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DIVERSITY UNITES US!

A GUIDE TO THE POLISH DIVERSITY CHARTER



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RESPONSIBLE BUSINESS FORUM
IS A **COORDINATOR** OF THE
DIVERSITY CHARTER IN POLAND

KARTA
RÓŻNORODNOŚCI



DIVERSITY CHARTER IN POLAND IS UNDER **THE AUSPICES** OF THE GOVERNMENT
PLENIPOTENTIARY FOR EQUAL TREATMENT, THE HUMAN RIGHTS DEFENDER
AND MINISTRY OF LABOUR AND SOCIAL POLICY

PLENIPOTENCIARZ RZĄDU
DO SPRAW RÓWNOŚCĄ TRAKTOWANIA



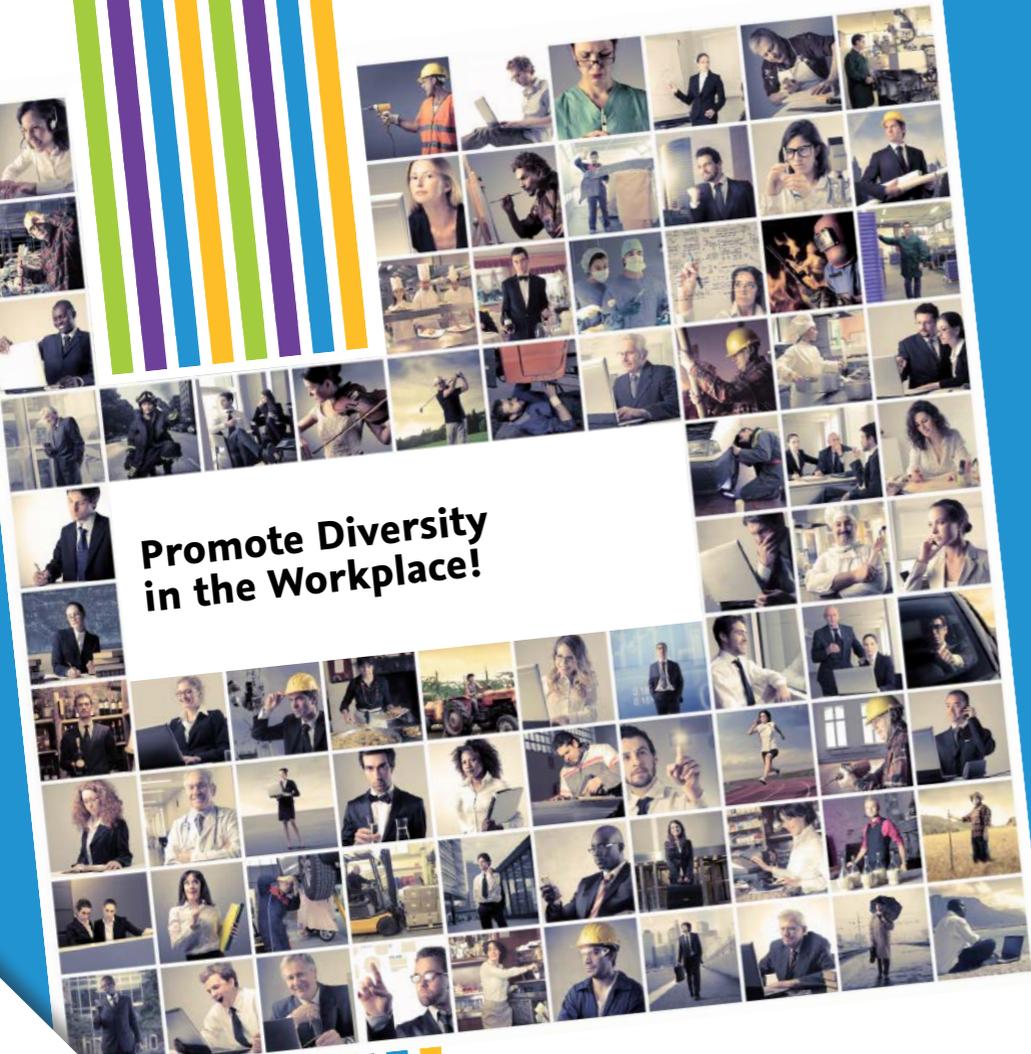
Ministerstwo Pracy
i Polityki Społecznej

MAIN PARTNER
FOR THE DIVERSITY
CHARTER IN POLAND



KARTA RÓŻNORODNOŚCI

**Promote Diversity
in the Workplace!**



INTRODUCTION



Dear Readers

The idea of diversity management has been developing fast. It is one of the main trends in socially responsible companies. Above all however, it is an important social matter.

Responsible Business Forum has supported and promoted diversity in the workplace for years. This is reflected, for instance, in our recent publications such as *Company equals diversity. Understanding, Respect, Management* (2009) [In Polish: *Firma = różnorodność. Zrozumienie, poszanowanie, zarządzanie*] or *Diversity Management in Poland* (2009) [In Polish: *Zarządzanie różnorodnością w Polsce*]. Now, we are presenting a new publication on diversity in the workplace. It refers to the subject of implementing obligations that are stated in the Polish Diversity Charter.

The Diversity Charter is a European initiative. In Poland, it is coordinated by the Responsible Business Forum. The Charter obliges its signatories to implement policies of equal treatment and diversity management, to educate all employees about anti-discrimination, to active prevention of discrimination and mobbing in the workplace, to report about the undertaken activities, and to promote diversity management among business and social partners.

The Charter will no doubt become the first step to implement and order the process of diversity management in an organization. The Charter does not assess, it rather encourages, shows directions, educates, and provides tools for diversity management.

In this publication you can read about the process of developing the Polish Diversity Charter as well as the benefits that it brings. It was our aim to make the guide to the Charter as practical as possible. That is why you will find here many opinions and commentaries as well as good practices of particular companies and organizations that are the signatories of the Charter in Poland.

I kindly invite you to read the guide and join the group of signatories and supporters of the Diversity Charter.

Mirella Panek-Owsiańska
President of the Responsible Business Forum

DIVERSITY MANAGEMENT AS A GROWTH DRIVER IN THE EUROPEAN UNION

LINA PAPAMICHALOPOULOU, Head of Unit, Non-discrimination policies and Roma coordination, DG Justice, European Commission



The diversity of our population is an increasingly striking feature of today's Europe. At the same time, Europe must foster the best possible conditions to increase its competitiveness in the current challenging economic and demographic context, up-skill its workforce and encourage smart, sustainable and inclusive growth.

Diversity represents an opportunity that brings benefits for private and public organisations and for the society as a whole. Well-known arguments and evidence exist in support of diversity at the workplace that can explain why an increasing number of European companies are adopting diversity and equality strategies, not only for ethical and legal reasons, but also for the business benefits they are expected to deliver.

Enhanced employee recruitment and retention from a diverse pool of high quality workers are among the most important of these benefits. Effective diversity measures can help to access a wider talent base which leads to greater innovation and emerging marketing opportunities.

Diversity measures at the work place also contribute to expand the customer client base and ease access to markets. Europe's businesses and customers are becoming more diverse in their demands for product variety and quality services. A workforce that represents the reality of an increasingly diverse society can help businesses to respond more effectively to the needs stemming from different potential customers.

Companies with a diverse workforce which value team integration, acceptance and mutual learning have proved to be more performing and productive, with higher staff motivation and engagement and reduced absenteeism which in the end results in substantial savings.

Last but not least, diversity improves corporate image and reputation which also has an impact in final commercial and business related decisions taken by customers and clients when confronted to different market choices.

Moreover, it is quite significant and extremely high level of support from citizens to measures aiming at fostering diversity in the workplace. The latest Eurobarometer on discrimination¹ shows that there is widespread support among Europeans for training employees and employers on diversity issues (79%), monitoring recruitment procedures (76%) and monitoring the composition of the workforce (69%).

The European Commission is well aware of the benefits of diversity at the workplace and has been actively combatting discrimination for more than a decade now through legislation allowing millions of people to fully achieve their potential and thousands of companies to benefit from their talents. The numerous directives on gender equality in employment, occupation, in access to goods and services and social security, the Employment Equal Treatment Directive, the Race Equality Directive² are the legal instruments which have helped to bring about equality. The recent legislative proposal aiming to attain a 40% objective of the under-represented sex in non-executive board-member

positions³ is the most recent example of legislative action in this field.

However legislation alone is not sufficient and the responsibility lies not only on European Institutions but, especially, on Member States, Equality bodies, NGOs, businesses, trade unions and employers at national level. All have a role to play in combatting discrimination and reflecting diversity in the work force.

It is in this context that the Commission welcomes and supports initiatives like the Diversity Charters that have emerged across Europe as a way to involve companies and organisations in voluntary diversity initiatives.

They constitute a short document that lists key commitments to creating and embracing a diverse workforce and can be signed by companies and institutions of any size. It reflects commitment to the fundamental principles of equality and respect towards the right to inclusion of all people within the working environment, regardless of their

gender, age, disability, ethnic origin, religion or sexual orientation.

Diversity Charters operate mostly as private initiative of companies collaborating with the public administration and social agents to create awareness regarding the benefits of diversity and the impact of diversity inclusion to leverage the social and professional development of the country. Charters often create tools and promote exchange of experiences to tackle the lack of efficiency in companies. At the same time, they help to value differences to generate an innovative and competitive environment in the European Union. Over five and half thousand companies and public institutions have signed diversity charters up to now.

The European Commission supports a European Platform for Diversity Charters within its project "Support for voluntary initiatives promoting diversity management at the workplace"⁴. It provides a meeting point for national Diversity Charters where they can exchange experiences, best practices, tools and signatories. There are currently Char-

ters operating in 12 Member States of the European Union: Austria, Belgium, Estonia, Finland, France, Germany, Luxembourg, Ireland, Italy, Poland Spain and Sweden. The ultimate objective is to have in the nearest future a Diversity Charter organisation in each European country to create support for many valuable business practices.

The essential and final objective is not just having employees that understand consumer preferences or improving the coexistence of young and older generation working together, people of different ethnic background, religion or sexual orientation. The real challenge is to turn diversity into a growth driver for organisations, both in private and public sector. The Diversity Charters are in a privileged position to help meeting this goal.

And for this goal to be achieved, it is also crucial to raise awareness of the benefits that diversity can bring to businesses and how to manage diversity. I thus very much welcome this publication about how to implement diversity charters in organisation, published by the Responsible Business Fo-

THE ORIGINS AND THE EUROPEAN CONTEXT OF DIVERSITY CHARTERS¹

■ DIVERSITY CHARTER IN EUROPE



rum, coordinator of the Diversity Charter in Poland. It indeed contributes to this purpose by showing how to incorporate diversity logic in an organisation, explaining why it makes good business sense and also presenting good examples from diversity charters in other European countries.

¹ http://ec.europa.eu/public_opinion/archives/eb_special_399_380_en.htm#393, 20.08.2013

² http://ec.europa.eu/justice/discrimination/law/index_en.htm, 20.08.2013

³ http://ec.europa.eu/justice/gender-equality/gender-decision-making/index_en.htm, 20.08.2013

⁴ http://ec.europa.eu/justice/discrimination/diversity/index_en.htm, 20.08.2013

There are several reasons why Diversity Charters are strictly European in nature. First of all, they are to be introduced in all countries of the European Union. Secondly, they have been initiated in twelve countries already, and thirdly, the project takes place under the auspices of the Directorate-General for Justice of the European Commission. In order to understand the nature of the project however, it is necessary to go back to the inception of Charters and trace the development of that initiative.

The idea of the Diversity Charter first appeared in France in 2004 in a report issued by the Montaigne Institute, a French think tank. The report titled *Les oubliés de l'égalité des chances*², [*The Forgotten of Equal Opportunity*] was co-written by Yazid Sabeg and a journalist Laurence Méhaignerie. It contains a proposal to create a coherent document that would not only organize the policy of equal treatment in companies but also affect the state policy, e.g. through public procurement. The inauguration of the Charter took place on 22 October 2004 when 33 companies, including some of the small and medium-sized

enterprises (SMEs) signed the Charter for the first time³. In order to promote and raise awareness of the Charter among SMEs and micro enterprises the Secretariat General for the Diversity Charter was founded with the cooperation of public and private partners and the support of political authorities.

