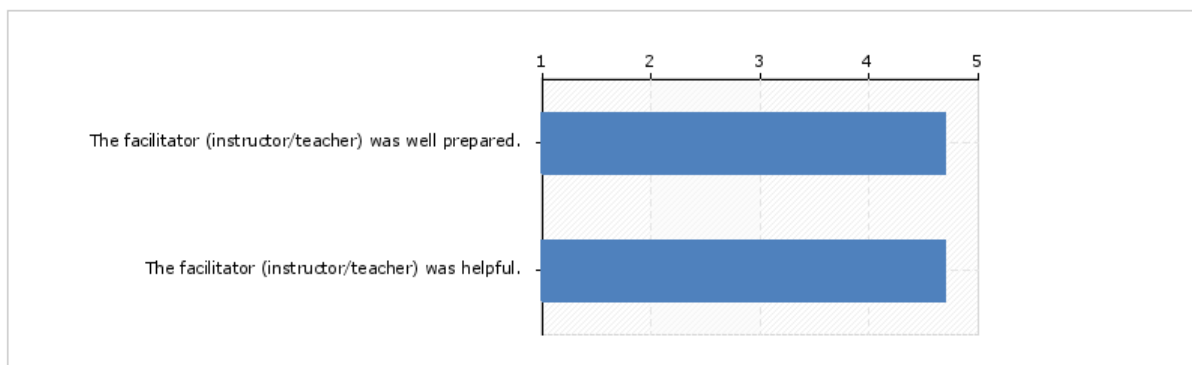
FACILITATOR SARAH BAGSHAW

(1 strongly disagree – 5 strongly agree)



FACILITATOR POPI FASIANOU

(1 strongly disagree – 5 strongly agree)

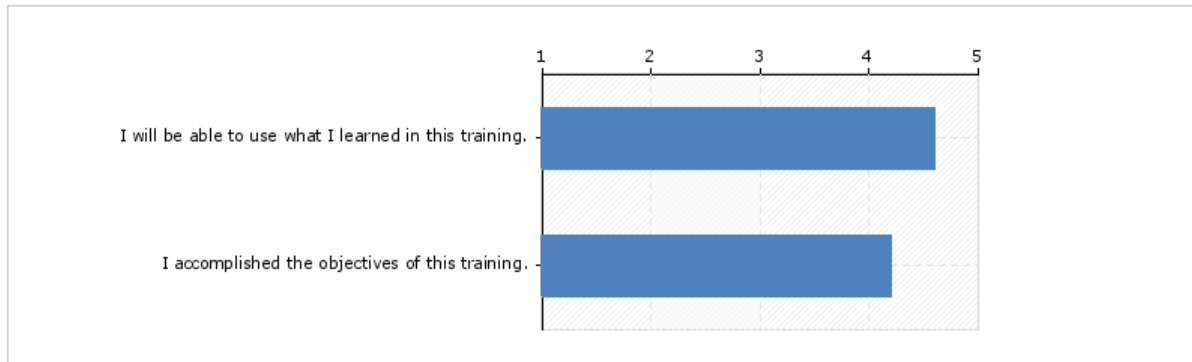


COMMENTS:

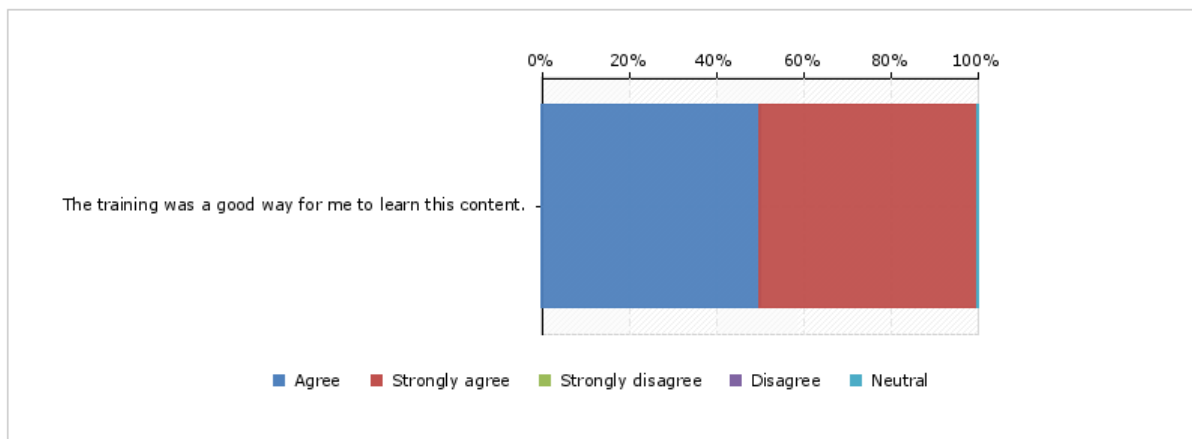
- the facilitators were well prepared but the content was too basic.
- bravo for all who prepared the event, bravo for lecturers
- very inspiring and with a great knowledge. You could listen them for a long period and still stay focused, because of great presentation.
- excellent
- they were both very understanding!!

RESULTS OF THE TRAINING

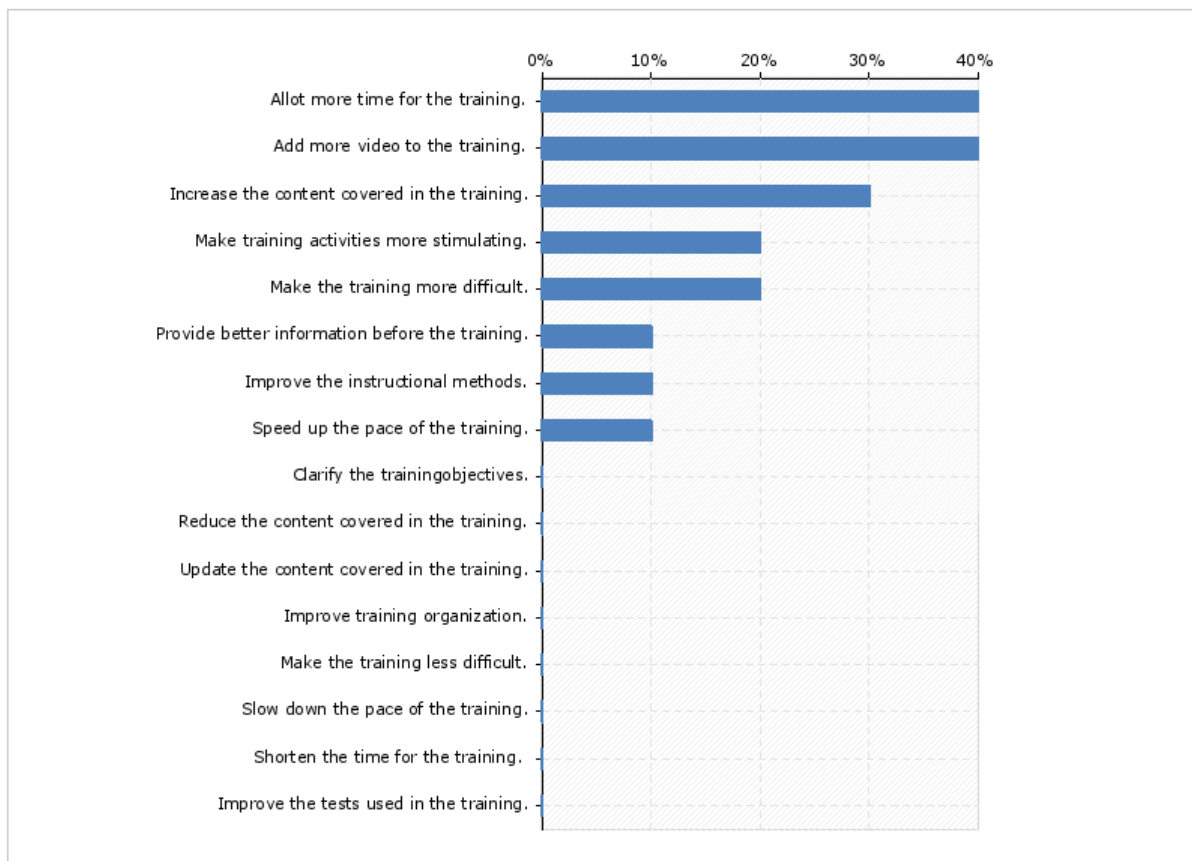
(1 strongly disagree – 5 strongly agree)



SELF-PACED DELIVERY



HOW WOULD YOU IMPROVE THIS TRAINING?



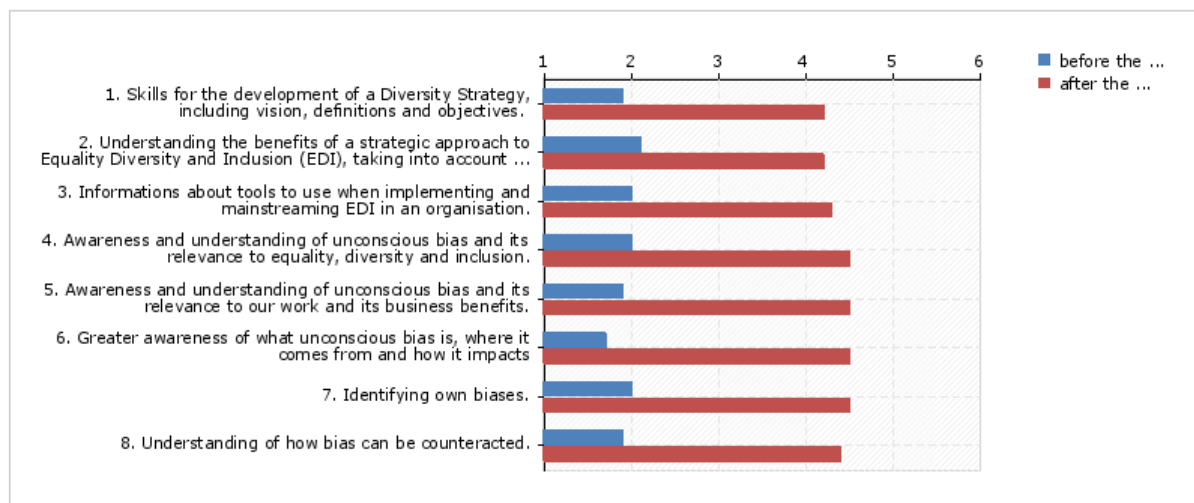
WHAT OTHER IMPROVEMENTS WOULD YOU RECOMMEND IN THIS TRAINING?

- even more group work and possible translator from the English language.
- it was a great training.

WHICH CONTENT WOULD BE OF INTEREST TO YOU IN THE FUTURE?

- whatever is welcome - such education is never enough
- management, relationships ... anything in this direction
- the whole content
- similar content

SELF - ASSESSMENT OF KNOWLEDGE AND SKILLS RELATED TO



SELF-EFFICACY – SLOVENIA

Participants of the training n=17

Modul 1 (n=6), 2 (n=6), 3 (n=5)

Scale: 0 – 100 (cannot do at all, moderately can do, highly certain can do)

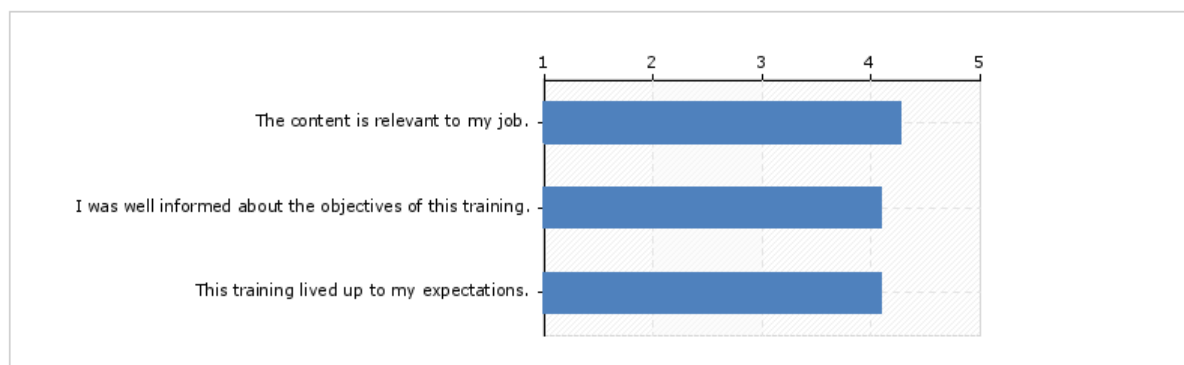
	before training	after training	
I feel I can always influence on the decisions that are made in my organisation/company.	61.3	72.5	11,2
I can express my views freely on equality and non discrimination.	82.5	90.6	8,1
I can always manage to go through to the most difficult employees if I try hard enough.	65.0	79.4	14,4
I can motivate most of the employees who show low interest in the importance of diversity.	67.5	76.9	9,4
I feel I have the influence on employees to get them work well together.	76.3	85.0	8,7
I am confident in getting employees to follow non discrimination policies of my organisation/company.	75.0	83.1	8,1
It is easy for me to control disruptive behaviour.	67.5	77.5	10
I am confident in preventing problem behaviour regarding discrimination that could happen in my organisation/company.	73.8	83.8	10
I feel I can get other employees to involve in the organisational activities on diversity issues.	68.8	80.0	11,2
I feel I have the influence to make our company/organisation a safe and respectful workplace.	77.5	88.8	11,3
I know I can help other co-workers to get managerial skills to work with diverse employees/customers/clients and help them develop their managerial skills.	70.0	82.5	12,5
No matter what, I can always pursue Diversity Management goals with drive and energy and maintain a positive, constructive outlook, commitment, and passion for Diversity Management.	75.0	85.6	10,6
I feel I know my own prejudices, belief systems, values and stereotyping and I know how to handle them and how to keep an open mind.	82.5	91.9	9,4

TRAINING – CROATIA

- Zagreb, May 2018 (n=22)

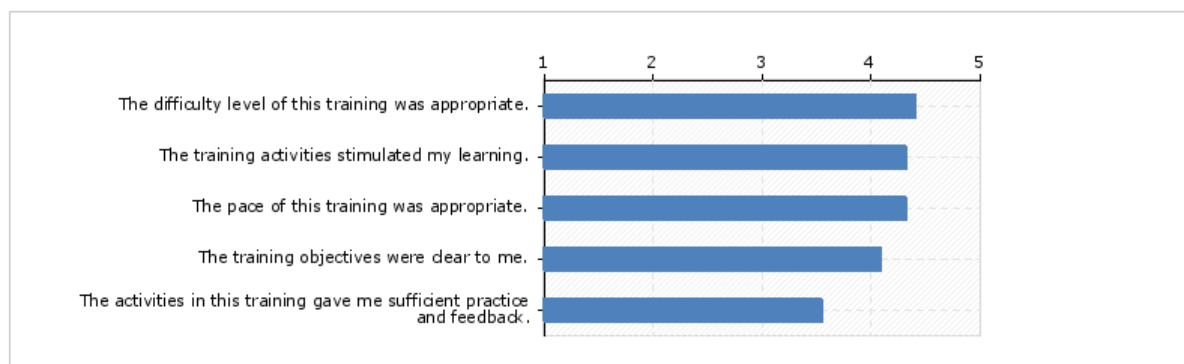
CONTENT OF THE TRAINING

(1 strongly disagree – 5 strongly agree)



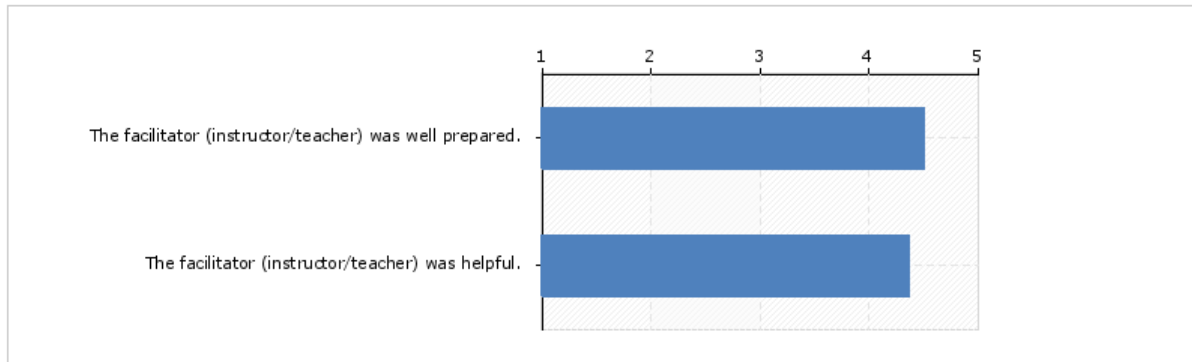
DESIGN OF THE TRAINING

(1 strongly disagree – 5 strongly agree)



FACILITATOR MICHAEL STUBER

(1 strongly disagree – 5 strongly agree)

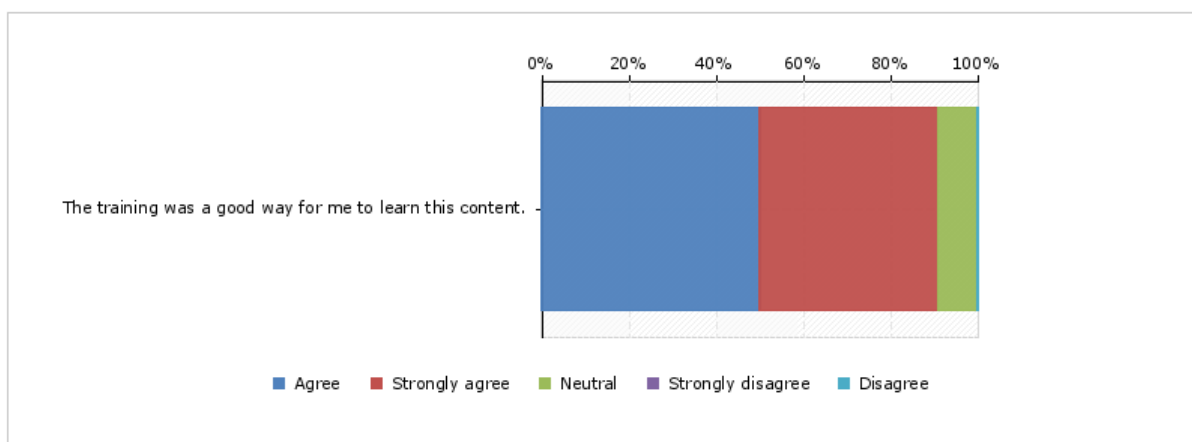


RESULTS OF THE TRAINING

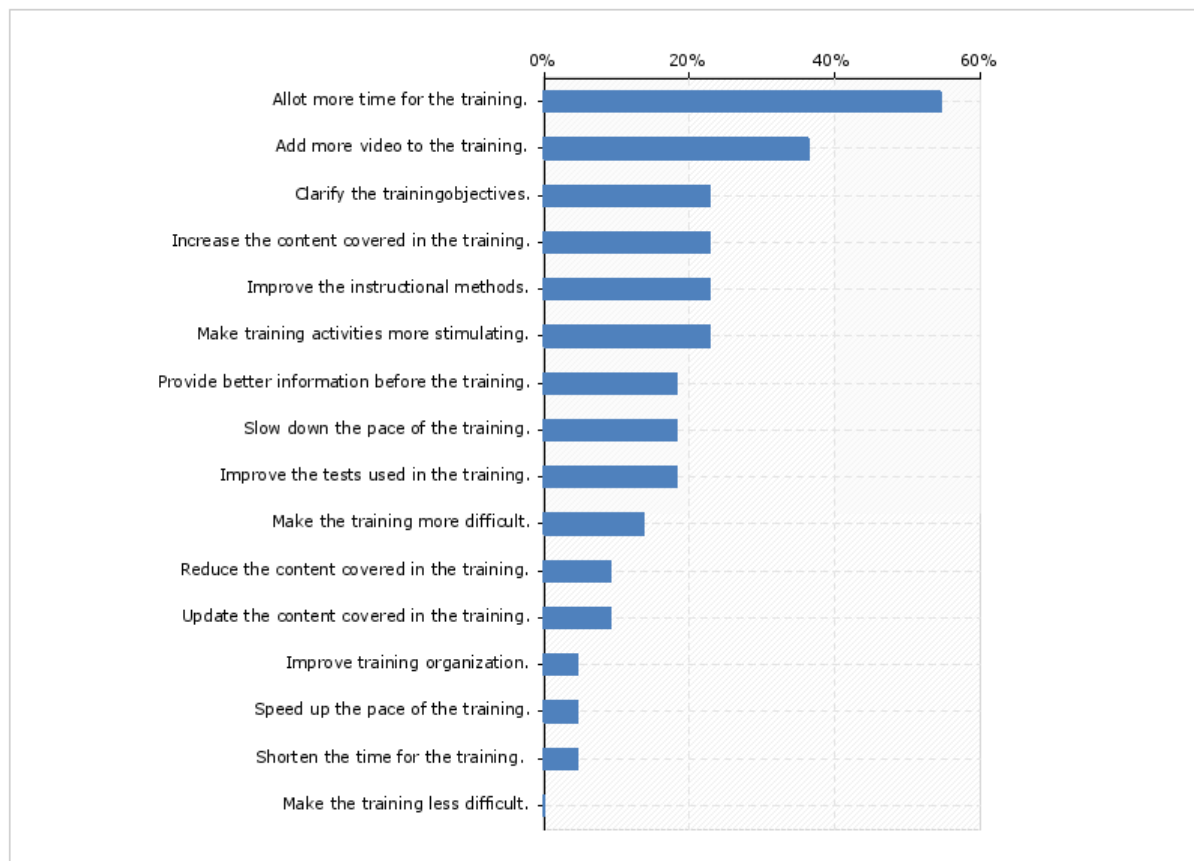
(1 strongly disagree – 5 strongly agree)



SELF-PACED DELIVERY



HOW WOULD YOU IMPROVE THIS TRAINING?



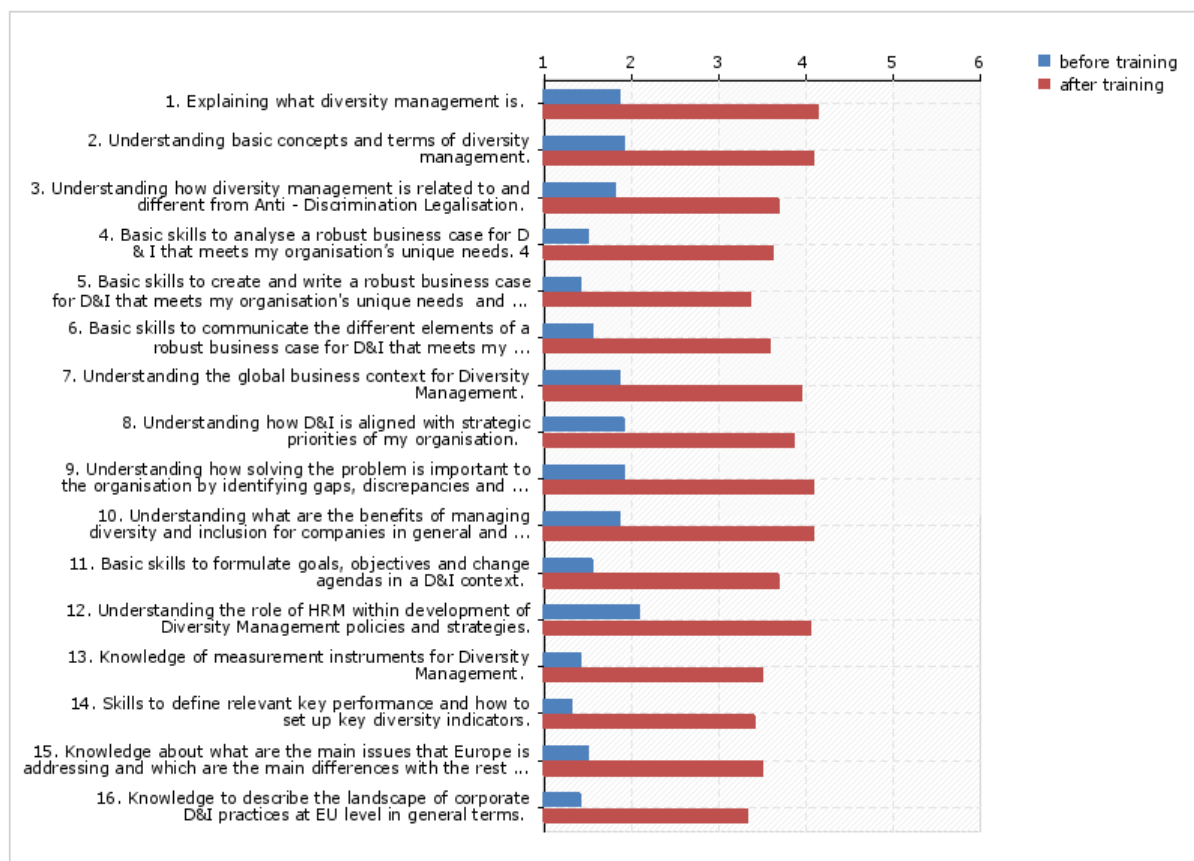
WHAT OTHER IMPROVEMENTS WOULD YOU RECOMMEND IN THIS TRAINING?

- more practical examples on how to make the diversity policy - introduce working in groups with more exercises
- better adjustment to the certain participants.
- more practical examples and case studies
- more local examples with results and achievements
- real tools and mechanisms
- maybe more practical work in groups to see if we understood well the content.
- more exercises
- training was too general, without any concrete advice. it was considered as basic training about diversity, and we were expecting more information on what we can do in our companies and how to write diversity policy.
- no improvements are needed.
- more knowledge on implementation of policies in practice.

WHICH CONTENT WOULD BE OF INTEREST TO YOU IN THE FUTURE?

- real life practices from other companies, not just point out, but real examples.
- more about implementation of policy
- training on measurement and reporting on d&i
- policy making and implementation.
- case studies, to hear more about challenges companies are facing regarding the diversity policy and activities
- measuring d&i and changing phases and approaches
- what we can do in our companies regarding diversity and how to write diversity policy.
- on how to get management on board
- small companies and diversity: how to grow incorporating diversity from the beginning of the business

SELF - ASSESSMENT OF KNOWLEDGE AND SKILLS RELATED TO



SELF-EFFICACY – CROATIA

Participants of the training n=30

Scale: 0 – 100 (cannot do at all, moderately can do, highly certain can do)

	before training	after training	
I feel I can always influence on the decisions that are made in my organisation/company.	45.7	58.7	13
I can express my views freely on equality and non discrimination.	77.5	82.7	5,2
I can always manage to go through to the most difficult employees if I try hard enough.	53.6	61.7	8,1
I can motivate most of the employees who show low interest in the importance of diversity.	50.4	69.0	18,6
I feel I have the influence on employees to get them work well together.	57.9	67.8	9,9
I am confident in getting employees to follow non discrimination policies of my organisation/company.	60.4	74.8	14,4
It is easy for me to control disruptive behaviour.	51.8	61.3	9,5
I am confident in preventing problem behaviour regarding discrimination that could happen in my organisation/company.	59.6	72.8	13,2
I feel I can get other employees to involve in the organisational activities on diversity issues.	57.1	75.2	18,1
I feel I have the influence to make our company/organisation a safe and respectful workplace.	55.4	70.8	15,4
I know I can help other co-workers to get managerial skills to work with diverse employees/customers/clients and help them develop their managerial skills.	56.8	74.2	17,4
No matter what, I can always pursue Diversity Management goals with drive and energy and maintain a positive, constructive outlook, commitment, and passion for Diversity Management.	60.7	75.2	14,5
I feel I know my own prejudices, belief systems, values and stereotyping and I know how to handle them and how to keep an open mind.	75.5	85.5	10

TRAINING – ROMANIA

In annex.

SELF-EFFICACY – ROMANIA

Participants of the training n=16

Scale: 0 – 100 (cannot do at all, moderately can do, highly certain can do)

	before training	after training	
I feel I can always influence on the decisions that are made in my organisation/company.	53,75	56,25	2,5
I can express my views freely on equality and non discrimination.	91,25	87,5	- 3,75
I can always manage to go through to the most difficult employees if I try hard enough.	80,63	81,88	1,25
I can motivate most of the employees who show low interest in the importance of diversity.	68,13	64,38	- 3,75
I feel I have the influence on employees to get them work well together.	65	67,5	2,5
I am confident in getting employees to follow non discrimination policies of my organisation/company.	70,63	75	4,37
It is easy for me to control disruptive behaviour.	61,88	64,38	2,5
I am confident in preventing problem behaviour regarding discrimination that could happen in my organisation/company.	70	70,63	0,63
I feel I can get other employees to involve in the organisational activities on diversity issues.	66,88	73,75	6,87
I feel I have the influence to make our company/organisation a safe and respectful workplace.	64,38	65,63	1,25
I know I can help other co-workers to get managerial skills to work with diverse employees/customers/clients and help them develop their managerial skills.	78,13	75,63	-2,5
No matter what, I can always pursue Diversity Management goals with drive and energy and maintain a positive, constructive outlook, commitment, and passion for Diversity Management.	80	73,75	- 6,25
I feel I know my own prejudices, belief systems, values and stereotyping and I know how to handle them and how to keep an open mind.	85	86,88	1,88

CONCLUSIONS

The results of evaluations show:

PARTNERSHIP MEETINGS

High level of partner (participants of meeting) satisfaction with the partnership meetings in all evaluated areas (preparation, agenda, content, efficiency, discussion, solutions, tasks, network, the purpose of the meeting, duration, place)

COUNCIL BOARD MEETINGS

SLOVENIA, CROATIA, ROMANIA

High level of council board members (participants of meeting) satisfaction with the stakeholder meetings in all evaluated areas (preparation, agenda, content, efficiency, discussion, solutions, tasks, network, the purpose of the meeting, duration, place)

	country	strongly agree	agree
I received on time all information I needed for my participation at the meeting.	SLOVENIA	44 %	50 %
	CROATIA	53 %	47 %
	ROMANIA	93 %	
The meeting agenda was relevant, adequately prepared and easy to follow.	SLOVENIA	72 %	
	CROATIA	53 %	40 %
	ROMANIA	82 %	
The meeting was realised efficiently and according to plan.	SLOVENIA	61 %	39 %
	CROATIA	47 %	47 %
	ROMANIA	86 %	
There was good balance of topics covered.	SLOVENIA	72 %	
	CROATIA	47 %	33 %
	ROMANIA	71 %	
Participants questions were answered, problems discussed and solutions agreed.	SLOVENIA	61 %	39 %
	CROATIA	53 %	40 %
	ROMANIA	75 %	

	country	strongly agree	agree
Tasks were clearly presented and explained.	SLOVENIA	78 %	
	CROATIA	60 %	27 %
	ROMANIA	75 %	
Participants exchanged best practises/experiences.	SLOVENIA	56 %	44 %
	CROATIA	47 %	47 %
	ROMANIA	68 %	
Participants strengthen their network.	SLOVENIA	50 %	50 %
	CROATIA	53 %	33 %
	ROMANIA	71 %	
The purpose of the meeting was accomplished.	SLOVENIA	67 %	33 %
	CROATIA	60 %	33 %
	ROMANIA	79 %	
The meeting was the right length of time.	SLOVENIA	72 %	
	CROATIA	60 %	40 %
	ROMANIA	71 %	
The meeting place was easily accessible.	SLOVENIA	83 %	
	CROATIA	87 %	
	ROMANIA	89 %	
Facilities of the meeting room were adequate.	SLOVENIA	83 %	
	CROATIA	93 %	
	ROMANIA	82 %	

WORKSHOPS / DEBATES WITH STAKEHOLDERS**SLOVENIA, CROATIA, ROMANIA**

High level of stakeholders (participants of meeting) satisfaction with the stakeholder meetings in all evaluated areas (preparation, agenda, content, efficiency, discussion, solutions, tasks, network, the purpose of the meeting, duration, place)

	country	strongly agree	agree
I received on time all information I needed for my participation at the meeting.	SLOVENIA	60 %	40 %
	CROATIA	67 %	33 %
	ROMANIA	71 %	
The meeting agenda was relevant, adequately prepared and easy to follow.	SLOVENIA	30 %	60 %
	CROATIA	67 %	33 %
	ROMANIA	59 %	35 %
The meeting was realised efficiently and according to plan.	SLOVENIA	30 %	60 %
	CROATIA	83 %	
	ROMANIA	50 %	44 %
There was good balance of topics covered.	SLOVENIA		80 %
	CROATIA	67 %	33 %
	ROMANIA	41 %	53 %
Participants questions were answered, problems discussed and solutions agreed.	SLOVENIA		80 %
	CROATIA	50 %	50 %
	ROMANIA	44 %	38 %
Tasks were clearly presented and explained.	SLOVENIA		80 %
	CROATIA	67 %	33 %
	ROMANIA	47 %	44 %
Participants exchanged best practises/experiences.	SLOVENIA	20 %	60 %
	CROATIA	50 %	33 %
	ROMANIA	53 %	41 %

	country	strongly agree	agree
Participants strengthen their network.	SLOVENIA	30 %	60 %
	CROATIA	50 %	33 %
	ROMANIA	29 %	47 %
The purpose of the meeting was accomplished.	SLOVENIA	20 %	70 %
	CROATIA	50 %	50 %
	ROMANIA	44 %	47 %
The meeting was the right length of time.	SLOVENIA	20 %	70 %
	CROATIA	67 %	33 %
	ROMANIA	32 %	65 %
The meeting place was easily accessible.	SLOVENIA	50 %	40 %
	CROATIA	67 %	33 %
	ROMANIA	59 %	35 %
Facilities of the meeting room were adequate.	SLOVENIA	50 %	50 %
	CROATIA	67 %	33 %
	ROMANIA	56 %	41 %

TRAINING SLOVENIA

Participants of the training (all modules), who completed the questionnaire, were very satisfied with the content and design of the training, with facilitators, with results of the training. They (strongly) agree that the training was a good way for them to learn this content. They would improve the training in following areas: add more video, allot more time for the training, provide better information before the training, more group work and active cooperation, improve the instructional methods, make the training more difficult, increase the content covered in the training. Content of training that would be interesting for them in the future: similar education with more specific instructions on how to tackle the integration of diversity in the company; change management, strategy of diversity management (work on concrete implementation).

In all modules participants assess their knowledge and skills before and after the training.

In Module 1 the greatest progress is seen in the following areas:

- Basic skills to create and write a robust business case for D&I that meets my organisation's unique needs and helps to inform decision - makers about chances, risks, costs and benefits for the company.
- Basic skills to formulate goals, objectives and change agendas in a D&I context.
- Understanding the role of HRM within development of Diversity Management policies and strategies.
- Explaining what diversity management is.
- Basic skills to analyse a robust business case for D & I that meets my organisation's unique needs.
- Basic skills to communicate the different elements of a robust business case for D&I that meets my organisation's unique needs and helps to inform decision - makers about chances, risks, costs and benefits for the company.
- Understanding how solving the problem is important to the organisation by identifying gaps, discrepancies and room for improvement.
- Skills to define relevant key performance and how to set up key diversity indicators.

	before	after	improvements
1. Explaining what diversity management is.	2,1	4,5	2,4
2. Understanding basic concepts and terms of diversity management.	2,2	4,3	2,1
3. Understanding how diversity management is related to and different from Anti - Discrimination Legalisation.	1,9	3,9	2,0
4. Basic skills to analyse a robust business case for D & I that meets my organisation's unique needs.	1,3	3,7	2,4

	before	after	improvement
5. Basic skills to create and write a robust business case for D&I that meets my organisation's unique needs and helps to inform decision - makers about chances, risks, costs and benefits for the company.	1,1	3,8	2,7
6. Basic skills to communicate the different elements of a robust business case for D&I that meets my organisation's unique needs and helps to inform decision - makers about chances, risks, costs and benefits for the company.	1,4	3,8	2,4
7. Understanding the global business context for Diversity Management.	1,9	3,9	2,0
8. Understanding how D&I is aligned with strategic priorities of my organisation.	1,8	4,1	2,3
9. Understanding how solving the problem is important to the organisation by identifying gaps, discrepancies and room for improvement.	1,8	4,2	2,4
10. Understanding what are the benefits of managing diversity and inclusion for companies in general and specifically for my own organisation.	2,0	4,0	2,0
11. Basic skills to formulate goals, objectives and change agendas in a D&I context.	1,4	4,0	2,6
12. Understanding the role of HRM within development of Diversity Management policies and strategies.	1,7	4,2	2,5
13. Knowledge of measurement instruments for Diversity Management.	1,1	3,3	2,2
14. Skills to define relevant key performance and how to set up key diversity indicators.	1,0	3,4	2,4
15. Knowledge about what are the main issues that Europe is addressing and which are the main differences with the rest of the world.	1,3	3,2	1.9
16. Knowledge to describe the landscape of corporate D&I practices at EU level in general terms.	1,1	3,2	2,1

In Module 2 the greatest progress is seen in the following areas:

- Understanding the strategic management of older employees and integration into the HRM strategy.
- Knowledge of good practices in the field of work integration / management of older employees.
- Key European Directives and Slovene Legislative Documents in the Field of Working Integration of Foreigners.
- Understanding the inclusive working environment for LGBT.
- Recognizing violations of LGBT rights.

	before	after	improvements
1. Key Slovenian legislative documents in the field of work integration of persons with disabilities.	2,9	4,5	1,6
2. Understanding the basic human rights of LGBT people.	2,8	4,4	1,6
3. Understanding the inclusive working environment for LGBT.	2,6	4,6	2,0
4. Recognizing violations of LGBT rights.	2,5	4,5	2,0
5. Understanding the importance of employers' challenges and needs in the context of older employees.	2,4	4,3	1,9
6. Understanding the strategic management of older employees and integration into the HRM strategy.	2,1	4,6	2,5
7. Knowledge of good practices in the field of work integration / management of older employees.	1,9	4,3	2,4
8. Key European Directives and Slovene Legislative Documents in the Field of Working Integration of Foreigners.	1,3	3,6	2,3
9. Understanding the challenges of equality between women and men in the Slovenian and foreign working environment.	2,5	4,4	1,9
10. Understanding the vulnerability of women for involving in the higher positions.	2,6	4,1	1,5
11. Knowing the measures for involving women in higher positions.	2,4	4,3	1,9

In Module 3 the greatest progress is seen in the following areas:

- Greater awareness of what unconscious bias is, where it comes from and how it impacts
- Awareness and understanding of unconscious bias and its relevance to our work and its business benefits.
- Awareness and understanding of unconscious bias and its relevance to equality, diversity and inclusion.
- Identifying own biases.
- Understanding of how bias can be counteracted.

	before	after	improvements
1. Skills for the development of a Diversity Strategy, including vision, definitions and objectives.	1,9	4,2	2,3
2. Understanding the benefits of a strategic approach to Equality Diversity and Inclusion (EDI), taking into account the business, moral and ethnic aspects of EDI.	2,1	4,2	2,1
3. Information about tools to use when implementing and mainstreaming EDI in an organisation.	2,0	4,3	2,3
4. Awareness and understanding of unconscious bias and its relevance to equality, diversity and inclusion.	2,0	4,5	2,5
5. Awareness and understanding of unconscious bias and its relevance to our work and its business benefits.	1,9	4,5	2,6
6. Greater awareness of what unconscious bias is, where it comes from and how it impacts	1,7	4,5	2,8
7. Identifying own biases.	2,0	4,5	2,5
8. Understanding of how bias can be counteracted.	1,9	4,4	2,5

TRAINING CROATIA

Participants of the training, who completed the questionnaire, were very satisfied with the content and design of the training, with facilitator, with results of the training. They (strongly) agree that the training was a good way for them to learn this content. They would improve the training in following areas: add more video, allot more time for the training, clarify the training objectives, improve the instructional methods, and make the training activities more stimulating, more practical examples and case studies. Content of training that would be interesting for them in the future: what we can do in our companies regarding diversity and how to write diversity policy; small companies and diversity: how to grow incorporating diversity from the beginning of the business, case studies, to hear more about challenges companies are facing regarding the diversity policy and activities.

Participants assess their knowledge and skills before and after the training.

