

## **ANTI DISCRIMINATION AND DIVERSITY MANAGEMENT TRAINING PROGRAMME**

### **FINAL REPORT JUNE 2008**

#### **1. Introduction**

##### **Background of the project**

This project was, in relation to the anti-discrimination (AD) part, a follow up of a previous project (conducted by Human European Consultancy in partnership with the Migration Policy Group for the European Commission in 2005) aiming at enhancing capacity of national NGOs in the anti-discrimination field in the (at the time) EU candidate countries through trainings. In their recommendations the project partners had stated the need to continue trainings of local organisations as most of the national coordinators/participants had asked for, to enlarge these trainings to the “old member states” and to also target other relevant stakeholders.

The training project on anti-discrimination and diversity that started in November 2006 and ended in May 2008 could be seen as realisation of these recommendations. It obviously did build on the previous project for the methodology that has been used, the national coordinators in 13 countries, and for the Anti-discrimination component the existing materials (such as training manuals) and the international trainers.

The Diversity Management (DM) component of the training project was new and required building up from scratch.

##### **Activities carried out**

The following activities were carried out in the project, which will be described in more detail in the next chapters of this report:

Anti-discrimination component:

- Updating of the national sections (and adapting them to the new target group, the trade unions) of the training manual for the countries involved in the earlier project (new Member States and Turkey) and drafting of the national sections for the other countries
- Selecting national trainers per country for the new group of countries (old Member States, Norway and Iceland) and mobilising and completing the national trainers teams in the countries involved in the earlier project
- International Train the trainer seminars for the new group of countries (old Member States, Norway and Iceland)
- (preparation) of 2 national two-day seminars for NGOs and trade unions

Diversity Management component:

- Selecting national trainers
- Developing seminar manual
- International seminar for the national trainers
- Drafting of national needs analyses on the situation of diversity management in the country
- (preparation) National seminars for companies

The responsibility for both content and coordination of the international trainers was divided between MPG for the Anti-Discrimination component and idm for the Diversity Management component of the project. Human European Consultancy acted as liaison with and did coordinate the national partners.

An overview of the national partners and the seminars, carried out is added as Annex 1.

### **Countries in which no anti-discrimination seminars took place**

Unfortunately we did not succeed to carry out the Anti-discrimination seminars in some of the countries, due to difficulties finding a national organising partner:

- Belgium

Despite constant efforts and contacts made with many Belgian organisations, a set up that would respect equally the 2 main Belgian communities (allowing for one training for French speaking persons and one for Flemish speaking persons), it has not been possible to attract a Belgian organisation that was interested in participating in this project.

One of the main reasons was the abundance of trainings on anti-discrimination on the national levels; some of the organisations approached had just finished a training programme on anti-discrimination or were still engaged in the organisation of similar trainings. They were therefore very sceptical about the possibility to attract participants; the very tight time scale and the budget constraints were also reasons invoked.

- Ireland

The much unexpected death of the Irish national coordinator after the start of the project provoked some delays in organising the project in Ireland. Similarly as in Belgium, many organisations have then been contacted but it has not been possible to attract a national coordinator for the project. The main reason invoked was the fact that there were many events/seminars on anti-discrimination taking place in Ireland and that it would be extremely difficult to attract participants.

- Liechtenstein

It has not been possible to meet any interest in Liechtenstein around the issue of anti-discrimination. Any potential organisation/trade union was contacted and all of them denied interest in the issue and in cooperating in the project.

- Turkey

Notwithstanding the fact that there was a Turkish partner in the project (the same organisation as in the previous project) and strong interest from the Turkish national trainers to be trained, it was not possible to carry out the Anti-discrimination training seminars. The national coordinator dropped out of the project at such a very late stage that it was impossible to find another partner in Turkey.

For Belgium, Ireland and Turkey we did succeed in finding an organisation or the national DM trainer interested to take over the organisation of the DM seminar and an author for the sections of the national AD training manual.

### **Methodology used for compiling the information**

The information collected, compiled and presented in our final report was partly generated by our local partners and partly by our international trainers. At the end of the seminars the participants did fill in evaluation forms, which were summarised by the national organiser. A separate report was made by the international trainer who did attend the seminar (in the anti-discrimination component only one of the two seminars was attended).

The national partners were asked to draft a National Activity report. Besides this report conclusions and recommendations were asked from our local partners on the following issues:

- Design of the training programme as in tender proposal
- Balance of tasks between project leader and national level
- Combination of both Anti-discrimination and Diversity Management seminars
- Budgeting and costs of the seminars

## **2. Anti discrimination component**

### **2.1 Activities**

The anti-discrimination component involved 31 countries (the EU 27 member states, Iceland, Norway, Liechtenstein and Turkey).

- The main material used was the training manual. The training manual is composed of a common part to all countries (using these sections from the previous training manual) and a national part. This national part has been drafted by a national expert and is composed of three different sections: a section mapping the situation of NGOs and trade unions, a section on the national anti-discrimination legislation (here again, these sections from the previous project have been used as a model and adapted to the needs of the current project) and a section informing the NGOs and trade unions on the funding possibilities to work on anti-discrimination at both European and national level. The templates for the sections have been drafted by MPG and all the national sections have been carefully reviewed by MPG before being sent to the Commission for approval. For Belgium, Ireland and Turkey, where we did not find an organisation to carry out the seminars we have contracted individual experts to draft the national sections.
- The training manual exists for all countries but one (Lichtenstein) in English and in national language.
- International trainers: 12 International trainers were involved in the project in order to train national trainers but also to help national coordinators in drafting their agenda for the national seminars, addressing issues the best way, help organising the follow up training seminar. As a matter of coherence and also sign of commitment from their side, the 2 international trainers involved in the previous project were also involved. 6 national trainers have been trained for the "old EU member states" (countries that were not involved in the previous project and one for Iceland and Norway).
- 6 Train the trainers seminars were organised in Denmark, London, Lyon, Madrid, Vienna and Stockholm, involving 10 of the 12 international trainers and training in total 144 national trainers from 25 countries. (As explained there was no seminar organised in Belgium, Ireland, Lichtenstein and Turkey).
- 2 anti-discrimination seminars were organised in 25 EU member states, (in Luxemburg only one seminar) and one in both Iceland and Norway.

### **2.2 Train the trainers seminars**

6 train the trainers seminars were organised.

- Madrid, 26-27 April 2007, involving national trainers from Spain, Portugal and Greece
- Lyon, 2-3 May 2008, involving national trainers from France and Luxembourg
- Vienna, 2-3 May 2008, involving national trainers from Austria, Germany and Italy
- Stockholm, 12-13 May 2008, involving national trainers from Sweden, Finland, Norway and Iceland
- London, 31 May-1<sup>st</sup> June from the UK, and the Netherlands
- Copenhagen, 7-8 April, involving the national trainers from Denmark

The venues were always found to have been very suitable for such events and were accessible to wheelchairs. All necessary equipment (overhead projectors, beamer for power points presentations, flipcharts, etc) were available.

The train the trainers seminars were very well received and were judged very useful on the training methodology and techniques as well as on the content. Especially general sessions on definitions and working groups on practical case studies were met with a high degree of appreciation.

In some of the seminars, national trainers were able to already devote quite some time on the preparation of the national training seminars, which was felt to be very helpful (Lyon for example). In Madrid, because of the lack of time, participants felt slightly insecure about the national seminars.

The commitment of participants was generally very high. Some national trainers from Luxemburg for example could not attend, and were trained by their colleagues when back in Luxembourg.

However the main criticism was the **lack of time**. Participants would have appreciated to have more time. The tight budget had also consequences on the organisation of the seminars as for the travelling for example. In order to save costs, participants who had to travel had to minimize the number of nights needed in hotel and therefore some arrived late at the first day session and/or left early the second day. That has in some cases reduced the length of the seminar from 2 days to 1 ½ day. (That was the case in Madrid).

It was also felt that because of the little time available before the organisation of the seminars, materials to be distributed or sent were ready only very shortly before the event and that prevented the sending of the materials in advance.

As time was tight, overall, more emphasis was put on the legal aspects, (national participants feeling the need to be more trained on legal issues first). Participants would have appreciated more time to discuss and compare more the different national situations, and to prepare more at length for the national seminars. (Except from the Dutch trainers who felt the Train the trainers seminars should have been more nationally oriented).

Some time was also spent to discuss more practical issues such as regarding the preparation for the national seminars, the selection of participants.

### **2.3 National Anti-discrimination seminars**

On the whole, the evaluations received of both national and international trainers were very positive regarding the purpose and effect of the training seminar.

