Participa City

A simulation game to learn about discrimination

Game material for the scenario “Company“



https://participa-city.eu

Co-funded by the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them.

PARTICIPA CITY – Scenario “Company”



General information for the trainer

You find in this file all necessary material for playing the scenario “Company”. Before you start playing please read the trainer manual carefully.

- The station overview is for your information and shows you the characters in the scenario and if additional material is needed (one page).
- The description of the scenario is for your information and describes the initial situation before playing and the perspectives that are established in the scenario (one page).
- You find then a plan of how to arrange the scenario in the room and a big sign to indicate where the scenario is played in the room (two pages).
- Depending on the number of tables needed for the scenario, you find the different table displays.
- The next page shows the name tags for the players in this scenario – cut them out.

The following pages show the material for the participants:

- “Welcome to Participa City” is handed out to all players, but only at the beginning of the game before the first scenario is played since it is a general introduction to the game and the city. You find this information copied according to the number of players. If “company” is not the first scenario played, you can ignore these pages.
- Each player gets another two papers: one with the biography card, the second with information about the initial situation and the role that the player should play.
- Some players might get additional information. The person(s) concerned is/are indicated on the additional material and on the station overview.
- Depending on the size of your group, you will play two scenarios at the same time (parallel). Then, you can’t play the scenario “company” at the same time as “train station” or “sport” because some roles appear in both scenarios. It is important that each character in the game is played only by one player in all scenarios.
- If you play only one scenario at the same time and different scenarios subsequently, you can play any scenario without constraints. You have to keep in mind that there are role changes in this case and at the same time, some characters might stay in their role depending on the following station.
- It might be useful to use carton paper for printing.

SIMULATION GAME

PARTICIPA CITY – Company station overview



Characters

a. Mrs. Tatjana Iwanowa

b. Mr. Klaus Wagner

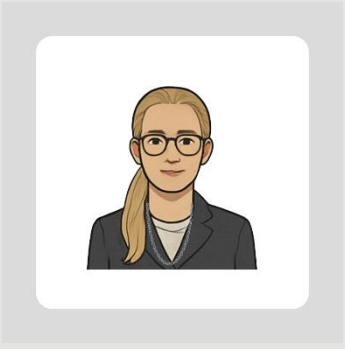
c. Mr. Michael Shitembi

d. Additional material

i. Application evaluation matrix and notes from Mr. Wagner on the applications for Mrs. Iwanowa, Mr. Wagner, Mr. Shitembi

ii. Study on diversity for Mrs. Iwanowa

iii. Tasks of the works council for Mr. Shitembi



MRS. TATJANA IWANOWA



MR. KLAUS WAGNER



MR. MICHAEL SHITEMBI

SIMULATION GAME

Material for the trainer

PARTICIPA CITY – Description of the scenario



Initial situation

The architecture firm “August and Partner” is proud of its good international reputation. Now a **new architect** is to be recruited. The company has a committed **works council**. It is made up of elected employee representatives. They stand up for the needs and interests of the workforce. In addition to many other tasks, they are also involved in filling vacancies. Today, the human resource manager, the managing director and a member of the works council have arranged to meet to discuss the **applications** received.

Depending on your plan, members of the Anti-Discrimination Advisory Board (ADB) might join the scenario.

Perspectives established in the station

- **Mrs. Tatjana Iwanowa, Human Resource Manager**: she wants to recruit exclusively on the basis of economic performance criteria and has herself experienced discrimination as a Russian German.
- **Mr. Klaus Wagner, Managing Director**: he is not affected by racism and generalizes a negative experience with a woman he classified as Arab/Muslim.
- **Mr. Michael Shitembi**, works council member: he denounces racism in the selection process and is himself affected by racism.

Game procedure

- You hand out the indicated material to the participants.
- First, there is a reading phase (approx. 10 minutes).
- Then, you give an acoustic signal, and the participants start playing the scenario (approx. 20 minutes).
- With the next acoustic signal, you end the conversation and ask the players to join the debriefing.

