

SECOND ENAR AD HOC EXPERT GROUP ON PROMOTING EQUALITY IN EMPLOYMENT: MONITORING DIVERSITY

Brussels, 8 December 2010

REPORT



european network against racism

A seminar organised with the support of the European Commission's Community Programme for Employment and Social Solidarity PROGRESS (2007-2013), ADECCO Group, IBM, L'OREAL and SODEXO.

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Foreword



I am delighted to present the report of ENAR's second Ad Hoc Expert Group on Promoting Equality in Employment, which presents the findings and recommendations of its meeting held in Brussels on 8 December 2010 on the theme "Monitoring diversity".

This Ad Hoc Expert Group, first launched by ENAR in November 2009 in collaboration with ADECCO Group, IBM, L'OREAL and SODEXO, is a pioneering exercise in bringing together businesses committed to diversity and inclusion, trade unions, EU institutions, Member State governments and anti-racist civil society to work collaboratively and engage in finding solutions to ensure the full participation of ethnic minorities in the labour market.

During ENAR's first Ad-Hoc Expert Group on Promoting Equality in Employment, several participants highlighted the difficulty of monitoring the successes and failures of in-house equality policies without having any figures to refer to. Due to the lack of data on migrants and ethnic minorities, monitoring progress of their socio-economic situation is rather difficult. The challenge when developing equality policies is that we must be able to measure the level of discrimination faced, and the groups and areas affected. However, if we want to evaluate this, sufficient data must be available. The Europe 2020 Strategy uses indicators, targets and benchmarks to focus the attention of Member States on monitoring the effectiveness of its strategy. Indicators to monitor the situation of migrants and ethnic minorities are available but limited.

The second Ad Hoc Expert Group meeting therefore sought to assess whether existing monitoring tools on diversity, particularly in relation to migrants and ethnic and religious minorities, are effective and suggested options for addressing the limitations identified, including indicators, targets, and benchmarks. This report of the meeting presents an overview of the discussions held and the preliminary research undertaken prior to the meeting, and puts forward a series of key recommendations to improve practices of diversity monitoring. It also highlights a number of best practices undertaken by private companies, trade unions and governments addressing the challenges of monitoring and benchmarking diversity in the workplace.

We hope that EU decision makers, political leaders and all stakeholders involved will use and value this report and recognise the importance of improving diversity monitoring policies, even more so in times of economic crisis affecting first and foremost the most vulnerable groups. This meeting highlighted the value of a multiple stakeholder approach in identifying workable solutions that can positively contribute to the "race towards equality and prosperity". We are therefore very grateful to all the participants who contributed to the discussion and enabled this report to be produced with the support of our key partners: ADECCO Group, IBM, L'OREAL and SODEXO.

Chibo Onyeji
ENAR Chair

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INTRODUCTION

to the second ENAR Ad Hoc Expert Group on Promoting Equality in Employment

On 8 December 2010, ENAR convened a meeting of its second Ad Hoc Expert Group on Monitoring and Benchmarking Progress in Diversity Management. This meeting gathered experts on equality and diversity in the workplace from the European Institutions, Member States, as well as representatives from multinational companies, trade unions and NGOs. This report was informed by the discussions at that meeting. ENAR wishes to thank the participants for their constructive and valuable contributions in the meeting, as well as their comments on the early drafts of this report.



Objectives and methodology



The ENAR Ad Hoc Expert Group on Promoting Equality in Employment is a pioneering initiative bringing businesses committed to diversity and inclusion together with anti-racist civil society to cooperate and engage in finding solutions to ensure the full participation of ethnic minorities in the labour market. It also aims to enable the sharing of best practices and initiatives that have been undertaken by private companies, trade unions and governments.

The first ENAR Ad Hoc Expert Group was set up in 2009 to reflect on the responses which could be brought by the different stakeholders in the field of employment in a proactive and political way. The group also reflected on the structural problems of access to the labour market and equality in employment which ethnic and religious minorities experience in the EU. This timely gathering came as the EU began to reflect on its Europe 2020 Strategy and as stakeholders increasingly recognised the need for a holistic approach and joint actions to address the labour market inclusion of ethnic minorities¹.

Monitoring the situation of migrants and ethnic minorities is one of the most effective ways to ensure that public policies and voluntary initiatives improve the socio-economic life of migrants and ethnic and religious minorities. During ENAR's first Ad-Hoc Expert Group on

Promoting Equality in Employment, several participants highlighted the difficulty of monitoring the successes and failures of in-house equality policies without having any figures or measures to refer to. Diversity training is useful, but not sufficient. Facts and figures would also be powerful tools, as expressed by the slogan "what gets measured gets done".

The second meeting of ENAR's Ad Hoc Expert Group therefore aimed to assess whether existing monitoring tools on diversity, particularly in relation to migrants and ethnic and religious minorities, are effective. The meeting also aimed at suggesting options for addressing the limitations identified, including indicators, targets, and benchmarks. The challenge was to realise the potential of the different tools available, and ensure that they respond to the real needs of minority communities in Europe.

Key objectives of the project:

- Enable the sharing of good practices and initiatives on monitoring diversity that have been undertaken by NGOs, private companies, trade unions and public employers.
- Build the capacity of ENAR members and its partners by developing knowledge of the issues at hand and empower them to proactively identify actions at national level through joint projects and initiatives.
- Develop recommendations to:
 - enable the European Union, Member States, social partners, businesses and NGOs to better engage with the policy issues and processes;
 - develop joint advocacy strategies on issues of monitoring equality in employment.

Methodology:

In collaboration with its partners, ENAR developed the research-based aspects of the project, including four different surveys on monitoring diversity in the workforce. The surveys were completed by companies, public employers, trade unions and other stakeholders (NGOs, equality bodies,

¹ See the report of the first ENAR Ad Hoc Expert Group on Promoting Equality in Employment, available at http://cms.horus.be/files/99935/MediaArchive/publications/AdHocGroup_report_final.pdf.

etc). A background paper highlighting the main results of the surveys, together with an agenda and critical questions for the Ad Hoc Expert Group to address were produced. In addition, a research paper on target setting for improving the situation of migrants and ethnic minorities had been commissioned to the Migration Policy Group (MPG) by ENAR and was published in November 2010.

The second phase of the project involved the facilitation of a one day meeting of the Ad Hoc Expert Group, consisting of interactive sessions with multiple stakeholders, to develop practical recommendations to the different stakeholders. The intention was to take an appreciative enquiry and solution focused methodological approach to identify workable solutions that positively contribute to monitoring and benchmarking progress in diversity management as an essential part of the race towards equality and diversity.

The report highlights the main results of the preparatory surveys and the Ad Hoc Expert Group meeting. The first part sets the context on ethnic monitoring and benchmarking towards equality in employment, highlighting common trends and differences among EU countries. The second part looks at the development of voluntary initiatives to improve the monitoring of diversity, presenting EU level actions to encourage such practices and perspectives from the different stakeholders. Finally, good practices and recommendations along the three themes of the

workshops are presented: raising the standards on monitoring diversity; improving methods and techniques for monitoring diversity; and making effective use of the data collected on diversity. The reports concludes with a series of recommendations to improve practices of diversity monitoring put forward by the group at the European Commission conference “Charters, Labels, Partnerships: Diversity Management in the EU – which way forward?” held on 9 December 2010.



PART 1

Ethnic monitoring and benchmarking towards equality in employment: Setting the context

The first session of ENAR's second Ad Hoc Expert Group explored common trends and differences among European practices, and some examples of good practices were presented to the participants.



Common trends and overview of European practices

Common trends and overview of European practices

Collecting “ethnic” data for the purpose of combating racism and xenophobia is essential in order to develop sound policies and to ensure that they are implemented effectively. When developing policies devised to promote equality, one must be able to measure the level of discrimination faced, identify which groups are affected and in what fields. In order for this to be evaluated, there must be sufficient information available. In addition, for companies who wish to implement equality policies or who are under an obligation to implement an equality plan, they must have the means and instruments available to measure which potentially discriminated groups are represented in the workforce.

However, the data collected must fully respect and be compatible with the rights of individuals. Under data protection laws, information on ethnic and religious affiliation is classed as “sensitive” data, the processing of which is restricted by national and international laws on data protection. In addition, the classification of persons by race or ethnicity can also prove to be controversial given the vagueness of the terms. The confusion and potential conflict between these two ideals is one of the main factors contributing to such disparity in the practices of Member States relating to data protection.

1. The most relevant EU instruments relating to data collection

The two most relevant EU instruments relating to the processing of ethnic and racial data to promote equality are the Race Equality Directive² and the Employment Equality Directive³. Although neither of them addresses the question of processing personal data specifically, some provisions within the directives allow the collection of ethnic data.

- Article 11 of the Race Equality Directive states that Member States should take “adequate measures to promote social dialogue (...) with a view to fostering equal treatment, including through the monitoring of the workplace practices”.
- Article 13 of the Race Equality Directive states that Member States are to set up equality bodies who would conduct independent surveys concerning discrimination and the preparation of independent reports.

² Council Directive 2000/43/EC

³ Council Directive 2000/78/EC

2. Why there is a reluctance to collect data

The most common reason for Member States’ wariness of data collection is the belief that collecting data on racial or ethnic origin would infringe on the right to privacy and infringe on several data protection laws that Member States have adopted. When processing national data, it is essential that it complies with Article 8 of the European Convention on Human Rights as well as the Council of Europe 1981 Convention (No. 108) for the Protection of Individuals with regard to Automatic Processing of Personal Data. Article 6 of the Convention provides that data revealing racial origin or religious belief may not be automatically processed unless there are proper safeguards in place. In addition, Article 3 of the Council of Europe Framework Convention on National Minorities states that “every person belonging to a national minority shall have the right freely to choose to be treated or not to be treated as such and no disadvantage shall result from this choice or from the exercise of the rights which are connected to that choice”. Therefore, it can be difficult to collect this data.