The subsequent Diversity Charters have appeared as autonomous documents, adjusted to the specific policies of equal treatment in particular countries. However, the idea and design of the projects have always referred to the French Diversity Charter. It is still the largest and the most advanced initiative of this kind in Europe.

The Diversity Charter in France became an inspiration for other countries such as: Belgium (Brussels-Capital Region), Germany, Spain, Italy, Austria, Sweden, Poland, Luxembourg, Finland, Ireland and Estonia. Different institutions have been responsible for the coordination of the project. Among them there are non-governmental organizations, employers' associations, as well as partnerships of public authorities and non-govern-

mental and business institutions. The model of the charter has a specific formula and type of operation in every country.

The Brussels-Capital Region Diversity Charter is strongly connected with the public administration and includes a commitment to develop and adopt a two-year *Plan for Diversity*. The Diversity Charter in Germany, the patron of which is Angela Merkel, the German Chancellor, remains one of the largest in terms of number of signatories (over 1000 parties from business, NGOs, public administration and local governments, states /Länder/, hospitals, universities and other types of employers). The partnership which has been developed within the Spanish Diversity Charter has appointed a dedicated Foundation for Diversity (*Fundación para la Diversidad*), the aim of which is to promote the Diversity Charter in Spain. Also, the Charters in Italy, Finland, Luxembourg and Poland are of interesting origins. The entities that coordinate the project in these countries are the non-governmental organizations gathered around the Brussels-based CSR Europe. These are respectively: Fondazione

Charte de la diversité
(France) 22.10.2004

Charte de la Diversité dans
l'Entreprise – Charter voor
Diversiteit in de Onderneming
(Brussels) 19.12.2005

Charta der Vielfalt
(Germany) 1.12.2006

Fundación para
la diversidad
(Spain) 17.03.2009

Carta per le pari
opportunità e l'uguaglianza
sul lavoro (Italy)
5.10.2009

Charta der Vielfalt
(Austria) 26.11.2010

Diversity Charter
Sweden (Sweden)
2.12.2010

Karta Różnorodności
(Poland) 14.02.2012

Charte de la Diversité
Lëtzebuerg (Luxembourg)
26.09.2012

Monimuotoisuusverkosto
(Finland) 3.10.2012

Diversity Charter
(Ireland) 5.10.2012

Diversity Enriches
(Estonia) 1.11.2012

BASIC INFORMATION ON DIVERSITY CHARTERS AND CONTACT DETAILS

Country	Name of the Charter	Website	Coordinating organizations	Number of signatories (as of September 2013)
AUSTRIA	Charta der Vielfalt	chartader-vielfalt.at	The Austrian and the Vienna Chamber of Trade and Commerce, Pauser&Wondrak Unternehmensberatung OG	> 100
BELGIUM (BRUSSELS)	Charte de la Diversité dans l'Entreprise – kCharter voor Diversiteit in de Onderneming	diversiteit.irisnet.be	Public structure within the "Territorial Employment Pact" in Brussels	162
ESTONIA	Diversity Enriches	erinevusrikastab.ee	Tallinn Law School	17
FINLAND	Monimuotoisuusverkosto	fibsry.fi/fi/monimuotoisuusverkosto	Finnish Business & Society (FBiS)	25
FRANCE	Charte de la diversité	charte-diversite.com	IMS-Entreprendre pour la Cité	3000
SPAIN	Fundación para la diversidad	fundaciondiversidad.org	Fundacion para la diversidad	Over 600
IRELAND	Diversity Charter	NA	IBEC, a group of Irish companies	15
LUXEMBOURG	Charte de la Diversité Lëtzebuerg	chartediversite.lu	Committee of the Diversity Charter Lëtzebuerg, IMS Luxembourg	81
GERMANY	Charta der Vielfalt	chartader-vielfalt.de	Charta der Vielfalt e.V.	Over 1500
POLAND	Karta Różnorodności	kartaroznorodnosc.pl	Responsible Business Forum	80
SWEDEN	Diversity Charter Sweden	diversitycharter.se	Charter in Sweden	35
ITALY	Carta per le pari opportunità e l'uguaglianza sul lavoro	cartapariopportunita.it	Fondazione Sodalitas (within PPP)	Over 700

Sodalitas, Finnish Business & Society (FIBS), IMS Luxembourg and Responsible Business Forum. Their main objectives are promotion and education in corporate social responsibility. **The Austrian Charter** is an initiative of the Austrian Federal Economic Chamber in cooperation with the Chamber of Trade and Commerce in Vienna and the diversity consultancy Pauser & Wondrak. **The Swedish Charter** is about implementing diversity strategies which are individual for each organization and developed on the basis of the signatory's initial situation⁴. The idea for **the Charter in Ireland** has been instilled by Maria Hegarty, an expert on diversity and representatives of organizations and institutions, such as An Post, Dublin Bus, Dublin City University, ESB and IBEC. An interesting example is **the Estonian Diversity Charter**, which has been the youngest one so far (as

of September 2013). It is coordinated by the Tallinn Law School. So far, it is the only university to directly work with the Charter.

There are other organizations which, with the support of the European Commission, work on the implementation of the project in the countries they represent. Ultimately, the Diversity Charter is to be implemented in every country of the EU.

Diversity Charter initiatives from across Europe have been joined together since 2010. As such they form an EU-level platform which is funded by the European Commission under the project "Support for voluntary initiatives promoting diversity management in the workplace across the EU." Representatives of the platform meet several times a year in order to exchange ideas and information about the

best practices and promote the introduction of changes in Europe. The platform supports the new initiatives connected with the Diversity Charters in Europe and invites to join it after their official launch. The ultimate goal is to extend the platform to 28 member states⁵.

Diversity Exchange Platform is a unique space among the institutions involved in the creation of Diversity Charters in the European countries to share best practices and ideas as well as to initiate actions the aim of which is education and promotion of the idea of diversity management, e.g. publications, tools, or the annual conference High Level Event.

More about the Platform: http://ec.europa.eu/justice/discrimination/diversity/diversity-charters/index_en.htm

¹ The chapter is based on: Magdalena Andrejczuk, *Karta Różnorodności narzędziem wdrażania polityki zarządzania różnorodnością w przedsiębiorstwie* [in:] *Odpowiedzialne zarządzanie: Przeobrażenia i wsparcie procesów zarządzania ludźmi*, ed. Jarosław S. Kardas, Warszawa: Studio Emka, 2012.

² http://www.institutmontaigne.org/medias/documents/im_rapport_oublies-de-legalite-des-chances.pdf, 20.02.2012

³ <http://www.diversity-charter.com/diversity-charter-history.php>, 20.02.2012

⁴ <http://www.diversitycharter.se/>, 20.02.2012.

⁵ *Realising the Business Benefits with European Diversity Charters. Managing Diversity at Work*, European Union 2012, p. 6.

DIVERSITY MANAGEMENT IS THE ART OF OVERCOMING BARRIERS

Interview with Minister AGNIESZKA KOZŁOWSKA-RAJEWICZ, Government Plenipotentiary for Equal Treatment in Poland, by Magdalena Andrejczuk and Ewa Wojsławowicz from the Responsible Business Forum (RBF)

RBF: THE GOVERNMENT PLENIPOTENTIARY FOR EQUAL TREATMENT IN POLAND HAS A PARTICULAR TASK OF COORDINATING THE POLICY OF EQUAL TREATMENT ON THE STATE LEVEL.

MINISTER AGNIESZKA KOZŁOWSKA-RAJEWICZ: — The government policy has been evolving. First, there was a plenipotentiary for family, then a plenipotentiary for equal status of women and men. They acted within the structure of the Chancellery of the Prime Minister as well as the Ministry of Labour and Social Policy. The status of plenipotentiaries was governed on the level of secondary regulations until 2010 and since then by the Anti-Discrimination Act. Based on that Act, the plenipotentiary is appointed as the secretary of state within the Chancellery of the Prime Minister. **It is the highest status for that position. It is not a separate ministry though and the office does not have a separate budget.** The duties of the plenipotentiary's office are determined in the Act. The most important of them is the coordination of the state policy regarding equality aspects. It may be said that the plenipotentiary acts as a coordina-

tion point; the person in this position collects and sends signals, communicates with all the ministers and convinces them to the activities that are included in that policy. This is a scheme which presumes the policy of equal treatment to be horizontal and that it spreads to all ministries. Therefore, it is neither a separate department, nor a great sector within the one.

WHAT DOES THE WORK OF THE GOVERNMENT PLENIPOTENTIARY FOR EQUAL TREATMENT LOOK LIKE IN PRACTICE?

— One of my main tasks is to ensure that the issue of equal treatment has been adequately dealt with on the legislative level; that there is no inequality in the law, briefly speaking. We have a pretty good law, although there are still some gaps to be filled, for example in the area of partnerships and LGBT. Also, we still have some legal loopholes regarding the rights of fathers. My daily job is to cooperate with ministers and coordinate these activities, promote the main tenets, the key ideas of cooperation with the public and NGOs. This requires interdisciplinary and multi-level activities.

It is a very important assumption because of the completely different perspectives presented by a minister, an official who works in a ministry, and those who control these ministries, i.e. the Ombudsman for Children, the Human Rights Defender or the non-governmental organizations that monitor the status of executing the law. This model of work I find the most appropriate for anyone who wants to achieve the goal by making politics. This is a powerful tool which I try to make the most of.

WHAT ARE THE KEY TRENDS AND CHALLENGES IN THE POLICY OF EQUAL TREATMENT FOR THE NEXT FEW YEARS?

— I try to verify the problems that I consider the most urgent with reality. Decisions which we take about the hierarchy of objectives are based on several factors, including political and social climate, the level of social acceptance, as well as the level of progress in a certain subject area and previous experiences. Taking those various reasons into account, the first place in our agenda this year belongs to the ratification of the *Convention on preventing*

and combating violence against women and domestic violence, the National programme for equal treatment and the Convention on Bioethics. A lot of activities are undertaken with reference to the functioning of the modern family.

Other important projects are the issue of women's and men's access to decision-making positions and the problem of building a rational system of care for the dependents, as well as the policy regarding the elderly in Poland.

LET'S TALK ABOUT THE EMPLOYERS' ENVIRONMENT. TO WHAT EXTENT, IN YOUR OPINION, SHOULD THE INTRODUCTION OF CHANGES RELATED TO DIVERSITY MANAGEMENT IN THE WORKPLACE BE A VOLUNTARY INITIATIVE OF THE EMPLOYER? WHAT SHOULD BE REINFORCED BY LAW?

— Everything depends on where the interests of the country meet the interests of citizens. Diversity management is an example of the state interests that are aligned with the interests of business, the employer as well as male and female employees. That

situation in which there is a convergence of interests is very rare and there is no need to regulate it by law as there is no need to constrain people's invention and initiative. However, it is worth building programs which strengthen, fund, and encourage the use of those possibilities/solutions.

Diversity management first came about in the USA in the 1960s. It did not happen there by chance as it was a country characterized by a large diversity, high level of social exclusion of whole social groups, and therefore, the waste of human capital. When we talk about diversity management, we take into account age and gender management, as those are the two groups which experience diversity in the way their members are treated. At the same time, it is generally the easiest to overcome the barriers for these two groups. That diversity pays off and that it is a great potential raises no doubt. However, diversity management is the art of overcoming barriers. It is difficult to find a person who would say that the diverse potential gives no chances. Those chances do not appear automati-

cally, however. It is not enough to employ people of different age and gender and expect the team to work well immediately afterwards. Instead, it is important to realize that diversity can be both a chance and a trap or an obstacle in the way to achieving goals. Diversity brings forward situations of conflict and lack of trust, which need to be overcome. Only the overcoming of barriers in a diverse team makes it possible to benefit from it. Actually, this is what business has been learning.

WHAT ARE THE BARRIERS THAT THE EMPLOYER COMES ACROSS WHEN IT COMES TO DIVERSITY MANAGEMENT?

