



DIVERSITY UNITES US!

A GUIDE TO THE POLISH DIVERSITY CHARTER



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CONTENTS:

- p. 03 — Introduction (*Mirella Panek-Owsiańska, Responsible Business Forum*)
- p. 04 — Diversity management as a growth driver in the European Union (*Lina Papamichalopoulou, European Commission*)
- p. 07 — The origins and the European context of Diversity Charters
- p. 10 — Diversity management in the workplace: key areas
- p. 14 — The A to Z of the Diversity Charter in Poland
- p. 19 — Diversity pays off: benefits for an organization and society
- p. 20 — Imagined barriers, genuine benefits (*Marzena Strzelczak, General Director of Responsible Business Forum*)
- p. 24 — Glass half full or half empty? – conclusions from research into managing diversity in Poland (*Magdalena Andrejczuk, Responsible Business Forum*)
- p. 32 — Diversity is a fundamental value in any society (*Dr Sylwia Spurek, Deputy Ombudsman for Poland*)
- p. 34 — Prevention is the key (*Interview with Krzysztof Śmiszek, Polish Society of Anti-Discrimination Law*)
- p. 36 — How to become a signatory of the Diversity Charter in Poland
- p. 42 — Effective diversity management in the workplace: hints shared by the signatories of the Charter
- p. 44 — Diversity management in practice. Activities of the signatories of the Charter
- p. 50 — Diversity management from the inside, or a mini guide for male and female employees
- p. 52 — Diversity day guidebook – tips for organizing a diversity day in your organization
- p. 54 — Resources and inspirations
- p. 56 — Glossary
- p. 58 — Diversity Charter signatories



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



DIVERSITY CHARTER IN POLAND IS UNDER
THE AUSPICES OF THE GOVERNMENT
PLENIPOTENTIARY FOR EQUAL TREATMENT
AND THE HUMAN RIGHTS DEFENDER

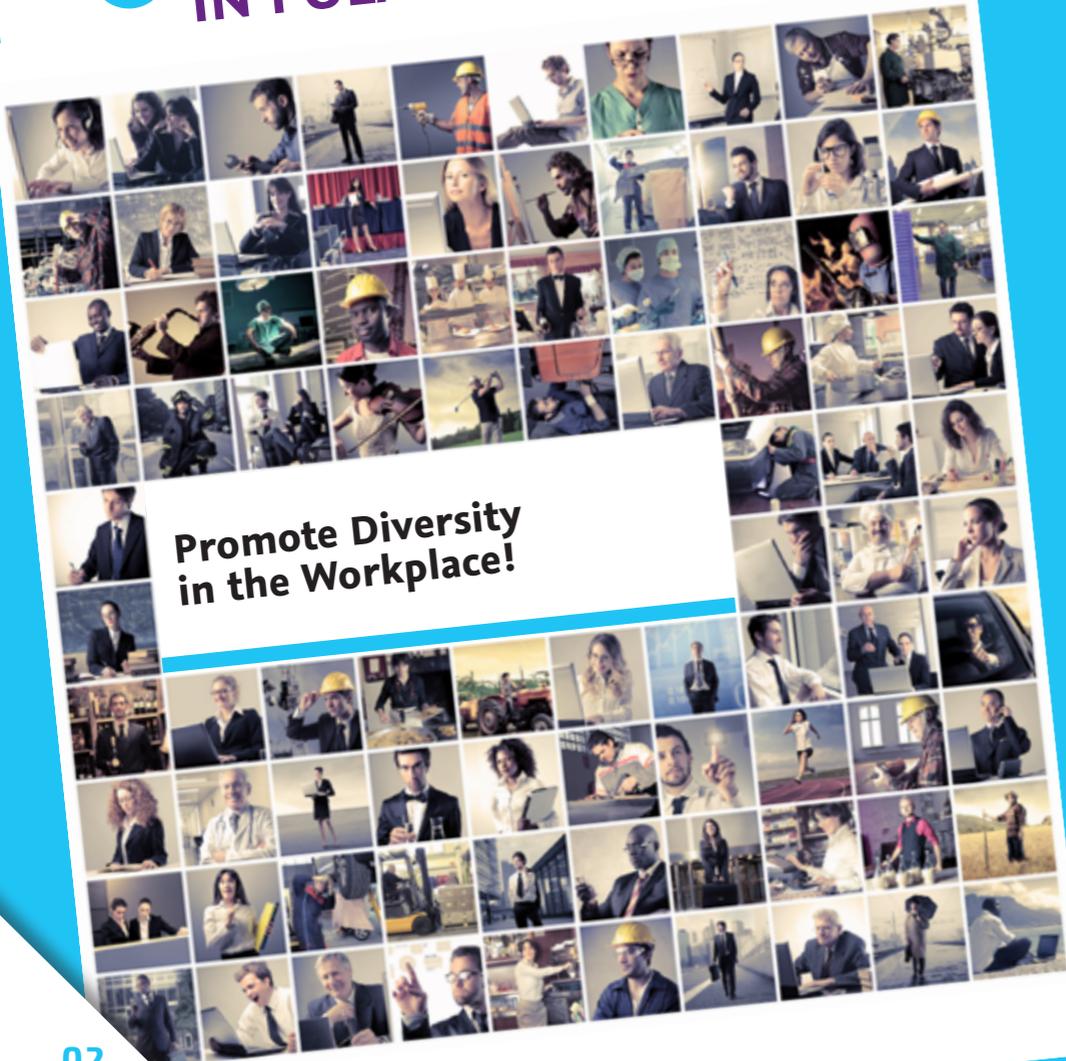


MAIN PARTNER
FOR THE DIVERSITY
CHARTER IN POLAND





DIVERSITY CHARTER IN POLAND



**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 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 and Consumers, 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 Charters

operating in 16 member states Austria, Belgium, Czech Republic, Denmark, Estonia, Netherlands, Finland, France, Germany, Ireland, Italy, Luxembourg, Poland, Portugal, 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,

■ DIVERSITY CHARTER IN EUROPE



published by the Responsible Business Forum, 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

THE ORIGINS AND THE EUROPEAN CONTEXT OF DIVERSITY CHARTERS¹

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 chances²*, [*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



BASIC INFORMATION ON DIVERSITY CHARTERS AND CONTACT DETAILS

Country	Name of the Charter	Website	Coordinating organizations	Number of signatories (as of July 2016)
AUSTRIA	Charta der Vielfalt	chartader-vielfalt.at	The Austrian and the Vienna Chamber of Trade and Commerce, Pauser&Wondrak, Unternehmensberatung OG	over 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
CZECHY	Charta Diverzity	diverzita.cz	Business for Society, Czech Republic	50
DENMARK	Det danske charter	mangfoldighedscharter.dk	The Association New Dane	117
ESTONIA	Diversity Enriches	erinevusrikastab.ee	Tallinn Law School	17
FINLAND	Monimuotoisuusverkosto	fibsry.fi/fi/monimuotoisuus-verkosto	Finnish Business & Society (FBIS)	25
FRANCE	Charte de la diversité	charte-diversite.com	IMSEntreprendre pour la Cité	3000
GERMANY	Charta der Vielfalt	chartader-vielfalt.de	Charta der Vielfalt e.V.	over 1500
IRELAND	Diversity Charter	<i>b.d.</i>	IBEC, a group of Irish companies	15
ITALY	Carta per le pari opportunità e l'uguaglianza sul lavoro	cartapariopportunita.it	Fondazione Sodalitas (within PPP)	over 700
LUXEMBOURG	Charte de la Diversité Lëtzebuerg	chartediversite.lu	Committee of the Diversity Charter Lëtzebuerg, IMS Luxembourg	81
NETHERLANDS	Charter Diversiteit	diversiteitinbedrijf.nl	the Dutch Labour Foundation	54
POLAND	Karta Różnorodności	kartaroznorodnosci.pl	Responsible Business Forum	145
PORTUGAL	Carta Portuguesa para a Diversidade	cartadiversidade.pt	Grace	84
SPAIN	Fundación para la diversidad	fundaciondiversidad.org	Fundacion para la diversidad	over 600
SWEDEN	Diversity Charter Sweden	www.diversitycharter.se	Charter in Sweden	35

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. In turn

Danish Diversity Charter had its first regional installment as Copenhagen Diversity Charter in 2013, this experience was then implemented to Aarhus and Odense, and eventually at the end of 2014 The Association New Dane has launched a Danish Diversity Charter. The Dutch Diversity Charter launched in 2015 has broad support from the Ministries.

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 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.

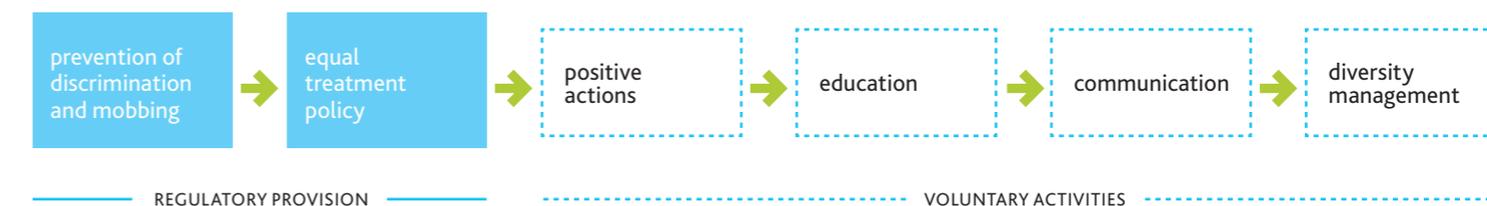
Prevention of discrimination and mobbing (See: Glossary) is a starting point to diversity management. However, like the policies of

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



» **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 16 countries of the European Union (Austria, Belgium, Czech Republic, Denmark, Estonia, Netherlands, Finland, France, Germany, Ireland, Italy, Luxembourg, Poland, Portugal, Spain, and Sweden). 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 com-

panies 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 [Fun-

dacja 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:

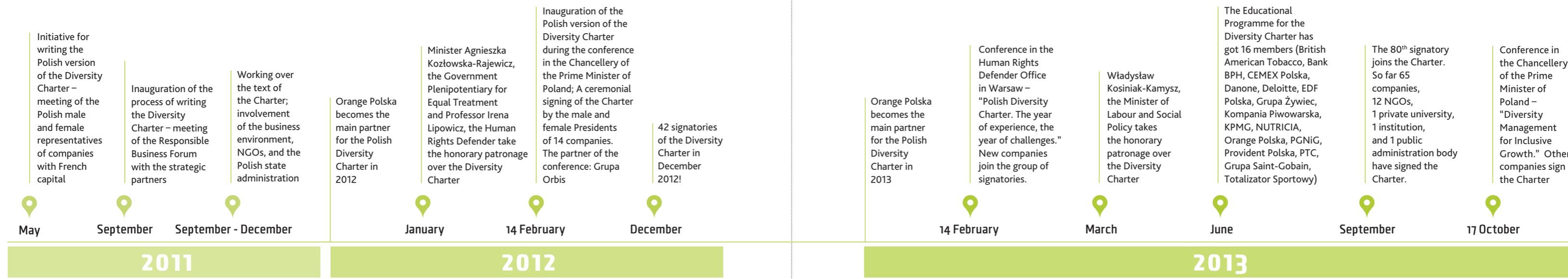
- To create a **corporate culture and atmosphere** which ensures respect for diversity, by means of mainstreaming diversity management, age management and equal opportunities in **policies and procedures applied in our organization.**
- To introduce **internal institutional solutions** in order to promote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