The mix of NGOs and trade unions, lawyers and non-lawyers proved in some cases a disadvantage; the level of participants was too dissimilar, with the major dissimilarity being between the legal and non-legal know-how; thus different training needs and disparity in interest in seminar topics was reported from some participants. In countries with a better mix of participants, interaction was reported smoother and seminar exchange and networking was reported to be better. However these same countries reported the need in the future trainings to have trainers representing more diversity in relation to grounds of discrimination so as to have more diverse exchange during the seminar, extra diversity in case studies, also to widen networking.

An overview of the participant categories per country has been added in Annex 2 'Participants per country'. Altogether more than 1100 participants from NGOs and nearly 300 participants from trade unions were trained.

Time needed was under-estimated and there was almost universal request for a 3<sup>rd</sup> day for the seminar.

It was particularly difficult in most countries to attract participants from the trade unions and in most countries trade unionist attendance and participation was considered unsatisfactory (except for France where the cooperation between NGOs and trade unions and the involvement of trade unionists was surprisingly excellent). It also has been very difficult if not impossible in the beginning of the project and for some months to attract interest from the ETUC. Finally a letter was sent by ETUC to its national members expressing support to this initiative. Some trade unionists admitted that if the information about the national seminar itself would have come from a national or European trade union, it might have been easier to attract their members. Even if networking between NGOs and trade unions is considered necessary, in some countries separate trainings for trade unions were in which employers' representatives would be included were also suggested

Bilingual seminars took place in Cyprus (in Turkish and Greek) and Estonia (in Russian and Estonian) with reported success. Bi-communal networking was especially successful and reported as necessary to be continued and further encouraged by similar trainings. However in both countries, workshops were held separately due to budget restrictions that did not allow for translations in smaller groups. That was criticised as opposing the purpose of the seminar.

The evaluation results per country have been summarised in Annex 3

### **Outcomes regarding the seminar content, design, environment and materials**

Generally in all the countries participants evaluated the training seminar positively. Specifically;

- Regarding the seminar content and materials, participants agreed on a positive evaluation of the seminar relevance to their job, participant's relevant profile and adequate background to follow the seminar, information regarding the objectives of the seminar, seminar materials usefulness and relevance and fulfilment of personal expectations for the seminar.
- Regarding the seminar design, participants agreed on a positive evaluation of the clarity of the seminar's objectives, the seminar's activities as stimulating their learning, as giving sufficient practice and feedback and the appropriate difficulty level and pace of the seminars.
- Regarding the seminar environment, participants agreed on a positive evaluation of the seminar venue, meals and refreshments, accessibility for participants with disabilities. It was agreed that in order to favour interaction between participants, amphitheatrically rooms should be avoided.

### **Outcomes regarding the national trainers**

Participants had the opportunity to evaluate how well prepared and helpful the national trainers were. In general, participants either strongly agreed or agreed that national trainers were well prepared and helpful. Almost universally national trainers scored 4 points out of 5 (5 being the highest). The presentations were evaluated as positive and it should be noted that lecture-style presentations should be avoided. Participants favoured more interactive presentations. It is interesting to read that trainers who did lectures instead of employing dialogue or interactive training methodology were evaluated more negatively.

The majority of participants stated they would use the national trainers for future training seminars.

As most international trainers were able to attend national seminars they also evaluated the national trainers. These were evaluated as being excellent, very well prepared and committed, despite some fear during the train the trainers seminars that they might not be sufficiently trained or ready.

## **Transferring the know-how**

Almost all participants in all countries mentioned their intention to disseminate the acquired knowledge to their membership and partner organisations, thus generating a multiple effect for the seminar. Participants said they would use the knowledge gained in their practical work and would share this knowledge and seminar materials with their colleagues and wider public. As a result of the training seminars, national networks, email lists, newsletter lists (and even a blog) were created in many countries.

## **Most valuable aspect, less valuable aspect of the seminars**

The most valuable aspects of the seminars universally seem to be awareness raising, information on discrimination, networking amongst participants, national and international trainers. The seminars methodology of using workshops/smaller groups work was highly appreciated as allowing for better exchange amongst participants.

The less valuable aspects was the limited time available.

The proposed improvements were notably the inclusion of particular materials, as case studies for example. Although the course activities were evaluated as stimulating, additional activities for stimulation were suggested.

## **2.4 General recommendations Anti-discrimination component**

- More time should be allotted to such a big project. The time constraints put pressure on the management team, the international trainers, the national trainers, the national coordinators, national experts, all the persons involved. As mentioned above there should be sufficient time at the beginning of the project in order to be able to prepare sufficiently in advance and brief properly all the actors in the project.
- There should be more time between the start of the project and such trainings in order to allow for all documents to be ready and to be able to have a longer term strategy on the organisation of the various seminars (either international Train the trainers or national seminars) and allow for proper "recruitment" of trade unionist or any relevant stakeholders.
- Seminars should last for at least two full days. As a result of the seminar training and networking, participants expressed the need for allocating proper time at the end of the seminar for developing collective strategies to combat discrimination.
- The presence of a member of the management team and/or /international trainer was proven to be an asset and should be systematic and facilitated (translation should be made available).
- Geographical representation was considered very important (major contributor to the success of the seminars) and should be ensured in future projects.
- Another major contributor to the success of the seminars was the fact they were delivered in the national language and the training manual was available in the national language. More initiatives/projects should be carried out enabling civil society to work in their national language.
- Diversity of participants was considered as necessary, suggestions to expand to business or have separate trainings for trade unions and employers organisations were put forward.
- The splitting of training legal/judicial practitioners from NGOs was also suggested by some participants who favoured separate trainings for lawyers with more in-depth legal material and information and strategy building and collective action oriented seminars for NGOs. The other part of the participants strongly expressed the view that diversity should be maintained in order to allow for more interesting exchange of expertise/experience.

- Issues to follow up on were suggested:
  - Training for judges
  - Training for specialised equality bodies
  - Diversity of participants necessary and might be expanded to business
  - Diversity management training also of interest of NGOs and trade unions
  - Train the trainers seminars are needed including adult education methodology or expert trainer on subject
  - Training on networking and cooperation/developing strategies fro NGOs collaboration
  - More case work for follow up trainings
  - Litigation issues such as testing
  - Training for trade unions to be organised by ETUC
  - Training for NGOs to include lobbying, advocacy, monitoring of the implementation of the directives

## **2.5 Follow up of this project**

Similarly to the previous initial project, all actors currently involved, whether national coordinators, national trainers or participants welcomed very much the initiative and asked about potential follow up. On the national level some initiatives have already started (for example in Portugal, two big municipalities have requested national trainers to organise anti-discrimination trainings, in Luxembourg the Ministry responsible for anti-discrimination will follow up on the project and organise other trainings) but they remain subject to funding.

Specific questions/requests were made:

- Train the Trainers  
New train the trainers' seminars would be welcome provided by international trainers ideally involving the same national trainers that would go deeper into the issues that were dealt with in 2007. Whether it is legal issues (there were very clear requests notably on reasonable accommodation, the burden of proof and litigation) or other issues. It was felt that because of the lack of time, more focus was put on legal issues during the TtT seminars (also at the national trainers request who felt more insecure about legal issues) and other subjects such as networking, elaborating longer term strategies, lobbying and advocacy, dealing with the national and local governments, monitoring legislation and policies, etc, would have needed more emphasis.

The countries involved in the previous project, had the opportunity to work again with an international trainer in order to prepare their follow up seminar and welcomed that possibility to a great extent.

- National training seminars  
Follow up seminars with national participants in the national language were also felt necessary. Participants saw great added value in working cross grounds and as they have gained knowledge on anti-discrimination issues wish to be able to go further. This is the case in the countries involved in the previous project but also in the other countries currently part of the programme. These trainings have created great expectations from the national coordinators, national trainers and participants regarding their ability and possibility to work on anti-discrimination issues. As indicated in the national mapping section on NGOs and trade unions in

the training manuals, national organisations and trade unions do not always have the capacity to work on anti-discrimination issues (because of lack of professional training of the staff, time, and mainly financial resources as it appears to be difficult to get funding in most countries for anti-discrimination work). They would feel left on their own with this new expertise and experience that cannot be used again.

### **3. Diversity management component**

#### **3.1 Background**

As for the Anti-Discrimination component, the EU had already undertaken a considerable number of activities related to Diversity Management before starting this project, mainly in the area of studies and conferences: examples of good practice had been collected for SMEs and large companies; conferences organised for SMEs and so on.

With this initiative, a practical, on-the-ground approach for European companies was chosen with the objective of: "Providing employers' organisations, business leaders and company representatives with knowledge about the opportunities and challenges of diversity management and practices as well as tools".