— These are barriers among people as well as in the minds of employers. The latter need to believe that diversity brings different benefits and not only improves their image. It often happens, especially in large companies that the question of image is raised more often, as it is considered to be the most relevant and it indirectly translates into money. That, however, is not as significant as the research shows. The research conducted by consulting compa-



nies like Catalyst or McKinsey&Company shows that in the very particular aspects of a company that are closely connected with their economic deliverables some better results are achieved depending on the level of diversity of teams. Obviously, certain regularities and mechanisms of exclusion appear for every group that is prone to discrimination. In case of women in the labour market one of the aspects refers to their access to high positions. In order to check the extent to which the problem is present in a company, it needs to be compared how many women are at a medium or high level of management, and how many are present in the supervisory and management boards. The answers are simple and reliable. The representation of women at every level of an organization is possible to be achieved providing many decisions are taken earlier. There need to be certain procedures which start with recruitment, refer to offers for employees on maternity leaves and the way of maintaining contact with them, as well the entire company talent management system. When it comes to the economic aspect, these are very well examined is-

sues. The connections between diversity management and the economic results are so clear that they serve as criteria in the evaluations of rating agencies.

Age management is another field that is intensively exploited. There is research into the problem of the working rhythm of older and younger employees. Accordingly, we know which day is the best one for all-staff meetings and not only for those who are younger or older. It is interesting to see that due to the recognition of potential and demographic reasons as well, i.e. shrinking of the employee supply, it happens more often that companies realize that they need older employees. It is not enough to invite them to the company, though. It is necessary to be prepared to the fact that they see, hear, use equipment, and think in a different way. It is important to use the strengths of such an employee, their experience, and overcome their weaknesses. A similar situation occurs in the case of a young employee whose advantage is creativity and openness, but the lack of experience is a substantial disadvantage. One wins, if he

or she knows the perspectives and working styles of different employees and can build a system which uses that effectively.

HOW DO YOU EVALUATE THE LEVEL OF DIVERSITY MANAGEMENT IN POLAND AND PRACTICES WHICH ARE CONNECTED WITH THAT?

— It is just the beginning. There is a group of employers however, who are interested in the subject. They use intuitive thinking about the equality of gender, age and family status of people. We are slowly introducing new aspects of diversity into it, such as LGBT perspective or disabled people. Although we have an understanding for the disability in movement, it is very difficult to overcome the barrier regarding intellectual disability. Such barriers are blocks to thinking of the usefulness of such an employee. A positive example in that respect is set by the Polish Office of the Human Rights Defender where people with intellectual disabilities are employed. Most of the public institutions focus on people with a motor disability, basing on an assumption that since the public body is the highest kind

of an office there is no possibility for an intellectually disabled person to work there. Companies think in a similar way, which with 15% of people in Poland being affected by some sort of disability amounts to a significant potential of employees and clients alike being lost. Alas, this is not the way the market looks at it.

The Diversity Charter makes it possible to overcome such thinking and avoid getting stuck in a nice and healthy world, which, paradoxically, is a very small one. If not everybody is taken into account, we lose not only as people but also as employers.

THE LAST QUESTION CONCERNS THE DIVERSITY CHARTER. WHY IS IT WORTH BECOMING A SIGNATORY TO THE CHARTER?

— First of all, the Diversity Charter encourages facing the issue of diversity. Secondly, it introduces some basic and fundamental rules of behaviour, i.e. it orders the procedures. It also helps to avoid some misunderstandings at the very beginning. Signing of the Charter demonstrates wide horizons and greater social maturity. It is also a posi-

tive event for the employees of a certain company. It makes them feel and work better. It also gives a chance to the company itself. It certainly does not translate into profit at once since the skilful management is still what is required. Having that condition met however, the chance of an overall success is much greater.

DIVERSITY MANAGEMENT IN THE WORKPLACE: KEY AREAS

Diversity management is becoming more and more popular. Employers recognize the differences among their employees in their age, experience, lifestyle, gender, sexual orientation, cultural background, education, health, and communication style. They have started investing in that diversity and they benefit from it. In order to do that efficiently and consciously a company, an institution, or an organization needs to be prepared for diversity management. It is worth realizing who belongs to our team, what our policies and practices which support respect for diversity are, and whether we are open as an employer to people disfavoured in the job market. The important thing is that not every organization is able to introduce all model solutions concerning diversity management. However, it is often not necessary, as everything depends on the size, corporate culture and the socio-cultural context that the organization operates in.

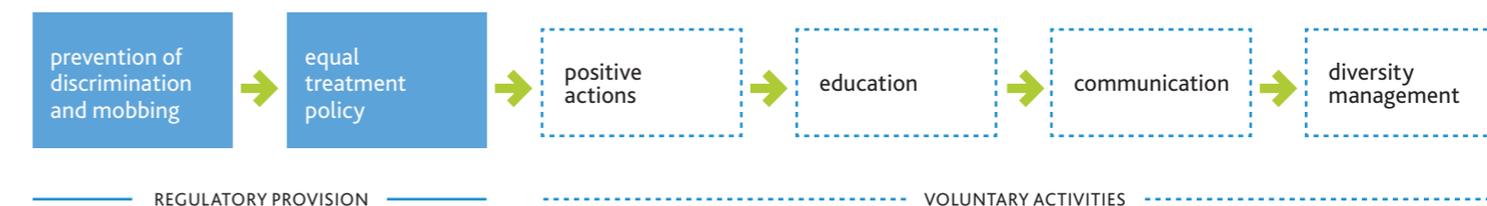
Prevention of discrimination and mobbing (See: Glossary) is a starting point to diversity management. However, like the policies of

equal treatment (i.e. particular activities connected with preventing potential discriminatory situations), it is obligatory for employers. (Fig. 1)

The subsequent stages of introducing diversity management are completely voluntary. They are connected with positive actions (See: Glossary), anti-discriminatory and anti-mobbing education, as well as with the system of internal and external communication regarding diversity in the workplace. Thus, it is possible to define diversity management as a process and also a system of human resources management.

It is important to differentiate between two levels in the discussion about diversity management, i.e.: diversity management **areas** or **groups** that are the addressees of the main activities in that respect or **discrimination grounds** (protected characteristics), particular **activities** in the workplace (Fig. 2)

1. POLICIES OF EQUAL TREATMENT AND DIVERSITY MANAGEMENT



i » **DIVERSITY MANAGEMENT** means noticing differences among people in an organization (and outside it) and a conscious development of strategies, policies and programs which create an atmosphere of respect for those differences and use of them for the sake of the organization. The aim of diversity management is creating such a working environment in which every employee feels respect and appreciation and has a possibility of using their potential, which contributes to the success of the organization¹.

» **EQUAL TREATMENT** means non-discrimination in any way, neither direct nor indirect, on the basis of the protected characteristics such as: gender, age, disability, health, race, nationality, ethnic origin, religion, creed, irreligiousness, political views, union membership, psychosexual orientation, sexual identity, family status, lifestyle, employment form, basis, and scope, other types of cooperation, and some other traits which may give rise to discrimination².

¹ *Business=Diversity. Understanding, respect, management*, Responsible Business Forum, Warszawa 2009, p. 8.

² On the basis of the Chapter 2 *Equal Treatment in Employment* of the Polish Labour Code.

KEY AREAS

OF DIVERSITY MANAGEMENT
/GROUPS THAT ARE THE ADDRESSEES OF THE MAIN
ACTIVITIES REGARDING DIVERSITY MANAGEMENT

DISCRIMINATION GROUNDS

- gender
- age
- (dis)ability
- health
- race
- nationality
- ethnic origin
- religion
- creed
- irreligiousness
- political views
- union membership
- psychosexual orientation
- sexual identity
- family status
- lifestyle
- employment form, scope, and basis
- other types of cooperation
- other traits which may give rise to discrimination

ACTIVITIES

REGARDING DIVERSITY MANAGEMENT
IN THE WORKPLACE

ORGANIZATIONAL CULTURE:

- Consideration for respect for diversity in company values
- Developing a friendly and tolerant 'language of organization'
- Supporting employees' initiatives regarding equality practices in a company
- Openness to employment of people who are socially excluded or face the risk of marginalization on the labour market
- Appointment of a person or a team as coordinator of the discrimination and mobbing prevention that is also responsible for diversity management

POLICIES AND PROCEDURES:

- Anti-discrimination and anti-mobbing policy/or procedures
- Equal treatment and diversity management policy
- Equal pay policy
- Inclusion of the policies in the strategic document of the company

HUMAN RESOURCES MANAGEMENT:

- Policies of employment and recruitment process that consider equal opportunity policy
- Adjustment of the workplace for the underprivileged people (e.g. people with disabilities)
- Surveys of male and female employees' opinions, needs, and their level of job satisfaction
- Payment system
- Supporting programs for groups in difficult situations
- Activities supporting work-life balance
- Transparent career development paths and clear promotion criteria

- Male and female employees' availability management

INTERNAL COMMUNICATION:

- Publishing of information regarding diversity management on a website
- Informing employees about diversity policy and activities undertaken within it
- Open trainings in diversity management for male and female employees
- Raising male and female employees' awareness of the subject of discrimination and mobbing prevention

MONITORING AND REPORTING:

- Anti-discriminatory and anti-mobbing monitoring
- Monitoring in the areas of: employment, promotion, trainings and payments with reference to age and gender
- Monitoring of the rotation of male and female employees
- Monitoring of complaints of male and female employees
- Measuring diversity management effects
- Reporting on the undertaken activities and their results

EXTERNAL ACTIVITIES:

- Company sensitivity to diverse clients
- Choice of suppliers and contractors with reference to the diversity management policy
- Analyzing advertisements of organizations with reference to the potential discriminatory phrases
- Signing of the Diversity Charter
- Broad communication about diversity management in a company (including notifying the stakeholders)
- Leading social dialogue which takes diversity management into consideration

PROMOTING DIVERSITY MANAGEMENT IN POLAND:

- Participation of male and female representatives of organizations as panellists in conferences on the subject of diversity
- Cooperation with non-governmental organizations whose missions is promoting diversity and educating about it
- Integration of communication about diversity with the CSR reporting

THE A TO Z OF THE DIVERSITY CHARTER IN POLAND

The Diversity Charter is a written commitment which is signed by organizations that oblige themselves to the introduction of equal treatment policy and diversity management, as well as active prevention of discrimination and mobbing in the workplace.

THE CHARTER IS BOTH INTERNATIONAL...

The Diversity Charter is an international initiative promoted by the European Commission. Thousands of companies, organizations and institutions have signed the Charter in 12 countries of the European Union (Austria, Belgium – Brussels-Capital Region, Estonia, Finland, France, Spain, Ireland, Luxembourg, Germany, Poland, Sweden, and Italy). The work on the implementation of the Charter is pending in other European countries.

...AND LOCAL

The idea for writing the Polish version of the Diversity Charter came up during a meeting of male and female representatives of companies with the French capital which took

place in May 2011. Then, in September 2011 the process of writing the Polish version of the Diversity Charter was inaugurated by the Responsible Business Forum and its strategic partners.

WIDELY CONSULTED

The Polish version of the Diversity Charter is a result of a meeting with male and female representatives of the following companies (including the strategic partners of the Responsible Business Forum): Aviva, British American Tobacco, Danone, Deloitte, Grupa Orbis, Grupa Żywiec, Kompania Piwowarska, L'Oréal Polska, NUTRICIA, Orange Polska, Provident Polska, PwC, Totalizator Sportowy, and Unilever.

Also, the contents of the Charter have been consulted with the following organizations that care for different social groups that are prone to discrimination, i.e. Amnesty International; Federation for Women and Family Planning [Federacja na rzecz Kobiet i Planowania Rodziny]; Autonomia Foundation [Fundacja Autonomia]; Feminoteka Foundation [Fundacja Feminoteka]; Trans-

Fuzja Foundation [Fundacja Trans-Fuzja], Helsinki Foundation for Human Rights [Helsinki Fundacja Praw Człowieka]; Campaign Against Homophobia [Kampania Przeciw Homofobii] Karat Coalition [Koalicja Karat]; Lambda Warsaw [Lambda Warszawa]; Polish Disability Forum [Polskie Forum Osób Niepełnosprawnych]; Polish Society of Anti-discrimination Law [Polskie Towarzystwo Prawa Antydyskryminacyjnego], National Commission Of Independent Self-Governing Trade Unions [KK NSZZ "Solidarność"]; Association for Legal Intervention [Stowarzyszenie Interwencji Prawnej]; LBGTQ Organization 'The Diversity Workshop' [Stowarzyszeniem Na Rzecz Lesbijek, Gejów, Osób Biseksualnych, Osób Transpłciowych oraz Osób Queer Pracownia Różnorodności]; PRO HUMANUM Association for Development of Civil Society [Stowarzyszeniem na Rzecz Rozwoju Społeczeństwa Obywatelskiego PRO HUMANUM], and Anti-discrimination Education Association [Towarzystwo Edukacji Antydyskryminacyjnej].