Moreover, the 1995 Personal Data Directive⁴ prohibits the processing of data revealing a person’s racial or ethnic origin⁵, but allows for several exceptions. These include amongst others:

- where the person gives their explicit consent (except where the Member State’s laws do not allow this exception);
- where it is necessary for the purpose of carrying out obligations and specific rights in the field of employment law;
- where it is needed for the establishment, exercise or defence of legal claims⁶.

Among the arguments hindering the gathering of data on ethnicity, there is also the fear among ethnic minorities of misusing ethnic statistics combined with the fear that those statistics may reinforce negative racial stereotypes.

3. Monitoring at the EU level

In both the Lisbon Strategy and its successor the Europe 2020 Strategy, the EU uses indicators, targets and benchmarks to

⁴ Directive 95/46/EC of the European Parliament and the Council

⁵ Article 8(1)

⁶ Article 8(2)

Common trends and overview of European practices

focus the attention of Member States and to monitor the effectiveness of its strategy. Indicators to monitor the situation of migrants and ethnic minorities⁷ are available to a limited degree.

Overall, the lack of data directly collected on migrants and ethnic minorities makes their socio-economic situation difficult to monitor. This is an issue that needs to be addressed at EU level.

Some recommendations of ENAR's first Ad Hoc Expert Group to the EU institutions⁸ are highly relevant in this context:

- Convince Member States of the value of being fully involved in the Open Methods of Coordination (OMC)⁹ and of using data collection, indicators and benchmarking;
- Disaggregate relevant indicators on grounds relating to migration or ethnic background.
- Use existing tools such as the LIME Assessment Framework¹⁰ for assessing the economic impact of migration and integration policies. The LIME Assessment Framework has the potential to put migration and integration firmly on national and EU agendas as it demonstrates the importance of sound migration policies and the need for comprehensive efforts to increase labour market and educational outcomes for migrants

4. What data is collected in the 27 EU Member States?

To date, no reliable micro database has been produced to permit a European cross-country analysis. The collection and use of statistics on ethnic or national origin ranges from official encouragement to legal prohibition in the Member States. Only a few Member States provide data broken down by ethnicity.

Some of the recommendations from ENAR's first Ad Hoc Expert Group provide insight on what progress can be achieved within the current context¹¹:

- Encourage Member States who collect similar data to engage in mutual learning exchanges and peer reviews. Establish a base line of data that could be used at EU level for further analysis.
- Report on the progress of each specific minority group to the EU and set national targets for the participation of ethnic minorities in the labour market for Member States that collect disaggregated data.
- Use the 2008 Labour Force Survey ad hoc module¹² as much as possible to examine the socio-economic outcomes of migrants and their descendants. Member States should also be encouraged to retain the questions used in this ad hoc module in their annual surveys.
- Use the annual Labour Force Survey and the EU-SILC¹³, which compiles comparable indicators on social cohesion for policy monitoring at EU level in the framework of the Open Method of Coordination, to examine the situation of newcomers, long-term residents, naturalised migrants and the children of migrants. The idea of using the country of birth as a proxy for examining an ethnic, racial and religious background should also be further explored.

The discussion focused on how to harmonise the issue in the EU-27 given the diversity of practices and legislations. There was a common understanding that **the first step was to agree on common terminology. The Labour Force Survey and its ad hoc module constituted a step in the right direction. The experience has to be repeated to notice progress in collecting increasingly relevant data.**

7 See also ENAR publication on "The social and employment dimensions of the EU's Lisbon strategy for growth and jobs. What are the opportunities for monitoring and improving the situation of migrants and ethnic minorities?", 2009.

8 See the report of the first ENAR Ad Hoc Expert Group on Promoting Equality in Employment, available at http://cms.horus.be/files/99935/MediaArchive/publications/AdHocGroup_report_final.pdf.

9 The OMCs on social inclusion, on employment, and on education.

10 The LIME Assessment Framework was developed by Directorate-General Economic and Financial Affairs working together with national authorities in the Economic Policy Committee's Lisbon Methodology Working Group (LIME), and in close collaboration with the Employment Committee. The LIME Assessment Framework (LAF) systematically compares GDP performance, both level and change, of all 27 EU Member States, and when available some OECD and candidate countries, across 20 policy areas affecting growth relative to a benchmark (of which migration and integration is one).

11 See the report of the first ENAR Ad Hoc Expert Group on Promoting Equality in Employment, available at http://cms.horus.be/files/99935/MediaArchive/publications/AdHocGroup_report_final.pdf.

12 The European Union Labour Force Survey (EU LFS) is a quarterly sample survey covering the population in private households that provides annual and quarterly results on labour participation of people aged 15 and over as well as persons outside the labour force. In addition, each year there is a different 8 ad hoc module that seeks to examine a particular subject area through the inclusion of an extra set of questions. The 2008 ad hoc module was on the labour market situation of migrants and their immediate descendants.

13 The EU SILC collects cross-sectional data pertaining to a given time or a certain time period and longitudinal data pertaining to individual-level changes over time, observed periodically over, typically, a four year period.

The table below outlines what data is collected in the 27 Member States:¹⁴

Country	Country of Birth	Citizenship	Nationality/Ethnicity	Religion	Language	County of birth of parents
Austria	✓	✓		✓	✓	
Belgium	✓	✓				
Bulgaria	✓	✓	✓	✓	✓	
Cyprus	✓	✓	✓	✓	✓	✓
Czech Republic	✓	✓	✓	✓	✓	✓
Denmark	✓	✓				✓
Estonia	✓	✓	✓	✓	✓	✓
Finland	✓	✓		✓	✓	
France	✓	✓				
Germany	✓	✓		✓		
Greece	✓	✓				
Hungary	✓	✓	✓	✓	✓	
Ireland	✓	✓	✓	✓	✓	
Italy	✓	✓				
Latvia			✓		✓	
Lithuania	✓	✓	✓	✓	✓	
Luxembourg	✓	✓				
Malta	✓	✓			✓	
Netherlands	✓	✓				✓
Poland	✓	✓	✓		✓	
Portugal	✓	✓		✓		
Romania	✓	✓	✓	✓	✓	
Slovakia	✓	✓	✓	✓	✓	
Slovenia	✓		✓	✓	✓	
Spain	✓	✓				
Sweden	✓	✓				
United Kingdom	✓		✓	✓		
EU Total	26	24	13	15	15	5

5. Is target setting a way forward?

Beyond issues strictly related to data collection, an assessment of the state of play regarding monitoring and improving the situation of migrants and ethnic minorities in the labour market should not overlook the target setting instrument.

Target setting is indeed increasingly used in public policy, both at national and European level. It has become an

accepted business method, and is recognised as a good governance practice. ENAR commissioned a study to the Migration Policy Group (MPG), published in November 2010, to assess whether target setting had the potential to improve the situation of ethnic minorities and migrants. The study concludes that, "With cautious optimism it can be answered: yes, so long as the problems and pitfalls with target-setting are adequately addressed"¹⁵.

¹⁴ This is an excerpt from Patrick Simon's report on behalf of the European Commission against Racism and Intolerance "Ethnic Statistics and Data Protection in the Council of Europe Countries, Study Report" (Strasbourg, Council of Europe, 2007) 36.

¹⁵ ENAR publication, "Target-setting for improving the socio-economic situation of migrants and ethnic minorities in Europe", November 2010, p.4.

Common trends and overview of European practices

Jan Niessen, Director of MPG, presented the advantages and pitfalls of target setting to the participants of the Ad Hoc Expert Group. By clearly spelling what one wants to achieve, targets are helpful to focus work and to become more effective. It also gives direction to policies or programmes and helps to set priorities. Another advantage of targets is that they allow to monitor progress and setbacks and provide the organisation/policy makers with an instrument to keep track of where they are going. However, certain conditions must be in place to avoid pitfalls associated with targets. There is a need to have an imaginative narrative and a clear rationale for setting the target, in order to avoid dispersion. To be operational, targets should be summarised in indicator language, using both quantitative and qualitative indicators. Finally, they should be backed up with solid data.

Different types of targets can be used:

- Personal targets: for instance targets related to employment or school drop-out rates. Personal targets often use outcome indicators.
- Organisational targets: for this type of targets, the indicators used measure “HOW” to get to the desired change (e.g. having more ethnic persons in an organisation).
- Policy targets: company policies/public policies.

Jan Niessen explained that the EU was using targets relevant for the work of the group in two main policy areas: the establishment of an area of freedom, security and justice and the Europe 2020 Strategy. EU targets usually focus on participation: increasing participation in the labour market, avoiding school drop-out, poverty and exclusion. The underlying idea is to ensure the participation of all for the good of all. However, a lack of coherence could be noticed between the EU narrative on justice, freedom and security matters and the EU approach in the socio-economic field.

Concerning the establishment of an area of freedom of security and justice, some citizenship targets were set, concerning freedom of movement and labour market mobility. Unfortunately, targets were only quantitative and not qualitative (e.g. the increase of the number of EU citizens working in another country).

In the Europe 2020 Strategy, Jan Niessen said there was disappointingly little to be found about migrants and ethnic minorities. There was a need to continue monitoring the national processes and the recommendations issued by the European Commission closely. The target of a 75% employment rate, for example, raised some questions: would it automatically mean that the employment rate of migrants should be 75%? Could the target be met if migrants and minorities were left behind? Policy makers should evaluate what factors make it more difficult for migrants and minorities to reach employment than others, and what are the additional factors, barriers to be overcome. These barriers are often neglected and are related to “active citizenship” issues: family reunification, access to nationality, etc.

The anti-racist movement should therefore keep on monitoring the implementation of the Europe 2020 Strategy and the establishment of an area of freedom, security and justice, and lobby for them to be better connected.

In conclusion, **target setting should be “Diversity Proofed”, with tailored efforts for minorities and migrants**. While the EU works with global targets, one should never forget that not only national governments but also individual organisations are able to contribute to their achievement.