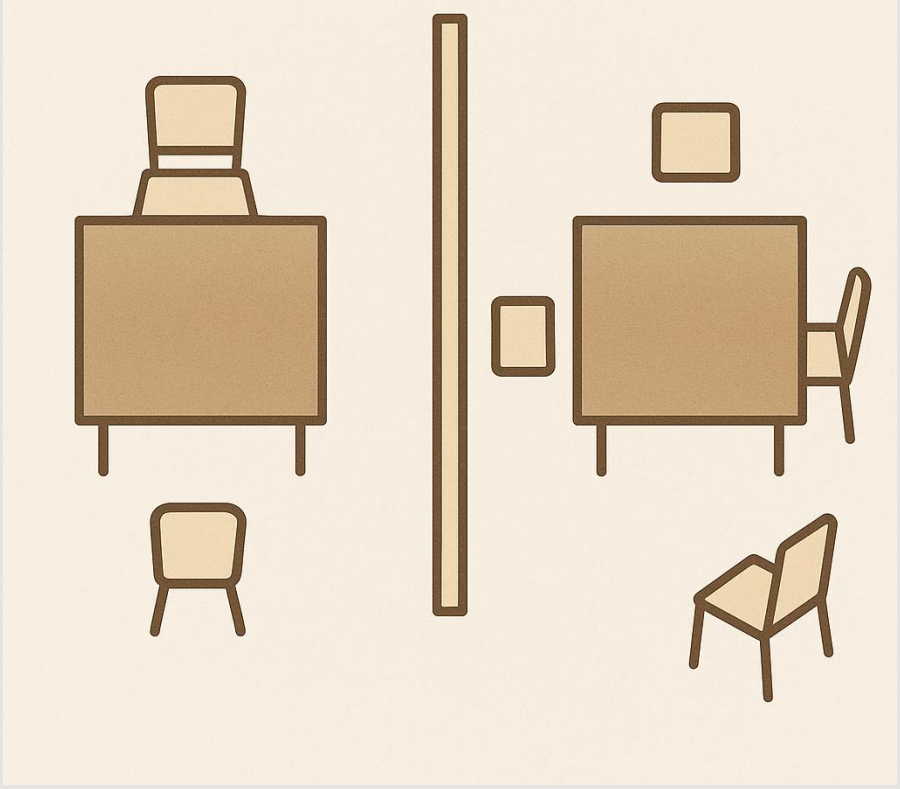
Material for the participants

- Mrs. Iwanowa: biography card + game instructions + additional material “application evaluation matrix” + additional material “study on diversity”.
- Mr. Wagner: biography card + game instructions + additional material “application evaluation matrix”.
- Mr. Shitembi: biography card + game instructions + additional material “application evaluation matrix” + additional material “tasks of the works council”.

SIMULATION GAME

PARTICIPA CITY – Exemplified station setup

Material for the trainer

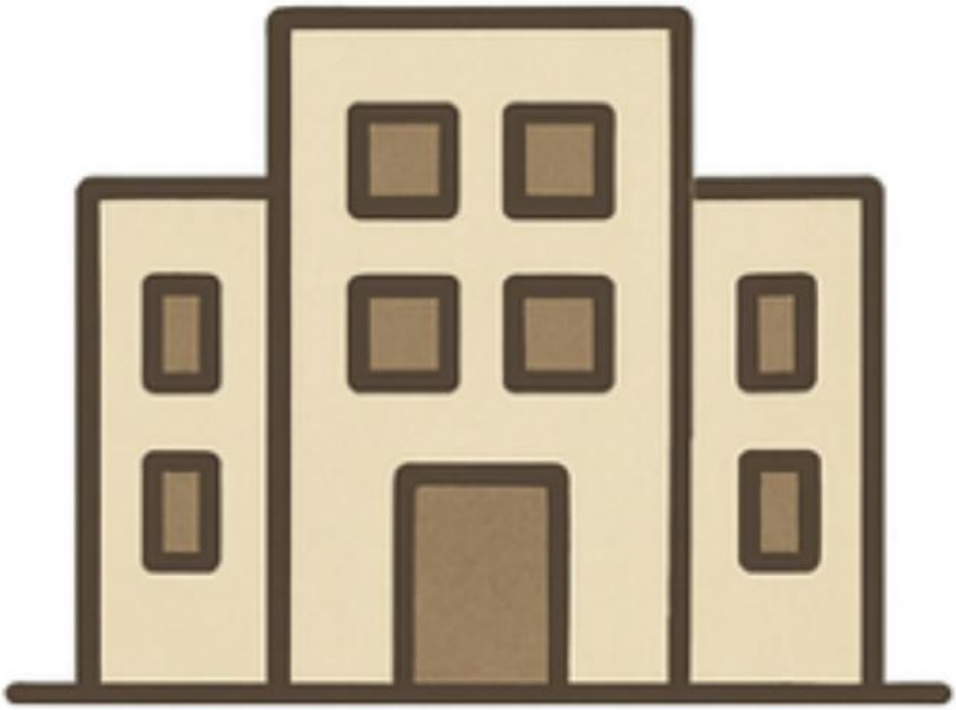


Either a room divider (pin board) or enough space so that the conversations do not disturb each other.

Additional chairs for ADB representatives might be necessary.