A very important role in the process of establishing the Charter has been played by the

Polish state administration, i.e. The Office of the Government Plenipotentiary for Equal Treatment, The Office of the Human Rights Defender, and The Office of Government Plenipotentiary for Disabled People which is a department of the Polish Ministry of Labour and Social Policy.

INDEPENDENT

The coordinator of the Diversity Charter in Poland is the Responsible Business Forum. It is a non-governmental organization that promotes and popularizes the idea of responsible business in Poland.

DIGNIFYING

The Honorary patronage over the project has been assumed by **Minister Agnieszka Kozłowska-Rajewicz, the Government Plenipotentiary for Equal Treatment in Poland, Professor Irena Lipowicz, the Polish Human Rights Defender, and Władysław Kosiniak-Kamysz, the Minister of Labour and Social Policy in Poland.**

The Project of the Polish Diversity Charter is a part of the EU-level Exchange Plat-

form funded by the European Commission Directorate-General for Justice.

OPEN

The Diversity Charter can be signed by any employer. It can be a company, a non-governmental organization, an institution, a university or a local government unit that voluntarily commits to respect the differences of all the employees and not to discriminate them on the basis of gender, age, disability, health, nationality, sexual identity, family status or lifestyle.

The employers who sign the Diversity Charter are large companies, international corporations, small and medium-sized enterprises, as well as NGOs, and public institutions. There is a room for diversity management for every employer in their organization, regardless of sector, branch of business or size.

BINDING

Signing of the Charter obliges to the following activities: educating on the subject of preventing discrimination and lobbying, developing of anti-discrimination and anti-

mobbing procedures and policies, informing about diversity, monitoring the activities and reporting on the effects and results of the implementation of the Diversity Charter.

EDUCATING AND SUPPORTIVE

The Charter is a tool for supporting the process of diversity management in a company. It is a map which gives the way and shows different possibilities of reaching the aim which is creating such an environment at work where every male and female employee feels respected and safe and has a sense of belonging to the team.

While taking part in the Educational Programme for the Diversity Charter companies eagerly exchange their experiences and good practices. Also, they have access to the tools due to which they can report on the diversity issues.

VOLUNTARY AND FREE OF CHARGE

Signing the Diversity Charter in Poland is voluntary and free of charge.

Diversity constitutes a fundamental value of the modern society. Equal rights policies and diversity management translate into measurable benefits and drive forward the development and innovativeness of organizations. Taking into consideration the respect for a diverse multicultural society and placing special emphasis on the policies promoting equal rights, irrespective of **gender, age, disability, health, race, nationality, ethnic origin, religion, creed, irreligiousness, political**

views, union membership, psychosexual orientation, sexual identity, family status, lifestyle, employment form, scope and basis, other types of cooperation or other traits which may give rise to discrimination, our organization undertakes to implement diversity management and equal rights policies and to promote and disseminate them among all of its stakeholders.

IN LIGHT OF THE ABOVE, WE HEREBY MAKE THE FOLLOWING COMMITMENTS:

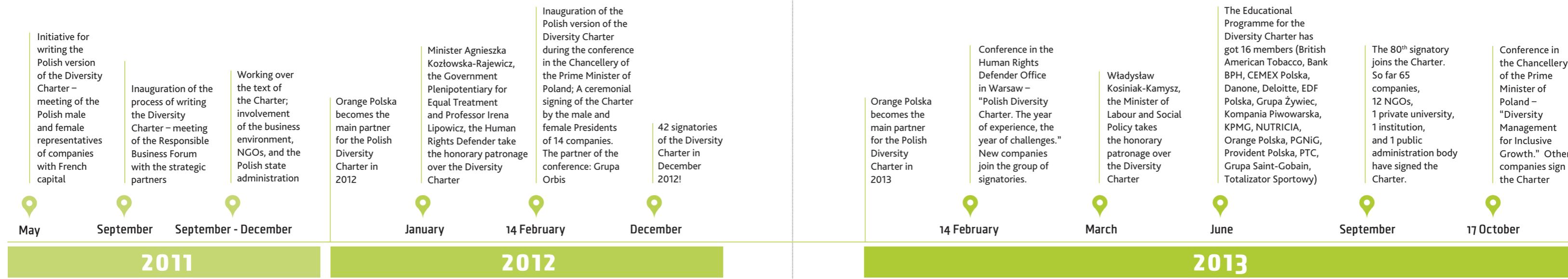
- To create a **corporate culture and atmosphere** which ensures respect for diversity, by means of mainstreaming diversity management, age management and equal opportunities in **policies and procedures applied in our organization.**
- To introduce **internal institutional solutions** in order to promote the development of equal rights, including the appointment of a person or team to

- coordinate all efforts meant to combat discrimination and mobbing in the workplace.
- To develop and implement equal rights and diversity management policies in the workplace, with special emphasis placed on **recruitment, access to training programmes and promotion opportunities, remuneration, reconciliation of professional and family obligations, protection from mobbing and unjustified dismissal.**

- To introduce anti-discrimination and anti-mobbing monitoring, as well as **cyclical educational schemes focusing on combating discrimination and mobbing** in order to build awareness and enhance relevant knowledge through **training sessions, workshops, and activities for all employees, especially including the management team.**
- To engage in dialogue with employees as regards the adopted diversity management policy and to notify the organization's

- stakeholders – especially its employees but also its clients, business partners, associates, shareholders, vendors and subcontractors – of the introduction of a diversity management model and the result of such an approach.
- To **draft annual reports** on relevant activities and their practical results.
- To promote and disseminate diversity management in Poland.

DIVERSITY CHARTER TIMELINE



DIVERSITY PAYS OFF: BENEFITS FOR AN ORGANIZATION AND SOCIETY

The Diversity Charter was created in order to promote the awareness of business and social benefits of diversity management in the workplace. In addition to education and raising the

awareness of the subject, the Charter may order and integrate the activities that have been undertaken in the field of equality policies in specific organizations. What is more, it includes a tool for the internal self-

assessment of an organization. Also, it has a positive impact on the way the organization is perceived by its employees and people from the outside.

✓ BENEFITS RESULTING FROM THE SIGNING OF THE CHARTER BY AN ORGANIZATION:

- Starting a discussion and a dialogue on diversity
- Extending the categories of diversity to new groups of employees
- Going beyond the Polish legislation (Labour Code, Equality Act)
- A broad cross-sectoral cooperation (business – public administration – NGO)
- Putting the Charter regulations into practice
- An increase in the awareness of other organizations regarding diversity
- Building or strengthening the image of the organization that is responsible and committed to the case of equal treatment in the workplace
- Analyzing the workplace in the view of diversity – the indicators that have been developed in the Diversity Charter allow monitoring of the diversity management at the operational level, auditing, and monitoring of activities
- Making a commitment which implies a revision of the policies of organizations
- Joining the group of the leader organizations in the field of diversity management in Poland.

Undoubtedly, diversity management in the workplace can bring some tangible business benefits. The profits that it brings for the society and its citizens seem to be far more important, however.

✓ SOCIAL BENEFITS OF INTRODUCING THE PRINCIPLES OF THE DIVERSITY CHARTER IN THE WORKPLACE:

- Increased chances of employment for people who are socially excluded and prone to discrimination (the employment of whom leads to the state budget-relieving)
- An increased social integration
- A reduction of social stratification
- Combating stereotypes and an increase of tolerance in the society
- A better preparation of the workplace for male and female employees
- A better understanding of needs of various male and female clients
- Contribution to building of a more open society
- Indicating best practices and popularizing standards of respect for diversity among citizens.

LET'S DIFFER NICELY

PROFESSOR IRENA LIPOWICZ, Human Rights Defender, Poland



The Diversity Charter is not an ordinary project. Rather, it is a process of changes that originates from the desire of improving the quality of our lives. Like any social change it brings forward many dilemmas and requires solving difficult problems. In the constitutional sense, we are talking about a certain tension between equality and diversity. Equality means developing of a more just society in which everyone can participate and has the same opportunities of fulfilling their potential. Diversity, on the other hand, is the recognition of the fact that everyone is different. It means building of a working culture which embraces the differences. Maintaining the balance between those two values is extremely important as it is a valuable source of innovation in the professional, economic, and social life.

The variety is useful for all of us. Even if it seems that it could harm competitiveness at first glance, it certainly pays off in the long run. As an example we might take a situation in which talented individuals are deprived of career opportunities just because of their dif-

iculties in movement. This is an obvious loss for the society as a whole and wasting of potential. If we want Polish municipalities and cities to be socially innovative, we should strongly encourage them to make such social covenants which enable the employment of people with disabilities.

Respect for the diversity of employees and non-discrimination with regard to gender, age, disability, health, nationality, gender identity, family status or lifestyle are among the most important ideas of the modern times. I fully support the Diversity Charter and efforts towards its implementation in our country. That is why I have granted this initiative the Honorary Patronage of the Human Rights Defender with the greatest satisfaction.

HOW TO BECOME A SIGNATORY OF THE POLISH DIVERSITY CHARTER?

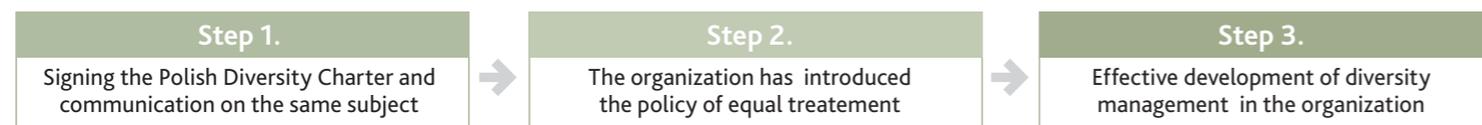
The Polish Diversity Charter is open to all employers. Any organization may freely and voluntarily join the group of signatories. The decision-taking may proceed in the following scenarios:

The Organization that decides on joining the group of signatories should apply through a dedicated webpage. The process of signing the Charter is shown in the diagram below:

SCENARIO 1



SCENARIO 2



3. THE PROCESS OF SIGNING THE DIVERSITY CHARTER



! EVERY SIGNATORY completes annually the following assessment form: <http://kartaroznorodnosci.pl/pl/ankieta-ewaluacyjna> The form regards the results of the implementation of the Polish Diversity Charter in their organization. If an organization does not complete the form in the period of two years after signing the Charter, it is **excluded** from the group of signatories.

EFFECTIVE DIVERSITY MANAGEMENT IN THE WORKPLACE: HINTS SHARED BY THE SIGNATORIES OF THE CHARTER

The Diversity Charter is a great tool which supports an organization in the process of implementing the policies of equal opportunity and diversity management. Developed as a result of work of male and female experts from different environments, the Charter touches the most important issues of diversity management which are included in seven commitments that are mentioned in its contents. They relate to some specific actions which should be undertaken by the employees who are concerned with diversity in their organization.

The examples of actions, best practices, and recommendations for the implementation of the commitments, were proposed by the male and female representatives of the companies that are the signatories of the Charter during the meeting "Implementation of the Diversity Charter in the Workplace" which was organized by the Responsible Business Forum in April 2013. The following companies were involved: Bank BPH, British American Tobacco, CEMEX Polska, Deloitte, Grupa Żywiec, Nutricia, Orange Polska (the

main partner to the Diversity Charter in 2013), Provident Polska, PGNiG and Totalizator Sportowy.

1 TO CREATE A CORPORATE CULTURE AND ATMOSPHERE WHICH ENSURES RESPECT FOR DIVERSITY, BY MEANS OF MAINSTREAMING DIVERSITY MANAGEMENT, AGE MANAGEMENT, AND EQUAL OPPORTUNITIES IN POLICIES AND PROCEDURES APPLIED IN OUR ORGANIZATION.

– It is worth taking a closer look at our corporate culture (i.e. our values, vision, and goals; whether we build the atmosphere of openness and tolerance in the organization).

👤 *It may be the case that in the international companies it is the top management who establishes the global policy on diversity. Then, it is introduced in particular countries, including Poland.* – EWA RZECZKOWSKA, SPOKESPERSON, DELOITTE POLSKA

– It is necessary to determine the stage that our organization is at (an internal audit needs to be done to examine the employment structure and analyze the existing policies and procedures).