The greatest progress is seen in the following areas:

- Explaining what diversity management is.
- Understanding basic concepts and terms of diversity management.
- Understanding how solving the problem is important to the organisation by identifying gaps, discrepancies and room for improvement.
- Understanding what are the benefits of managing diversity and inclusion for companies in general and specifically for my own organisation.
- Basic skills to formulate goals, objectives and change agendas in a D&I context.

	before	after	improvements
1. Explaining what diversity management is.	1,9	4,1	2,2
2. Understanding basic concepts and terms of diversity management.	1,9	4,1	2,2
3. Understanding how diversity management is related to and different from Anti - Discrimination Legalisation.	1,8	3,7	1,9
4. Basic skills to analyse a robust business case for D & I that meets my organisation's unique needs.	1,5	3,6	2,1
5. Basic skills to create and write a robust business case for D&I that meets my organisation's unique needs and helps to inform decision - makers about chances, risks, costs and benefits for the company.	1,4	3,4	2,0
6. Basic skills to communicate the different elements of a robust business case for D&I that meets my organisation's unique needs and helps to inform decision - makers about chances, risks, costs and benefits for the company.	1,5	3,6	2,1

	before	after	improvements
7. Understanding the global business context for Diversity Management.	1,9	4,0	2,1
8. Understanding how D&I is aligned with strategic priorities of my organisation.	1,9	3,9	2,0
9. Understanding how solving the problem is important to the organisation by identifying gaps, discrepancies and room for improvement.	1,9	4,1	2,2
10. Understanding what are the benefits of managing diversity and inclusion for companies in general and specifically for my own organisation.	1,9	4,1	2,2
11. Basic skills to formulate goals, objectives and change agendas in a D&I context.	1,5	3,7	2,2
12. Understanding the role of HRM within development of Diversity Management policies and strategies.	2,1	4,0	1,9
13. Knowledge of measurement instruments for Diversity Management.	1,4	3,5	2,1
14. Skills to define relevant key performance and how to set up key diversity indicators.	1,3	3,4	2,1
15. Knowledge about what are the main issues that Europe is addressing and which are the main differences with the rest of the world.	1,5	3,5	2
16. Knowledge to describe the landscape of corporate D&I practices at EU level in general terms.	1,4	3,3	1,9

SELF EFFICACY**SLOVENIA, CROATIA, ROMANIA**

	country	before training	after training	
I feel I can always influence on the decisions that are made in my organisation/company.	SLOVENIA	61.3	72.5	11,2
	CROATIA	45.7	58.7	13
	ROMANIA	53, 75	56,25	2,5
I can express my views freely on equality and non discrimination.	SLOVENIA	82.5	90.6	8,1
	CROATIA	77.5	82.7	5,2
	ROMANIA	91,25	87,5	- 3,75
I can always manage to go through to the most difficult employees if I try hard enough.	SLOVENIA	65.0	79.4	14,4
	CROATIA	53.6	61.7	8,1
	ROMANIA	80,63	81,88	1,25
I can motivate most of the employees who show low interest in the importance of diversity.	SLOVENIA	67.5	76.9	9,4
	CROATIA	50.4	69.0	18,6
	ROMANIA	68,13	64,38	- 3,75
I feel I have the influence on employees to get them work well together.	SLOVENIA	76.3	85.0	8,7
	CROATIA	57.9	67.8	9,9
	ROMANIA	65	67,5	2,5

	country	before training	after training	
I am confident in getting employees to follow non discrimination policies of my organisation/company.	SLOVENIA	75.0	83.1	8,1
	CROATIA	60.4	74.8	14,4
	ROMANIA	70,63	75	4,37
It is easy for me to control disruptive behaviour.	SLOVENIA	67.5	77.5	10
	CROATIA	51.8	61.3	9,5
	ROMANIA	61,88	64,38	2,5
I am confident in preventing problem behaviour regarding discrimination that could happen in my organisation/company.	SLOVENIA	73.8	83.8	10
	CROATIA	59.6	72.8	13,2
	ROMANIA	70	70,63	0,63
I feel I can get other employees to involve in the organisational activities on diversity issues.	SLOVENIA	68.8	80.0	11,2
	CROATIA	57.1	75.2	18,1
	ROMANIA	66,88	73,75	6,87
I feel I have the influence to make our company/organisation a safe and respectful workplace.	SLOVENIA	77.5	88.8	11,3
	CROATIA	55.4	70.8	15,4
	ROMANIA	64,38	65,63	1,25

	country	before training	after training	
I know I can help other co-workers to get managerial skills to work with diverse employees/customers/clients and help them develop their managerial skills.	SLOVENIA	70.0	82.5	12,5
	CROATIA	56.8	74.2	17,4
	ROMANIA	78,13	75,63	-2,5
No matter what, I can always pursue Diversity Management goals with drive and energy and maintain a positive, constructive outlook, commitment, and passion for Diversity Management.	SLOVENIA	75.0	85.6	10,6
	CROATIA	60.7	75.2	14,5
	ROMANIA	80	73,75	-6,25
I feel I know my own prejudices, belief systems, values and stereotyping and I know how to handle them and how to keep an open mind.	SLOVENIA	82.5	91.9	9,4
	CROATIA	75.5	85.5	10
	ROMANIA	85	86,88	1,88

The participants of the training who completed the self-efficacy questionnaire achieved the greatest progress in the following areas:

- I feel I can always influence on the decisions that are made in my organisation/company.
- I can always manage to go through to the most difficult employees if I try hard enough.
- I can motivate most of the employees who show low interest in the importance of diversity.
- I am confident in getting employees to follow non discrimination policies of my organisation/company
- I am confident in preventing problem behaviour regarding discrimination that could happen in my organisation/company.
- I feel I can get other employees to involve in the organisational activities on diversity issues.
- I feel I have the influence to make our company/organisation a safe and respectful workplace.
- I know I can help other co-workers to get managerial skills to work with diverse employees/customers/clients and help them develop their managerial skills.
- No matter what, I can always pursue Diversity Management goals with drive and energy and maintain a positive, constructive outlook, commitment, and passion for Diversity Management.

By measurement of self-efficacy among the participants of training in Romania, in some areas there was a lower measured efficiency after than before training. We believe that the reason is in the method of performing the measurement: the participants received two separate questionnaires, one before the start of training and one after the completion of the training. Participants of training in Slovenia and Croatia completed only one questionnaire after finishing the training, in which they compared self-efficacy before and after training. The results were certainly influenced also by a small sample of completed questionnaires.

LIST OF ANNEXES

1. *Annex Impact report – signatories*
2. *Annex Report Training in Romania*
3. *Annex Reports of events* (individual reports of launch events)
4. *Annex Partnership meetings* (report of individual partnership meetings)
5. *Annex Questionnaires* (Evaluation of partnership meeting, Council board meeting, Stakeholders meeting, Training – SI&HR)
6. *Annex Impact questionnaires*

IMPACT ANALYSIS REPORT – SIGNATORIES

ROMANIA

SLOVENIA

CROATIA

**Project I.D.E.A.S. - Inclusion.Diversity.Equality.Awareness.Success.
(Launching Diversity Charters in Slovenia, Croatia and Romania)**



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Impact analysis

I.D.E.A.S. – Inclusion.Diversity.Equality.Awareness.Sucess (Launching Diversity Charters in Slovenia, Croatia and Romania)

Impact analysis was focused on 2 main components:

1. Changes produced in the beneficiaries after they participate in the trainings

APSD – Agenda 21 developed a two phase model of questionnaire that was applied to participants in the public institutions trainings (1 national and 27 local) before and after the sessions. DOBROVITA and ŠENTPRIMA in Slovenia and HR BSCD in Croatia developed their own models of questionnaires for evaluation of the trainings.

2. Changes produced within institutions/companies/employees after becoming signatories of the Diversity Charter

In October – December 2018, partners in the 3 countries applied a common model of questionnaire (agreed among partners) to the signatories of the Diversity Charters in Slovenia, Croatia and Romania, to see the effects produced by signing the Charter and implementing its principles. Main conclusions are presented in the following pages.

Main conclusions all countries ... 2

Slovenia 10

Croatia 43

Romania 64



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MAIN CONCLUSIONS

SLOVENIA

The impact of the signing of the Diversity Charter was seen in the following areas:

- the institution / company / organization has a written and clearly defined program that supports diversity at the workplace (before 14%, after 43%)
- the institution / company / organization has at least one person responsible for implementing the diversity strategy (29% before, 71% after)
- the institution / company / organization regularly revises the HR process in what concerns the principles of non-discrimination and diversity (50% before, 71% after)
- Human resources managers / people participating in the hiring processes are participating in trainings / education sessions on diversity (57% before, 86% after)
- company / institution / organization is very interested in:
 - o Identifying or building a network of people at risk of exclusion at the workplace (21% before, 50% after)
 - o providing guidance or training for groups at risk of discrimination (14% before, 43% after)
 - o The realization of investments necessary for adapting the work environment based on the individual needs of employees (e.g. ergonomic chairs, access platforms, elevator, etc.) (14% before, 50% after)
 - o Having at the level of the institution / company / organization a clear strategy for a balanced representation of men and women on management positions (7% before , 50% after)
- for company / institution / organization is very true that:
 - o The policy for promotion and development of career respects the principles of diversity at the workplace (21% before, 50% after)
 - o The communication of available positions (jobs) (recruitment, promotion) respects the equal opportunities (29% before, 64% after)
 - o The company / institution / organization ensures the balance between professional and personal life (e.g. work from home, leave with no payment, flexible hours, no over hours, etc.) (43% before, 64% after)
- The company / institution / organization took following measures / steps for implementing the Diversity principles:
 - o Training for applying the Diversity Charter principles (21% before, 79% after)
 - o mentorship for facilitating the access of new employees (71% before, 93% after)
 - o trainings for people with special needs (50% before, 71% after)



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- recruitment policies / practices that ensure the promotion of diversity (50% before, 79% after)
 - initiatives that facilitates the access of young people in the company / institution / organization (0% before, 43% after)
 - initiatives that put to value the potential of people over 45 years old (active aging) (43% before, 71% after)
 - Measures that would encourage the expression of cultural diversity of minorities (21% before, 57% after)
 - Optimizing career paths (flexibility of job description, inter-department working groups (43% before, 79% after)
 - Involving external stakeholders in your diversity policy (suppliers, service providers, partners (36% before, 64% after)
 - Integrating diversity into your internal and external communication (43% before, 93% after)
- as a result of these activities 75 – 100% of the workforce was made more aware of diversity issues (state by 43% of signatories)
 - the benefits of joining Diversity Charter are:
 - Can help to achieve progress in diversity management (93% before and after)
 - Improves reputation / image of the company / institution / organization (71% before, 86% after)
 - Strengthens the commitment of the company to non-discrimination and diversity (86% before and after)
 - Raises internal awareness of non-discrimination and diversity issues (86% before and after)
 - Enhanced employee and customer loyalty and satisfaction (71% before, 93% after)
 - Networking opportunities with other signatories (86% before and after)

The most of signatories (79%), which have completed the questionnaire, state that they need more information on how to put into practice the principles, they committed to for implementation the principles of Diversity Charter. They also need a system of measuring, ranking and recognizing commitments (71% of signatories) and networking opportunities with other signatories (57% of signatories).

Signatories rank activities by its usefulness for supporting signatory companies in “walking the talk” the principles of Diversity Charter from the most to the least important:

1. Workshops, Professional education



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2. Exchange of good diversity practice
3. Diversity Day
4. Diversity Year Conference
5. Individual counselling
6. Supporting tools like Guide on assessing diversity
7. Diversity breakfast with guests (good practices)
8. Working groups on special topics (for example on gender, youth, elderly, disability, migrants, LGTB ...)
9. Communication with policy makers
10. Working groups of the Charter covering different topics *** (please name below which topics would you be interested)
11. Media engagement
12. Establishment of Diversity Council Board of the Charter
13. Social media engagement (LinkedIn, Facebook, Twitter)
14. Diversity benchmark (diversity label) offered to the organisations
15. Diversity Columns (interviews with diversity experts)
16. Diversity ambassadors' engagement

The most of signatories (43%), who have completed the questionnaire, state that a year after signing the Charter, the effect of pro-diversity measures committed and implemented is high.

The most of signatories (50%), who have completed the questionnaire, state that their company / institution/ organization have 1 to 49 employees.

The most of signatories (64%), who have completed the questionnaire, state that their company / institution/ organization did not have Diversity policies in place before signing the Charter.

The most of signatories (64%), who have completed the questionnaire, represent a company.

The most of signatories (79%), who have completed the questionnaire, state that they are responsible for implementing measures that target diversity at the workplace.



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CROATIA

There is a significant increase in the existence of written programs or documents that define diversity strategy at company level. Almost half of the companies before signing did not have written statement, and now 81% has it. Since some of the organizations only signed few months ago, we expect this statistics to improve further.

Very similar is the statistics related to the responsibility for the diversity assigned to one person. From 43% of organizations that did not have an assigned person, after signing, 76% assigned someone. Again, it is expected to improve further.

There was already a high percentage of companies before signing the Charter that had a revision process in HR related to non-discrimination and diversity (71%). Now this percentage increased to over 86% while there is still 14% of the companies that do not have such procedures.

Overall, there is a relatively high percentage of signees that have procedures in place related to the D&I policy considering that the Diversity Charter in Croatia is in the very early stage.

Even though inter-procedures are established relatively well, at the low level, when it comes to stronger implementation, companies have less to show. Only around 20% of companies think that they have well established procedure for identification of people at risk of exclusion at work place, and this percentage stayed the same after signing. At the same time number of companies that have no procedure at all dropped from 35% before signing to 12% after signing. Even though there is a lot work to be done, still some improvements are visible, connected to the Diversity Charter signing process.

Very similar results are connected to the existence of guidance and training for groups at risk, as well as the representation of women at the management positions, with the exception of decrease of the companies that had little women before signing, while they now either have a lot of very well represented women in the management positions.

Number of companies that did not have diversity policy included in the promotion and development of career dropped from 12% to zero. Also at the same time, the companies that evaluate their policy integration modest increased from 6 to 18%, solid inclusion of policy increased from 12 to 18% and companies with very strong level of implementation of diversity in career development processes increased from 29 to 35%.

Equal opportunities in communication of recruitment and promotion increased even stronger. From 12% of companies that had no communication of equal opportunities before to 59% of companies that have very strong communication of equal opportunities after DC signing. It really shows that signing of Charter started some serious implementation of policies inside the signing companies.

Some sort of life-work balance opportunities was in some form existing in around half of the surveyed companies but there is significant increase in those that have evaluated their opportunities very strong (from 24% before the signing to 35% after). Those with no



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opportunities before the Charter (12%) dropped to zero after DC. Overall, it shows some serious improvements.

The number of employees who were exposed to the sometime of the content on diversity is quite impressive and we believe that this indicator by itself proves the value of Diversity Charter because education on diversity and equality was introduced to companies and large number of people. Having in mind that it has been only a year since the Charter was signed; we can expect even better results in the future.

All companies agreed that the Diversity Charter signing improves progress in diversity management, improves reputation and image of an organization, it strengthens commitment in company for non-discrimination and diversity, it raises internal awareness towards non-discrimination and diversity and in enhanced employee and customer loyalty and satisfaction. The only question where some companies did not support the benefit of DC signing is in the context of networking opportunities (one company did not support this statement). Nevertheless, it is a message to secretariat of DC that it should increase number of networking events for companies to get together and exchange experience.

To conclude, the results in the survey show that signing the Charter in Croatia started some serious activities within the companies who recognized that DC brings an obligation and is not only PR tool. The improvement seems amazing and it is upon the DC Croatia to keep this valuable initiative going and achieving new level of D&I in Croatian companies. The only activity that was chosen more than average is education what makes perfect sense since most of these companies did not have much contact with diversity issues before so now that they signed, they have to start understanding and introducing this policy. Education is a logical choice. But they also picked all other tools, such as measuring, surveys, workshops and other. In sum, all the activities are welcome if are aimed to raise understanding and awareness.

One third of surveyed companies confirmed that they had a diversity event in company in 2018. When laid out by the type of activities it is obvious that these events are in fact some sort of education or engagement of employees in diversity type activities. Only one example shows promotional activities outside company or activities available for public.

As expected most of the companies find effect of their measures moderate. One third of them on the other hand feel that their measures had high or very high results. It is not clear what criteria were used for this estimation.



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ROMANIA

- As a result of signing the Charter, adopted measures have generated positive effects on cultural and organizational performance, some of which have a significant impact.
- After signing the Charter, organizations became more aware of the importance of implementing a diversity strategy. Thus, 44.7% of survey respondents claim that at least half of their employees have become more aware of diversity issues as a result of the measures adopted to implement the principles contained in the Charter of Diversity.
- The signing of the Charter has brought benefits, but has also involved an investment effort on the part of the signatories.
- Promoting diversity among employees has been facilitated by the establishment of pro-diversity management. As mentioned above, awareness (related to total employees) has increased significantly since the Charter was signed, but awareness was not based solely on declarative intentions, but on policies and involvement at decision-making level.
- Training has a very important role in the awareness process; those who have implemented training sessions to implement the Charter of Diversity (before signing it) indicate a higher percentage of employees who have become more aware of diversity issues. Moreover, those who have implemented measures that support the integration of diversity into the organizational strategy of internal and external communication have signaled a greater effect of the pro-diversity measures undertaken and implemented (even before the Charter was signed); Information and communication have a crucial role to play in implementing the principles enshrined in the Diversity Charter.

RECOMMENDATIONS Romania

It is recommended that more attention is being paid to the development and implementation of policies and / or measures to integrate various resources and skills. In particular, we look at the following points, analyzed in our study: (1) organizing training sessions dedicated to people with special needs; (2) implementing initiatives to facilitate young people's access to the company / institution / organization; (3) enhancing the expression of the cultural diversity of minorities; (4) the involvement of external actors in diversity policy. The recommendation is also relevant in view of the fact that, although at least half of the respondents declared that they were implementing such measures before the Charter was signed, progress for each of them (1-4) was not substantial (below 8%).



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Another recommendation is to ensure the sustainability of the steps taken after signing the Charter of Diversity. The analysis of the data shows that the percentages resulting from the signing of the Charter are positive for all 6 (predefined) benefits under evaluation. This is important because it signals confidence in the formalized organizational will in the signing of the Charter (conversely, a decrease in credibility would have led to lower percentages than those with an ante-signing momentum). As an example, we recall that one of the important gains is to raise awareness within the company / institution / organization about non-discrimination and diversity issues. It is relevant that this benefit was expected (before signing) by 81.6% of the respondents and that it was confirmed (after signature) by 89.5% of them. This increase (or only 7.9%) means that this benefit has been both strengthened / maintained and increased (increased).

It is recommended to encourage the collaboration between signatories and the identification of support mechanisms (input of skills and resources). The need for additional information on the application of the principles of the Charter and the relationship with other signatories in fact signals the need to provide post-signature support in order to reduce / break the cleavage between declarative (although generous) principles and concrete implementation of measures proves functional and sustainable (in the context of the establishment of a culture of diversity). Combining support needs with the hierarchy of activities to support signatories to promote the principles of the Charter of Diversity, we have identified the great importance of exchanging experiences and good practices, and also transferring expertise in developing and implementing diversity policies (workshops and educational sessions professional meetings, organization of working groups, meetings with experts in the field of diversity etc.).

It is recommended that all signatories of the Charter take steps to develop / implement / monitor Diversity Action Plans. The recommendation is based on the finding that only 13.2% of respondents would recommend other activities that the Diversity Charter should include in the action plan. The fact that the provision of recommendations signals organizational activism underlines the importance to be allocated to action plans dedicated to the establishment and promotion of diversity (development, implementation, monitoring and evaluation); in the absence of these processes, the principles assumed in the Charter of Diversity will not find correspondence in organizational reality.

It is advisable for signatory organizations to identify resources and contexts favorable to the organization of events dedicated to diversity. A more detailed review of the list of events (provided by the respondents) indicates that public institutions have formulated these generic events; beyond the systemic constraints (resources, legislation, regulation and procedures) it is necessary to include these events in the institutional agenda, including by identifying and capitalizing on contextual events. Moreover, regardless of the organizational profile



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(company, public institution or NGO), the frequent / periodic organization of events is an indicator of pro-diversity organizational capacity and activism.

By context, we do not only understand the time (period) of organizing the event, but also other favorable conditions ("institutional arrangements", a term devoted to organizational development theories). The favorable context can be produced by concluding partnerships, implementing projects, developing / revising policies or strategies, or organizing internal or external events with a thematic impact on diversity (training, signing, round tables, promoting or exchanging good practices etc.).

Capacity and activism are operationalized by the fact that (usually): (1) there is a clearly defined written program to support diversity in the workplace; (2) there are defined strategies, objectives that aim at a balanced / proportional representation of the number of women and men in leadership positions; (3) there is at least one person responsible for the implementation of the diversity strategy; (3) there is a regularly reviewing on human resource processes with regard to the principles of non-discrimination and those aimed at promoting diversity; (4) persons engaged in the recruitment process are appointed to participate in training sessions / information sessions on diversity.



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IMPACT Analysis – Slovenia

n=14

Questionnaire was completed by 14 signatories.

14% of signatories who have completed the questionnaire state that the institution / company / organization has a written and clearly defined program that supports diversity at the workplace – **before** signing the Charter; **43%** of signatories state that they developed it **after** signing the Charter.

29% of signatories who have completed the questionnaire state that the institution / company / organization has at least one person responsible for implementing the diversity strategy– **before** signing the Charter; **71%** of signatories state that they are getting the person responsible for it **after** signing the Charter.

50% of signatories who have completed the questionnaire state that the institution / company / organization regularly revises the HR process in what concerns the principles of non-discrimination and diversity – **before** signing the Charter; **71%** of signatories state that they start to do this **after** signing the Charter.

57% of signatories who have completed the questionnaire state that Human resources managers / people participating in the hiring processes are participating in trainings / education sessions on diversity – **before** signing the Charter; **86%** of signatories state that they start to do this **after** signing the Charter.



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To what extent the company / institution / organization that you represent is interested in:												
	0. at all		1. very little		2. a little		3. a lot		4. very		99. I don't know	
Before signing the Charter (BC) / After signing the Charter (AC)	BC	AC	BC	AC	BC	AC	BC	AC	BC	AC	BC	AC
2.1 Identifying or building a network of people at risk of exclusion at the workplace	7%	7%	14%	0%	29%	7%	21%	29%	21%	50%	7%	7%
2.2 providing guidance or training for groups at risk of discrimination	7%	7%	21%	0%	36%	21%	21%	29%	14%	43%	0%	0%
2.3 The realization of investments necessary for adapting the work environment based on the individual needs of employees (e.g. ergonomic chairs, access platforms, elevator, etc.)?	7%	7%	14%	0%	43%	14%	21%	29%	14%	50%	0%	0%



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2.4 Having at the level of the institution / company / organization a clear strategy for a balanced representation of men and women on management positions?	14%	14%	14%	7%	36%	7%	29%	21%	7%	50%	0%	0%
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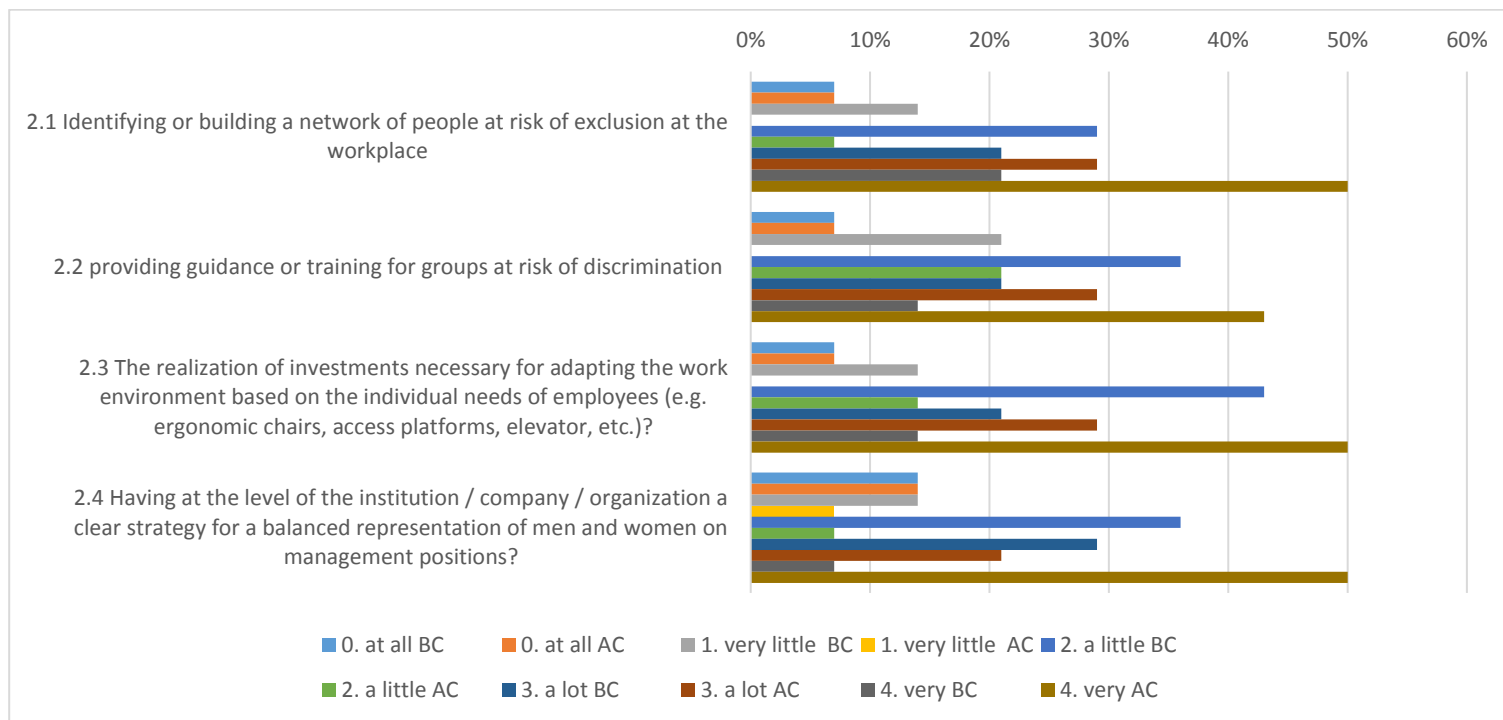
Signatories who have completed the questionnaire state that their company / institution / organization is **very interested in:**

- Identifying or building a network of people at risk of exclusion at the workplace (**21% before** signing, **50% after** signing)
- providing guidance or training for groups at risk of discrimination (**14% before** signing, **43% after** signing)
- The realization of investments necessary for adapting the work environment based on the individual needs of employees (e.g. ergonomic chairs, access platforms, elevator, etc.) (**14% before** signing, **50% after** signing)
- Having at the level of the institution / company / organization a clear strategy for a balanced representation of men and women on management positions (**7% before** signing, **50% after** signing)



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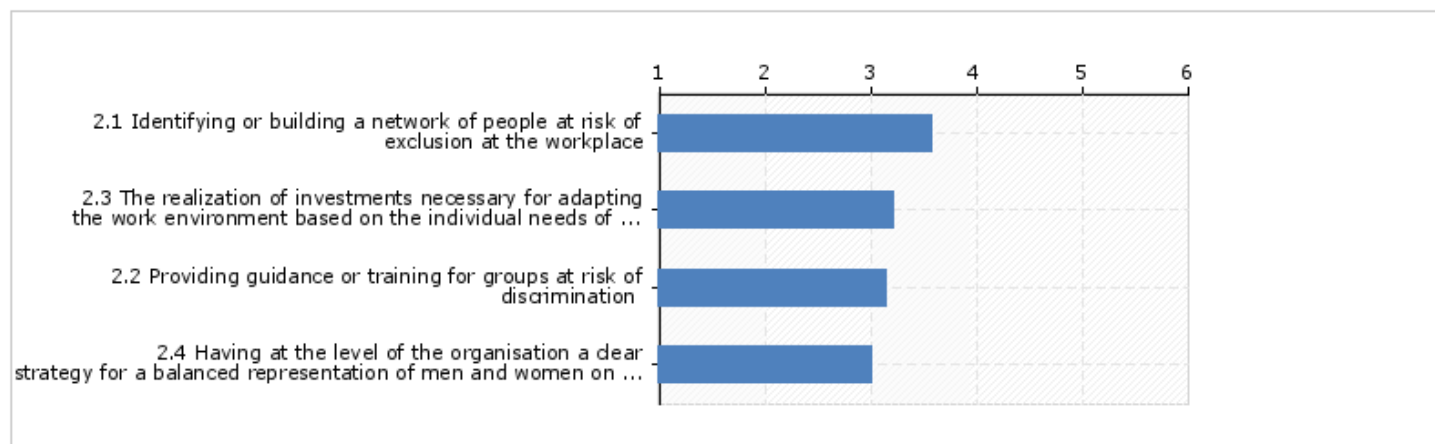




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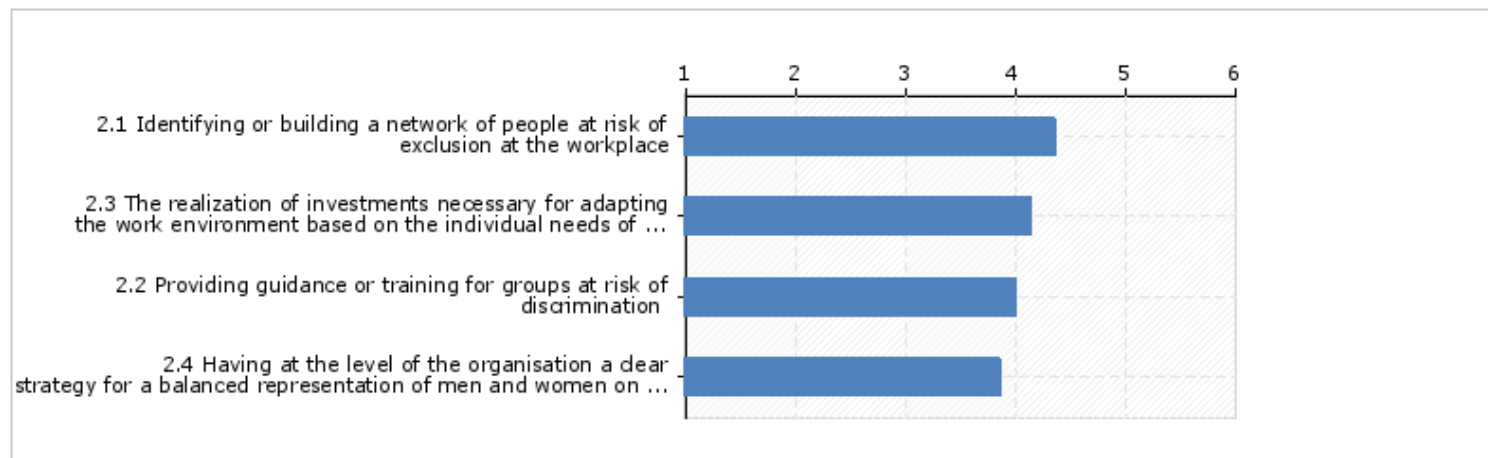
Before signing the Charter (BC)



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After signing the Charter (AC)



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To what extent												
	0. at all		1. very little		2. a little		3. a lot		4. very		99. I don't know	
Before signing the Charter (BC) / After signing the Charter (AC)	BC	AC	BC	AC	BC	AC	BC	AC	BC	AC	BC	AC
1. The policy for promotion and development of career respects the principles of diversity at the workplace?	0%	0%	21%	0%	36%	0%	21%	50%	21%	50%	0%	0%
2. The communication of available positions (jobs) (recruitment, promotion) respects the equal opportunities?	0%	0%	14%	0%	21%	0%	36%	36%	29%	64%	0%	0%
3. The company / institution / organization ensures the balance between professional and personal life (e.g. work from home, leave with no payment, flexible hours, no over hours, etc.)?	0%	0%	14%	0%	14%	0%	29%	36%	43%	64%	0%	0%



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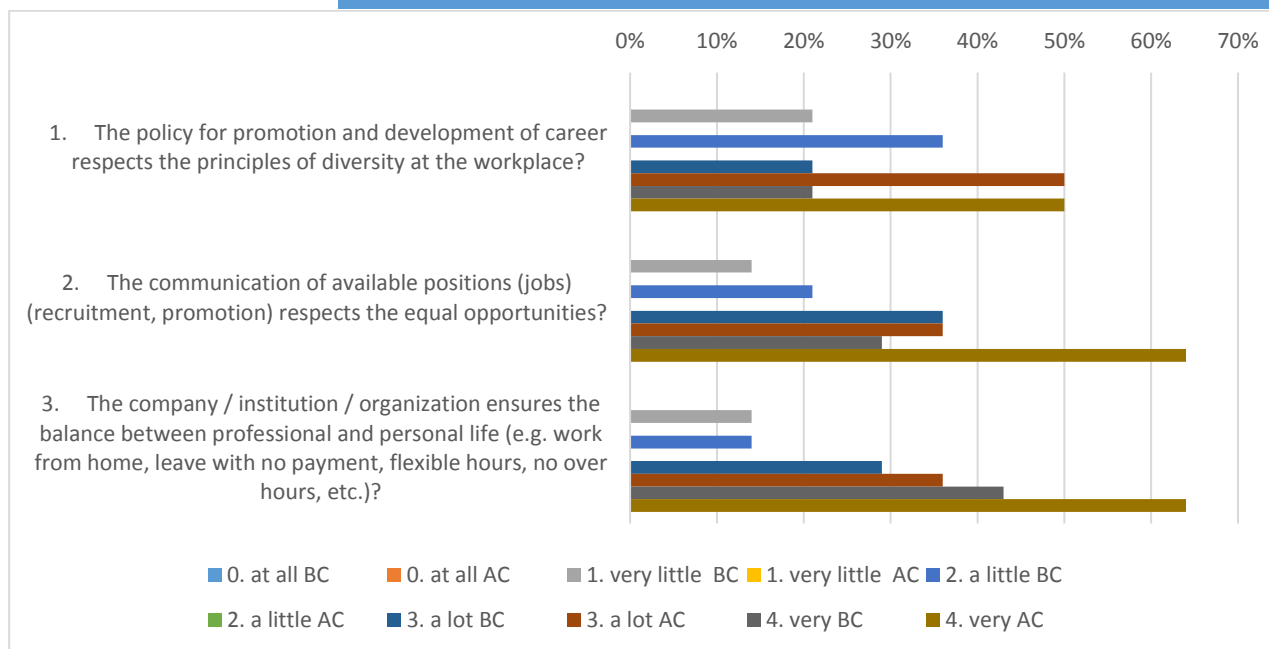
Signatories who have completed the questionnaire state that for their company / institution / organization is **very true** that:

- The policy for promotion and development of career respects the principles of diversity at the workplace (**21% before** signing, **50% after** signing)
- The communication of available positions (jobs) (recruitment, promotion) respects the equal opportunities (**29% before** signing, **64% after** signing)
- The company / institution / organization ensures the balance between professional and personal life (e.g. work from home, leave with no payment, flexible hours, no over hours, etc.) (**43% before** signing, **64% after** signing)



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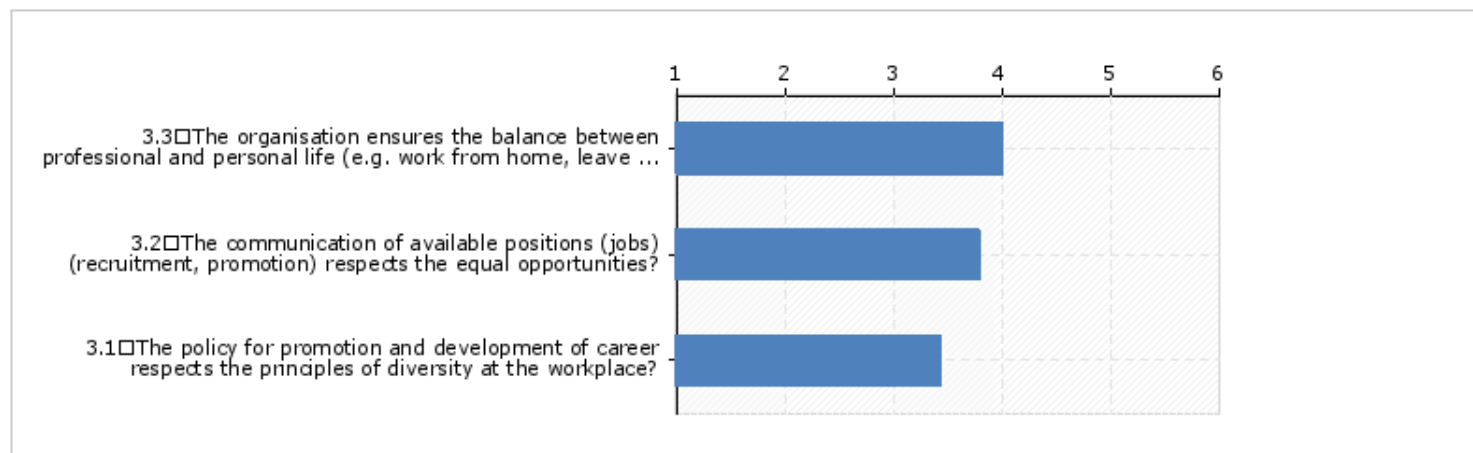




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Before signing the Charter (BC)



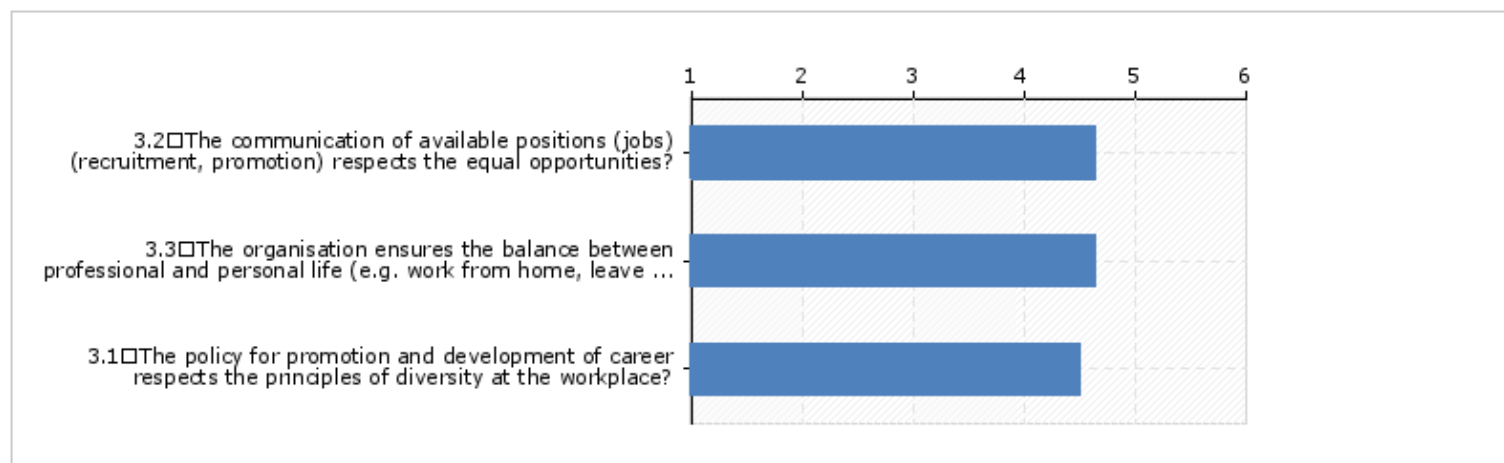
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After signing the Charter (AC)



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What measures / steps did you take for implementing the Diversity principles before or after signing the Charter?	Yes		No	
Before signing the Charter (BC) / After signing the Charter (AC)	BC	AC	BC	AC
a. Training for applying the Diversity Charter principles	21%	79%	79%	21%
b. mentorship for facilitating the access of new employees	71%	93%	29%	7%
c. trainings for people with special needs	50%	71%	50%	29%
d. recruitment policies / practices that ensure the promotion of diversity	50%	79%	50%	21%
e. initiatives that facilitates the access of young people in the company / institution / organization	0%	43%	100%	57%
f. initiatives that put to value the potential of people over 45 years old (active aging)	43%	71%	57%	29%
g. Measures that would encourage the expression of cultural diversity of minorities	21%	57%	79%	43%
h. Optimizing career paths (flexibility of job description, inter-department working groups)	43%	79%	57%	21%



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i. Involving external stakeholders in your diversity policy (suppliers, service providers, partners)	36%	64%	64%	36%
j. Integrating diversity into your internal and external communication	43%	93%	57%	7%
k. Other	0%	0%	0%	0%

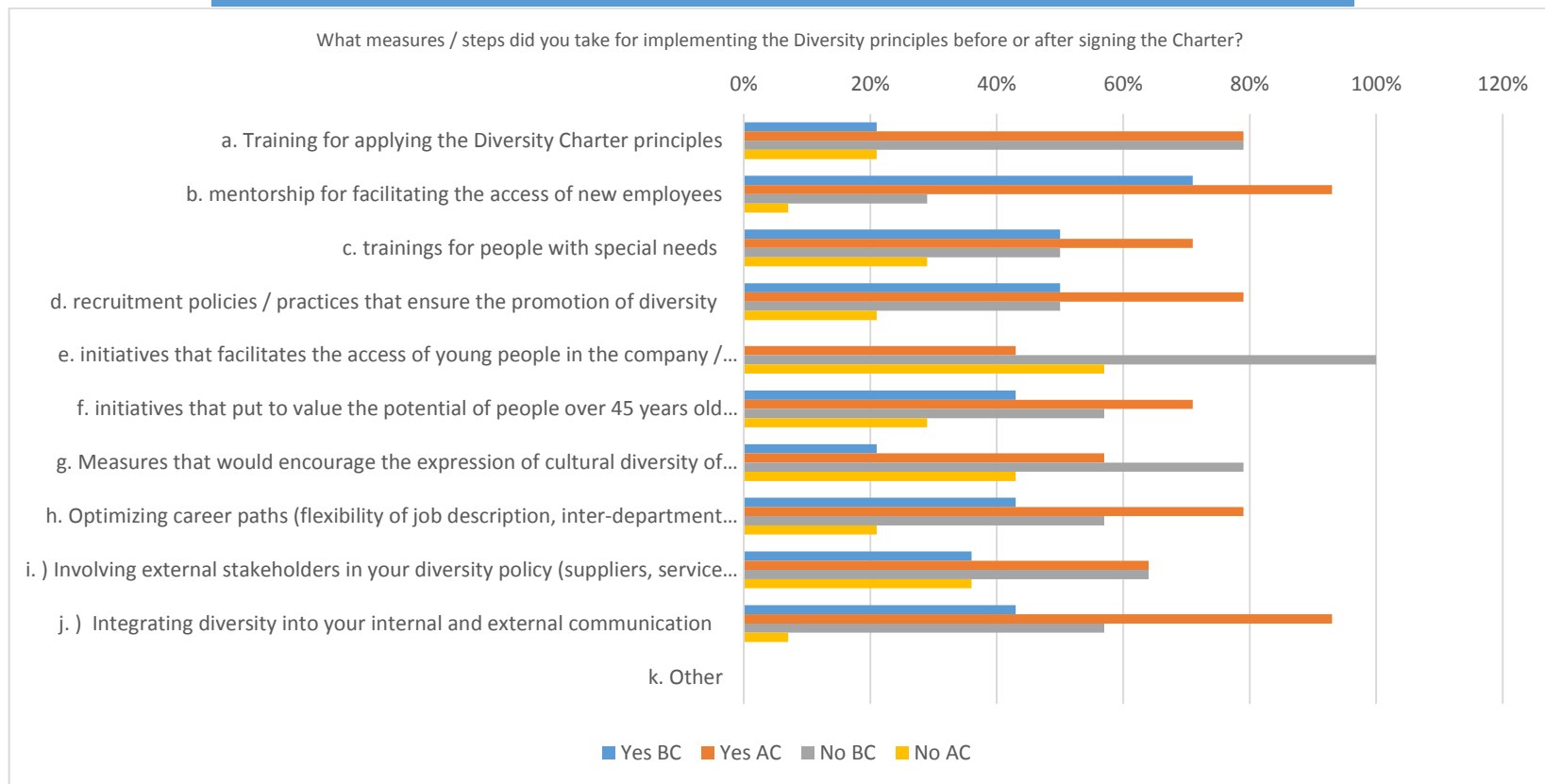
Signatories who have completed the questionnaire state that their company / institution / organization **took following measures / steps for implementing the Diversity principles:**

- Training for applying the Diversity Charter principles (**21% before** signing, **79% after** signing)
- mentorship for facilitating the access of new employees (**71% before** signing, **93% after** signing)
- trainings for people with special needs (**50% before** signing, **71% after** signing)
- recruitment policies / practices that ensure the promotion of diversity (**50% before** signing, **79% after** signing)
- initiatives that facilitates the access of young people in the company / institution / organization (**0% before** signing, **43% after** signing)
- initiatives that put to value the potential of people over 45 years old (active aging) (**43% before** signing, **71% after** signing)
- Measures that would encourage the expression of cultural diversity of minorities (**21% before** signing, **57% after** signing)
- Optimizing career paths (flexibility of job description, inter-department working groups (**43% before** signing, **79% after** signing)
- Involving external stakeholders in your diversity policy (suppliers, service providers, partners (**36% before** signing, **64% after** signing)
- Integrating diversity into your internal and external communication (**43% before** signing, **93% after** signing)



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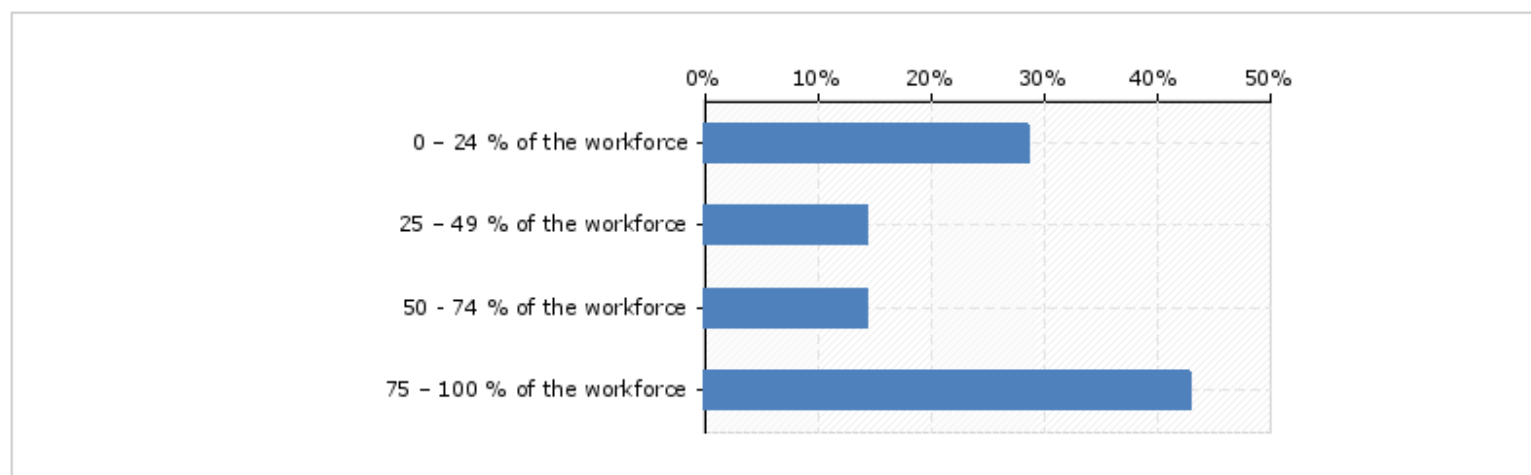
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As a result of these activities, can you estimate the number of employees who were made more aware of diversity issues?