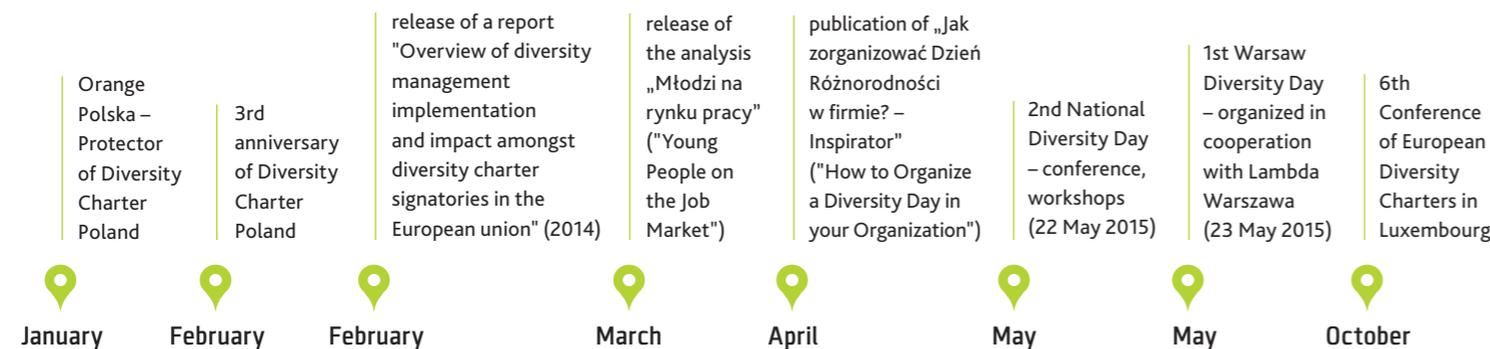
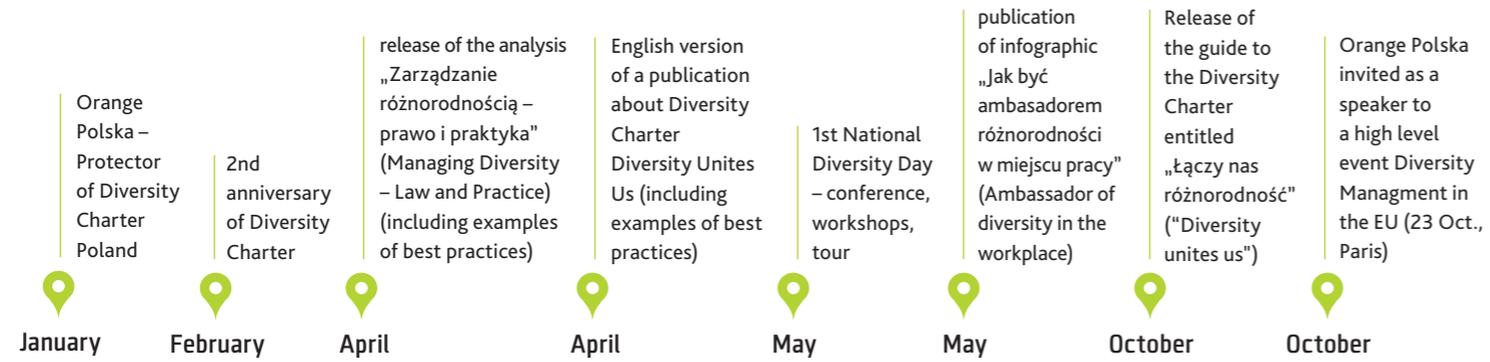
- coordinate all efforts meant to combat discrimination and mobbing in the workplace.
- To develop and implement equal rights and diversity management policies in the workplace, with special emphasis placed on **recruitment, access to training programmes and promotion opportunities, remuneration, reconciliation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





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.

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

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.

- 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.

IMAGINED BARRIERS, GENUINE BENEFITS

MARZENA STRZELCZAK, General Director, Responsible Business Forum



Two surveys have been conducted among the signatories of Polish Diversity Charter over the four years since its introduction. The first survey, delivered between May and September 2014, was a part of a larger project covering eleven countries (out of thirteen) that had adopted national diversity charters. It was one of the projects of Diversity Charter Platform, an initiative supported by the European Commission, that published a report from the project.

The survey commissioned by Responsible Business Forum, Poland's Diversity Charter coordinating organization in 2016 is a direct continuation of the 2014 study. It is however much broader. Diversity Charter signatories, 66 organizations in total, were only a part of all businesses covered by the survey. The national random sample included 201 businesses in total: 59 medium and large (over 50 employees) and 142 small and micro enterprises (under 50 employees). A group of **committed** organizations was identified in the national sample, businesses that engage in managing diversity and preventing discrimination in

the workplace although they have not signed Diversity Charter. Such companies represent **64%** of large and medium businesses covered by the survey.

Interesting conclusions emerge from the comparison of two consecutive surveys (2014 and 2016) among the signatories of Polish Diversity Charter and the first nationwide research on managing diversity by Polish businesses.

Let us start from the comparison of the target groups on which the companies focused their efforts in the latest survey and two years ago, and how this data compares to the figures yielded by the 2016 study on a national sample of businesses **committed** in managing diversity.

As indicated in Fig. 1, Diversity Charter signatories are generally **far more likely to see a point in promoting diversity with respect of various target groups**, which is indicated by a leap in the number of indications.

The progression surpasses 20% for each target group covered by the survey and the larg-

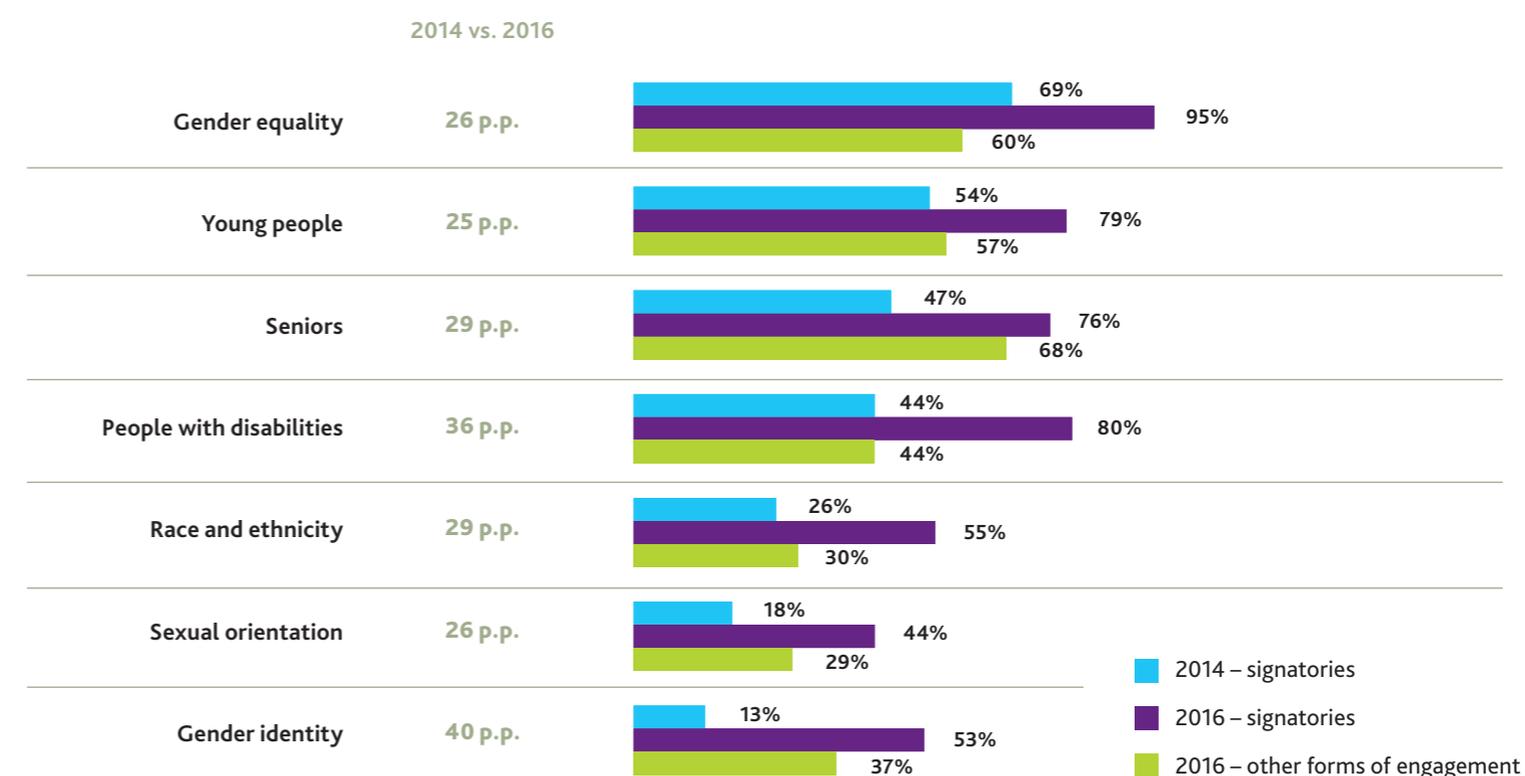
est increase occurred in areas such as: gender identity o 40%, disability – o 36%, as well as racial and ethnic group, and seniors – where the jump reached 29%.

Gender equality remains an absolute priority among DC signatories – reaching 95% of indications in the latest survey, compared to 68% two years earlier.

A very significant difference can be observed with respect to age / seniors. In 2014 this group received 47% of indications. Meanwhile in the 2016 survey among DC signatories the number reached 76%, while in the general sample (other forms of engagement) as much as 68%.

It is clear that businesses are beginning to see more clearly the challenges ensuing from population aging and the necessity to extend the period of occupational activity. Interestingly enough, diversity areas indicated in the general sample in 2016 (non-signatories with other types of diversity involvement) are very similar to the indications of signatories in the 2014 study.

FIGURE 1



Source: Survey on managing diversity delivered by PBS for Responsible Business Forum

There are some significant differences though in the areas of sexual orientation and gender identity – 29% and 37% of indications respectively in the 2016 general sample, compared to 18% and 13% in the group DC signatories interviewed in 2014. Są jednak pewne znaczące różnice – w odniesieniu do kwestii związanych z orientacją seksualną i tożsamością płciową – odpowied-

nio 29% i 37% wskazań w próbie ogólnopolskiej firm w 2016 r. wobec odpowiednio 18% i 13% dwa lata wcześniej wśród sygnatariuszy Karty Różnorodności.

Such figures may indicate that the **two years that passed between the surveys brought about a marked shift in awareness and sensitivity to the issue of the diversity in**

Polish businesses in general, not only the signatories of Polish Diversity Charter.

Nevertheless, there are still vast differences between the active involvement of DC signatories and those who have not signed the document but conduct other forms of diversity management activities. The differences are in: gender equality

(a 35% gap between the two groups) and disability (36%). However, if we compare these figures with the numbers recorded on the general sample of Polish businesses, not only those who declare some kind of diversity activities, the differences are yet more drastic.

Only 26% of the surveyed Polish businesses declared conducting some activities promoting gender equality, and 19% - equal opportunities for people with disability. These are two areas where differences between the general sample and the sample of DC signatories are by far the widest. These results appear to confirm that knowledge about gender equality and disability remains insufficient in Polish businesses.

In terms of specific diversity management solutions, 80% of signatories included diversity into their corporate culture, which is less by 8% than in the 2014 study. However, when compared to other solutions, this element appears to have become a relatively steady aspect of corporate culture. Managing diversity has emerged as a strong element of external and internal communications – with 5 p.p. rise in the share of DC signatories indicating this element between 2014 and 2016 (86% vs. 81%). Engaging internal stakeholders in diversity policies has remained on a steady 66% level among DC signatories.