SIMULATION GAME

PARTICIPA CITY – Scenario Company



SIMULATION GAME



(fold here)

Company
Office works council – table 1
Mr. Michael Shitembi



At the beginning, Mr. Shitembi is sitting here and reads the application documents. Then, he is called for the discussion with the Head of Human Resources and the Managing Director (acoustic signal).



(fold here)

Company

Management office– table 2

Mrs. Tatjana Iwanowa and Mr. Klaus Wagner





At the beginning, Mrs. Iwanowa and Mr. Wagner are sitting here and discuss with each other (10 minutes). After the acoustic signal, they call Mr. Shitembi to the discussion.

PARTICIPA CITY – Scenario Company – Name Tags



MRS. TATJANA IWANOWA



MR. KLAUS WAGNER



MR. MICHAEL SHITEMBI

Material for participants

Welcome to PARTICIPA CITY

Introduction for all players

Participa City is a medium-sized town in Europe with approximately 100,000 residents. It is hardly different from other cities of this size. All types of schools are represented, as well as a University of Applied Sciences specializing in economics. The largest employer in the area is a metal processing company. Additionally, the town has ten sports clubs, a police headquarters, and two fire stations. There is also a neighbourhood considered a so-called “social hotspot”. This town district hosts institutions providing counselling services. Moreover, there are active **neo-Nazi structures**, whose members are primarily active in the surrounding areas but also occasionally make appearances in the city. For this reason, a round **table against right-wing tendencies** has been initiated and campaigns for more diversity are held regularly. According to studies conducted by the local University of Applied Sciences, approximately every second resident tends to hold prejudiced views against asylum seekers. And in 2019, an EU-wide Eurobarometer survey found that over half of Europeans believe racial or ethnic discrimination to be widespread in their country (Eurobarometer Discrimination in the EU 2019).

But something is different in this city:

After repeated attacks on local mosques, the situation escalated last year. Islamophobic slogans were repeatedly spray-painted on the walls of the city's largest Muslim place of worship. In response, the mosque's board decided to station a guard. Just a few days later, the guard was attacked and seriously injured. The perpetrators managed to escape and have been unsuccessfully sought ever since.

This incident sparked a broad debate on the issue of racism. The city council decided that the city should become **free of racism**. As a first symbolic step, the city was renamed Participa City. During the renaming ceremony, Mayor Calan stated: "Every person in this city should know that Participa City aspires to become a place free of discrimination!”. In Participa City, there are several political groups and initiatives. One of them gained significant attention by writing an open letter to the city council. In the letter, they called for a critical examination of the situation in Participa City regarding racism. At the following city council meeting, the issue was addressed as a top priority. The council members decided to establish an **Anti-Discrimination Advisory Board (ADB)**. Its members are selected randomly from among all residents. The board's findings are intended to help combat racism in the city.

We now want to visit places in the city where people from diverse backgrounds interact daily: for example, at schools, the employment agency, the train station, or sports and playgrounds. These encounters will allow us to identify the stumbling blocks on the path to a racism-free society. None of the participants should fear criticism of their behavior during the game: we are all here to learn how to recognize racism and discriminatory behavior in everyday life and develop strategies to counteract them. Unfortunately, in some instances, it will be necessary to reproduce racism to facilitate this learning process.

Have fun with the game!

Material for participants

Welcome to PARTICIPA CITY

Introduction for all players

Participa City is a medium-sized town in Europe with approximately 100,000 residents. It is hardly different from other cities of this size. All types of schools are represented, as well as a University of Applied Sciences specializing in economics. The largest employer in the area is a metal processing company. Additionally, the town has ten sports clubs, a police headquarters, and two fire stations. There is also a neighbourhood considered a so-called “social hotspot”. This town district hosts institutions providing counselling services. Moreover, there are active **neo-Nazi structures**, whose members are primarily active in the surrounding areas but also occasionally make appearances in the city. For this reason, a round **table against right-wing tendencies** has been initiated and campaigns for more diversity are held regularly. According to studies conducted by the local University of Applied Sciences, approximately every second resident tends to hold prejudiced views against asylum seekers. And in 2019, an EU-wide Eurobarometer survey found that over half of Europeans believe racial or ethnic discrimination to be widespread in their country (Eurobarometer Discrimination in the EU 2019).

But something is different in this city:

After repeated attacks on local mosques, the situation escalated last year. Islamophobic slogans were repeatedly spray-painted on the walls of the city's largest Muslim place of worship. In response, the mosque's board decided to station a guard. Just a few days later, the guard was attacked and seriously injured. The perpetrators managed to escape and have been unsuccessfully sought ever since.

