

PURPOSE

The purpose of this last section is to improve the understanding of diversity management practices in the European area, analyze the reasons why they are not so widespread in European society and reflect on the possibilities of strengthening collective and individual action in a positive direction.

KEYWORDS

Managing Diversity: *It is the strategy, including initiatives and actions by businesses and organizations, which is used to create a diverse and inclusive workplace, including the promotion of equal treatment and diversity awareness throughout the work process.*

Corporate Social Responsibility: *It is a corporate system of self-regulation, which covers sustainability, ethics, and social impact. It consists of ethical commitments and actions made by businesses acknowledging their impact on the society in large, and it aims to create positive impact. It concerns both the inner of the company (its human resources) and its external environment.*

Good Practices: *Working methods, initiatives or actions adopted by businesses and organizations, particularly in relation to employment relationships and working conditions, which have received positive assessments in producing results and therefore, are considered to be good examples to be imitated by others.*

6.1: Introduction

As discussed in Topic 5, preventing and combating discrimination and managing diversity have become a priority for many businesses and organizations in both the private and public sectors. In this context and on the basis of the diversity charters adopted in different countries, there are many companies and organizations that have developed good practices in the field of diversity management. In Greece, although sensitization to diversity management and diversity management itself are relatively limited, mainly due to the small size of businesses, there are some examples of good practice, especially by businesses that have a tradition of corporate social responsibility.

6.2: Challenges for managing diversity

GREECE

The relevant experience from the European area has shown that it is mainly the large companies that develop diversity management programs. In this context the competent European bodies place great emphasis on the dissemination of advisory guides and good practices to small and medium-sized enterprises. Given that in Greece most enterprises are of small and medium size, the need for dissemination of diversity management practices in these businesses becomes very important. Experience has so far shown that diversity is managed through human resources departments or departments of human resources management, which are typically found only in large and very large businesses. Consequently, while a large company may have the resources to develop a comprehensive policy of equal treatment and diversity management, a small or medium enterprise rarely has the

resources and the corresponding potential. Earlier European research has shown that "in particular, smaller SMEs often do not realize the benefits that Diversity can offer them and remain vulnerable as they rely on "instinct" and informal business management."

Another issue that is of concern is whether and how diversity management is a "luxury" in times of crisis. As it has already been discussed, in a context of ever-rising unemployment and tension of labour relations, discrimination against specific categories of workers increases.

Diversity in Greek enterprises is considered to be secondary and the social effects of the financial crisis has further undermined its discussion. According to "Global Report Randstad Workmonitor wave 3, 2015 diversity in the workplace" all selected indicators concerning Greek enterprises were under the global average among 34 countries, confirming the idea that Greek firms appear to be less positively responsive to diversity issues. However, many large companies have adopted such diversity charters on their own initiative, pointing out their choice as a potential commercial argument. The "Great Place to Work Institute Hellas" included diversity management initiatives as an independent criterion for its Best Workplace Annual Ranking among Greek enterprises.

Diversity management is one of the topics of social dialogue between social partners. In some cases, these discussions have led to joint initiatives, such as the common diversity management training program (2015) under the patronage of ILO Athens Liaison Office, with the participation of the Greek General Labour Confederation (GSEE), the Hellenic Confederation of Professionals, Craftsmen & Merchants (GSEVEE), the Hellenic Federation of Enterprises (SEV), the Greek Tourism Confederation (SETE) and the Hellenic Confederation of Commerce and Entrepreneurship (ESEE).

CYPRUS

According to the Report on the latest meeting of the European Platform of Diversity Chapters, held on 9-10 February 2017¹⁶, there was no interest among Cypriot companies and organisations for joining the Platform. This lack of interest in adopting and promoting diversity management is in line with the prevailing perception and exclusion of migrants as shaped by the migration system, policies, structural set up and administrative practices, as well as the lack of both the political will and the necessary measures to combat discrimination and racism. This has been further accentuated by the economic crisis and the rise of far right and fascist movements.