This initiative certainly deserves considerable praise as the topic is in itself a complex one and looking at all EU countries plus Turkey is also a very courageous step.

#### **3.2 The Diversity Management trainer situation**

At the beginning of the project, the market for national trainers in Diversity Management had to be explored so that trainers could be identified, screened, contacted and assessed. Diversity Management trainers were eventually selected by idm and finally approved by the EU. This in itself provided considerable insight into the existing market for Diversity Management in the EU. Our main findings are:

- In some of the old Member States there already exists a small market for Diversity Management. In some countries like the UK or the Netherlands the market is fairly well developed, while in France, Germany and Austria the market is developing at a reasonable rate. This does not mean that DM will have a large market share in the consulting business, but as a niche product it is developing well. Accordingly, there were few problems in finding trainers.
- In many other old Member States, like Sweden, Denmark and Belgium, it seems that the trainer market, and accordingly the need for DM consulting, is developing, but at a slightly slower pace. Here we had to search more intensively.
- In the old Member States of southern Europe the situation was clearly different. It was challenging to find Diversity Management trainers and, where we were lucky, we were able to identify trainers who had already played a similar role in other EU projects. Several of these trainers were not experienced Diversity Management trainers.
- In the Member States of Eastern Europe it was extremely challenging to find Diversity Management trainers. Here we had to activate all our consulting networks to find trainers from the field of management, business and intercultural communication. Basically none of the trainers here were experienced Diversity Management trainers.

During our research process we made another observation: apparently, after Diversity Management projects comes to an end, Diversity Management websites were closed down or no longer updated to reflect the current situation. Furthermore, there seems to be no website, where all Diversity-Management-related EU projects, DM trainers and companies involved in DM are listed. Such a website would facilitate Diversity Management projects.

### 3.3 Diversity Management topics in the EU – the mapping reports

The Diversity Management trainers prepared a mapping report regarding the Diversity Management situation in their home countries.

The situation regarding the subject of Diversity Management in the EU and Turkey is as diverse as the EU itself. However, it was possible to identify some patterns:

**Gender** seems to be the one unifying Diversity topic for companies and societies throughout Europe and Turkey. Due to the fact that many companies and public sector companies/institutions established a department or position on 'gender equality' a long time ago, awareness about this issue is high. Very often in the old Member States this position has been transformed into a 'Diversity Management office'. Awareness about the necessity to get more women into leadership positions is high and is often, although not necessarily, accompanied by appropriate steps to make it possible.

**Demography** also turned out to be a major topic for all the countries where the birth rate has decreased during recent years. Companies are increasingly concerned to find tailor-made solutions to obtaining a sufficiently experienced work force or, as one answer to the demographic challenge, to maintain their aging workforce longer and keep it employable (in terms of knowledge and health). The topic is also widely discussed in many societies, mainly thanks to pension scheme discussions or related to needs assessment for more/less immigration.

**Ethnic diversity/migration/immigration** is another dominant diversity topic, but is in itself very diverse. Whereas some countries have their own national ethnic splits which can cause a lot of conflict (for example, the Estonian and Russian populations in Estonia), other countries like Ireland and the UK are deliberately seeking more immigration, which may cause integration questions to arise later on. In some countries ethnic minorities are basically excluded from the labour market and have restricted career opportunities, such as in the case of the Roma community in several countries like Slovakia, Romania and the Czech Republic. In several of the old Member States former immigrants have slowly become an integrated part of society (for example, the African/Maghreb community in France and Spain and the Turkish community in Germany), but do not have equal opportunities in the work environment and career development and therefore feel excluded from the mainstream.

**Disability** seems to be the most acknowledged and 'traditional' diversity issue. Many companies in most countries seem to have established schemes for disabled people.

**Homosexuality** still seems to be the diversity topic which attracts the least attention and is a taboo subject in many countries.

### 3.4 The Diversity Management Manual

Keeping the diversity of the European Diversity Management trainers in mind, a manual was prepared by idm's international trainer team which covers definitions of Diversity and Diversity Management, resulting from previous research on Diversity Management undertaken by the EU. It provides concepts and practical tools which will help companies to try out and apply Diversity Management. As the target group will vary from companies with little experience to those with a great deal of experience, there should be a variety of instruments and tools which are attractive for every target group. As we realised how diverse the DM trainers are, we developed in parallel a toolbox-type handbook for the Diversity Management trainers to enable them to carry out the DM training professionally.

### 3.5 Train the trainers workshop in Cologne

The train the trainers' workshop for all selected and approved Diversity Management trainers turned out to be crucial for the successful execution of all the national DM workshops. This was for four reasons: firstly, it was the only occasion where the international trainer team could meet their national trainers face to face; secondly, the trainers could meet each other; thirdly, the content and scope of the whole training could be communicated; and fourthly, the trainers could experience a large, real-life, interactive group Diversity Management workshop themselves as an example. During the workshop the two documents (the manual and the handbook) were distributed.

### **3.6 Organising the national Diversity Management workshops**

During the following six months, the national DM trainers touched base with the local organisers. Depending on the experience of Diversity Management and the business world, some national trainers had to provide considerable support to the local NGOs with business contacts and search for local business cases and people to present them (for example, in Ireland and Poland).

In many countries, the employers' organisations contacted were not as supportive as had previously been thought. It became a real struggle to organise a large enough database of companies to invite. Since in Eastern and also Southern Europe the topic of Diversity Management is widely unknown in most companies, there should be considerable appreciation of the fact that these NGOs and trainers managed to organise the workshops.

More than 1000 companies and other interested groups attended the DM workshops. On average about 40 participants attended each workshop. The gender ratio was about 30% male to 70% female – due to the fact that Diversity Management is largely perceived as an HR issue and throughout Europe it is mainly women who work in HR departments.

From the participants 50% came from companies, 30% from public service providers and 20% from training or consultancy organisations.

We interpret this result in itself a significant success.

#### **Participants**

Looking at the target groups the local organisers eventually managed to attract, we can identify a variety of backgrounds which differed in different countries:

An overview of the participant categories per country has been added in Annex 2 Participants per country.

The combination of participants in the respective countries largely depended on the country situation, the local NGOs' and trainers' contacts, the support of local employers' organisations and existing networks. Our general observations are as follows:

- there was a great deal of interest from the companies and other interest groups present
- it is becoming increasingly clear to companies all over Europe that Diversity Management is a managerial concept which contributes to their return on investment
- large companies all over Europe are in general far from integrating Diversity Management into their company processes
- as they are mostly multinational companies, they very often execute Diversity Management initiatives from their international headquarters
- in SMEs and the public sector Diversity Management seems to be widely unknown

- there is much less awareness of Diversity Management in companies in Eastern and Southern Europe than elsewhere in Europe

### **The workshop design**

All trainers received detailed descriptions of possible DM workshop designs. The first Diversity Management workshop was held in Germany in November 2007. The design developed there was so successful that idm decided to provide all national trainers with this experience immediately after completion. The elements were:

- an introduction to Diversity Management as a concept
- the presentation of business cases,
- small group work to develop questions
- open discussion
- the very interactive format of the ‘world café’, with a large group facilitation approach to enable participants to communicate with each other and exchange their own experiences
- presentation of group work

In the end about 60% of the national trainers opted to use this format.

### **Business cases**

We made it very explicit that real Diversity Management business cases are crucial for a successful workshop and should be presented by the companies whose business cases they were. This was done in almost all the countries and contributed to a great extent to the success of the workshops.

The examples presented included L’Oreal, EDF, Swed Bank, IKEA, Swedish State Secretary of the Ministry of Enterprise, Volvo, UNIONEN, HSBC Bank Malta, Ford GmbH, Allianz AG, IBM Hungary, Turkey and Spain, Emirates Turkey, IKEA Turkey, Sanofi Aventis Turkey, Assurance le Foyer, Achmea Netherlands, DHL Portugal, GRACE, Pitney Bowes, Janssen Pharmaceutical, Air Products, HP Benelux, Fazer Amica (restaurant chain), City of Espoo, HOK Elanto, Europcar, Fondation ONCE, Dansk Cleaning Service, Nykredit and many more.

The main lessons learnt were that Diversity Management needs a long-term approach, supported by top management. Top management becomes the major ambassador of the idea, so leadership development with a strong Diversity Management component turns out to be crucial. A clear business case needs to be developed for each company to give the whole initiative a clear business-rooted aspect.

