SENSENET

Enhancing diversity in social economy organisations and enterprises across the European Union – a state-of-the-art on existing practices

October 2018

SENSENET project, for Social Enterprises Sustabinability Network, aims to strengthen the skills of managers and human resources of social economic organisations in the management of diversity and its performance. This project, running from September 2017 to August 2020, is held in 5 countries (Denmark, France, Italy, Portugal and Romani) with 7 organisations listed below.

	www.aproximar.pt
	www.cpip.ro
	www.detlaerendefaengsel.org
	www.easi-socialinnovation.org

FACE Les entreprises contre l'exclusion	www.fondationface.org
FGB Fondazione Giacomo **Brodolini**	www.fondazionebrodolini.it
ibis iniciativa beira inovação social	-

The implementation of this project stems from an observation: the social economy organisations (SEOs) and enterprises (SEEs), if they have an ambition of social inclusion, do not have the necessary tools and skills to recruit and support in employment profiles from diversity. The Consortium's goal is to answer to this issue **by supporting SEOs and SEEs deal with diversity through the development and experimentation of adapted tools and trainings.**

The main outcomes of SENSENET project will be :
  - This publication : **a state of the art** identifying **existing practices**, in different European countries, focused on improving SEOs' managers and human resources performance by enhancing the potential of disadvantage workers. This report is an output of a pilot project. Thus, **all the results and observations presented here ensue from an exploratory research**. They will help the Consortium in developing the future tools presented below,
  - **a performance assessment tool**, to identify SEOs' managers and human resources' learning needs, provide guidelines and optional paths. This tool will facilitate SEOs' recruitments and will improve the performance management in these organisations,
  - **a learning programme**, easily accessible, providing SEOs' managers and human resources staff with effective learning paths, to upgrade or promote their diversity management, recruitment and staff management skills,
  - **a learning network model**, to provide a practical guide to support SEOs' managers and human resources staff to implement diversity and performance management.

Depending on national contexts, social economy is more or less structured, which makes it difficult in some countries to discover the innovative practices implemented and to have precise data available. Thus, **the Consortium does not pretend to be exhaustive in the content proposed**.

PREFACE

The promotion of representativity and equal opportunities for people from socially vulnerable groups has been in the matrix of Social Economy Organisations (SEOs) and Enterprises (SEEs) since ever. But do they themselves, internally, promote a diversity policy?

The Consortium of the SENSENET project, composed by seven organisations from five different countries of the European Union, aware of the difficulty in promoting diversity in SEOs and SEEs, **aims to contribute to the construction of tools and practices references to help managers and human resources managers in recruiting, hosting and retaining employees from vulnerable groups.**

The report "Enhancing diversity in social economy organisations and enterprises across the European Union - the state-of-the-art on existing practices" is the first intellectual output of the SENSENET project in which partner organisations conduct a national diagnostic of existing practices and their dissemination.

Surprisingly, despite widespread awareness of the need for more inclusive organisations, most are resilient in adopting new practices that contribute to better management of diversity.

The social economy sector should follow its purpose and be pioneer in promoting equal opportunities regardless of race, ethnicity, color, nationality, gender, gender identity, religion, age, sexual orientation, marital status, physical or mental disability, etc. and **be the lighthouse in the promotion of diversity.**

Given the societal changes we are seeing, Social Economy Organisations (SEOs) and Enterprises (SEEs) will only be able to contribute to a fairer and more equitable labor market when they themselves reflect the diversity that they advocate for the society.

The Social Economy Organisations (SEOs) and Enterprises (SEEs) drive their services to the society. By having different sectors represented within them, they approach and understand better all the publics that make up this collective.

Promoting diversity policies provides benefits to organisations and their employees. However, it is not enough to simply bring employees with different characteristics into the structures. It is necessary to create a welcoming environment to receive them, so that they can develop professionally and express their identities.

The objective of this report is two-fold : identifying innovative practices easily replicable from one country and context to another as well as formalizing some recommendations for the development of the future tools planned in SENSENET project.