In view of the present migration system, for the overwhelming majority of third-country migrants, who are bound by the rigid, discriminatory and excluding employment and residence regime,

¹⁶ Available at http://fundaciondiversidad.org/wp-content/uploads/2017/03/Reporte_09_10_febrero_ChartersEuropeos_2017.pdf

integration is of a very limited nature and use. Precisely because of this system, effective labour market integration of migrants, especially of TCN and refugees, is unthinkable to the authorities and by and large to employers and trade unions. And this, notwithstanding the repeated declarations to the contrary. Even in the case of EU migrants, who are by law entitled to the same rights as Cypriots, neither the state nor the social partners have developed any policies or measures that address their social and employment integration.

It is more than apparent that, unless and until this migration model and policies change drastically, integration of migrants in general and in the labour market in particular will be necessarily limited. However, the state, trade unions, employers' organisations, civil society and society at large must address at least the most pressing of the problems and challenges that confront migrants and society in general.

The government, in consultation with all public agencies, independent authorities, trade unions, employers' organisations, relevant NGOs and migrant communities, must at last proceed to the development and implementation of a comprehensive national action plan against discrimination and racism. It is, therefore, important for the social partners to pressure the government and rally the support of all agents and forces fighting against discrimination and racism. Collective agreements provide another tool, especially to trade unions, for the elimination of discrimination and racism.

The development of training programmes on anti-discrimination, diversity management and inclusion, to be addressed to both employers and employees, migrants and Cypriots, is in the hands of the social partners as they already have this function in their structures.

While it is important for initiatives such as the European Platform of Diversity Charters to be actively promoted by employers' organisations, trade unions can also join the platform, thereby providing living examples of their anti-discrimination policies.

It is important for the social partners to take cognisance of the essence of migrant integration: that it must be approached as an integrated process of welcome of the 'other', of sharing and enrichment, of a 'win-win' situation for all. For after all, who benefits if a nuclear scientist, forced to flee his homeland torn by war, is forced to work in a Cypriot farm?

ITALY

The "Charter for equal opportunities and equality at work" was promoted by various associations - Counselor at Work (Women at work), Sodalitas, Italian Association of Family Businesses, AIDDA

(Association of Women Entrepreneurs and women company managers), Impronta Etica, Christian Union of Business Managers - with the adhesion of the Ministry of Labour, Health and Social Policy, the Prime Minister's Office and Minister for Equal Opportunities. The Charter, the subscription of which is voluntary, aims to "enhance pluralism and inclusive practices in the workplace", "contribute to the fight against all forms of discrimination in the workplace - gender, age, disability, ethnicity, religion, sexual orientation - by the commitment [...] to enhance diversity within organizations, with particular regard to equal opportunities between men and women". The following actions are identified to achieve these objectives: 1) define and implement company policies that, starting from the top management, involve all levels of the organization in accordance with the principle of equal dignity and treatment at work; 2) identify company functions to which to assign clear responsibilities with regard to equal opportunities; 3) overcome gender stereotypes through appropriate company policies, training and awareness, including the promotion of career paths; 4) incorporate the principle of equal treatment in the processes that regulate recruitment, training and career development, considering only the skills, experience and professional potential of people; 5) make aware and adequately train all levels of the organization on the value of diversity and on the different ways of managing it; 6) periodically monitor the progress of equal opportunities and evaluate the impact of good practices; 7) identify and provide to staff tools to ensure the effective protection of equality of treatment; 8) provide concrete tools to promote the conciliation of life and work [...], even with adequate corporate and contractual policies, in partnership with local public and private services; 9) notify staff of the commitment to a culture of equal opportunities, informing them about the projects conducted in these areas and the practical results achieved; 10) promote the company's commitment to external visibility, giving evidence of the policies adopted and the progress achieved with a view to a united and responsible community.