Diversity Management is best attached directly to top management to underline top management attention. Diversity actions should be placed in the organisation’s life throughout the year, following a clear Diversity business strategy. The diversity actions presented by the above mentioned companies included their experiences with diversity audits, diversity-oriented HR processes, diversity awareness trainings, diversity impact analysis, training of trainers in Diversity Management, leadership trainings, mentoring, management by results and the Business Diversity Award.

### **Evaluation**

As stated above, the companies and other interested groups were very satisfied with the national Diversity Management workshop. Highly appreciated was:

- exposure to the actual concept of Diversity Management
- the important role internal communication plays in Diversity Management
- organisational culture as a crucial success factor to DM
- business cases
- opportunity to think and talk about DM and broadening one's own perspective
- basic Diversity Management skills
- Diversity Management Manual very useful
- networking

The time frame of one day was seen as being appropriate by the majority of participants.

The evaluation results per country have been summarised in Annex 3

In cases where the workshops had a more top-down approach, with a large number of inputs, participants wished for less input and more discussion/group work. There was also a request for concrete tools, actions and examples of how exactly to implement DM to be deepened. While valuing the business cases provided, more local cases would also have been appreciated, as it was felt that these might be closer to the participants' own reality. Another very important point was also mentioned: instead of organising just one workshop, more seminars should be organised in a series, to ensure sustainable learning and community-building around Diversity Management. This should be accompanied by an online portal on the topic.

### **3.7 Recommendations**

The recommendation given below are derived from the feedback we received from the national organising NGOs, the national Diversity Management trainers and our international idm Diversity Management trainer team, who attended all the national Diversity Management workshops. Overall this project turned out to be very successful, despite many challenging aspects. We would like to frame the challenges we perceived into constructive recommendations for new projects to come.

All the parties were deeply committed to realising this project and here especially the Diversity Management workshops.

- We recommend for follow-up projects to diversify the target group depending on the specific stage of development the project will address:
  - If the project does focus on companies where the awareness of Diversity Management is weak the target group should be the company management and the implementation of the project should be by a specialist organisation in Diversity Management
  - If the project does focus on companies which prepare DM activities, the target group should be both company management and trade unions
  - If the project does focus on the implementation of DM activities the target group should be company management, trade unions and NGOs
- We have a preference for local consultancy firms or local Diversity Management trainers to be the organisers of Diversity Management workshops.
- We recommend that a real Train the Trainer series lasting a minimum of three days be organised for the key group of national Diversity Management trainers, which is clearly very diverse. This would facilitate the formation of a community of DM trainers, finding a shared DM language and creating a vibrant network. This programme could be certified (or example, by idm). The group

needs to meet again in between in order to learn from each other and after completion to maintain the community. Given the high diversity of the DM trainers, certain facilitation skills, DM concepts, DM tools, real-life experiences, large group facilitation and marketing need to be addressed.

- In order to secure sustainability we strongly recommend that Diversity Management be made not a one-off action, but that a national change process is created from it. For example, a one day appetiser workshop for companies, small-scale local research on needs, the establishment of a local web community on DM, followed by a two-day, intensive DM training, on-the-ground implementation cases, followed by a small DM conference with an EU Diversity Management Award. For Eastern and Southern European countries in particular, this makes sense, as the concept is nearly unknown in these countries.
- Diversity is a national affair and valuing diversity does not come overnight. The national activities of France and Germany regarding their Charta for Diversity show how successful a national initiative can be.
- We observed a high level of interest from trade unions in this topic; we recommend that the Diversity Management activities also be extended to trade unions.
- The experiences of the national organisers with employers' organisations varied. In part of the cases the employers' organisations locally were very helpful, acting as co-organisers, disseminating the invitations via their address pool etc. In other cases, the experience was very different and the national employers' organisations did not show much interest. It seemed to us that here also awareness of Diversity Management is still weak and needs much more attention on a Europe-wide level.
- It is evidently becoming increasingly clear to companies all over Europe that Diversity Management is a managerial concept which contributes to their return on investment. It is clearly not easy to invent the wheel as an individual company. This means there is all the more need to team up with other companies, employers' organisations, consultancy companies, associations and regional and national bodies to make Diversity Management a part of economic life. We also recommend that companies speak more openly about their experiences and the drawbacks. In this way, everybody learns the most. To enhance their own reputation is still a major reason for companies to go for Diversity Management. We recommend digging a little deeper and sharing the real experience.
- There is a great need for a dedicated Diversity Management website. idm will put all the results of the project on its website and will remain the site. Nevertheless, we think that a website with DM information from all EU projects from all Commission directorates would be useful.

#### **4. General recommendations**

The local partners who carried out the seminars rated the design of the training project, as described in the tender proposal, in general as good. On the combination of both anti-discrimination and diversity management seminars in the same project two different opinions were expressed.

One opinion was that the project has been a successful combination of anti-discrimination and diversity management seminars. It was appreciated that both topics could be addressed under one project, and that both corresponding target groups (NGOs and trade unions, and companies) could be reached. Under this opinion it is argued that both approaches (anti-discrimination and diversity management) could be strengthened if seminars would target the three groups of companies, trade unions and NGOs together. The opportunity for these groups to work together would further strengthen the potential of the project, in terms of networking and broadening perspectives.

Another opinion was that the primary targets groups and the objectives are very different, partners are different, as well as the communication channels. From this perspective combining DM seminars and AD seminars in one project is not recommended. It may also be more appropriate to let two different organisations arrange the different seminars.

The setting in which international trainers did train and support the national trainers in the preparation of and during the seminars was felt as positive and can be recommended for future projects.

The financial resources available for the project were both a constraint and a reason for the organisations and experts involved in the project to contribute substantially from their own resources to achieve a successful implementation of the project. This was the case both at the international and at the national level.

At the international level (management team and international trainers) much more working days were spent on the project than could be paid for. Both the duration of the international seminar for the DM trainers and the train the trainers seminars for the anti-discrimination component had to be limited because of the budgetary constraints to pay for the number of nights stay.

At the national level the number of participants for some of the seminars and the geographical area covered (because of travel and overnight costs) needed to be limited. And the local project budgets did not allow for adequate reimbursement of a seminar organiser.

One could argue that the organisations involved should take this for granted, since they entered into a service contract, based on their own financial proposal. It is true that the limitations of the budget ceiling were clear from the tender, but the budget constraints put unnecessary pressure on the organisations and experts involved, which could discourage them to involve themselves in future EC projects.

It is recommended to tailor future projects in such a way that requirements and budget ceiling are better balanced.

## ANNEXES

Annex 1: list of national partners and seminars carried out

Annex 2: summary of participant lists per country

Annex 3: summary of evaluation results participants per country

**Annex 1: list of national partners and seminars carried out**

### List of national partners and seminars carried out

Country	National Training NGOs Contact Information for the seminars	Dates AD seminars 2007	Dates AD seminars 2008	Dates DM seminars 2007/2008
Austria	Zara Att. Katrin Wladasch <a href="mailto:katrin.wladasch@zara.or.at">katrin.wladasch@zara.or.at</a>  Luftbadgasse 14–16 A–1060 Wien Austria Tel: +43 (1) 929 13 99 <a href="http://www.zara.or.at">www.zara.or.at</a>	11-12 October / Vienna	28-29 February/ Innsbruck  6-7 March/ Keutschach	21 February
Belgium Diversity Management Seminar	CLAES Marie-Therese Address: Wolfshagen 239. 3040 Neerijse. Belgium P: +32 476 250741 Email: <a href="mailto:mtclaes@gmail.com">mtclaes@gmail.com</a>			12 February (Flemish) 13 February (French)
Bulgaria	Bulgarian Helsinki Committee Att. Margarita Ilieva <a href="mailto:margarita.ilieva@gmail.com">margarita.ilieva@gmail.com</a>  7 Varbitsa Street 1504 Sofia tel./fax: 3592 943 4876, 3592 944 0670, 3592 943 4405	29-30 October	10-11 March	26 February
Cyprus	Symfiliosi Att. Corina Demetriou <a href="mailto:oflamcy@logosnet.cy.net">oflamcy@logosnet.cy.net</a>  23 Kithiron street Lefkosia	22-23 September	5-6 April	3 April 2008
Czech Republic	Poradna pro občanství/ Občanská a lidská práva/ Counselling center for Citizenship, Civil and Human Rights, Att. Pavla Boucková <a href="mailto:poradna@iol.cz">poradna@iol.cz</a>  Petrská 29, Prague 1 Czech republic <a href="http://www.poradna-prava.cz">www.poradna-prava.cz</a>	12-13 November	11-12 February	31 March