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INTRODUCTION

The need for a fairer labour market

At the United Nations Conference on Sustainable Development in Rio de Janeiro in 2012, the Sustainable Development Goals (SDGs) were created, with an objective of setting universal goals to meet the urgent environmental, political and economic challenges facing our world[1]. Promoting equality between populations, in access to decent employment opportunities for instance, is one of the main pressing issues that the SDGs intend to solve, through the 5th goal on gender equality and the 8th goal on fostering decent work and economic growth. Ensuring equality between all is crucial **at a time where countries become more and more diverse, in societies as well as in the labour market**[2]. The increase of aging population, of women integrating the labour market, of groups defined by individual characteristics such as gender or sexual orientation and the rise in immigration in 2015-2016 are some of the many factors that strengthen the issue of integrating these populations. However, it is a fact that much more needs to be done **to ensure equality, non-discrimination and inclusive employability within our organisations, whether public or private, in the European Union and elsewhere**[3]. Our labor market generally does not reflect the reality of our societies. This alarming observation led, for instance, the European Commission to take actions by establishing a Diversity & Inclusion strategy to foster diversity within its staff, in 2017.

The potential role of social economy sector

Driver of social innovation, as well as of sustainable and inclusive growth, the social economy sector has a key role to play in the promotion of diversity in the labour market. This sector aims at improving the conditions of societies, by trying to find solutions to issues related to inequalities and the inclusion of excluded population, such as disabled persons, low-qualification workers, people from ethnic minorities, etc. Representing 13,6 million jobs across the EU[4] (EESC, 2016) and with its core value of integrating excluded publics, **the social economy sector should be more inclusive**, which makes it a key sector to handle this challenge of diversity and non-discrimination. However, social economy organisations and enterprises regret the inexistence of adapted tools to support them in helping and integrating the diverse publics.

Consortium approach

To tackle this issue of diversity within social economy organisations and enterprises, seven European organisations from Portugal, Denmark, Romania, Italy and France have joined forces around the SENSENET project. In some of these countries, recruitment and management processes including diversity remain an unexplored ground in social economy, lacking adequate tools and adapted training modules to be treated. Capitalizing on their national

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[1] www.undp.org
[2] International Diversity Forum, January 22nd, 2018 OECD, Issue Note
[3] European Agency for Fundamental Rights, *Fundamental Rights Report 2018*, 2018
[4] CIRIEC, *Recent evolutions of the Social Economy in the European Union*, 2016

differences and respective acceptations of diversity and social economy, **the organisations of SENSENET Consortium will work together to build tools and training modules bound for managers and human resources of social economy organisations (SEOs) and enterprises (SEEs), to enable them to deal with the recruitment, welcoming and retention in employment of vulnerable people**.

<u>**Report's objectives**</u>

The present publication is **an exploratory research at the national and European level on existing good practices to support SEOs and SEEs in managing diversity**. This report is the result of all the outcomes gathered by SENSENET partners which have approached several stakeholders at the local level and collected their practices but also their needs. It will present **encouraging practices**, on which basis SENSENET partners formulated **recommendations** to build accurate and efficient tools, sticking to SEOs and SEEs needs in terms of recruiting and managing diverse human capital to foster their performance.

I. Background of social economy and diversity in Europe

A. Definition of SEO/SEE

The definitions of Social Economy Organisation and Social Economy Enterprise are the basis for the work done by all the various entities connected to social economy, which has a great impact in terms of countries' development and growth. Each country has a specific approach and a different legal definition[5], reason why the theorical concepts of SEOs and SEEs will be presented at the European level. Indeed, the wide number of new emerging concepts around social economy reflects the lack of consensus about it, making it more difficult to recognize. According to Filho (2002)[6], differences between concepts are related to specific socio-politic contexts and interpretations about the role of these initiatives in society.

The Report carried out by CIRIEC in 2017 intended to study the recent evolution of the social economy in the European Union and its member states. **The Social Economy definition** proposed is:

"*The set of private, formally-organised enterprises, with autonomy of decision and freedom of membership, created to meet their members' needs through the market by producing goods and providing services, insurance and finance, where decision-making and any distribution of profits or surpluses among the members are not directly linked to the capital or fees contributed by each member, each of whom has one vote, or at all events are decided through democratic, participatory processes. The social economy also includes private, formally-organised entities with autonomy of decision and freedom of membership that produce non-market services for households and whose surpluses, if any, cannot be appropriated by the economic agents that create, control or finance them*"[7].

According to the same source, the principles of social economy are:
▪ The primacy of the individual and the social objective over capital,
▪ Voluntary and open membership,
▪ Democratic control by the membership (does not concern foundations as they have no members),
▪ The combination of the interests of members/users and/or the general interest,
▪ The defence and application of the principle of solidarity and responsibility,
▪ Autonomous management and independence from public authorities,
▪ Most of the surpluses are used in pursuit of sustainable development objectives, services of interest to members or the general interest.