– It is essential to strengthen the awareness of male and female managers in the scope of respect for diversity. The example comes from the top, so managers should be sensitive to diversity and care for the sense of security and belonging to the team of each of its male and female members.

– The diversity management policy should be adopted by the Management Board.

👤 *The key factor to run the project of implementing diversity is to win over the management staff.* – AGNIESZKA JANKOWSKA, RECRUITMENT AND EMPLOYER BRANDING MANAGER, GRUPA ŻYWIEC

– Also, it should be verified whether the organization has developed policies and procedures for anti-discrimination, equal opportunity and diversity management.

👤 *Assess which resources you can dispose of inside your company. It may happen that the rules promoting diversity are already*

mentioned in, e.g. work regulations or the code of ethics – EWA RZECZKOWSKA, DELOITTE POLSKA

– It is worth including the diversity, age, and gender equality management into the policies and procedures that are used in our organization as well as in the strategic business documents of the company.

👤 *It is good to analyze earlier the structure of our company with reference to gender, age, and some other grounds of diversity at all levels of job classification.* – MALWINA FIDYK, CSR AND DIVERSITY MANAGER, BANK BPH

– Every male and female employee should know about the policies and actions undertaken by the organization with reference to diversity management.

👤 *Every new employee is informed that we have signed the Diversity Charter and learns about our actions regarding diversity management during the induction period.* – GABRIELA BAR, COMMUNICATIONS AND CSR MANAGER, BRITISH AMERICAN TOBACCO

– It is important to know male and female employees better, i.e. to carry out consultations with them and explore their needs.

– The corporate culture is also developed through team building and spending time together. It is worth trying to make the meetings atmosphere the one of tolerance and mutual respect"

2 TO INTRODUCE INTERNAL INSTITUTIONAL SOLUTIONS IN ORDER TO PROMOTE THE DEVELOPMENT OF EQUAL RIGHTS, INCLUDING THE APPOINTMENT OF A PERSON OR TEAM TO COORDINATE ALL EFFORTS MEANT TO COMBAT DISCRIMINATION AND MOBBING IN THE WORKPLACE.

– Equal employment opportunity policy cannot be a dead letter. It should be reflected in particular actions and practices within the organization.

👤 *Talking about the need to have and to implement the equal employment opportunity policy and diversity management is one thing. However, it's worth going beyond policies. Corporate culture needs to be created and awareness should be built among employees. The organization should open itself to actions and ideas of the other companies.* – MARIA SIEKLUCKA, CSR SPECIALIST, PROVIDENT POLSKA

– A person or a team should be appointed to be responsible for diversity management and combating discrimination and mobbing.

👤 *An important element is an appointment of an interdisciplinary team that would be responsible for the implementation of the Diversity Charter in an organization and include specialists in various areas, including recruitment, wages, company benefits and CSR.* – AGNIESZKA JANKOWSKA, GRUPA ŻYWIEC

👤 *The appointment of an interdisciplinary team will help us reach more employees.* – AGATA PRANDZIOCH, HEAD OF HR MANAGEMENT, NUTRICIA

– Also, in larger organizations, it is worth appointing an Ethics Committee to support the process of developing equal employment opportunity policy.

– It is good to publish / promote the Code of Ethics, equal employment opportunity and diversity management policy, so that all the male and female employees know the regulations and where to find them.

👤 *We have the Code of Ethics in the EDF Group. It obliges us, e.g. to respect other people and their rights, to equal treatment, to the acceptance of differences, and to the responsible treatment of employees and contractors. We have been implementing the Anti-mobbing and anti-discrimination policy. Also, an Employee Rights Defender has been appointed.* – MALWINA FALISZEWSKA, DIVERSITY PROJECT COORDINATOR, EDF POLSKA

– It is worth giving male and female employees a possibility of an anonymous reporting of any instances of discrimination in the workplace (e.g. setting up a helpline or appointing a person of public trust).

👤 *From the perspective of the equal employment opportunity policy development, it is extremely important to create a channel for the anonymous reporting of discriminatory behaviour and to appoint an objective body or a committee for their fair settlement.* – MARCELINA PYTLARCZYK, SENIOR CSR SPECIALIST, CORPORATE COMMUNICATIONS AND CSR, ORANGE POLSKA

3 TO DEVELOP AND IMPLEMENT EQUAL RIGHTS AND DIVERSITY MANAGEMENT POLICIES IN THE WORKPLACE, WITH SPECIAL EMPHASIS ON RECRUITMENT, ACCESS TO TRAINING PROGRAMMES AND PROMOTION OPPORTUNITIES, REMUNERATION, RECONCILIATION OF PROFESSIONAL AND FAMILY OBLIGATIONS, PROTECTION FROM MOBBING AND UNFAIR DISMISSAL.

– The organization should develop clear criteria for recruitment, remuneration, access to trainings, and promotion. They have to relate to the equal employment opportunity policy.

👤 *All employees at Provident have equal access to internal trainings which aim at the improvement of their skills and their personal development. The trainings are chosen on the basis of the annual assessment of the employees' performance, titled "Evaluate and appreciate".* – MARIA SIEKLUCKA, PROVIDENT POLSKA

👤 *We conduct an interview about one's development within the company with every employee in our company, despite the level they work at within the organization. On the basis of that an Individual Development Plan is developed for every employee.* – AGATA PRANDZIOCH, NUTRICIA

– It should be always remembered that the equal treatment does not mean the same treatment for everybody. This should be taken into consideration during preparation of workplaces and male and female employees' appraisals.

– It is worth referring to the commitments of the Diversity Charter in the procedures relating to the employment life cycles of male and female employees.

– It is worth taking some measures supporting work-life balance (e.g. flexitime, shorter working week, working from home, job sharing, telecommuting, integrating programmes during long absence from work, childcare support in the workplace, paid carer's leave for male and female employees who take care of an elderly relative).

– It is worth proposing some benefits and support programmes in the organization which make the chances of different groups of male and female employees equal (e.g. on the grounds of age, social status or gender).

👤 *While offering various benefits for employees' families, it is worth considering not only their spouses but also partners.* – GABRIELA BAR, BRITISH AMERICAN TOBACCO

– Male and female employees may take initiatives connected with equality practices in a company. It is good to support and motivate them to such activities.

– Every new male or female employee who starts the work should be informed about the diversity management policy and ethical issues in the organization.

– There is great and untapped potential in the environment of people who are at risk of social exclusion (e.g. people with disabilities). It is worth noticing it and preparing a company for employing diverse workers.

👤 *I recommend starting collaboration with NGOs which motivate people with disabilities to work.* – GABRIELA BAR, BRITISH AMERICAN TOBACCO

4 TO INTRODUCE ANTI-DISCRIMINATION AND ANTI-MOBBING MONITORING, AS WELL AS CYCLICAL EDUCATIONAL SCHEMES FOCUSING ON COMBATING DISCRIMINATION AND MOBBING IN ORDER TO BUILD AWARENESS AND ENHANCE RELEVANT KNOWLEDGE THROUGH TRAINING SESSIONS, WORKSHOPS, AND ACTIVITIES FOR ALL EMPLOYEES, ESPECIALLY INCLUDING THE MANAGEMENT TEAM.

– The organization should have an anti-discrimination and anti-mobbing monitoring and continually respond to the alarming signals in the workplace.

👤 *The opinions of the employees should be examined as a part of the regular monitoring. When reported anonymously, they can tell a lot about the way different teams function.* – MARCELINA PYTLARCZYK, ORANGE POLSKA

👤 *Passive HR policy does not provide equal employment opportunity. Therefore, we organize performance audits of conduct of human resources periodically. If it appears necessary, the procedures are changed in order to prevent any acts of discrimination and to adjust the new HR policy to some new legal requirements.* – MARIA SIEKLUCKA, PROVIDENT POLSKA

– Male and female employees should see and understand the changes taking place in the organization in relation to implementation or development of diversity management. This is why the actions (even the seemingly minor ones) aiming at building the awareness of all the employees are so important.

👤 *The essence of diversity management is the way it is used in business activities. The fact that we are different, i.e. we have different experiences, education, we worked in various places, we are different age makes us together better prepared for challenges as a company. I think it is important to raise the awareness of employees on that subject. It helps in building good rapport and working environment. For me, respect for diversity is also a concern for the language we use, such as paying attention to the male and female suffixes in the internal documents.* – OLGA PEŁKA, TRAINING SPECIALIST, TOTALIZATOR SPORTOWY, SP. Z O. O.

– A good idea is to provide training for male and female employees in the scope of diversity and anti-discrimination, as well as to implement obligatory e-learning.

👤 *Obligatory trainings are worth being introduced for the start. The process may be finished in the course of employment with some verification of one's knowledge.* – MARCELINA PYTLARCZYK, ORANGE POLSKA

– Informal methods of education may play an important role in building positive atmosphere regarding the subject of diversity in the organization. Therefore, it is good to offer male and female employees multicultural meetings, celebrations of different days, and competitions related to the topic, etc.

👤 *Learning through play works wonders. It draws attention to a certain problem and involves in it. As a part of the process of implementing the Diversity Charter we have organized photo contests and some events, such as "Business Ethics Day" or "Week of cultural diversity" for our employees, some of which we repeat each year. All the campaigns are inspired by ideas of an interdisciplinary diversity team that helps us in getting to a larger number of employees.* – AGATA PRANDZIOCH, NUTRICIA

5 TO ENGAGE IN A DIALOGUE WITH EMPLOYEES AS REGARDS THE ADOPTED DIVERSITY MANAGEMENT POLICY AND TO NOTIFY ORGANIZATION'S STAKEHOLDERS - ESPECIALLY ITS EMPLOYEES BUT ALSO ITS CLIENTS, BUSINESS PARTNERS, ASSOCIATES, SHAREHOLDERS, VENDORS AND SUBCONTRACTORS – OF THE INTRODUCTION OF A DIVERSITY MANAGEMENT MODEL AND THE RESULT OF SUCH AN APPROACH.

–A dialogue with male and female employees is important at every stage of diversity management. Diversity management policy has to be consistent with company objectives and related to the actual needs of employees.

👤 *It is crucial in diversity management to identify and choose a course of action which is tailored to the company's strategy and needs of the employees. Every employee has their own experiences regarding the subject of diversity. It is worth learning about them and developing solutions on that basis.* – MALWINA FIDYK, BANK BPH

👤 *All employees should be informed about the company's procedures and policies on equal rights and diversity on the very first day of their work (and also earlier, at the recruitment stage). It is to be done,*

e.g. through an internal online course, a brochure, or a conversation with a direct supervisor. On the one hand, it protects the worker from an unfair discrimination. Also, it reminds them of the expectations of their work in that field, e.g. to use appropriate clauses in contracts with subcontractors or to take into account some specific criteria when selecting suppliers. The communication process should be continued in the later stages of employment with the help of intranet, e-mails or internal meetings to keep the employees informed about changes or progress and remind them about the kind of organization they work at. – KAROLINA SZLASA, HEAD OF COMMUNICATIONS, BRITISH COUNCIL

–It needs to be remembered that diversity management is a process in the company. Due to consultations with male and female employees it has a chance to become an effective tool for HR changes and building of corporate culture.

👤 *Involve employees/managers from many areas - the more persons have a sense of ownership over the subject, the easier it is to build awareness and take actions* – MALWINA FIDYK, BANK BPH

–It is worth notifying stakeholders of the introduction of the diversity management policy and encouraging them to participate in similar activities.

👤 *We encourage employment agencies that we work with to join the initiative of the Diversity Charter during the recruitment processes. We oblige them to present us*

with an equal number of men and women candidates. We have invited our largest business partner to our office; we have told them about our approach to business ethics and encouraged them to similar activities. – AGATA PRANDZIOCH, NUTRICIA

–It is worth considering the introduction of procedures which require that business partners and suppliers implement anti-discrimination policies in the workplace.

👤 *Grupa Żywiec conducts verification of the key suppliers in terms of anti-discrimination and requires suppliers / subcontractors to sign the Code of Suppliers.* – JOANNA WĘGRZYNOWSKA, SOCIAL RESPONSIBILITY SPECIALIST, GRUPA ŻYWIEC.

6 TO DRAFT ANNUAL REPORTS ON RELEVANT ACTIVITIES AND THEIR PRACTICAL RESULTS.

–Commitment to diversity management in the organization entails the necessity of measuring the results of the undertaken actions and reporting on them.