Prepared to promote the Charter has been the document entitled "Bussola for SMEs. An aid to the orientation in the issues of equal opportunities and diversity". This document was addressed mainly to companies included in the Convergence Objective regions (Campania, Calabria, Puglia and Sicily), where the presence of women in the labour market is very low. In fact, generally, the idea of diversity management put forward in the Charter concerns gender rather than racial or ethnic equality - although the preparatory document "Bussola per le PMI" suggests presenting as a success factor non-discrimination by age, disability, gender, ethnicity, religion, sexual orientation (Bussola per le PMI, p. 4). The document was supported by employers' associations at the local level (e.g. Confindustria Sicilia), trade unions (CGIL, CISL), by regional governments (Emilia Romagna, Sicily, Calabria, Puglia, Campania, Lombardy, Basilicata, Lazio, Veneto, Liguria), local bodies and local public health authorities. A network of Regional Institutional Round Table was set up to promote the Charter, and to root it up in the territories. The Charter was joined by about 700 organizations, for a total of around 700,000 employees (http://www.cartapariopportunita.it/sostenitori/aziende_aderenti.aspx).

it is not possible to indicate the number of SMEs accurately. However, the number of subscription to the Charter is not so important. What is important is that in general the Italian SMEs do not have sufficient economic and management resources to put in place Diversity Management (DM) projects. For this reason, the issue of diversity often is treated according to "common sense" (Valentini 2008), and not through projects.

Apart from the Charter, there are no national programs promoting DM or equal opportunities at the industry level. However, there are regional and local projects, which are discussed in the next section. As previously mentioned, the national collective agreements treat the issue of immigration only marginally and through rules in favor of all employees, and from which especially immigrant workers can benefit. Hence, it is not possible to locate in collective bargaining and in the national agreements any type of DM strategies linked to differences of race, ethnicity or nationality.

Therefore, although over the years the employers' associations and trade unions have become increasingly interested in the issue, although primarily in a gender perspective, the management of diversity has been left to the awareness of the Company. In fact, there are numerous associations that have joined the Charter for Equal Opportunities and that have promoted or joined projects of Equal Opportunity and DM at local level: we will discuss it in the next point. The same may be said of trade unions that subscribed to the Charter for Equal Opportunity. It should be stressed that, although cultural diversity management is of fundamental importance in working relations, the results of the TEAM (Trade Unions, Economic Change and Active Inclusion of Migrant Workers) survey conducted in six European countries, including Italy, showed that the DM paradigm is not considered a key issue on the agendas of trade unions (Davis, Jubany, 2015). In fact, unions are still struggling to promote mobility careers of immigrants in companies and within their organizations, probably for fear of conflicts with the Italian workers (Ambrosini, De Luca, Pozzi 2016).

The integration of immigrants in Italy has been a subordinate integration. For a long time the entry of immigrants in the Italian labour market was favored by employers because immigrants would replace the Italian workers in activities and sectors in which Italians are less available to work. Also the inclusion of foreign workers has never been opposed. Indeed, it has even been supported by employers, who in this way benefit from a higher availability of labour, a more flexible workforce, the possibility of not recognizing (and paying for) the education and professional skills of immigrants. It is the overeducation phenomenon (immigrants are more qualified than the jobs they do), that is connected to the so-called "economy of Otherness" described by Calavita (2005).

The large presence of immigrant workers in SMEs and in care and domestic work has facilitated their concentration mainly in: a) smaller companies, which offer fewer guarantees of stability, b) low-skilled occupations, where they are at greater risk of job loss because they are more easily replaceable; c)

fixed-term jobs (Fullin, Reyneri 2013). The presence of immigrants in the Italian labour market is therefore characterized by high instability and mobility, and employment in low-skilled jobs.

However, these characteristics, amid the current economic crisis, have given rise to a paradox. In fact, on the one hand there is an increase in the unemployment rate of immigrants, but on the other, there is also a rise in their employment rate due to an increase in domestic work and to their ability to find work quickly, adapting to any type of job (Fullin, Reyneri 2013). The economic crisis has removed many middle-level jobs, but in some way maintained most of the low-skilled ones, which are those in which immigrants are more frequently employed. The prevalent insertion of immigrant workers in SMEs and domestic work has not favored a discussion on the topic of diversity management. In fact, this issue has entered the policy agenda mainly from the point of view of gender differences management -men and women- and mainly in large companies or in the public sector, although, as we have seen, the Charter of Diversity has been introduced in Italy, where it is called the Charter for equality of opportunity and equality at work.