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[5] The different legal definitions are available for each country in appendix 1 "Country profiles"

[6] Filho, G. C. d. F.,. *Terceiro Setor, Economia Social, Economia Solidária e Economia Popular: traçando fronteiras concetuais. Revista Bahia Análise e Dados*, Junho, 2002, Volume 12, pp. 9-19

[7] European Economic and Social Committee (EESC), Recent evolutions of the social economy in the European Union – Executive Summary, 2017

Social economy organisation (SEO)

According to the European Economic and Social Committee[5], **the "social economy concept" is widely recognized in countries like France** (that created the concept) **and Portugal**. In these countries, social economy is recognized at public, academic and economic level and there is a legal status given to specific entities such as cooperatives and mutualist associations. Countries like Italy, Denmark and Romania have a moderate level of recognition of the social economy concept, coexisting with concepts such as the non-profit sector, the voluntary sector and social enterprise.

Indeed, "Non-profit", "third sector", "civil society and voluntary sector", "corporate social responsibility", "social enterprises" and "social innovation" are concepts related to social economy that are used in EU countries.

Here are examples of social economy organisations in terms of statutes:
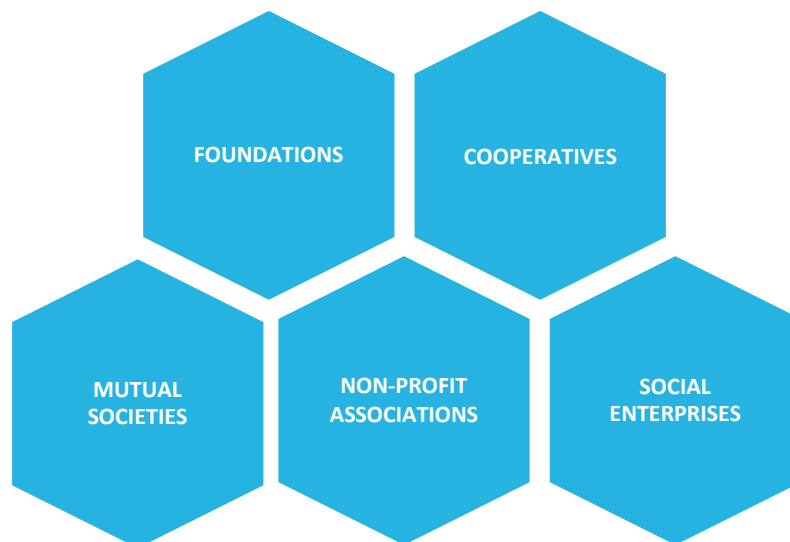
Social Economy Enterprise (SEE)

Social enterprise concept is related to the idea of **a new social entrepreneurship, concerning mostly cooperatives, with the creation of specific regulation**. According to the Department of Trade and Industry (2002), cited by Defourny, J. (2009), *"a social enterprise is a business with social goals which surplus are reinvested more in the activity or community than oriented to maximize profit to owners"*[8].

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[8] Defourny, J., *The other economy internacional Dictionary - Social Enterprise*, 2009, pp. 188-192

Despite the increasing interest across Europe about social enterprises, there's still much to learn about it, reason why the European Commission conducted a study in 2013 as a follow-up to Social Business Initiative (SBI).

The SBI definition incorporates the three key dimensions of a social enterprise[9]:
▪ "**An entrepreneurial dimension**, i.e. engagement in continuous economic activity, which distinguishes social enterprises from traditional non-profit organisations/ social economy entities (pursuing a social aim and generating some form of self-financing, but not necessarily engaged in regular trading activity)",
▪ "**A social dimension**, i.e. a primary and explicit social purpose, which distinguishes social enterprises from mainstream (for-profit) enterprises",
▪ "**A governance dimension**, i.e. the existence of mechanisms to 'lock in' the social goals of the organisation. The governance dimension, thus, distinguishes social enterprises even more sharply from mainstream enterprises and traditional non-profit organisations/ social economy entities".