Implementing measures for helping employees maintain a good work-life balance received far more indications, with the share of respondents who indicated it in

2016 reaching 82%, compared to 65% in the 2014 study. Polish DC signatories have also become more likely to engage in implementing processes and instruments for increasing diversity awareness as well as diversity training – 74% of signatories in 2016 vs. 59% in 2014.

Monitoring diversity indicators continues to pose a major challenge – as declared by 47% of DC signatories, although as much as 72% of the respondents declared reviewing their HR processes to against non-discrimination and promoting diversity, which points to some kind of systemic approach to managing diversity. Meanwhile, in the sample of businesses conducting some forms of diversity activities only 5% of the respondents declared monitoring indicators; in the general national sample the figure is a mere 2%.

Vast differences between the performance of DC signatories and the general sample were observed also in aspects such as: conducting awareness raising activities – 85% among DC signatories against 40% in the general sample, or engaging business partners in diversity policies - 61% vs. 23% respectively. It is however worth noting that the gap between DC signatories and committed businesses in preventing discrimination and mobbing in the workplace is much narrower: 88 % versus 77% respectively. Meanwhile, the corresponding figure in the general sample is only 33% of indications. In this group as much as 62% of the respondents declared having no diversity measures whatsoever, a vast difference compared to 3% of DC signatories.

Finally, to compare how DC signatories and committed businesses in the general sample identify challenges / barriers to introducing diversity management measures in their organizations; DC signatories – 42% of indications – saw insufficient knowledge about managing diversity or lack thereof as the greatest barrier, followed by lack of engagement on the part of the employees - 23%, and by having no person responsible for diversity management – 18%. In the group of committed businesses the figures are – 35%, 53% and 33% respectively. Respondents from the general sample (businesses that do not conduct any diversity activities) as the key barrier indicate lack of interest on the part of their employees – 47%, small size of their business and 'no such need' – 35%. With 26% of indications, the third largest barrier is insufficient knowledge about managing diversity or lack thereof. Clearly, among the businesses that do not have any diversity measures in place or have only just adopted some and not have signed Diversity Charter the claim that diversity is NOT an interesting issue to the employees is much more frequent than among DC signatories.

It is interesting to compare the above with the perception of benefits from adopting diversity measures in the workplace. According to DC signatories, key benefits are: good atmosphere in the company (74%), positive impact on the brand image (71%), attracting and retaining talent (58%), employee loyalty (53%), general competitive advantage (39%) and increasing customer diversity (27%). According to DC signatories, adopting diversity

management policies improved these areas. This shows plainly that managing diversity can have substantial positive impact on the employees and bring very concrete benefits. Paradoxically, businesses that do not have any diversity measures in place also accurately identified potential benefits that could be brought by diversity management to their organizations. The most popular choice was improved atmosphere in the organization – 46%, followed by positive impact on the brand image – 41% and attracting and retaining talent and employee loyalty - 39 % of indications each.

DC signatories, experienced leaders in diversity management in Poland, indicate a number of benefits that can be gained by an organization implementing DM policies. In this light, it may seem highly irrational that lack of interest on the part of employees is indicated so often as a barrier to introducing DM measures. This can be explained by no other reason by lack of knowledge. It would actually be in Polish businesses' best interest to overlook this reservation, particularly that only 5% of the barriers indicated by general sample respondents fall under management's reluctance to introduce diversity management (2% among DC signatories).

To recapitulate the findings from the 2014 and 2016 surveys on the group of signatories, 98% of the respondents declared that signing Diversity Charter impacted their diversity policies and activities. The figure is higher by 3% than in 2014 and there is a

stronger impression of the impact of Diversity Charter on the organization's diversity policies and activities – in the 2016 the average of indications was 3.53, compared to 3.13 in the 2014 study.

By signing Diversity Charter companies gain access to the Diversity Charter Platform, a number of useful instruments such as: best practices (92% of indications) or contacts with other companies committed to the diversity issue (74% of indications). Signatories also find it worthwhile to have access to publications and instruments for managing diversity (94% of indications).

Diversity Charter emerges as an excellent starting point, a declaration of important values that can launch an organization onto a diversity management path. It also serves businesses with more advanced needs in this area. As revealed by the latest survey commissioned by Responsible Business Forum, barriers to introducing diversity measures in Polish businesses can be overcome easily. All is needed is know-how and good will, and the benefits are very concrete. Why not use the potential that is presented by signing Diversity Charter?

GLASS HALF FULL OR HALF EMPTY? - CONCLUSIONS FROM RESEARCH INTO MANAGING DIVERSITY IN POLAND

MAGDALENA ANDREJCZUK, Responsible Business Forum

Key conclusions:

1. **The knowledge of diversity management and its benefits is very low** among the employees of HR departments.

2. **43% of total sample: 64% among large and medium companies and 42% of small and micro enterprises** have measures to prevent discrimination in the workplace and to create a friendly working environment for members of all groups (regardless of the age, gender, ability, sexual orientation, gender identity, race, religion beliefs, etc.), which translates into diversity management.

3. **69% of committed businesses** believe that such measures are very or quite important to their organizations.

4. Preventing discrimination and mobbing in the workplace (33% of general sample), awareness-raising activities such as training and communications (17% of general sample) and involving business partners in DM policies: suppliers, service providers, clients (10% of general sample) are **the top indicated** types of measures in the general sample of Polish businesses.

5. **57% of Polish businesses have failed to adopt any DM measures** and 93% of them do not feel the need to change it.

6. The most frequently indicated benefits of DM are **improving brand image (39%), employee loyalty (48%) and attracting and retaining talent (35%)**. Meanwhile, one in three Polish businesses that have introduced DM measures failed to perceive any change in the aspects listed earlier.

MANAGING DIVERSITY IN POLISH ENTERPRISES - WHAT POLISH BUSINESSES KNOW ABOUT CORPORATE SOCIAL RESPONSIBILITY AND DIVERSITY MANAGEMENT
43% of Polish businesses, mostly large and medium enterprises, have diversity management policies in place.



Among the employees of HR departments, the main respondent group in the knowledge level survey, the level of CSR knowledge is very low (86% in total sample and 86% of the HR officers in micro and small enterprises have never heard of CSR). As little as 4% of the respondents were familiar with the term and claimed their organization had a CSR agenda. In the group of medium and large companies the figure reached 12%. Even if an organization conducted CSR activities (claimed by 49% of the respondents) a major part of (84% of the group) failed to provide a definition for the term 'responsible business'. **HR officers of medium and large enterprises are more likely to be familiar with CSR as a concept than their small and micro counterparts. However, CSR awareness generally remains very low.**

The respondents performed slightly better in terms of awareness of diversity management in the organization, including ensuring friendly working environment. The concept was familiar to one in three respondents, much more likely an employee of a medium or large company (46%) than a small or

TABLE 1.
HOW DO YOU UNDERSTAND MANAGING DIVERSITY?
WHAT DO YOU ASSOCIATE WITH IT?
(ONLY 71 RESPONDENTS WHO AGREED TO DEFINE THE TERM)

Friendly working environment	21%
Employing people with a variety of profiles, qualifications in a diversity of posts	13%
Managing the organization's operations and human resources	13%
Ensuring diversity in recruitment (age, gender, race, disability, etc.)	14%
Diversity in the organization's operations	8%
No associations	7%
Diverse employee responsibilities, multi-tasking	4%
Providing training, qualification opportunities to employees	4%
Accommodating the employee's natural predispositions	3%
Diversity in forms of employment	6%
Motivating employees	4%
Flexible working hours	3%

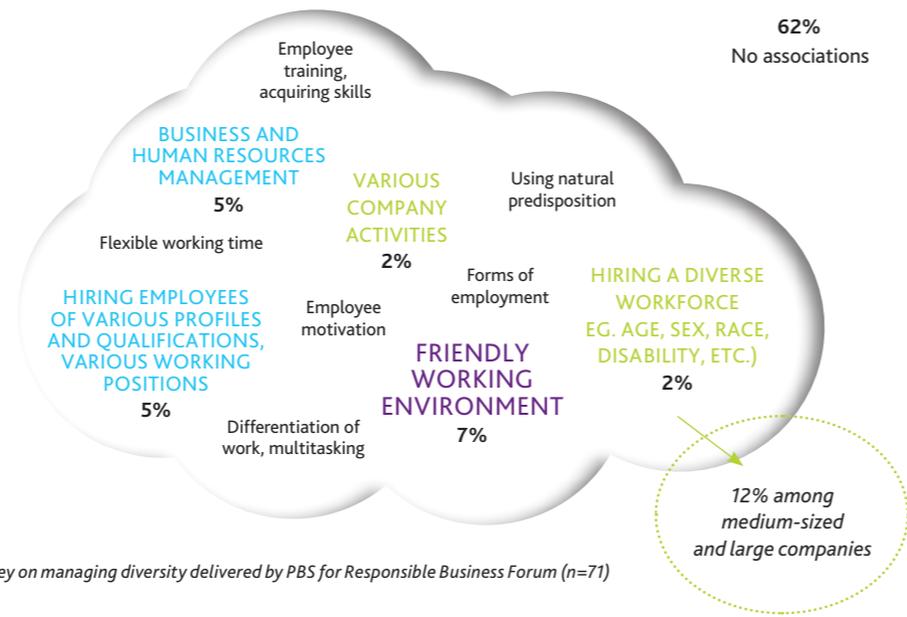
Source: Survey on managing diversity delivered by PBS for Responsible Business Forum (n=71).

micro enterprise (only 33%). Awareness of diversity management policies in the organization is nearly twice higher among the employees of companies with a CSR agenda. Thus, diversity management emerges as an element of a broader approach, an element of an organization's corporate social responsibility policy. The employees of HR departments are actually completely unable to provide a definition of managing diversity. As much as 62.5% of the respondents failed to explain the term. Those who agreed to provide an answer, associated managing diversity with: **friendly working environment, employing people from various groups and with various qualifications in diverse job positions and business management and managing human resources.**

In spite of finding it difficult to define the term, nearly a half of the respondents (43%) declared conducting activities listed above. These are mostly medium and large companies (64%).

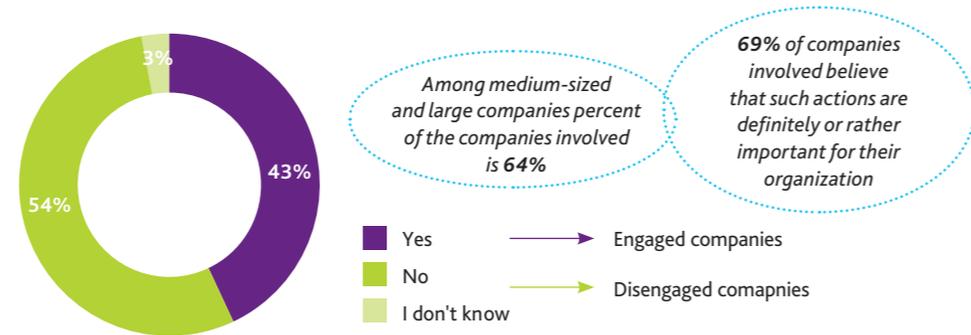
A surprisingly high share of micro and small enterprises, after looking through the list of answers, indicated that they also observed such activities in their organizations (42%) but had never identified them as managing diversity.

PICTURE 1. WHAT DO YOU UNDERSTAND BY THE CONCEPT OF DIVERSITY MANAGEMENT? WITH WHAT IS IT THAT YOU ASSOCIATE WITH IT?