Country	National Training NGOs Contact Information for the seminars	Dates AD seminars 2007	Dates AD seminars 2008	Dates DM seminars 2007/2008
Denmark	<p>DIHR Strandgade 56 1401 Copenhagen K Denmark</p> <p>AD seminars: Huriye Aydemir Varisli <a href="mailto:hay@dcism.dk">hay@dcism.dk</a></p> <p>DM seminar: Susanne Nour <a href="mailto:sno@humanrights.dk">sno@humanrights.dk</a></p> <p>Tel. +45 3269 8888 Fax +45 3269 8800 <a href="http://www.humanrights.dk/">http://www.humanrights.dk/</a></p>		14-15 April	14 March 08
Estonia	<p>Tallinn Centre for Legal Information on Human Rights Att. Julia Kovalenka <a href="mailto:julia@lichr.ee">julia@lichr.ee</a></p> <p>Nunne str. 2, 10133 Tallinn Estonia Tel: (+372) 64 64 27 0 Fax: (+372) 64 64 27 2 <a href="http://www.lichr.ee">www.lichr.ee</a></p>	26-27 October	27-28 February	13 March 08
Finland	<p>Finnish League for Human Rights - Ihmisoikeusliitto ry Att. Milla Aaltonen <a href="mailto:milla.aaltonen@ihmisoikeusliitto.fi">milla.aaltonen@ihmisoikeusliitto.fi</a></p> <p>Döbelninkatu 2, 8. krs. 00260 Helsinki tel: + 358 (0)9 4155 2540 <a href="http://www.ihmisoikeusliitto.fi">www.ihmisoikeusliitto.fi</a></p>	13-14 November	22-23 January	09 January 08
France	<p>ISM-CORUM Att. Eric Cediey <a href="mailto:eric.cediey@ismcorum.org">eric.cediey@ismcorum.org</a></p> <p>32 cours Lafayette 69003 LYON / FRANCE Telephone: +33 (0)4 72 84 78 90 Fax: +33 (0)4 78 62 24 00 <a href="http://www.ismcorum.org">www.ismcorum.org</a></p>	6-7 December	18-19 February	13 March 08
Germany Antidiscrimination seminar	<p>DGB Bildungswerk e.V. Att. Michaëla Dälken <a href="mailto:michaela.daelken@dgb-bildungswerk.de">michaela.daelken@dgb-bildungswerk.de</a></p> <p>Hans-Böckler-Straße 39 D-40476 Düsseldorf, Tel : 0211-4301-370 <a href="http://www.dgb-bildungswerk.de">www.dgb-bildungswerk.de</a></p>	1-2 October	20-22 February	

Country	National Training NGOs Contact Information for the seminars	Dates AD seminars 2007	Dates AD seminars 2008	Dates DM seminars 2007/2008
Germany Diversity seminar	synetz - the management consultants Att. Hans Oberpriller <a href="mailto:Hans.oberpriller@synetz.de">Hans.oberpriller@synetz.de</a>  Andreas Nockher Straße 27 D-53844 Troisdorf Fon: +49(0)228.452504 Fax: +49(0)228.9454811 <a href="http://www.synetz.de">www.synetz.de</a>			30 November 07
Greece	Human Rights League Att. Yannis Ktistakis <a href="mailto:yktistakis@ath.forthnet.gr">yktistakis@ath.forthnet.gr</a> <a href="mailto:yktistakis@yahoo.gr">yktistakis@yahoo.gr</a>  12, Valaoritou Street, 10671 Athens tel: +30 6944 452761 (mobile) tel: +30 210 3618966 fax: +30 210 3634437 <a href="http://www.hlhr.gr">www.hlhr.gr</a>	10-11 November/ Thessalonik i	23-24 February Athens	10 April
Hungary	Hungarian Helsinki Committee Att. Zsofi Moldova <a href="mailto:zsofi.moldova@helsinki.hu">zsofi.moldova@helsinki.hu</a>  Bajcsy-Zsilinszky út 36-38 1054 Budapest <a href="http://www.helsinki.hu">www.helsinki.hu</a>	24-25 September	29-30 January	22 January 08
Iceland	Icelandic Human Rights Center Att. Guðrún D. Guðmundsdóttir <a href="mailto:icehr@humanrights.is">icehr@humanrights.is</a>  Hafnarstræti 20, 2. hæð 101 Reykjavík Tel: + 354 552 27 20 Fax: + 354 552 27 21 <a href="http://www.humanrights.is">www.humanrights.is</a>		14 April	
Italy	ufficio immigrazione ARCI Att. Aida Nahum <a href="mailto:nahum@arci.it">nahum@arci.it</a>  via dei Monti di Pietralata, 16 00151 Roma – Italy Tel. +39 0641609217 and +39 0641609 <b>Other contact persons:</b> Giusi Palomba Barbara Alabruzzo Alessandra Capodanno: <a href="http://www.arci.it">www.arci.it</a>	19-20 October	7-8 March	15 February 08

Country	National Training NGOs Contact Information for the seminars	Dates AD seminars 2007	Dates AD seminars 2008	Dates DM seminars 2007/2008
Ireland Diversity Seminar	AkiDwa <a href="http://www.akidwa.ie">www.akidwa.ie</a>  Nobuhle Nduka <a href="mailto:info@akidwa.ie">info@akidwa.ie</a> <a href="mailto:nobuhle_nduka@yahoo.co.uk">nobuhle_nduka@yahoo.co.uk</a>			4 April 08
Latvia	Latvian centre for Human Rights and Ethnic Studies (LCHRES) Att. Ilze Brands Kehris <a href="mailto:ibk@humanrights.org.lv">ibk@humanrights.org.lv</a>  13 Alberta street 7th floor Riga LV-1010 Latvia Tel: +371 7039290 Fax: +371 7039291 <a href="http://www.humanrights.org.lv">www.humanrights.org.lv</a>	20-21 November	18-19 March	09 February 08
Lithuania	Lithuanian Centre for Human Rights Att. Edita Zobiene <a href="mailto:ziobiene@takas.lt">ziobiene@takas.lt</a>  A. Smetonos g. 2/11 Vilnius LT-01115 Lietuva Tel. : (8 5) 262 88 58 Fax: (8 5) 262 89 60 <a href="mailto:info@lchr.lt">info@lchr.lt</a> <a href="http://www.lchr.lt">www.lchr.lt</a>	12-13 November	12-13 March	26 March 08
Luxembourg	Institut de Formation Sociale Att. Frederic Metz <a href="mailto:frederic.mertz@ci.rech.lu">frederic.mertz@ci.rech.lu</a>  5, avenue Marie-Thérèse L-2132 Luxembourg tél: +352 44743547 fax: +35244743229 <a href="http://www.ifs.lu">www.ifs.lu</a>	22-23 November		15 February 08
Malta	National Commission for the Promotion of Equality Att. Sina Bugeja <a href="mailto:sina.bugeja@gov.mt">sina.bugeja@gov.mt</a>  Flat 4, Gattard House, National Road, Blata l-Bajda HMR 02 Tel: (+356) 2590 3850 Fax: (+356) 2590 3851 <a href="http://www.equality.gov.mt">www.equality.gov.mt</a>	16-17 November	15-16 February	05 February 08

Country	National Training NGOs Contact Information for the seminars	Dates AD seminars 2007	Dates AD seminars 2008	Dates DM seminars 2007/2008
Netherlands	Art. 1 Dick Houtzager <a href="mailto:houtzager@art1.nl">houtzager@art1.nl</a>  Schaatsbaan 51 3013AR Rotterdam Tel: +31 (0)10 2010201 Fax: +31 (0)10 2010222 <a href="http://www.art1.nl">www.art1.nl</a>		3 April	19 March 08
Norway	Mangfold i Arbeidslivet – MiA Att. Eli Kristin Langset <a href="mailto:eli@mangfold.no">eli@mangfold.no</a>  Hausmannsgt. 23 Oslo Tel: (+47) 22 99 20 83 Fax: (+47) 22 99 20 81 MiA <a href="http://www.mangfold.no">www.mangfold.no</a>	9-10 November		
Poland	The Helsinki Foundation for Human Rights, Warsaw Att. Lukasz Bojarski <a href="mailto:L.Bojarski@hfhrpol.waw.pl">L.Bojarski@hfhrpol.waw.pl</a>  Helsińska Fundacja Praw Człowieka ul. Zgoda 11, 00-018 Warszawa Tel: (4822) 828 1008 (4822) 828 1008 (4822) 5564440 Fax : (4822) 5564450 e-mail: <a href="mailto:hfhr@hfhrpol.waw.pl">hfhr@hfhrpol.waw.pl</a> <a href="http://www.hfhrpol.waw.pl">www.hfhrpol.waw.pl</a>	19-20 November	29 Febr-1 March	28 February
Portugal	IED - Instituto de Estudos para o Desenvolvimento Att. Alexandra Rosado <a href="mailto:rosadoalexandra@clix.pt">rosadoalexandra@clix.pt</a>  Av. Eng. Arantes e Oliveira, nr, 5 – 3.º B 1900-221 Lisboa Portugal <a href="http://www.ied-pt.org">www.ied-pt.org</a>	26-27 October/ Lisbon	23-23 February	12 February
Romania	Center for Legal Resources, Bucharest Att. Iustina Ionescu <a href="mailto:iionescu@crj.ro">iionescu@crj.ro</a>  <a href="http://www.cjr.ro">www.cjr.ro</a>	8-9 November	6-7 March	24 January
Slovakia	Občan a demokracia (Citizen and Democracy) Att. : Sarlota Pufflerova <a href="mailto:pufflerova@oad.sk">pufflerova@oad.sk</a>  Ul. 29. augusta 38 81109 Bratislava <a href="http://www.oad.sk">www.oad.sk</a>	22-23 November	6-7 March (t.b.c.)	12 February