Jan Niessen (Migration Policy Group), Paul Campaigne (Diversity Practice) and Chibo Onyeji, ENAR Chair

Examples of national good practices

Two countries, Denmark and Belgium, were selected to present their good practices in monitoring ethnic diversity in the labour market at the Ad Hoc Expert Group meeting. Participants were also provided with a number of other national practices to have a better overview (see annex 1).

1. Monitoring and benchmarking in Danish integration policies

The Ministry of Refugee, Immigration and Integration Affairs in Denmark has developed a performance management framework to show citizens the impact of integration intervention. The aim is to demonstrate that public funds are used effectively, as well as to continually monitor the development of central parts of the integration effort to determine whether the established effects/results are feasible. The Ministry's performance framework was modelled on those used by public institutions in the United States and adapted to fit the Danish context¹⁶.

Mette Kjærgaard Thomsen, Head of section in the Ministry of Refugee, Immigration and Integration Affairs of Denmark, outlined how integration policies were monitored and benchmarked in a Danish context. The Danish ministry is benchmarking the municipalities with regard to integrating newcomers being offered an integration programme; benchmarking the language schools with regard to teaching Danish to newly arrived migrants; carrying out surveys, evaluations and other analyses concerning integration (e.g. citizenship, participating in elections, user survey of the integration programme etc.). A wide range of indicators are used to measure the integration process that is detailed in their annual publication: "Statistical overview of integration - population, education and employment". The ministry set up an integration barometer which includes in total 36 indicators of integration with regard to 6 key targets.

In Denmark, the integration target system is based on the "theory of change" and on a performance management approach summarised in the figure below:



¹⁶ See ENAR publication, "Target-setting for improving the socio-economic situation of migrants and ethnic minorities in Europe", November 2010, pp.33-35.

The second of the 6 key targets relates to equality in employment, as it states that "more Danes with an immigrant background originating from non-western countries must be employed". The intermediate targets and indicators attached to this target are summarised in the table below.

Key target	Intermediate targets	Indicators
2. More danes with an immigrant background originating from non-western countries must be employed	2.1 More effective and commercial directed introduction programmes	Number of result subsidies to municipalities for employment Percentage of introduction allowance in recipients in job training
	2.2 More staff diversity among employees in businesses	Percentage of business with at least 5 percent employees with an immigrant background
	2.3 More Danish women with immigrant background must get through to the labour market	Percentage of 16-64 year old female immigrants and descendents from non-western countries in employment
	2.4 More Danes with immigrant background originating from non-western countries must be employed in the public sector	Percentage of employees in the public sector with an immigrant background originating from non-western countries

The data basis for conducting the analyses consists of:

- A database with information about immigrants and descendents established in 1999. It is located at Statistics Denmark, but direct access to the database is possible. It includes information on descendents and immigrants with a non-western background, following developments from 2001-2009 on selected integration indicators.

Examples of national good practices

- A database with information about immigrants participating in Danish language training established in 2004 with direct access. It provides an overview of the student composition of language trainings and follows the development from 2004-2009 on selected integration indicators.
- The register data from Statistics Denmark.
- Survey data collected by external partners (also at local level). The data collected is mainly used by researchers and the public sector.

2. The Belgian initiative on diversity monitoring of the labour market

A different model for monitoring ethnic diversity in the labour market was presented by Tom Bevers, Adviser for the Directorate for Studies, Statistics and Evaluation of the Belgian Federal Public Service Employment, Labour and Social Dialogue, and Didier Boone, Policy Officer at the Centre for equal opportunities and National Contact Point on Integration for Belgium. While no data had been produced before this Ad Hoc Expert Group meeting, the framework was ready to use.

The initiative of establishing a framework for monitoring diversity dates back to 2006, starting from the observation that there was lack of data on discrimination and diversity in the labour market, hindering the analysis of employment related discrimination. A working group on monitoring was set up in an Inter-Cabinet meeting on Employment, and in October 2006, an Interministerial Conference on Employment gave the working group a mandate to develop a methodological proposal. The Interministerial Conference on Employment of March 2007 then decided to frame a socio-economic monitoring of the labour market on national origin, in order to combat discrimination.

The assessment of the working group concluded that the existing methods for monitoring are limited and biased (e.g. self-identification, patronymical method). Moreover, sample-based methods are insufficient and do not permit large scale analysis.

Therefore, the working group proposed a methodology **relying upon objective, anonymous and aggregated data stemming from existing administrative databases**. The idea is to

apply an administrative method on the entire population that will cover the different sectors of professional activities, including ethnic entrepreneurs. No registration will be operated at any stage of the process as the data is retrieved through a purely administrative process (no surveys). The system thus relies on the National Register Data, with a central role for the Crossroads Bank for Social Security (CBSS), the common ICT platform for all Belgian social security institutions.

The administrative data sources are linked to the Datawarehouse Labour Market and Social Protection, a permanent dataset with data on all persons living in Belgium and the labour market (status, labour regime, wages...), social security (status, benefits...) and personal and family characteristics (on the basis of the National Register). The Datawarehouse already includes information about nationality. However, new variables are desired to have better information about origin: first nationality and date of naturalisation, place of birth and first nationality and place of birth of both parents.

A methodological agreement has thus been reached among experts and a demand has already been introduced with the National Register for getting the aggregated data every year. The technique is in place but some financial and legal obstacles still remain. These obstacles are mainly bureaucratic.

The speakers highlighted that the data will be protected by privacy law, so researchers and eventually companies will have to prove that privacy rights will be respected before being allowed to access the data. If companies wish to access the data, they will need to operate on a sufficiently high aggregated level to avoid any possibility of identification. For instance, individual data for SMEs would not be accessible but it could be envisaged to access data for a specific branch of activity like "supermarkets in Brussels", including SMEs. Additional details on the possibilities to use the data will be available in the near future.

Once the new variable will be included, the Federal Public Service and the Centre for equal opportunities plan an annual report on the labour market situation of migrants in Belgium. Other possibilities to use the data include studies on pensions, childcare, sickness, poverty, etc.

PART 2

The development of voluntary initiatives to improve the monitoring of diversity

Parallel to legislative and policy developments, an increasing number of voluntary initiatives promoting diversity management in the workplace are taking place across the EU. The EU is encouraging such initiatives, and particularly the development of diversity benchmark data for and with business. This session provided the opportunity to present the European Commission's project and gather different perspectives from multiple stakeholders on the development of initiatives for monitoring diversity in the workplace.



The Commission's support for voluntary initiatives

The European Commission's support for voluntary initiatives promoting the monitoring of diversity in the workplace across the EU

To continue supporting voluntary initiatives promoting diversity management in the workplace, the European Commission has launched a new project, with three main objectives:

1. Launch and maintain a platform for EU-level exchange between Diversity Charters in Europe to share best practice and encourage the implementation of further diversity charters at national level. The EU-level exchange platform allows the promoters of existing diversity charters to meet on a regular basis, to share their experiences and develop common tools. In 2010, three working groups were established on the following topics: setting up and launching a diversity charter; tools to help signatory companies set up their diversity charters; and attracting and supporting SMEs to participate in diversity charters. A high level event was organised on 9 December 2010 to consolidate coordination efforts and policy exchanges.
2. Develop a diversity benchmarking system for and in association with businesses: While tools for monitoring and benchmarking progress in diversity management are being developed internally by all types of organisations, the major challenge of the exercise remains the development of a common standard that would cater for a useful comparison between themselves against others in various areas of diversity and diversity management. The feasibility study of a European diversity benchmarking system was carried out in 2010, and recommendations were submitted to the European Commission.
3. Develop and implement a European award for diversity in the workplace.

Fay Devonic, Head of Unit in charge of anti-discrimination policies in the European Commission, informed the Expert Group that promoting diversity was a challenging topic but of high relevance for the work of the European Commission, that nevertheless implied a lot of effort and further work. One of the great challenges for Europe was to achieve the Europe 2020 objective of inclusive growth. The promotion of diversity was one way to contribute to this objective by fully harnessing the whole wealth of diversity and talents of the

European labour force. Mrs Devonic recognised that a lot of prejudices were still present, despite the Equality Directives adopted 10 years ago¹⁷. For instance, a recent Eurobarometer survey shows that 61% of Europeans feel that discrimination on ethnic grounds is widespread¹⁸.

The European Commission believes these challenges need to be overcome by working beyond legislation. The European Commission therefore developed a Business Case for Diversity and published two studies in 2005 and 2008¹⁹. Both reports concluded that diversity improved innovation, and helped to tackle labour shortages and retain highly skilled workers. Fay Devonic highlighted that diversity policies do not lose relevance in times of crisis. On the contrary, they are even more needed. Major evolution factors like demographic change, ageing and diverse societies are indeed long term factors to be taken into account. The Commission's objective is to encourage employers to put diversity more firmly on their agendas as well as to implement diversity management schemes.

In this context, the European Commission is supporting actions that encourage voluntary initiatives promoting diversity in the workplace. As mentioned above, this initiative includes the effort to develop a European benchmarking system. Rather than rating the companies, the latter would instead intend to compare their achievements against their peers in full confidentiality. Mrs Devonic explained that the tool would include a mix of quantitative and qualitative questions, aimed at assessing both policies and processes. It aims to be a tool for companies, developed with companies. A number of companies were already approached by the Commission to join the project. It was noticed that the benchmarking tool was very appealing to those already involved in diversity management. The project started with 20 multinational companies working at European level and which have already made progress on the diversity route. If successful, the pilot project might be extended to subsidiar-

¹⁷ Council Directive 2000/43/EC and Council Directive 2000/78/EC

¹⁸ European Commission, Special Eurobarometer 317, Discrimination in the EU in 2009, November 2009, p. 15.

¹⁹ European Commission, The Business Case for Diversity, Good practices in the Workplace, 2005 and European Commission, Continuing the Diversity Journey, Business Practices, Perspectives and Benefits, 2008.