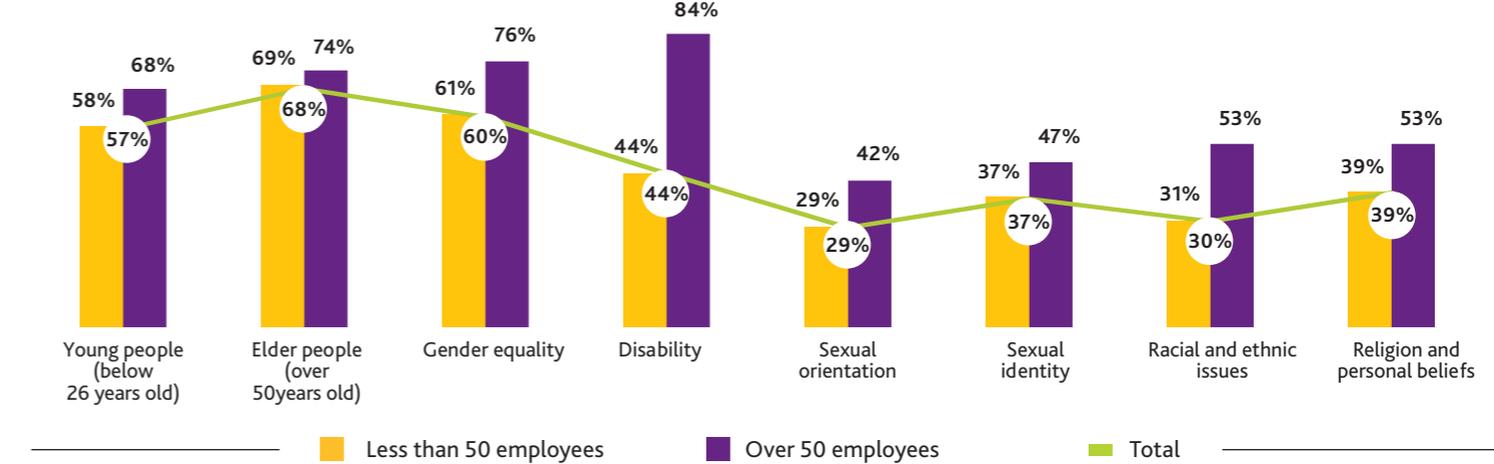
Source: Survey on managing diversity delivered by PBS for Responsible Business Forum (n=71)

FIGURE 1. DOES YOUR ORGANIZATION CONDUCT SUCH ACTIVITIES?



Source: Survey on managing diversity delivered by PBS for Responsible Business Forum (n=201)

FIGURE 2. WHAT GROUPS OR ASPECTS ARE THE MAIN FOCUS OF YOUR ORGANIZATION'S DIVERSITY MANAGEMENT AGENDA?



Source: Survey on managing diversity delivered by PBS for Responsible Business Forum (n=98)

DIVERSITY MANAGEMENT AGENDAS
Age, gender and disability are the key aspects Polish businesses address when introducing diversity management policies. Those businesses that have DM agendas consider them important measures (68.8%) The topic is important mostly to medium and large companies (92%), less so to small and micro businesses (68%). The average importance rating for such policies was 2.9 on a 5-point scale.

As regards the groups indicated as the main recipients of diversity management policies, there is a split between smaller businesses (under 50 headcount) and those with 50+

employees in the approach to people with disabilities (Figure 2). The share of indications was high in the former group (84%) and relatively low (44%) among small and micro enterprises. The explanation is quite pragmatic. Large companies are fined by the State Fund for Rehabilitation of the Disabled (PFRON, fine also described as 'premiums') should they fail to meet the required minimum share of employees with disabilities. It is therefore a genuine budget item, the larger the company the hither.

Another difference between large and small enterprises emerged in addressing diversity measures to people from minority racial and

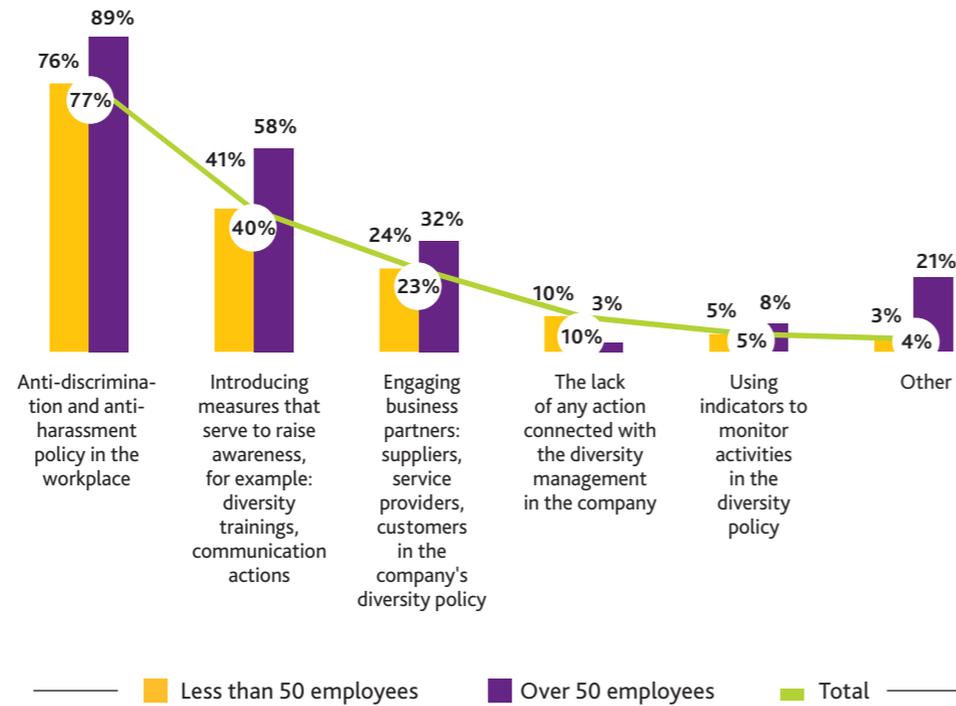
ethnic groups (52,6% versus 30,5% respectively), which in turn is due to the fact that large companies often operate in multinational and multicultural environments and are far more likely to recruit employees from various ethnic and racial groups than small and medium businesses.

As key groups and issues on which their organizations focus their diversity measures respondents name: seniors (50+) (68%), young people (under 26) (57%), gender equality (60% of indications) and people with disabilities.

The most popular diversity measures are (figure 3): **preventing discrimination and mobbing in the workplace (73%)**, **awareness raising** (such as internal diversity training in the organization), **communications (53%)**; less often – involving business partners (suppliers, service providers, clients) in the organization's DM agenda (23%). With only 8% of the respondents declaring **monitoring diversity indicators**, this aspect continues to be a serious challenge. Interestingly enough, one in ten organizations with a DM agenda does not adopt any monitoring, which may attest to a very low awareness of the benefits of such activities.

Among diversity measures adopted by the respondents' organizations, information meetings are more likely to be organized by small and micro businesses, while training schemes, special clauses in the organization's code, procedures or codes of conduct were introduced by large and medium enterprises.

FIGURE 3.
WHAT DIVERSITY MANAGEMENT MEASURES HAVE BEEN ADOPTED BY YOUR ORGANIZATION?



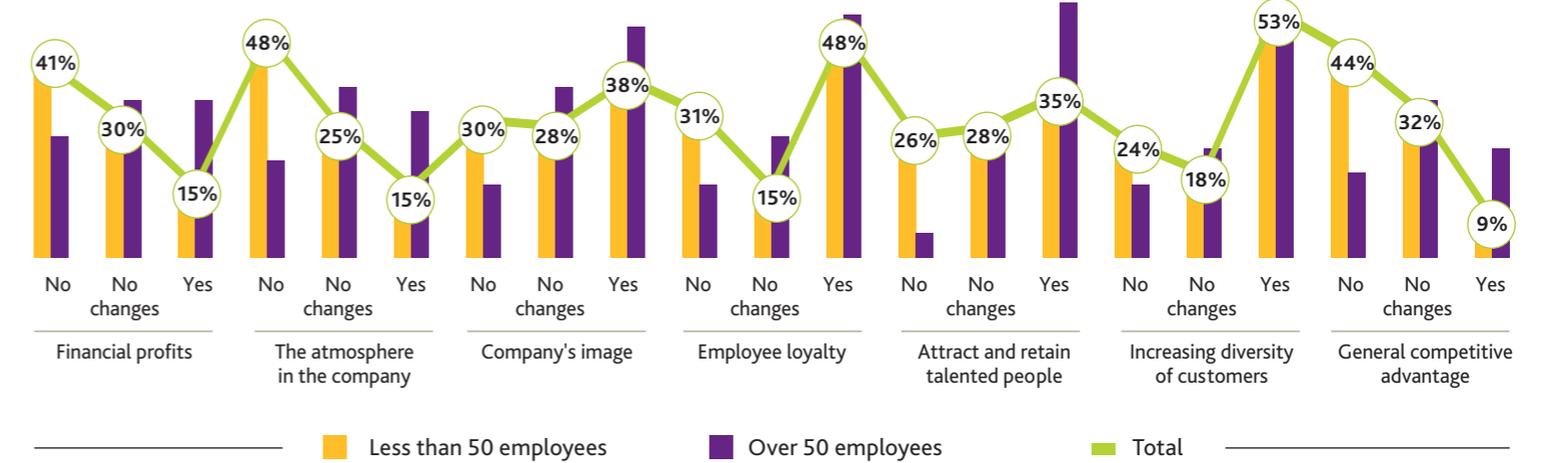
Source: Survey on managing diversity delivered by PBS for Responsible Business Forum (n=98).

ORGANIZATIONAL CHANGES IN MANAGING DIVERSITY

The survey also investigated the impact of adopting a DM agenda on the following aspects (figure 4): organization's financial result, atmosphere in the organization, brand image, employee loyalty, attracting and retaining talent, increasing customer

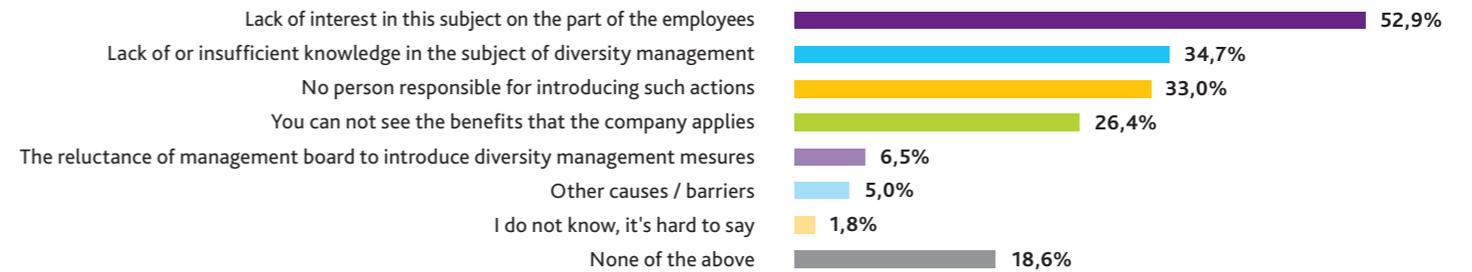
diversity and overall competitive advantage. **One in three interviewed businesses did not perceive any changes between before and after adopting DM measures.** Respondents from small and micro enterprises admitted their financial result did not improve, while 34% of large and medium companies indicated such a rise. Respondents from

FIGURE 4.
HAVE YOU OBSERVED ANY IMPROVEMENT IN THE FOLLOWING AREAS OF YOUR BUSINESS SINCE THE INTRODUCTION OF DIVERSITY MANAGEMENT ACTIVITIES?