0 – 24% of the workforce	29%
25 – 49% of the workforce	14%
50 - 74% of the workforce	14%
75 – 100% of the workforce	43%

43% of signatories, who have completed the questionnaire, state that **as a result of these activities 75 – 100% of the workforce was made more aware of diversity issues.**



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What do you think are the benefits of joining Diversity Charter?				
	Yes		No	
Before signing the Charter (BC) / After signing the Charter (AC)	BC	AC	BC	AC
Can help to achieve progress in diversity management	93%	93%	7%	7%
Improves reputation / image of the company / institution / organization	71%	86%	29%	14%
Strengthens the commitment of the company to non-discrimination and diversity	86%	86%	14%	14%
Raises internal awareness of non-discrimination and diversity issues	86%	86%	14%	14%
Enhanced employee and customer loyalty and satisfaction	71%	93%	29%	7%
Networking opportunities with other signatories	86%	86%	14%	14%
Other				



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Signatories, who have completed the questionnaire, state that **the benefits of joining Diversity Charter are:**

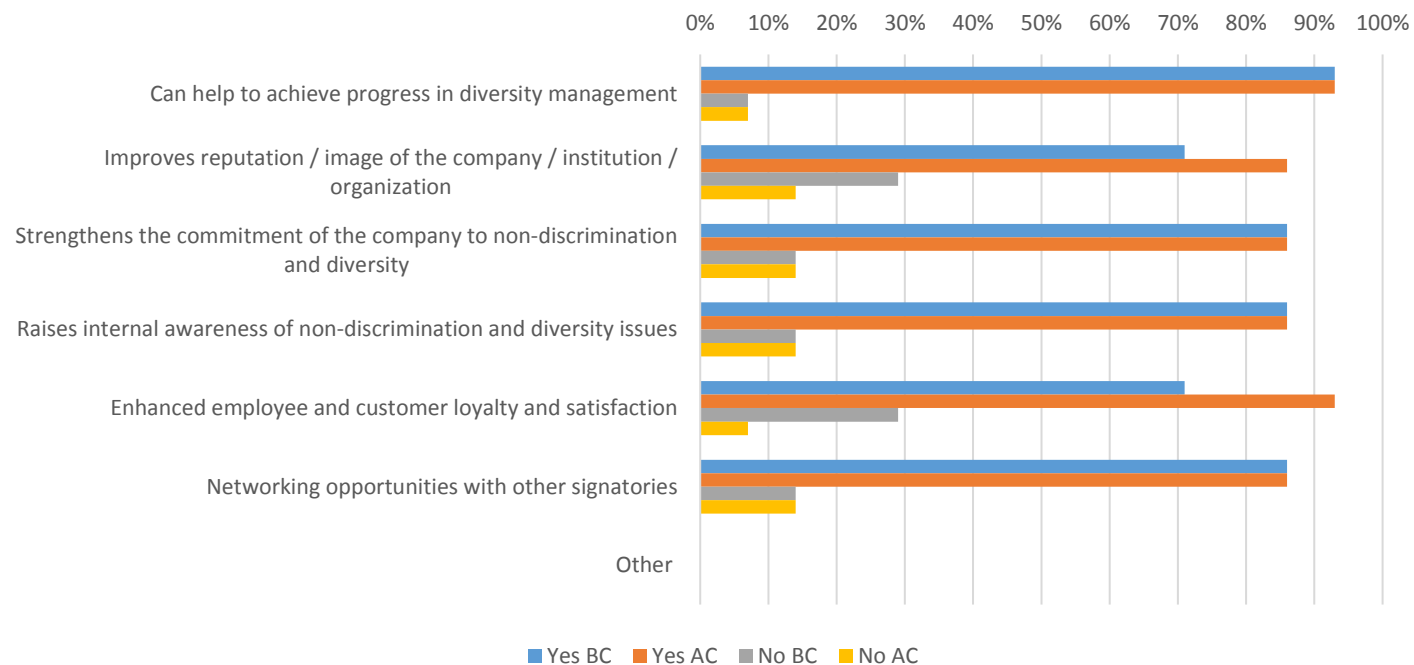
- Can help to achieve progress in diversity management (**93% before and after** the signing)
- Improves reputation / image of the company / institution / organization (**71% before** signing, **86% after** signing)
- Strengthens the commitment of the company to non-discrimination and diversity (**86% before and after** the signing)
- Raises internal awareness of non-discrimination and diversity issues (**86% before and after** the signing)
- Enhanced employee and customer loyalty and satisfaction (**71% before** signing, **93% after** signing)
- Networking opportunities with other signatories (**86% before and after** the signing)



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What do you think are the benefits of joining Diversity Charter?



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What kind of support would you need to implement the principles of Diversity Charter?

More information on how to put into practice the principles you committed to	79%
Networking opportunities with other signatories	57%
A system of measuring, ranking and recognizing commitments	71%
Other	

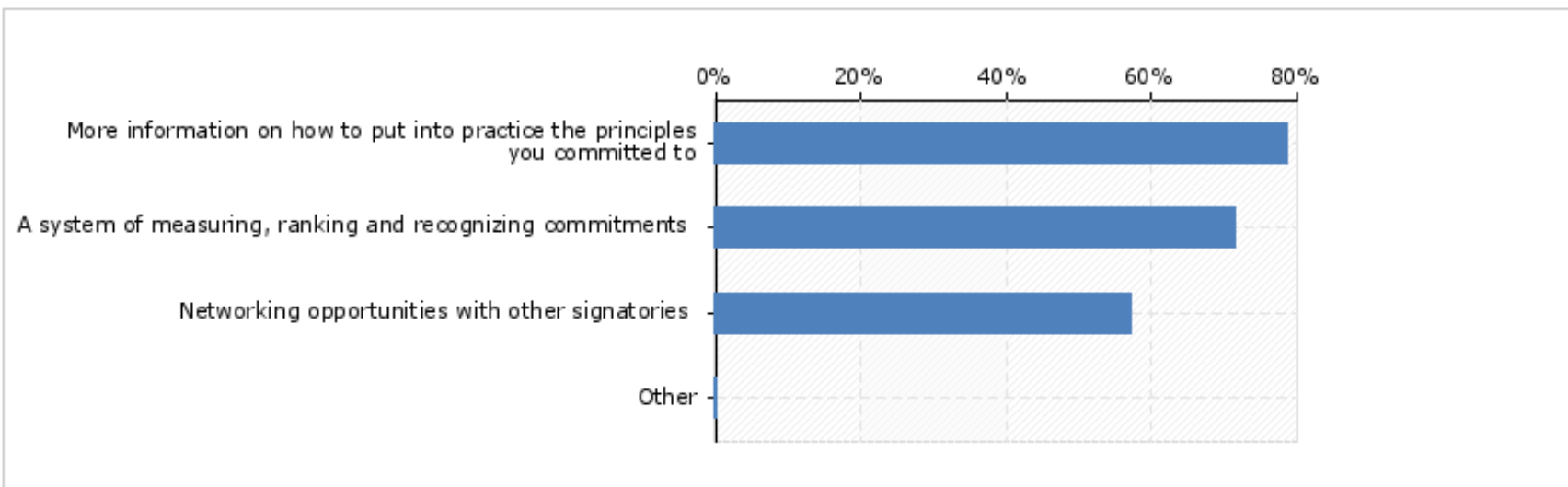
The most of signatories (79%), which have completed the questionnaire, state that **they need more information on how to put into practice the principles, they committed to** for implementation the principles of Diversity Charter.

They also need a system of measuring, ranking and recognizing commitments (71% of signatories) and networking opportunities with other signatories (57% of signatories).



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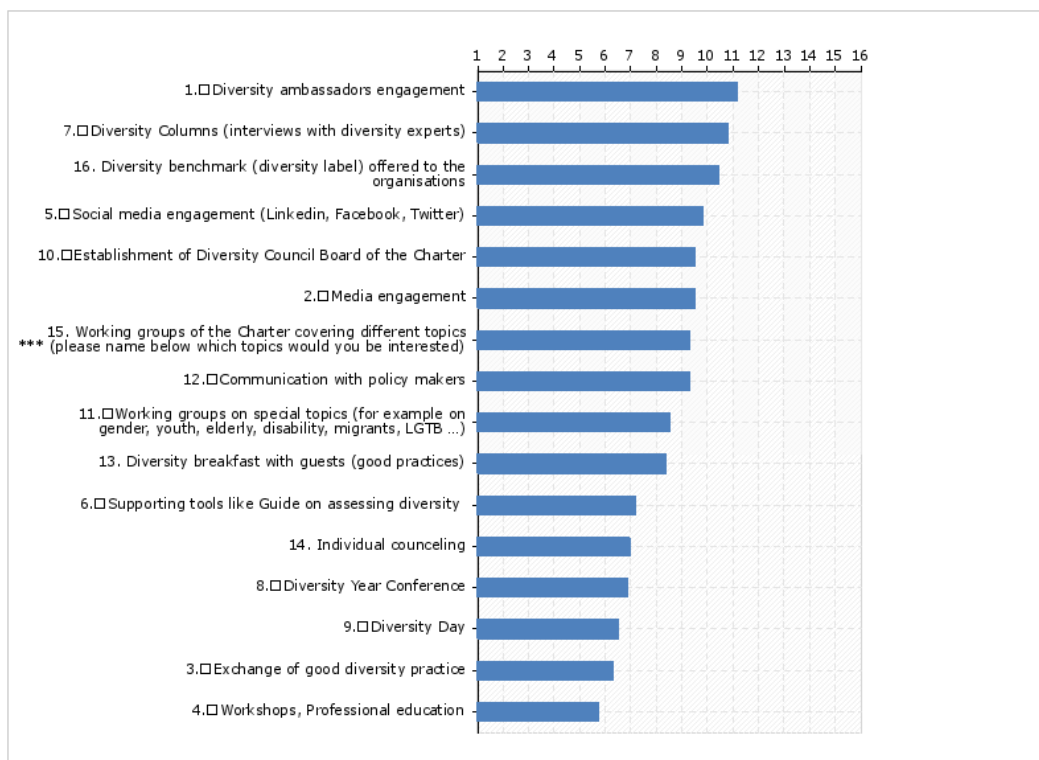




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Please rank below activities by its usefulness for supporting signatory companies in “walking the talk” the principles of Diversity Charter.
(1 - most important, 16 - the least important)



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Signatories, who have completed the questionnaire, rank **activities by its usefulness for supporting signatory companies in “walking the talk” the principles of Diversity Charter** from the most to the least important:

1.	Workshops, Professional education	5, 7
2.	Exchange of good diversity practice	6, 3
3.	Diversity Day	6, 5
4.	Diversity Year Conference	6, 9
5.	Individual counselling	6, 9
6.	Supporting tools like Guide on assessing diversity	7, 1
7.	Diversity breakfast with guests (good practices)	8, 4
8.	Working groups on special topics (for example on gender, youth, elderly, disability, migrants, LGTB ...)	8, 5
9.	Communication with policy makers	9, 3
10.	Working groups of the Charter covering different topics *** (please name below which topics would you be interested)	9, 3
11.	Media engagement	9, 5
12.	Establishment of Diversity Council Board of the Charter	9, 5
13.	Social media engagement (Linkedin, Facebook, Twitter)	9, 8
14.	Diversity benchmark (diversity label) offered to the organisations	10, 4
15.	Diversity Columns (interviews with diversity experts)	10, 8
16.	Diversity ambassadors engagement	11



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Would you recommend any other activities Diversity Charter should involve in their work-plan?

Signatories, who have completed the questionnaire, did not recommend any other activities that Diversity Charter should involve in their work-plan.

Have you organized this year any diversity events inside or outside your organization?

Yes	0%
No	100%
If yes, please could you tell us the name of the event and if possible send us a link to webpage that promoted the event?	

Signatories, who have completed the questionnaire, did not organize any diversity events inside or outside their organization this year.

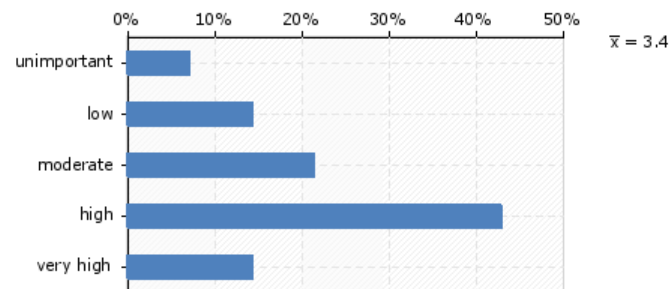
Do you estimate that a year after signing the Charter, the effect of pro-diversity measures committed and implemented is:

unimportant	7%
low	14%
moderate	21%
high	43%
very high	14%



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The most of signatories (43%), who have completed the questionnaire, state that **a year after signing the Charter, the effect of pro-diversity measures committed and implemented is high.**

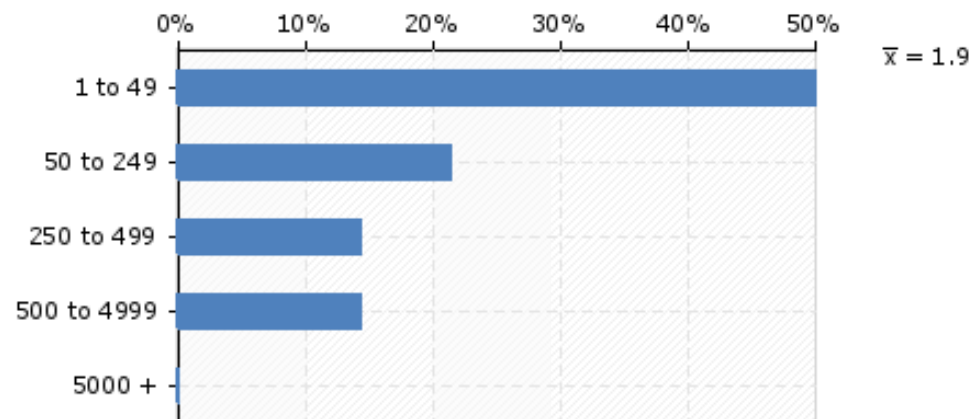
What number of employees has the company / institution/ organization that you represent?

1 to 49	50%
50 to 249	21%
250 to 499	14%
500 to 4999	14%
5000 +	0%



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The most of signatories (50%), who have completed the questionnaire, state that **their company / institution/ organization have 1 to 49 employees.**

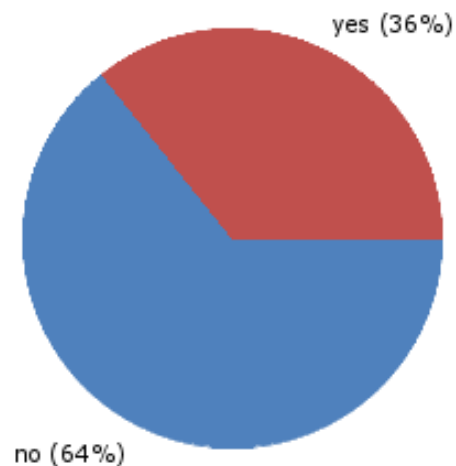
Did the company / institution / organization that you represent have Diversity policies in place before signing the Charter?

Yes: 36%	36%
No: 64%	64%



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The most of signatories (64%), who have completed the questionnaire, state that **their company / institution/ organization did not have Diversity policies in place before signing the Charter.**



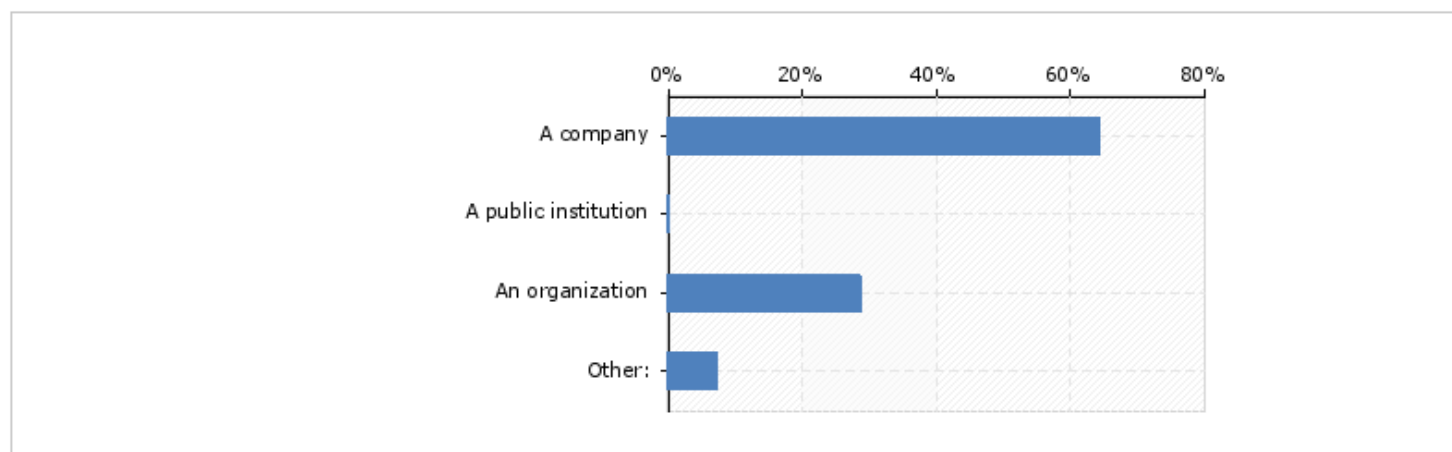
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Do you represent:

A company	64%
A public institution	0%
An organization	29%
Other	7%

The most of signatories (64%), who have completed the questionnaire, **represent a company**.



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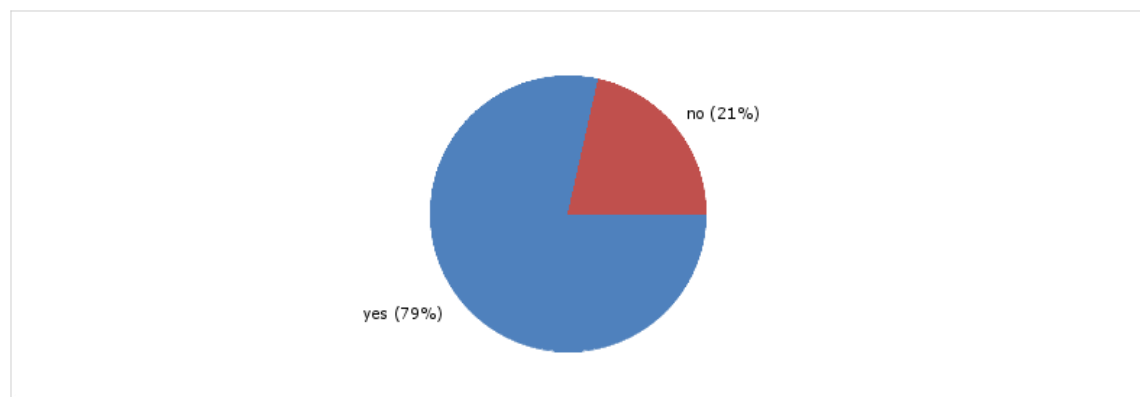
In following field of activity:

cleaning services, wood industry, tourism, social security, production activity, social, pharmaceutical industry, trade activity, education, rehabilitation, ngo, social economy, education, trade.

According to your job description, are you responsible for implementing measures that target diversity at the workplace?

Yes	79%
No	21%

The most of signatories (79%), who have completed the questionnaire, state that they are **responsible for implementing measures that target diversity at the workplace.**



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TRAINING SLOVENIA

Participants of the training (all modules), who completed the questionnaire, was very satisfied with the content and design of the training, with facilitators, with results of the training. They (strongly) agree that the training was a good way for them to learn this content. They would improve the training in following areas: add more video, allot more time for the training, provide better information before the training, more group work and active cooperation, improve the instructional methods, make the training more difficult, increase the content covered in the training. Content of training that would be interesting for them in the future: similar education with more specific instructions on how to tackle the integration of diversity in the company; change management, strategy of diversity management (work on concrete implementation).

In all modules participants assess their knowledge and skills before and after the training.

In Module 1 the greatest progress is seen in the following areas:

- Basic skills to create and write a robust business case for D&I that meets my organisation's unique needs and helps to inform decision - makers about chances, risks, costs and benefits for the company.
- Basic skills to formulate goals, objectives and change agendas in a D&I context.
- Understanding the role of HRM within development of Diversity Management policies and strategies.
- Explaining what diversity management is.
- Basic skills to analyse a robust business case for D & I that meets my organisation's unique needs.
- Basic skills to communicate the different elements of a robust business case for D&I that meets my organisation's unique needs and helps to inform decision - makers about chances, risks, costs and benefits for the company.
- Understanding how solving the problem is important to the organisation by



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identifying gaps, discrepancies and room for improvement.

- Skills to define relevant key performance and how to set up key diversity indicators.

	before	after	improvements
1. Explaining what diversity management is.	2,1	4,5	2,4
2. Understanding basic concepts and terms of diversity management.	2,2	4,3	2,1
3. Understanding how diversity management is related to and different from Anti - Discrimination Legislation.	1,9	3,9	2,0
4. Basic skills to analyse a robust business case for D & I that meets my organisation's unique needs.	1,3	3,7	2,4
5. Basic skills to create and write a robust business case for D&I that meets my organisation's unique needs and helps to inform decision - makers about chances, risks, costs and benefits for the company.	1,1	3,8	2,7
6. Basic skills to communicate the different elements of a robust business case for D&I that meets my organisation's unique needs and helps to inform decision - makers about chances, risks, costs and benefits for the company.	1,4	3,8	2,4
7. Understanding the global business context for Diversity Management.	1,9	3,9	2,0
8. Understanding how D&I is aligned with strategic priorities of my organisation.	1,8	4,1	2,3
9. Understanding how solving the problem is important to the organisation by identifying gaps, discrepancies and room for improvement.	1,8	4,2	2,4
10. Understanding what are the benefits of managing diversity and inclusion for companies in general and specifically for my own organisation.	2,0	4,0	2,0
11. Basic skills to formulate goals, objectives and change agendas in a D&I context.	1,4	4,0	2,6
12. Understanding the role of HRM within development of Diversity Management policies and strategies.	1,7	4,2	2,5
13. Knowledge of measurement instruments for Diversity Management.	1,1	3,3	2,2
14. Skills to define relevant key performance and how to set up key diversity indicators.	1,0	3,4	2,4



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15. Knowledge about what are the main issues that Europe is addressing and which are the main differences with the rest of the world.	1,3	3,2	1.9
16. Knowledge to describe the landscape of corporate D&I practices at EU level in general terms.	1,1	3,2	2,1

In Module 2 the greatest progress is seen in the following areas:

- Understanding the strategic management of older employees and integration into the HRM strategy.
- Knowledge of good practices in the field of work integration / management of older employees.
- Key European Directives and Slovene Legislative Documents in the Field of Working Integration of Foreigners.
- Understanding the inclusive working environment for LGBT.
- Recognizing violations of LGBT rights.

	before	after	improvements
1.Key Slovenian legislative documents in the field of work integration of persons with disabilities.	2,9	4,5	1,6
2. Understanding the basic human rights of LGBT people.	2,8	4,4	1,6
3. Understanding the inclusive working environment for LGBT.	2,6	4,6	2,0
4. Recognizing violations of LGBT rights.	2,5	4,5	2,0
5. Understanding the importance of employers' challenges and needs in the context of older employees.	2,4	4,3	1,9
6. Understanding the strategic management of older employees and integration into the HRM strategy.	2,1	4,6	2,5
7. Knowledge of good practices in the field of work integration / management of older employees.	1,9	4,3	2,4



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8. Key European Directives and Slovene Legislative Documents in the Field of Working Integration of Foreigners.	1,3	3,6	2,3
9. Understanding the challenges of equality between women and men in the Slovenian and foreign working environment.	2,5	4,4	1,9
10. Understanding the vulnerability of women for involving in the higher positions.	2,6	4,1	1,5
11. Knowing the measures for involving women in higher positions.	2,4	4,3	1,9

In Module 3 the greatest progress is seen in the following areas:

- Greater awareness of what unconscious bias is, where it comes from and how it impacts
- Awareness and understanding of unconscious bias and its relevance to our work and its business benefits.
- Awareness and understanding of unconscious bias and its relevance to equality, diversity and inclusion.
- Identifying own biases.
- Understanding of how bias can be counteracted.

	before	after	improvements
1. Skills for the development of a Diversity Strategy, including vision, definitions and objectives.	1,9	4,2	2,3
2. Understanding the benefits of a strategic approach to Equality Diversity and Inclusion (EDI), taking into account the business, moral and ethnic aspects of EDI.	2,1	4,2	2,1
3. Information about tools to use when implementing and mainstreaming EDI in an organisation.	2.0	4,3	2,3



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4. Awareness and understanding of unconscious bias and its relevance to equality, diversity and inclusion.	2,0	4,5	2,5
5. Awareness and understanding of unconscious bias and its relevance to our work and its business benefits.	1,9	4,5	2,6
6. Greater awareness of what unconscious bias is, where it comes from and how it impacts	1,7	4,5	2,8
7. Identifying own biases.	2,0	4,5	2,5
8. Understanding of how bias can be counteracted.	1,9	4,4	2,5

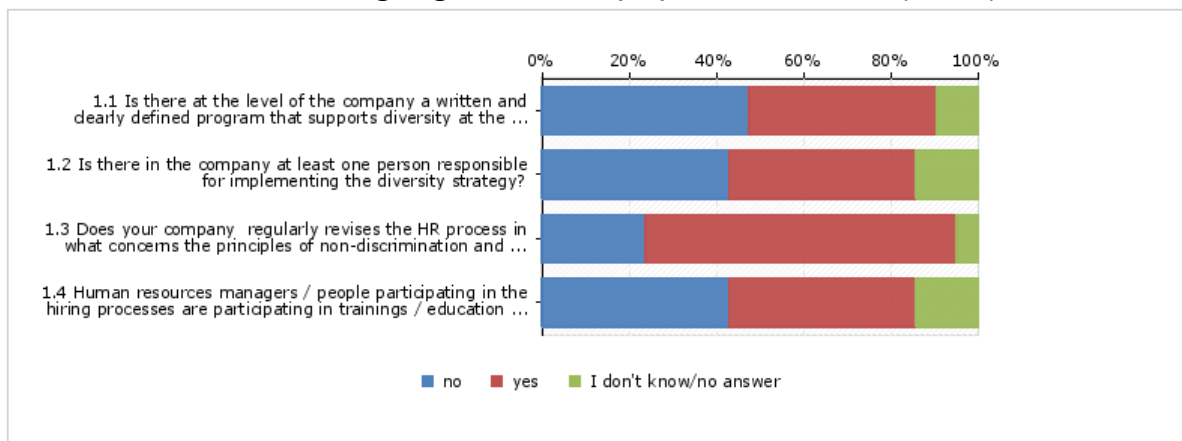


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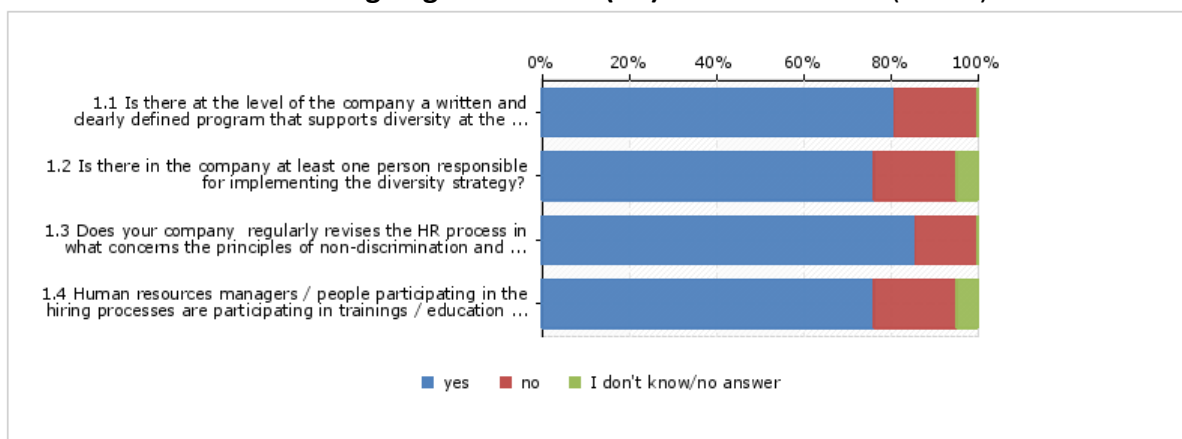


IMPACT ANALYSIS CROATIA

1a "Before signing the Charter (BC)" Please state if: (n = 21)

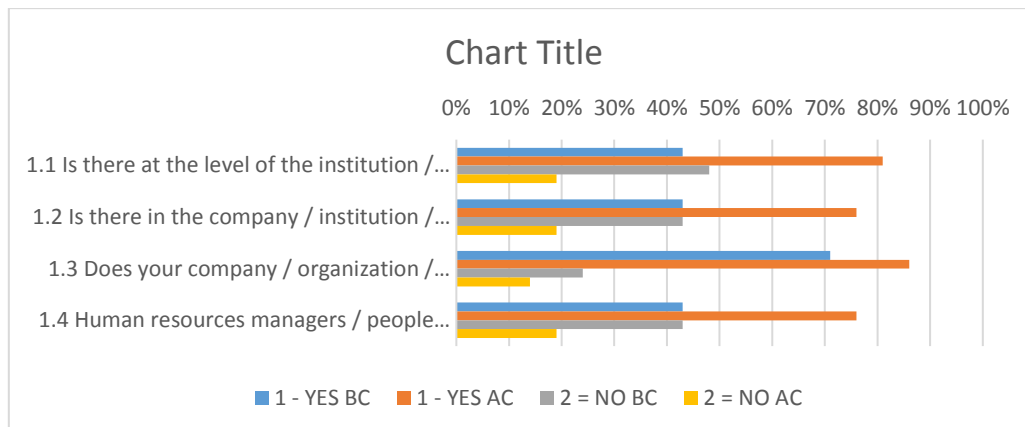


1b "After signing the Charter (AC)" Please state if: (n = 21)



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We can notice that there is a significant increase in the existence of written programs or documents that define diversity strategy at company level. Almost half of the companies before signing did not have written statement, and now 81% has it. Since some of the organizations only signed few months ago, we expect this statistics to improve further.

Very similar is the statistics related to the responsibility for the diversity assigned to one person. From 43% of organizations that did not have an assigned person, after signing, 76% assigned someone. Again, it is expected to improve further.

There was already a high percentage of companies before signing the Charter that had a revision process in HR related to non-discrimination and diversity (71%). Now this percentage increased to over 86% while there is still 14% of the companies that do not have such procedures.

Overall, there is a relatively high percentage of signees that have procedures in place related to the D&I policy considering that the Diversity Charter in Croatia is in the very early stage.



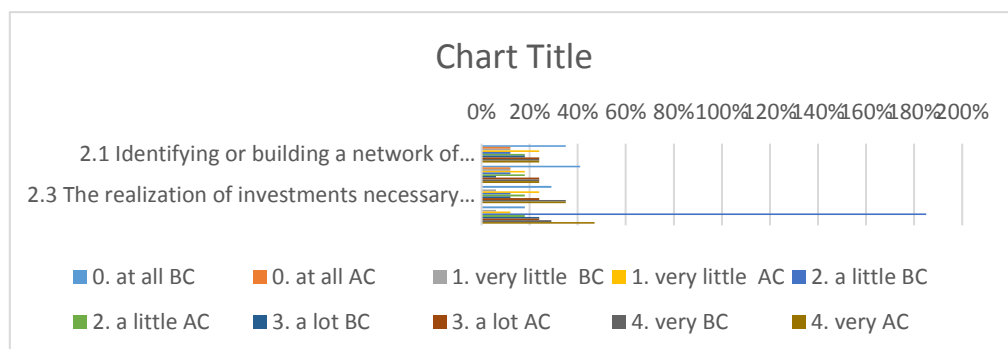
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2a "Before signing the Charter (BC)" To what extent the company that you represent is interested in: (n = 17)



2a "After signing the Charter (AC)" To what extent the company that you represent is interested in: (n = 17)



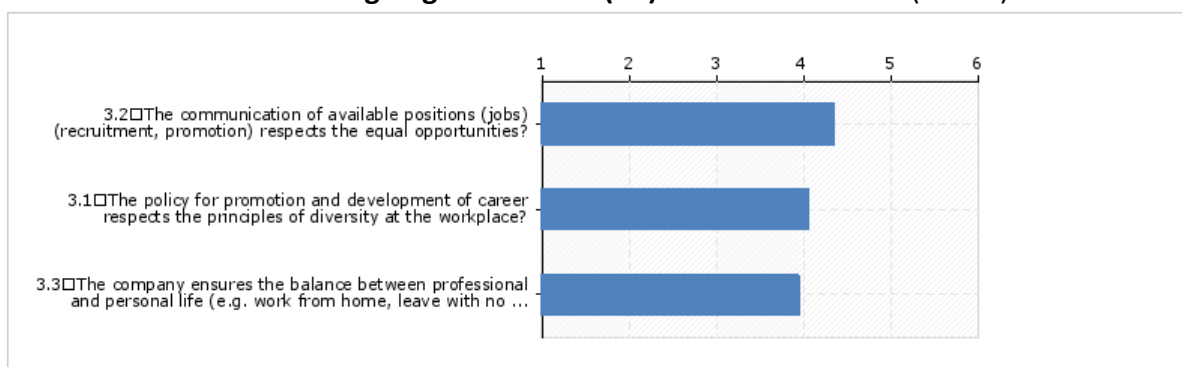
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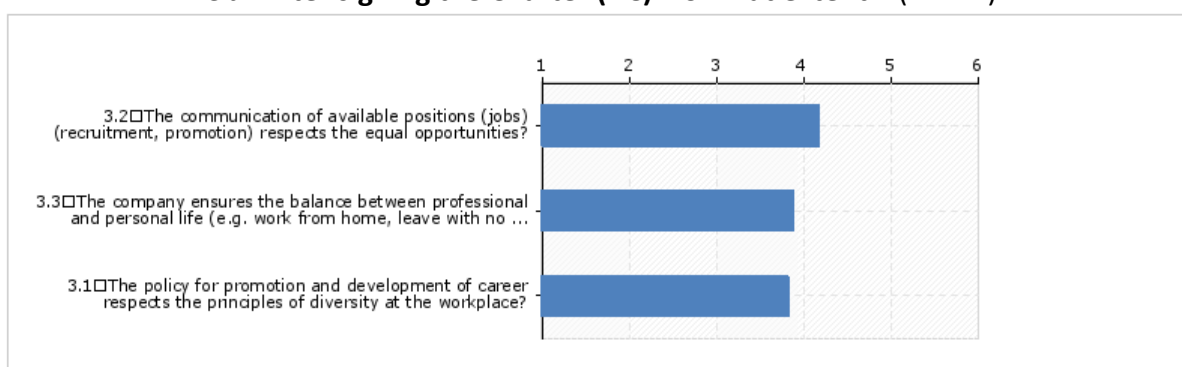
Even though inter-procedures are established relatively well, at the low level, when it comes to stronger implementation, companies have less to show. Only around 20% of companies think that they have well established procedure for identification of people at risk of exclusion at work place, and this percentage stayed the same after signing. At the same time number of companies that have no procedure at all dropped from 35% before signing to 12% after signing. Even though there is a lot work to be done, still some improvements are visible, connected to the Diversity Charter signing process.

Very similar results are connected to the existence of guidance and training for groups at risk, as well as the representation of women at the management positions, with the exception of decrease of the companies that had little women before signing, while they now either have a lot of very well represented women in the management positions.

3a "Before signing the Charter (BC)" To what extent (n = 17)

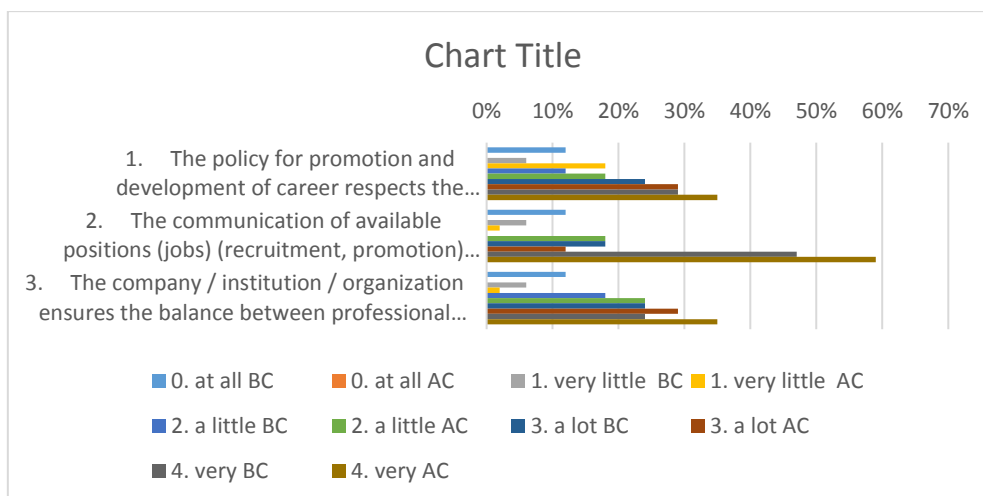


3b "After signing the Charter (AC)"To what extent (n = 17)



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Odgovori	Frekvenca
encouraging employees in their personal development programs to develop according to their diverse characteristics and talents	

Number of companies that did not have diversity policy included in the promotion and development of career dropped from 12% to zero. Also at the same time, the companies that evaluate their policy integration modest increased from 6 to 18%, solid inclusion of policy increased from 12 to 18% and companies with very strong level of implementation of diversity in career development processes increased from 29 to 35%.

Equal opportunities in communication of recruitment and promotion increased even stronger. From 12% of companies that had no communication of equal opportunities before to 59% of companies that have very strong communication of equal opportunities after DC signing. It really shows that signing of Charter started some serious implementation of policies inside the signing companies.

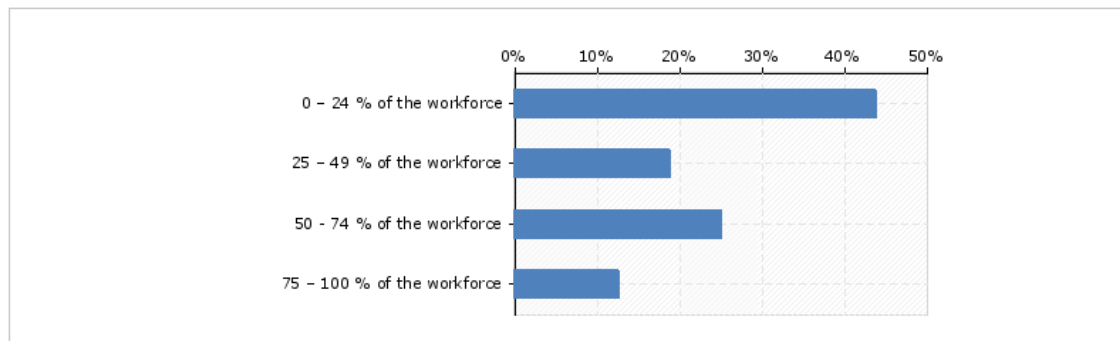
Some sort of life-work balance opportunities was in some form existing in around half of the surveyed companies but there is significant increase in those that have evaluated their opportunities very strong (from 24% before the signing to 35% after). Those with no opportunities before the Charter (12%) dropped to zero after DC. Overall, it shows some serious improvements.