👤 *The verification of the existing activities helps to determine where some more work regarding the issues of diversity management is still needed in the organization.* – JOANNA WĘGRZYNOWSKA, GRUPA ŻYWIEC

👤 *Diversity management is inscribed in the corporate social responsibility strategy for 2013-2015 in Orange Polska. One of our goals, therefore, is to keep 35% of women*

in managerial positions until 2015. It is essential to perform regular monitoring of the indicators adopted over the year through the constant verification of the results. What is more, such a control allows for reacting quickly enough. – MARCELINA PYTLARCZYK, ORANGE POLSKA

👤 *It is worth appointing key performance indicators (KPI) of diversity management and thus measure the degree of the achievement of objectives.* – GABRIELA BAR, BRITISH AMERICAN TOBACCO

👤 *The action plan, goals, and ways to measure the effectiveness of our actions regarding diversity management have been included in the strategy of the Human Resources Department.* – AGATA PRANDZIOCH, NUTRICIA

–The obligation of annual reporting which results from the Diversity Charter and the tools suggested by it may facilitate that process.

👤 *The reporting tool has helped us to map the areas where we can intensify the activities related to diversity management.* – JAROSŁAW HERRMANN, HEAD OF SOCIAL RESPONSIBILITY, GRUPA ŻYWIEC

One of the obligations arising from signing of the Diversity Charter is to complete an assessment form regarding the results of the implementation of the Charter's principles in the organization. The form contains twenty questions. They relate to the employment structure, the implemented equality policies, actions aimed at specific groups, monitoring and reporting on diversity issues, the assessment of the degree of implementation of the commitments of the Charter and showing the particular actions undertaken in the recent year. All signatories of the Diversity Charter are required to complete the form. It can be found at: www.kartaroznorodnosci.pl

It is also worth mentioning that there is a free tool for the implementation of the diversity management issues which was developed by the European Commission within the European Platform for the national Diversity Charters. The widely available publication titled *Implementation Checklist for Diversity Management. Support for voluntary initiatives promoting diversity management at the workplace across the EU* is an excellent guide for people dealing with the diversity issues in organizations. The user-friendly form of a checklist allows a quick checking of the stage that our organization is at (which measures it has implemented, where it has something to do). It also helps to look at diversity management from a broader perspective and more holistically. The tool is available at: http://ec.europa.eu/justice/discrimination/files/checklist_diversitymanagement_en.pdf

Additionally, within the Educational Programme of the Charter a **tool for the internal reporting of the results** of diversity management was developed by male and female experts in the field of diversity management (i.e. Magdalena Andrejczuk, Magdalena Gryszko, Ewa Lissowska PhD, Mirella Panek-Owsiańska, Marta Rawłuszko, Bartłomiej Roch Remisko and the male and female representatives of companies participating in the Educational Programme of the Charter). The tool is intended for self-assessment as well as education. It consists of sixty questions with commentaries, definitions, and tips. It refers to the areas mentioned in the Charter sections. After completing the questionnaire, the organization receives a final report, which may serve as a summary of the issues of diversity management in the company. Additionally, a comparative report is prepared on the basis of the completed questionnaires. It is an excellent point of reference for other companies and sectors.

–It is worth sharing the research results both with male and female employees and stakeholders (male and female clients, suppliers, and partners).
–The management of an organization should be acquainted with the report on the current activities related to diversity management as well as with the plans for the future.

- 1 Identification of causes and objectives of diversity management
- 2 Support for management in implementing the subject
- 3 Selection of a male or female ambassador or mentor of diversity management within the Board
- 4 Appointment of a person or a team responsible for diversity management
- 5 Analysis of the current activities within the organization
- 6 Examining expectations of male and female employees
- 7 Benchmark, consultations with male and female experts, NGOs
- 8 Identification of areas of implementing diversity
- 9 Developing an action plan/strategy
- 10 Adjustment to the company's strategy and policies
- 11 Educating male and female employees/building of a corporate culture
- 12 Internal and external communication
- 13 Reporting on activities related to diversity management

7 TO PROMOTE AND DISSEMINATE DIVERSITY MANAGEMENT IN POLAND.

- Diversity management is one of the current trends in socially responsible companies. It is worth talking about it and encouraging other organizations to draw attention to the diversity of employees in their teams and take informed actions in order to manage the diversity effectively.
- It is worth inviting other organizations to sign the Diversity Charter and indicating the usefulness of the benefits resulting from that.
- It is good to prepare external communications on diversity management in the organization (e.g. to prepare a press release, to describe your activities on the website of the organization, to include information on your practices in the recruitment advertisements).

An excellent summary of the actions listed above are the **13 milestones in the process of diversity management**. These stages were developed during a meeting in April 2013 by female representatives of the Educational Programme of the Diversity Charter (Bank BPH, British American Tobacco, CEMEX Polska, Deloitte, Grupa Żywiec, NUTRICIA, Orange Polska, Provident Polska, PGNiG and Totalizator Sportowy).

FIVE QUESTIONS ABOUT THE CHARTER – THE NON-GOVERNMENTAL PERSPECTIVE



KRZYSZTOF ŚMISZEK, President of the Board of the Polish Society of Anti-Discrimination Law, an expert participating in the works on the Polish Diversity Charter

1. HOW DO YOU ASSESS THE WORK ON THE DIVERSITY CHARTER AND THE PROCESS OF ITS DEVELOPMENT?

— I consider both the work on the Diversity Charter and the process of its development to be model-based. There are many reasons for that. First of all, the inclusion of NGOs in the consultation process has turned out to be a great success! The project covers a very specific issue which is the affirmation of diversity, combating discrimination and promoting equality. Generally, these are the NGOs which have the expertise knowledge in that respect, as they work with people who belong to minority groups and the ones who are exposed to unequal treatment on a daily basis. Despite significant (albeit natural) differences in the perspectives of social organizations and business, the experience of both environments has been used in an extremely effective way. The result of this collaboration is the Diversity Charter based on common values. Second-

ly, during the development process of the Charter, a platform has been established for the exchange of experience and to get the subjects involved in it to learn more about one another. It is valuable as it can bring an interesting outcome in the future.

2. WHAT CAN THE DIVERSITY CHARTER BE USED FOR?

— In my opinion, the Charter will certainly serve several purposes. It is a tool that will help to make the values, the validity of which has not been sufficiently clear and obvious, officially fixed in companies. Therefore, the Charter will serve to build the right atmosphere in the workplace. Also, it will set the relationship standards – both between a manager and an employee and among employees as well. Besides its primary role of a regulator of behaviour and standards in the workplace, the Charter will raise the awareness of diversity, equal treatment and discrimination.

3. HOW TO IMPLEMENT DIVERSITY MANAGEMENT IN THE WORKPLACE?

— The key is the knowledge about the Charter and the values which it regulates among all employees in a company. It should be particularly well established among the management, as it is them who have the greatest influence on the formation of the right behaviour patterns in the workplace. It seems that the Charter should also be a 'living instrument', that is a document which a company will refer to while carrying out their daily policies, i.e. in the area of human resources, manufacturing, and consumer relations. For this to happen, the implementation of the Charter should be subject to regular assessments and monitoring. It is important that there are some actions that follow the implementation of the Charter, e.g. trainings, procedures, and internal regulations covering all aspects of employment.

4. IS THE DIVERSITY CHARTER A VALUABLE TOOL PROMOTING DIVERSITY IN THE WORKPLACE, AND MORE BROADLY – IN SOCIETY, FROM THE PERSPECTIVE OF THE ORGANIZATION THAT YOU REPRESENT?

— The Polish Society of Anti-Discrimination Law (PTPA) is a legal organization. One of its main activities is to provide legal assistance to people who experience discrimination. The vast majority of the clients of our association are the employees who have experienced discrimination and mobbing in their workplace. From the perspective of the PTPA many of these cases would not reach us and end up in courts, if there were documents which affirm diversity and prevent discrimination in their companies. In

many cases the court proceedings which we run against the employers who discriminated their employees could be avoided when the well-functioning internal regulations and clearly proclaimed policy of promoting diversity acted preventively.

5. HOW CAN THE COMPANIES USE THE NGOS' POTENTIAL TO IMPLEMENT PROJECTS ON DIVERSITY?

— As it was mentioned above, NGOs and business work and accomplish different priorities. Nevertheless, such values as respect for human rights, human dignity, as well as equal, fair, and objective treatment are so universal that they can be made common to every person acting in the public sphere

(as such I also recognize the entrepreneurs who act within the limits of the common law, although they work for private profit). NGOs that are active in the field of equal treatment are a precious source of information on diversity, problems encountered by people who experience discrimination for various reasons, or good practices in the implementation of anti-discrimination policies. It seems that the potential for collaboration between the business and so-called equality NGOs has not been fully exploited in Poland yet. Increased activity in that field will certainly bring some positive results for both parties.

DIVERSITY MANAGEMENT IN PRACTICE. ACTIVITIES OF THE SIGNATORIES OF THE CHARTER

Diversity management can be successfully implemented in any organization, regardless of the industry or sector. In this chapter the signatories

of the Diversity Charter tell us about their good practices. These are the companies that work in telecommunications, finance, energy, consulting, construction, or food industry

sector. They all have a slightly different experience in diversity management. Still, most of these practices may well become an inspiration for other employers.

BANK BPH – DIVERSELY FOR DIVERSITY

Bank BPH is part of the international corporation GE. It operates in more than 100 countries and employs nearly 300 000 people. Their diversity makes the strength of the entire enterprise.

Bank BPH has addressed the issue of diversity for years. The policy pursued by the Bank is focused on the following four areas: **development programmes, best practices, internal communications, and PR**. A great example of development programmes are the ones for talented women, i.e. the Future Leaders Programme, Executive Coaching, and long-term activities of the **GE Women's Network** which is an organization focused on promoting women career development, improving their managing skills, planning their career paths, and enabling the collaboration with other women, including the ones from the outside of the GE. The activity of the organization contributes to the dissemination of the idea of diversity in the whole Bank and motivates the employees to take care of their own career development. Each year GE Women's Network organizes an average of 65 different kinds of events for its members, i.e. the employees of the Bank. These

are mainly trainings and workshops as well as meetings with senior management and women who have been successful in the corporation. Due to the initiative *myConnections*, i.e. regular meetings in small groups, the members of the organization can share their knowledge, gain contacts, and broaden their horizons. In addition, the organization conducts regular activities for the local community.

Within the framework of good practices we have introduced in our Bank, among others, the **Policy of Violence Prevention** in the Workplace and Babymagination programme which responds to the needs of the employees who just became parents. Also, we are starting trainings in **diversity management for male and female managers and a mentoring programme**.

The signing of the Charter obliges us, among others, to introduce solutions in order to promote equal treatment and diversity in the workplace, to ensure equality in access to promotion and trainings, as well as to active prevention of discrimination and mobbing. The educational character of the programme of the Diversity Charter enables the Bank to raise awareness on diversity management. The Charter is

also a confirmation that we adhere to high ethical standards and we are a responsible employer who is fair to the employees. This is one of the key objectives of the "fair play" strategy which has been developed by Bank BPH. (MALWINA FIDYK, CSR AND DIVERSITY MANAGER, BPH).

BRITISH AMERICAN TOBACCO POLSKA - WE COUNT ON EDUCATION

One of the activities supporting diversity in the workplace in British American Tobacco Polska is an improvement of qualifications and skills, regardless of the work position and pay grade category. We try to tailor training sessions mainly due to teams' needs. We have an open system of trainings, which can be attended by employees of all levels. These are, among others, workshops in leadership, time management, project management, courses in labour law, courses in Excel, and many more. The factory in Augustów has implemented a system of trainings in soft skills for managers. They are supposed to pass their knowledge to other employees and become the internal trainers in this way.

We inform our employees about their rights and we organize **educational activities**. As part of the "BAT Newsletter", which is an internal, cyclic publishing, we created a section titled "ABC of HR". We remind there about employees' rights, such as maternity leaves or leaves on request.