The same can be said for the fight against discrimination. Indeed, despite the existence of laws, still little attention is paid to the elimination of ethnic discrimination in the workplace, even if it is an issue to which especially trade unions, the third sector and NGOs are trying to give political visibility through events and awareness campaigns: concrete actions are still few. In fact, the difficulty of eliminating cases of discrimination especially concerns small economic environments, such as those of small businesses or domestic work. Instead more attention and effort have been devoted to the public sector. Although immigrants can use the services provided by Italian public institutions, private services and the third sector, with regard to vocational training, job placement, and job search, we have seen that in general they make less use of these services, which, in turn, do not always have adequate preparation in understanding the needs of immigrant users. In light of the foregoing discussion, we think that the priorities to which the state, trade unions and employers' organizations should pay closer attention are the following:

- 1) recognizing the job skills of immigrants and their consequent inclusion in jobs that are not underqualified with respect to their human capital;
- 2) implementing the rules of the Decrees against discrimination based on race, ethnicity and nationality in work integration, in both public companies and private ones - corporations or SMEs;
- 3) applying the principles of diversity management in personnel management at every company level;
- 4) increasing the participation of immigrants in trade unions.

There are many initiatives to promote diversity, such as the Label developed by the National Association of Human Resources Directors (ANDRH) at the request of the State, with public funding, officially launched in 2008. In 2013, 381 legal entities have been labeled 840,000 employees and 85% of companies with more than 50 employees. The labeling commission brings together representatives of the State, trade unions, organizations of employees and employers, the ANDRH and the Solidarity of Solidarity Institute (IMS), organizations composed of networks of leaders.

The Diversity Trophies were created in 2006 by a recruitment firm with the French Association of Managers of Diversity (AFMD), the ESSEC (Leadership and Diversity Chair) and the Foundation Against Exclusion (FACE). They reward companies that have implanted innovative and ambitious practices in terms of promoting and managing diversity with a "Grand Prix PME".

Diversity has become a demand for more and more companies in France, whatever their size. It is seen as an opportunity for development and allows companies to improve their image, enrich their skills but also respect the laws in force.

In France, from 2004 onwards, the first diversity charter was implemented. It has been signed by many companies. It has enabled other states in Europe to adopt this strategy. Its objective is to combat all forms of discrimination against individuals of diversity, understood in a broad sense - gender, age, social or ethnic origin.

Diversity is now promoted by most labour unions such as the Medef (employers' union) and the trade unions of employees which encourage this trend. Private organizations such as Mosaik RH have been set up and allow skilled migrants to find a job more easily based on their skills. However, there is no control or obligation for SMEs that do not have a human resources department. They often have to outsource these services. Private organizations, such as Ingeus, offer to help them implement innovative human resources management strategies that promote diversity. The diversity policy implemented by companies has often been associated with a communication strategy because it corresponds to a process that values and appeals to consumers. It is unclear whether it is an integral part of human resource management.

Membership in the Diversity Charter is not mandatory for all companies. SMEs are free or not to be signatories. They do not have human resources employee assigned to promote diversity. It is important that membership of the diversity charter remained on a voluntary basis, even if it is an essential step to considerably reduce discrimination on the basis of a tangible and common basis for all companies. A more precise and regular analysis, according to the size of the company and its sector of activity, makes it possible to fight more effectively against inequalities and to promote diversity.

DENMARK

The Secretariat for the Danish diversity charter is the official national charter. It is driven by the Association "Nydansker" (eng. New Danes) and is established in cooperation with the ministry of Children, Equality, Integration and Social Affairs and the EU Commission. The Danish charter for diversity is a formal document, which companies, employers and the like can sign and hereby express their support to a diverse Danish labour market (Mangfoldighedscharter, om charteret). The employers and companies then have to live up and implement the values of the Charter in their practice.