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5. As a result of these activities, can you estimate the number of employees who were made more aware of diversity issues? (n = 16)



Odgovori	Veljavni
1 (0 – 24 % of the workforce)	44%
2 (25 – 49 % of the workforce)	19%
3 (50 - 74 % of the workforce)	25%
4 (75 – 100 % of the workforce)	13%
Skupaj	100%

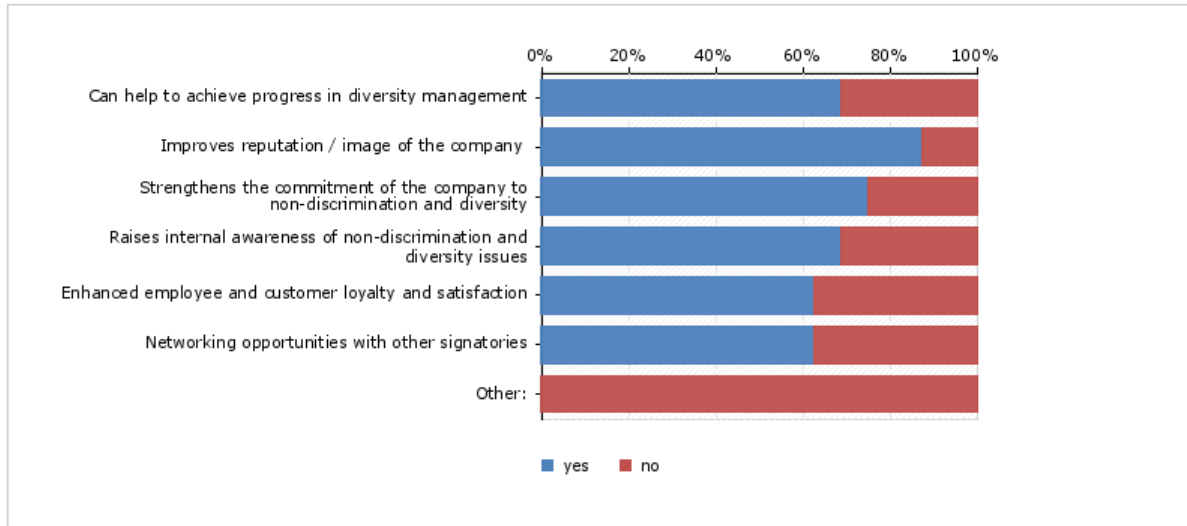
The number of employees who were exposed to the sometime of the content on diversity is quite impressive and we believe that this indicator by itself proves the value of Diversity Charter because education on diversity and equality was introduced to companies and large number of people. Having in mind that it has been only a year since the Charter was signed; we can expect even better results in the future.



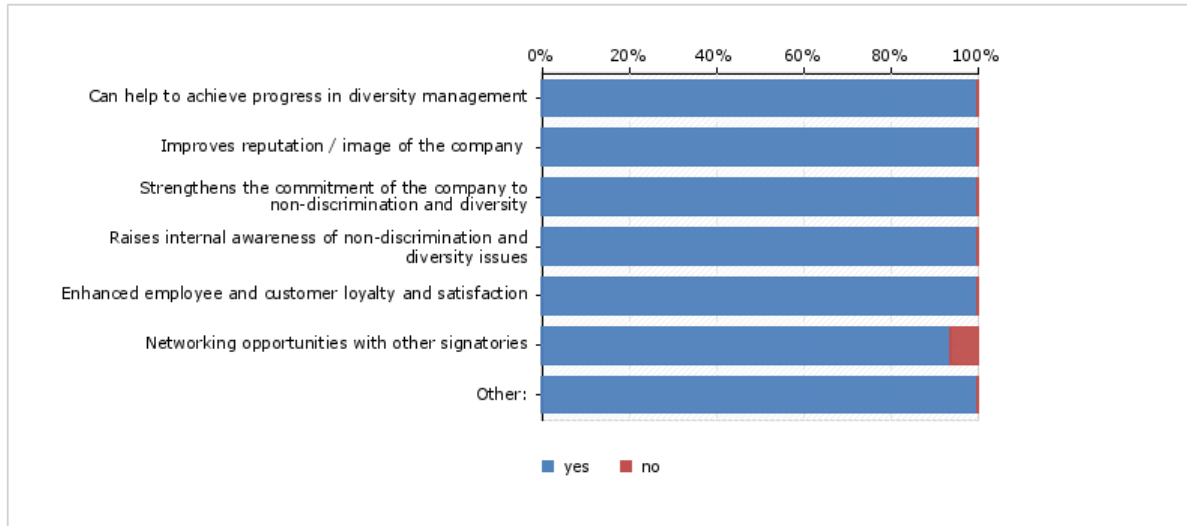
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6a "Before signing the Charter (BC)" What do you think are the benefits of joining Diversity Charter? (n = 16)

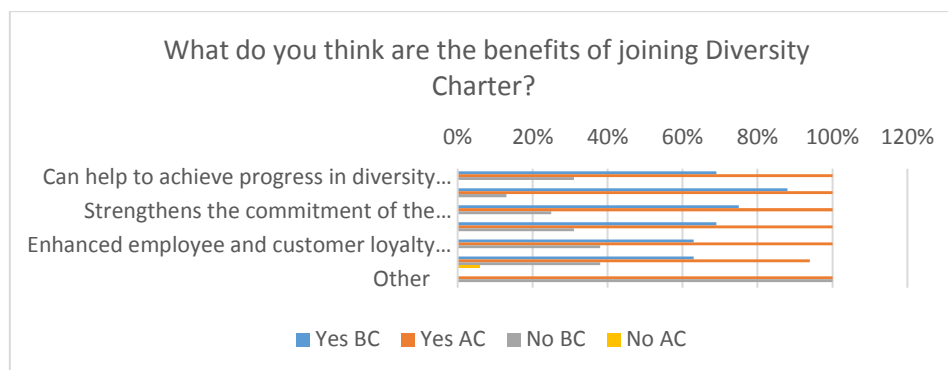


6b "After signing the Charter (AC)" What do you think are the benefits of joining Diversity Charter? (n = 16)



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Odgovori	Frekvencia
innovating in the segment of d&i and developing consulting for other companies	

All companies agreed that the Diversity Charter signing improves progress in diversity management, improves reputation and image of an organization, it strengthens commitment in company for non-discrimination and diversity, it raises internal awareness towards non-discrimination and diversity and in enhanced employee and customer loyalty and satisfaction. The only question where some companies did not support the benefit of DC signing is in the context of networking opportunities (one company did not support this statement). Nevertheless, it is a message to secretariat of DC that it should increase number of networking events for companies to get together and exchange experience.

To conclude, the results in the survey show that signing the Charter in Croatia started some serious activities within the companies who recognized that DC brings an obligation and is not only PR tool. The improvement seems amazing and it is upon the DC Croatia to keep this valuable initiative going and achieving new level of D&I in Croatian companies.

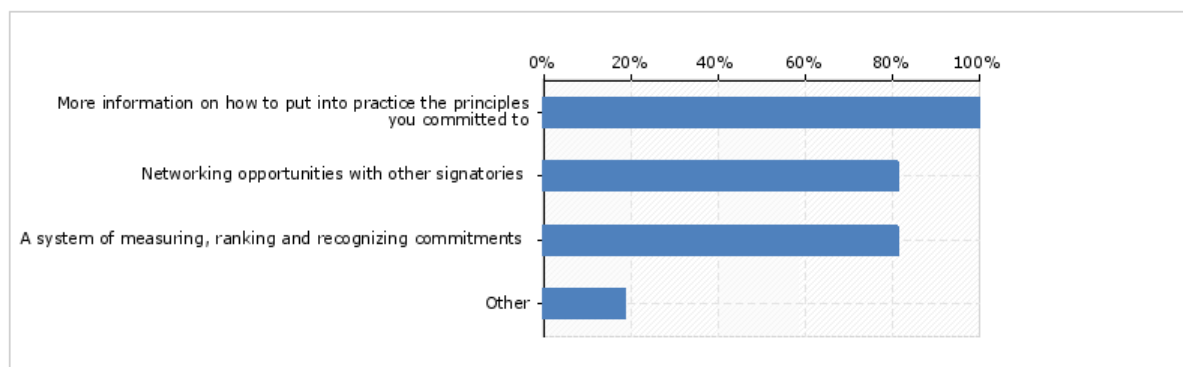


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7. What kind of support would you need to implement the principles of Diversity Charter? (n = 16)

Možnih je več odgovorov



More information on how to put into practice the principles you committed to	100%
Networking opportunities with other signatories	81%
A system of measuring, ranking and recognizing commitments	81%
Other	19%

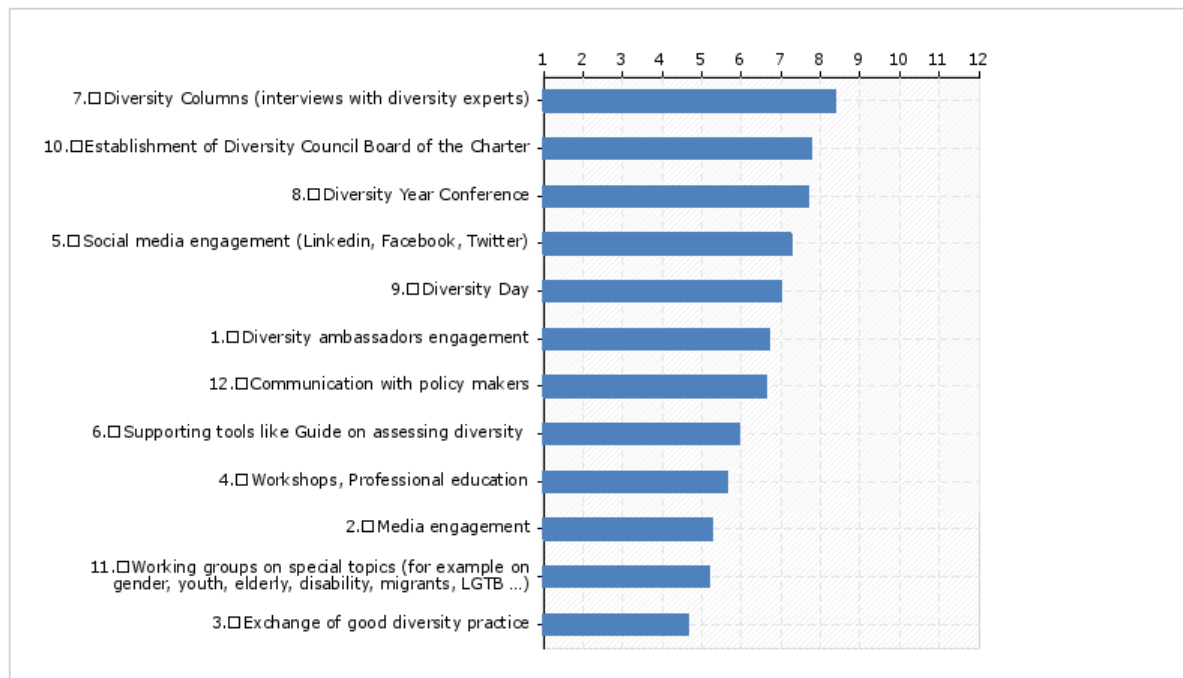
Odgovori	Frekvenca
predefined template for diversity strategy document	
participating in benchmarking, awards, exchange of case studies & know-how	
examples and best practices	



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8. Please rank below activities by its usefulness for supporting signatory companies in “walking the talk” the principles of Diversity Charter. (n = 16)



	Sub-questions	Average
Q13 a	1. Diversity ambassadors engagement	6,7
Q13 b	2. Media engagement	5,3
Q13 c	3. Exchange of good diversity practice	4,6
Q13 d	4. Workshops, Professional education	5,6
Q13 e	5. Social media engagement (Linkedin, Facebook, Twitter)	7,3
	6. Supporting tools like Guide on assessing diversity	5,9

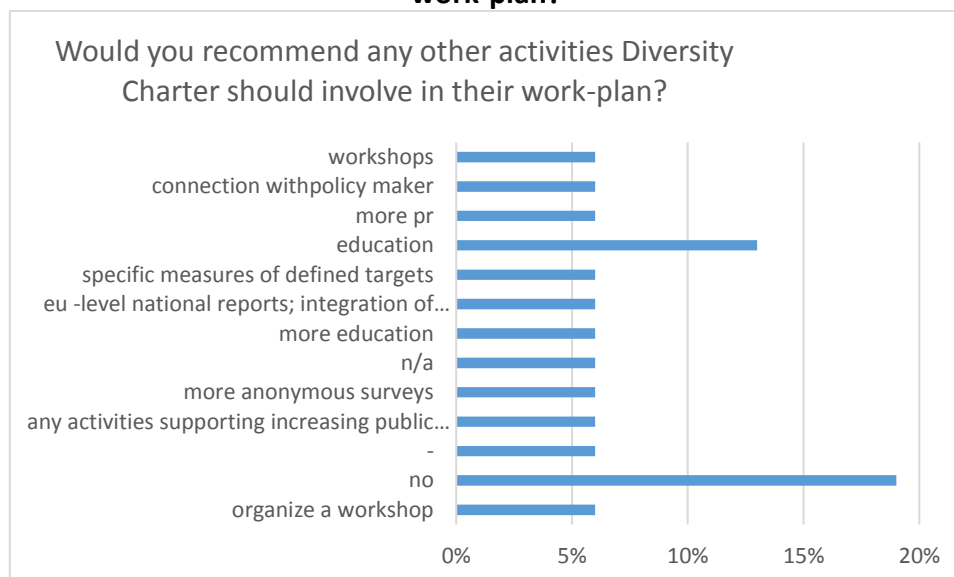


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Q13 f		
Q13 g	7. Diversity Columns (interviews with diversity experts)	8,4
Q13 h	8. Diversity Year Conference	7,7
Q13 i	9. Diversity Day	7
Q13 j	10. Establishment of Diversity Council Board of the Charter	7,8
Q13 k	11. Working groups on special topics (for example on gender, youth, elderly, disability, migrants, LGTB ...)	5,2
Q13 l	12. Communication with policy makers	6,6

9. Would you recommend any other activities Diversity Charter should involve in their work-plan?



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Odgovori	valid
organize a workshop	6%
no	19%
-	6%
any activities supporting increasing public interest for topic	6%
more anonymous surveys	6%
n/a	6%
more education	6%
eu -level national reports; integration of d&i topics with csr and sustainability topics; specialized eu online platform to exchange experiences; d&i experts eu level association	6%
specific measures of defined targets	6%
education	13%
more pr	6%
connection with policy maker	6%
workshops	6%
Skupaj	100%

The only activity that was chosen more than average is education what makes perfect sense since most of these companies did not have much contact with diversity issues before so now that they signed, they have to start understanding and introducing this policy. Education is a logical choice. But they also picked all other tools, such as measuring, surveys, workshops and other. In sum, all the activities are welcome if are aimed to raise understanding and awareness.

connection with policy maker
more anonymous surveys
no
more pr
eu -level national reports; integration of d&i topics with csr and sustainability topics; specialized eu online platform to exchange experiences; d&i experts eu level association
education



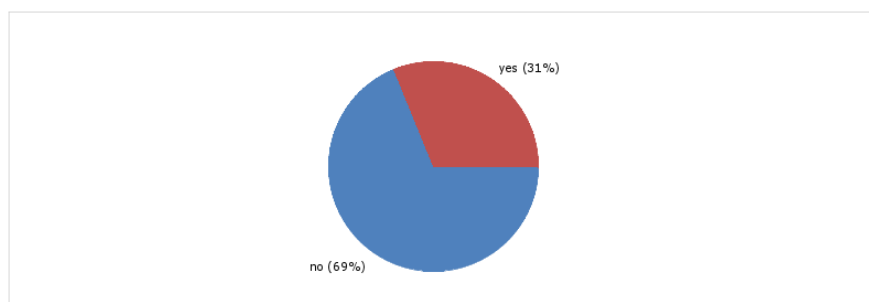
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workshops
any activities supporting increasing public interest for topic
-
specific measures of defined targets
more education
n/a
organize a workshop

10. Have you organized this year any diversity events inside or outside your company?
(n = 16)

Odgovori	Veljavni
1 (yes)	31%
2 (no)	69%



If yes, please could you tell us the name of the event and if possible send us a link to webpage that promoted the event?

Odgovori	Veljavni
code of conduct education a new employees	6%
we have included employees in creating a policy of non-discrimination and diversity	6%
-	13%
n/a	25%

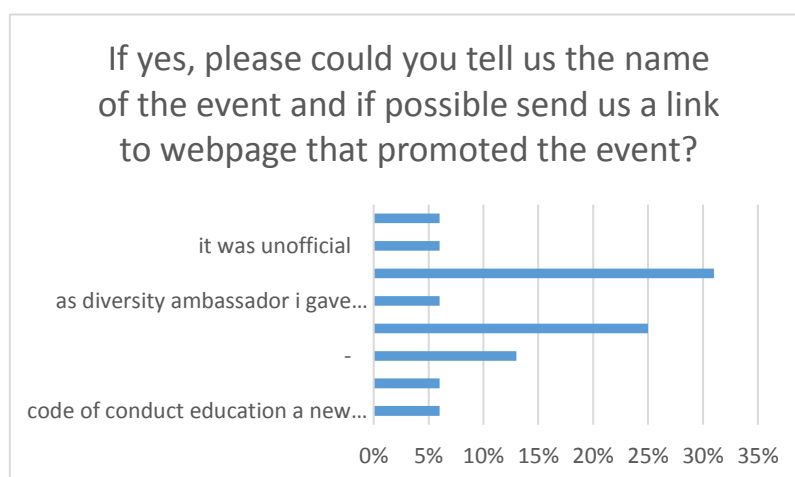


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as diversity ambassador i gave lectures in several associations and promoted d&i topics in various media and our own online channels. some content in english is available at http://www.hauska.com/news/ content in local language is available on our blog http://hauska.hr/	6%
no	31%
it was unofficial	6%
not public	6%

-
n/a
as diversity ambassador i gave lectures in several associations and promoted d&i topics in various media and our own online channels. some content in english is available at http://www.hauska.com/news/ content in local language is available on our blog http://hauska.hr/
code of conduct education a new employees
we have included employees in creating a policy of non-discrimination and diversity
no
it was unofficial
not public



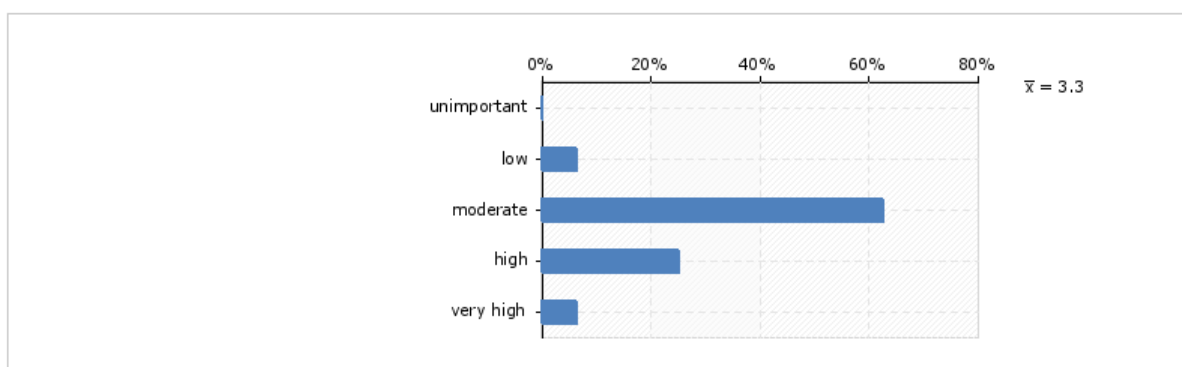
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One third of surveyed companies confirmed that they had a diversity event in company in 2018. When laid out by the type of activities it is obvious that these events are in fact some sort of education or engagement of employees in diversity type activities. Only one example shows promotional activities outside company or activities available for public.

11. Do you estimate that a year after signing the Charter, the effect of pro-diversity measures committed and implemented is: (n = 16)

Odgovori	Veljavni
1 (unimportant)	0%
2 (low)	6%
3 (moderate)	63%
4 (high)	25%
5 (very high)	6%



As expected most of the companies find effect of their measures moderate. One third of them on the other hand feel that their measures had high or very high results. It is not clear what criteria were used for this estimation.

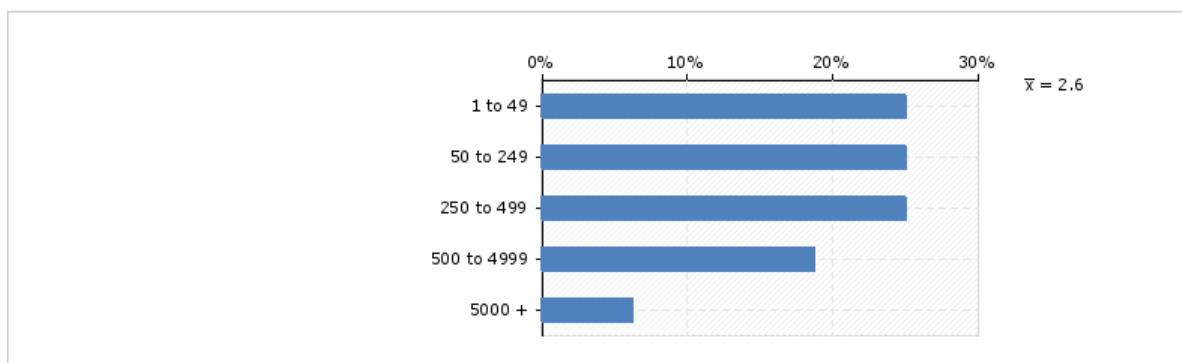
12. What number of employees has the company that you represent: (n = 16)

Odgovori	Veljavni
1 (1 to 49)	25%
2 (50 to 249)	25%
3 (250 to 499)	25%
4 (500 to 4999)	19%
5 (5000 +)	6%



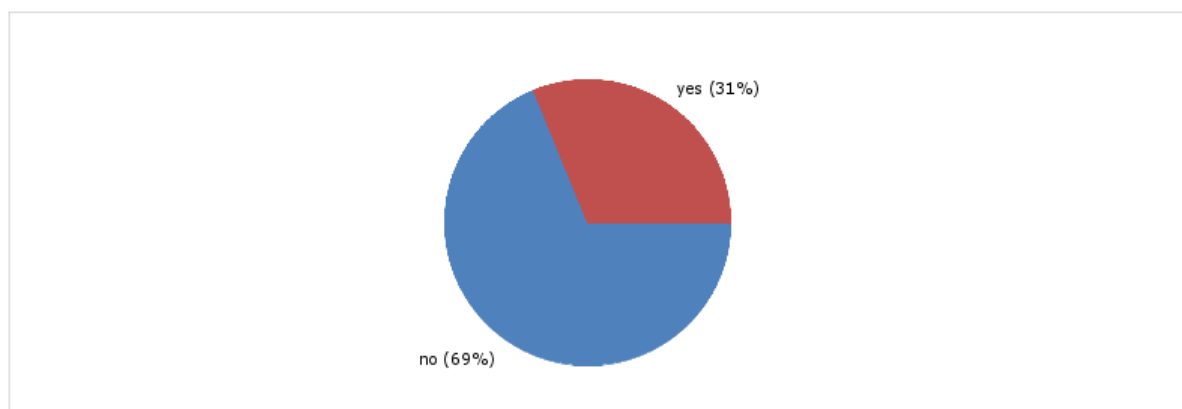
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13. Did the company that you represent had Diversity policies in place before signing the Charter? (n = 16)

Odgovori	Veljavni
1 (yes)	31%
2 (no)	69%



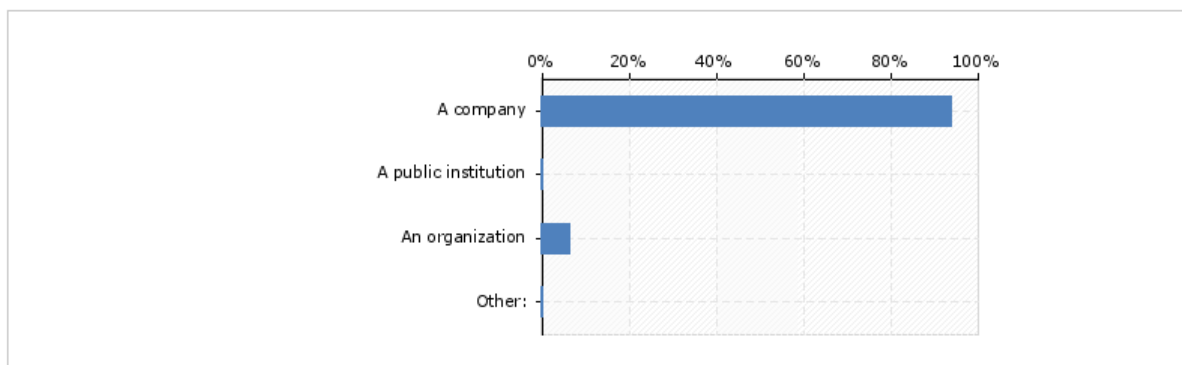
14. Do you represent: (n = 16)

Odgovori	Veljavni
1 (A company)	94%
2 (A public institution)	0%
3 (An organization)	6%
4 (Other:)	0%



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15. In what field of activity:

Odgovori	Veljavni
hr	13%
csr and communication	6%
security	6%
advisory, inspection and certification	6%
financial services	6%
fmcg	6%
ict	6%
business, communication and csr consulting	6%
industry	25%
customer service	6%
counceling	6%
trade	6%

customer service
csr and communication
advisory, inspection and certification
financial services
fmcg



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šentprima



hr
counseling
ict
security
industry
trade
business, communication and csr consulting



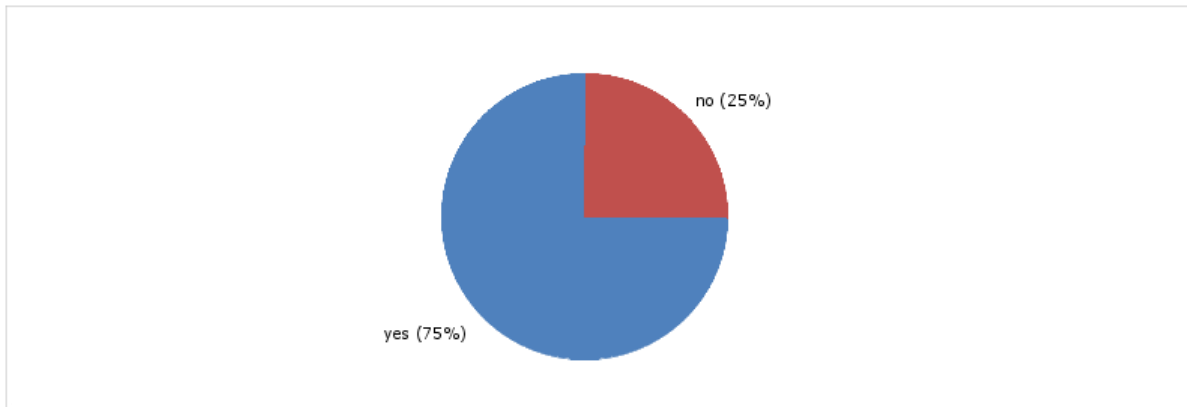
Odgovori	Veljavni
1 (yes)	75%
2 (no)	25%



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According to your job description, are you responsible for implementing measures that target diversity at the workplace? (n = 16)



TRAINING CROATIA

Participants of the training, who completed the questionnaire, were very satisfied with the content and design of the training, with facilitator, with results of the training. They (strongly) agree that the training was a good way for them to learn this content. They would improve the training in following areas: add more video, allot more time for the training, clarify the training objectives, improve the instructional methods, make the training activities more stimulating, more practical examples and case studies. Content of training that would be interesting for them in the future: what we can do in our companies regarding diversity and how to write diversity policy; small companies and diversity: how to grow incorporating diversity from the beginning of the business, case studies, to hear more about challenges companies are facing regarding the diversity policy and activities.

Participants assess their knowledge and skills before and after the training.

The greatest progress is seen in the following areas:

- Explaining what diversity management is.



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- Understanding basic concepts and terms of diversity management.
- Understanding how solving the problem is important to the organisation by identifying gaps, discrepancies and room for improvement.
- Understanding what are the benefits of managing diversity and inclusion for companies in general and specifically for my own organisation.
- Basic skills to formulate goals, objectives and change agendas in a D&I context.

	before	after	improvements
1. Explaining what diversity management is.	1,9	4,1	2,2
2. Understanding basic concepts and terms of diversity management.	1,9	4,1	2,2
3. Understanding how diversity management is related to and different from Anti - Discrimination Legalisation.	1,8	3,7	1,9
4. Basic skills to analyse a robust business case for D & I that meets my organisation's unique needs.	1,5	3,6	2,1
5. Basic skills to create and write a robust business case for D&I that meets my organisation's unique needs and helps to inform decision - makers about chances, risks, costs and benefits for the company.	1,4	3,4	2,0
6. Basic skills to communicate the different elements of a robust business case for D&I that meets my organisation's unique needs and helps to inform decision - makers about chances, risks, costs and benefits for the company.	1,5	3,6	2,1
7. Understanding the global business context for Diversity Management.	1,9	4,0	2,1
8. Understanding how D&I is aligned with strategic priorities of my organisation.	1,9	3,9	2,0
9. Understanding how solving the problem is important to the organisation by identifying gaps, discrepancies and room for improvement.	1,9	4,1	2,2
10. Understanding what are the benefits of managing diversity and inclusion for companies in general and specifically for my own organisation.	1,9	4,1	2,2
11. Basic skills to formulate goals, objectives and change agendas in a D&I context.	1,5	3,7	2,2



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12. Understanding the role of HRM within development of Diversity Management policies and strategies.	2,1	4,0	1,9
13. Knowledge of measurement instruments for Diversity Management.	1,4	3,5	2,1
14. Skills to define relevant key performance and how to set up key diversity indicators.	1,3	3,4	2,1
15. Knowledge about what are the main issues that Europe is addressing and which are the main differences with the rest of the world.	1,5	3,5	2
16. Knowledge to describe the landscape of corporate D&I practices at EU level in general terms.	1,4	3,3	1,9



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IMPACT ANALYSIS – ROMANIA

In Romania, the impact analysis was carried out on a number of 80 public and private entities: national public authorities, local public institutions (county councils, prefectures, city halls) companies and NGOs, and aimed at highlighting the impact of the project after the signing of the Charter of Diversity, respectively the progress made in implementing pro-diversity policies.

Progress made by signatories has been identified through the following objectives:

1. Obtain an overview of the documents, processes and practices that support the implementation of diversity in the workplace;
2. Promoting values of diversity (non-discrimination, equal opportunities, tolerance etc);
3. Identify the interest in improving the situation¹ of groups at risk of discrimination / social exclusion;
4. Inventory of measures devoted to the implementation of the principles of Diversity, before and after signing the Charter;
5. Identify the awareness of diversity issues (dynamics of post-implementation of measures);
6. Highlight the benefits of signing the Diversity Charter (expected benefits before signing versus actual benefits after signing);
7. Identify support needs to implement the principles of the Diversity Charter;
8. Identify the usefulness of implementing the activities² dedicated to supporting the signatories in "promoting" the principles of the Diversity Charter;
9. Know the recommendations that should be included in a pro-diversity action plan;
10. Inventory of diversity events implemented inside or outside the company / institution / organization in 2018;
11. Estimate the effect of the pro-diversity measures undertaken and implemented by signatories;

The study is based on the collection of field data through an online questionnaire structured on 8 sections: Organizational Involvement, Interest, Policies and Transparency, Measures,

1

2



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Outcomes and Benefits, Need and Use, Perspectives, Organization Data and Methodological Information. Of these, 6 are predefined as elements of progress.

1. Organizational Involvement

Prior to the signing of the Charter of Diversity, over two thirds of organizations (68.4%) regularly reviewed their human resources processes on the principles of non-discrimination and those aimed at promoting diversity. Moreover, about half of the interviewed organizations: (1) had a clearly defined and written program to support diversity in the workplace and / or (2) had at least one person responsible for implementing the diversity strategy and / or (3) people involved in the recruitment process participate in training / diversity sessions. Following the signing of the Charter, progress has been made at both strategic (strategy, program) and operational levels (clearly defined responsibilities for implementing policies and objectives), but to different degrees as follows (percentage points, according to the weighting of the "Yes" mentions, after signing versus before signing):

- The share of organizations at which there is at least one person responsible for the implementation of the diversity strategy has increased by almost a quarter (23.7%);
- The share of organizations that have periodically reviewed their human resources processes on the principles of non-discrimination and those aimed at promoting diversity has reached 86.8% (an increase of over 18%);
- The percentage of respondents who stated that there is a clearly defined and written program in their organization supporting workplace diversity increased by almost 16% (ie by 15.8%);
- Similarly, the percentage of organizations that said they have human resources / recruited people actually participating in training / diversity sessions has increased from 47.4% to 60.5% (just over 13 %);

2. Interest

Following the signing of the Charter, progress has been made both at the strategic level (strategy and objectives for promoting gender equality in management positions) and operational (networking with people at risk of exclusion at the workplace, investment in counseling , training and adaptation of the working environment to the individual needs of the employees), but in different degrees, as follows (percentages after the share of "high / high interest" mentions after signing versus before signing):



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- Share of respondents who declared their organization to have a very high / very high interest in making the necessary investments to adapt the working environment to the individual needs of the employees (eg ergonomic chairs, access platform, elevator, etc.).) increased by 21.1%;
- The share of interested organizations / very interested in identifying or establishing (where appropriate) a network of people at risk of exclusion at the workplace increased by 18.4%;
- An identical growth has been achieved in the case of organizations concerned with the establishment of a defined strategy and objectives, respectively, aiming at a balanced / proportional representation of the number of women and men in management positions;
- The percentage of organizations (quite a lot / very much) interested in providing counseling and training services for groups at risk of discrimination has increased by over 13%.

Identifying or setting up a network of people at risk of exclusion at work

Interestingly, prior to the signing of the Charter of Diversity, the level of interest in identifying or setting up a network of people at risk of exclusion at the workplace was higher among organizations that have identified a significantly lower number of support needs in order to implement the principles of the Charter. The situation was maintained after their signing, only that the difference found is no longer statistically significant, which indicates that, after signing, the need to support the implementation of the pro-diversity measures was more realized.

Provision of counseling and training for groups at risk of discrimination

Organizations that would recommend other activities that the Diversity Charter should include in the action plan (after signing it) assign a higher degree of interest to providing counseling and training for groups at risk of discrimination (compared to the level of interest shown by organizations that have not launched such recommendations).

Making the necessary investments to adapt the working environment to the individual needs of employees (eg ergonomic chairs, access platform, lift, etc.)



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Organizations that have a higher interest in making the necessary investments to adapt the work environment to the individual needs of employees (eg ergonomic chairs, access platform, lift, etc.) are mainly among those who:

(1) estimates that, one year after the signing of the Charter, the effect of the undertaken and implemented pro-diversity measures will be large or very large (the same estimate applies both before signing and after signing);

(2) represent large organizations (more precisely, prior to the signing of the Charter, the level of interest shown in the investments needed to adapt the working environment to the individual needs of the employees is higher among respondents in large organizations - by number of employees)

(3) stated that, at their organization level, diversity policies existed before the Charter was signed;

What is interesting is that before signing the Charter, respondents who did not have responsibilities (at their organization level) to implement diversity measures showed greater interest in making the necessary investments to adapt the working environment to the individual needs of the employees (comparative with the lower interest expressed by the persons having attributions regarding the application of the principles of diversity, being accountable for this).

Existence (at institution / company / organization level) of a defined strategy and objectives set for a balanced / proportional representation of the number of women and men in leading positions

Both before and after the signing of the Charter, respondents who were more interested in the existence of a defined strategy and the objectives set for a balanced / proportional representation of the number of women and men in leadership positions are predominantly among those who organized, this year, diversity events inside or outside their company / institution / organization. Conversely, less interest in the existence of a balanced representation strategy for employees (men-women) in leadership positions rather characterizes organizations that have not organized diversity events this year.

The fact that both men and women are fairly represented in the decision-making area favors the organization of pro-diversity events, with greater concern in this respect. Moreover, establishing a diversity management - see the approach of Daniel Gerson et al. (2015) from previous studies - validate their relevance and importance in the context of the implications and benefits of diversity.



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Similarly, respondents who were more interested in the existence of a defined strategy and the objectives set for a balanced / proportional representation of the number of women and men in leadership positions (interest shown both before and after signing the Charter) are predominantly in the category those who claim that there were diversity policies at their company / institution / organization level before they were signed.

Therefore, it can be argued that the existence of diversity policies can be favored by the observance of the principle of equal opportunities and treatment (in general), namely the implementation of strategies and the achievement of objectives aimed at ensuring the balanced distribution (men and women) in leadership positions (in particular).

3. Policies and transparency

Following the signing of the Charter some progress has been made (though not spectacular) both at the level of human resources policies (promotion and career development policy) and at the functional level, and promoting organizational values (transparency in communicating available positions , measures to implement the concept of work-life balance.

These developments are similar and have a rather qualitative rather than quantitative relevance (nor could it be otherwise, given that the establishment of policies and values is relatively difficult to achieve because of the inherent resistance to change and produces effects over time).

It should also be noted that these differences, expressed below, are expressed in percentages after the weighting of "high measure / very large measure" mentions after signing versus before signing.

- The percentage of organizations that believe that their career promotion and career development policy respects the principles of diversity at work has increased / increased by 10.5%;
- An identical percentage is associated with the progress made in ensuring equal opportunities to balance work and personal life for all groups of employees;
- Almost 8% more than before the signing of the Charter, we find that there are almost 8% more organizations that attach great importance to communicating available positions (recruitment, promotion) to ensure equal opportunities and treatment;

It is also relevant that the differences found are statistically significant³, but also that there are significant positive correlations, which means that for each variable in Table Q5-Q6, those who

³ Rank comparison tests, respectively, correlation tests for non-parametric variables were used.



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show a high degree of interest before the Charter is signed similarly after signing it and vice versa (the correlation being bidirectional).

Does the career promotion and development policy respect the principles of diversity in the workplace?

Respondents who considered that the career promotion and development policy respected the principles of diversity at work in a large / very large measure (the high degree of compliance being highlighted both before and after signing the Charter) are predominantly among those who say that there were diversity policies at the company / institution / organization level before it was signed.

Communicating available positions (recruitment, promotion) ensure equal opportunities and treatment?

Respondents who considered that in their organization, both before and after the signing of the Charter, the communication of available positions (recruitment, promotion) largely / very largely ensure equal opportunities and treatment are predominantly among those who declared that :

(1) there were diversity policies at the company / institution / organization level before it was signed;

(2) would recommend other activities that the Diversity Charter should include in the action plan;

The above findings:

(1) confirms the existence of diversity policies, including human resources policies (equal access and treatment to recruitment and promotion);

(2) confirms the interest in implementing the Diversity Charter not only at the level of its own organization but also within the reference organizational system (public / private / non-governmental sector, as appropriate) by proposing activities to be included in an action plan.

4. Measures

Prior to signing the Charter of Diversity, over three quarters of organizations (78.9%) adopted measures to facilitate young people's access to the company / institution / organization, nearly two thirds (65.8%) adopted recruitment policies / practices to promote diversity and 60.5% carried on mentoring programs to facilitate the integration of new employees.

With small differences, about half of the interviewed organizations declared that before signing the Charter they adopted the following measures:



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- Optimization of career paths (job description flexibility, interdepartmental working groups) - 57.9%;
- Potentiation to express the cultural diversity of minorities - 50%;
- Integration of diversity in the internal and external communication strategy - 50%;
- Valuation of the potential of persons over 45 years (active aging) - 47.4%;
- Involvement of external actors in diversity policy (suppliers, customers, partners, etc.) - 42.1%.

Finally, over a third of respondents surveyed (36.8%) stated that before signing the Charter of Diversity, they organized training sessions for the implementation of the Charter, and over a quarter (28.9%) - training dedicated to people with special needs.

Following the signing of the Charter, progress has been made at both strategic (communication strategy) and operational (career optimization, training, mentoring) levels, but in different degrees as follows (percentage points, according to the weighting of "Yes" mentions after signing versus before signing):

- The share of organizations in which diversity is achieved in the internal and external communication strategy has increased by almost one third (31.6%);
- The share of respondents who have implemented training sessions for the implementation of the Diversity Charter has increased by the same percentage;
- The share of organizations that organized career optimization or mentoring programs to facilitate the integration of new employees increased by more than 18% in each of these situations;
- Percentage of respondents who said that there are recruitment policies / practices to promote diversity increased by almost 16% (more precisely by 15.8%), a lower percentage being recorded in relation to organizations which adopts initiatives that value the potential of people over 45 (active aging) - 10.5%;

Finally, for measures aimed at organizing training sessions dedicated to people with special needs / implementing initiatives to facilitate young people's access to the company / institution / organization / fostering the expression of cultural diversity of minorities or the involvement of external actors in diversity policy, the percentage values in terms of progress) were below 8%.

Those who have implemented training sessions to apply the Charter of Diversity (before signing it) indicate **a higher percentage of employees who have become more aware** of diversity issues. After signing the Charter, those who implemented these sessions are predominantly part of small organizations (by the number of participants). **Probably these**



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smaller organizations are more flexible (procedures for organizing training) and need less resources to organize the training (given the small number of employees).