Multi-stakeholder perspectives on the development of initiatives for monitoring diversity in the workplace



Paul Campayne (Diversity Practice) and Fay Devonic (European Commission)

ies. Mrs Devonic informed participants that this challenging project was to be tested in 2011 with real data.

During the discussion, concerns were raised about the voluntary nature of the system, as it excludes countries not yet interested in diversity (e.g. in Eastern Europe). The Commission emphasised the importance of peer pressure for driving projects based on voluntary practices. The potential of peer pressure was often underestimated. When asked about the Commission's view on the diversity of national practices regarding the monitoring of diversity in the workplace in EU Member States, Mrs Devonic stated that the European Commission's intention was not to interfere with national legislation and practices on statistics and on monitoring diversity practices. There was no project planned on monitoring or on data collection and the European Commission's project on voluntary initiatives took into account the variety of national legislations.

Fay Devonic concluded by praising the great value of ENAR's work by giving a voice to NGOs combating discrimination and racism. The European Commission particularly welcomed the latest report on target setting, and found it valuable for future work. The European Commission indeed believes that the development of indicators and targets can represent a significant step towards the better inclusion of minorities and migrants in the labour market.

During the Ad Hoc Expert Group meeting, a multi-stakeholder panel composed of Matthew Higham from Business Europe, Sarah Dekkiche from CSR Europe, Maarten Messiaen from Minderhedenforum (Belgium) and Wilf Sullivan from the Trade Union Congress (UK), was asked to react to key questions on ethnic monitoring. Their answers, combined with the results from the preparatory surveys, are summarised below.

1. The advantages of a monitoring system

One of the main reasons for collecting data is that it is an essential tool in the fight against discrimination. In order to achieve equality in the workforce, one needs to be able to compare situations in order to take into account relevant differences. For example, collecting data on the situation of different groups and ethnicities in the workforce allows for the situation to be monitored, to steer anti-discrimination policies and creates an awareness of discriminatory practices in the workplace. In addition, when monitored in the workforce, it quickly identifies instances of discrimination and allows measures to be put in place to remedy the situation. Beyond these common trends, there are also some differences in how the different stakeholders perceive the benefits of ethnic diversity monitoring.

The main benefits of ethnic monitoring from a business point of view²⁰

Monitoring was seen as helpful for understanding the situation of minorities in the workplace, measure performance and progress, steer policies and set priorities for the company in diversity management.

A benchmarking system would have the potential to increase competitiveness and innovation in this field, identify weaknesses and room for improvement and foster the sharing of good practices and lessons learned. It would also provide reluctant companies with evidence-based arguments highlighting that effective diversity management also profits the company from a business point of view.

²⁰ The views expressed here reflect mainly the opinion of large businesses, since unfortunately SMEs could not be directly represented in this meeting.

Multi-stakeholder perspectives

The main benefits of ethnic monitoring from a public employer and service provider's perspective

The public service should be a model and an example in ensuring equal opportunities and should reflect the diversity of its country. Without any data on ethnic groups it cannot know their effective (under)representation.

Ethnic monitoring helps to determine the impact of policies and practices, identify gaps and potential discrimination, which in turn leads to positive action. By providing evidence of under-representation, it helps to design corrective actions and projects in order to rebalance those inequities and finally address real problems. As one respondent stated: "it is impossible to work out how to improve practices unless you know where you to begin."

Ethnic monitoring further helps promote equality & diversity sensitive perceptions in the organisation. It enables better using the competences of a diverse workforce to enhance the public value of a public administration and improve its customer orientation.

As a service provider, ethnic monitoring helps identify which ethnic groups may need extra or special services and enables the organisation to tailor services to people's needs. For instance, in the NHS the ethnic monitoring of patients has enabled the organisation to determine the need for culturally appropriate services in certain areas and to tailor health-care services accordingly.

The main benefits of ethnic monitoring from a trade union perspective

Ethnic monitoring allows trade unions to see whether any inherent bias exist within the recruiting and management practices of the organisation. It establishes a baseline when black and minority ethnic people are both in unions and in the workforce.

Regarding the internal organisation of the unions, monitoring is seen as a vital organisational tool that can be used for reach out activities to increase participation and encourage self-organisation.

Monitoring is also used to develop unions' strategies and future planning towards tackling institutional discrimination in the workplace. It constitutes a basis for future policy initiatives and actions when formulating plans to tackle institutional racism and provides unions with evidence based arguments to lobby for change where necessary.

A Europe wide benchmarking tool would provide valuable information on the basis of which strategies can be formulated to advance diversity in the workplace.

The main benefits of ethnic monitoring from a civil society perspective

Ethnic monitoring helps to identify the specific needs and challenges faced by ethnic minorities in the labour market, and allows a better understanding of their situation. In turn, it helps to define adequate policies and measures to address the issues.

Monitoring helps assess whether all ethnic groups are being treated equally in the workplace and to measure equal opportunities over time. Civil society respondents also found value in monitoring to analyse how procedures in the workplace affect different ethnic groups and to measure the effectiveness of the diversity measures taken. Potential biases could be identified through monitoring.



Maarten Messiaen (Minderhedenforum), Matthew Higham (Business Europe), Wilf Sullivan (Trade Union Congress), Paul Campaigne (Diversity Practice) and Sarah Dekkiche (CSR Europe)

Ethnic monitoring therefore helps to define adequate policies and measures to address the issues and contributes to develop and maintain a reputation as a fair employer for the organisation concerned.

A final more general remark was that progressive diversity policies, positive action plans and collection of good practices already exist in many instances. However, no progress could be noticed in the overall situation. **There is therefore a need to analyse the broader picture beyond good practice examples and the best way to achieve this is via efficient diversity monitoring.**

2. Challenges related to monitoring diversity

Reasons behind the reluctance of states to engage in data collection, including the right to private life and fears of misuse, have already been described in section 1 (see p. 8). To have a complete picture, survey respondents and panel participants were asked to highlight the main barriers for collecting data relating to ethnicity at the micro-level in their respective organisations.

The most frequent answers of all stakeholders in the surveys were:

- Respecting privacy rights
- Legislation
- Public opinion
- Reluctance of members/employees to share information

Additionally, some **conceptual difficulties** were mentioned, including the potential contradiction between self-definition and definitions assigned by the majority, inadequate choices proposed in the surveys, and the overlapping of different concepts like nationality, culture, ethnicity, race, heritage, migration background, etc. One survey respondent raised the concern that defining ethnicity and ethnic monitoring practices continuously make minorities feel like outsiders and never part of the “majority”.

In the panel discussion, a few other factors hindering the development of diversity monitoring were mentioned:

- **The lack of transparency:** Very often, diversity policies exist but their details are not known and thus peer pressure does not work. Companies often do not publish the results of their policies/monitoring exercises. Panellists felt that a lot of focus was put on the processes of diversity management and not enough on the results.
- **The lack of willingness:** Mentalities and attitudes regarding ethnic monitoring will take time to change and a lack of willingness to tackle with the workforce the reasons for collecting personal data can often be observed. As a result, few companies appear to be eager to engage in benchmarking exercises so far.
- **The lack of leadership:** Without leadership, data collection remains a “tick the box” exercise. This has been an issue in the UK where diversity monitoring is the most developed in Europe. Some of the survey respondents also stated that while the data should be used as a method to identify areas for improvement and good practice, in reality this does not happen and the data is seldom used proactively.
- **The lack of resources:** Panellists highlighted that the resource barrier is particularly important for SMEs. Moreover, diversity monitoring could be seen as having limited added value for SMEs: the results of monitoring can reveal issues about the particular circumstances of the company, not necessarily connected with discrimination. For small companies it is harder to monitor quantitative results, while qualitative monitoring may be subjective. Some respondents also mentioned cost as an obstacle in the different surveys.

Panellists were asked to react to the question: to what extent is the argument that “we cannot collect data because of the legislation” a real challenge and to what extent is it an excuse?

A common understanding was that to some extent, this argument is used as an excuse. With political will, a lot more could be done.

Multi-stakeholder perspectives

The Business Europe representative pointed out that the terms of excuse/willingness vary as there are genuine concerns regarding data protection. Additionally, transparency varies a lot from country to country, and the different national traditions should be taken into account in any evaluation. From a long term macro economic perspective there was a need to increase activity levels across the board and the value of diversity policies and monitoring will probably be increasingly recognised.

As an illustration of what can be achieved with political will, Maarten Messiaen mentioned the setting of ambitious targets. The Europe 2020 Strategy provides a good opportunity to develop the use of this tool to improve the situation of migrants and minorities. For instance, he welcomed the initiative of the Flemish government to set a 55% employment target for immigrants as part of the Europe 2020 Strategy implementation. As the current rate is 45%, a 1% increase per year is required to achieve the target. He also emphasised that monitoring at macro and micro level should be differentiated: there is a need to set general targets but businesses should also set their own internal targets.

3. The way forward

Panellists were asked what policy developments were necessary to improve monitoring diversity at the different levels.

a. A holistic and integrated approach involving all stakeholders

One of the first reactions was to stress the need for a holistic and integrated approach involving all stakeholders.

Results from the surveys also show that **progress can be made in involving key stakeholders**. When asked about which external stakeholders were consulted when devising diversity strategies, public and private employers mostly mentioned trade unions and local community groups. With most private company respondents the nature of the cooperation was a simple consultation. Public employers seemed to involve other stakeholders more often in the design of the surveys and analysis of results.

Interestingly, trade unions respondents perceived the impact of their consultation on monitoring diversity from “moder-

ate” to “good”, while all other stakeholders ranked the impact of consultations as “poor”.

Despite limited involvement, a large majority of respondents from both the public and private sectors recognised the added value of multiple stakeholder cooperation in this field. Above other reasons, other stakeholders were perceived to bring valuable expertise and cooperation helped legitimate the employers’ actions among the workforce.

According to these results, more systematic and meaningful multi-stakeholder cooperation is desirable and sharing good practices between private companies and public employers could help in designing quality consultation and cooperation models.