This incident sparked a broad debate on the issue of racism. The city council decided that the city should become **free of racism**. As a first symbolic step, the city was renamed Participa City. During the renaming ceremony, Mayor Calan stated: "Every person in this city should know that Participa City aspires to become a place free of discrimination!”. In Participa City, there are several political groups and initiatives. One of them gained significant attention by writing an open letter to the city council. In the letter, they called for a critical examination of the situation in Participa City regarding racism. At the following city council meeting, the issue was addressed as a top priority. The council members decided to establish an **Anti-Discrimination Advisory Board (ADB)**. Its members are selected randomly from among all residents. The board's findings are intended to help combat racism in the city.

We now want to visit places in the city where people from diverse backgrounds interact daily: for example, at schools, the employment agency, the train station, or sports and playgrounds. These encounters will allow us to identify the stumbling blocks on the path to a racism-free society. None of the participants should fear criticism of their behavior during the game: we are all here to learn how to recognize racism and discriminatory behavior in everyday life and develop strategies to counteract them. Unfortunately, in some instances, it will be necessary to reproduce racism to facilitate this learning process.

Have fun with the game!

Material for participants

Welcome to PARTICIPA CITY

Introduction for all players

Participa City is a medium-sized town in Europe with approximately 100,000 residents. It is hardly different from other cities of this size. All types of schools are represented, as well as a University of Applied Sciences specializing in economics. The largest employer in the area is a metal processing company. Additionally, the town has ten sports clubs, a police headquarters, and two fire stations. There is also a neighbourhood considered a so-called “social hotspot”. This town district hosts institutions providing counselling services. Moreover, there are active **neo-Nazi structures**, whose members are primarily active in the surrounding areas but also occasionally make appearances in the city. For this reason, a round **table against right-wing tendencies** has been initiated and campaigns for more diversity are held regularly. According to studies conducted by the local University of Applied Sciences, approximately every second resident tends to hold prejudiced views against asylum seekers. And in 2019, an EU-wide Eurobarometer survey found that over half of Europeans believe racial or ethnic discrimination to be widespread in their country (Eurobarometer Discrimination in the EU 2019).

But something is different in this city:

After repeated attacks on local mosques, the situation escalated last year. Islamophobic slogans were repeatedly spray-painted on the walls of the city's largest Muslim place of worship. In response, the mosque's board decided to station a guard. Just a few days later, the guard was attacked and seriously injured. The perpetrators managed to escape and have been unsuccessfully sought ever since.

This incident sparked a broad debate on the issue of racism. The city council decided that the city should become **free of racism**. As a first symbolic step, the city was renamed Participa City. During the renaming ceremony, Mayor Calan stated: "Every person in this city should know that Participa City aspires to become a place free of discrimination!”. In Participa City, there are several political groups and initiatives. One of them gained significant attention by writing an open letter to the city council. In the letter, they called for a critical examination of the situation in Participa City regarding racism. At the following city council meeting, the issue was addressed as a top priority. The council members decided to establish an **Anti-Discrimination Advisory Board (ADB)**. Its members are selected randomly from among all residents. The board's findings are intended to help combat racism in the city.

We now want to visit places in the city where people from diverse backgrounds interact daily: for example, at schools, the employment agency, the train station, or sports and playgrounds. These encounters will allow us to identify the stumbling blocks on the path to a racism-free society. None of the participants should fear criticism of their behavior during the game: we are all here to learn how to recognize racism and discriminatory behavior in everyday life and develop strategies to counteract them. Unfortunately, in some instances, it will be necessary to reproduce racism to facilitate this learning process.

Have fun with the game!



MRS. TATJANA IWANOWA

You are 54 years old and have been working at the **architecture firm** “August and Partner” for many years. Thanks to your hard work and dedication, you were recently promoted to **Head of Human Resources.**

You came to Germany from Russia as a young woman at the age of 19, got married here and raised three children. You are very proud of your achievements and successes. Especially because you are aware of the fact that, as an immigrant, you usually have to work harder than most of your friends and colleagues.

You are regarded as the perfect example that with the necessary will and the right discipline, anything is possible, even for people with a **history of immigration**.



PARTICIPA CITY – Game instructions
“Company” for Mrs. Tatjana Iwanowa

Game procedure

- Identify yourself with the person from the biography card and these game instructions here as well as with the additional material to get familiar with the game situation.
- First, there is a reading phase to prepare yourself (approx. 10 minutes).
- After an acoustic signal, the discussion with Mr. Wagner and Mr. Shitembi begins (approx. 20 minutes).
- After another acoustic signal, the conversation ends and the trainer will ask you to join the debriefing.

The initial situation

The architecture firm “August and Partner” is proud of its good international reputation. Now, a **new architect** is to be recruited.