Source: Survey on managing diversity delivered by PBS for Responsible Business Forum (n=98).

FIGURE 5.
WHAT CHALLENGES / BARRIERS DID YOUR ORGANIZATION ENCOUNTER WHILE INTRODUCING DIVERSITY MANAGEMENT POLICIES?

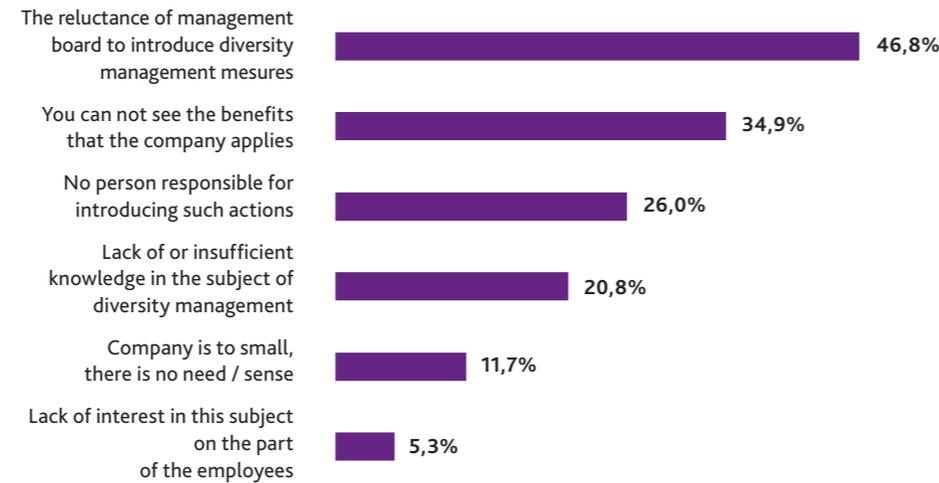


Source: Survey on managing diversity delivered by PBS for Responsible Business Forum (n=98).

large companies also noted improvement in the atmosphere in the organization (32%) and overall competitive advantage (24%). All respondents agreed that the positive changes focused mostly on **brand image (39%)**, **employee loyalty (48%)** and **attracting and retaining talent (35%)**, with the last aspect significantly more likely to be recorded by large and medium companies than by smaller businesses. Over a half of respondents also indicated increased customer diversity as a result of adopting diversity management measures.

Lack of interest in the subject on the part of the employees (53%), insufficient knowledge (35%) and the absence of a diversity management champion in the organization (33%) are the most frequently indicated barriers to developing diversity management policies.

FIGURE 6.
WHY YOUR COMPANY DOES NOT CONDUCT SUCH ACTIVITIES?



Source: Survey on managing diversity delivered by PBS for Responsible Business Forum (n=103).

BEYOND REACH - NON-COMMITTED ORGANIZATIONS

Non-committed organizations, **57% of the total sample**, are organizations that do not have any agenda in place for preventing discrimination in the workplace and creating a friendly work atmosphere to all groups (regardless of the age, gender, ability, sexual orientation, gender identity, race, religion, beliefs, etc.) As a reason for this situation they are likely to indicate internal factors: lack of employees' interest in the matter (47%), the organization being too small (35%), insufficient knowledge of the subject (26%), absence of the champion / advocate of diversity management in the organization

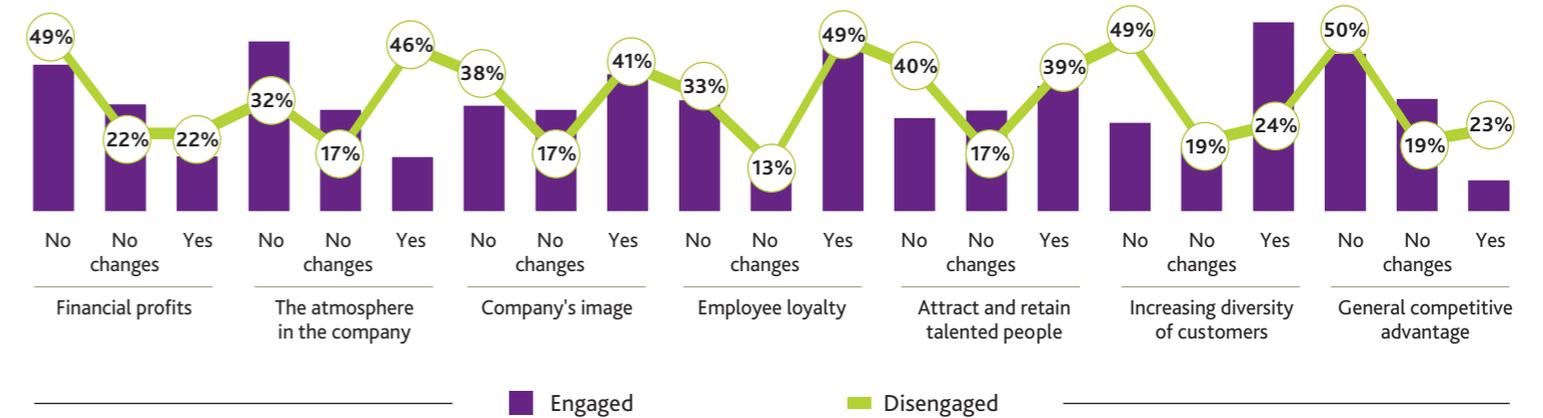
(21%). One in ten businesses failed to see any benefits of managing diversity. **Moreover, 93% of non-committed organizations failed to see a reason for adopting DM measures in their organizations.**

Although some of the respondents declared interest in adopting diversity management, it is important what is said by businesses not adopting DM measures for failing to see the need to change the situation.

However, even non-committed organizations, compared to the responses of organizations that adopted DM solutions (figure 7)

expect their organizations to change after the introduction of diversity management, mostly in aspects such as: atmosphere in the organization (46%), brand image (41%), customer loyalty (49%), attracting and retaining talent (39%), overall competitive advantage (23%). As regards expected improvement in financial profit, atmosphere and diversity the results are far more optimistic among non-committed businesses than among the organizations that have adopted DM schemes. **Meanwhile, for each of these aspects roughly a half of all interviewed businesses expected the situation would not change at all.**

FIGURE 7.
CHANGES IN THE ORGANIZATION AFTER ADOPTING DM IN THE EYES OF RESPONDENTS REPRESENTING COMMITTED AND NON-COMMITTED ORGANIZATIONS



Source: Survey on managing diversity delivered by PBS for Responsible Business Forum (n=201).

SUMMARY

Managing diversity is by all means a serious challenge faced by Polish businesses, relatively less so to medium and large companies, and difficult to introduce by small and microenterprises. As the key barrier to introducing diversity management the respondents indicated lack of interest on the part of the employees. However, HR officers clearly see they need to learn about diversity, particularly so, that the benefits are difficult to overlook.

It is alarming that over a half of all businesses covered by the study do not have any

policies for preventing discrimination and building a working environment open to employee diversity. Society ageing, new generations entering the job market as well as gender equality in employment, promotion and equal pay are the key challenges visible from the macro perspective. Businesses should also notice them on the ground level.

SURVEY SUMMARY

Commissioned by Responsible Business Forum, the survey on managing diversity was delivered by PBS with the use of CATI method on 11-27 April 2016 among the employees HR departments, people responsible for recruitment and managing human resources in Polish com-

panies. The sample of 201 businesses was divided into two groups: businesses with headcount over 50 (medium and large), and enterprises under 50 employees (small and micro). The survey was conducted on a random sample of 201 businesses and its objective was to determine the awareness of diversity management as a concept and the presence of DM measures in the organizations as well as what changes the respondents observed after the adoption of a DM agenda by their organizations and what are the barriers to adopting diversity management.

DIVERSITY IS A FUNDAMENTAL VALUE IN ANY SOCIETY

DR SYLWIA SPUREK, Deputy Ombudsman for Poland



Diversity is a fundamental value in any society. In the light of the demographic changes and population ageing in Poland, it is also necessary to take adaptive steps to change the workplace organization and management. In this context, it is important to include age management and gender equality in the procedures applied in organizations as well as develop and implement equal treatment and diversity policies in the workplace, with special emphasis on such areas as access to training and promotion, fair pay or work – life balance.

While the Polish society is ageing much faster than the other nations, senior citizens should be offered the possibility to continue professional activity for as long as they wish and as long as they are able to work effectively. This approach is in line with the Madrid International Plan of Action on Ageing (so-

called Madrid Plan, 2002) MIPAA points to the need to increase workplace awareness of the benefits that come from employing older individuals. In this aspect age diversity management gains special importance, encouraging older employees to share their knowledge with their younger colleagues and in-company mobility of senior employees. It is worth noting that, recognizing the global trend rise in the numbers of senior citizens and reports on the violations of the rights of older people, in 2012 the United Nations initiated the work on a new convention focusing on the rights of people.

Women represent a special part of the senior group. They are far more likely to suffer poverty in old age than men. Their low retirement pensions are a consequence of earlier retirement and the so-called salary gap. According to the current data of the Polish Main Statistical Office an average salary earned

by a Polish man is higher by 20.6% than an average woman's salary. Lower pensions of women are also a consequence of their employment in lower paid jobs. Women are also more likely than men to work part time or exit the labour market for longer periods of time due to the difficulty to combine family and professional duties. This is why a key element in managing diversity it to provide equal access to solutions that enable parents to effectively reconcile their roles as a parent and a professional. Although public opinion polls (survey conducted by CBOS) indicate that Poles prefer the partnership family model, current legal regulations show a gender bias, largely support only women fulfilling parenting duties. Moreover, as revealed by the research commissioned by the Ombudsman Office, women carry most of the parenting and unpaid housework responsibilities, while fathers contribute to housekeeping only occasionally. This leads to unequal treat-

ment of women in the workplace and men in family life. As a result, neither of the parents can fully realise their professional plans and enjoy family life, while the employees do not fully benefit from the potential of their female workers. Besides, the study commissioned by the Ombudsman Office clearly indicates that working parents continue to not be fully aware of their parenting-related rights in the workplace. There have been reported cases of employers making it difficult for men to execute their parenting rights at work. One of the recommendations listed in the Ombudsman's report "Godzenie ról rodzinnych i zawodowych. Równe traktowanie rodziców na rynku pracy" ("For Successful Reconciliation of Family and Professional Roles Equal Treatment of Parents on the Labour Market) states that, due to insufficient supply of early childcare facilities (up to 3 years old"), one of the solutions to make it easier for parents to combine professional

and family life could lie in providing broader access to flexible employment schemes. It is also necessary to support employers in creating in-house childcare facilities.

Every citizen should have complete freedom in making professional choices, regardless of the dominant gender or age stereotypes. Diversity Charter advocates for developing instruments within organizations precisely to that end. Also importantly, diversity is related to the execution of human rights and is important from the economic viewpoint. Diversity is simply the best choice for social and economic prosperity.

PREVENTION IS THE KEY

– Interview with KRZYSZTOF ŚMISZEK, President of Polish Society of Anti-Discrimination Law, expert involved in the creation of Diversity Charter Poland.

1. WHY DOES AN ORGANIZATION NEED TO SIGN DIVERSITY CHARTER?

— Diversity Charter is beyond doubt an instrument to achieving multiple goals. It is an instrument for organizations to officially endorse the values whose importance to the organization might not have been clear or obvious enough. This way, Diversity Charter serves to stimulate the building of proper workplace atmosphere, as a set of standards for relations between employees and their supervisors and among employees. Besides its initial role as a workplace behaviours and standards regulator, Diversity Charter will also serve to increase overall awareness of what is diversity, equal treatment or discrimination.