Other recommendations from the panel for a holistic and integrated approach included:

- Better use the flexicurity concept to be more reactive and have specific measures for the groups underrepresented in the labour market.
- Make increased use of the peer pressure instrument and of the incentive to be considered as “championing diversity” to motivate companies.
- Overcome the reluctance of subsidiaries with pragmatism and finding tailor made solutions country by country, at the multinational companies’ headquarter level.
- Invest more in awareness raising and in capacity building and education, both at state and company levels.
- Put more pressure on companies to develop qualitative and in-depth diversity policies and enhance one’s ability to compare national situations, at NGO level.
- Include equality conditions in public procurement and supplier policy rules. The use of public procurement can be an important lever in improving practice on race equality especially in the private sector. For instance, rules regarding public procurement have been included in the UK’s latest equality legislation.

b. Examples of good practices

The panellists highlighted a number of practices likely to have positive effects on diversity monitoring. For instance, social partners will work in 2011 on how to improve the integration of migrant workers. This was presented as an opportunity to better understand what can be done in the different countries, also in terms of monitoring. Likewise, TUC is organising trainings on diversity monitoring. Indeed, while monitoring is widely developed in the public sector in the UK, little has been done in the private sector so far. Finally, CSR Europe also developed several practical tools on diversity management with its members.

ENAR also asked all survey respondents to provide good practice examples regarding data collection. Below are samples of some of the answers given:

- We carry out an annual evaluation of diversity and perceptions of equal opportunities via an online employee survey, in which approximately 8,000 persons participate. The data received provides an empirical background for the identification and implementation of prior fields of action.
- An annual staff survey indicated lower satisfaction rates and lower promotion rates among black and minority ethnic respondents. This data was used to get national funding for tailored training on interview techniques and completing applications for minority ethnic groups. A staff network and mentoring scheme was also established to help improve employees' ability to progress in their careers.
- Ethnic diversity is monitored to ensure all ethnic groups attend mandatory training. The training panel which decides if staff should be provided with funding for training monitors applicants' ethnicity.
- SELOR's project "Tour de Belgique" aimed to better understand and gain knowledge about ethnic minorities' perceptions on equality, equity, obstacles to their career development, why they do not apply for public service jobs, etc. Knowing better their needs, problems

and obstacles allowed adopting projects to answer those and guarantee equal opportunities in the public sector. It provided good results in terms of intention to apply and a more positive perception of the public service.

PART 3

Towards workable solutions to progress in diversity monitoring: Results of the workshops and surveys

The workshops' objectives were to provide a forum for discussion, debate and exchange of ideas and good practices concerning monitoring diversity. The intention was to define approaches to overcome barriers to monitoring, to draw out good practices and lessons learned from different stakeholders that could have general applicability, and to establish a series of recommendations for action at macro and micro levels.

The workshops were all composed of multiple stakeholder representatives and informed by the main relevant results of the preparatory surveys. They analysed examples of good practice and tried to identify priority areas for further development. A reflection on how key stakeholders perceive their respective role and the role of others in monitoring diversity and on their added value and methodology for multi-stakeholder cooperation in this field was also part of the work.



Raising the standards on monitoring diversity

Workshop 1: Raising the standards on monitoring diversity

1. Setting the context

The preparatory surveys for the Ad Hoc Expert Group meeting included a number of questions aimed at exploring ways to raise the standards on monitoring diversity, including questions on the obstacles to data collection, attitudes of the public, and on good practices.

Among the main barriers for collecting data relating to ethnicity, respondents frequently mentioned legislation and public opinion - two areas where efforts should be made to enable a change in raising the standards on monitoring diversity.

Many respondents called for legislation to be adjusted in order to allow for the collection of accurate data on diversity in the workforce. Furthermore, in order to enable a more positive climate around monitoring diversity, stigmatisation of different ethnic groups should be avoided (e.g. the statements on Roma in France...) or related discrimination on social criteria (e.g. youth in suburbs).

Asked about the attitude of the general public, responses ranged from "pretty hostile" to "can be improved upon". Several respondents highlighted the lack of understanding of the benefits or need for monitoring ethnic diversity in the workplace. For instance, in France one can observe that the hostility comes both from groups supporting ethnic minorities and from those attacking them. Another respondent pointed out that people are afraid of considering ethnicity, while at the same time, they try to be "colour blind" and treat people "regardless of their ethnicity", which of course is usually impossible as it is one basic feature of human beings. In Cyprus, only non-Europeans called for monitoring of ethnic diversity.

Examples of good practice at policy level:

- In the UK, equality legislation requires employers to gather and publish data and also produce an equality Scheme to improve this practice.
- The European Commission's pilot project on evaluation includes indicators on how to monitor the outcome of integration policies.

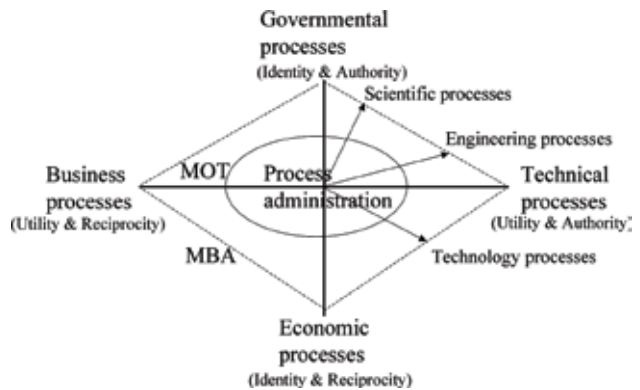


2. Summary of discussions

Dr. Mahamouda Salouhou, Executive Director of the Centre for Leadership and Entrepreneurship Education started off the workshop by identifying a number of challenges including the birth rate drop in most Western countries, globalisation challenges, and diversity and individual differences (gender, disability, ethnicity, age etc). He also underlined the need for a new definition of diversity, as barriers between individual differences are fading, and the challenges linked with human resources.

According to Dr. Salouhou, there is currently a limited approach to the problem: "When companies are blamed for not integrating ethnic minorities, they start hiring for the sake of fulfilling the statistics". Moreover, usually the supervisors or direct line managers get to deal with their poor performance (based on company standards) and are left alone to deal with the difficulties linked to differences and diversity.

In response, Dr. Mahamouda Salouhou puts forward a model that proposes to look at diversity from the different stakeholders' perspectives. The model proposes dynamic processes and interconnections between different realities (see figure below). Diversity should be considered as a process from a systemic point of view; stakeholders should be identified and their different needs defined; and a space for negotiation should be foreseen.



In general, a broader approach was needed to move diversity away from being an exotic entity. Diversity should be valued because of its intrinsic benefits, not because it fulfills the sta-

Raising the standards on monitoring diversity



Participants in Workshop 1

tistical requirements of the policy maker or serves the company well in its public relations campaign. Middle managers should get comprehensive support to deal with diversity in the workplace.

Participants highlighted that since diversity is now a fact and reality in Europe, it should therefore be seen as a strategy for skills management. There was also a need to link diversity with demographic ageing (and the “need” for migrants), with the global economy (which does not have a national identity), and with the competitive business environment.

Examples of good practice at the organisational level:

- Audits carried out on the views and feelings of Black and Minority Ethnic staff about career progression and discrimination.
- An experimental survey of discrimination on the basis of names (first names) in recruitment and career progression (INED survey 2005). Discrimination was also measured through tests with fake candidates, including the criterion of origin.



It was also pointed out during the discussion that companies were not necessarily always rational. Discrimination happens and some people benefit from it. There is a need to take measures to ensure change comes about and to monitor objectives.

Data was described as a lever to back up arguments for change, and there was a need to look at stakeholders’ incentives and work on people’s attitudes and behaviours. Policy alone is indeed not sufficient.

Studies on the impact of diversity on economic performance of companies could be a lever for change in combating stereotypes and reluctance to diversity monitoring. A good practice in this area is the study published in November 2010 by the network IMS-Entreprendre pour la Cité in France. Four big companies AXA, L’Oréal, Orange and Vinci opened their doors to researchers for 18 months. The results are telling: diversity in human resources creates wealth and value for the company provided it is well managed. Diversity would increase profitability by 5% to 15% depending on the type of activity²¹. Among the conclusions, it can be highlighted that the most diverse teams are also the most performing ones. The impact of diversity on economic performance very much depends on the diversity management policy in place. It is more profitable for a company to prevent discriminations than to risk a condemnation. Finally, diversity of origin reduces absenteeism and turnover.

²¹ IMS Entreprendre pour la cité, Diversité du capital humain et performance économique, dossier de presse IMS, 30 November 2010.

KEY RECOMMENDATIONS

Recommendations to governments

- Governments should have an action plan to promote diversity in state agencies and among public employers.
- Government authorities should focus on rewards and communicating on success stories (e.g. diversity labels), along with being responsible for guaranteeing equal treatment in law.
- Diversity monitoring should focus on younger generations to ensure higher standards for diversity in employment in the future: monitoring socio-economic background and discrimination in educational institutions, sharing of role models with younger generations, etc.

Recommendations to public and private employers

- The implementation of diversity action plans should be monitored at all levels and leadership/commitment by top management is necessary.
- Multi-nationals should adapt their diversity action plans to the situation regarding monitoring and data collection in different countries.
- Qualitative monitoring should be enhanced, including the monitoring of over-qualification, salary, career development, equal opportunities, training, etc.
- Companies should measure the loss of opportunities by not taking diversity into account (and the cost of discrimination cases) and monitor the impact of diversity management for the organisation.
- Non-discrimination or diversity labels should become a precondition for suppliers to be chosen by public employers and companies.

Recommendation to all stakeholders

- All stakeholders should enhance their efforts to lobby governments on diversity monitoring issues, especially in countries where there is no ethnic data collection.

Methods and techniques for monitoring diversity

Workshop 2: Methods and techniques for monitoring diversity

1. Setting the context

The preparatory surveys for the Ad Hoc Expert Group meeting included a number of questions on the tools used to monitor ethnic diversity in the workplace.