Organizations that have implemented initiatives that value the potential of people over 45 (active aging) - both before and after signing the Diversity Charter - are predominant in the category of small respondent organizations (by number of employees). It seems that the organizational profile influences the possibilities of implementing policies that support active aging (greater possibilities in small organizations, such policies being easier to implement), but we must also take into account the related socio-demographic details (we remind that the size of the organization used the "number of employees" criteria): in small organizations, with few employees, the number of people over 45 is similarly small (except in cases where, exceptionally, although the total number of employees is high, we have a significant share of employed persons aged over 45).

Measures to enhance the expression of minority cultural diversity (implemented both before and after the signing of the Charter) have led to a **higher degree of awareness** (over 50% of all employees); this finding should be interpreted under two reservations: (1) it is valid only for the organizations in the sample (so not for all signatory organizations); (2) does not diminish the importance of measures to encourage the expression of cultural diversity of minorities, but we have to take into account the fact that no data were collected on the share of the minority employees in the organizations that answered the questionnaire.

Organizations that had not yet implemented (prior to signing the Charter) measures to optimize career paths (job description flexibility, interdepartmental working groups) signaled a significantly **higher number of support needs**⁴ (compared to the average number indicated by organizations that had the reference measure has been implemented). This can indicate that optimizing career paths is a rather challenging, resource-consuming approach and, therefore, getting more information about applying the principles of the Charter, socializing with other signatories, or setting up a system of measuring, classifying and recognizing commitments, and results in the field of diversity could facilitate the effective implementation of the optimization process (when we have an organizational diversity: public institutions, campaigns and NGOs). On the other hand, organizations that, after signing the Charter, had initiatives to facilitate young people's access claimed a significantly higher number of support needs to implement the principles of diversity.

Organizational respondents who implemented (both before and after signing the Charter) measures aimed at involving external actors in their own diversity policy (suppliers, customers,

⁴ We recall that the (partly predefined) list of support needs required to implement the Diversity Charter's Principles concerned: (1) more information on how Charter principles can be applied at entity level; (2) socialization opportunities with other signatories; (3) the establishment of a system for measuring, classifying and recognizing commitments and results in the field of diversity; (4) Other.



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partners, etc.) signaled a significantly higher proportion of employees who **became more aware of aspects of diversity**. We can therefore say that ***stakeholder engagement in the issue of diversity contributes significantly to raising the awareness of the importance of implementing pro-diversity policies amongst its own employees.***

Those who have implemented measures that support the integration of diversity into the organizational strategy of internal and external communication have signaled a greater effect of the pro-diversity measures undertaken and implemented (even before the Charter was signed).

5. Outcomes and Benefits

More than 40% of respondents surveyed (precisely 44.7%) claim that at least half of their employees have become more aware of diversity issues as a result of the measures adopted to implement the principles of the Diversity Charter.

On the other hand, almost 30% of the organizations, companies and NGOs surveyed (28.9%) stated that between 25-49% of the employees gained a higher level of awareness as a result of the adopted reference measures.

Finally, about a quarter of the organizations that responded to the questionnaire believe that at most 24% of their employees have become more aware of diversity issues as a result of implementing the principles of the Charter of Diversity.

Beyond the percentage values it is relevant to find out which is the organizational profile that characterizes a high level of awareness among employees about the issue of diversity.

Thus, it was found that respondents who organized diversity events (internal or external) designate a higher percentage of employees who became more aware of diversity issues as a result of implementing measures in the reference field.

As an estimate, one year after signing the Charter, the effect of pro-diversity measures will be significantly higher in the opinion of organizations that believe that the proportion of employees who have become more aware of diversity issues is at least 50%.

Moreover, more than 80% of the participants mentioned that one of the benefits of signing the Diversity Charter is to raise awareness within the company / institution / organization about non-discrimination and diversity issues. It is relevant that this benefit was expected (before signing) by 81.6% of the respondents and that it was confirmed (after signature) by 89.5% of them. This increase (even with only 7.9%) means that this benefit has been both strengthened / maintained and increased.



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Conclusions:

Almost three quarters of respondents (73.7%) claim that at least a quarter of their employees have become more aware of diversity issues.

Moreover, 44.7% of interviewed respondents claim that at least half of their employees have become more aware of the above-mentioned aspects;

From the profile point of view, organizations that have a higher level of awareness as a result of implementing the principles of the Charter of Diversity are those that:

- organized events of diversity (internal or external) this year;
- considers that this increase is an awareness as one of the expected benefits (before signing the Charter), respectively confirmed (after signing);
- assumes that the effect of pro-diversity measures will be large / very large (1 year after signing the charter).

On the other hand, more than 80% of organizations (86.8%) mentioned the expected commitment (as a result of signing) to strengthen the commitment of the company / institution / organization to non-discrimination and diversity before signing the Charter of Diversity. In addition to the above-mentioned time, more than 80% of the participants surveyed were expected to improve the reputation / image of the company / institution / organization (84.2%) or to increase the awareness within the company / institution / organization non-discrimination and diversity (81.6%). In addition, 71.1% of respondents said that the signing of the Charter would help record the progress made in establishing diversity management (confirmed as we will see after signing). Finally, almost two-thirds of the study participants anticipated the emergence of socialization opportunities with other signatories (an organizational gain) before signing, and 57.9% increased the loyalty and satisfaction of employees and clients.

Following the signing of the Charter, some progresses have been made, but to varying degrees as follows (percentage points, after the weighting of "Yes" mentions, after signing versus before signing):

- + 10.5% - helps make progress in diversity management;
- + 7.9% - Strengthens the commitment of the company / institution / organization to non-discrimination and diversity, respectively increases the awareness within the company / institution / organization regarding the issues of non-discrimination and diversity
- + 5.3% - improves the reputation / image of the company / institution / organization, respectively increases the loyalty and satisfaction of the employees and the clients;
- + 2.6% - socialization opportunities with other signatories



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It can be noticed that the percentages resulting from the signing of the Charter are positive for all 6 (predefined) benefits subject to evaluation. This is important because it signals confidence in the formalized organizational will in the signing of the Charter (conversely, a decrease in credibility would have led to lower percentages than those with an ante-signing momentum).

On the other hand, the percentage differences (before versus after signing) are not very high. On the one hand, we have to keep in mind that the weighting of "Yes" mentions is high even before signing (on average 74.13%), as long as there is not a very long time span between signing and the date of completing the questionnaire.

There is a statistically significant positive⁵ correlation between the expected benefits (before signing) and the benefits (after signing the Charter); those who have mentioned a large number of ante-signing benefits have mentioned, to the same extent (also in large numbers), the post-sign benefits - and vice versa (the two-way correlation). Moreover, the magnitude of the effect, although low, is statistically significant (the benefits mentioned before signing significantly increase⁶ the number of benefits mentioned after signing).

Organizations that have mentioned the benefit of signing the Charter, the emergence of socialization opportunities with other signatories are a predominant part of small organizations (by number of employees).

Respondents who mentioned the benefit of signing the Charter to improve the reputation / image of their organization (after signing) identified a greater number of support needs for the implementation of pro-diversity policies. Although the difference between environments is not statistically significant, the link between the organizational image and the support needs required to implement diversity is relevant (the difference suggests that the image of a typical pro-diversity organization must be sustained through policy support measures in the reference field)

The situation is the same when mentioning the benefit "Strengthens the company's / institution's / organization's commitment to non-discrimination and diversity". Even here, even if the difference is not statistically significant, it seems that strengthening the pro-diversity organizational commitment leads to a greater awareness of the need for more consistent support for the principles of diversity to be implemented and this leads to its' sustainability.

Finally, organizations that believe that after the signing of the Charter there is an increase of the loyalty and satisfaction of employees and customers (as one of the benefits of signing)

⁵ $r = 0,618$, $p = 0,001$ bidirectional.

⁶ effect-size r (Cohen) = 0,11.



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belong to the category of those who indicated a higher share of employees who became more aware of issues of diversity. Although there is no statistically significant difference in this case neither ($p = 0.058$), it is relevant that the obtained advantage (loyalty increase and satisfaction of employees and clients) is associated with a greater degree of awareness among the employees (the degree being equivalent to the high proportion of "aware" employees).

• The Needs and Utility

Most of the support needed (for implementing the principles of the Charter of Diversity) refer to:

- Socializing opportunities with other signatories (65.8% of participants in the study);
- More information on how Charter principles can be applied at the entity level (63.2%).

However, it is also relevant that more than half of the organizational respondents (company, public institution or NGOs) claim the need for a system of measuring, classifying and recognizing commitments and results in the field of diversity. It should also be added that, on average, 2 needs per respondent (including answers to the open question "Others"), that about one third (34.2%) identified only one need and that, in addition to predefined needs, they (List of support needs is found in Annex 1.a) exchange of experiences.

Conclusion:

The need for additional information on the application of the principles of the Charter and the relationship with other signatories in fact signals the need to provide post-signature support in order to reduce / break the cleavage between the declarative (although generous) principles and concrete implementation of measures which must prove to be functional and sustainable (in the context of the establishment of a culture of diversity).

On the other hand, the analysis of some activities aimed at supporting signatories to "promote" the principles of the Charter of Diversity in terms of their degree of utility signals that the most important are the exchange of good practices in the field of diversity, the organization of workshops and educational sessions as well as the organization of working groups on different themes aimed at diversity (1st, 2nd and 3rd place, in order of mention).

It can be seen that the activities that require information and promotion (communication with the ones responsible for policies of the diversity, the use of social media, the organization of events and celebrations) intertwine with the activities that have a technically-methodological valency (interviews with experts in diversity, tools such as the Diversity Charter, etc.).



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Perspectives

Only 13.2% of those interviewed would recommend other activities that the Diversity Charter should include in the action plan ("no replies" were not found).

The number of activity recommendations that the Diversity Charter should include in the Action Plan is significantly higher for organizations in which, before signing the Charter had:

- A clearly defined written program at the level of the institution / company / organization to support diversity in the workplace
- At least one person responsible for the implementation of the diversity strategy;
- That person regularly reviewing the processes of human resource management on the principles of non-discrimination and those aimed at promoting diversity;
- Designated people involved in the recruitment process participate in training / diversity sessions.

The number of activity recommendations that the Diversity Charter should include in the action plan is significantly higher for those organizations in which there was considered important to communicate available positions (recruitment, promotion) to ensure equal opportunities and treatment. It is relevant that the value of the communication of the available positions is valid before the signature of the Charter and is maintained after the above mentioned document has been assumed.

Finally, the number of activity recommendations that the Diversity Charter should include in the action plan is significantly higher for organizations where there are concerns regarding the assurance of equal opportunities for balancing the work and personal life for all groups of employees.

Conclusions:

The fact that 86.8% of them considered the activity recommendations contained in the Charter to be sufficient indicates that the signed program documents contain enough activities, namely that their implementation (through an action plan) provides a solid support to the implementation of the Charter (principles, policies, directions of action, etc., as appropriate).

An analysis of the list of recommendations confirms the support needs already mentioned in the section dedicated to this issue (collaboration between signatories, exchange of



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experience, visibility and promotion of pro-diversity policies). We only reiterate the recommendation on the theme of "Migration", an exciting theme at European level, and which, in Romania, is currently addressed at the discursive level.

The number of activity recommendations that the Diversity Charter should include in the action plan depends on:

- The existence of politics, specific mechanisms or practices, pro-diversity (strategic program / action plan / human resources policies / recruitment and promotion mechanisms, measures to balance work and personal life);
- Allocation of specific resources (people, skills) to support the establishment of diversity management (persons responsible for the implementation of the diversity strategy, persons involved in the recruitment process and participating in training sessions / information sessions on diversity, persons with duties including communication of available positions - recruitment, promotion).

More than 42% of survey respondents said they had organized diversity events inside or outside the company / institution / organization this year. The list of diversity events is quite rich and shows a variety of events organized by companies as well as by non-governmental organizations or public institutions. A more detailed analysis however signals that public institutions have formulated these events rather generic than specific; this does not mean, however, that there are no concerns for the reference system at the level of the public system, but they are usually organized in partnership (and / or in some projects) and, obviously, subject to budgetary constraints.

Organizations that have organized diversity events (internally or externally) this year have mentioned more often that both before and after signing the Charter: (1) there is a clearly defined written and program at the institution / company / organization level to support diversity in the workplace; (2) at the level of the entity there is at least one person responsible for the implementation of the diversity strategy; (3) had regularly reviewed their HR processes with regard to the principles of non-discrimination and the promotion of diversity; (4) had designated recruiting persons participating in training / diversity sessions.

The organizational representatives who organized events of diversity (internal or external) this year attributed a significantly greater importance (both before and after the signing of the Charter of Diversity) to the existence of a defined strategy, namely objectives aimed at a balanced / proportionate representation of the number of women and men in leading positions.

In conclusion, the organization of events depends on the organizational capacity in terms of resources (people, skills, leadership), but especially the mechanisms through which these



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resources are formalized and potentiated (program, strategies, human resources policies / processes).

More than one third of respondents surveyed (more precisely 36.9%) estimated that the effect of the pro-diversity measures undertaken and implemented would be high or very high.

Those who have estimated a large or very large effect of the assumed and implemented pro-diversity measures have placed more emphasis on making the necessary investments to adapt the work environment to the individual needs of employees (both before and after signing the Diversity Charter);

In addition, organizations that have estimated a large or very large effect of pro-diversity measures (assumed and implemented) mean a higher percentage of employees who have become more aware of diversity issues (at least 50%).

In conclusion:

- The impact of pro-diversity measures depends on the degree of investment needed to adapt the work environment to the individual needs of employees;
- The effect of these measures contributes to a better awareness of the employees on the issue of diversity (in fact, between the variables size of the effect and the degree of awareness it was found that there is a statistically significant bi-directional positive correlation).
- From the direction of influence, the impact of implemented measures has a moderate but statistically significant effect on employee awareness (as a share of total employees).

Thus, companies claimed more support needed (compared to the expected values) and public administrations fewer support needed (the differences being statistically significant).

On the other hand, company representatives claim that there were more pro-diversity policies before signing the Charter in their organizations - compared to the number of appointments collected from respondents to public institutions - the difference being statistically significant.

This could also be explained by the fact that, at least at the sample level, in companies we have a greater presence on the issue of diversity (an express / responsible person), comparatively the number of those in charge issues of diversity from public institutions surveyed).

Applying a specific media comparison test indicates that larger organizations (compared to small or medium-sized ones) allocate greater importance to investments needed to adapt the



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working environment to the individual needs of employees (eg ergonomic chairs, access platform, lift, etc.). this probably also depends on resources, administrative capacity / institutional capital available.

The data in Table DO5 (see Annex 1.a) show that more than half of survey respondents (55.3% more) are also responsible, at the company / institution / organization level they represent, for the implementation of diversity measures.

This finding is also validated by the fact that there is consistency of the answers provided throughout the study (the results of the statistical tests used are an extra argument).

Moreover, taking into account that 44.7% of those surveyed do not have such responsibilities, given the coherence described above, we tend to believe that there is a good knowledge of the diversity issue at the level of most respondent organizations. Obviously, we can not extrapolate because, as we have seen, levels of awareness (as a share of total employees) are different. But the fact that over 40% of survey respondents claim that at least half of their employees have become more aware of diversity issues (as a result of the measures adopted to implement the principles of the Diversity Charter) confirms the previous findings.

Interestingly, respondents who are not directly responsible for the implementation of diversity measures say that at the company / institution / organization level they represent, it is more important to make the investments needed to adapt the work environment to the individual needs of employees (eg ergonomic chairs, access platform, lift, etc.). Basically, the level of responsibility does not influence the level of investment, but rather the existence / non-existence of a diversity management established at the organizational level, rather than a set of individualized tasks.

An additional argument in support of the subsequent finding is that no significant statistical differences were found for any of the other variables analyzed in the study (regarding the existence of measures or the level of importance allocated to them) depending on the categorical variable "responsible implementation diversity "(with 2 alternatives - yes or no).

FINAL CONCLUSIONS

As a result of signing the Charter, adopted measures have generated positive effects on cultural and organizational performance, some of which have a significant impact. Before fundamenting this conclusion, but considering the explanations in the methodological section of the study, we do believe that not only the terminological framing is relevant (impact, effect or progress / growth), but rather: (1) the fact that in all cases, have seen progress, not regressions (which would have been a sign of discouragement, of abandoning some principles and / or actions previously assumed); (2) without minimizing the importance of "measuring"



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the impact / effect, plus the value lies in the analysis of the interdependencies between the progress made and the conditions that favored its production. Thus, the impact of pro-diversity measures has been found to depend on the degree of investment needed to adapt the work environment to the individual needs of employees. It was also found that the effect of these measures contributes to a better awareness of the employees on the issue of diversity (between the size of the effect and the degree of awareness, there is also a statistically significant bi-directional positive correlation). Finally, from the perspective of influencing, the impact of pro-diversity measures has a moderate but statistically significant effect on employees' awareness of reference issues.

After signing the Charter, organizations became more aware of the importance of implementing a diversity strategy. Thus, 44.7% of survey respondents claim that at least half of their employees have become more aware of diversity issues as a result of the measures adopted to implement the principles contained in the Charter of Diversity.

The signing of the Charter has brought benefits, but has also involved an investment effort on the part of the signatories. However, the benefits did not come only due to the formalization of an act of organizational will (signing a document). It is no coincidence that the number of subsequent benefits obtained correlates positively with the number of references to the existence of programs / strategies / processes / persons responsible for managing the diversity issue. To give only one relevant example, we recall that the share of respondents who declared their organization to have a rather large / very large interest in making the necessary investments to adapt the working environment to the individual needs of the employees increased by 21.1 %. Because diversity strategies are not simple drawer documents, organizations have invested in human resources as well; our study shows that the share of organizations at which there is at least one person responsible for the implementation of the strategy has increased by almost a quarter - compared to the time before signing.

Promoting diversity among employees has been facilitated by the establishment of pro-diversity management. As mentioned above, awareness (related to total employees) has increased significantly since the Charter was signed, but awareness was not based solely on declarative intentions, but on policies and involvement at decision-making level. We recall here that: (a) 86.8% of the study participants stated that after signing the Charter, their organization regularly reviews human resources processes (non-discrimination, promoting diversity of employees, (b) there are concerns about the implementation a policy that helps balance work and personal life for all workgroups - The Work-Life Balance.

Training has a very important role in the awareness process; those who have implemented training sessions to implement the Charter of Diversity (before signing it) indicate a higher percentage of employees who have become more aware of diversity issues. Moreover, those who have implemented measures that support the integration of diversity into the



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organizational strategy of internal and external communication have signaled a greater effect of the pro-diversity measures undertaken and implemented (even before the Charter was signed);

Information and communication have a crucial role to play in implementing the principles enshrined in the Diversity Charter. This means first of all a good knowledge and understanding of the issue of diversity at the internal level (the share of respondents who have implemented training sessions for the implementation of the Charter of Diversity after signing has increased by almost a third). However, internal and external communication is also important; the share of organizations in which diversity is achieved in the internal and external communication strategy increased by 31.6%.

The analysis of the organizational profile signals that the organizations in the sample behave similarly in some strategic assumptions and allocations of resources related to their implementation. Obviously, the similarity of organizational behavior does not address all the issues examined in the study, but only: (1) the existence of a clearly defined written program that supports diversity at work; (2) the existence of a person responsible for the implementation of the diversity strategy; (3) the existence of a policy of periodic review of human resources processes on the principles of non-discrimination and the promotion of diversity; (4) the degree of involvement in the recruitment process by participating in training / information sessions (on the reference issue); (5) the number of measures adopted to implement the Charter of Diversity, respectively the number of expected benefits, respectively, obtained (before versus after signing the Charter).

Training Romania

Conclusions and recommendations

In Romania we had applied an ante and post questionnaire to the participants (176 persons) in the diversity trainings for public institutions. The main expectation from the training sessions was to gain more information (knowledge). Also important were considered the following learning goals:

- Estimation of the awareness level of diversity issues;
- Improving the perception regarding the employees that are at risk of organizational exclusion;
- Gaining abilities for developing a diversity management (leadership)
- Increasing the motivation for applying Diversity Charter at the work place;
- Facilitation of good practices exchange (in the organization, between departments, among employees);
- Increasing performance, through innovation based on trust (among all employees).



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The fact that a major part of the initial training's success was due to the trainer which was highly appreciated, requests for the future a rigorous selection of diversity information multiplier (given that the trainees will make local training/information sessions with their peers in their institutions).

The quality of multiplication (in other training sessions) is not exclusively depended on the trainers' performance, but also on the adaptation to the training needs, the interactive character of training, and the realization of an optimal balance between theory and practice.

The fact that there was a high score of general satisfaction (over 9) confirms the fact that the training was necessary and benefic for all participants in the trainings.

Among other benefits there are: the level of awareness on diversity issues, the increase of the information (knowledge) level and improvement of the perception on employees at risk of organizational exclusion.

Even if the benefits convertible in organizational progresses – such as increase of performance through innovation based on trust (among all employees) – had a low importance, this aspect (of maximizing these advantages) should be targeted with precedence.

Main results:

- The trust in the institution's capacity to implement a Diversity Charter is high (an average 82% of the interviewed). This is an improvement in comparison with the scores from the questionnaire applied before the training, when only two thirds had a significant level of trust. It is important to mention that respondents that in accordance with their job description are involved in implementing measures that aim diversity at the work place are more confident in general than the ones that don't have such responsibilities. Those that are part of specific public services (education, child protection, rights for people with disabilities) have a higher level of trust than people working in public authorities (city hall, city council). The level of trust is correlated positively with the desire to be involved in implementing measures to support diversity successfully.
- Implementing diversity at the work place, setting up a diversity management and promoting inclusive practices contribute to obtaining performance by innovation (78% of the respondents).
- The levels of awareness on the importance of some principles / recommendations included in a Diversity Charter at the work place are different. Thus gender equality ranks a 84,6% score (respondents feel that this right is very acknowledged). The



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respondents (82%) believe that in their institution the rights of minority employees are respected, as well as religious beliefs.

- Over 77% of the interviewed believe that the promotion of active aging is a principle well acknowledged (by their peers).
- Only 69% believe that the inclusion principle, respectively the recommendation of inclusion of people with disabilities are acknowledged by their peers.
- It is interesting that those who expressed a higher level of trust in the implementation of pro-diversity policies, believe equally in the (increased) possibilities of implementing: equal opportunities, active aging, inclusion of people with disabilities, ethnic minorities rights, practices for respecting religious beliefs.
- The trainers, the training materials and the trainings were highly appreciated and are considered by 62% of the respondents an important part of the training process
- The training sessions represented a real benefit in the signing process and implementation of Diversity Charter at the work place.



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IMPACT ANALYSIS REPORT – TRAINING

ROMANIA

**Project I.D.E.A.S. - Inclusion.Diversity.Equality.Awareness.Success.
(Launching Diversity Charters in Slovenia, Croatia and Romania)**



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Training Romania

Conclusions and recommendations

In Romania we had applied an ante and post questionnaire to the participants (176 persons) in the diversity trainings for public institutions. The main expectation from the training sessions was to gain more information (knowledge). Also important were considered the following learning goals:

- Estimation of the awareness level of diversity issues;
- Improving the perception regarding the employees that are at risk of organizational exclusion;
- Gaining abilities for developing a diversity management (leadership)
- Increasing the motivation for applying Diversity Charter at the work place;
- Facilitation of good practices exchange (in the organization, between departments, among employees);
- Increasing performance, through innovation based on trust (among all employees).

The fact that a major part of the initial training's success was due to the trainer which was highly appreciated, requests for the future a rigorous selection of diversity information multiplier (given that the trainees will make local training/information sessions with their peers in their institutions).

The quality of multiplication (in other training sessions) is not exclusively depended on the trainers' performance, but also on the adaptation to the training needs, the interactive character of training, and the realization of an optimal balance between theory and practice.

The fact that there was a high score of general satisfaction (over 9) confirms the fact that the training was necessary and benefic for all participants in the trainings.

Among other benefits there are: the level of awareness on diversity issues, the increase of the information (knowledge) level and improvement of the perception on employees at risk of organizational exclusion.

Even if the benefits convertible in organizational progresses – such as increase of performance through innovation based on trust (among all employees) – had a low importance, this aspect (of maximizing these advantages) should be targeted with precedence.

Main results:

- The trust in the institution's capacity to implement a Diversity Charter is high (an average 82% of the interviewed). This is an improvement in comparison with the scores from the questionnaire applied before the training, when only two thirds had a significant level of trust.



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It is important to mention that respondents that in accordance with their job description are involved in implementing measures that aim diversity at the work place are more confident in general than the ones that don't have such responsibilities. Those that are part of specific public services (education, child protection, rights for people with disabilities) have a higher level of trust than people working in public authorities (city hall, city council). The level of trust is correlated positively with the desire to be involved in implementing measures to support diversity successfully.

- Implementing diversity at the work place, setting up a diversity management and promoting inclusive practices contribute to obtaining performance by innovation (78% of the respondents).
- The levels of awareness on the importance of some principles / recommendations included in a Diversity Charter at the work place are different. Thus gender equality ranks a 84,6% score (respondents feel that this right is very acknowledged). The respondents (82%) believe that in their institution the rights of minority employees are respected, as well as religious believes.
- Over 77% of the interviewed believe that the promotion of active aging is a principle well acknowledged (by their peers).
- Only 69% believe that the inclusion principle, respectively the recommendation of inclusion of people with disabilities are acknowledged by their peers.
- It is interesting that those who expressed a higher level of trust in the implementation of pro-diversity policies, believe equally in the (increased) possibilities of implementing: equal opportunities, active aging, inclusion of people with disabilities, ethnic minorities rights, practices for respecting religious believes.
- The trainers, the training materials and the trainings were highly appreciated and are considered by 62% of the respondees an important part of the training process
- The training sessions represented a real benefit in the signing process and implementation of Diversity Charter at the work place.



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LAUNCH EVENT REPORT

CROATIA

SLOVENIA

ROMANIA

**Project I.D.E.A.S. - Inclusion.Diversity.Equality.Awareness.Success.
(Launching Diversity Charters in Slovenia, Croatia and Romania)**



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REPORT ON LAUNCH EVENT OF DIVERSTIY CHARTER CROATIA

TYPE/TITLE OF EVENT: Launch ceremony

date: October 4, 2017

location: hotel Esplanade Zagreb, Croatia

timing: 11.00 - 13.00

present: *look at participant list*

Launch of Diversity Charter and first signing ceremony were organized on October 4th after over 40 invitation letters were sent in the period proceeding the event. To make the event important and visible to the media and public, we decided that representatives of the companies who will be accepted as signatories would be either CEOs or Board presidents. For the rest of the companies who wanted to sign but CEOs were not available, we allowed to be listed as initial signatories upon delivering a decision of joining the DC.

The Launch was organized at the hotel Esplanade Zagreb. The event started with opening remarks by representative of HR BCSD and the guest from French charter who gave a presentation. The round table followed at which spoke representative of HR BCSD, Deputy Ombudsman, representative of the French Charter, Ms. Deschanel and representative of the EU DC Platform, Ms. Ritz. The professional journalist, Mr. Novokmet moderated the round table. Over 80 people attended the ceremony and 23 organizations signed the Charter, of which **22 were CEOs of Croatian companies** plus the Deputy Ombudsman. Ten more companies were red as initial supporters but did not sign at that specific occasion because their CEOs were not available. The media coverage was excellent; details are available in the supporting documents.

The event ended at 13.00 hours with the small reception.

Attachments: participants list, copy of the Diversity Charter, photographs

participant list and photos are in folder ws 1 output 6
text of DC is under ws 1 output 3



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DIVERSITY CHARTER SLOVENIA



The Diversity Charter Slovenia was launched as the 20th European Diversity Charter on 14th November 2017. The ceremony was held under the honorary patronage of his Excellency Mr. Borut Pahor, the President of the Republic of Slovenia.

The Charter was launched by the Slovenian partnership initiative constituting of Dobrovita Ltd., Institute Sentprima and SKUP (community of private institutions) with the help of Ministry of Labour, Family, Social Affairs and Equal Opportunities of the Republic of Slovenia, Association of Contractors of Vocational Rehabilitation in the Republic of Slovenia, CNVOS - Centre for Information Service, Co-operation and Development of NGOs and Association of Employers of Slovenia.

Over 80 participants from various business organisations attended the event (e.g. big, SMS, micro), civil society organisations, public, private and NGO sector.

By establishment of the Diversity Charter new and international connections of partners from private and public sector was created, with mutual interest to improve policy and practice of sustainability of HRM, on the levels of individual employers and society as whole.

The Diversity Charter Slovenia gives place for the development of diversity policies and activities, for exchange of good practices, which are represented on a wider scale.

The mission of the Diversity Charter platform is to produce and represent the diversity management tools to all interested parties, such as business companies, public and non-governmental institutions, and others. The tools are developed to the highest possible level for practical use.

With joint partners and interested stakeholders, including clients with experiences in diversity integrated into their HRM policy, expected results can be manifested through new connections to provide new network opportunities, improving exchange of important information on HRM and better business outcome in general.

The Charter influences the knowledge base which is built through networking for information exchange and training, on higher awareness levels for importance of diversity in HRM for society in a context of modern EU member state.

Having signed the Diversity Charter, the signatories' reputation increases, therefore some considerable positive impact of the image of the stakeholders can be expected.

We expect to influence positive changes towards better HRM policies which will manifest through equal opportunities and just distribution of wealth among deprived groups, respecting human rights by executing the EU Constitution and the Rights, Equality and Citizenship Programme principles. Stakeholders from private sectors and representatives of discriminated groups should in longer-term experience significant rise of their influence on policy decision makers, what can be recognised as another result of open communication with all who are involved in the development process of healthier working environments, hence healthier society.

SUSTAINABILITY AND LONGTERM IMPACT

It is expected, that higher awareness and knowledge in terms of importance of incorporating diversity into HRM, will be achieved through the project activities and establishment of Council Boards, that holds obligatory continuity of theirs and project work after the project phase and after the end of the financial support of the EU.

The sustainability of the project results will be assured by actions of new Council Board of Diversity Charters and their partners, regarding diversity as a form of manifesting equality for integration and socio-economic benefits (e.g. diminishing discrimination, unrest and poverty).

Council Board of Diversity Charter is responsible for live online virtualization of promotion, advocacy, counselling and networking, they are safeguarding constant improvement on behalf of diversi-

ty implementation, in the context of local, national and international levels (building awareness, network opportunities, knowledge exchange, training, influence on public opinion and policy makers, improvement of image and reputation).

The Diversity Charter provides networking to exchange knowledge, development of diversity management tools and training, planned communication with wider public through mass media, what should give us inevitable long-term sustainable impacts as added value to awareness of necessity for diversification in HR, achievement of higher reputation and image of stakeholders, further improvement of binding and non-binding policies, etc.

More information in English: <http://www.raznolikost.eu/en/>

Website: raznolikost.eu

E-mail: listina@raznolikost.eu

LinkedIn: [Listina raznolikosti Slovenija](#)

Facebook: [Listina raznolikosti Slovenija](#)

Contact: Barbara Zupancic, coordinator of Diversity Charter Slovenia





ROMANIAN DIVERSITY CHARTER

The Launch of the Romanian Diversity Charter



Romania is the 21st country in the EU in which employers have now access to a Diversity Charter and publicly sign up to diversity and inclusion in the workplace.

The Romanian Diversity Charter was officially launched on 18th of April, at JW Marriott Grand Hotel in Bucharest, with 80 founding signatories that took an important step towards becoming more inclusive, diverse and innovative, by publicly signing the Charter.



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Created by a local consultation process and involving a wide range of stakeholders, inspired by the European diversity movement and endorsed by various types of organizations, the Charter seeks to establish a multi-stakeholders platform and to provide a new framework for thinking about and addressing diversity issues. It also aims to promote diversity management principles and share good practices across signatories locally and internationally.

The Charter is formally endorsed by organizations representing ca. 120.000 employees, including big companies, SMEs, public institutions, NGOs and professional bodies. Two distinguish embassies – The British Embassy and the Swedish Embassy – have supported the Charter since its inception and also signed the Charter.

The launch event was attended by ca. 150 participants – including the British ambassador, Paul Brummel, the representative of the European Diversity Platform - Anu Ritz, the Deputy Head of Mission of Embassy of Sweden - Alexander Peyre Dutrey, the Secrétaire Générale of the French Diversity Charter - Anne Deschanel, distinguish Charter's ambassadors, business and institutional leaders.

Since the launch, three more organisations have joined the Charter, making a total of 83 signatories. Till the end of the year several activities are planned with the aim to share best practices among signatories and inspire other organization to join the movement.

A complete list of signatory organisations can be found at www.cartadiversitatii.ro For suggestions and details please contact Dana Oancea, Project Manager of Romanian Diversity Charter.

The Romanian Diversity Charter is one of the outcomes of project I.D.E.A.S. (Innovation. Diversity. Economy. Awareness. Success.) – Implementation of Diversity Charters of Slovenia, Croatia and Romania, co-funded by the Justice Programme of the European Union.



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EVALUATION OF PARTNERSHIP MEETINGS REPORT

LJUBLJANA, 2017

ZAGREB, 2017

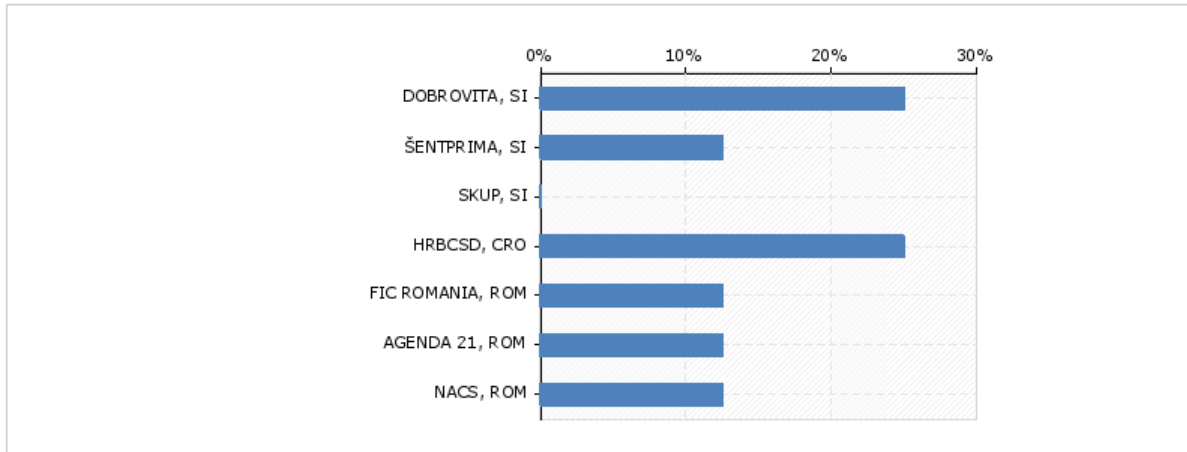
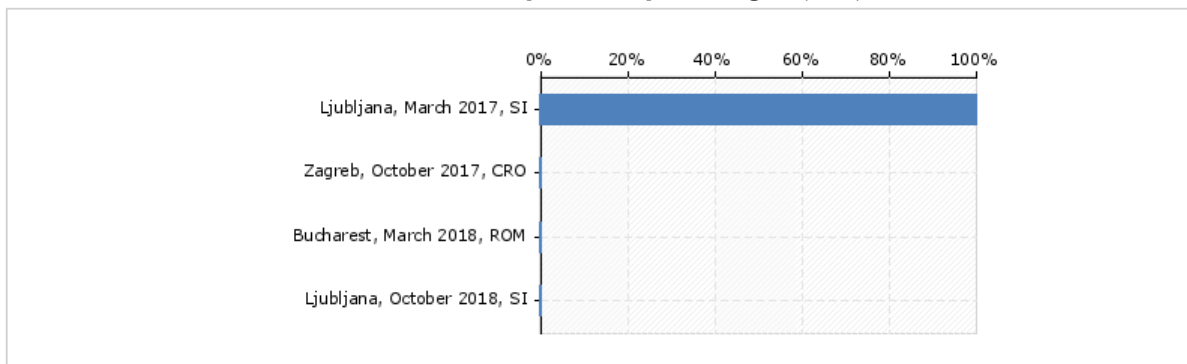
BUCHAREST, 2018

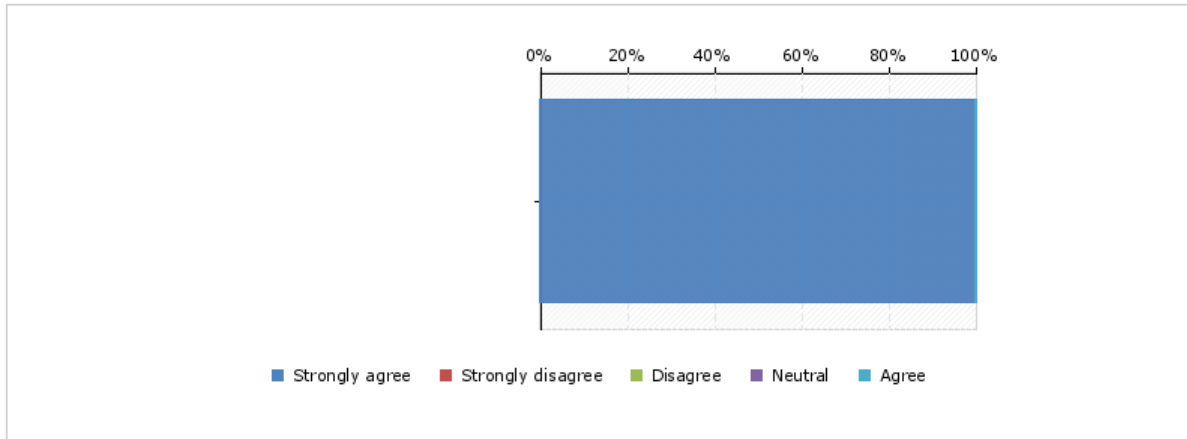
LJUBLJANA, 2018

**Project I.D.E.A.S. - Inclusion.Diversity.Equality.Awareness.Success.
(Launching Diversity Charters in Slovenia, Croatia and Romania)**

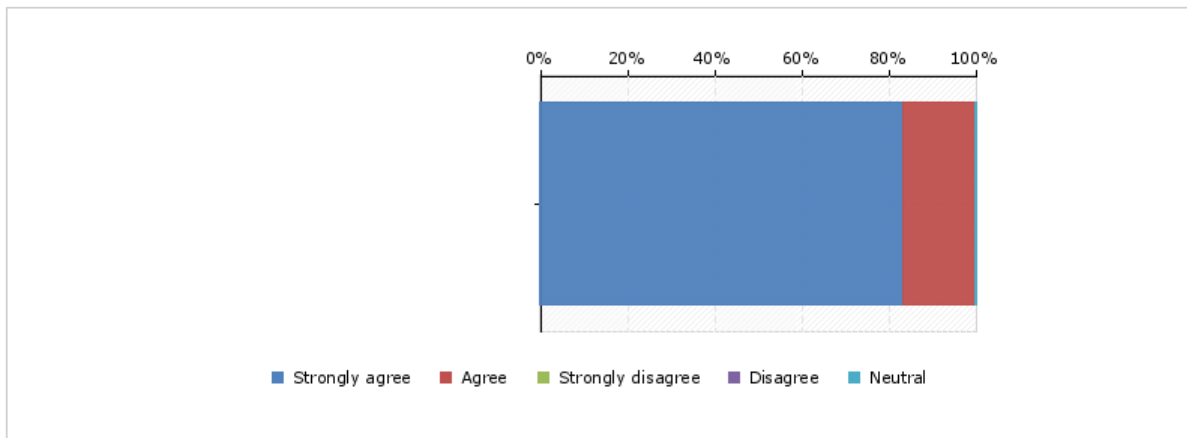


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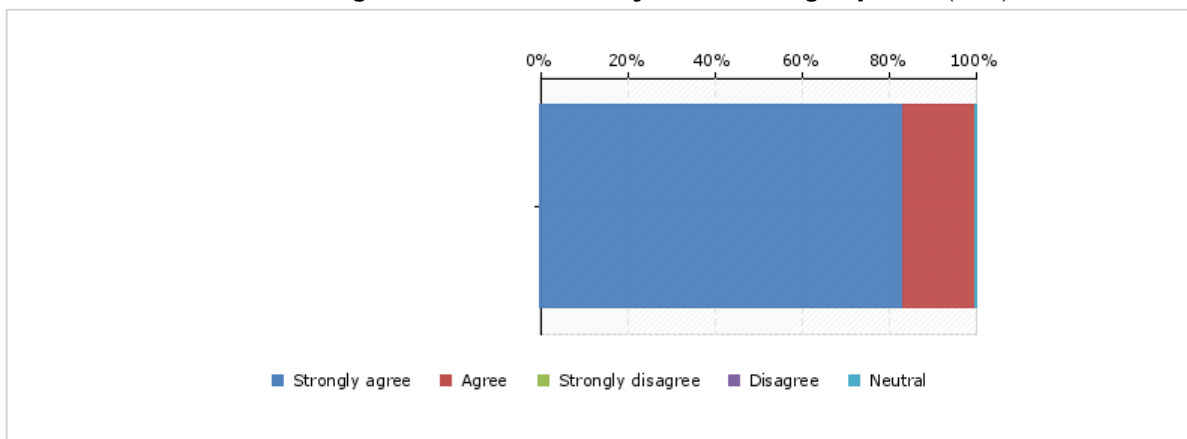
ANALYSIS – 1st partnership meeting I.D.E.A.S.**You are representative of the project partner:** (n = 8)**Please indicate partnership meeting:** (n = 8)**1. I received on time all information I needed for my participation at the meeting.** (n = 6)