The company has a committed **works council**. It is made up of elected employee representatives. They stand up for the needs and interests of the workforce. In addition to many other tasks, the works council is also involved in filling vacancies. Today, as Head of Human Resources, you have made an appointment with Managing Director Klaus Wagner and works council member Michael Shitembi to discuss the **applications** received.

It is possible that members of the Anti-Discrimination Advisory Board (ADB) will join you.

Your role in the situation

As a newly appointed Head of Human Resources, you want to do your job as well as possible. You like the fact that you work in a company that has an international and cosmopolitan reputation.

It is therefore important to you that the most qualified candidate is chosen for the position. **Diversity criteria** also play a role for you: after all, studies show that diverse companies are usually in a better economic position (see also your additional material “study on diversity”).

You will have the application documents copied by your managing director as a basis for your decision. You can choose your favorite among these. However, the final decision is made by the managing director with whom you have a good relationship. This is partly because he has strongly supported your promotion. You don't want to jeopardize **this good relationship.**







MR. KLAUS WAGNER

You are 35 years old, have been partnered for many years and have no children. At a young age, you became **managing director** of your father's architecture firm “August and Partner”.

Studying business administration at a private university was easy for you. This is also where you met most of your friends, almost all of whom come from wealthy families and, like you, are **not affected by racism**.

One of your fellow students was a **Muslim woman** from the United Arab Emirates **who wore a headscarf**. You often had arguments with her during group and project work. You assume that cultural differences were the main reason for this.

In your free time, you are a passionate football player and proud captain of FC Participa City. You want to be as successful as possible with the club and are therefore very ambitious in your endeavours. You feel very comfortable here among your teammates, who have very diverse backgrounds.



PARTICIPA CITY – Game instructions
“Company” for Mr. Klaus Wagner

Game procedure

- Identify yourself with the person from the biography card and these game instructions here as well as with the additional material to get familiar with the game situation.
- First, there is a reading phase to prepare yourself (approx. 10 minutes).
- After an acoustic signal, the discussion with Mrs. Iwanowa and Mr. Shitembi begins (approx. 20 minutes).
- After another acoustic signal, the conversation ends and the trainer will ask you to join the debriefing.

The initial situation

The architecture firm “August and Partner” is proud of its good international reputation. Now a new architect is to be recruited. The company has a committed **works council**. It is made up of elected employee representatives. They stand up for the needs and interests of the workforce. In addition to many other tasks, the works council is also involved in filling vacancies. Today, as Managing Director, you meet with Head of Human Resources Tatjana Iwanowa and works council member Michael Shitembi to discuss the **applications** you have received.

It is possible that members of the Anti-Discrimination Advisory Board (ADB) will join you.

Your role in the situation

As Managing Director, you are responsible for ensuring that the company runs as smoothly as possible. You find this very responsible task challenging. You would prefer not to show your insecurities and lack of experience.

When filling a vacancy, it is important to you that the candidate who “causes the least trouble” is chosen, as you would rather not take any risks and hire a person who you think will fit in well with the company. You want to pay particular attention to ensuring that the employees in your company are a good “**cultural fit**.” In this way, you want to avoid potential conflicts within the team. The person should also make a trustworthy **impression on your customers.** You have carefully reviewed the application documents and made notes on the various candidates. You are of the opinion that you, as the responsible managing director, should make the final decision.







MR. MICHAEL SHITEMBI

Last week you celebrated your **50th birthday** with your family and numerous friends and colleagues. Among other things, you were delighted to see your two daughters, whom you have rarely seen since they came of age.

Your **parents**, a Black mother and a **white father**, came to Participa City from the former colony of German South West Africa (now Namibia) shortly after the Second World War. You were born here, grew up here and successfully studied **architecture.** After working for various architecture firms, you have now been an employee of “August and Partner” for about five years. You have been a member of the **works council** for two years.

You are considered to be very sociable and cosmopolitan: you have a large and diverse circle of acquaintances and are valued by many as a good friend.



PARTICIPA CITY – Game instructions
“Company” for Mr. Michael Shitembi

Game procedure

- Identify yourself with the person from the biography card and these game instructions here as well as with the additional material to get familiar with the game situation.
- First, there is a reading phase to prepare yourself (approx. 10 minutes).
- After an acoustic signal, the discussion with Mrs. Iwanowa and Mr. Wagner begins (approx. 20 minutes).
- After another acoustic signal, the conversation ends and the trainer will ask you to join the debriefing.

The initial situation

The architecture firm “August and Partner” is proud of its good international reputation. Now a **new architect** is to be recruited.