2. WHAT DO YOU BELIEVE HAS CHANGED OVER THE LAST THREE YEARS BECAUSE OF DIVERSITY CHARTER?

— In my opinion there has been a noticeable change in the way we approach some topics. Workplace diversity, preventing discrimination, mobbing, molestation and sexual harassment are no longer exotic

topics and are familiar to employees as well as employers. They do not generate such resistance and are increasingly more often becoming topics of regular employee training, along with obvious orientation topics such as health and safety. A large part of this change is due to Diversity Charter promoted by Responsible Business Forum. The good news more and more business and administration organizations are signing it. Nevertheless, we need to continue informing employers and employees about their rights and responsibilities. From the perspective of my organization, Polish Society of Anti-Discrimination Law, the number of appeals for assistance has not decreased over the years. While it could be said that it has remained roughly on the same level, interestingly enough, there are more and more employees who are aware of workplace discrimination and failure to respect diversity, or meet the special needs of minority groups. Some five - ten years ago people coming to us for help were hardly able to specify what exactly was the problem in their workplace. Currently, people who seek our assistance know their

rights and name accurately the problems they face in their organization. The more we talk about diversity the more familiar the topic becomes, both to employees as well as employers. Adopting Diversity Charter and the commitments it entails are a good starting point to begin talking about diversity. Sadly, changes often come only after a crisis has started. Polish employers must learn that prevention is always better than reaction.

3. HOW DO YOU IMPLEMENT A DIVERSITY MANAGEMENT AGENDA IN THE WORKPLACE?

— All people working for the organization should be thoroughly informed about Diversity Charter and the values that it promotes. Particularly the executives should be completely aware of DC proposals because they are the people with the greatest impact on propagating models of good behaviour in the workplace. Diversity Charter should be also a “live instrument”, meaning that it should be used as reference in shaping the organization’s day-to-day policies in human resource management,

production, consumption, etc. In order to achieve this, the organization adopting diversity management as a principle should regularly monitor and review the implementation of its diversity management agenda. Signing Diversity Charter should also be followed by concrete measures such as DM training, procedures, internal regulations covering all aspects of employment in the organization.

4. WHAT IS THE MAIN TASK OF DIVERSITY CHARTER IN TODAY'S WORLD?

— Diversity Charter is a preventive instrument and its main role is to sensitize people to diversity issues. It was designed to show when the equality principle is likely to be broken but also what benefits come from diversity. It is a challenge faced by Responsible Business Forum and Diversity Charter *per se*. DC is intended to help employers and employees. Show the employees how to behave in the workplace and protect the employers against some errors. The topic of workplace discrimination was addressed in Polish Labour Code of 2004. Although 12 years old and relatively well-known, these

regulations remain a source of undying discussion. The media are happy to sink their teeth in this topic, reporting on cases of harassment or discrimination, often greatly compromising the image and financial results of the employer involved in the reported case. Another conclusion is that the discussion on the subject of discrimination is bound to continue and develop. Besides the themes such as gender equality, the media are beginning to pay more attention to immigration issues. 10 years ago this was a purely theoretical topic. Today it is becoming a fact. We are facing a choice whether to disregard the issue of cultural differences or be practical about it and proactively strive to understand them better. Another area that is unavoidable is managing age. The period of active professional and social life is extending. Workplace diversity is becoming a common theme. We need to understand it and start using its wealth to our benefit.

5. DO LOCAL GOVERNMENTS USE THE FULL POTENTIAL OF IMPLEMENTING DIVERSITY PROJECTS?

— It is indeed evident that public administration, both local and central structures, have become more open to cooperating with other organizations.

Polish Society of Anti-Discrimination Law joined forces with KARAT Coalition to implement diversity and antidiscrimination policies in the regional self-government offices of lubelskie, dolnośląskie, śląskie and mazowieckie regions: internally, in employer – employee relations, both in public and private organizations, including the adoption of antidiscrimination procedures; and externally – equal treatment of clients. Understanding diversity is becoming more widespread among state organizations countrywide. I think it is safe to say that over the recent years administrative bodies have gained proper understanding of the idea behind Diversity Charter. This bodes well for the future since, as I said earlier, it is a vital topic and is only going to become more important in the future.



HOW TO BECOME A SIGNATORY OF THE POLISH DIVERSITY CHARTER?

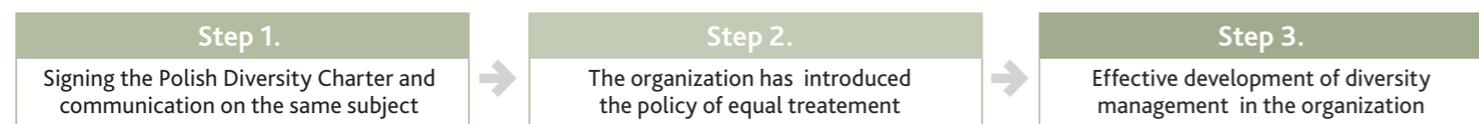
The Polish Diversity Charter is open to all employers. Any organization may freely and voluntarily join the group of signatories. The decision-taking may proceed in the following scenarios:

The Organization that decides on joining the group of signatories should apply through a Diversity Charter Poland webpage. The process of signing the Charter is shown in the diagram number 3.

SCENARIO 1



SCENARIO 2



3. THE PROCESS OF SIGNING THE DIVERSITY CHARTER



! EVERY SIGNATORY completes annually the following assessment form: <http://kataroznorodnosci.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 MANAGEMENT OF DIVERSITY IN THE WORKPLACE - TIPS FROM DC SIGNATORIES

Diversity Charter is an excellent tool to support an organization in implementing equality measures and a diversity management agenda. Created by experts from different backgrounds, the document tackles key aspects of managing diversity in the form of **7 commitments**. The commitments specify measures that should be taken by an employer supporting diversity in their organization.

Best practice examples and recommendations for the implementation of diversity management were proposed by the representatives of DC signatories, including ArcelorMittal Poland, CEMEX Polska, Deloitte, EDF Polska, Kompania Piwowarska, KPMG, Orange Polska (Champion of Diversity Charter Poland since 2012), Provident Polska, PGNiG, Skanska 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.

– Take a close look at your organizational culture (your organization's values, vision, goals, is the atmosphere in your organization that of openness and tolerance)

👤 *It may happen in large multinationals that the top management decides on adopting a global diversity policy that is later implemented on local markets, including Poland* – EWA RZECZKOWSKA, MEDIA RELATIONS OFFICER, DELOITTE

– Make sure you know exactly where you are (internal audit – review the organization's employment structure, analyse its policies and procedures)

👤 *In order to adopt diversity management in an organization, it is necessary to first go through an internal audit: review its policies, procedures and rules, to diagnose where you are as an organization, to identify diversity management challenges, areas that need improvement. It is also worth opening a dialogue with the employees* – MARCELINA PYTLARCZYK, CORPORATE SOCIAL RESPONSIBILITY OFFICER, ORANGE POLSKA.

– It is a good idea to get to know your employees, do group consultations, explore their needs.

– Raising diversity awareness among the managers is a crucial point. Good practices are best spread from the top down. Managers should be sensitive to diversity and ensure that each team member feels safe and included.

👤 *Managing diversity is one of the key competences of managers of Orange Polska. We define it as the ability to show understanding for each form of diversity and use its full potential to increase overall effectiveness* – MARCELINA PYTLARCZYK, ORANGE POLSKA

– The organization's management board should adopt a diversity management policy.
– It should be verified whether the organization has relevant anti-discrimination, equal treatment and managing diversity policies and procedures in place.

👤 *Assess what resources are available within the organization. It may happen that the organization already has a set of rules promoting diversity, in its work regulations or code of ethics.* – EWA RZECZKOWSKA, DELOITTE

– It is a good idea to include managing diversity, age and gender equality in the organization's policies and procedures, including the organization's strategic documents.

– Each employee should know about diversity management policies and measures adopted by the organization.

– Organizational culture is also built through integration and spending time together. It is always a good idea to ensure that such events always pass in the air of tolerance and respect for fellow human beings.

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 treatment policy must not be a dead letter. It should entail concrete measures and solutions adopted by the organization.

👤 *Talking about the necessity of adopting and implementing equal treatment and diversity management policies is one thing but it is also a good idea to go beyond policies. The company should build an organizational culture and raise awareness among its employees, open up to solutions and ideas applied by other organizations* – BEATA BARDONI, SOCIAL DIALOGUE MANAGER, PROVIDENT POLSKA

– It is worth appointing an individual or team responsible for preventing discrimination and mobbing, and for diversity management.
– Large organizations might consider establishing an in-house ethics commission to support the process of developing an equal treatment policy.

👤 *Orange Polska has an ethics commission that the employees can turn to with any alarming situations. Each year EC presents reports from their activities to the President of Supervisory Board and to the Supervisory Board's Auditing Committee. The summary of its activities is also presented to the employees* – MARCELINA PYTLARCZYK, ORANGE POLSKA

– The organization should consider publishing/promoting Code of Ethics, a written policy of equal treatment and managing diversity – to ensure that all employees are familiar with the rules and know where to look for them

👤 *EDF Group has Code of Ethics that obliges us to respect the rights of others and the principle of equal treatment, accept differ-*

ences and responsible treatment of other employees and business partners. We have implemented an antimobbing and antidiscrimination policy. We have ethics officers in each location and an Employee Rights Advocate – MALWINA FALISZEWSKA, COMPLIANCE MANAGER, EDF

– Employees should be offered an opportunity to report on cases of discrimination in the workplace anonymously (a special phone line, a public trust officer, etc.)

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 training and promotion that are consistent with the organization's equal treatment policy.

👤 *All employees of Provident have equal access to internal training programmes to raise their competences and foster their*

personal growth. Each employee's training programme is developed on the basis of their "appraise and appreciate" annual appraisal – BEATA BARDONI, PROVIDENT POLSKA

– It should always be remembered that equal treatment is not synonymous with treating everybody in exactly the same manner. The principle should be adhered to in preparing workposts or employee evaluation.

– The organization should take into account Diversity Charter commitments in developing procedures referring to their employees' work and life.

– An organization should consider adopting measures to help their employees maintain a good work – life balance (such as flexible working hours, compressed work time, flexible work locations, job sharing, teleworking, integrating schemes for employees after a long absence from the workplace, workplace childcare schemes, paid leave for employees who look after elderly family members)

👤 *All measures to support your employees' healthy work – life balance should be rooted in a wellbeing policy. Orange Polska has a policy of investing in employees' health quality and wellbeing. We care about the health, safety and wellbeing of our employees. We listen to their needs, respond to them and develop solutions to meet them* – MARCELINA PYTLARCZYK, ORANGE POLSKA

– The organization should propose benefit and support schemes for ensuring equal chances for various groups (age, family status, gender, etc.) Employees can propose equal treatment solutions and it is worth providing them with support in this matter.

– Each new employee should be informed about the organization's diversity management and ethics.

– There is tremendous potential in people threatened with social exclusion (for example due to disability). An organization can benefit from planning and preparing to use this potential by employing such people, while following diversity principles.

👤 *The organization should consider putting in place a scheme addressed to people with disabilities, aimed at creating an open and friendly workplace. People with disabilities should be invited to take part in the development of such a programme. They will tell you what exactly they expect and what solutions are indispensable. The organization should also educate all employees in the matter. Orange Polska has a programme "Yes to Health" („Zdrowie na tak”), addressed to people with disabilities, with additional medical and financial package.* – MARCELINA PYTLARCZYK, ORANGE POLSKA

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 conduct antidiscrimination and antimobbing monitoring and respond to alarming signals in the workplace.