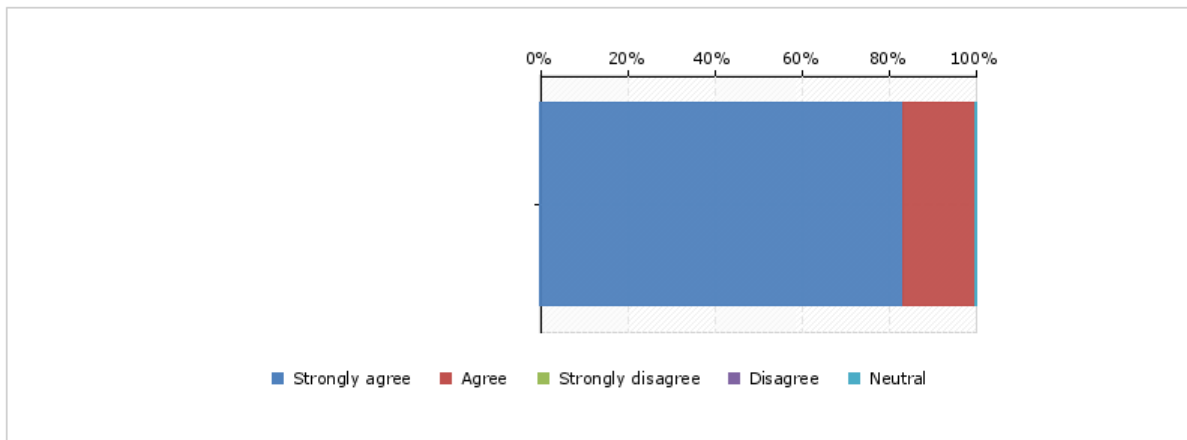
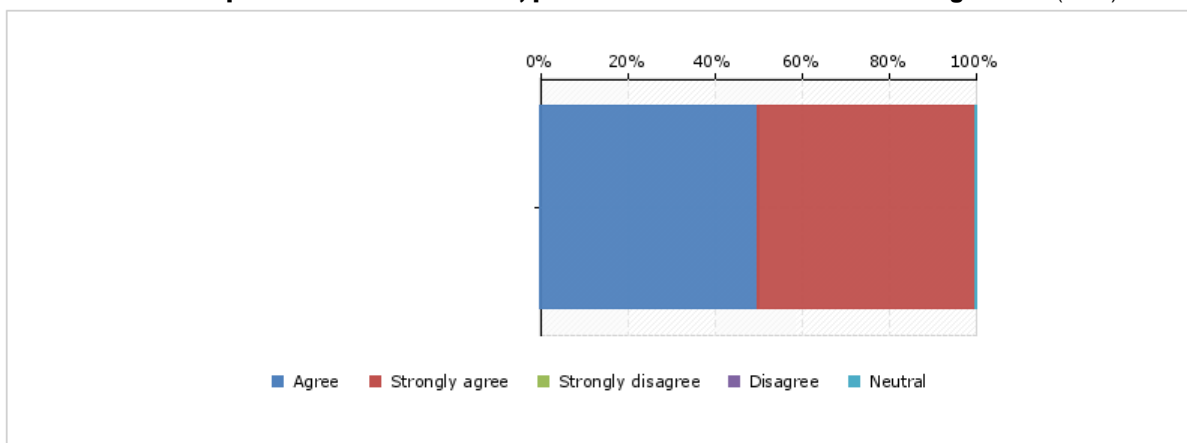
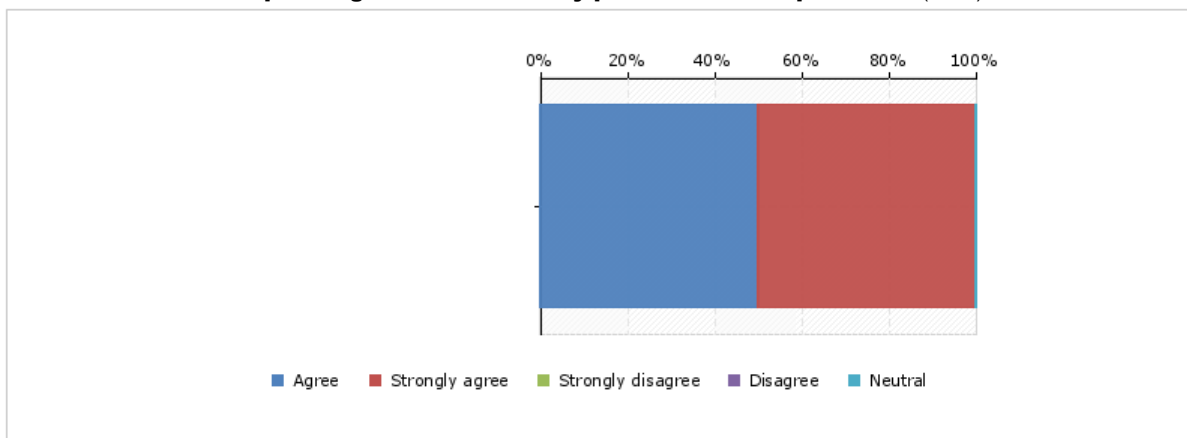


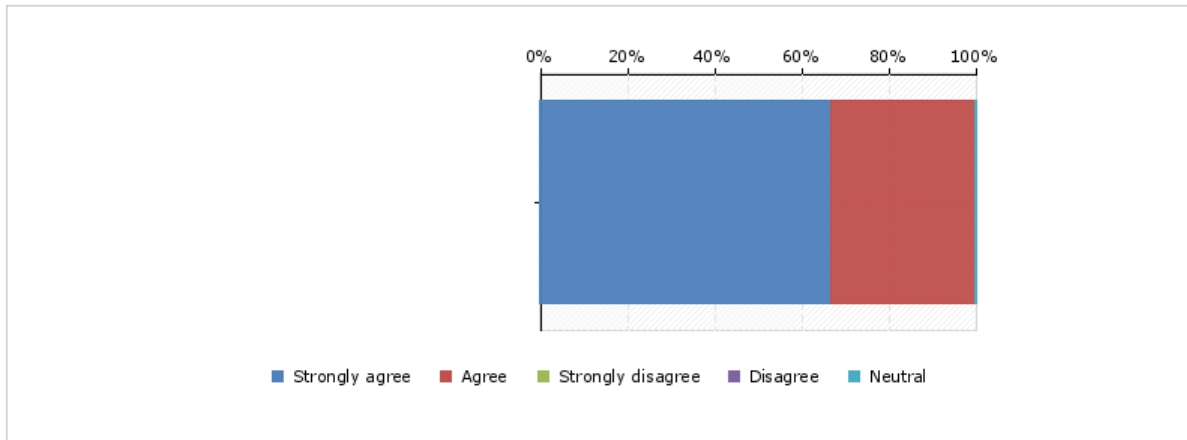
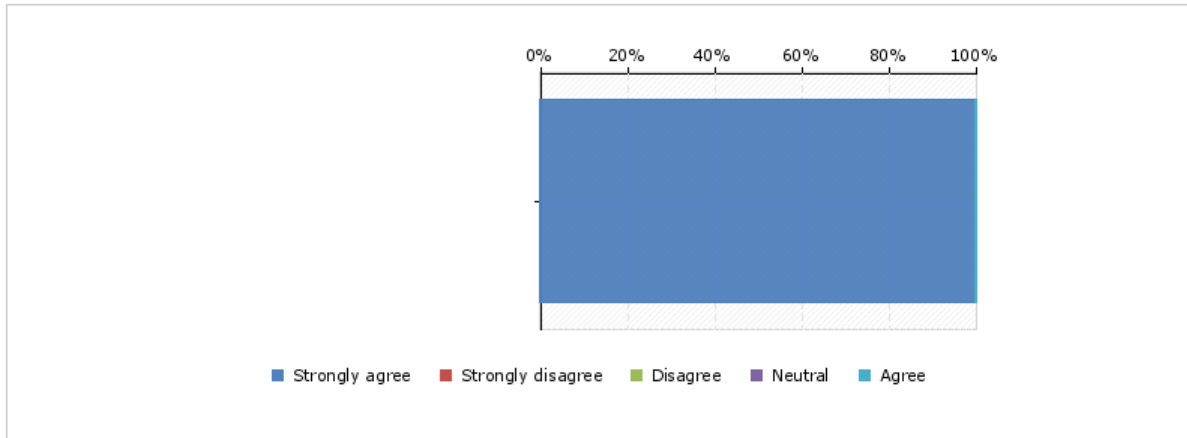
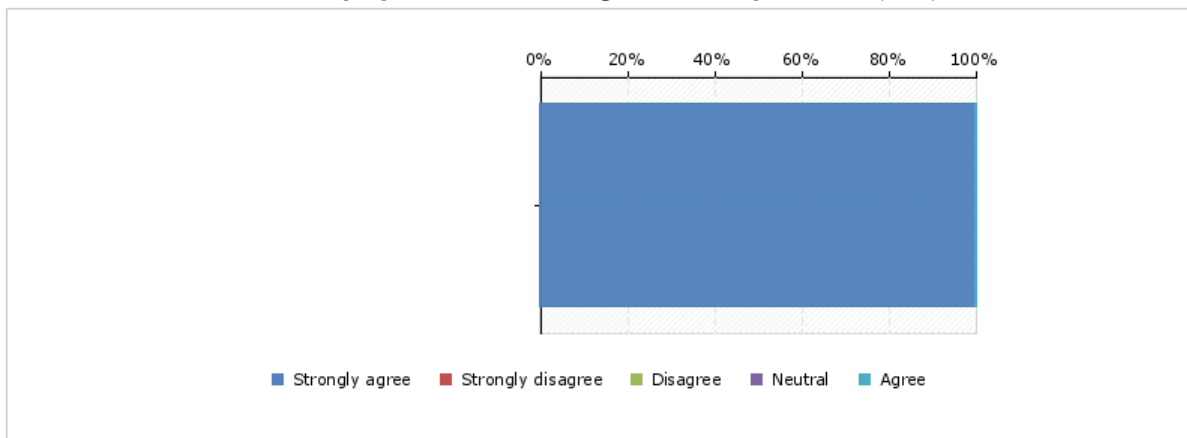
2. The meeting agenda was relevant, adequately prepared and easy to follow. (n = 6)

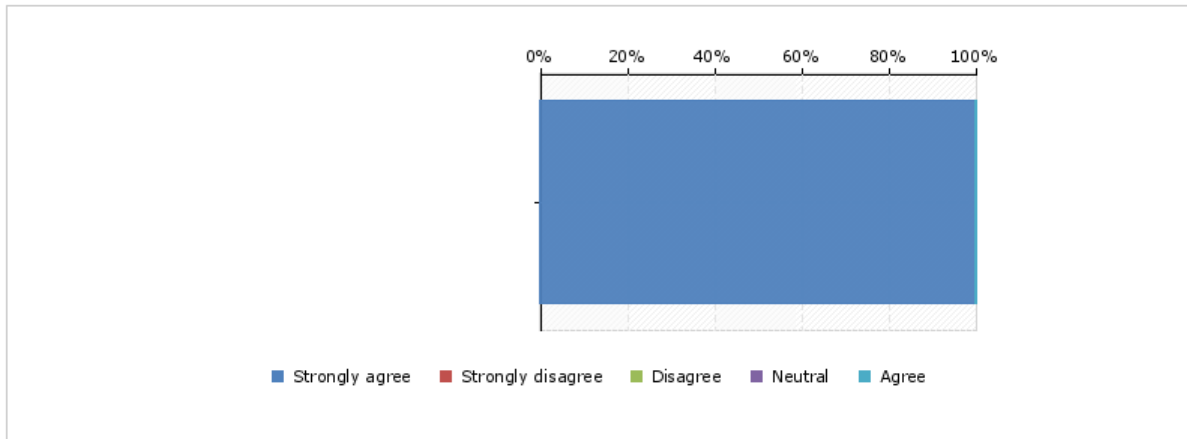
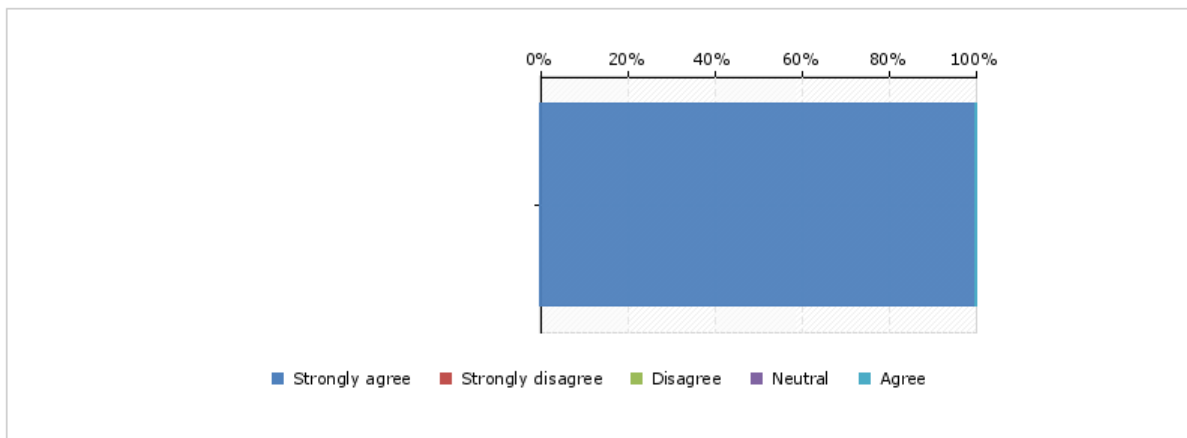
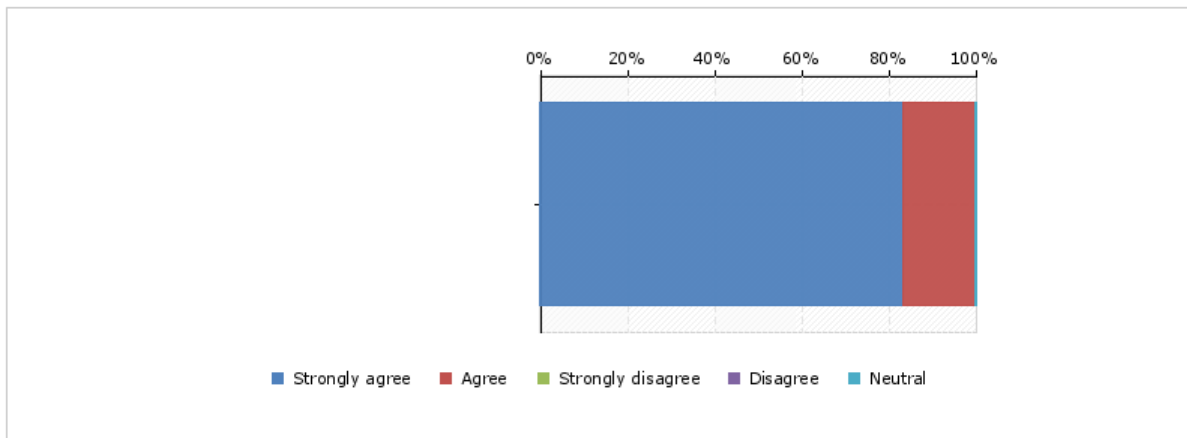


3. The meeting was realised efficiently and according to plan. (n = 6)



4. There was good balance of topics covered. (n = 6)**5. Partners questions were answered, problems discussed and solutions agreed.** (n = 6)**6. Upcoming tasks were clearly presented and explained.** (n = 6)

7. Partners exchanged best practises/experiences. (n = 6)**8. Partners strengthen their network.** (n = 6)**9. The purpose of the meeting was accomplished.** (n = 6)

10. The meeting was the right length of time. (n = 6)**11. The meeting place was easily accessible.** (n = 6)**12. Facilities of the meeting room were adequate.** (n = 6)

13. What did you like and do not like about the meeting?

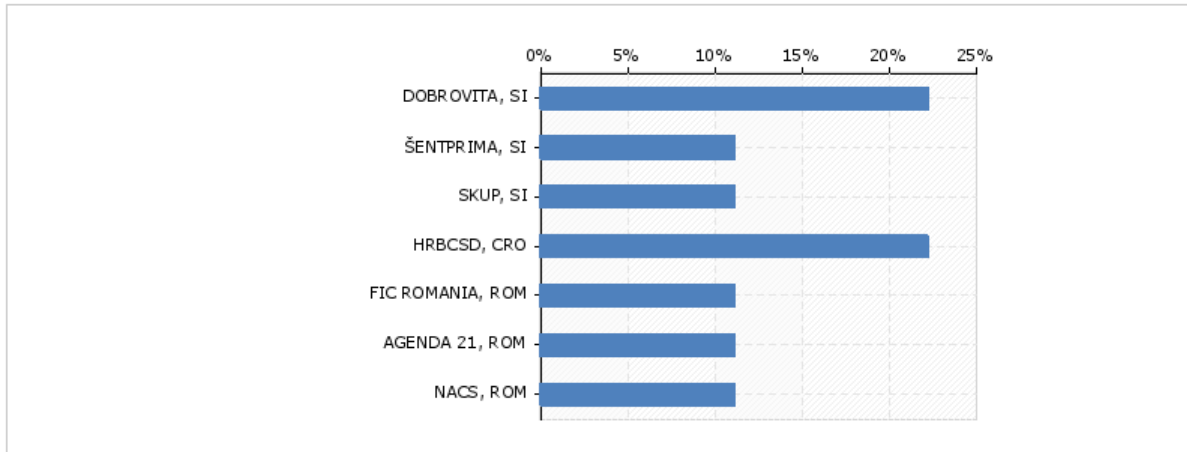
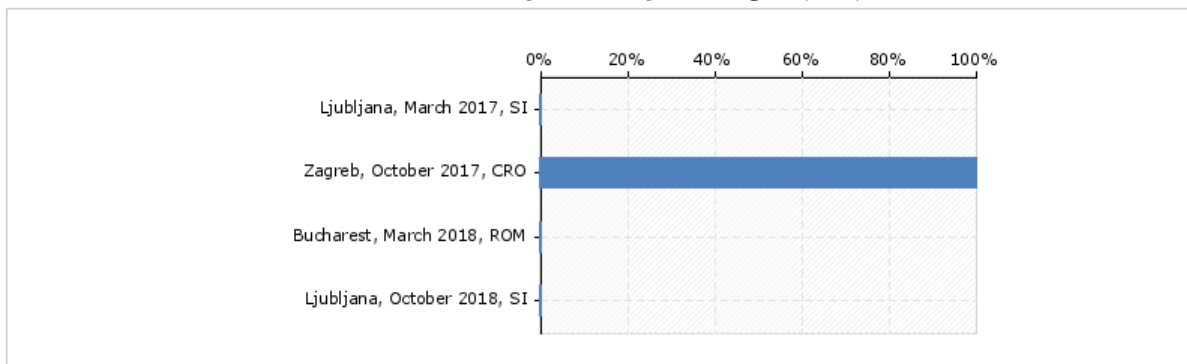
everything was great.
i liked everything about the meeting, the only unclear and not fully explained was the feasibility study
everything was very productive and at the same time relaxing. i enjoyed it.
/
i enjoyed the constructive and open discussions.
i especially appreciated working style and communication within the team

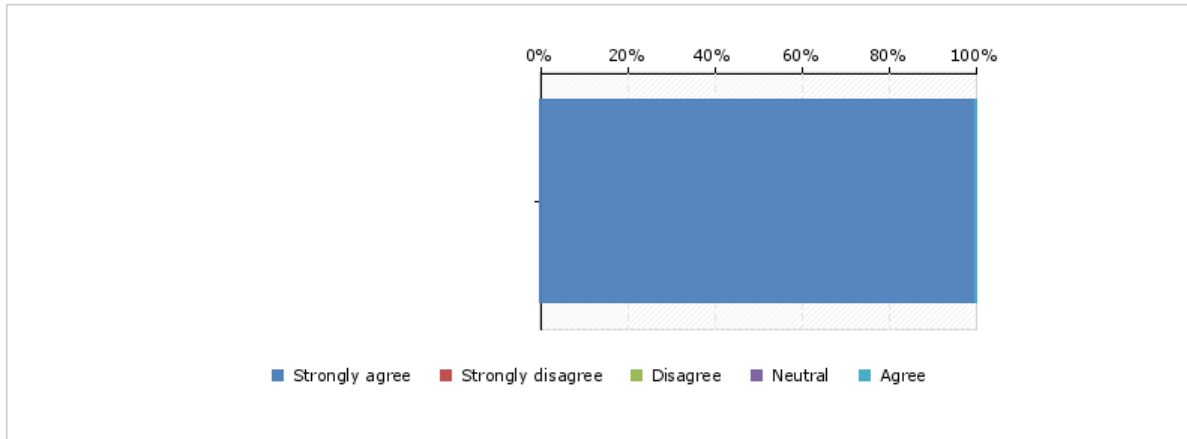
14. What can we do to improve the project meeting next time?

to collect prior the meeting all the the administrative questions of partners and to involve, if necessary, the advice of eu representative.
everything was perfect
we could improve on the time we spend in informal networking :-)
im not sure right now
/
the meeting was great so just keep doing what you do :)

15. Other comments, concerns or requests?

all good, great atmosphere. congratulation :)
not at this time
more time allocated to share experience
/
so far things are working as expected. lets hope this is how we will complete the entire project.
everything is clear

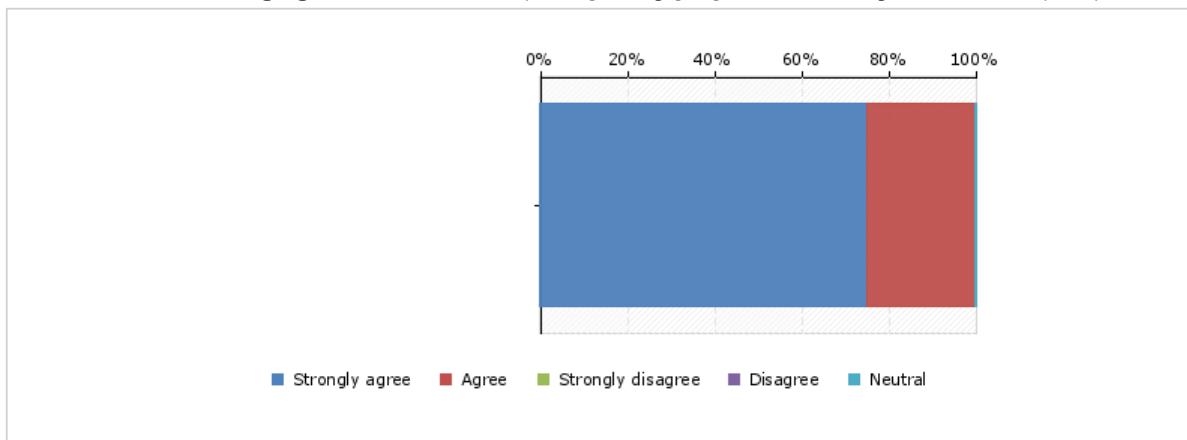
ANALYSIS – 2nd partnership meeting I.D.E.A.S.**You are representative of the project partner:** (n = 9)**Please indicate partnership meeting:** (n = 9)**1. I received on time all information I needed for my participation at the meeting.** (n = 8)



Comment:

it was an excellent launch of diversity charter and an effective partner meeting

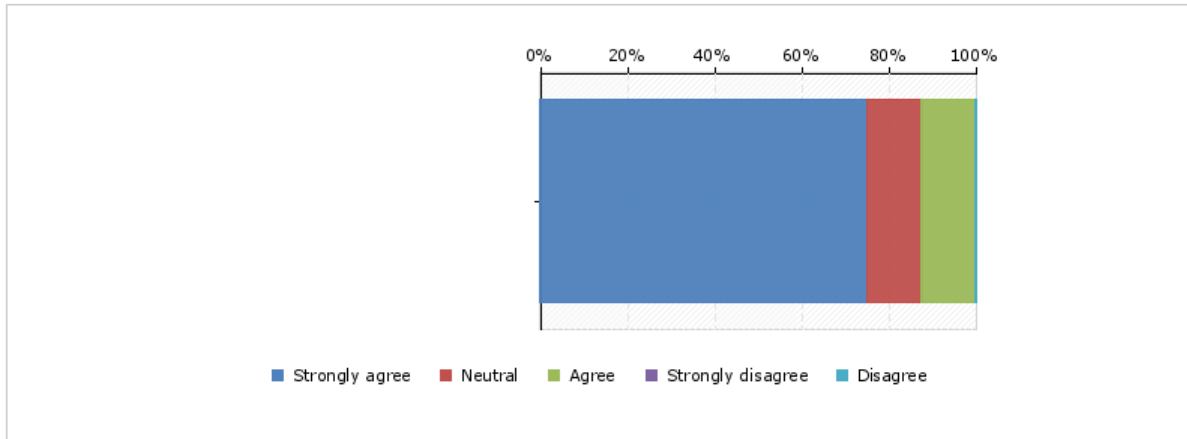
2. The meeting agenda was relevant, adequately prepared and easy to follow. (n = 8)



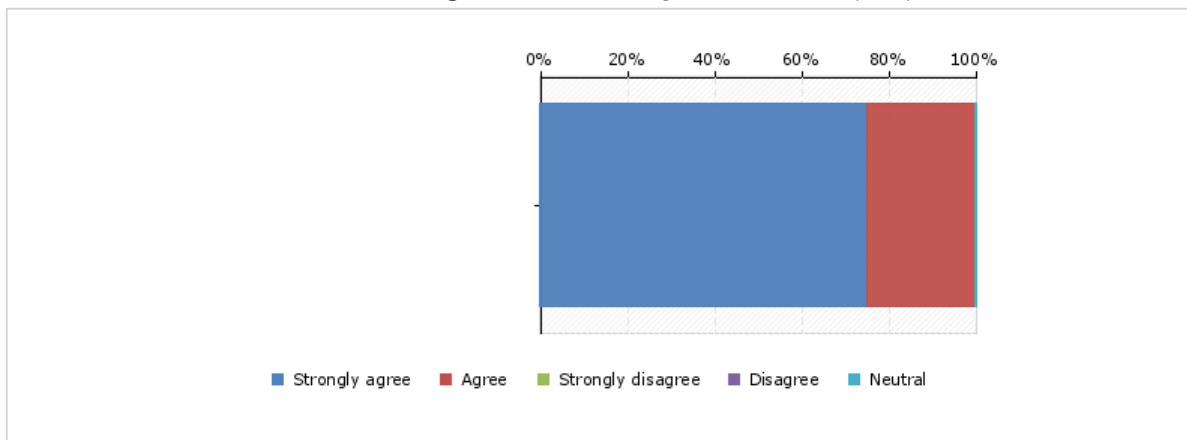
Comment:

everything was perfect

3. The meeting was realised efficiently and according to plan. (n = 8)

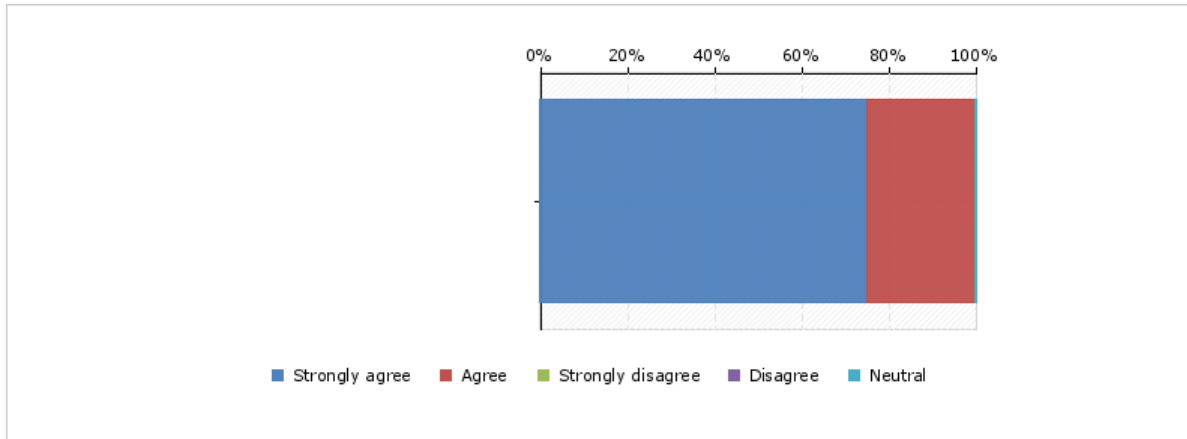
**Comment:**

as i already mentioned the meeting was realised efficiently and according the plan

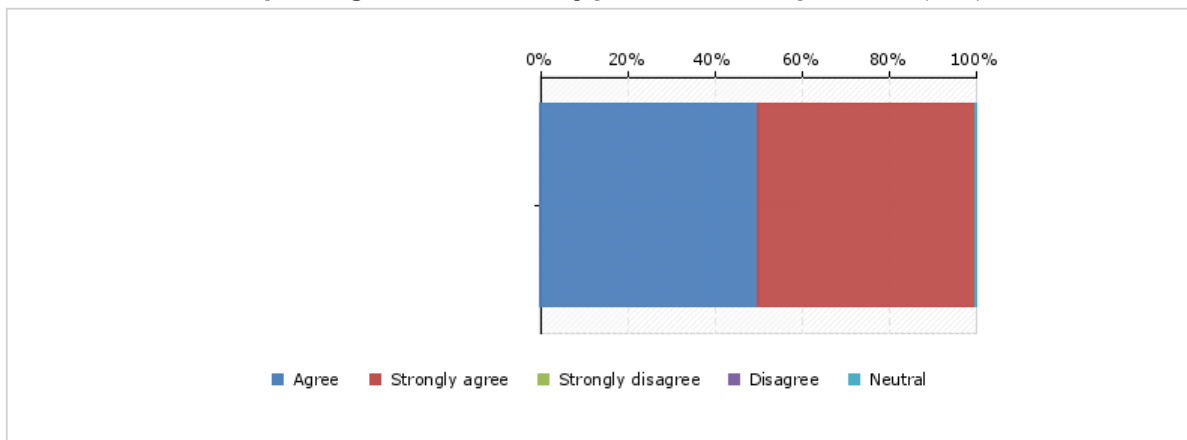
4. There was good balance of topics covered. (n = 8)**Comment:**

the meeting wad balance in terms of topics coverageeradgesucceeded to cover all important and relevant topics

5. Partners questions were answered, problems discussed and solutions agreed. (n = 8)

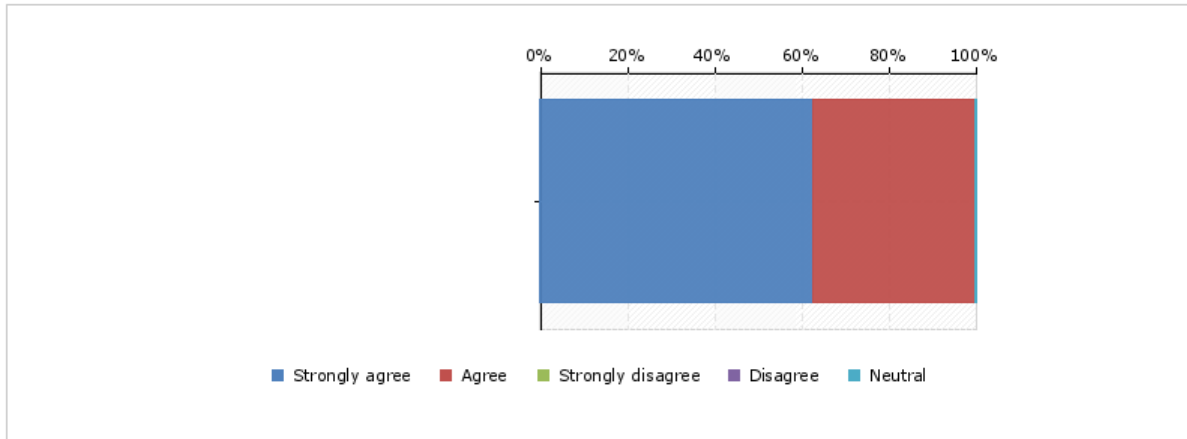
**Comment:**

we had appropriate answers to our questions

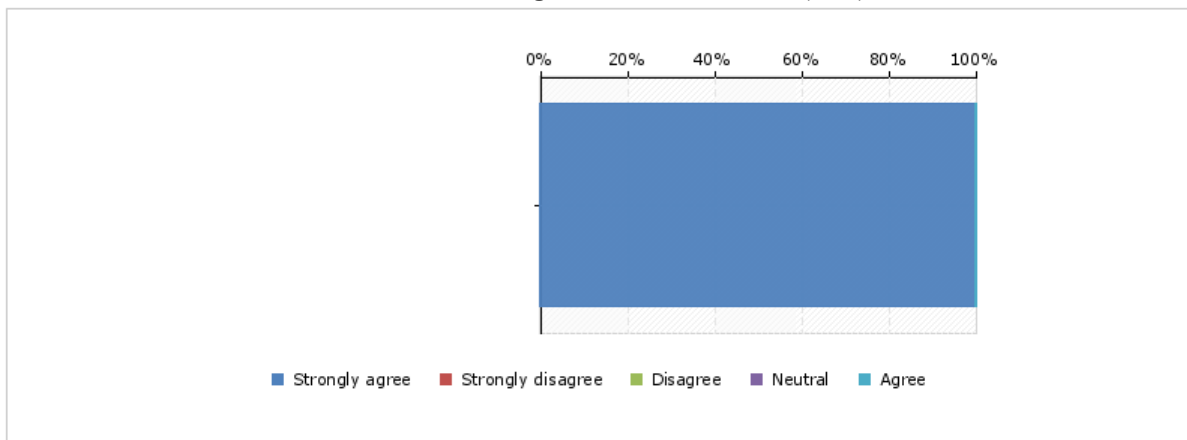
6. Upcoming tasks were clearly presented and explained. (n = 8)**Comment:**

yes

7. Partners exchanged best practises/experiences. (n = 8)

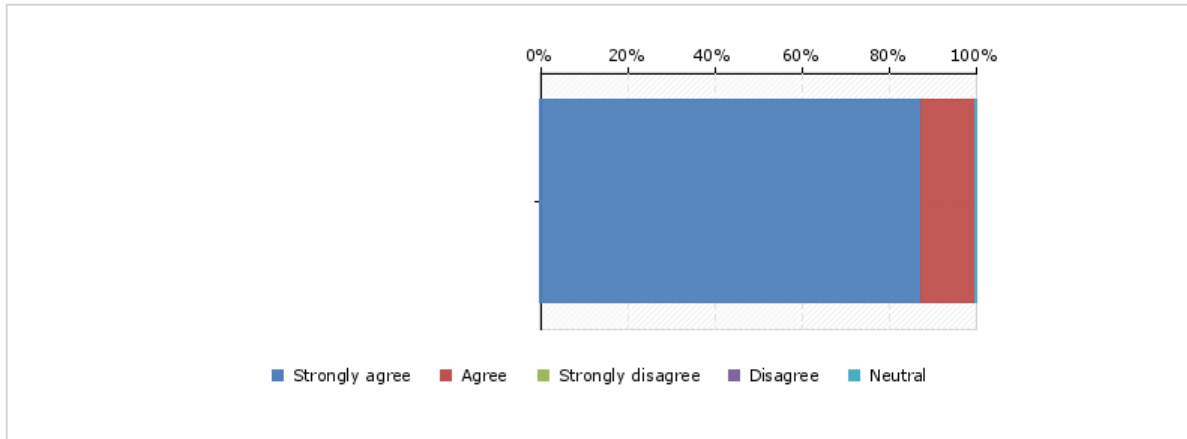
**Comment:**

some goog practices were presented, but only for companies involvement

8. Partners strengthen their network. (n = 8)**Comment:**

we had the opportunity to communicate and to share our ideas both during the meeting and in free time activities, which has contributed to a better communication and mutual understanding

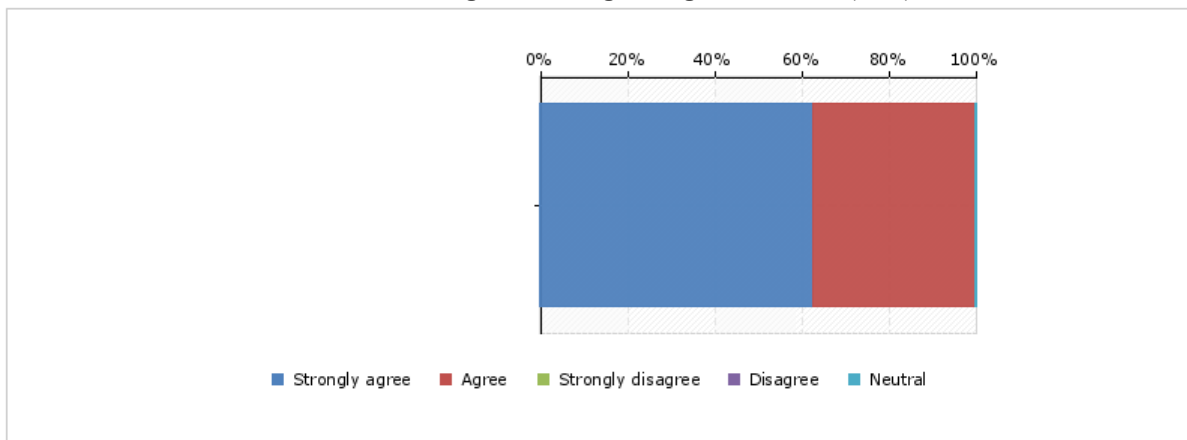
9. The purpose of the meeting was accomplished. (n = 8)



Comment:

definitely, yes

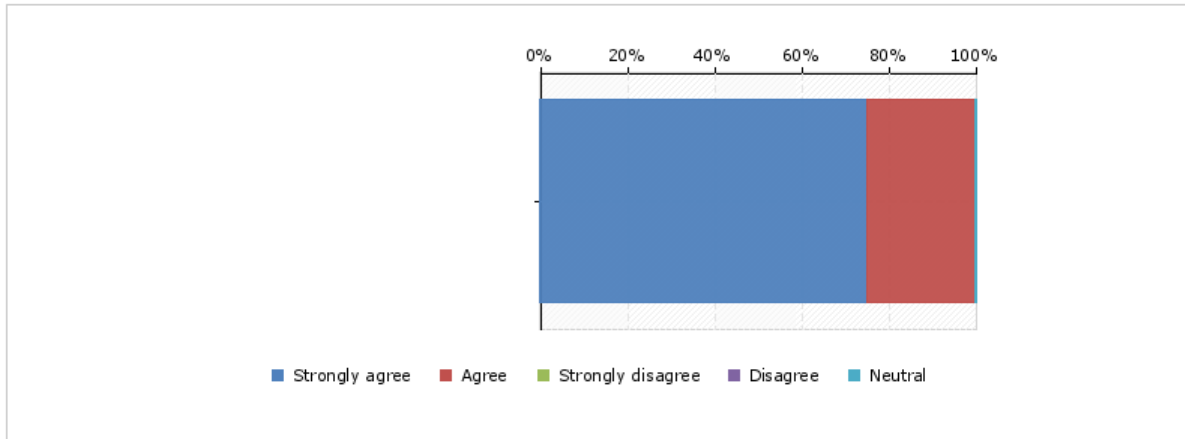
10. The meeting was the right length of time. (n = 8)



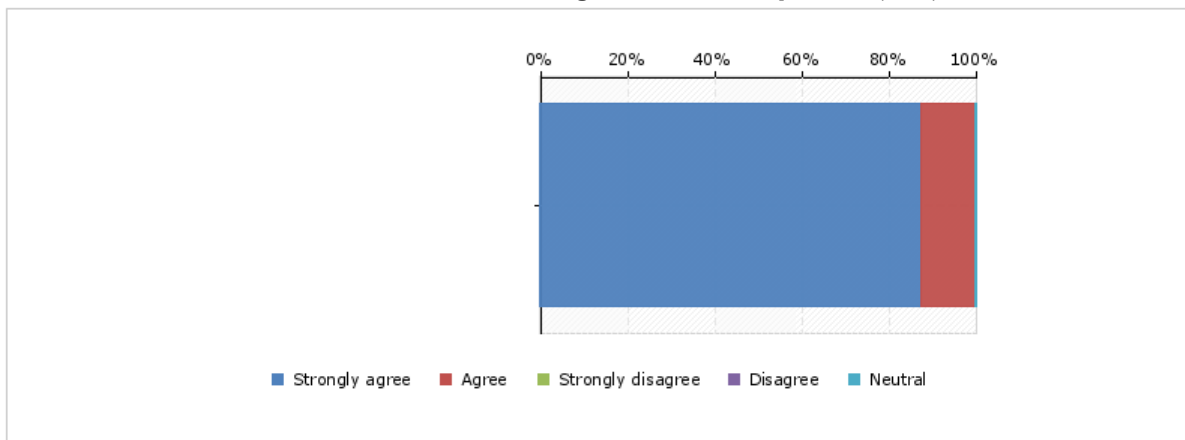
Comment:

yes

11. The meeting place was easily accessible. (n = 8)

**Comment:**

access to the meeting place was easy and pleasant. we did a morning walk that would prepare us for the meeting.

12. Facilities of the meeting room were adequate. (n = 8)**Comment:**

just i wished internet would be better ;)

yes

13. What did you like and do not like about the meeting?

relaxed enviroment, but with goal orientated participants, who shared their experiences, thoughts, dilemas, solutions.