Country	National Training NGOs Contact Information for the seminars	Dates AD seminars 2007	Dates AD seminars 2008	Dates DM seminars 2007/2008
Slovenia	Peace Institute, Ljubljana Att: Neza Kogovsek <a href="mailto:neza.kogovsek@mirovni-institut.si">neza.kogovsek@mirovni-institut.si</a>  Metelkova ulica 6 1000 Ljubljana tel +386 (0)1 234 7720 Fax: +386 (0) 1 234 7722 <a href="http://www.mirovni-institut.si">www.mirovni-institut.si</a>	19-20 September	12-13 March	17 January
Spain	Fundacion Luis Vives Att. Alia Cahin <a href="mailto:a.chahin@fundacionluisvives.org">a.chahin@fundacionluisvives.org</a>  Plaza de Oriente, 7 28013 Madrid Tel: +34 91 540 0878 Fax: +34 91 541 9052 <a href="http://www.fundacionluisvives.org">www.fundacionluisvives.org</a>	27-28 September	27-28 March	26 February
Sweden	Swedish Centre Against Racism Centrum mot Rasism (Center Against Racism) Att. Sofia Sternevald <a href="mailto:sofia.sternevald@cmr.nu">sofia.sternevald@cmr.nu</a>  Karlavagen 112, 4 <sup>th</sup> floor (contact number for delivery person to call on delivery: 070-428 33 73) SE-115 26 Stockholm  Box 24252, 10451 STOCKHOLM Tel: +46 8310860, +46 704283373 <a href="http://www.centrummotrasism.nu">www.centrummotrasism.nu</a>	27-28 October	26-27 January	24 January
Turkey	IHD (Human Rights Association- Insan Haklari Dernegi). Att.: Levent Korkut <a href="mailto:lkorkuty@yahoo.com">lkorkuty@yahoo.com</a>  President: Hüsni ÖNDÜL Tunalıhilmi Cad. 104/4 Kavaklıdere ANKARA Tel: 00 90 312 466 49 13 Fax: 00 90 312 466 49 14 e-mail: <a href="mailto:ihd@ihd.org.tr">ihd@ihd.org.tr</a> <a href="http://www.ihd.org.tr">www.ihd.org.tr</a>			29 April 08
UK	The Runnymede Trust Att. Sara Isal <a href="mailto:sarah.isal@runnymedetrust.org">sarah.isal@runnymedetrust.org</a>  7 Plough Yard Shoreditch London EC2A 3LP Tel: +44 (0) 20 7377 9222 Fax: +44 (0) 20 7377 6622 <a href="http://www.runnymedetrust.org">www.runnymedetrust.org</a>	21-22 November/ London	8-9 April	27 February

**Annex 2: summary of participant lists per country**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
1	<b>SUMMARY PARTICIPANT LISTS ANTI-DISCRIMINATION SEMINARS</b>																					
2																						
3																						
4		COUNTRY	Number of participants	Male (1)	Female (1)	organisation in capital (1)	organisation outside capita (1)	Legal activities (1)	Non-legal activities(1)	Race or ethnic origin (1)	Age (1)	Disability (1)	Religion or belief (1)	Sexual orientation (1)	Awareness raising (1)	Support to individual victims (1)	Litigation (1)	Monitoring policy and law (1)	Invited (1)	Application (1)	NGO (1)	Trade union (1)
5																						
6	OMS SEM 1	AT	28	6	22	27	1	6	22	18	15	15	16	14	23	15	10	17	0	26	16	6
7		EL	37	20	17	0	37	15	11	8	1	2	11	2	3	24	5	4	0	0	22	13
8		DE	17	5	12																	
9		DK	34																			
10		EL	37																			
11		ES	45	13	32	21	8	29	39	33	3	8	6	6	42	24	5	23	30	15	44	1
12		FI	44	11	33	32	13	16	27	36	20	19	24	18	43	27	15	28	24	19	35	9
13		FR	39	18	21	9	29	12	27	31	19	21	22	18	34	23	18	28	4	35	24	11
14		IT	38	7	31	2	35	19	21	25	11	15	20	12	19	21	13	17	12	23	29	8
15		LU	24	5	19	13	9	15	8	11	12	16	4	6	14	14	11	9	8	10	23	0
16		NL	0																			
17		PT	32	10	22	24	8	6	22	21	16	24	17	19	32	26	10	23	32	0	25	3
18		SE	33	14	19	14	20	10	33	31	16	21	22	20	31	24	12	29	33	33	30	3
19		UK	48	12	36	32	15	23	31	42	31	35	31	30	39	32	25	40	25	23	33	14
20	OMS SEM 2	AT	16	3	13	4	12	5	11	12	8	10	12	7	12	6	7	8	0	15	9	0
21		AT	13	5	8	12	1	0	7	6	1	6	8	2	12	11	3	4	0	13	11	0
22		EL	33																			
23		DE	40	20	20	12	28	4	32	34	17	18	29	17	34	29	14	22	28	11	30	10
24		ES	52	12	40	49	8	25	32	22	11	27	11	11	30	19	15	14	0	0	38	6
25		FI	40	8	32	26	14	15	25	35	19	21	23	18	40	26	14	30	21	19	32	8
26		FR	42	16	26	21	21	10	28	33	19	22	18	23	35	20	14	27	0	42	26	16
27		IT	49	19	30	13	36	5	33	36	4	12	10	9	42	29	12	19	18	27	32	9
28		NL	18																			
29		PT	28	10	18	20	9	13	11	19	18	23	16	20	29	22	8	23	29	29	20	8
30		SE	38																			
31		UK	32	14	18	11	16	7	23	25	18	17	18	18	29	24	12	27	11	20	21	10

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
3										Grounds of discrimination					Type of involvement:							
4		COUNTRY	Number of participants	Male (1)	Female (1)	organisation in capital (1)	organisation outside capita (1)	Legal activities (1)	Non-legal activities(1)	Race or ethnic origin (1)	Age (1)	Disability (1)	Religion or belief (1)	Sexual orientation (1)	Awareness raising (1)	Support to individual victims (1)	Litigation (1)	Monitoring policy and law (1)	Invited (1)	Application (1)	NGO (1)	Trade union (1)
32	EFTA-EES	IC	38	14	24	32	6	14	24	20	11	21	14	12	33	19	6	26	16	20	27	9
33		NO	36																			
34	NMS SEM 1	BG	59	24	35	19	39	2	58	42	21	35	25	21	56	46	29	32	23	37	43	16
35		CY	42																			
36		CZ	24	8	16	8	13	13	13	17	7	17	3	8	20	15	3	8	10	13	23	0
37		EE	34	11	23	17	22	9	30	24	18	16	14	8	29	18	7	17	16	17	30	3
38		HU	44	23	21	23	21	23	21	21	4	11	3	3	39	31	20	24	22	20	31	11
39		LV	23	9	14	11	11	13	10	6	14	12	4	3	17	6	4	9	8	14	16	6
40		MT	40	14	26	0	0	24	16	19	26	26	18	19	29	24	4	26	21	19	30	5
41		LT	24	5	19	13	9	15	8	11	12	16	4	6	14	14	11	9	8	10	23	0
42		PL	45	18	27	12	33	33	29	23	27	31	25	21	42	37	29	28	0	45	25	18
43		RO	40	14	26	11	29	19	30	30	21	26	19	13	37	29	10	20	2	37	28	9
44		SI	37	9	28	21	16	19	18	28	22	22	22	16	25	28	18	25	22	14	15	18
45		SK	49	11	38	14	35	21	43	21	34	28	11	11	41	24	11	14	49	47	37	12
46	NMS SEM 2	BG	32	11	21	2	27	2	30	14	8	21	10	4	30	22	9	17	12	18	31	0
47		CY	20	12	8	12	10	3	12	8	6	10	8	7	12	7	2	7	18	0	11	2
48		CZ	37	19	18	15	22	18	25	25	14	14	9	12	29	16	12	14	17	19	32	4
49		EE	24	9	15	7	17	7	23	14	14	12	6	3	21	16	7	12	5	6	24	0
50		HU	37	14	23	15	18	11	23	14	8	12	4	5	26	18	11	15	30	2	32	2
51		LV	33	13	20	12	19	18	13	15	17	18	10	7	27	14	6	13	21	31	24	7
52		MT	31	12	19	0	0	16	16	15	21	25	16	15	23	15	3	24	18	13	20	4
53		LT	31	7	24	14	15	15	14	16	18	24	10	12	22	16	14	11	8	16	30	0
54		PL	29	8	21	11	18	20	23	20	18	22	20	14	29	23	21	23	0	0	20	9
55		RO	47	19	28	20	28	25	32	29	18	31	15	18	43	32	13	21	10	37	35	9
56		SI	29																			
57		SK	49	11	38	12	37	20	47	26	25	30	9	11	29	28	15	15	49	49	46	1
58																						
59	TOTAL		1791	523	1001	643	765	595	1001	936	643	812	597	519	1216	914	488	802	660	844	1133	280
60																						
61				34%	66%	42%	50%	39%	66%	61%	42%	53%	39%	34%	80%	60%	32%	53%	43%	55%	74%	18%