The company has a dedicated **works council**, of which you are also a member. It is made up of elected employee representatives. They stand up for the needs and interests of the workforce. In addition to many other tasks, the works council is also involved in filling vacancies. Today you have made an appointment with Head of Human Resources Tatjana Iwanowa and Managing Director Klaus Wagner to discuss the **applications** received.

It is possible that members of the Anti-Discrimination Advisory Board (ADB) will join you.

Your role in the situation

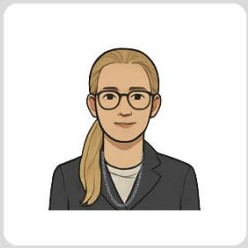
You have been a union member for many years and are passionate about good working conditions in your company. That's why you were elected to the works council two years ago. Unfortunately, you often find it difficult to work with the rather inexperienced managing director. You have already had to explain to him several times what **rights** you have as a **works council member** (see your additional material).

When filling a vacancy, it is important to you that the candidate who **objectively** best meets the recruitment criteria is selected. It is particularly important to you that no applicants are discriminated against in the process. As a member of the works council, you may refuse to approve the recruitment of a candidate if you can provide good reasons.

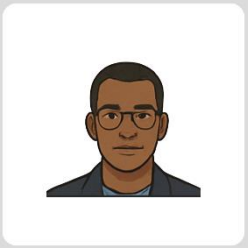




ADDITIONAL MATERIAL COMPANY
MRS. IWANOWA, MR. WAGNER, MR. SHITEMBI





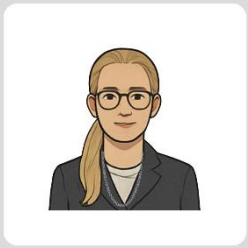


Application evaluation matrix

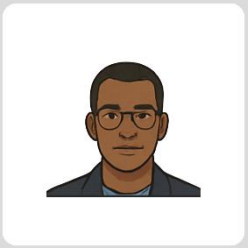
Qualifications	Applicant A	Applicant B	Applicant C
School/university degrees	19/25	23/25	22/25
German language skills	6/10	10/10	10/10
English language skills	2/10	10/10	6/10
IT skills	12/15	12/15	11/15
Driving licence	5/5	5/5	0/5
Professional experience	3/5	5/5	5/5
References	3/15	11/15	14/15
Professional trainings	3/10	8/10	7/10
Willingness to travel	5/5	5/5	5/5
Total	58/100	89/100	80/100

(Filled in by K. Wagner and T. Iwanowa)

ADDITIONAL MATERIAL COMPANY
MRS. IWANOWA, MR. WAGNER, MR. SHITEMBI





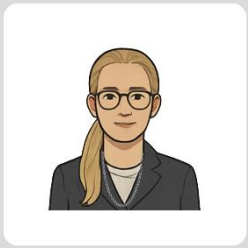


Application evaluation matrix

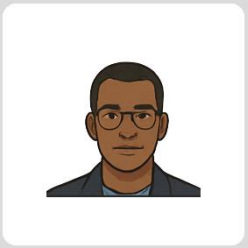
Qualifications	Applicant A	Applicant B	Applicant C
School/university degrees	19/25	23/25	22/25
German language skills	6/10	10/10	10/10
English language skills	2/10	10/10	6/10
IT skills	12/15	12/15	11/15
Driving licence	5/5	5/5	0/5
Professional experience	3/5	5/5	5/5
References	3/15	11/15	14/15
Professional trainings	3/10	8/10	7/10
Willingness to travel	5/5	5/5	5/5
Total	58/100	89/100	80/100

(Filled in by K. Wagner and T. Iwanowa)

ADDITIONAL MATERIAL COMPANY
MRS. IWANOWA, MR. WAGNER, MR. SHITEMBI





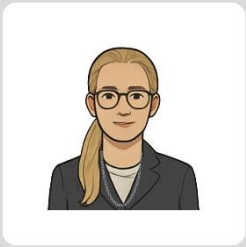


Application evaluation matrix

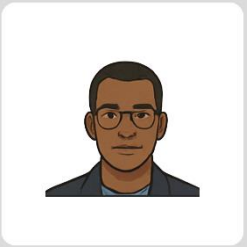
Qualifications	Applicant A	Applicant B	Applicant C
School/university degrees	19/25	23/25	22/25
German language skills	6/10	10/10	10/10
English language skills	2/10	10/10	6/10
IT skills	12/15	12/15	11/15
Driving licence	5/5	5/5	0/5
Professional experience	3/5	5/5	5/5
References	3/15	11/15	14/15
Professional trainings	3/10	8/10	7/10
Willingness to travel	5/5	5/5	5/5
Total	58/100	89/100	80/100

(Filled in by K. Wagner and T. Iwanowa)

ADDITIONAL MATERIAL COMPANY
MRS. IWANOWA, MR. WAGNER, MR. SHITEMBI







Notes from Mr. Wagner on the applications

Application A: Solid degree, hardly any references, hardly any suitable further training.