British American Tobacco Polska **monitors mobbing and discriminatory activities**. We have set up a special communication channel, i.e. White Line, which allows all employees in BAT Polska to report on irregularities in the proceedings of other employees, bypassing the official channels. Every year we are also obliged to submit reports relating to compliance with the code of ethics of the Group, i.e. Standards of Business Conduct. We care about **the adherence to the principles of equal treatment, also in the recruitment process**. We believe that the development of our employees is very important for the organization. Each recruitment process begins with searching for a candidate within the company. If company structures fail to provide the right

person, then the external recruitment process starts. (GABRIELA BAR, HEAD OF COMMUNICATIONS AND CSR, BRITISH AMERICAN TOBACCO POLSKA)

CEMEX POLSKA - THE EXAMPLE COMES FROM THE TOP

Respect for diversity and equality and non-discrimination rules for employees are deeply embedded in the corporate culture of CEMEX. They have been promoted and sanctioned for years by the internal regulations, including the "CEMEX Code of Ethics and Business Conduct." We have implemented a number of solutions to support the application of these principles in practice. Thus, despite the wide organizational variety, we can act as one and cohesive company. **Respect for diversity and application of equal treatment are important elements of our strategy for sustainable development.**

The basis for diversity management in CEMEX is our belief and acceptance of the fact that people are different and that there are certain situations in which they should be treated differently in order to obtain equal opportunities, i.e., among others, in the areas of employment, personal development, and career development. For a disabled person to be able to develop professionally in CEMEX we, as an employer, should create such working conditions whereby they could carry out their tasks. We should adapt the workplace, for example. For a mother to be able to combine her mother and professional duties more elastic working hours are needed, especially when the child is in the infancy or early childhood period. We assume, however, that different treatment cannot create inequality with reference to the entire organization.

The specifics of the Polish labour market and the industry in which we operate determine **our actions in the five key areas**: introduction of solutions which support employees who are parents in pursuing their careers, introduction of programmes which support age management, creating working conditions that are favourable for the employment of people with disabilities, creating conditions that encourage women

to develop their careers, ensuring comparable wage levels for men and women with the same qualifications.

In addition to the provisions of the "CEMEX Code of Ethics", we declared our commitment to equality and non-discrimination as well as respect for diversity in the "**Policy of equal treatment and diversity management in the workplace**", a document adopted by the Board and signed by the CEO in February 2013. (KAMILA SKORUPIŃSKA, DIRECTOR OF COMMUNICATIONS AND PUBLIC AFFAIRS, CEMEX POLSKA BOARD MEMBER)

DELOITTE - WE EMPOWER THE WOMEN

Diversity should be communicated within the organization. Also, it is worth promoting it outside the company, among e.g. clients and students.

For several years Deloitte has lead the programme **Women in Business** which is part of its global strategy called "Inclusion and Diversity". The main objectives of the programme are: an increase in the participation of women in managerial positions, equal opportunities for both sexes in access to professional development, promotion and remuneration, motivating women to become more active in the field of training and development (education, trainings, and specialist courses). As part of the programme, Deloitte organizes meetings of the SheXO Club, the goal of which is networking, regular exchange of ideas, and supporting the personal and professional development of women in managerial positions.

The company also carries out regular global market **research on women's careers** in the financial and government institutions. Also, there are global webcasts every year on the occasion of the International Women's Day with the participation of women leaders from different parts of the world.

For four years Deloitte has been organizing a special panel devoted to the development of the careers of young women as part of Women's

Success Week, which is an initiative coordinated by the students of Warsaw School of Economics (SGH).

The principles of diversity are governed in Deloitte by a **code of ethics, workplace regulations, and the strategy of "Inclusion and diversity"**. Employee policy puts special emphasis on gender issues (but not only) and refers to the equality of women and men in remuneration, access to trainings and promotions, facilitating the return to work after maternity leave for mothers (work from home, part-time work, changing working hours). (EWA RZECZKOWSKA, SPOKESPERSON, DELOITTE)

EDF POLSKA - WE COUNT ON DIVERSITY

At EDF we believe that diversity is a source of innovation and growth, both for our company and all the employees.

EDF worldwide organizes **Diversity Day** every year. We have successfully cultivated the tradition of promoting tolerance and support of the individual characteristics of each employee for five years. As part of this year's Diversity Day we organized a **workshop for employees** to discuss together the issue of stereotypes as the source of misunderstandings and conflicts. We were considering the benefits of working in a diverse team. We are going to organize similar discussions in the future.

We have also initiated a female internal organization **Interp'elles**. It has become a part of the organization, which has operated in EDF in France for 10 years. Its aim is to support the professional and personal development of women employed in the Group. At the turn of October and November the female members of the organization will participate in a workshop on building self-confidence and explore their potential.

There is a Code of Ethics in place in the EDF Group. Its message can be summarized by three values we believe in, i.e. respect, responsibility, and solidarity.

In June 2013 we appointed an independent Ombudsman for Fair Work in EDF Polska. The person shall take actions which help preventing discrimination and exclusion. Employees can turn to the person when they feel that their rights have been violated. We are also preparing for the implementation of anti-mobbing and anti-discrimination policy.

We care about equal access to jobs in EDF Polska. While preparing recruitment advertisements, we try to give equal opportunities to candidates, regardless of their gender or age. Also, we do not ask questions about family life during job interviews.

EDF Polska provides the employees benefiting from business electronic box (including persons on parental or childcare leaves) with access to email outside the company and an insight to the employee panel through the e-HR platform. One can find there, among others, personnel forms, news, and articles on work-life balance issues.

The constant element of our policy is to **promote sporting activities** of the disabled persons as well as the associations and initiatives that integrate disabled people. (CEZARY MĄCZKA, HUMAN RESOURCES DIRECTOR, EDF POLSKA)

GRUPA ŻYWIEC - CONSEQUENT IN REACHING THE AIM

Grupa Żywiec employs nearly 5 000 people. Therefore, diversity is an important part of management for us. In Grupa Żywiec the activities in those fields are coordinated by a CSR team with the support of the HR department.

We have an external hotline through which employees can report violations in the cases of mobbing. In addition, employees can turn to Trustees for help.

We provide programmes which support work-life balance, e.g. through funding sports activities, financial support on the occasion of child-

birth, theatre tickets, tickets for matches, picnics in the Breweries, and skiing competitions for employees.

We study the opinions and needs of our employees (e.g. Research on Organizational Climate). The results of the present edition show that we are more satisfied with the corporate climate than in 2009. The vast majority emphasize that Grupa Żywiec cares about the safety of their employees.

We have updated the internal document, i.e. the Code of Business Conduct, which contains the most important values and principles of Grupa Żywiec, as well as the procedures for reporting violations. The document is received by all our male and female employees. (JAROSŁAW HERRMANN, HEAD OF SOCIAL RESPONSIBILITY, GRUPA ŻYWIEC)

KPMG - WE RESPECT THE INDIVIDUALITY OF EMPLOYEES

The motto: *We respect the individuality of employees* is one among the seven values of the company which provide a point of reference for all employees and serve as a measure of corporate culture at KPMG in Poland. In practice that means prevention of any forms of discrimination in all areas of the company (training, work, employee benefits, development, and promotion). The company employees are of different generations – mainly X and Y. They work together, exchange experiences, and learn from one other.

Recruitment procedures ensure equal treatment as to age, health, gender, orientation, family status, and place of origin. **Some regulations** have been introduced in order **to enable employees to report on the behaviours and attitudes which violate ethical standards** (including the policy of equal treatment), as well as to consult about difficult situations in that areas.

Additionally, it is worth recalling some initiatives of KPMG, e.g. exchange of workers as part of the **Global Opportunity Programme**,

Tax Trek, inclusion of the employees' spouses as well as their partners in employee benefits, and The Young Mother Programme. (MICHAŁ OSTALSKI, HR DIRECTOR, KPMG IN POLSKA)

ORANGE POLSKA - WE ACT COMPREHENSIVELY

Being aware of the diverse needs of different groups of employees we develop **flexible forms of employment** in Orange Polska. We offer the possibility of telecommuting, especially for young parents, and mothers-to-be, as well as employees with recognized levels of disability. Such a system allows employees to reconcile their work duties with their private and family life. At the same time we enable employees working in the field to start their work directly from their place of residence, so called a 'start from home'. Employees can confirm their presence at work via SMS, without having to come to the office every day.

While creating corporate culture that respects diversity, we have introduced a programme "Health on the plus" in Orange Polska. It is addressed to Orange employees who possess a certificate of disability. The goal of the programme is to support this group of people by providing them with, among others, some additional medical services that are financed by the employer. We focus on education and dissemination of knowledge about disability among employees and managers (Joanna Włodarczyk, Employee Relations Director, Orange Polska).

We implemented new managerial competences in Orange Polska in 2013. Orange Manager Competences encourage a constructive dialogue between the manager and their team. **Focusing on Orange employees is the key element of our strategy.** The objective of the Group, which is outlined in the Conquests 2015 strategy, is also empowering managers, i.e. increasing the scope of their responsibilities, and appreciating and developing their potential. To achieve these aims, we need a common management culture. Therefore, we have introduced eight key competences that determine the expectations of managers at Orange. These competencies constitute a common point of reference. They emphasize managers' contribution to the results

of the group, level of customer service, and consideration for social expectations. The competencies are to be the mainspring of the individual development and reflect the diversity of managers at different stages of their careers.

One of the managerial competences is diversity management. We take this competence as an ability of showing understanding for each of the diversity forms and using it to increase efficiency. In the widest sense the competence refers to combining all forms of diversity that may arise in teams and business environment. That includes gender, age, origin (geographical, cultural, and social), career path, appearance (skin colour, compliance with the accepted standards of physical appearance), beliefs (religious, political, and the ones regarding trade unions), lifestyle (family status, sexual orientation, and private preferences), and physical ability. (Grzegorz Steinke, Recruitment and Development Director, Orange Polska)

PROVIDENT POLSKA - WE IMPLEMENT AND CHECK

There are special people appointed in the HR Department at Provident Polska who are responsible for the implementation of equal opportunities policy, as well as for the ongoing monitoring of its results. Additionally, due to the decentralized structure of the company (it has 78 branches throughout the country) we created a dedicated position of HR Business Partner (10 people). Such people care about the policies and procedures to be respected in the field, and they support managers with their work. They participate in the recruitment processes, react in difficult situations, and help in solving some possible disputes and conflicts. Thanks to the **HR Business Partners** who work in the field it is easier to notice and react to irregularities.

At Provident Polska we put particular emphasis on **raising the managers' awareness** of the importance of building a diverse team, which results in creativity and innovation among employees. It is the pillar of human resources development for us. In 2012 we conducted a series of four workshops for the top and mid-level managers. The workshops

were dedicated to the subjects of fair treatment in employment, issues of resolving team conflicts, and identifying and preventing mobbing.

The programme "**We care about mothers**" aims at building good relationships with women on maternity or childcare leave. We prevent the feeling of exclusion and loss of ties with the company during the periods of leaves. The programme provides equal access to corporate information (We send our internal newsletter periodically, as not every employee has access to the corporate electronic communications system from their home). Moreover, as part of the programme every mother receives a gift from the company after giving birth. Women who are on maternity leaves are covered for by workers who are employed only for the replacement period.

An external company performs a survey of the **involvement of employees and collaborators** at Provident Polska every year. As a result, the employees have an opportunity to express their opinions on the functioning of the company. We do it in order to create a better working environment (it regards diversity management as well). Then the results are communicated to the groups. (MARIA SIEKLUCKA, CSR SPECIALIST, PROVIDENT POLSKA)

The practices presented by the companies refer to many different areas of the corporate life: company culture/identity, policies and procedures, development of human resources, communication and monitoring. The processes of their implementation were different. Sometimes a company introduced a specific action based on the analysis of the team employment structure or the results of an employee survey. Sometimes the good example came from the company headquarters outside Poland. Many times, it was the Diversity Charter which became the impulse and tool for ordering the issues related to diversity management and implementation of a more strategic approach in the company.