According to the responses gathered, questionnaires are by far the most frequent tool used to monitor diversity in the workforce. Interviews were also mentioned, mostly by private companies. Other tools mentioned included the use of the official register/statistical data, and of an electronic human resources system to monitor employee personal details.

Improving trade unions' methods:

- Make better use of electronic means of gathering information.
- Better explain what the data is used for.
- Encourage and facilitate more descriptions/options.

Intranet and emails seem to be the most frequently used medium to communicate with staff around monitoring diversity. Staff newsletters were mentioned by some trade union respondents, and word of mouth by some companies and other stakeholders.

Regarding the content of the communication around ethnic monitoring, respondents frequently indicated that employees were given explanations on: why ethnic diversity is monitored; how confidentiality will be respected; and how the results will be used.



Participants in Workshop 2

2. Summary of discussions

Silvia Akif, Head of Diversity Unit at SELOR, presented the **Danish model MIA** used and adapted by SELOR for diversity management. This tool was fully integrated into SELOR's management and is used to achieve two major missions:

1. Guarantee equal opportunities, treatment and access to public jobs to all candidates regardless of their differences.
2. Increase the representation of different under-represented target groups in order to better reflect the diversity of the country.

Four essential and unavoidable steps are involved in this process:

1. Ensure non-discrimination
2. Promote equal opportunities
3. Increase diversity
4. Employ diversity for real

The choice of methodology came from the discovery that most companies in the private sector start promoting equal opportunities before ensuring non-discrimination and therefore fail in their diversity management. It was essential to ensure that the non-discrimination step would not be skipped in future. It is important to respect the four steps in order if one wants a successful diversity management.

1. Ensure non-discrimination

At SELOR, they guarantee that all the tests are neutral and non-discriminatory. Specific and very detailed statistical analyses are made on every item SELOR uses to assess candidates (the most important study concerns ethnic minorities and their equal chances to succeed in a test). All job offers are diversity screened and do not contain any discriminatory elements. The selection and recruitment procedures have been diversity screened in order to guarantee that they are neutral and objective. All recruiters are given trainings on diversity management. The work is carried out at individual level, to enable everyone to identify their own prejudices but also to receive practical tools on how to better manage diversity and respect equality.

Improving companies' methods:

- Be more explicit about ongoing monitoring and how this is used to help focus attention and action in line with the company's policy.
- Use methods that are allowed in other EU countries.
- Ensure leadership, a very important condition to guarantee good monitoring practices.

2. Promote equal opportunities

SELOR aims to attract people from different target groups that do not normally apply, and develops diversity channels to increase diversity (over 1000 partners are helping SELOR to attract candidates with disabilities, ethnic minorities, women for leading positions, etc.). It is important to know one's target group in order to better communicate and reach people (to reach ethnic minorities, SELOR adopts ethno-communication). Outreach activities were organised to attract people that usually did not apply. Activities included trainings on how to create a CV and how to do an interview. Promoting equality starts with giving the same transparent, clear and accessible information to all.



Participants in Workshop 3

3. Increase diversity

If an organisation creates a real and trustful relationship with its target group based on transparency and equality, it will increase its diversity level in the long run. Organisations manage to retain their employees for longer as they trust them and are proud to work in a diversity friendly environment. Projects such as "test the test" attracts about 15%

of candidates from ethnic minorities (outside the European Economic space), "Reasonable accommodation for people with disabilities" attracts over 800 candidates with a disability per year who benefit from test adaptations.

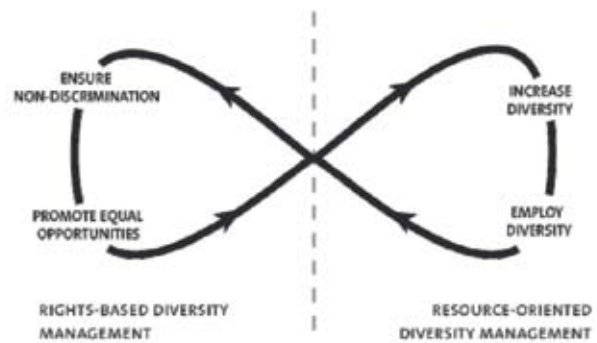
4. Employ diversity for real!

No window-dressing speech... but identify talent, attract, hire and retain it!

The two underlying principles of SELOR's approach are:

1. Inclusion: ensure equal treatment and opportunities for all - competence is the key word!
2. Bottom-up approach: target groups are the starting point. They know their needs, obstacles, representations, and difficulties the best. Adopting projects based on reality enables potential employees and employers to meet.

THE MIA MODEL FOR DIVERSITY MANAGEMENT



"Diversity in the workplace – when we are equal but not the same" (2005) Nour, S., Thisted, L.

Improving public employers' methods:

- Be clear why you are doing it; promote the benefits; use the information well and publish results.
- Provide more evidence of how and why information has been used.
- Ensure a greater understanding across all ethnic groups as to why we need to collect it and what it means to the organisation.
- Organise one-to-one meetings so that accurate information is given and logged.

Methods and techniques for monitoring diversity



The diversity monitoring techniques used by SELOR involve asking their candidates/participants about their ethnicity on a voluntary basis only and investigating any discrimination in their selection and recruitment procedures. In this way they manage not only to identify risks of discrimination and better understand the obstacles to ethnic minorities' careers, but also to get an idea about the representation of ethnic minorities among their candidates. They do encounter problems around the definition of "ethnic minority" but can apply the definition used by the Flemish community: people who were born outside the European Economic space, or one of their parents, or two of their grand-parents.

Jean-Michel Monnot, Vice-President of the Group Diversity and Inclusion at Sodexo, highlighted the importance of **measuring engagement within the company**. The more engagement, the more loyal employees are, and the longer the commitment is with the company. Through a survey carried out every two years with approximately 60,000 respondents, Sodexo found that the 50+ were the ones that are the most engaged in the company. An obvious conclusion is that if we agree that engagement enhances productivity, this target group should be retained in the company. When monitoring diversity, it is important to monitor not only target groups but also policies.

Improving other stakeholders' methods:

- Make more use of internet based tools.
- Ethnic diversity is only a paraphrase to tackle racial discrimination. Racism should not be reduced to ethnicity, but based on several criteria in order to improve the methods of promoting equality in and through the workplace.
- Employers need guidance on how to do this effectively, sensibly, and with a business rationale.



Several participants highlighted **the principle of self-identification** as applied in the US and Canada as a good practice. However, self-identification raises questions and participants wondered whether it would work to have social scientists examining self-identification statistics, as they do in the census: what would be the costs and the margin of error. Priorities for future development were identified in this respect:

- Create a context which explains why there should be self-identification.
- Clarify the meaning of self-identification.
- Illustrate the advantages of self-identification.
- Have a tailored approach country-by-country.
- Use scientific comparison.

KEY RECOMMENDATIONS

- Structured methodologies for monitoring diversity should be developed, combining bottom-up and top-down approaches.
- Scientific research should back up methodological models for ethnic monitoring.
- Terminology and target groups should be clearly defined in a comparable way at European level.
- Diversity monitoring should include quantitative as well as qualitative data, e.g. on well-being and the feelings of the target group.
- Diversity monitoring surveys should remain anonymous and based on the principle of self-determination.
- Diversity monitoring surveys should allow respondents to provide multiple answers per question to reflect the increasing multiplicity of identities in our society.
- Diversity monitoring should be put into perspective considering the local context and the local social reality trends.
- Awareness-raising campaigns should be organised based on the value and reasons for diversity monitoring and on how the data is used.
- Diversity monitoring should be horizontal and cover all grounds of discrimination.
- More systematic and meaningful multi-stakeholder cooperation should be developed to foster ownership. Sharing good practice between private companies and public employers could help design quality consultation and cooperation models.


Benchmarking and target setting

Workshop 3: Benchmarking and target setting - how to make effective use of the data collected on diversity?

1. Setting the context

Ethnic diversity monitoring has the potential to improve the situation of ethnic minorities and migrants in employment, provided efficient use is made out of the data collected to steer anti-discrimination policies. The preparatory surveys for the Ad Hoc Expert Group meeting included a number of questions on the use of the data collected.

The majority of respondents from public employers, private companies and other stakeholders are using the data collected to identify barriers that hinder equality/inclusion, or to plan future initiatives for improving the well-being of staff.



The London Fire Brigade was quoted in the surveys as an example for improving workforce balance, as they set some ambitious targets to make sure performance in this field improves. For 2008-2009, they aimed to have 10% of new recruits being women and 18% from Black and Minority Ethnic (BME) communities.²²

Answers were a little more diverse regarding the actions taken to improve the performance of the organisation on the basis of the data collected. For private companies, the most important action taken is to use the results of monitoring ethnic diversity to promote creativity and productivity, while only a few of the public employers use the data that way. For public employers, it was more important to use the results to target additional support for diversity policies. Both categories of respondents valued the results for improving the management of diverse teams.

When asked about the best ways to use the data collected, a large majority of respondents favoured setting targets to improve equality, before participation in benchmarking schemes. Only a few respondents mentioned that participation in diversity awards was a useful tool.


2. Summary of discussions

Julia Böck from the **German Federal Employment Agency** introduced the workshop by explaining how her organisation uses data to set up specific policies and targets. With 98,000 employees, the German Federal Employment Agency

is the biggest public employer in Germany. Its main role is to match offer and demand on the labour market.

The Agency views diversity as a strategic asset regarding its role in a heterogeneous labour market. The German Federal Employment Agency therefore employs a diverse workforce from over 70 countries, over 40% of leading positions are held by women and 8.3% are employees with disabilities. Diversity is widely monitored: e.g. the percentage of women in leading positions; work-life balance; the number of employees in part time jobs; progress towards the integration plan of people with disabilities (target: 8.7%), etc.