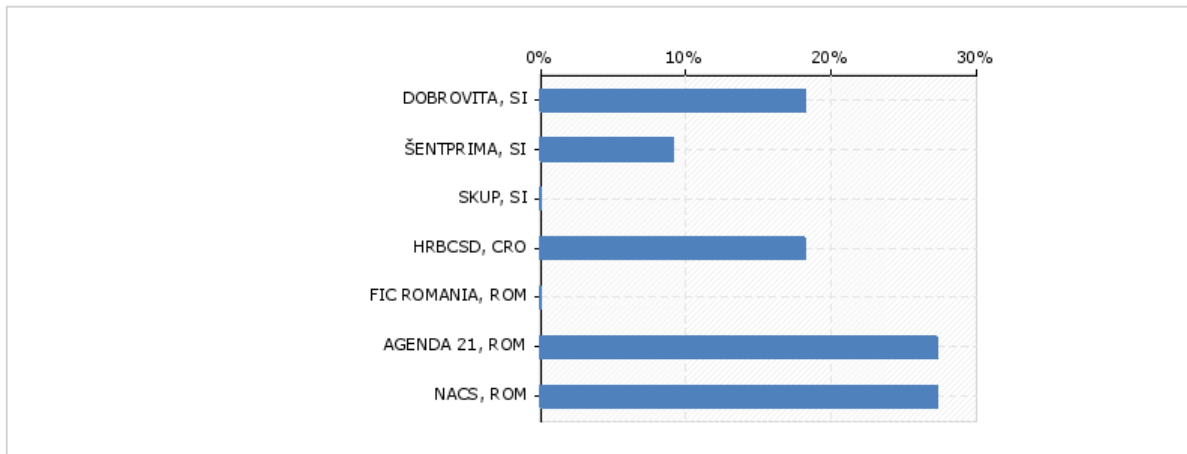
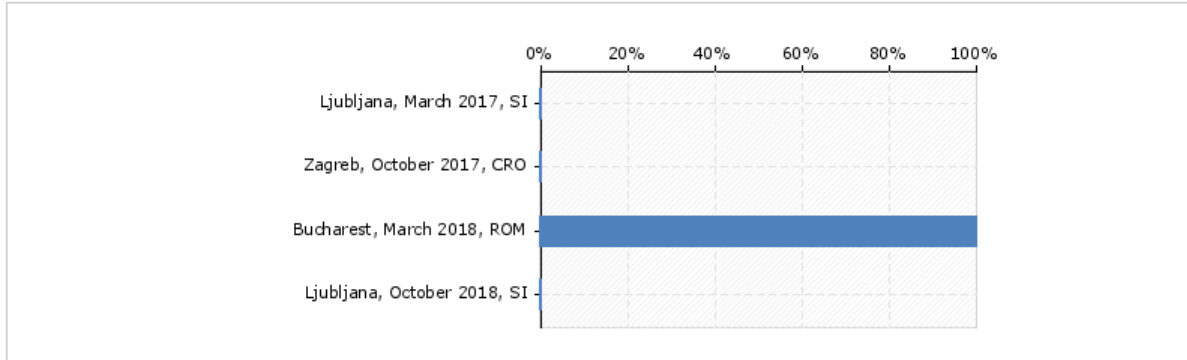
i liked the partners cooperation.
i liked the structure of the meeting and the discussion development. nothing that i didnt like.
:)
the topics covered and the discussions
i liked the launch ceremony, the warm and open atmosphere during the meeting, the kind concern of our hosts to respond to our problems.
ok, just food questions please we should arrange before...so we will be able to concentrate better...otherwise everything was perfect! and internet or at least projector with computer.
i was very happy with how the meting went.

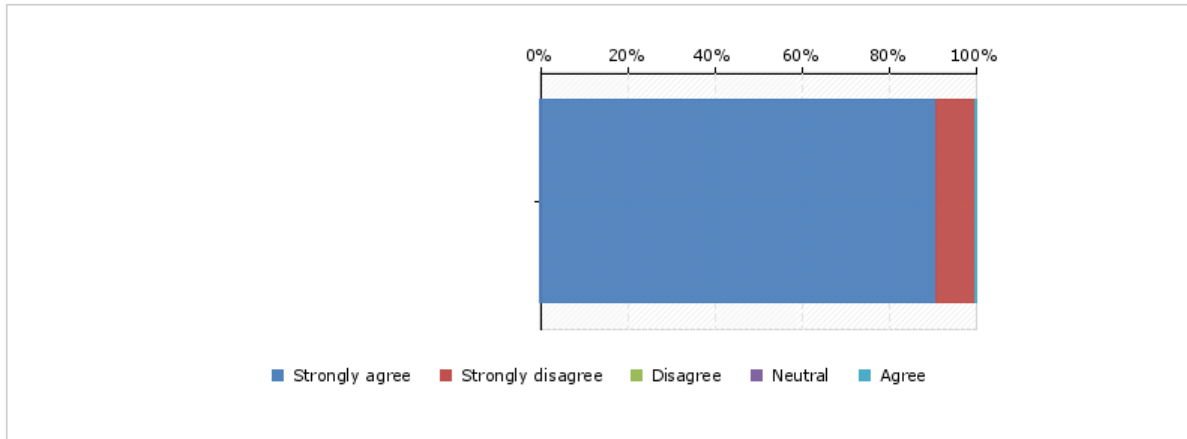
14. What can we do to improve the project meeting next time?

i propose to invite one of the signatory of the charter to prezent the experience regarding the implementation of the charter.
:)
/
to keep everything at the same level.
there is no need for improvements
wi will discuss it before the meeting
everything was fine

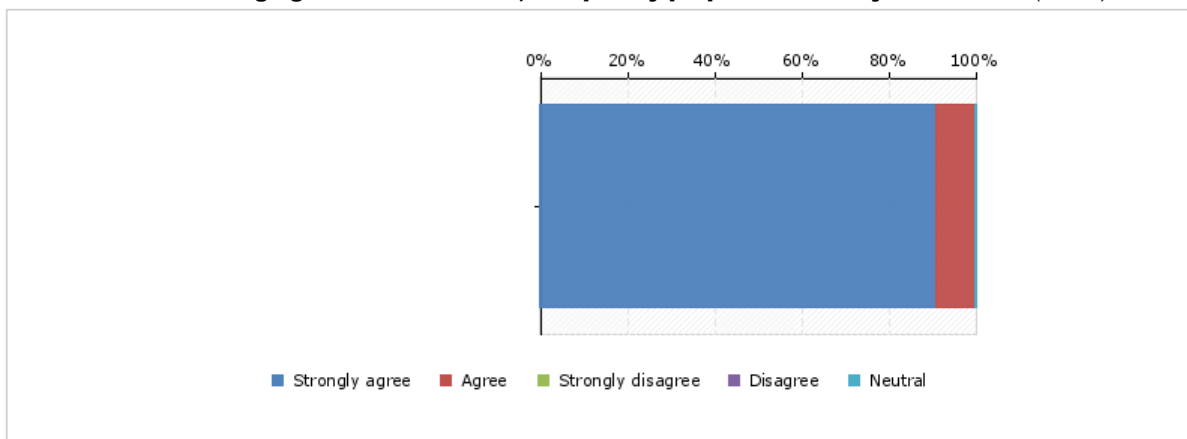
15. Other comments, concerns or requests?

no other comments!
i propose to have more discussion for share sharing experince regarding the implementation of the charter and the strategy to attract the signatories of the charter.
/
:)
thank you for this wonderful experience!
it is pleasure to work with this group. :-)
....

ANALYSIS – 3rd partnership meeting I.D.E.A.S.**You are representative of the project partner:** (n = 11)**Please indicate partnership meeting:** (n = 11)**1. I received on time all information I needed for my participation at the meeting.** (n = 11)

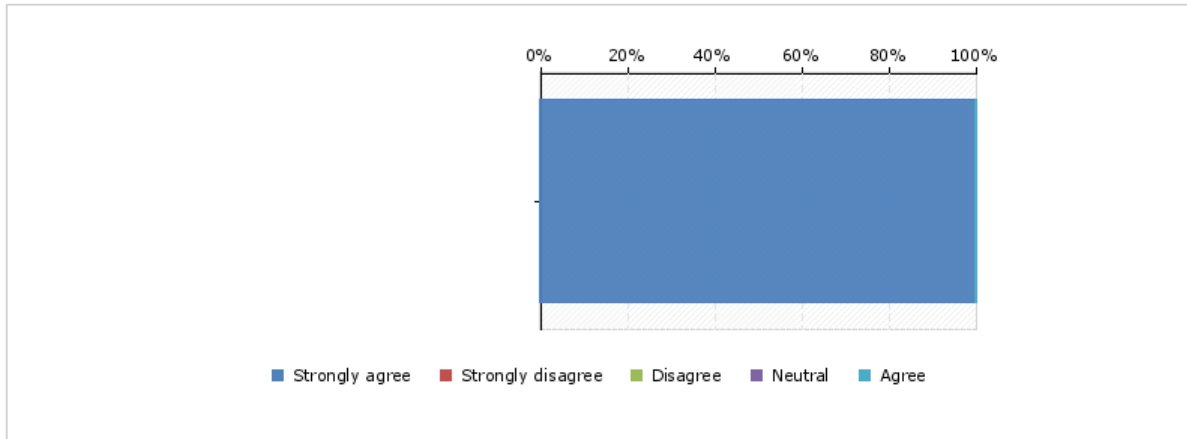
**Comment:**

all information has been sent just in time
we had all information just in time

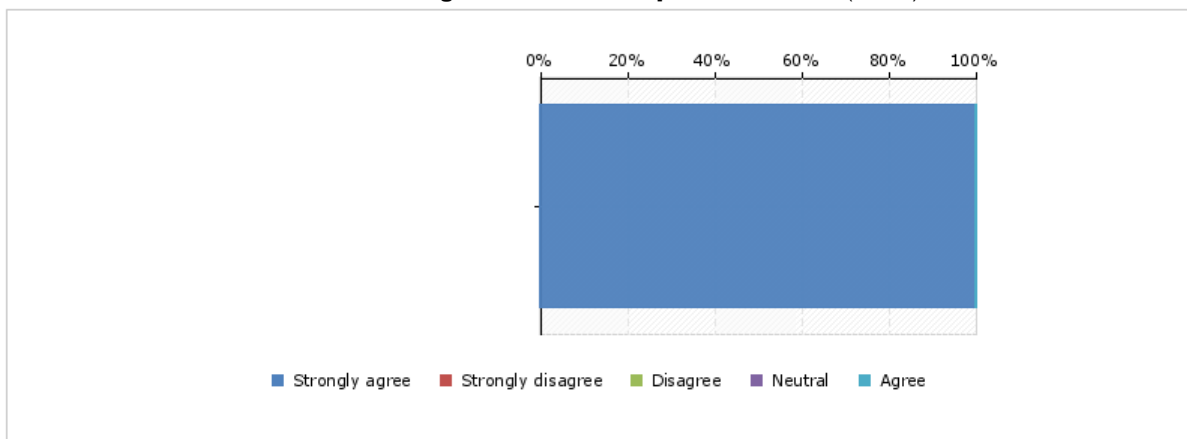
2. The meeting agenda was relevant, adequately prepared and easy to follow. (n = 11)**Comment:**

the meeting agenda was well prepared and easy to follow
very good agenda, easy to follow

3. The meeting was realised efficiently and according to plan. (n = 11)

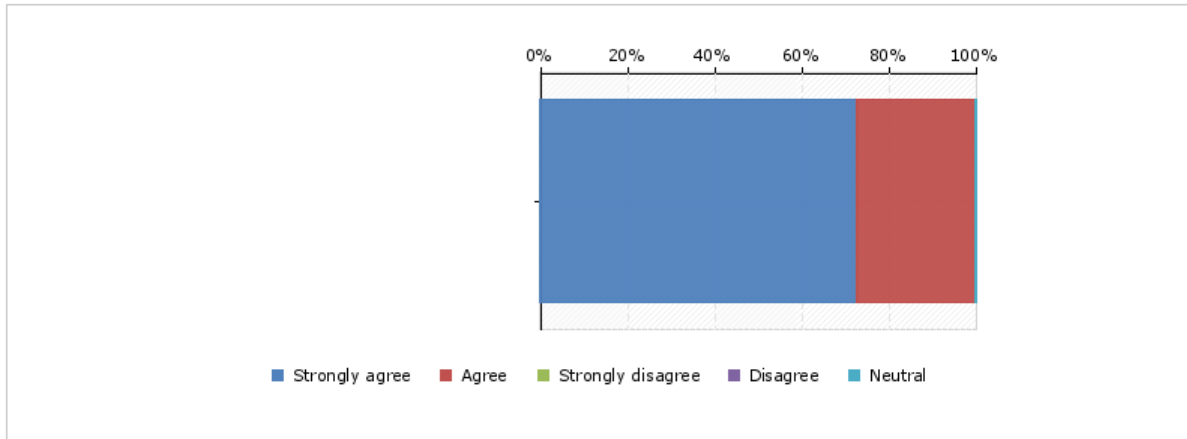
**Comment:**

we received relevant and useful information
good colaboration between partners, active discussion and good planning for next activities

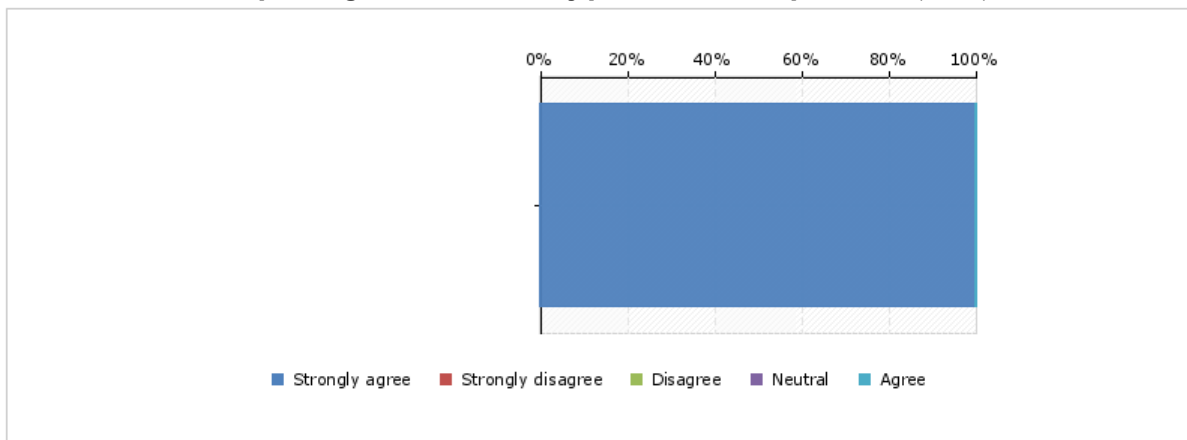
4. There was good balance of topics covered. (n = 11)**Comment:**

it was a good balance of topiics covered
--

5. Partners questions were answered, problems discussed and solutions agreed. (n = 11)

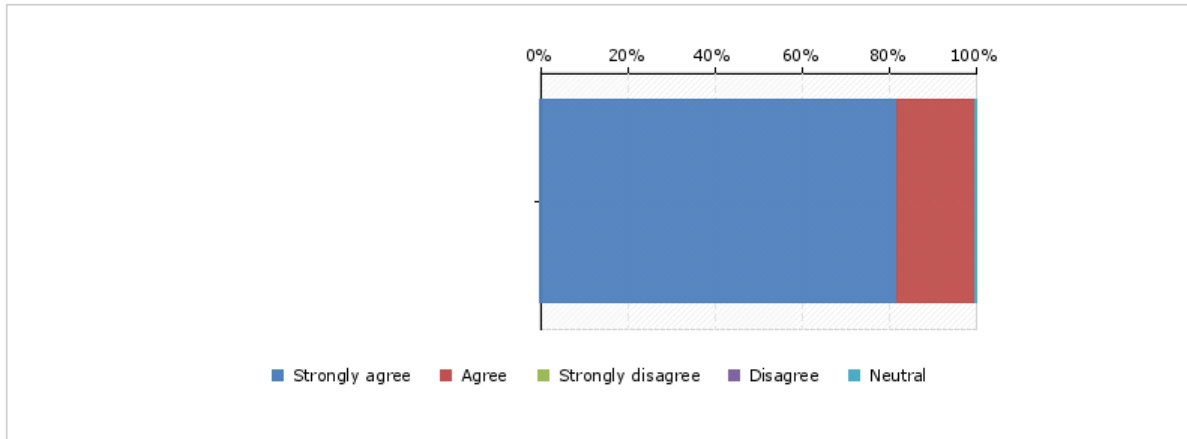
**Comment:**

we had a very controversial debate on good practices, but a solution has been found in the final

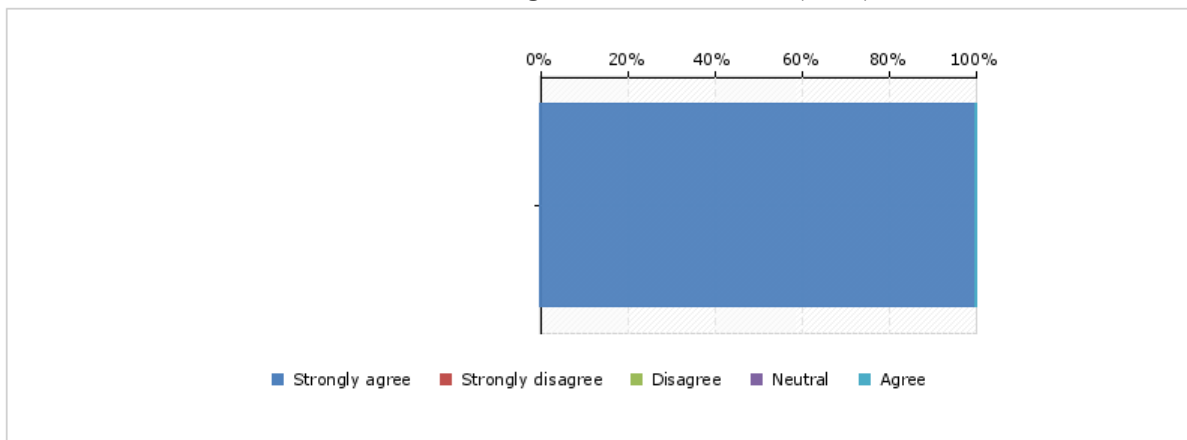
6. Upcoming tasks were clearly presented and explained. (n = 11)**Comment:**

very clearly !!!

7. Partners exchanged best practises/experiences. (n = 11)

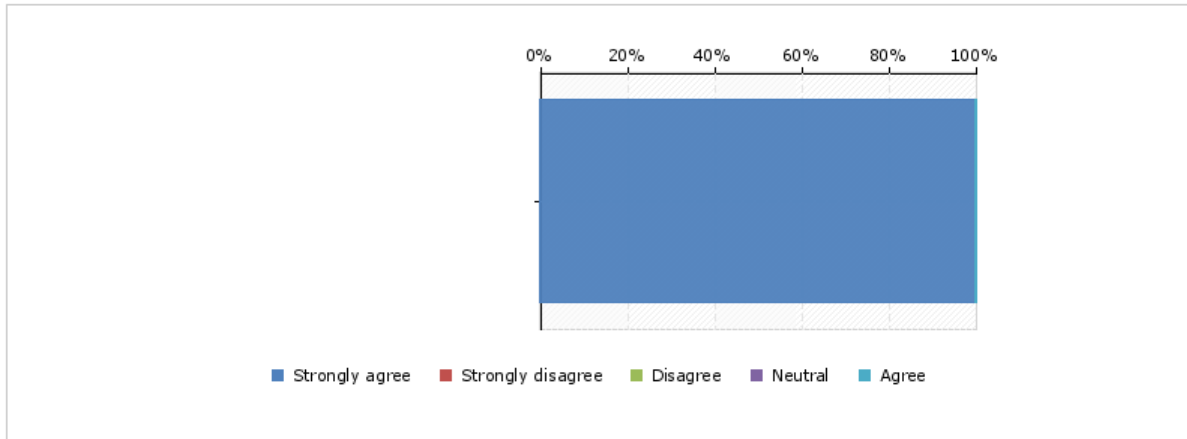
**Comment:**

we exchanged experiences on training courses

8. Partners strengthen their network. (n = 11)**Comment:**

both during the meeting and after

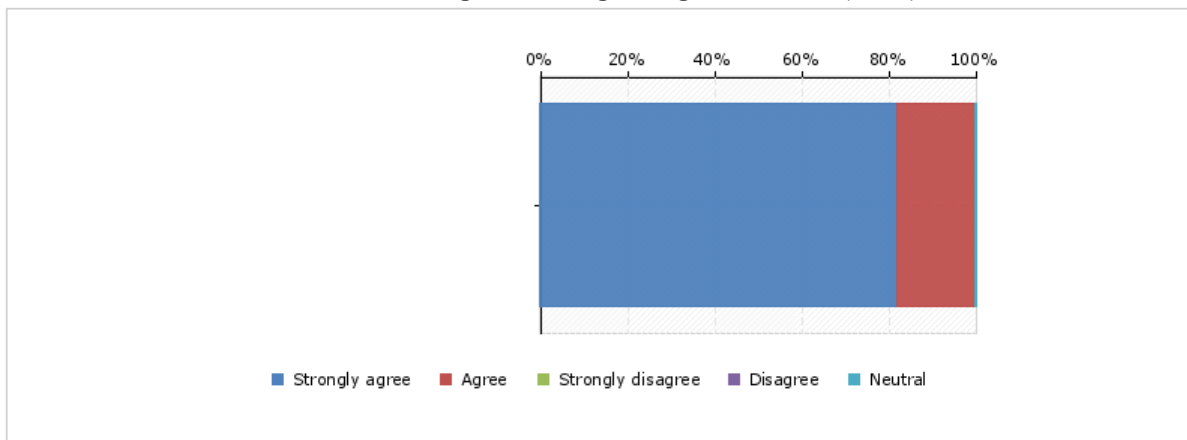
9. The purpose of the meeting was accomplished. (n = 11)



Comment:

definitely, yes

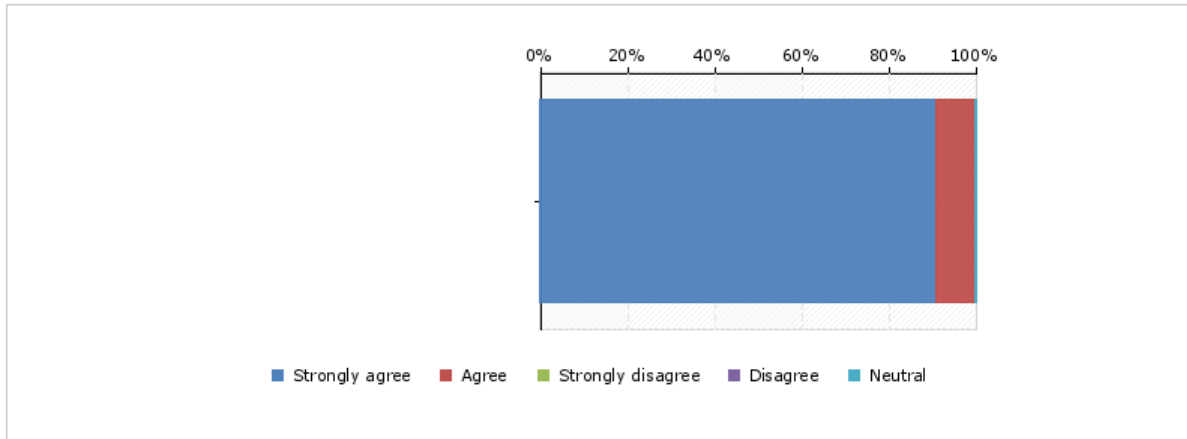
10. The meeting was the right length of time. (n = 11)



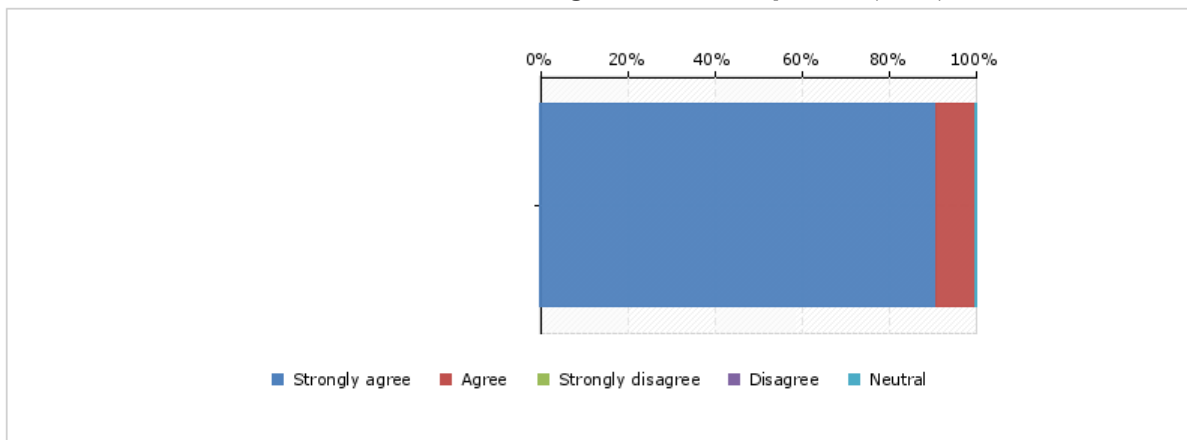
Comment:

yes

11. The meeting place was easily accessible. (n = 11)

**Comment:**

yes

12. Facilities of the meeting room were adequate. (n = 11)**Comment:**

t the meeting room offered all necessary facilities

13. What did you like and do not like about the meeting?

I liked the friendly and open atmosphere, the useful information which we received and the planing for future activities.

in my opinion the meeting was un succes. all the issues were discussed.

everything was perfect
i liked that everybody has a chance to say their thoughts, views and is accepted in discussion
/
i like a lot the way minutes of meeting were written!
i liked that all issues concerning the project were approached. i liked very much the team and the networking.
i liked that i had the opportunity to meet in person the partners, that we found that we could communicate easily, i liked the good preparation and ongoing of the meeting, that we were focused on finding solutions and debate on different points of view. i appreciated the checking of the project step by step and the preparation of the next activities. however, i would have liked some rather lengthy detailed presentations to be shortened.
we could have accomplished everything in less time
everything went really well

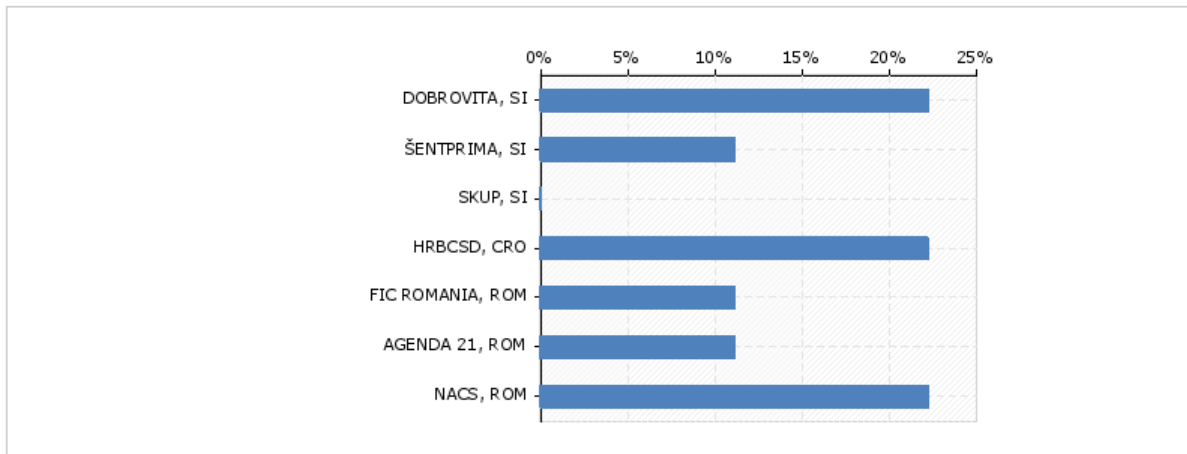
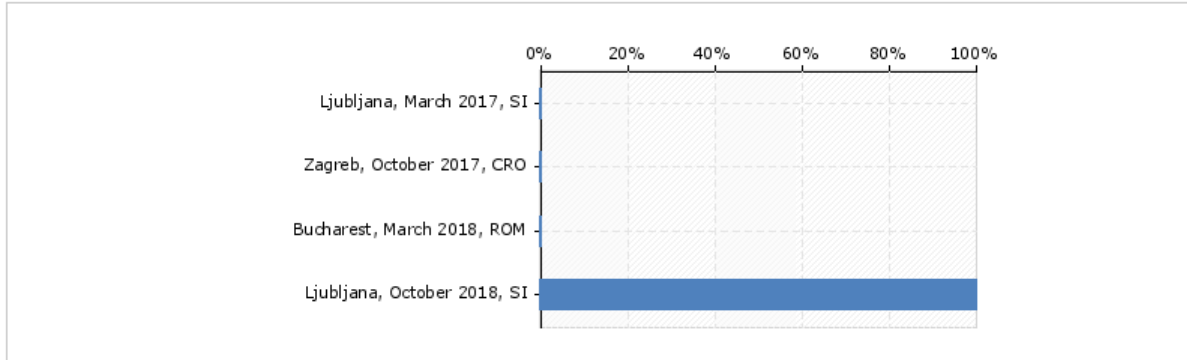
14. What can we do to improve the project meeting next time?

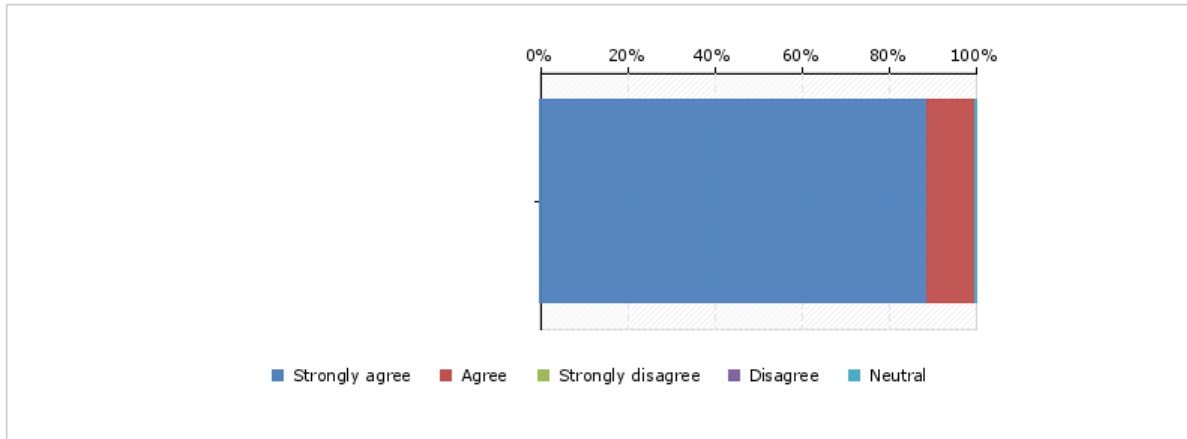
as we will be finishing the project, i am sure that we will use more time in december for financial reporting.
i have to more think about it
i think this meeting was very efficient
i would like that all partners be more carerul on conveying relevant information more efficiently, avoiding lengthy, detailed stoppings where there is not necessary.
/
n.a
everything went really well
na
having in mind the it is the last meeting, exchange the best practice/experiences regarding the implementantion of the charter must to have special time dedicated on the agenda.
make it a little more efficient

15. Other comments, concerns or requests?

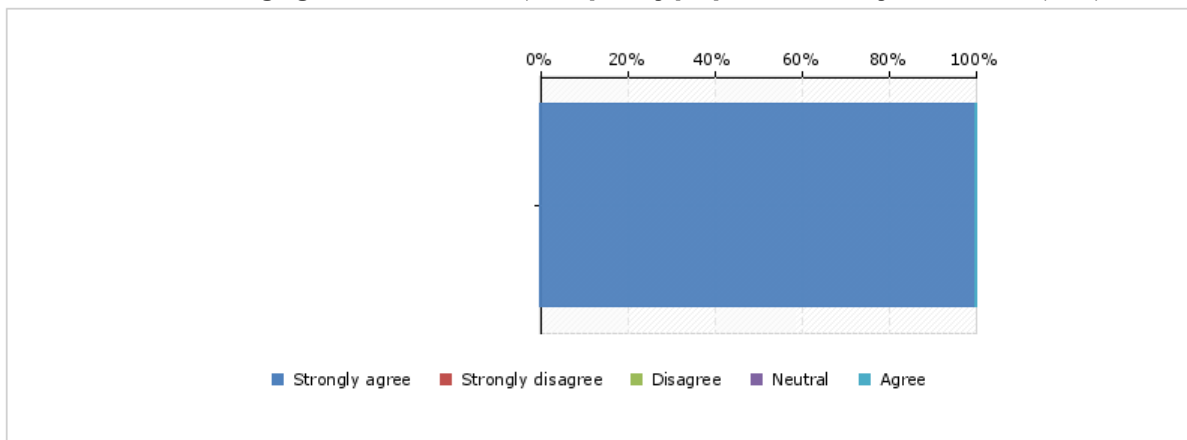
thank you for great organization of the meeting!
no
in the meeting s agenda for the last mobility i suggest to put on discussion regarding the future measure to ensure the sustainability of the project.
its fine
na
/
everything went really well

the meeting was a new opportunity to understand better the flow of the project and to increase our friendship.
everything runs smoothly in my opinion.
i very much enjoyed it.

ANALYSIS – 4th partnership meeting I.D.E.A.S.**You are representative of the project partner:** (n = 9)**Please indicate partnership meeting:** (n = 9)**1. I received on time all information I needed for my participation at the meeting.** (n = 9)

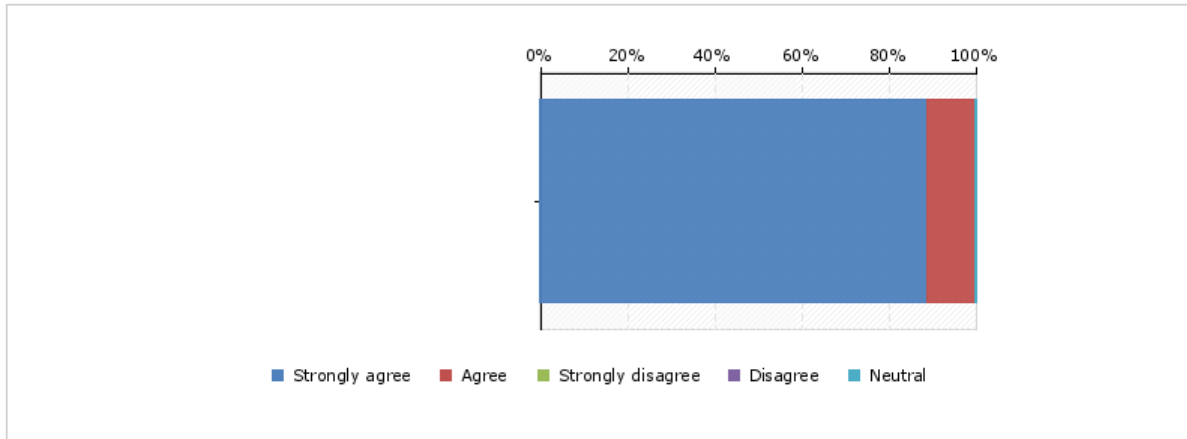
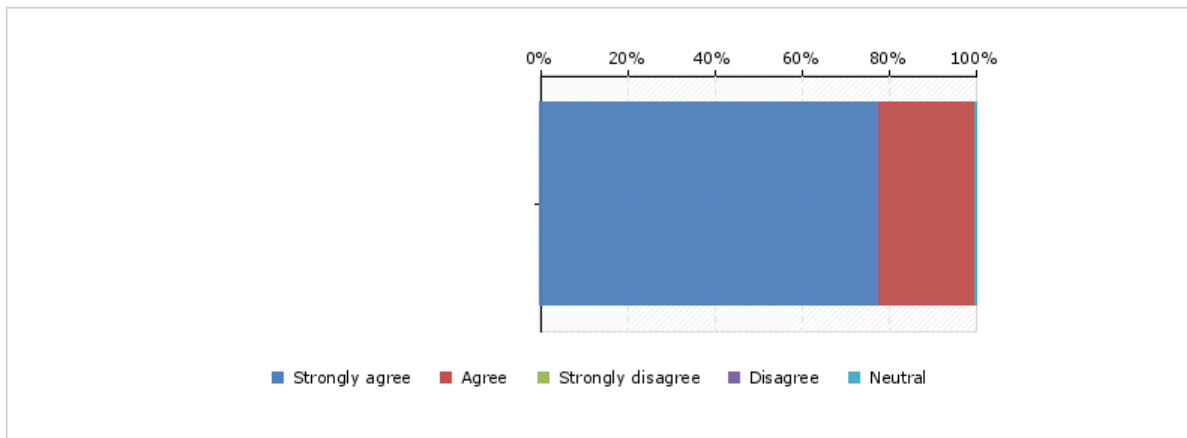
**Comment:**

i received all just in time

2. The meeting agenda was relevant, adequately prepared and easy to follow. (n = 9)**Comment:**

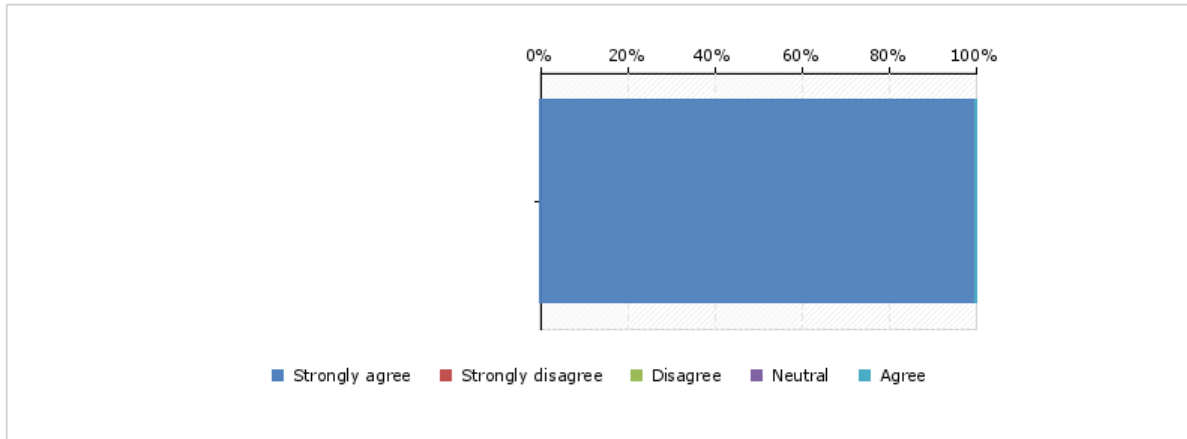
yes, everithing was prepared profesionaly

3. The meeting was realised efficiently and according to plan. (n = 9)

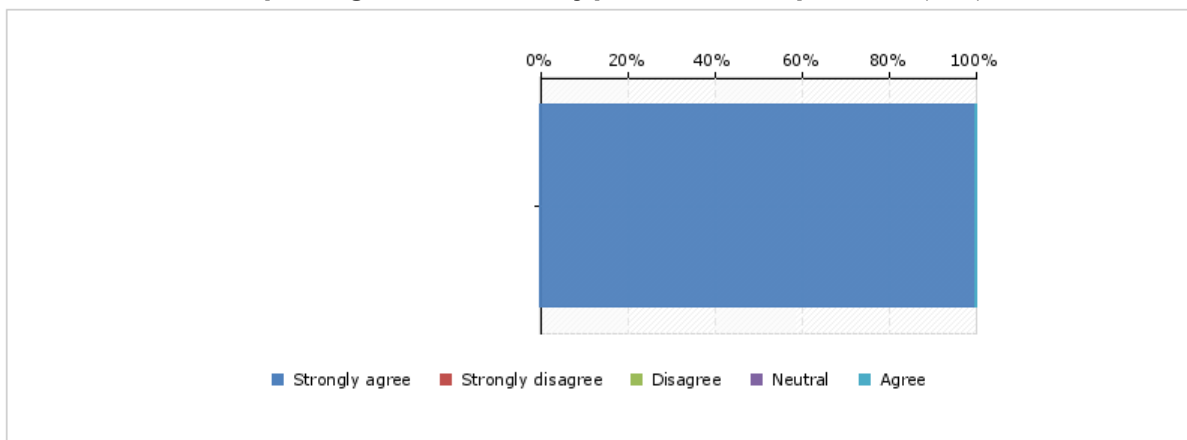
**4. There was good balance of topics covered. (n = 9)****Comment:**

for our specific experiences it would have been important to have more time

5. Partners questions were answered, problems discussed and solutions agreed. (n = 9)



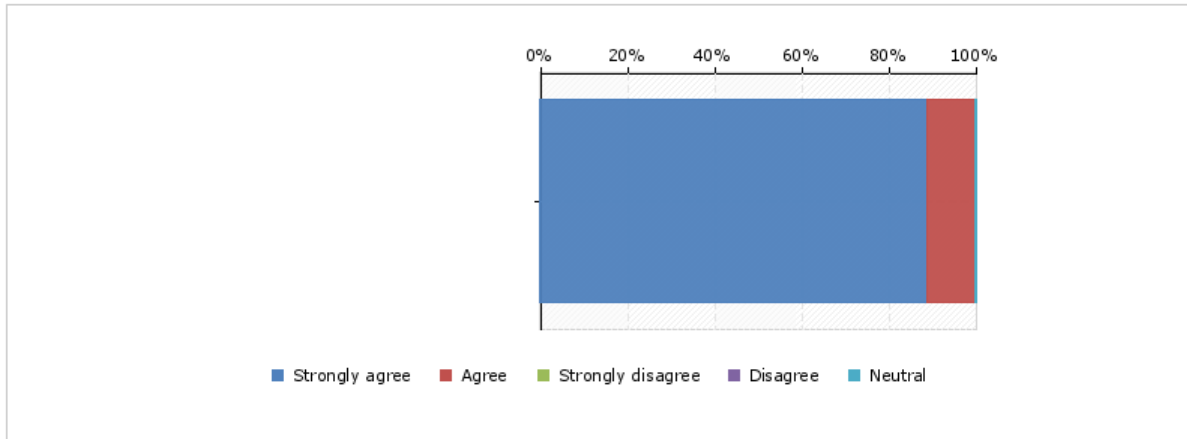
6. Upcoming tasks were clearly presented and explained. (n = 9)



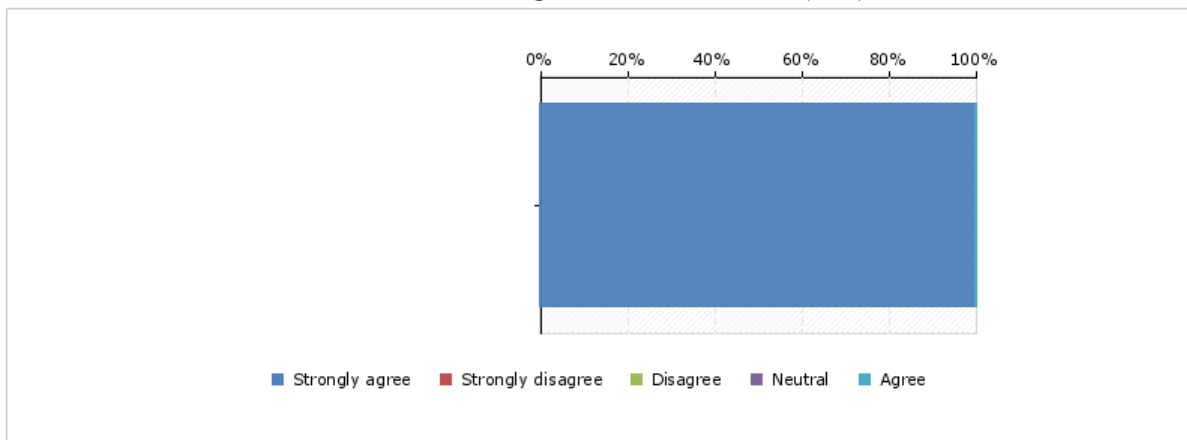
Comment:

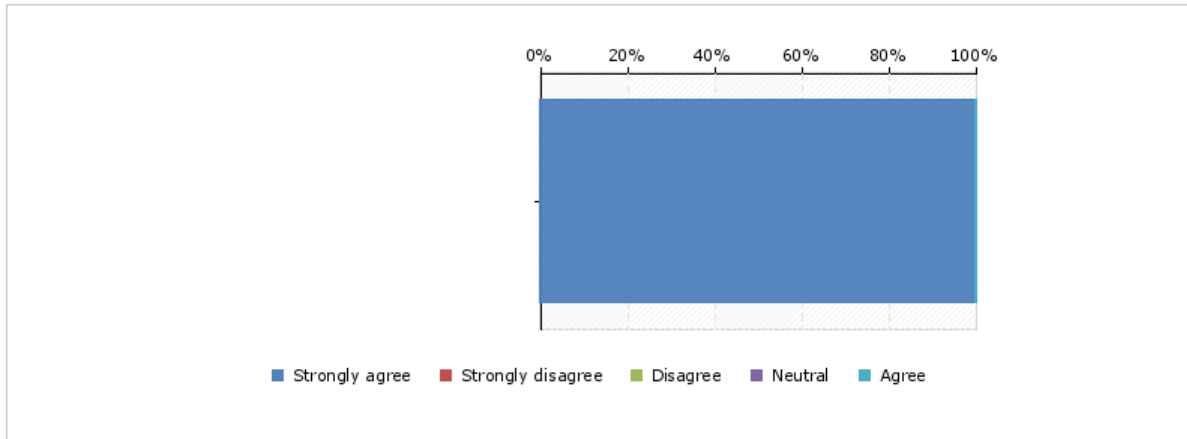
very clear!!