👤 *Standard employee policies do not ensure equal opportunities, which is why we regularly review our human resource policies for effectiveness and, when necessary, modify procedures to prevent discrimination and adapt to new legal requirements* – BEATA BARDONI, PROVIDENT POLSKA

– The employees should see and understand diversity management changes introduced by the organization. Hence the importance of awareness building campaigns reaching all employees (even the seemingly smallest measures)

👤 *The essence of diversity management is its application in business operations. The fact that we differ, our different experiences,*

education, career histories, age – all this renders us as an organization better prepared to face challenges. I believe that it is important that employees are made aware of that. It helps in building good relations and atmosphere in the workplace. Respecting differences is also about the language we use, like ensuring the right gender endings in internal documents. – OLGA PEŁKA, EMPLOYEE TRAINING SPECIALIST, TOTALIZATOR SPORTOWY SP. Z O.O.

– The organization should consider offering their employees training schemes on the topics of diversity and preventing discrimination, as well as developing e-learning programmes.

– Informal education schemes can play an important role in building a positive atmosphere around the concept of diversity in the workplace. It can be useful to encourage employees to join multi-cultural events, celebrations, relevant quizzes and games, etc.

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.

– Dialogue with employees is crucial at every stage of managing diversity. The organization's diversity policy should be consistent with the their goals and address genuine needs of the people it employs.

– It should be remembered that managing diversity in an organization is a process. Involving employees through consultation can turn it into an effective instrument of HR changes and building organizational culture for the entire company.

– It is a good idea to inform stakeholders about adopted diversity management policies and encourage them to do the same.

– The organization should also consider putting in place procedures that require suppliers and contractors to adopt policies for preventing discrimination in the workplace.

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

– Committing to managing diversity in the organization entails the necessity to measure and report on the results of adopted measures.

At Orange Polska managing workplace diversity is a part of the organization's CSR agenda. One of our goals is to maintain the share of 35 % of women in managerial positions. Regular all-year monitoring of adopted indicators is crucial. We regularly verify our results which also allows for quick reactions to the situation – MARCELINA PYTLARCZYK, ORANGE POLSKA

– The obligation to issue annual reports resulting from signing Diversity Charter and the instruments proposed by it can facilitate the process.

– The organization should consider sharing the reports with their employees and other stakeholders (clients, suppliers, business partners).

– The organization's executives should be informed about the current status of diversity management and plans for the future.

7 TO PROMOTE AND DISSEMINATE DIVERSITY MANAGEMENT IN POLAND.

– Diversity management is one of the trends adopted by socially responsible organizations. They should speak up about it and encourage others to look into the employee diversity in their teams and adopt measures to manage diversity.

– It is worth inviting other organizations to sign Diversity Charter and point to the benefits from becoming a DC signatory.

– An organization with a DM agenda should develop internal communications about diversity management (press release, account of DM activities on the organization's website, information about DM practices in recruitment ads).

Orange Polska has been the champion of Diversity Charter Poland since 2012. The title is first and foremost an obligation to create a welcoming and open working environment for all employees. However, it is also a commitment to promote the idea of diversity home and abroad. We share our experience of launching DM policies with other organizations through workshops and other events organized by Responsible Business Forum. We would also be happy to engage in international exchange and study visits. Such contacts are a source of immense inspiration, allowing us as an organization to continue growing – MARCELINA PYTLARCZYK, ORANGE POLSKA

DIVERSITY MANAGEMENT MILESTONES:

- 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

An excellent summary of the guidelines listed above are **13 diversity management milestones** developed by the representatives companies who participated in Diversity Charter Educational Programme (Bank BPH, British American Tobacco, CEMEX Polska, Deloitte, Grupa Żywiec, NUTRICIA, Orange Polska, Provident Polska, PGNiG and Totalizator Sportowy) at a meeting in April 2013.

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.

ARCELORMITTAL POLAND – DIVERSITY DAY

As a signatory of Diversity Charter Poland, ArcelorMittal Poland supports and promotes workplace diversity. In 2015 the organization's activities in the area focused on gender, age and cultural diversity. In May 2015 the organization celebrated its first Diversity day, with 60 employees attending two workshops: "Women and Men in Business" focused on understanding and effective use of the differences between women and men and translating the two different perception and reaction styles into higher team creativity and effectiveness; "Different Generations in the Workplace, Managing Age" informed participants about the differences and similarities between generations and what age stereotypes we are the most likely to perpetuate. (AGNIESZKA WOŹNIAK, SZEFGEDP, SZKOLEŃ I REKRUTACJI, ARCELORMITTAL POLAND)

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 led 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 – BANKING ON DIVERSITY

At EDF we believe that diversity is a source of innovation and growth, for the organization and each employee. Each year EDF companies around the world celebrate Diversity Day. We have successfully promoted tolerance and individuality for each employee for eight years. Our annual Diversity Day celebration includes campaigns and workshops promoting diversity among our employees. In 2016 we designed a special e-learning programme for the managers to provide them with practical tips and show them the benefits from managing diversity. For two years the company has had a women's organization - Interp'elles Polska - supporting professional and personal growth of women employed by EDF Group. Our Women Network delivered

the first edition of "Reach Higher" programme, organized two large conferences and ca. 30 soft skills training sessions for women. We also successfully conducted a charity campaign for the professional activation of women, published "Career Building Inspiration Guide" and "Parenting Guidelines" and created special parking spaces for pregnant women in multiple EDF locations.

EDF Group has a Code of Ethics that can be summarized by our three core values: respect, responsibility and solidarity.

In June 2013 EDF Polska established a post of an independent Employee Rights Advocate. ERA proactively prevents discrimination and exclusion and can be approached by the employees whenever they feel their rights have been violated. We are also currently preparing to implement anti-mobbing and anti-discrimination policies.

At EDF Polska we ensure equal access to jobs by structuring recruitment ads so as to ensure equal chances of all candidates, regardless of their gender or age. During recruitment interviews we do not ask questions about family and personal life.

EDF Polska provides its employees with corporate mailboxes (also during maternity or paternity leave), off-site access to the mailbox and the employee's panel in the company's HR platform. The platform offers HR forms, news and articles on work-life balance.

A regular element of our policy is supporting sports activities of people with disabilities and associations and initiatives integrating people with disabilities into the society. (CEZARY MAĆZKA, HUMAN RESOURCES DIRECTOR, EDF POLSKA)

KOMPAANIA PIWOWARSKA - ETHICAL ORGANIZATION

Kompania Piwowarska has introduced a Code of Ethics to ensure equal treatment of all employees, provides guidelines for fairness and integrity in the workplace and respecting the rights of others, and shows how to respond to unethical behaviours. The code also regulates such aspects as accepting material benefits and conflict of interests. Kam-

pania Piwowarska has also established an in-house Ethics Commission, a body promoting ethical behaviours, supporting all employees in developing an ethical compass for facing potential ethical challenges and, whenever necessary, taking measures to prevent unethical behaviour in the workplace. Ethics Commission is composed of highly trusted individuals who guarantee objective and fair treatment. Information about all policies and codes are available to all employees via the organizations intranet and on its website: www.kp.pl. Moreover, every employee of Kompania Piwowarska attends an obligatory seminar where they are informed about all rules listed in the organization's Code of Ethics. (KATARZYNA RADECKA, SUSTAINABLE DEVELOPMENT OFFICER, KOMPAANIA PIWOWARSKA)

KPMG - RESPECTING EMPLOYEE INDIVIDUALITY

Among the seven main values that define the organizational culture of KPMG in Poland and serve as reference to all employees of the organization, one states: **We respect our employees' individuality.** In practice, this translates into preventing all kinds of discrimination on all spheres of the organization's activity (training, work, employee benefits, career development and promotion) Employees of KPMG belong to different generations, mostly X and Y – working together, exchanging information and learning from one another.

In employee recruitment the organization follows the principles of equality with respect to age, health, gender, family status and place of origin. We have introduced a **solution for the employees who wish to report on behaviours and attitudes that violate accepted ethical norms** (including the equal treatment policy) or simply need to advice to handle difficult situations in this area.

Some other initiatives of KPMG are: employee exchange under **Global Opportunity and Tax Trek, including employees' spouses as well legal partners in the employee benefit program, Young Mother Programme (Młoda Mama).** (MICHAŁ OSTALSKI, HEAD OF HUMAN RESOURCES DEPARTMENT, KPMG IN POLAND)

ORANGE POLSKA - COMPREHENSIVE APPROACH

When making the first steps in managing diversity, an organization should ask itself why they want to deal with this topic. Is the potential from differences between people or diversity a value that will help us grow as an organization and as individuals. At Orange Polska, we are convinced that the presence of people of various characteristics, views and experiences opens new possibilities, enhances our organization's innovativeness and effectiveness, opens our eyes to diverse needs of our clients.

When adopting a diversity management agenda, an organization should analyse its activities, policies and procedures to review the present situation and determine relevant areas and consult employees to establish key issues in each area. It helps to develop an action plan and include it in the organization's strategy. At Orange Polska, diversity management is an element of HR and CSR strategies. Each strategic DM activity is measured and assigned an owner who is responsible for its delivery. Another important element is educating employees in equal treatment, preventing discrimination or subconscious stereotyping. An organizational culture that is open to diversity and makes everybody feel respected is a key to success of any organization. (MARCELINA PYTLARCZYK, CORPORATE SOCIAL RESPONSIBILITY OFFICER, ORANGE POLSKA)

ORANGE POLSKA - DEDICATED CLIENTS 70+/SENIOR SERVICE

Senior Clients (70+) customer service reaches a group that constitutes ca. 15 % of the clients of Orange Polska. Our experience shows that older clients find it difficult to handle IVR (Interactive Voice Response) service. To address this issue, we simplified customer service call centre procedures for senior clients. Since Senior Clients are marked in the client database, after connecting they are quickly identified and their call is forwarded directly to dedicated Senior Service consultants. Senior Clients Consultants are selected for their soft skills such as

patience or empathy. We looked for more mature employees, people with experience. These consultants do their best to make the conversation friendly and ensure that the client does not feel intimidated or embarrassed.

The dedicated senior client service results in satisfied clients. Our greatest reward is the positive opinions that we hear from them: "Thank you for being so patient and explaining it all to me. I can finally understand it all", "Nobody could explain things as clearly as you...", "What do I do to get them to always put me through to you?", "Finally, I understand it all". The group of senior clients who receive customer service from Dedicated Senior Clients Consultants are far more likely to recommend Orange (NPS higher by ~12pp. than among other clients).

This practice is an excellent example illustrating that embracing diversity in the workplace translates into better recognition of diverse needs and client groups. (MARCELINA PYTLARCZYK, CORPORATE SOCIAL RESPONSIBILITY OFFICER, ORANGE POLSKA)

PROVIDENT POLSKA - IMPLEMENT AND MONITOR

Provident Polska appoints a Human Resources employee responsible for implementing equal opportunities policies and monitoring their results. Additionally, because of the company's territorial coverage (PP has 78 branches countrywide) we have created a special post of HR Business Partner (10 individuals). **HR Business Partners** support local managers by ensuring that all relevant policies and procedures are respected in their region. They take part in recruitment procedures, respond in difficult situations, help to solve conflicts. It is through the work of HR Business Partners that the organization can become aware of issues much sooner and respond accordingly.

At Provident Polska we set great store by **increasing managers' awareness** of the importance of ensuring diversity in their teams, which translates into higher creativity and innovativeness. We see it as a pillar of human resource development. In 2012 we conducted

a series of four workshops for senior and mid-level managers about fair treatment in employment, team conflict-solving, recognizing and preventing mobbing.