Monitoring diversity on ethnic or migration background is difficult because German law does not allow this type of data to be collected. An anonymous and voluntary survey is carried out each year and provides some aggregated data. Data on migration background is also indirectly collected through the voluntary responses given in the job interviews (e.g. questions on the applicant's experience in dealing with cultural diversity). For the first time, a target has been set in this field for 2011. The objective is to reach 10% of new employees with a migration background across all regions in Germany.



One respondent's staff survey indicated lower satisfaction rates and lower proportion rates among black and minority ethnic respondents. This data was used to get national funding for tailored training on interview techniques & completing applications for minority ethnic groups. A staff network and mentoring scheme was also set up to help improve employees' ability to progress in their careers.

At a more macro level, a national action plan for the integration of people with a migrant background in the labour market has been adopted in Germany for 2011, with binding targets and benchmarks. Objectives include raising qualifications and better integration in companies. Timeframes and indicators have been defined for each goal. The difficulty in monitoring progress towards achieving these targets is that only the citizenship and nationality criteria are taken into account. Since German citizenship is relatively easy to acquire, the data collected is likely not to be representative. This shortcoming will be addressed from 2012 onwards,

²² See http://www.london-fire.gov.uk/Documents/Corporate_Assessment_final_report.pdf.

when data on the parents' background will be collected as well. **Quality data collection is a pre-requisite for setting good targets.**



Other recommendations of good practices: promoting an organisational culture of appreciation and value orientation; health management/disability management to ensure employability, motivation; optimising the human resources development system; and performance management.

The Flemish law requires public employers to have 4% employees with a migration background by 2015. Theoretically, this could lead to positive discrimination as priority would be given to persons with a migration background to reach the target. However, in practice it is extremely rare that two candidates would have the exact same profile. A lot remains to be done to reach the target since the current rate of employees with a migrant background is only 2% in the public sector. Monitoring progress towards the achievement of the target is difficult because it is based on voluntary questionnaires that many people do not answer.

A different perspective was given by Bruce Roch from Adecco Group. He was surprised by the results of a survey they carried out in the UK, with a high percentage of "prefer not to say" answers when asked about disability (67%), ethnicity (65%), religion (81%) and sexual orientation (61%). Diversity surveys were not a sufficient tool as such and **monitoring should be holistic** and include CSR reports, social agreements with trade unions, etc.

Adecco has set up an internal equality body tasked with monitoring all discrimination incidents. This body registered 19 cases, out of which 9 were linked with the origin of the victim. They also audited one fourth of their branches in France and found that at least one discrimination case occurred in 14% of them, a figure probably underestimating reality because of under-reporting. Adecco Group also started experimenting new models for monitoring, including a survey on patronyms in 2006, anonymous CVs, and mystery shopping or discrimination testing. A "good will management study" was also carried out by compiling different surveys, showing that multi-racial teams were a real asset for companies if well

managed. Surveys and testing should be done regularly to monitor progress. **The results of monitoring are used for instance for targeted trainings.**

IBM also undertook qualitative surveys in France, asking top managers about their understanding of diversity, positive action, anti-discrimination legislation and religion. The data collected allowed for the **setting of new priorities, specific actions and trainings**. Similar surveys will be carried out with first line managers and employees. **This qualitative approach proved useful to complement quantitative data** and have a comprehensive understanding of the issues at stake.

In the UK, IBM conducted a quantitative survey based on the ethnicity questions used in the UK census. Thanks to the data collected, a new programme was put in place for diversity management, including a "blue talents" training programme for high potential employees from ethnic backgrounds to increase their visibility and focus on career building.

Maarten Messiaen from Minderhedenforum stressed the importance of monitoring the top management diversity processes and to officially involve managers in the assessments to achieve progress. The experience from Ghent public services showed the importance of using a comprehensive and integrated approach, for example 360 degrees **surveys involving all levels, from top management to base level and using both quantitative and qualitative approaches.**

The Danish government uses the data collected and its benchmarking regarding the integration of newcomers to **identify good practices**. They were able to find out how effective integration programmes were to enable migrants to find a job. Local authorities with **the lowest ranking are offered assistance** from the ministry. While it was difficult to isolate the effects of one specific initiative, the figures related to drop out rates and employment among migrants improved.

Finally, CSR Europe pointed out the importance of setting Key Performance Indicators (KPIs) for the company as a whole but also for its different departments. KPIs were a good way to monitor and assess diversity management.

KEY RECOMMENDATIONS

Recommendations to EU institutions and governments

- The Labour Force Survey (LFS) ad hoc module with information on third country nationals, including the 2nd generation of migrants, should be repeated regularly, and the LFS should include more questions on diversity in general.
- Companies should be able to access macro-data more easily, and public bodies should provide methodological assistance to companies on reconciling privacy rights and data protection with ethnic diversity monitoring.
- The EU should take a stronger stance on promoting comparable data collection and common indicators to allow businesses and organisations to achieve common targets. The progression towards monitoring ethnic diversity in national statistics systems should be monitored.
- A European benchmarking system requires comparative quantitative and qualitative data to be efficient. Ethnic diversity in the workplace cannot be fully grasped with only the nationality criteria. Moreover, the local employees dimension should be taken into account (how well the local population is represented at managerial positions in a local branch of a multi national company).
- Efficient tools for monitoring should be available before a European labelling system can be developed, to assess real good practices and differentiate it from window dressing.
- Target setting should be diversity proofed , with tailored efforts for minorities and migrants.
- Target setting and the implementation of the Europe 2020 Strategy and the establishment of an area of freedom, security and justice should be better connected.
- All the potential stakeholders should be engaged to promote and assist organisations in diversity monitoring, e.g. chambers of commerce at the local level.

Recommendations to public and private employers

- To the extent allowed by law, as much data as possible should be collected and disaggregated.
- The data collected should be used in a transparent manner to identify good practices, set diversity priorities, support and sustain relevant and efficient diversity initiatives.
- Diversity data can and should be used to set realistic targets that have the potential to focus resources on progression towards equality in the workplace.
- Monitoring should be used to measure progression towards the effective management of diversity at all levels in the organisation, to enable diversity policies to permeate the whole organisation outside the sole human resources departments.
- Information should be disseminated on how the data collected is used and on the implementation of diversity measures in the workplace.
- Regular awareness-raising campaigns on the value of data collection should be organised, based on good practice examples on how it has/can be used.

CONCLUSION

Chibo Onyeji, ENAR Chair, concluded the meeting by highlighting why setting up an efficient data system is not only key for business but for society as a whole. This Ad Hoc Expert Group meeting has illustrated how valuable a multi-stakeholder partnership is to achieve this goal. In one day, participants agreed on numerous recommendations, some of which were presented at the European Commission conference "Charters, Labels, Partnerships: Diversity Management in the EU - which way forward?" the following day (see recommendations on p.33). ENAR and its partners were invited to present the results of this joint initiative on 9 December 2010 at a high level event organised by the European Commission, gathering key players in the field of diversity.

Following comments from the participants, ENAR's initiative will continue and will be extended to legislators and policy makers, scientists and academics, and to more companies, especially SMEs. Furthermore, ENAR members and participating companies intend to develop local partnerships to set up and implement common projects on the promotion of equality and diversity in the workplace. The first action to broaden the partnership and reflect on a potential joint project, to be implemented at local level, will be the organisation of an ENAR Employment Conference on "Building a large Race for Equality Alliance" on 24 June 2011.

KEY RECOMMENDATIONS

Key recommendations from the Ad Hoc Expert Group put forward at the European Commission conference “Charters, Labels, Partnerships: Diversity Management in the EU - which way forward?” on 9 December 2010

ENAR’s 2nd Ad Hoc Expert Group on Promoting Equality in Employment, held in Brussels on 8 December 2010, came to a common understanding that even when legislation does not allow to collect data on ethnicity or origin, ethnic diversity monitoring is possible (e.g. by using qualitative surveys). However, it was argued that diversity action plans would be more effective if data collection was allowed, with guarantees and a methodology in place to ensure respect of privacy rights. Therefore, ENAR’s 2nd Ad Hoc Expert Group on Promoting Equality in Employment came up with macro and micro level recommendations on three themes: raising the standards on monitoring diversity; improving methods and techniques for monitoring diversity; and making effective use of the data collected on diversity.

1. Raising the standards on monitoring diversity

- At national level, all relevant stakeholders should increase their lobbying efforts to reinforce possibilities to measure progress towards ethnically diverse and inclusive workplaces.
- At EU level, the Labour Force Survey (LFS) ad hoc module on migration should be repeated on a regular basis, and include data on 2nd generation migrants and additional questions on diversity.
- EU institutions should influence national bodies to allow companies to access macro-data more easily, and to provide methodological assistance to companies on reconciling privacy rights and data protection with ethnic diversity monitoring.
- Specific technical assistance should be available for SMEs on diversity monitoring, for instance via the local chambers of commerce.
- Certification processes, awards, and benchmarking systems should be further developed as they can be a useful tool for raising standards on diversity monitoring.
- More investment should be put in diversity education and training, targeting the younger generation to eventually be able to raise the standards on diversity management and monitoring.

2. Improving methods and techniques for monitoring diversity

- Structured methodologies for monitoring diversity should be developed, combining bottom-up and top-down approaches.
- Terminology and target groups should be clearly defined in a comparable way at European level.
- Diversity monitoring should include quantitative as well as qualitative data, e.g. on well-being and the feelings of the target group.
- Diversity monitoring surveys should remain anonymous and based on the principle of self-determination.
- Diversity monitoring surveys should allow respondents to provide multiple answers per question to reflect the increasing multiplicity of identities in our society.
- Diversity monitoring should be put into perspective considering the local context and the local social reality trends.

3. Making effective use of the data collected on diversity

- The data collected should be used in a transparent manner to identify good practices, set diversity priorities, support and sustain relevant and efficient diversity initiatives.
- Diversity data can and should be used to set realistic targets that have the potential to focus resources on progression towards equality in the workplace.
- Monitoring should be used to measure progression towards the effective management of diversity at all levels in the organisation, to enable diversity policies to permeate the whole organisation outside the sole human resources departments.
- Information should be disseminated on how the data collected is used and on the implementation of diversity measures in the workplace.
- Regular awareness-raising campaigns on the value of data collection should be organised, based on good practice examples on how it has/can be used.