7. Partners exchanged best practises/experiences. (n = 9)

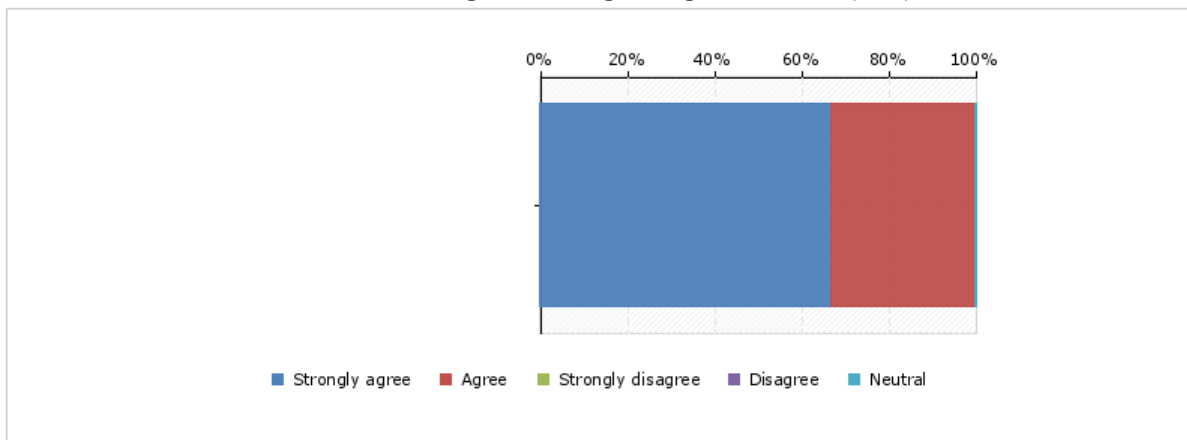
**Comment:**

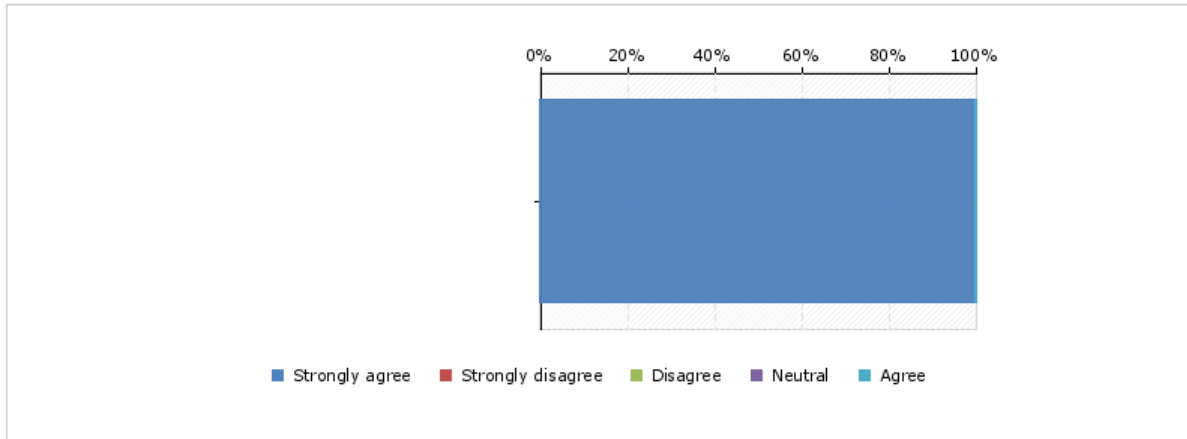
i already mentioned the need for more time

8. Partners strengthen their network. (n = 9)**9. The purpose of the meeting was accomplished.** (n = 9)

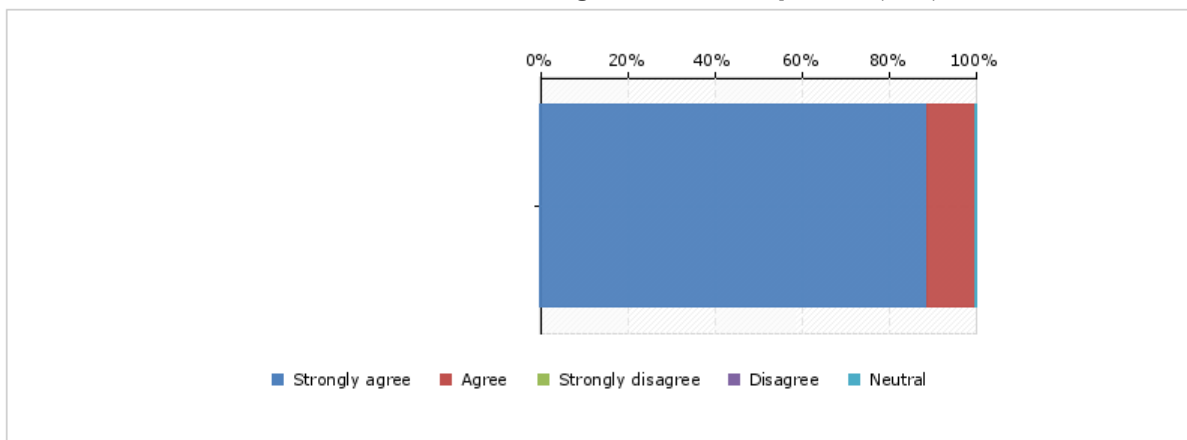
**Comment:**

especially because of discussion what to do in the future

10. The meeting was the right length of time. (n = 9)**11. The meeting place was easily accessible.** (n = 9)



12. Facilities of the meeting room were adequate. (n = 9)



13. What did you like and do not like about the meeting?

i enjoyed seeing all partners again and the efficiency of our discussions. i would have preferred to meet a bit later in the morning.
open communication between whole partnership
/
i like the atmosphere which is always positive and friendly.
i was very happy with the meeting and i think we could develop a very strong partnership in these 2 years :)
i d like the atmosphere. it was like in the diversity charter family
everything was just fine.
i liked discussions about feasibility of the charter, it was useful for me, thinking about slovenian charter and how to finance it for the future. i liked exchange of the experiences from the workshops in romania.

14. What can we do to improve the project meeting next time?

meeting hour in the morning
it will be next time?
to have more time to discuss future common opportunities and projects.
it was perfect for me.
/
everything was just fine.
maybe some of the partners on the project were not up to the task what delayed the process a bit.

15. Other comments, concerns or requests?

i have no comments. the project is going to its end, and i think all the meetings - mobilities were well organised and partners motivated and excellent prepared each time.
no
thank you for all your work.
great work
/
we should continue to find common synergies for our charters :)
hope to continue this wonderful cooperation. thank you ladies in slovenia for handeling this project, us and our new friendship so nicely. kisses to all of you. :-)

QUESTIONNAIRES

PARTNERSHIP MEETING

COUNCIL BOARD MEETING

STAKEHOLDERS MEETING/WORKSHOP – DEBATES

TRAINING

**Project I.D.E.A.S. - Inclusion.Diversity.Equality.Awareness.Success.
(Launching Diversity Charters in Slovenia, Croatia and Romania)**



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and Citizenship Programme of
the European Union

EVALUATION OF PARTNERSHIP MEETING

Dear participant of the Partnership meeting,
please take a few moments and complete this survey.

You are representative of the project partner:

- ☐ Dobrovita, SI
- ☐ Šentprima, SI
- ☐ SKUP, SI
- ☐ HRBCSD, CRO
- ☐ FIC ROMANIA, ROM
- ☐ AGENDA 21, ROM
- ☐ NACS, ROM

Please indicate partnership meeting:

- ☐ Ljubljana, March 2017, SI
- ☐ Zagreb, October 2017, CRO
- ☐ Bucharest, April 2018, ROM
- ☐ Ljubljana, December 2018, SI

1. I received on time all information I needed for my participation at the meeting.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:



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2. The meeting agenda was relevant, adequately prepared and easy to follow.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:

3. The meeting was realised efficiently and according to plan.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:

4. There was good balance of topics covered.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:



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5. Partners questions were answered, problems discussed and solutions agreed.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:

6. Upcoming tasks were clearly presented and explained.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:

7. Partners exchanged best practises/experiences.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:



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8. Partners strengthen their network.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:

9. The purpose of the meeting was accomplished.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:

10. The meeting was the right length of time.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:



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11. The meeting place was easily accessible.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:

12. Facilities of the meeting room were adequate.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:

13. What did you like and do not like about the meeting?

14. What can we do to improve the meeting next time?



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15. Other comments, concerns or requests?

*You have finished the survey.
Thank you.*

Team I.D.E.A.S.



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EVALUATION OF COUNCIL BOARD MEETING

Dear participant of the Council board meeting,
please take a few moments and complete this survey.

Please indicate who invited you to the Council board meeting:

- ☐ partnership of Slovenia
☐ partnership of Croatia
☐ partnership of Romania

Date of meeting: _____

Place of meeting: _____

1. I received on time all information I needed for my participation at the meeting.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:

2. The meeting agenda was relevant, adequately prepared and easy to follow.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:



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3. The meeting was realised efficiently and according to plan.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:

4. There was good balance of topics covered.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:

5. Participants questions were answered, problems discussed and solutions agreed.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:



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6. Tasks were clearly presented and explained.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:

7. Participants exchanged best practises/experiences.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:

8. Participants strengthen their network.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:



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9. The purpose of the meeting was accomplished.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:

10. The meeting was the right length of time.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:

11. The meeting place was easily accessible.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:



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12. Facilities of the meeting room were adequate.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:

13. What did you like and do not like about the meeting?

14. What can we do to improve the meeting next time?

15. Other comments, concerns or requests?

*You have finished the survey.
Thank you.*

Team I.D.E.A.S.



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EVALUATION OF STAKEHOLDER MEETING

Dear participant of stakeholder meeting meeting,
please take a few moments and complete this survey.

Please indicate who invited you to the stakeholder meeting:

- ☐ partnership of Slovenia
- ☐ partnership of Croatia
- ☐ partnership of Romania

Date of meeting: _____

Place of meeting: _____

Legal type of your company:

- ☐ public entity
- ☐ private entity
- ☐ NGO
- ☐ social enterprise

Size of your company:

- ☐ micro (up to 10 employees)
- ☐ small (up to 50 employees)
- ☐ medium (up to 250 employees)
- ☐ large (over 250 employees)

What is the main occupation of your company: _____

What is your position in your company: _____



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1. I received on time all information I needed for my participation at the meeting.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:

2. The meeting agenda was relevant, adequately prepared and easy to follow.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:

3. The meeting was realised efficiently and according to plan.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:



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4. There was good balance of topics covered.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:

5. Participants questions were answered, problems discussed and solutions agreed.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:

6. Tasks were clearly presented and explained.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:



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7. Participants exchanged best practises/experiences.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:

8. Participants strengthen their network.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:

9. The purpose of the meeting was accomplished.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:



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10. The meeting was the right length of time.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:

11. The meeting place was easily accessible.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:

12. Facilities of the meeting room were adequate.

Please indicate your agreement with the statement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:

13. What did you like and do not like about the meeting?



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14. What can we do to improve the meeting next time?

15. Other comments, concerns or requests?

*You have finished the survey.
Thank you.*

Team I.D.E.A.S.



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EVALUATION OF THE TRAINING

Dear participant of the Training of national Diversity Charter,
please take a few moments and complete this survey.

1. Date of Training: _____

2. Place of Training: _____

3. CONTENT of the training

Please indicate your agreement with the statement

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
I was well informed about the objectives of this training.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This training lived up to my expectations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The content is relevant to my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. DESIGN of the training

Please indicate your agreement with the statement.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The training objectives were clear to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The training activities stimulated my learning.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The activities in this training gave me sufficient practice and feedback.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The difficulty level of this training was appropriate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The pace of this training was appropriate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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5. Please indicate your agreement with the statement, regarding the facilitator Michael Stuber

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The facilitator (instructor/teacher) was well prepared.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The facilitator (instructor/teacher) was helpful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. RESULTS of the training

Please indicate your agreement with the statement

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
I accomplished the objectives of this training.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I will be able to use what I learned in this training.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. SELF-PACED DELIVERY

Please indicate your agreement with the statement.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The training was a good way for me to learn this content.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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8. How would you improve this training?

Check all that apply. Multiple answers are possible.

Provide better information before the training.

- ☐ Clarify the training objectives.
- ☐ Reduce the content covered in the training.
- ☐ Increase the content covered in the training.
- ☐ Update the content covered in the training.
- ☐ Improve the instructional methods.
- ☐ Make training activities more stimulating.
- ☐ Improve training organization.
- ☐ Make the training less difficult.
- ☐ Make the training more difficult.
- ☐ Slow down the pace of the training.
- ☐ Speed up the pace of the training.
- ☐ Allot more time for the training.
- ☐ Shorten the time for the training.
- ☐ Improve the tests used in the training.
- ☐ Add more video to the training.

9. What other improvements would you recommend in this training?

You can answer to this question in native language.

10. Which content would be of interest to you in the future?

You can answer to this question in native language.



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11. We are looking forward to your statement, which we can use for promotional purposes.

You can answer to this question in native language.



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IMPACT ANALYSIS OF THIS TRAINING

This part of the questionnaire is designed to help us measure the impact of the delivered training.

Mark the number that best represents your knowledge and skills before and after this training.

MODUL 1 (Slovenia, Croatia)

SELF - ASSESSMENT OF KNOWLEDGE AND SKILLS RELATED TO:

RATING SCALE:

1 LOW 3 MEDIUM 5 HIGH

	before training					after training				
	1	2	3	4	5	1	2	3	4	5
1. Explaining what diversity management is.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Understanding basic concepts and terms of diversity management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Understanding how diversity management is related to and different from Anti - Discrimination Legalisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Basic skills to analyse a robust business case for D & I that meets my organisation's unique needs. 4	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Basic skills to create and write a robust business case for D&I that meets my organisation's unique needs and helps to inform decision - makers about chances, risks, costs and benefits for the company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Basic skills to communicate the different elements of a robust business case for D&I that meets my organisation's unique needs and helps to inform decision - makers about chances, risks, costs and benefits for the company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Understanding the global business context for Diversity Management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Understanding how D&I is aligned with strategic priorities of my organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Understanding how solving the problem is important to the organisation by identifying gaps, discrepancies and room for improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Understanding what are the benefits of managing diversity and inclusion for companies in general and specifically for my own organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Basic skills to formulate goals, objectives and change agendas in a D&I context.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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	before training					after training				
	1	2	3	4	5	1	2	3	4	5
12. Understanding the role of HRM within development of Diversity Management policies and strategies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. Knowledge of measurement instruments for Diversity Management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Skills to define relevant key performance and how to set up key diversity indicators.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Knowledge about what are the main issues that Europe is addressing and which are the main differences with the rest of the world.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Knowledge to describe the landscape of corporate D&I practices at EU level in general terms.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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MODUL 2 (Slovenia)

SELF - ASSESSMENT OF KNOWLEDGE AND SKILLS RELATED TO:

RATING SCALE:

1 LOW 3 MEDIUM 5 HIGH

	pred izobraževanjem					po izobraževanju				
	1	2	3	4	5	1	2	3	4	5
1. Ključni slovenski zakonodajni dokumenti s področja delovnega vključevanja oseb z invalidnostjo.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Razumevanje temeljnih človekovih pravic LGBT - oseb.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Razumevanje vključujočega delovnega okolja za LGBT.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Prepoznavanje kršitev pravic LGBT oseb.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Razumevanje pomembnosti izzivov in potreb delodajalcev v kontekstu starejših zaposlenih.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Razumevanje strateškega upravljanja starejših zaposlenih in vpetosti v HRM strategijo.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Poznavanje dobrih praks s področja delovnega vključevanja/vodenja starejših zaposlenih.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Ključne evropske direktive ter slovenski zakonodajni dokumenti s področja delovnega vključevanja tujcev.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Razumevanje izzivov enakosti žensk in moških v slovenskem in tujem delovnem okolju.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Razumevanje ranljivosti žensk za vključevanje na višje pozicije.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Poznavanje ukrepov za vključevanje žensk na višje pozicije.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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MODUL 3 (Slovenia)

SELF - ASSESSMENT OF KNOWLEDGE AND SKILLS RELATED TO:

RATING SCALE:

1 LOW 3 MEDIUM 5 HIGH

	before the training					after the training				
	1	2	3	4	5	1	2	3	4	5
1. Skills for the development of a Diversity Strategy, including vision, definitions and objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Understanding the benefits of a strategic approach to Equality Diversity and Inclusion (EDI), taking into account the business, moral and ethnic aspects of EDI.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Informations about tools to use when implementing and mainstreaming EDI in an organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Awareness and understanding of unconscious bias and its relevance to equality, diversity and inclusion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Awareness and understanding of unconscious bias and its relevance to our work and its business benefits.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Greater awareness of what unconscious bias is, where it comes from and how it impacts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Identifying own biases.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Understanding of how bias can be counteracted.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*You have finished the survey.
Thank you.*

Team I.D.E.A.S.



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IMPACT ANALYSIS QUESTIONNAIRES

**Project I.D.E.A.S. - Inclusion.Diversity.Equality.Awareness.Success.
(Launching Diversity Charters in Slovenia, Croatia and Romania)**



Co-funded by the Rights, Equality
and Citizenship Programme of
the European Union

IMPACT ANALYSIS OF THE TRAINING IN PRIVATE SECTOR*

This part of the questionnaire is designed to help us measure the impact of the delivered training.

Mark the number that best represents your knowledge and skills before and after this training.

* Questions are part of questionnaire of evaluation of the training.

MODUL 1 (Slovenia, Croatia)

SELF - ASSESSMENT OF KNOWLEDGE AND SKILLS RELATED TO:

RATING SCALE:

1 LOW 3 MEDIUM 5 HIGH

	before training					after training				
	1	2	3	4	5	1	2	3	4	5
1. Explaining what diversity management is.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Understanding basic concepts and terms of diversity management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Understanding how diversity management is related to and different from Anti - Discrimination Legalisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Basic skills to analyse a robust business case for D & I that meets my organisation's unique needs. 4	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Basic skills to create and write a robust business case for D&I that meets my organisation's unique needs and helps to inform decision - makers about chances, risks, costs and benefits for the company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Basic skills to communicate the different elements of a robust business case for D&I that meets my organisation's unique needs and helps to inform decision - makers about chances, risks, costs and benefits for the company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Understanding the global business context for Diversity Management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Understanding how D&I is aligned with strategic priorities of my organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Understanding how solving the problem is important to the organisation by identifying gaps, discrepancies and room for improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Understanding what are the benefits of managing diversity and inclusion for companies in general and specifically for my own organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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	before training					after training				
	1	2	3	4	5	1	2	3	4	5
11. Basic skills to formulate goals, objectives and change agendas in a D&I context.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Understanding the role of HRM within development of Diversity Management policies and strategies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. Knowledge of measurement instruments for Diversity Management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Skills to define relevant key performance and how to set up key diversity indicators.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Knowledge about what are the main issues that Europe is addressing and which are the main differences with the rest of the world.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Knowledge to describe the landscape of corporate D&I practices at EU level in general terms.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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MODUL 2 (Slovenia)

SELF - ASSESSMENT OF KNOWLEDGE AND SKILLS RELATED TO:

RATING SCALE:

1 LOW 3 MEDIUM 5 HIGH

	pred izobraževanjem					po izobraževanju				
	1	2	3	4	5	1	2	3	4	5
1. Ključni slovenski zakonodajni dokumenti s področja delovnega vključevanja oseb z invalidnostjo.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Razumevanje temeljnih človekovih pravic LGBT - oseb.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Razumevanje vključujočega delovnega okolja za LGBT.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Prepoznavanje kršitev pravic LGBT oseb.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Razumevanje pomembnosti izzivov in potreb delodajalcev v kontekstu starejših zaposlenih.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Razumevanje strateškega upravljanja starejših zaposlenih in vpetosti v HRM strategijo.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Poznavanje dobrih praks s področja delovnega vključevanja/vodenja starejših zaposlenih.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Ključne evropske direktive ter slovenski zakonodajni dokumenti s področja delovnega vključevanja tujcev.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Razumevanje izzivov enakosti žensk in moških v slovenskem in tujem delovnem okolju.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Razumevanje ranljivosti žensk za vključevanje na višje pozicije.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Poznavanje ukrepov za vključevanje žensk na višje pozicije.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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MODUL 3 (Slovenia)

SELF - ASSESSMENT OF KNOWLEDGE AND SKILLS RELATED TO:

RATING SCALE:

1 LOW 3 MEDIUM 5 HIGH

	before the training					after the training				
	1	2	3	4	5	1	2	3	4	5
1. Skills for the development of a Diversity Strategy, including vision, definitions and objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Understanding the benefits of a strategic approach to Equality Diversity and Inclusion (EDI), taking into account the business, moral and ethnic aspects of EDI.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Informations about tools to use when implementing and mainstreaming EDI in an organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Awareness and understanding of unconscious bias and its relevance to equality, diversity and inclusion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Awareness and understanding of unconscious bias and its relevance to our work and its business benefits.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Greater awareness of what unconscious bias is, where it comes from and how it impacts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Identifying own biases.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Understanding of how bias can be counteracted.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*You have finished the survey.
Thank you.*

Team I.D.E.A.S.



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QUESTIONNAIRE APPLIED AFTER THE TRAINING SESSION

1. How much faith do you have in the possibilities of your organization to implement a Diversity Charter in the workplace (0 = none; 10 = a lot):

2. To what extent, the following policies / mechanisms can contribute to performance by innovation, based on the trust of all members of the organization? Which would be the order of applying them? 1 – very small extent; 10 – very large extent; order – first (1), second (2), third (3):

- a. implementation of diversity in the workplace (grades between 1 and 10: ; priority 1, 2 or 3:);
b. setting up a diversity management (grades between 1 and 10: ; priority 1, 2 or 3:);
c. promotion of inclusive practices (inclusion at the workplace) (grades between 1 and 10: ; priority 1, 2 or 3:);

3. Currently, to what extent do you think that employees in your organization are aware of the importance of the following principles / recommendations included in a Diversity Charter in the working place?

Level of awareness perceived:	At all	Very low	Low	High	Very high	NA
a. Respect for gender equality between men and women						
b. Promotion of active ageing (nondiscrimination based on age)						
c. Inclusion for people with disabilities						
d. Respect for the rights of the employees that belong to national minorities						
e. Respect for religious confession / beliefs						

4. Please mark the following related to the training (between 1 and 10, 1 minimum, 10 maximum, 98 NA):

a. Trainers' performance		e. Relevance of the methods / tools for training (games, exercises)	
b. Quality of the materials supplied (eg. Training material, annexes ..)		f. Interactive character of the training (exchanges in the group, integration)	
c. Clarity of the objectives		g. Thematic relevance (according to training needs)	
d. Balance between theory and practice		h. General satisfaction – training implementation	

5. Mark the following issues related to the training that you attended (1 = minimum, 10 = maximum, 98 = NA):

a. Estimation on the awareness level of diversity issue;	
b. Increase of the level of information (knowledge);	
c. Improvement of the perception regarding the employees at risk of organizational exclusion;	
d. Gaining skills for development of diversity management (leadership);	
e. Increasing the motivation for applying the Diversity Charter in the workplace;	
f. Facilitation of good practices exchanges (in organization, between departments, between the employees);	
g. Increasing the performance, through innovation based on trust (between all employees)	



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6. Evaluate the quality of the training based on the following criteria (grades 1 – 4 or 98 for those who didn't participate)

	1-2 Very low	3-4 Low	5-6 Moderate	7-8 High	9-10 Very high	98. NA
a. Usefulness of the training						
b. Relevance						
c. Multiplying capacity (replicable knowledge / disseminated in the organization towards colleagues)						
d. Efficiency (report between expected results and available resources*)						
e. Efficiency (report between desired and obtained) – plus of knowledge (in comparison to the period before the beginning of the training)						
f. Impact (capacity to influence taking decisions / adapting some practices etc.)						
g. Sustainability (capacity to generate learning . exchanges after the end of the project)						
h. General satisfaction						

* human, material, financial, informational, time etc.

7. For the future Diversity Charter, which are the odds to realize each measure that could be adapted throughout the year? For "odds": (0 – never; 1 – very low; 10 – very high). (please mark below at Q8)
8. To what extent are you willing to get involved in supporting each of the measures below (the same measures for Q7)

The measure targets a set of 10 organizational practices	Odds	Willingness
a. The promotion of various competences (gained annually) for the flexibility of career <i>on horizontal level</i>	
b. Facilitation of access to promotion (on vertical level), in the context of ensuring diversity		
c. Facilitation of inter-generation exchanges (young – elders) of skills, knowledge	
d. Elaboration of a training plan adapted including to diverse needs (young people, elders, minorities etc.)	
e. Development of a training package dedicated to Diversity management	
f. Development of a training package for the development of HR staff (diversity)	
g. Promotion of the practices for flexibility of the working program (eg. Work from distance, teleworking)	
h. Implementation of solutions for awarding study leaves (young people but also other categories)	
i. Identification of training methods for young and elder people (mentoring, bench-learning)	
j. Periodical realization of surveys / researches / analyses, for monitoring the progress (diversity policies)	



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Socio-demographic data / institutional profile:

9. Gender: a. masculine; b. feminine;	10. Age	11. Environment a. urban ; b. rural
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12. Ethnicity: a. Romanian; b. other please specify:

13. Religion: a. orthodox; b. other please specify:

14. Education

a. high school	c. University	e. Post university
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15. Job name : a. execution; b. management

16. You are: a. civil servant; b. subcontractor c. other

17. No of years within the institution / public service/ organization: 1. Less than 1 year; 2. No of years.....

18. In accordance with your job description, are you involved in the implementation of measures that target diversity in the workplace: 1. Yes; 2. No

19. Type of institution/ organization:

a. City Hall	c. Prefecture;	e. teachers' house;	g. National Agency for Protection of Child Rights;
b. County Council;	d. School Inspectorate	f. General Directorate for Social Assistance and Protection of Child	h. Something else;

20. Location: a. Buzau; b. Bucuresti-Ilfov; c. Giurgiu d. Prahova;



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QUESTIONNAIRE APPLIED BEFORE THE TRAINING SESSION

1. To what extent diversity in your workplace, promoted in public laws and policies in Romania, is implemented at organization level (in the organization that you represent)?:

0. at all	1. a very small extent	2. small extent	3. large extent	4. very large extent	5. I don't know / no answer
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2. To what extent, the following policies / mechanisms can contribute to performance by innovation, based on the trust of all members of the organization? Which would be the order of applying them? 1 – very small extent; 10 – very large extent; order – first (1), second (2), third (3);

- a. implementation of diversity in the workplace (grades between 1 and 10: ; priority 1, 2 or 3:);
b. setting up a diversity management (grades between 1 and 10: ; priority 1, 2 or 3:);
c. promotion of inclusive practices (inclusion at the workplace) (grades between 1 and 10: ; priority 1, 2 or 3:);

3. Besides motives and limits, estimate the current possibilities of your organization to implement the principles / recommendations included in a Diversity Charter in the workplace, with reference to: (0 = there aren't any, 1 = minimum; 10 = maximum).

Possibilities with reference to:	Entrees*	Inclusion**	Promotion	Professional training	Occupational Labor mobility
a. Respect for gender equality between men and women					
b. Promotion of active ageing (nondiscrimination based on age)					
c. Inclusion for people with disabilities					
d. Respect for the rights of the employees that belong to national minorities					
e. Respect for religious confession / beliefs					

* Entrees = (settling in of the new entrees from recruitment, transfer, returning to work); ** Inclusion (involvement of all people in activities and decisions, capitalizing on various skills and competences)

4. In implementing the Diversity Charter, how useful will be to apply the following initiatives? (grades 0 to 4 or 98)

Name of the initiative / usefulness	0. at all	1. not very useful	2. a little useful	3. useful	4. very useful	98. NA**
a. training in view of applying the Diversity Charter**						
b. mentoring for facilitation of the new employees integration						
c. training for people with special needs (bench learning – learning from each other)						
d. recruitment policies / practices that ensures the promotion of diversity*						
e. initiatives that facilitate the access of young people in the organization						



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f. initiatives that capitalize on the potential of persons over 45 years old (active ageing)						
g. measures that help expressing the cultural diversity of ethnic and / or religious minorities						
h. promotion of multilingualism in organizational communication (internal and external)						
i. optimization of career paths (flexibility of the job tasks, interdisciplinary working groups)						

* eg., various committees in terms of competence, recruitment area that ensures the diversity of new comers in the organization, with respect for the law, nondiscriminatory practices and equal opportunities). **98. NA (not the case, I didn't participate, only point a)

5. Evaluate your expectations* from the training session that you will attend (*1 – small; 10 – big). If you won't participate - code 98.

a. Estimation on the awareness level of diversity issue;	
b. Increase of the level of information (knowledge);	
c. Improvement of the perception regarding the employees at risk of organizational exclusion;	
d. Gaining skills for development of diversity management (leadership);	
e. Increasing the motivation for applying the Diversity Charter in the workplace;	
f. Facilitation of good practices exchanges (in organization, between departments, between the employees);	
g. Increasing the performance, through innovation based on trust (between all employees)	

6. Estimate with a percentage the contribution of each factor to promoting diversity in the workplace: (0 = no contribution; 100% = very high contribution).	%
a. human resources department;	
b. top management (exclusive)	
c. executive management (eg., Chief of department, District manager etc.)	
d. informal leaders from the organization (no job, but they have influence, prestige)	
e. people at risk of exclusion at the workplace	
f. each of us (individual contribution)	
TOTAL (a+b+c+d+e+f)	100%

7. Mark the documents / tools that should be at the base of implementing the Diversity Charter (in your organization? (X))		
1. Diversity policies (eg., organizational strategies);	6. Information and promotion materials;	
2. Operational plans;	7. Rules, internal regulations;	
3. Procedures adapted to needs (diversity);	8. Organizational practices transferable in periodical debates (study cases);	
4. Codes (complementary to those already in place);	9. Studies, surveys and internal analysis;	
5. Good practices guides (guiding directions);	10. Communication through newsletter or social media (Facebook of the organization)	



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8. Which are the first measures that should be adopted for a year for the future Diversity Charter? For "priority": mark with 1 to 10 (1 = maximum emergency; 10 = less urgent / low priority).

The measure targets a set of 10 organizational practices	Priority
a. The promotion of various competences (gained annually) for the flexibility of career <i>on horizontal level</i>
b. Facilitation of access to promotion (on vertical level), in the context of ensuring diversity
c. Facilitation of inter-generation exchanges (young – elders) of skills, knowledge
d. Elaboration of a training plan adapted including to diverse needs (young people, elders, minorities etc.)
e. Development of a training package dedicated to Diversity management
f. Development of a training package for the development of HR staff (diversity)
g. Promotion of the practices for flexibility of the working program (eg. Work from distance, teleworking)
h. Implementation of solutions for awarding study leaves (young people but also other categories)
i. Identification of training methods for young and elder people (mentoring, bench-learning)
j. Periodical realization of surveys / researches / analyses, for monitoring the progress (diversity policies)

Socio-demographic data / institutional profile:

9. Gender: a. masculine; b. feminine;	10. Age	11. Environment a. urban ; b. rural
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12. Ethnicity: a. Romanian; b. other please specify:
13. Religion: a. orthodox; b. other please specify:

14. Education

a. high school	c. University	e. Post university
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15. Job name : a. execution; b. management
16. You are: a. civil servant; b. subcontractor c. other
17. No of years within the institution / public service/ organization: 1. Less than 1 year; 2. No of years.....
18. In accordance with your job description, are you involved in the implementation of measures that target diversity in the workplace: 1. Yes; 2. No

19. Type of institution/ organization:

a. City Hall	c. Prefecture;	e. teachers' house;	g. National Agency for Protection of Child Rights;
b. County Council;	d. School Inspectorate	f. General Directorate for Social Assistance and Protection of Child	h. Something else;

20. Location: a. Buzau; b. Bucuresti-Ilfov; c. Giurgiu d. Prahova;



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IMPACT - SIGNATORIES

1. Please state if:	1 - YES		2 = NO		99 – I don't know / no answer	
Before signing the Charter (BC) / After signing the Charter (AC)	BC	AC	BC	AC	BC	AC
1.1 Is there at the level of the institution / company / organization a written and clearly defined program that supports diversity at the workplace?						
1.2 Is there in the company / institution / organization at least one person responsible for implementing the diversity strategy?						
1.3 Does your company / organization / institution regularly revises the HR process in what concerns the principles of non-discrimination and diversity? (for example process of internal communication, hiring / recruiting, selection of participants for trainings, firing policy etc.)						
1.4 Human resources managers / people participating in the hiring processes are participating in trainings / education sessions on diversity?						



2. o what extent the company / institution / organization that you represent is interested in:												
	0. at all		1. very little		2. a little		3. a lot		4. very		99. I don't know	
Before signing the Charter (BC) / After signing the Charter (AC)	BC	AC	BC	AC	BC	AC	BC	AC	BC	AC	BC	AC
2.1 Identifying or building a network of people at risk of exclusion at the workplace												
2.2 providing guidance or training for groups at risk of discrimination												
2.3 The realization of investments necessary for adapting the work environment based on the individual needs of employees (e.g. ergonomic chairs, access platforms, elevator, etc.)?												
2.4 Having at the level of the institution / company / organization a clear strategy for a balanced representation of men and women on management positions?												

3. To what extent												
	0. at all		1. very little		2. a little		3. a lot		4. very		99. I don't know	
Before signing the Charter (BC) / After signing the Charter (AC)	BC	AC	BC	AC	BC	AC	BC	AC	BC	AC	BC	AC
1. The policy for promotion and development of career respects the principles of diversity at the workplace?												
2. The communication of available positions (jobs) (recruitment, promotion) respects the equal opportunities?												
3. The company / institution / organization ensures the balance between professional and personal life (e.g. work from home, leave with no payment, flexible hours, no over hours, etc.)?												



4. What measures / steps did you take for implementing the Diversity principles before or after signing the Charter?	Yes		No	
Before signing the Charter (BC) / After signing the Charter (AC)	BC	AC	BC	AC
a. Training for applying the Diversity Charter principles				
b. mentorship for facilitating the access of new employees				
c. trainings for people with special needs				
d. recruitment policies / practices that ensure the promotion of diversity				
e. initiatives that facilitates the access of young people in the company / institution / organization				
f. initiatives that put to value the potential of people over 45 years old (active aging)				
g. Measures that would encourage the expression of cultural diversity of minorities				
h. Optimizing career paths (flexibility of job description, inter-department working groups)				
i. Involving external stakeholders in your diversity policy (suppliers, service providers, partners)				
j. Integrating diversity into your internal and external communication				
k. Other				



5. As a result of these activities, can you estimate the number of employees who were made more aware of diversity issues?

- a. 0 – 24% of the workforce
- b. 25 – 49% of the workforce
- c. 50 - 74% of the workforce
- d. 75 – 100% of the workforce

6. What do you think are the benefits of joining Diversity Charter?				
	Yes		No	
Before signing the Charter (BC) / After signing the Charter (AC)	BC	AC	BC	AC
Can help to achieve progress in diversity management				
Improves reputation / image of the company / institution / organization				
Strengthens the commitment of the company to non-discrimination and diversity				
Raises internal awareness of non-discrimination and diversity issues				
Enhanced employee and customer loyalty and satisfaction				
Networking opportunities with other signatories				
Other				



7. What kind of support would you need to implement the principles of Diversity Charter?

- a. More information on how to put into practice the principles you committed to
- b. Networking opportunities with other signatories
- c. A system of measuring, ranking and recognizing commitments
- d. Other

8. Please rank below activities by its usefulness for supporting signatory companies in “walking the talk” the principles of Diversity Charter.

(1 - most important, 12 - the least important)

- 1. Diversity ambassadors engagement
- 2. Media engagement
- 3. Exchange of good diversity practice
- 4. Workshops, Professional education
- 5. Social media engagement (Linkedin, Facebook, Twitter)
- 6. Supporting tools like Guide on assessing diversity
- 7. Diversity Columns (interviews with diversity experts)
- 8. Diversity Year Conference
- 9. Diversity Day
- 10. Establishment of Diversity Council Board of the Charter
- 11. Working groups on special topics (for example on gender, youth, elderly, disability, migrants, LGTB...)
- 12. Communication with policy makers

ADDITIONAL – SLOVENIA

- 13. Diversity breakfast with guests (good practices)
- 14. Individual counseling
- 15. Working groups of the Charter covering different topics (which: _____)
- 16. Diversity benchmark (diversity label) offered to the companies



9. Would you recommend any other activities Diversity Charter should involve in their work-plan?
(please name)

10. Have organized this year any diversity events inside or outside your company?

- ☐ Yes
- ☐ No

If yes, please could you tell us the name of the event and if possible send us a link to webpage that promoted the event?

11. Do you estimate that a year after signing the Charter, the effect of pro-diversity measures committed and implemented is:

1= unimportant

2 = low

3 = moderate

4 = high

5 = very high

What number of employees has the company / institution/ organization that you represent:

- a. 1 to 49
- b. 50 to 249
- c. 250 to 499
- d. 500 to 4999
- e. 5000 +



Did the company / institution / organization that you represent had Diversity policies in place before signing the Charter?

- a. Yes
- b. No

Do you represent:

- a. A company
- b. A public institution
- c. An organization
- d. Other

In what field of activity:

According to your job description, are you responsible for implementing measures that target diversity at the workplace?

- a. Yes
- b. No

E-mail address

CONSENT OF THE USE OF PERSONAL DATA PURSUANT TO THE GDPR 679/2016

*You have finished the survey.
Thank you.*

Team I.D.E.A.S.



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DRAFT - Diversity Self-Efficacy Scale

*The statements below have to be discussed within the partnership I.D.E.A.S.

This questionnaire is designed to help us gain a better understanding of the kinds of things that create difficulties for managers in leading diverse employees. Please rate how certain you are that you can do the things discussed below by writing the appropriate number. Your answers will be kept strictly confidential and will not be identified by name.

Rate your degree of confidence by recording a number from 0 to 100 using the Scale given below:

1. Scale: 0 10 20 30 40 50 60 70 80 90 100

Cannot do at all Moderately can do Highly certain can do

2. Scale 1 2 3 4

1. I feel I can always influence on the decisions that are made in my organisation/company.
2. Express my views freely on equality and non discrimination.
3. I can always manage to go through to the most difficult employees if I try hard enough.
4. I can motivate most of the employees who show low interest in the importance of diversity.
5. I feel I have the influence on employees to get them work well together.
6. I am confident in getting employees to follow non discrimination policies of my organisation/company.
7. It is easy for me to control disruptive behavior.
8. I am confident in preventing problem behavior regarding discrimination that could happen in my organisation/company.
9. Get other employees to involve in the organisational activities on diversity issues.
10. I have the ability to make employees to feel comfortable on their work.
11. I feel I have the influence to make our company/organisation a safe and respectful workplace.
12. I feel I have the ability to co-create a workplace where employees enjoy coming to work.
13. I know I can help other coworkers to get managerial skills to work with diverse employees and help them develop their managerial skills.



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14. I feel confident in explaining main concepts on diversity issues in a clear and confident way to my customers/clients/employees.
15. I can argue what diversity management means for employees/customers/clients.
16. I feel I have the knowledge on how Diversity management influences change management.
17. I feel I have the skills needed for Diversity Management and I know where I have to improve on personal, individual level.
18. I understand the emotions and opinions of others and I know how to work with both, minority and majority groups.
19. I know how to develop and assess personal skills, such as empathy, self reflection, ability to work in a team, to negotiate and to handle conflicts, etc. both in minority and majority groups.
20. No matter what, I can always pursue Diversity Management goals with drive and energy and maintain a positive, constructive outlook, commitment and passion for Diversity Management.
21. I know my prejudices, belief systems, values and stereotyping, how to handle them and how to keep an open mind.
22. I understand the psychological mode of action of diversity, the dynamics of tensions, misunderstandings, ambiguities and opportunities, and I am able to handle the consequences of diversity (both chances and risks).
23. I am able to facilitate and manage sensitive matters and have political savoir – faire = I know to whom and where to go to get things done)
24. I know where resources are, and how to access them, and I am able to engage audience for diversity issues.
25. I feel I can be always committed to the ethical and professional values and rules of Diversity Management and I feel I can be a diversity ambassador in my organisation.



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