The Danish Charter for Diversity unifies both regional and local charters in Denmark (European Commission, 2014). At the moment there are charters and activities promoting diversity in the three largest cities and several other municipalities are supporting the charter (Det danske charter for mangfoldighed, 2014a). Together the three cities have at least 1100 signatories (European Commission, 2014).

The Secretariat for the Danish diversity charter provides knowledge, tools for diversity management and network for the local charters and facilitates the exchange of experiences at all levels (European Commission, 2014). E.g. they have developed an e-tool containing 50 pieces of advice for handling everyday situations with diversity (Det danske charter for mangfoldighed, 2014b). The municipalities also provide knowledge, networks and tools for the employers (Det danske charter for mangfoldighed, 2014c).

In addition to the cities charters and their activities other enterprises promote the diversity management by offering guidance in connection with diversity management. E.g. CABI is such an enterprise. CABI is an independent institution under the Ministry of Employment. CABI offers methods, knowledge, tools and inspiration for jobcenters and enterprises, which can strengthen the cooperation between the two and the inclusive Labour Market. CABI offers courses in diversity and works as a consultant on the topic for enterprises (CABI, 2016).

The Association "Nydansker" - the ones behind Secretariat for the Danish diversity charter - offers several courses and the like about diversity, cultural meetings, management etc. (Foreningen Nydansker).

Many of the challenge mentioned in the following are part of the previously mentioned agreement, "The three-part-agreement". This agreement can, due to the involvement of different actors on the topic, be viewed as a step in the right direction -though it can also be criticised for focusing too much on employment.

DA is positive towards the agreement due to it placing more responsibility with the municipalities (Dansk Arbejdsgiverforening, 2017). Many of the following concerns call for a change in the administration at the municipalities and at the political level more than it calls for changes at the trade unions and employers.

1. Refugees and family-unified are often assessed as not being ready for the labour market. With the three-part-agreement municipalities should in larger part begin by considering refugees job-ready. Yet the municipalities continue to judge the refugees non-job-ready. There is a need for shifting the way in which municipalities view the refugees. The agreement states that lack of language should not be an obstacle for employment (Toft, 2017).

2. At the moment the refugees' competencies, job possibilities and the like are not taken into account when they are distributed throughout the municipalities. Refugees might experience being placed in municipalities where there are few jobs. The number of refugees allocated to a municipality should reflect the number of job opportunities in the municipality (Toft, 2017). The refugees should be placed in a municipality where their competencies can be usable (Pedersen, 2015).

An early screening of the refugees' competences should be implemented and take into account when a decision on placement is made. The municipalities in which the refugees are placed should have this information, making the process of matching refugees and enterprises easier (Toft, 2017).

3. The integration effort, i.e. how integration is prioritized, varies greatly across the municipalities, making the refugees possibilities depend on whatever municipality they are distributed to. There is a need for a more uniform effort in the municipalities (Pedersen, 2015 & Toft, 2017).

4. In Denmark there is an increasing demand and expectation for high levels of education and many refugees and migrants simply do not have this level of education (Ritzau, 2015 & Toft, 2017 & Pedersen, 2015). This could call for more screening, training and the like. Further it could also mean that jobcenters should focus in larger part on matching refugees with unskilled jobs (Toft, 2017).

5. It is a big challenge that approximately 70% of the enterprises do not get contacted by the jobcenters, who have to be the connecting link between the jobseekers and the enterprises (Toft, 2017), there might be many untapped opportunities.

6.3: Corporate Social Responsibility and Diversity Management

Corporate Social Responsibility (CSR) is a wider concept than managing diversity, but it can also include it. It concerns the "voluntary commitment of enterprises to strategies that incorporate social and environmental concerns and are expressed by relevant practices contributing to sustainable development, relations with their human potential, social solidarity and confidence-building with local society and the wider social environment." CSR consists of ethical commitments by enterprises to actions beyond those imposed by the legislative framework (which regulates their operation), concerning both the company's internal (human resources) and its external environment. Although

corporate social responsibility does not automatically imply good practices in the field of diversity management, it offers a framework of ethical values. In other words, CSR reflects the political stance of the company and is closely linked to civil society, choosing products on the basis of social and environmental criteria. Its attitudes and directions in fields such as environmental protection, migrants, refugees, racism, women can be criteria that influence the market or not of a product.