ANNEX 1

Sample of practices across the EU - 2007¹

Belgium	<ul style="list-style-type: none"> ■ No general requirement on public or private sectors to engage in workforce or service delivery monitoring ■ Public services of the Flemish-speaking community required to file annual reports and action plans on progress towards proportionate representation of all target groups in the workforce <ul style="list-style-type: none"> o Records kept on representation of target groups: <ul style="list-style-type: none"> - Persons belonging to an under-represented sex in a specific profession - Persons of non-EU origin and background - Persons over 45 years old - Persons who have not completed secondary education - Persons with a disability
Hungary	<ul style="list-style-type: none"> ■ Labour Law allows employers to adopt equal opportunities plans (in agreement with workplace trade unions or workers' council) for a specified period of time. ■ Components of equal opportunities plans: <ul style="list-style-type: none"> o Analysis of situation with regard to wages, promotion, training, and child-related benefits for disadvantaged groups: <ul style="list-style-type: none"> - Disabled persons - Persons over 40 years old - Persons with two or more children under 10 - Roma - Single parents with a child under 10 - Women o Employer's objectives in relation to equal opportunities o Means for achievement of objectives, with special regard to safety and work-training programmes ■ Employers allowed to collect the data necessary for the preparation of the plan, subject to the following conditions: <ul style="list-style-type: none"> o Data collected with the consent of the employees concerned o Data processed in accordance with the Data Protection Act o Information kept only for duration of plan
Netherlands	<ul style="list-style-type: none"> ■ Employers encouraged to collect data with regard to disability with an eye to voluntary participation in country-wide governmental survey on the number of disabled employees ■ Collection of data on people of non-Dutch origin permissible, as long as: <ul style="list-style-type: none"> o The group concerned is shown to suffer from inequalities o The monitoring can be considered a necessary means to fight these inequalities.
Portugal	<ul style="list-style-type: none"> ■ Employers allowed to keep records on their workforce after obtaining the authorization of the National Data Protection Authority.

¹ Andrey Ivanov, Presentation on 'Introduction to ethnic data collection', UNDP, 2007

- Data Protection Act (1998):
 - o Requires Scottish Executive to monitor the ethnicity of its staff and applicants for employment
 - o Makes Scottish Executive official Data Controller
 - o Creates Diversity Monitoring Form:
 - Completion required in order to process employment applications, as of existing staff members
 - Contains questions concerning age, nationality, ethnicity and disability status
 - "Prefer not to say" options included for some questions
 - o Creates human resources database:
 - Allows data obtained from Diversity Monitoring Forms to be used to develop equal opportunities policies
 - Holds data securely and in confidence, ensuring that they are not given on a basis which would allow individuals to be identified by name
 - Limits access to human resources staff
- Scottish Executive has separate duties in relation to disabled people
- Most public authorities subject to general statutory duty to eliminate unlawful discrimination and to promote equal opportunities
 - o Most public employers track ethnicity of all employees, as well as all applicants for jobs, promotion and training
 - o No similar duty applies to private entities
- British Home Civil Service responsible for setting targets for under-represented groups, including people with disabilities
- Cabinet Office
 - o Supports work in departments and agencies on:
 - Embedding diversity in business planning
 - Improving performance and accountability for diversity and equality
 - Identifying opportunities for positive action
 - o Publishes Practical Guide to Good Practice in the Recruitment of Disabled People to the Civil Service, with recommendations including:
 - Asking all new recruits to complete a monitoring form with questions concerning disability and ethnic origin
 - Attach monitoring forms to blank application forms to enable monitoring of respondents to job advertisements
 - Removing monitoring forms from completed application forms before they reach the selection panel or interview board
- Every department has a diversity action plan, with objectives against which performance is measured
 - o Disability Discrimination Regulations 2005 impose a specific duty upon public authorities to prepare a Disability Equality Scheme:
 - Sets out arrangements for monitoring the impact of its policies and practices (including employment policies) upon disabled people
 - Requires public authorities to report:
 - On results of monitoring arrangements (every year)
 - On progress in enhancing equality of disabled persons (every 3 years)
- Individual cooperation is voluntary: Under UK law no individual is obliged to disclose ethnic origin, gender, sexual orientation, disability, religion or age

ANNEX 2

List of participants

NAME	ORGANISATION	COUNTRY
Andreas Görg	ENAR Austria	Austria
Ann Jacob	Adecco Belgium	Belgium
Bruce Roch	Adecco Group France	France
Caoimhe Sheridan	ENAR	Belgium
Catherine Magnant	European Commission	Belgium
Chibo Onyeji	Chair of ENAR	Austria
Delia Nita	ENAR Romania	Romania
Didier Boone	Centre for equal opportunities, Belgium	Belgium
Etienne Goulley	AGE platform	France
Emmnauel Rosas	ENAR	Belgium
Fay Devonic	European Commission	Belgium
Geert Van Droogenbroeck	Adecco Belgium	Belgium
George Axelle Broussillon	L'Oreal	France
Georgina Siklossy	ENAR	Belgium
Jan Niessen	MPG	Belgium
Jean-Louis Carvès	IBM	France
Jean-Michel Monnot	SODEXO	Belgium
Julia A. Böck	German Federal Employment Agency European Representation	Belgium
Julie Pascoet	ENAR	Belgium
Maarten Messiaen	Minderhedenforum	Belgium
Mahamouda Salouhou	European Center for Leadership and Entrepreneurship Education	United States
Matthew Higham	Business Europe	Belgium
Mette Kjærgaard Thomsen	Ministry of Refugee, Immigration and Integration Affairs, Denmark	Denmark
Michael Hagos	Swedish Ministry for Integration and Gender Equality	Sweden
Tom Bevers	FPS Employment, labour and social dialogue, Belgium	Belgium
Omero Marongiu	Patou International	France
Pascal Hildebert	ENAR	Belgium
Paul Campayne	Diversity practice	United Kingdom
Sarah Dekkiche	CSR Europe	Belgium
Shannon Pfohman	DGB-Bildungswerk	Germany
Siham Benmammar	Minderhedenforum	Belgium
Silvia Akif	SELOR	Belgium
Sophie Kammerer	ENAR	Belgium
Wilf Sullivan	TUC	United Kingdom
Willy Totoro	ENAR Cyprus	Cyprus

ANNEX 3

Meeting programme

9.00 - 9.30 **Registration of participants**

9.30 - 9.45 **Welcoming remarks, introduction and opening of the Ad Hoc Expert Group Meeting**

Chibo Onyeji, ENAR Chair

9.45 - 10.00 **Defining the objectives and methodology of the seminar**

Paul Campayne, Director, Diversity Practice Ltd

10.00 - 11.30 **Part 1: Ethnic monitoring and benchmarking towards equality in employment - setting the context**

- Ethnic monitoring in employment: challenges and opportunities
Julie Ringelheim, Senior Researcher, Université Catholique de Louvain (UCL), Belgium
- From monitoring to specific target setting
Jan Niessen, Director, Migration Policy Group (MPG), Belgium
- Monitoring and benchmarking in Danish integration policies
Mette Kjærgaard Thomsen, Head of section, Ministry of Refugee, Immigration and Integration Affairs, Denmark
- The Belgian initiative on socio-economic monitoring of the labour market
Tom Bevers, Adviser, Directorate for studies, statistics and evaluation of the FPS Employment, labour and social dialogue, and Didier-Boone, Policy Officer, Centre for equal opportunities / National Contact Point on Integration, Belgium

Chair: Paul Campayne, Director, Diversity Practice Ltd

- Coffee -

12.00 -13.30 **Part 2: The development of voluntary initiatives to improve the monitoring of diversity**

- The European Commission's support for voluntary initiatives promoting the monitoring of diversity in the workplace across the EU
Fay Devonic, Head of Unit, European Commission, DG Employment and Social Affairs

- Multi-stakeholder panel discussion on the state of play of monitoring diversity in the workplace:

Matthew Higham, Adviser, Social Affairs Department, Business Europe
Sarah Dekkiche, Coordinator, Membership Services, CSR Europe
Maarten Messiaen, Minderhedenforum (Belgium)
Wilf Sullivan, Race Equality Officer, Trade Union Congress (UK)

Chair: Paul Campayne, Director, Diversity Practice Ltd

- Lunch -

14.30 - 16.30 **Part 3: Parallel workshops**

- **Workshop 1:** Raising the standards on monitoring diversity

Speaker: Dr. Mahamouda Salouhou, Executive Director, Centre for Leadership and Entrepreneurship Education

Facilitator: George-Axelle Broussillon, Corporate Diversity Manager, L'Oréal

- **Workshop 2:** Methods and techniques for monitoring diversity

Speaker: Etienne Gouley, Member of AGE Council and Anti-Discrimination Expert Group
Facilitator: Pascal Hildebert, ENAR

- **Workshop 3:** Benchmarking and target setting - how to make effective use of the data collected on diversity?

Speaker: Beatrix Behrens, Head of Human Resources Policies and Development, German Federal Employment Agency

Facilitator: Paul Campayne, Director, Diversity Practice Ltd

- Coffee -

17.00 - 18.30 **Recommendations and ways forward**

Reports of the workshops and debate

Concluding remarks

- 20.00 Dinner -

european network against racism aisbl



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The European Network Against Racism (ENAR) is a network of some 700 organisations working to combat racism in all the EU member states and acts as the voice of the anti-racist movement in Europe. ENAR is determined to fight racism, racial discrimination, xenophobia and related intolerance, to promote equality of treatment between European Union citizens and third country nationals, and to link local/regional/national initiatives with European Union initiatives.

Visit ENAR's website: www.enar-eu.org



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