Fig. 1 : The three dimensions of a social enterprise
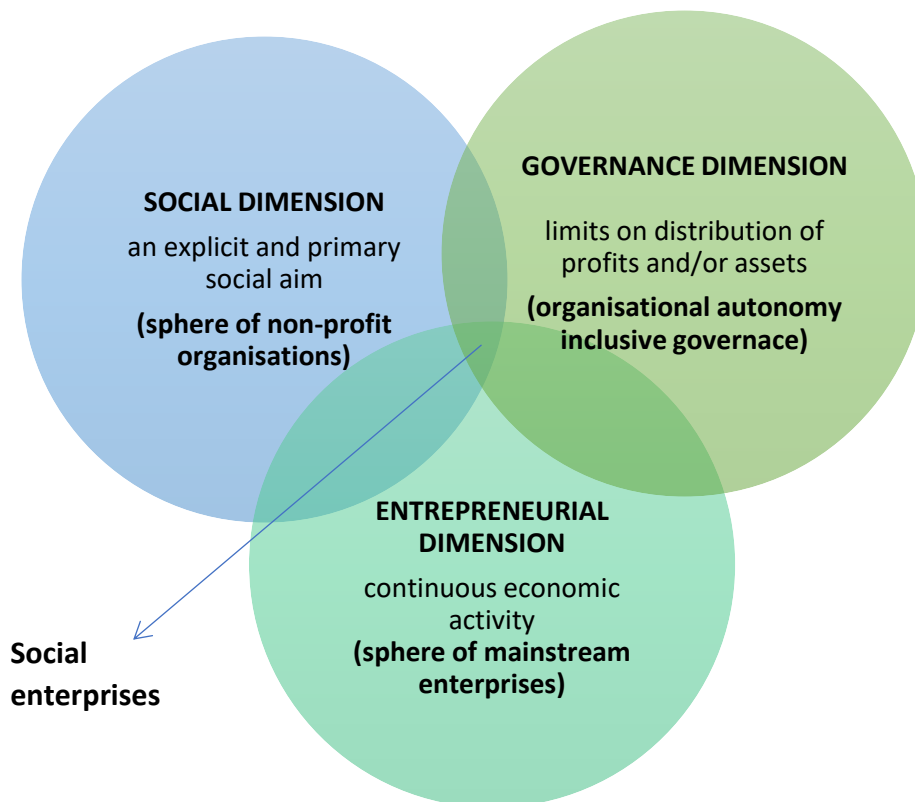
Besides other interesting results, the study operationalized the existing definition of social enterprise (distinguishing from other enterprises and social economy organisations). These are the set **criteria / conditions to become a social enterprise**:

▪ "The organisation must engage in economic activity: this means that it must engage in a continuous activity of production and/or exchange of goods and/or services;
▪ It must pursue an explicit and primary social aim: a social aim is one that benefits society;
▪ It must have limits on distribution of profits and/or assets: the purpose of such limits is to prioritise the social aim over profit making;
▪ It must be independent i.e. organisational autonomy from the State and other traditional for-profit organisations;
▪ It must have inclusive governance i.e. characterized by participatory and/or democratic decision-making processes".

This operational definition represents "the ideal type", as, in general, the enterprises share most of these conditions but not all of them, as mentioned in the conclusion of the study. Although the increasing of legal forms or legal status created in some countries (Italy or France, for example), there are still some entities that are "hidden among existing legal forms (…) such as associations, foundations, cooperatives or share companies"[5].

Over the past few years, some of the European countries have passed laws to regulate social economy with different approaches :
▪ New legal form by adapting existing cooperatives' legal forms (as France or Italy) or by recognizing social cooperatives (Portugal, for example),
▪ Creation of a legal status (as Denmark or Italy),
▪ Recognition of specific types of non-profits.

Social enterprises must deal with some barriers related to: difficulty to understand the concept; lack of specialized services; lack of legislative frameworks; access to markets; access to finance and lack of common mechanisms for measuring impact (2014)[10]. Although a growing interest in Europe about social enterprises, there still exist different legal, institutional and policy approaches among countries. This is a given fact that Consortium partners should take into account in their work.

B. Summary of EU context on social economy and current issues

European Social Economy in figures

In the European Union, social economy represents **over 2,8 million organisations and entities**, being 10% of European organisations. This sector provides **13,6 million paid jobs in Europe**, jointly with more than **82 million European people active through volunteering[11]**. These figures illustrate the importance of the social economy sector for the European economic development. This sector has proven its capacity of resilience through the various crises that hit Europe: economic, social and financial. Social economy's ability to create job opportunities at the local level and to contribute to territories' dynamism explain its resilience.