Conclusion: Possibly write again in the future if we are ever looking for young professionals.

Application B: Great degree, great English skills, reasonable references, suitable further training, professional experience!

Warning: Probably Muslim, because headscarf! Probably poorer German language skills than stated. Intercultural problems/conflicts in the company and with customers are also to be expected!

Conclusion: Better to reject, even if the score is the highest.

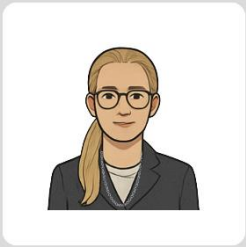
Application C: Good degree, average knowledge of English, suitable references, relevant further training.

Attention: Willingness to travel, but no driver's licence!

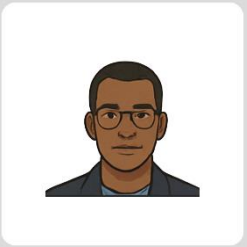
Conclusion: Hire!

Offer: Covering of costs and release from work for English language course and driving school.

ADDITIONAL MATERIAL COMPANY
MRS. IWANOWA, MR. WAGNER, MR. SHITEMBI







Notes from Mr. Wagner on the applications

Application A: Solid degree, hardly any references, hardly any suitable further training.

Conclusion: Possibly write again in the future if we are ever looking for young professionals.

Application B: Great degree, great English skills, reasonable references, suitable further training, professional experience!

Warning: Probably Muslim, because headscarf! Probably poorer German language skills than stated. Intercultural problems/conflicts in the company and with customers are also to be expected!

Conclusion: Better to reject, even if the score is the highest.

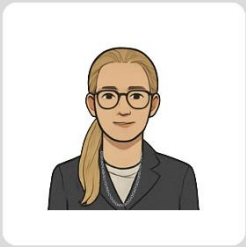
Application C: Good degree, average knowledge of English, suitable references, relevant further training.

Attention: Willingness to travel, but no driver's licence!

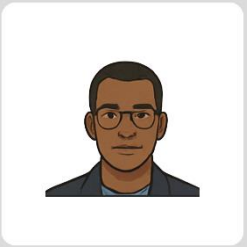
Conclusion: Hire!

Offer: Covering of costs and release from work for English language course and driving school.

ADDITIONAL MATERIAL COMPANY
MRS. IWANOWA, MR. WAGNER, MR. SHITEMBI







Notes from Mr. Wagner on the applications

Application A: Solid degree, hardly any references, hardly any suitable further training.

Conclusion: Possibly write again in the future if we are ever looking for young professionals.

Application B: Great degree, great English skills, reasonable references, suitable further training, professional experience!

Warning: Probably Muslim, because headscarf! Probably poorer German language skills than stated. Intercultural problems/conflicts in the company and with customers are also to be expected!

Conclusion: Better to reject, even if the score is the highest.

Application C: Good degree, average knowledge of English, suitable references, relevant further training.

Attention: Willingness to travel, but no driver's licence!

Conclusion: Hire!

Offer: Covering of costs and release from work for English language course and driving school.



ADDITIONAL MATERIAL COMPANY MRS. IWANOWA



Press release

12 Apr 2024

EY European DEI Index: companies in Europe are still behind in improving diversity, only 7% are building a real inclusive culture

(...)

Diversity, Equity and Inclusion (DEI) is increasingly considered a relevant part in companies' agenda all over the world, but only 7% of organizations are concretely and genuinely building a diverse and inclusive culture inside the workplace. This is what emerges from the EY European DEI Index, a new study carried out in collaboration with FT-Longitude that draws on the perspectives of 900 managers, from first-line management positions to the C-suite, and 900 non-managerial employees from nine European countries (Austria, Belgium, The Netherlands, Switzerland, Italy, Portugal, Spain, France, (...)

Organizations in Europe are still struggling in the pursuit of their DEI goals and in improving their diversity culture. One of the reasons might be that leadership teams are still not diverse enough: only 40% of the managers interviewed stated that they are members of underrepresented groups, while the percentage of non-managerial employees is 61%.

(...)

organizations with more diverse leadership teams are more likely than those with non-diverse leadership teams to have taken steps to improve several aspects of diversity, including cultural diversity (41% vs 36%), gender diversity (70% vs 57%) and LGBTQIA+ diversity (27% vs 22%).

(...)