6.4: Examples of good practices in European enterprises

6.4.1: Coco-Mat (Greece)

The Coco-Mat company is considered for years to be an example of good practice in the field of diversity and for this reason, many relevant European reports refer to it. Employees of 13 nationalities and 9 religions are employed by the company and more than 45% of the employees at the COCO-MAT plant in the industrial area of Xanthi are repatriates from the former USSR (150 employees). Given that many employees do not speak the Greek language satisfactorily, COCO-MAT, in response to requests from its staff, has hired teachers to teach the Greek language twice a week to all employees who are not fluent in Greek. The company's policy on diversity also concerns the recruitment of disabled people. Indicatively, 26 qualified workers are employed in different areas of the business. As noted on the Greek Network for CSR website, "the social sensitivity of COCO-MAT is not recent, since the first employee hired by the Company was a person with special qualifications, while the first employees of the Xanthi factory were migrants."

6.4.2. AXA (France)

AXA was one of the first enterprises to sign up to the Charter of Diversity in France in 2004 and Managing Director Claude Bébéar was among those who took the initiative to adopt such a charter at national level. AXA's diversity policy is being developed in the following areas: recruitment that reflects the diversity of French society; human resources management that ensures equal opportunities; development of a diversity-aware business culture through awareness-raising, training and dialogue with trade unions; support of people from non-privileged social groups. In the context of promoting diversity, the company has proceeded, inter alia, to the following actions:

a) Awareness and training: Since 2006, the company has carried out a significant number of awareness raising and training programs for its staff.

b) Establishment of anonymous CV: In 2006, AXA established anonymous resume for commercial employees who applied via the internet, and since 2009 the anonymous CV has been established for

all recruitment. At the same time, the company proceeded with training programs for recruiters in relation to the legislative framework, questions to be avoided during the interview, and so on.

c) Programs for the recruitment of young people from substandard suburbs as well as of disabled persons.

d) Signing collective agreements with business associations to promote diversity and equal treatment.

6.4.3.: SAP (Germany)

The multinational software company SAP, based in Germany, employs workers from 75 nationalities. In addition to diversity training programs, under the supervision of the Department of Health and Diversity, the company operates networks that aim at different reasons for diversity and distinction. Business Women's Network @ SAP is the network of women workers of the company. The Cultures @ SAP network brings together the twenty informal networks set up by workers of different nationalities. The Disability network @ SAP and the Severely net work Disabled Employees (SBV @ SAP) is addressed to disabled workers. The Generations @ SAP net45plus and networks concern older workers. Finally, there is the Homo sapiens @ SAP network, which focuses on the issues of gay and bisexual employees. For diversity management policy, the company has twice received the German Diversity Awards.

6.4.4: Batisol Plus (France)

While it is commonly accepted that large companies are the ones that play the leading role in adopting diversity management policies, the big challenge is the adoption of such policies by small and medium-sized businesses. The partnership Batisol Plus manufactures floors and window frames and employs 42 employees. It is considered as a good practice model and has signed the French Charter for Diversity. The company's policy of enhancing diversity began with the desire to engage more women and people from unprivileged suburbs and for this purpose addressed the National Employment Agency. The more experienced employees in the company have expressed complaints about young workers (that they did not take their jobs seriously, that they were late in work, and so on). Finding that all the problems started from stereotypes that existed in relation to young employees, all employees (old and young) participated in a daily training program on awareness raising and diversity awareness. The company's management found immediate solution to the problems and improved working climate.