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	SUMMARY PARTICIPANT LISTS NATIONAL DIVERSITY MANAGEMENT SEMINARS												
2													
3	Type							Size organisation					
4		COUNTRY	Number of participants	Male (1)	Female (1)	Company (1)	Public service provider (1)	Training or consulting comp (1)	1 - 9 (1)	10 - 49 (1)	50 - 249 (1)	250 - 400 (1)	500 + (1)
5													
6	OMS	AT	45	12	33	27	8	7	0	35	6	1	1
7		BE-FR	23	8	15	8	3	9	0	0	0	0	0
8		BE-NL	27	8	19	12	3	11	0	0	0	0	0
9		EL	27	13	14	16	4	6	0	5	10	1	10
10		DE	59	22	37	18	11	28	13	11	4	1	21
11		DK	42	10	32	0	0	0	0	0	0	0	0
12		ES	60	28	32	24	29	5	10	9	17	13	8
13		FI	51	7	44	7	41	3	1	6	9	4	31
14		FR	70	12	58	43	5	8	9	2	5	5	37
15		IE	16	2	14	8	1	3	0	0	0	0	0
16		IT	25	9	16	14	3	2	1	7	8	3	4
17		LU	31	13	18	15	8	4	7	3	6	2	10
18		NL	90	27	63	25	48	25	29	15	8	10	28
19		PT	28	10	18	12	16	5	0	0	0	0	0
20		SE	60										
21													
22													
23	NMS	BG	48	5	43	27	4	18	21	8	8	4	5
24		CY	39	19	20	20	18	1	3	4	10	1	22
25		CZ	24	3	21	6	5	13	3	8	2	6	1
26		EE	27	6	21	17	4	6	7	5	6	4	3
27		HU	25	8	17	19	1	5	9	5	3	1	7
28		LV	9	3	6	12	1	1	5	2	2	4	4
29		LT	23	12	11	14	6	1	1	1	0	1	0
30		MT	69	34	35	31	32	7	9	11	28	13	10
31		PL	34	12	22	16	10	8	12	6	8	2	4
32		RO	57	11	46	43	2	10	0	17	15	7	16
33		SI	56	12	44	38	8	10	0	0	0	0	0
34		SK	25	6	19	8	9	8	3	5	8	3	4
35													
36		TU	37	8	29	31	4	2	2	6	5	7	17
37													
38	TOTAL		1127	320	747	511	284	206	145	171	168	93	243
39													
40				30%	70%	48%	27%	19%	14%	16%	16%	9%	23%

**Annex 3: summary of evaluation results participants per country**



		Q 1	Q2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12	Q 13	Q 14	Q15	Q16	Q 17	Q 18	Q 19		
		Total forms	I was aware of the participant profile for this seminar	I had the necessary knowledge and skills	I was well informed about the objectives of this seminar	This seminar lived up to my expectations.	The content is relevant to my job.	The objectives are clear to me.	The activities stimulated my learning	The activities gave me sufficient practice and feedback	The difficulty level is appropriate.	The pace is appropriate.	The trainers were well prepared.	The trainers were helpful	The training facility at this site was comfortable	The training facility at this site provided everything I needed to learn	The training venue was equipped for wheelchair access	The meals and refreshments provided were good	The materials provided were relevant and useful	The objectives of this seminar were accomplished	I will be able to use what I learned in this seminar	AVERAGE
EFTA	IS	22	4,3	4,1	4,3	5,0	4,5	4,9	4,4	4,4	4,3	4,6	4,8	4,4	4,9	4,7	5,0	4,7	4,9	4,3	4,6	4,6
																						0,0
NMS	BG	41	4,0	4,0	4,0	5,0	5,0	4,0	5,0	4,0	4,0	5,0	5,0	4,0	4,0	4,0	4,0	5,0	5,0	5,0	4,0	4,4
SEM 1	CY	10	3,5	4,5	4,5	4,8	4,8	4,0	4,5	4,8	4,0	4,3	4,8	4,5	4,5	4,0	4,7	4,7	4,6	4,8	4,8	4,5
	CZ	20	4,5	4,9	4,8	3,5	3,2	4,8	3,3	3,1	3,0	4,1	4,5	4,8	4,7	4,8			4,6	3,9	3,5	4,1
	EE	23	4,2	3,6	4,0	4,6	4,4	4,6	4,7	4,4	4,6	4,6	5,0	4,9	4,4	4,5			4,7	4,4	4,2	4,5
	HU	34	4,2	3,9	4,1	4,5	4,4	4,6	4,7	4,6	4,3	4,1	4,8	4,2	4,7	4,6	4,8	4,6	4,8	4,5	4,7	4,5
	LV	21	4,5	3,9	4,4	4,3	4,5	4,5	4,4	4,3	4,4	4,4	4,8	4,7	4,7	4,8	4,6	4,6	4,7	4,4	4,6	4,5
	MT	28	3,0	4,0	4,0	4,0	5,0	4,0	4,0	4,0	4,0	4,0	5,0	5,0	5,0	4,0	5,0	4,0	4,0	4,0	4,0	4,3
	LT	27	4,3	4,0	4,1	4,0	4,5	4,6	4,3	4,1	4,0	4,0	4,1	4,0	3,5	3,4	2,3	3,5	3,5	4,1	3,8	3,9
	PL	30	3,5	3,8	4,3	4,3	4,5	4,3	4,3	3,6	4,2	4,3	4,8	4,7	4,3	4,0	3,6	4,5	4,6	4,4	4,6	4,2
	RO	34	4,6	4,3	4,8	4,9	4,6	4,9	4,8	4,7	5,5	4,3	4,9	4,9	4,8	4,7	4,0	4,8	4,9	4,8	4,9	4,7
	SK	28	4,6	4,5	4,6	4,7	4,6	4,5	4,6	4,5	4,5	4,6	5,0	5,0	4,8	4,8	4,7	4,7	4,9	5,0	4,7	4,7
																						0,0
NMS	BG	50	4,0	4,0	5,0	5,0	5,0	5,0	5,0	5,0	4,0	4,0	5,0	5,0	4,0	5,0	4,0	5,0	5,0	5,0	5,0	4,7
SEM 2	CY	11	4,6	4,6	4,5	4,5	4,6	4,5	4,6	4,5	4,5	4,3	4,8	4,8	4,5	4,6	4,6	4,9	4,9	4,5	4,3	4,6
FOLLOW UP	CZ	20	4,3	4,8	4,6	4,3	4,5	4,7	4,5	4,9	3,5	3,5	4,6	4,7	4,9	4,7			4,5	4,2	4,3	4,4
	EE	20	4,5	3,8	4,1	4,8	4,4	4,9	4,9	4,7	4,7	4,8	4,6	4,8	4,7	4,7	5,0	4,5	4,7	4,1	4,2	4,6
	HU	28	4,6	4,6	4,5	4,7	4,3	4,8	5,0	4,6	4,7	4,5	4,9	4,9	4,8	4,8	4,8	4,9	4,7	4,4	4,6	4,7
	LV	27	4,9	3,9	4,6	4,6	4,7	4,7	4,8	4,4	4,7	4,7	4,8	4,5	4,7	4,9	5,0	4,8	4,7	4,7	4,7	4,7
	MT	20	4,0	4,0	5,0	5,0	5,0	5,0	5,0	4,0	5,0	5,0	5,0	5,0	5,0	5,0	4,0	5,0	5,0	4,0	5,0	4,7
	PL	26	4,1	4,0	4,6	4,2	4,4	4,4	4,6	4,0	4,2	4,3	4,8	4,6	4,4	4,5	3,9	4,0	4,6	4,4	4,2	4,3
	RO	36	3,9	4,4	4,3	4,1	4,3	4,4	4,5	4,3	4,4	4,3	4,8	4,7	4,6	4,5	2,5	3,8	4,6	4,4	4,4	4,3
	SI	22	4,1	4,2	4,2	4,4	4,5	4,4	4,2	4,6	4,4	4,3	4,5	4,7	4,5	4,5	4,1	4,5	4,5	4,5	4,0	4,4
	SK	35	4,4	3,9	4,4	4,4	4,4	4,6	4,4	4,1	4,2	4,2	4,8	4,8	4,4	4,3	4,0	4,2	4,6	4,6	4,3	4,4
	OMS SEM1		4,1	4,2	4,0	4,2	4,3	4,0	4,2	4,0	4,0	3,9	4,3	4,6	4,4	4,4	4,0	4,3	4,3	4,1	4,2	
	OMS SEM2		4,4	4,3	4,2	4,2	4,4	4,2	4,4	4,2	4,1	4,2	4,7	4,8	4,5	4,5	4,2	4,6	4,5	4,3	4,5	
	EFTA		4,3	4,1	4,3	5,0	4,5	4,9	4,4	4,4	4,3	4,6	4,8	4,4	4,9	4,7	5,0	4,7	4,9	4,3	4,6	
	NMS SEM1		4,1	4,1	4,3	4,4	4,5	4,4	4,4	4,2	4,2	4,8	4,7	4,5	4,5	4,0	4,6	4,6	4,5	4,5	4,3	
	NMS SEM2		4,3	4,2	4,5	4,5	4,6	4,7	4,7	4,5	4,4	4,4	4,8	4,8	4,6	4,7	4,3	4,5	4,7	4,4	4,5	
	TOT AVERAGE		4,2	4,2	4,3	4,4	4,4	4,4	4,4	4,2	4,2	4,2	4,6	4,7	4,5	4,5	4,2	4,7	4,5	4,3	4,4	