SOURCES AND INSPIRATIONS

DIVERSITY CHARTER:

EU-level exchange platform
– European Commission
http://ec.europa.eu/justice/discrimination/diversity/diversity-charters/index_en.htm
The Polish Diversity Charter
<http://kartaroznorodnosci.pl>

INTERNATIONAL INITIATIVES:

The Equality and Human Rights Commission
<http://www.equalityhumanrights.com/>
European Institute for Gender Equality
<http://www.eige.europa.eu>
United Nations Entity for Gender Equality and the Empowerment of Women
<http://www.unwomen.org/>

POLISH INITIATIVES:

Responsible Business Forum
<http://odpowiedzialnybiznes.pl>
Government Plenipotentiary for Equal Treatment
<http://rownetraktowanie.gov.pl>
Government Plenipotentiary for Disabled People
<http://www.niepelnosprawni.gov.pl>

Human Rights Defender in Poland
<http://www.rpo.gov.pl/>
Website: rownosc.ngo.pl
<http://rownosc.ngo.pl>
Portal: [rownosc.info](http://www.rownosc.info)
<http://www.rownosc.info>

SELECTED PUBLICATIONS ON DIVERSITY MANAGEMENT IN THE WORKPLACE :

European Commission (2012), Implementation Checklist for Diversity Management. Support for voluntary initiatives promoting diversity management at the workplace across the EU
http://ec.europa.eu/justice/discrimination/files/checklist_diversitymanagement_en.pdf
Firma = różnorodność. Zrozumienie, poszanowanie, zarządzanie, Forum Odpowiedzialnego Biznesu, Warszawa 2009
http://odpowiedzialnybiznes.pl/public/files/Firma_Roznorodnosc.pdf
Gryszko M., *Zarządzanie różnorodnością w Polsce*, Forum Odpowiedzialnego Biznesu, Warszawa 2009
http://odpowiedzialnybiznes.pl/public/files/ZarządzanieRoznorodnosciaWPolsce_FOB.pdf

Kędziora K., Kubin K., Wencel K., Wysieńska K., *Inspirator równościowy*, Instytut Spraw Publicznych, Warszawa 2012
Równość inspiruje. Przewodnik dobrych praktyk. Firma równych szans, Gender Index, Warszawa 2007
Zarządzanie różnorodnością w miejscu pracy, Urząd Publikacji Unii Europejskiej, Luksemburg 2012

More publications at:
www.kartaroznorodnosci.pl

DIVERSITY MANAGEMENT FROM THE INSIDE, OR A MINI GUIDE FOR MALE AND FEMALE EMPLOYEES

If you want to know what diversity in the workplace is, take the challenge and answer the questions below:

1. WHETHER IN YOUR WORKPLACE...

- work both women and men?
- there is at least one person of a different nationality?
- you know somebody who celebrates other holidays than you (or in different time), or does not celebrate them at all?
- there is someone left-handed?
- there are fresh graduates or people close to retirement?
- there are people with different lifestyles?
- there are people with visible disabilities?
- there is somebody who suffers from a chronic disease: diabetes, epilepsy, or heart disease?
- there are people who have different hobbies, e.g. sport, fishing, or travelling?

2. DIVERSITY MANAGEMENT...

TICK THE CORRECT ANSWER:	TRUE	FALSE
means favouring certain groups (e.g. people with disabilities or women)		
means some particular actions, the aim of which is noticing differences among people and treating them consciously as potential for the development of the organization		
cannot exist outside of ethical and legal context		
is an empty set of policies and procedures		
is just political correctness, an artificial creation		
is part of the company's strategy based on respect for different male and female employees and allowing for their development and job satisfaction		
is connected with the diversity of products and services offered by the company		

Key: True: 2, 3, 6; False: 1, 4, 5, 7



★ IF YOU ASSIGNED ALL THE STATEMENTS PROPERLY, IT MEANS THAT YOU UNDERSTAND THE ESSENCE OF DIVERSITY MANAGEMENT!



★ IF YOU ANSWERED YES TO AT LEAST THREE QUESTIONS IT MEANS YOUR WORKPLACE IS DIVERSE!

3. CHECK WHAT IS ALREADY INTRODUCED IN YOUR WORKPLACE...

- We do not joke in a way that could hurt someone in the team.
- My male and female colleagues can talk openly about their sexual orientation.
- I know what I should do when I feel discriminated; I know who to turn to and where to look for help.
- There are clear anti-discrimination and anti-mobbing procedures.
- Male and female employees can take part in training on preventing discrimination and mobbing.
- I feel safe. I'm a respected and I am not judged on the basis of my gender, age or appearance.
- My organization has signed the Diversity Charter.
- Respect for diversity is enshrined in the policies and internal procedures.
- My organization does not include information indicating the age or gender of a candidate in the job advertisements; neither does it require a picture, or suggest that it employs people of a certain appearance or in a certain age.
- The Board often highlights the value that comes from working in a diverse team; information related to the issues of equal treatment often reaches male and female employees.
- Salaries are transparent and equal for men and women.
- Male and female colleagues do not complain that they are discriminated or mobbed.



★ IF YOU TICKED THE MAJORITY OF THE STATEMENTS, IT MEANS THAT YOU WORK IN AN ORGANIZATION WHICH IS OPEN TO DIVERSITY. IF MOST OF YOUR ANSWERS WERE NEGATIVE, IT MEANS THAT YOUR ORGANIZATION SHOULD PREPARE FOR THE IMPLEMENTATION OF THE DIVERSITY MANAGEMENT POLICY AS SOON AS POSSIBLE. REMEMBER, THOSE WHO FEEL ACCEPTED, RESPECTED AND APPRECIATED, ARE CREATIVE, OPEN, AND WORK MORE EFFECTIVELY!

4. MOST IMPORTANTLY: DIVERSITY IS IN PEOPLE. IT ALSO DEPENDS ON YOU HOW MUCH YOUR WORKPLACE IS OPEN TO DIFFERENT PEOPLE. WHAT CAN YOU DO ABOUT IT TODAY?

- Do not avoid people who are different than you (are much older / younger, have different education, different skin colour, etc.)
- Respect the opinion of others, regardless of your own.
- Integrate people who may feel excluded with other employees.
- Do not hesitate to react when you see that someone is discriminated.
- Select diverse people to your team to the extent possible.
- Do not tell jokes or laugh about something in a way that could hurt someone.
- Do not look down on people.
- Create an atmosphere of openness and trust.
- Combat stereotypes (your own and that of others).

! REMEMBER!

DIVERSITY IN THE WORKPLACE RELATES TO YOUR MALE AND FEMALE COLLEAGUES AND TO YOU AS WELL. CULTIVATE A FRIENDLY ATMOSPHERE IN THE WORKPLACE AND GOOD RELATIONS WITH YOUR CO-WORKERS.

Discrimination (Polish: *dyskryminacja*) – “Unjustified differentiation of one’s status or rights in particular due to their gender, race, ethnicity, nationality, religion or creed, world view, political views, disability, age, sexual orientation, marital or family; unequal treatment which is legally unjustified and with no objective reasons. Any such action constitutes a breach of the principle of equal treatment and a violation of the fundamental human rights and freedom.” (Source: www.rownetraktowanie.gov.pl)

Discrimination grounds (Polish: *przesłanki dyskryminacyjne*) – characteristics of individuals or groups of people which become the reasons for their worse treatment in social, professional, and private life. These are e.g. gender, skin colour, disability, age, psychosexual orientation, and origin.

Diversity (Polish: *różnorodność*) – all aspects or grounds in which people differ and are similar. They are both visible and invisible. E.g.: gender, skin colour, national and ethnic origin, level of physical ability,

language, health, age, psychosexual orientation, lifestyle, and education.

Diversity management (Polish: *zarządzanie różnorodnością*) – a conscious activity of an organization which means noticing the differences among people inside and outside of it as well as a development of strategies, policies, and programmes which make an atmosphere for respect and use of the differences for the organization’s benefit. The aim of diversity management is creating of such a working environment in which every employed person feels respected and valued and can fully use their potential, which contributes to the success of the organization. In this way, business aims are combined with the social ones, and diversity management is an element of responsible business.” (Source: *Firma = różnorodność. Zrozumienie, poszanowanie, zarządzanie* (2009), Warszawa: Forum Odpowiedzialnego Biznesu)

Equality (inclusive) language (Polish: *język równościowy/ włączający*) – “It aims at highlighting the presence of people and

groups who are hitherto unseen or marginalized in the society as well as at including the perspective of those individuals / groups. Language norms which are created in this way are fairer and reflect the diversity within a certain group. Also, they make the minority group (or the one that is treated as such) cease to be “invisible”. The use of the equality language is often associated with the use of words so far missing in the formal structures of the Polish language, with doubting and negating the words which are accepted in the language when the perspective of anti-discrimination is taken into account. This is why female forms are suggested in the names of posts and occupations where they have not been used so far. It results in including them in the Polish language dictionaries.” (Source: <http://rownosc.info/rownosc.php/dictionary/search>, developed by Małgorzata Jończy-Adamska from the Anti-discrimination Education Association (TEA))

Equal employment opportunity policy (Polish: *polityka równych szans/polityka równego traktowania*) – “Activities of a com-

pany within the framework of the HR strategy which aim at preventing discrimination and promoting equality in the workplace.” (Source: *Równość inspiruje. Przewodnik dobrych praktyk. Firma równych szans*, (2007), Warszawa: Gender Index)

Mobbing – “any actions or behaviour towards an employee or directed against them which consists of persistent and long-lasting harassment or intimidation and results in their decreased evaluation of their professional capabilities, causing or aimed at humiliating or ridiculing them, or isolating them or excluding from a work team.” (Source: Labour Code, Article 94)

Positive actions (positive discrimination, compensatory discrimination) (Polish: *pozytywne działania*) – a result of the need of compensating chances and correcting inequalities. Their aim is to promote the marginalized groups (e.g. women) in areas where the disparities are particularly evident, e.g. in the case of limited access to promotions and higher positions. Quotas and parities, or other

actions which aim at reducing the inequalities may be included in positive actions. They are temporary and constitute an exception to the principle of equal treatment in employment (they do not infringe it, though).

Work-life balance (Polish: *równowaga pomiędzy życiem prywatnym i zawodowym*) – a state of equilibrium between work duties and a private life.

SIGNATORIES OF THE POLISH DIVERSITY CHARTER (as of 16 september 2013):

Aegis Media, Akademia Finansów i Biznesu Vistula, ANG Spółdzielnia Doradców Kredytowych, Aviva, Baby&Care/People Care Sp. z o.o., Bank BPH SA, bdsklep.pl Sp. z o.o., Brandd Distribution Sp. z o.o., Brandd Distribution Poland LTD Sp. z o.o. Spółka komandytowa, British American Tobacco Polska, British Council, Castorama, CEMEX Polska, Centrum Lokalizacji C&M Sp. z o.o., Citi Handlowy, Citi Service Center, CMS Cameron McKenna Dariusz Greszta Spółka komandytowa, Danone, Deloitte, DYBZA Financial Consulting Sp. z o.o., EDF Polska, e.tam, ETTA Doradztwo i Treningi dla Biznesu, FHU Info-Edu-NET Usługi Informatyczno-Edukacyjne i Językowe PJM, Fundacja Aktywności Lokalnej, Fundacja Graj Wysoko, Fundacja Klamra,

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MAIN PARTNER FOR THE DIVERSITY CHARTER IN POLAND IN 2013



COMPANIES PARTICIPATING IN THE EDUCATIONAL PROGRAMME OF THE DIVERSITY CHARTER IN 2013



Text in Polish: Ewa Wojślawowicz,
Magdalena Andrejczuk
Text in Polish revised by: Beata Saracyń
Translated by (excluding the text by Lina
Papamichalopoulou and the text of the Polish
Diversity Charter):
dr Marta Szymańska-Lewoszewska
Graphics and Typesetting: Olga Figurska,
LUNATIKOT
Printed by: Libraprint, www.libraprint.pl

The publication was prepared as part of the
Educational Programme of the Diversity Charter
led by the Responsible Business Forum.

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Warsaw, October 2013

Responsible Business Forum (RBF) is the oldest
and the biggest Polish non-profit organization
dealing with the concept of Corporate Social
Responsibility. The Forum is a think-and-do-tank
promoting responsible business that considers
its impact on society and environment. RBF has
been active since 2000 and has taken a number
of initiatives to enable dialogue and exchange of
experiences in the field of responsible business and
sustainable development between four groups of
stakeholders: companies, representatives of public
authorities, NGOs and the academic world. RBF
has coordinated the Polish Diversity Charter since
2012.

**Educational Programme of the Diversity Charter
in Poland** gives the signatories an opportunity of
joining the group of organizations which contribute
to the promotion of diversity management in
Poland and deepen their knowledge in the subject
through numerous meetings and offered tools.
The joining of the group is voluntary and
chargeable.

<http://www.kartaroznorodnosci.pl/pl/en>

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