6.4.5: Supermarket-Food store Casino (France)

The business food marketing group and supermarket Casino, one of the first companies that signed the French Diversity Charter in 2004, has since 1993 a broad political management of diversity. Against this background, a moral charter has been adopted with nine company commitments on equal opportunities in access to employment, training and career development. This map is integrated into the behavioral and administrative learning programs for the newly recruited persons. In order to implement the policy, a Diversity Promotion Coordination Committee was set up with a network of 56 local representatives. At central level, a complaints service was set up for any employee who might consider to have been subject of discrimination.

In addition to diversity awareness and training programs for employees, the company attempts to make recruitment procedures more objective in two ways. Firstly, in 2008 and in 2011, it carried out two virtual recruitment tests, where two fictitious candidates, who differed only in origin, applied for the same job. These tests aimed at checking the possible divergences of the company's commitments and the daily recruitment practices. Secondly, for some jobs, the company uses the recruitment process with simulation, on the basis of which candidates are selected on the basis of their performance in real working conditions. This process even allows people with little "good biography" to be tested under real circumstances.

Since 2010, the company has focused on issues of religion-based discrimination and in 2011, it launched a campaign to tackle discrimination on the basis of on sexual orientation, in partnership with the National Federation of Gay Friendly Organizations. Since 2008, it has launched a series of employment programs for young people from non-privileged neighborhoods. Special measures to recruit and retain to work persons of over 50 years of age are provided by the text of the collective labour agreement signed with the unions of the company in 2008. Finally, since 1995, the company has signed five collective agreements concerning the recruitment and employment of disabled people. As a result, companies and the Casino France stores 10.7% of workers are disabled.

6.4.6: Bahn (German Railways)

German Railways is one of the companies that have signed up to the German Charter for Diversity and are implementing a diversity management policy with an emphasis on older workers. Given that 44% of the company's employees are over 50 and taking into account the demographic changes and the shortage in the wider labour market of a specialized (for the needs of the company) labour force, the company's policy focuses on the continuous training of the older workers, as well as the transfer of knowledge to younger workers. The Internal Labour Market, the Job Search Service of the German Railways (DB Job Service GmbH) play an important role for the re-use of older workers and their placement in jobs where due to age can be better exploited.

6.4.7: Eataly and Rusconi viaggi (Italy)

Eataly is a big Italian food company which was among the first ones in Italy to grant LGBT employees the same “family” benefits granted to heterosexual employees, such as marital leave, bereavement leave, and so on, even before the approval from the Italian Government of the law which equates civil unions to marriage (which was approved only in 2016).

Rusconi Viaggi is small enterprise working in the tourism sector which in 2016 has won the first prize in the Italian SMEs Welfare Index (for commerce and services sector). Though it is a small company, the management has put a lot of effort in developing a series of inclusive policies such as teleworking (for people who, for different reasons, may find it difficult to work at the company premises), flexible hours, integrative health insurance, training (also language training) for personal and professional development.

Another example of good DM practice is the one of the company Castelgarden in Castelfranco, Veneto. A company active in the production of gardening equipment with a total of 800 employees, where 100 of them are Muslims coming from different countries such as Marocco, Ghanna, Senegal, Tunisia, Togo, Guinea and Mali. This was one of the first companies to address the needs of its Muslim-religion employees by using a space inside the structure to allow daily prayer. In the same direction, at the internal canteen of the company it was included a special menu that could accommodate the demands of the Muslim staff attentive to respecting the food restrictions imposed by Islam. Moreover, during the Ramadan period the company increases the surveillance of workers’ health conditions so that they can follow the precepts of their religion during such particular period of time without incurring in security issues. All these decisions were taken after consultancy with the trade unions, and required both a structural as well as organizational intervention.

6.4.8: Bilka (Denmark)

Bilka, a Danish supermarket chain, received the Diversity Award 2017, for its extraordinary focus on enabling its employees to care more for interns with challenges of various forms. Mentor roles have been established, along with ordinary internships, part time positions, language internships, light duty jobs and many more.

Out of a class of 22 language interns, 80% reached employment. 60% with Bilka, 20% in other places.