“Dbamy o mamy” (Mother Care) programme aims at maintaining good relations with women employees on maternity and parental leave. We want to prevent the sense of exclusion and severing bonds with their organization during such long leaves. The programme provides mothers with access to the organization's communications (they receive the company newsletter to their mailbox because not every employee can access the organization's electronic communications from home). Also, every new mother receives a small gift from the company. Also, employees on maternity leave are replaced only temporarily by substitute workers.

Provident Polska has an external service provider conduct an **employee engagement survey among PP employees and cooperators**. The survey provides them with an opportunity to express their opinions about the organization's operations, all that for a better workplace environment (also in terms of diversity management policies). The results are communicated collectively. (BEATA BARDONI, SOCIAL DIALOGUE MANAGER, PROVIDENT POLSKA)

SKANSKA – BUSINESS BUILT ON DIVERSITY

At Skanska, we want to build a working environment where every employee feels respected, appreciated and offered a chance to express their views and continuously develop their skills, regardless of their gender, nationality or age. In May 2015 Skanska signed Diversity Charter. One of the internal measures adopted by the organization is an employee diversity campaign “Włączamy różnorodność” (Including Diversity).

Diversity & Inclusion is one of the priority areas supporting the execution of the organization's strategy. Skanska strives to reflect the diversity of the societies in which it operates. By building internally diverse teams, we are able to understand our clients better and flex-

ibly respond to their needs. Friendly atmosphere, conducive to the exchange of opinions, is our organization's foundation. Being open to others we can inspire one another and work better.

An important element supporting employee D&I education is regular communication reaching white- and blue-collar workers. We employ a variety of internal channels: intranet, production employee quarterly, the company's newsletter and fanpage.

Diversity & Inclusion is also an element of workshops for leaders, team sessions and the work of project groups. We make every effort to make D&I a part of the organization's DNA and an inherent part of our day-to-day operations. (KATARZYNA OLCZAK, DIRECTOR OF HUMAN RESOURCES, SKANSKA COMMERCIAL DEVELOPMENT EUROPE)

The above practices were applied in very different areas of the organizations' life: organizational culture / identity, policies and procedures, human resource development, communications and monitoring. Their implementation also varied between organizations. Some adopted measures following the analysis of their team structure or a survey among their employees. Others followed the good example coming from their foreign HQ. In more than one case it was the adoption of Diversity Charter that served as an impulse or instrument to structure the organization's diversity management and implement a more strategic approach to this matter.

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.

DIVERSITY DAY GUIDEBOOK - TIPS FOR ORGANIZING A DIVERSITY DAY IN YOUR ORGANIZATION



- Organize a **sports competition** with your employees' disciplines of choice



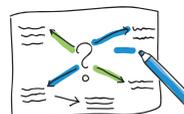
- Conduct a multicultural **quiz** on the organization's intranet

- Organize a **living library**

- Set up a **trusted council** with your employees / colleagues for supporting employee rights and diversity management in the organization



- **Smile** to the colleague you have been avoiding



- Join forces with your employees / colleagues to create a **map** of unique **abilities and skills** in your organization



- Get to know your employees / colleagues, conduct a needs **survey** among your employees

- Organize a **charity collection** for people marginalized on the job market

- Invite an **inspiring guest**, who will tell you about breaking through stereotypes, keeping a healthy work – life balance or cooperating in internally diversified teams



- Help your employees / colleagues **get to know each other** – encourage them to swap workplaces for a couple of hours



- Organize a **screening** of diversity-themed films



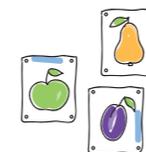
- **Sign Diversity Charter!**

- Design a series of **posters** promoting diversity in the workplace and display them in your organization.



- Organize **savoir-vivre' workshops** instructing your employees / colleagues how to act around people with disabilities

- Do a **"know your employees / colleagues" audit** – check who you have on board



- Organize a diversity-themed **photo competition**



- Develop an equality **guidebook**

- Join forces with your employees / colleagues to make a **film** illustrating the strength that comes from team diversity

- Invite a **civic organization** to discuss diversity and equality in the workplace together



- Organize a diversity-themed **art contest** for the children of your organization's employees

- Check if your **office** is **friendly and accessible** for all employees



- Set up a **mailbox** for anonymous comments and complaints

- Develop and monitor diversity management **indicators**



- Organize antidiscrimination **education sessions**

- Publish an in-house **newsletter** or magazine with information about diversity



- Organize an **open day** for the parents of your employees / colleagues



- **Talk** to a colleague you have never talked to



- Encourage your employees / colleagues to report on irregularities in the organization (**whistleblowing**)

- Organize a **culinary contest** with dishes from various corners of the world



- Publish a **guidebook** of employee rights

For more inspiration go to:
odpowiedzialnybiznes.pl /
kartaroznorodnosc.pl

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://kartaroznorodnosc.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>

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](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](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](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:

<http://odpowiedzialnybiznes.pl/karta-roznorodnosc/>

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



Number of signatories: 145, as of 11.07.2016

A.T.K. FASHION INTERIOR
SP. Z O.O.
AC S.A.
Aegis Media
Agencja Rozwoju Innowacji S.A.
Akademia Finansów i Biznesu
Vistula
Alexander Mann Solutions
Amica Wronki S.A.
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ANTALIS POLAND SP. Z O.O.
ArcelorMittal Poland S.A.
Ashoka – Innowatorzy Dla Dobra
Publicznego
ATERIMA Sp. z o.o. Sp. k.
Atos IT Services Sp. z o.o.
A-Trybut – Polski HR S.A.
Aviva
Baby&Care/ People Care Sp z o.o.
Bank BGŻ BNP Paribas
Bank BPH

Bank Handlowy w Warszawie
S.A.
bdsklep.pl Sp. z o.o.
BNP Paribas Real Estate Poland
Sp. z o.o.
BNY Mellon (Poland) sp. z o.o.
Brandd Distribution Poland LTD
sP Z O.O. Spółka Komandytowa
Brandd Distribution SP. Z O.O.
BranQ sp. z o.o.
British American Tobacco
British Council
BTC Business Technology
Consulting Sp. z o.o.
Carlsberg Polska Sp. z.o.o.
Carrefour Polska Sp. z o.o.
Castorama Polska Sp. z o.o.
Cemex
Centrum Inspiracji
Centrum Lokalizacji C&M
Sp. z o.o.
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CMS Cameron McKenna Dariusz
Greszta Spółka Komandytowa
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DRUKARNIA ZPP Sp.Jawna
DYBZA Financial Consulting
Sp. z o.o.
EDF Polska
ELEKTROBUDOWA SA
ETTA Global Leadership
Consulting
FAJNA Spółdzielnia Socjalna
FHU InfoEdu-NET Usługi
Informatyczno-Edukacyjne
i Językowe PJM
Fundacja „Towarzystwo Przyjaciół
Szalonego Wózkowicza”
Fundacja Aktywizacja
Fundacja Aktywności Lokalnej

Fundacja graj Wysoko
Fundacja Klamra
Fundacja LGBT Business Forum
Fundacja Machina Fotografika
Fundacja na rzecz Różnorodności
Społecznej (FRS)
Fundacja Ocalenie
Fundacja Rodzinna
Fundacja Rozwoju Mediacji
GEA Group AG – zmiana nazwy
General Electric Company Polska
GlaxoSmithKline Pharmaceuticals
Global e-Business Operations
Sp.z o.o.
Grupa KRUK
Grupa Orbis
Grupa Raben
Grupa Saint-Gobain
Grupa Scanmed Multimedi
Grupa Żywiec
happinate sp. z.o.o.
Henkel Polska Sp. z o.o.

IKEA Retail Sp. z o.o.
Infar Sp. z o.o.
Instytut Lotnictwa
InterKadra sp. z o.o.
Investus Capital S.A.
IQ Marketing (Poland) sp. z o.o.
Job Impulse Polska Sp.z o.o.
Kompania Piwowarska
KPMG
Kurtiak i Ley Wydawnictwo
Artystyczne
LeasingTeam Sp. z o. o.
LingPerfect
LINK4 TU SA
L'Oreal
Maroney i Masłoń-Oracz Sp.K.
Mercedes-Benz Polska Sp. z o.o.
Michelin Polska S.A.
Miejski Zespół Jednostek
Oświatowych w Knurowie
MONIKA KLONOWSKA -
SZKOLENIA
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Audiowizualny
Nestle Polska S.A
Novartis Poland Sp. z o.o.

Nutricia
Oliver Wyman Sp. z o.o.
Opinion Strefa Druku Sp.zoo.o.
Orange Hill Sp. z o.o.
Orange Polska
Otwarta Rzeczpospolita –
Stowarzyszenie Przeciw
Anmtysemityzmowi
i Ksenofobii
PCC EXOL SA
PCC Rokita SA
PEKAES SA
PFRON
PGNiG
Polpharma
Polskie Towarzystwo
Ekonomiczne Zakład Szkolenia
i Doradztwa Ekonomicznego
sp. z o.o.
PPG Industries Polska
Pracownia Zrównoważonego
Rozwoju
Prima Sara Lee Coffee and Tea
Poland Sp. z o.o.
Provident
Przeagencja Sp. z o.o.

PwC
PZU
RELATIONS Maria PAWŁÓW
Sephora Polska Sp. z o.o.
Shell Polska Sp. z o.o.
Siemens Sp. z o.o.
Skanska Property Poland
Sp. z o.o.
Sodexo Motivation Solutions
Polska Sp. z o.o.
Sodexo Polska Sp. z o.o.
Softinelka Sp. z o.o.
Stowarzyszenie Doradców
Prawnych
Stowarzyszenie Interwencji
Prawnej
Stowarzyszenie zwykłe Forum
Rdzawka
Stowarzyszenie na rzecz Kultury
i Dialogu 9/12
Sygnity
Symmetra Sp. z o.o.
TAW Polska Sp. z o.o.
TERMISIL HUTA SZKŁA
WOŁOMIN S.A.

TIM CALL CENTER P KAŁUŻNY
SPÓŁKA KOMANDYTOWA
T-mobile
Totalizator Sportowy
Towarzystwo Pomocy Młodzieży
Trans-Fuzja Fundacja na Rzecz
Osób Transpłciowych
TRI (Poland) Sp. z o.o.
Unilever
UPS Polska Sp. z o.o.
Urząd Miejski w Słupsku
Urząd Transportu Kolejowego
Valeo w Polsce
Veracomp SA
VICTORIA A. Sawosz i wspólnicy
Sp. j.
Volkswagen Motor Polska
WESSLING Polska Sp. z o.o.
Work Express Sp. z o.o.
Work Service S.A.

SIGNATORIES OF THE POLISH DIVERSITY CHARTER - RESPONSIBLE BUSINESS FORUM PARTNERS



Text in Polish: Ewa Leśnowolska (Wojstawowicz), Magdalena Andrejczuk

Other contributors: Agnieszka Wieczorek, Ewa Wojciechowicz, Patrycja Godlewska, Marzena Strzelczak

Sources of information: companies' own resources

Text in Polish revised by: Beata Saracyn

Translated by (excluding the text by Lina Papamichalopoulou and the text of the Polish Diversity Charter): dr Marta Szymańska-Lewoszewska and Małgorzata Żerel

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Responsible Business Forum is Poland's oldest (15 years) and largest civic organization approaching the idea of corporate social responsibility in a comprehensive, multifaceted manner. Responsible Business Forum is a think-and-do-tank advocating a responsible approach to business, i.e. taking into account the organization's environmental and social impacts. We inspire businesses that change the world and we bring together people who change business. We promote sustainable development. Since 2012 Responsible Business Forum has been the coordinator of Diversity Charter Poland. For more information go to: www.odpowiedzialnybiznes.pl

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