**Evaluation of the DM seminars by the participants**

Rating on a scale of 1 to 5 (1 equals 'strong disagree' and 5 equals 'strong agree')

		SEMINAR CONTENT					DESIGN					TRAINERS		ENVIRONMENT				MATE-RIALS	RESULTS		AVARAGE	
	Total forms	Q 1	Q2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10	Q 11	Q 12	Q 13	Q 14	Q15	Q16	Q 17	Q 18	Q 19		
		I was aware of the participant profile for this seminar	I had the necessary knowledge and skills	I was well informed about the objectives of this seminar	This seminar lived up to my expectations.	The content is relevant to my job.	The objectives are clear to me.	The activities stimulated my learning	The activities gave me sufficient practice and feedback	The difficulty level is appropriate.	The pace is appropriate.	The trainers were well prepared.	The trainers were helpful	The training facility at this site was comfortable	The training facility at this site provided everything I needed to learn	The training venue was equipped fpr wheelchair access	The meals and refreshments provided were good	The materials provided were relevant and useful	The objectives of this seminar were accomplished	I will be able to use what I learned in this seminar		
OMS	AT	27	3,7	4,2	3,6	4,3	4,2	4,0	4,2	4,1	4,5	4,3	4,7	4,6	3,7	4,0	1,8	4,4	4,4	4,2	4,3	4,1
	BE NL		2,3	3,5	3,0	3,3	3,6	3,1	3,5	3,5	3,5	3,5	4,0	4,0	4,3	4,3		4,1	4,0	3,3	3,5	3,6
	BE FR		2,0	4,2	4,0	4,2	4,4	4,0	4,4	4,0	4,1	4,1	4,8	4,7	4,6	4,6		4,4	4,1	4,2	4,4	4,2
	ES	36	3,4	4,0	3,8	3,8	4,0	3,9	3,9	3,9	3,9	3,6	4,0	4,0	3,7	3,6	3,6	3,3	3,4	3,6	3,5	3,7
	EL	19	4,0	4,0	3,0	5,0	3,0	5,0	4,0	3,0	5,0	3,0	5,0	5,0	5,0	5,0	5,0	3,0	5,0	3,0	5,0	4,7
	DK	21	3,7	4,1	3,9	4,0	4,2	3,8	4,0	3,9	4,0	4,0	4,7	4,6	4,8	4,4	4,3	4,3	4,3	4,1	3,6	4,4
	FR	32	3,5	4,3	3,8	4,0	4,0	3,8	3,8	3,0	3,8	4,0	4,3	4,3	4,3	3,8	3,0		4,0	4,0	4,0	3,9
	IE	16	2,5	4,3	3,7	4,3	4,6	3,8	4,1	4,3	4,3	4,2	4,5	4,8	4,3	4,3	4,3	3,9	4,2	4,3	4,6	4,2
	PT	28	3,0	4,0	3,0	4,0	4,0	3,0	4,0	4,0	4,0	5,0	4,0	5,0	5,0	4,0	4,0	5,0	5,0	5,0	4,0	4,2
																						0,0
NMS	BG	22	4,0	4,0	4,0	4,0	4,0	4,0	4,0	3,0	4,0	4,0	4,0	5,0	4,0	4,0	2,0	5,0	4,0	4,0	4,0	3,9
	CY	21	3,6	3,9	3,7	4,4	4,3	4,2	4,2	3,9	4,0	4,0	4,6	4,9	4,7	4,1	4,3	4,6	4,8	4,4	4,4	4,3
	CZ	17	2,8	3,2	3,6	3,7	4,7	4,5	4,3	4,7	4,5	4,1	4,2	4,6	4,8	4,3	4,8	4,9	4,7	4,1	4,5	4,8
	EE	12	2,8	3,2	3,1	3,8	3,6	4,5	4,5	3,8	4,4	4,6	4,6	4,8	4,4	4,6	5,0	4,4	3,8	4,6	4,2	4,1
	HU	20	3,7	4,0	3,7	4,8	3,9	4,5	4,3	4,4	4,2	4,5	4,9	5,0	5,0	4,7	4,2	4,2	4,1	4,7	4,4	4,4
	LV	14	4,3	3,0	4,0	4,4	4,1	4,4	4,4	3,9	3,9	4,5	4,6	4,7	4,5	4,6	3,2	4,7	4,5	4,2	4,2	4,2
	MT	48	5,0	4,0	4,0	5,0	5,0	4,0	5,0	4,0	4,0	4,0	5,0	5,0	5,0	5,0	5,0	5,0	4,0	4,0	4,0	4,5
	PL	9	3,5	4,4	4,3	4,2	4,7	4,3	4,5	3,4	3,9	4,0	4,7	4,5	4,9	4,9	4,6	4,3	4,7	4,1	4,3	4,3
	RO	28	3,4	4,1	3,5	3,9	4,3	4,1	4,0	3,8	3,8	4,0	4,4	4,4	4,8	4,7	3,6	4,5	4,3	4,1	4,3	4,1
	SI	29	4,1	4,2	4,6	4,7	4,4	4,4	4,4	4,4	4,6	5,0	4,9	4,9	4,8	4,7	4,9	4,7	4,7	4,6	4,6	4,6
	SK	15	3,8	3,7	3,9	3,7	4,1	4,5	4,3	3,7	3,9	3,9	4,5	4,5	4,7	4,5	4,4	4,6	4,5	4,3	4,3	4,2
																						0,0
	OMS		3,5	4,6	4,0	4,6	4,5	4,3	4,5	4,2	4,6	4,5	5,0	5,1	5,0	4,8	3,3	4,3	4,6	4,7	4,4	
	NMS		3,7	3,2	3,3	3,6	3,6	3,6	3,7	3,3	3,5	3,6	3,9	4,0	4,0	3,9	3,6	3,9	3,7	3,6	3,7	
	TOT AVERAGE		3,6	4,1	3,9	4,4	4,4	4,3	4,4	4,0	4,3	4,3	4,8	4,9	4,8	4,7	3,8	4,5	4,5	4,4	4,3	