Experiencing diversity directly helps better understand what is required to create an inclusive environment and, since leadership teams are still not diverse enough, organizations are failing to see how much work still has to be done and how much broader inclusiveness must be. In fact, although organizations have made some progress in areas where pressure for taking action has been sustained, like gender equity, one quarter of the surveyed organizations haven't taken any steps to improve cultural diversity, 36% haven't taken action on LGBTQIA+ diversity; and nearly two-thirds aren't addressing disability diversity (60%).

(...)



ADDITIONAL MATERIAL COMPANY MRS. IWANOWA



European companies don't make the grade: the DEI index score

In recent years, we have seen consistent growth in interest towards topics like gender equity, racism and accessibility. Many of these received a boost by global movements that to some extent helped businesses to understand the importance of improving their own culture, their internal processes and their brand. For real change to happen, though, it's important to track both progress made and concrete results obtained. To measure the progress in DEI, EY has produced the European DEI Index: a measurement system based on the analyzes of the data collected from this survey and, in particular, on how employees rated their organizations on two dimensions: the extent of a holistic DEI approach (e.g., different DEI dimensions) and the level of lived DEI culture. The companies interviewed were scored on a scale from 0 to 10 and the result is that, on average, European companies don't make the grade, scoring 5.69 out of 10.

Switzerland emerges as the highest-ranked country, with an average score of 6.0, followed by Spain (5.92) and Portugal (5.85), followed by Austria (5.68), The Netherlands (5.65) and Italy (5.63). Germany scores the lowest (5.44), closing with Belgium (5.48) and France (5.56).

(...)

7 lessons to get it right

Learning from top-performing companies in DEI, EY identified 7 lessons that all companies who want to improve their inclusiveness must learn:

Diversify the leadership: having diverse leadership is one of the characteristics of DEI Leaders (87% say their leadership is diverse vs 49% of other companies).

Invest more and better: DEI Leaders are 9% larger than other firms, based on average annual revenues, and they spend on average 25% more (compared to other organizations of same size) on DEI, demonstrating that increased investment brings better results. On average, DEI Leaders invest €5.45m on diversity initiatives every year, compared with €4.35m at other companies.

Promote transparency: 54% of DEI Leaders have a transparent process for assessing performance and salary, compared with 34% of other companies.

Get DEI on the Board's agenda: 16% of DEI Leaders have diversity leaders who report directly to the Board, compared with 12% in other organizations, meaning DEI works more visibly as a decision-maker and, therefore, is measurable.

A diverse hiring team: 45% of DEI Leaders ensure that their recruitment teams are diverse vs 38% in other organizations, and 47% of DEI Leaders say they adapt interviews to suit differently-abled candidates vs 32% in other organizations.

(...)

https://www.ey.com/en_ro/newsroom/2024/04/-ey-european-dei-index-companies-in-europe-are-still-behind



ADDITIONAL MATERIAL COMPANY
MR. SHITEMBI



The works council - tasks and rights

The European Commission fosters workplace representation through elected employee representatives not only at a national, but also at a transnational level. In 1994 the European Commission passed a directive on the establishment of a European works council or similar structures with the aim of informing and consulting employees in companies that operate at an EU level (European Commission 1994). This directive was renewed in 2009.

Workplace representation in different European countries is mixed and ranges from representation by either union bodies or works councils to both bodies co-existing at the same time. Both bodies are designed to protect the rights and interests of employees.

In Germany, the model of works council is strongly developed and has a long history. Beyond information and consultation of the employees, works councils have co-deciding rights.

Among others, the works council is responsible for making sure:

- laws and collective agreements are observed;
- nobody is discriminated against based on their gender, age, ethnic origin, religion, disability, worldview and sexual identity during hiring and promotion;
- and employees' views regarding improving the workplace are implemented.

The rights of the works council in the recruitment process are:

- The employer must inform the works council before any recruitment and submit the necessary application documents including all information about the person, the salary and the job description.
- The works council has to make sure that no law is violated by choosing a specific candidate and has to agree to the employment of the chosen candidate.

https://www.ifo.de/DocDL/dice-report-2015-4-oesingmann-december.pdf
https://library.fes.de/pdf-files/bueros/belgrad/08947.pdf

Participa City



Note on language and context: Our European project consortium has made every effort to use inclusive and sensitive language throughout these materials; however, linguistic and cultural differences between language versions may affect nuances of wordings, and we rely on users to apply the materials thoughtfully and sensitively in their own context so that they support reflection on discrimination without reproducing it.

Image generated using AI (Sora | Gemini) for illustrative purposes

https://participa-city.eu

Project N°: 2024-1-DE02-KA220-ADU-000255284

CC BY SA

Co-funded by the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them.