A sector in need of visibility and recognition in the EU

Despite the evidence of growth and contribution to the European economy, **social economy has remained, for a long time, hardly visible among civil society and European institutions**

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[10] European Commission (EC) – Employment, Social Affairs and Inclusion, 2014. *A map of social enterprises and their eco-systems in Europe European Commission – Executive Summary, 2014*
[11] CIRIEC, *Recent evolutions of the Social Economy in the European Union*, 2016

and has long been considered as a "plaster economy". The strike force of this economy is lower than other sectors, often more organized and with superior means, having a bigger impact capacity on public policies.

The diversity of actors and the lack of a common definition of social economy among Member States, as explained above in the present report, has long complicated the promotion and recognition of this sector at the European level, and prevented European institutions from seeing social economy development as a top priority to put on their agenda.

Over the past few years, a shift has been noticeable and must be strengthened. This is notably due to the involvement of the European Commission on the development of this growing sector. In 2011, three European Commissioners started the work through the **launch of the Social Business Initiative in 2011, aiming at building a favouring ecosystem for the development of social economy actors in Europe**. This first step drove several Member States, such as Spain, Greece, Portugal, France, etc. to implement national legislation to promote social economy. The Initiative has been followed by the creation of the **GECES, the Commission's expert group on social entrepreneurship**. In 2016, this group, composed of 70 members from different countries and created for six years (2012-2017), submitted a report[12] calling for concrete actions and giving 13 recommendations in favour of social economy, organized around four main topics:

- Increasing visibility and understanding of social enterprises;
- Helping social enterprises to access finance;
- Improving the legal environment;
- Driving economic growth and international development.

By its ambition to equip managers and human resources of social economy with tools to improve their skills in managing diversity, as well as the will to create a network of engaged organisation, the SENSENET project contributes directly to the first and fourth areas "increasing visibility and understanding of social enterprises" and "driving economic growth and international development". SENSENET project will enable actors to raise awareness on diversity but also on social economy and the challenges the sector currently faces at the national but also European level.

The submission of the GECES report led to the creation of **an internal task force within the European Commission**, composed of members from different Directorates-General, in January 2017. The group has defined five key areas of necessary work to foster the development of social economy:

- Access to funding;
- Access to markets;
- Improving framework conditions;
- Social innovation, technologies and new business models;
- International dimension.

If the creation of an interdisciplinary task force is a first step to instil a "social economy spirit" within the different policies prepared by the Commission, **social economy stakeholders regret the lack of an ambitious and coherent European action plan for the development of social economy, which still must be built[13].**

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[12] GECES, *Social enterprises and the social economy going forward*, October 2016
[13] Chorum & Pour La Solidarité, *Les actions de la Commission Européenne pour l'économie sociale en 2017-2018*, March 2018

The commitment of Member States for the promotion of social economy

If there is still much more to do to foster the development and acceptance of social economy in
Europe, some countries and institutions have already recognized the capacity of this sector to provide solutions to the challenges EU is currently facing. Over the past few months, European presidencies, such as Luxembourg and Slovakia, put the social economy on the agenda, which led to the signature of several Declarations[14]:

2014 The Rome Strategy "Unlocking the potential of the social economy for EU growth" (November 18, 2014)
➔ remind the crucial role of the social economy to stimulate sustainable growth, promote inclusion and welfare, and create partnerships, either at the local and national level.

2015 The Luxembourg Declaration, "A roadmap towards a more comprehensive ecosystem for social economy enterprises" (December 4, 2015)
France, Italy, Luxembourg, Slovak Republic, Republic of Slovenia, Spain
➔ state the importance of developing a common understanding of the social economy.

2015 The EU Council Conclusions, "The promotion of the social economy as a key driver of economic and social development in Europe" (December 7, 2015),
➔ invite Member States and the Commission to implement local strategies and programmes to foster the social economy, social entrepreneurship and social innovation, through constructive dialogues between stakeholders at the local and European levels.

2016 The Bratislava Declaration, "Social economy as a key player in providing effective answers to current societal challenges in the EU and the world" (December 1, 2016)
Cyprus, Slovenia, Romania, Italy, Slovak Republic, Luxembourg, Spain, Czech Republic, France, Greece,
➔ call for Member States to implement the GECES recommendations.

2017 The Ljubljana Declaration, "Scaling up social economy enterprises in SSE – towards stronger and structured cooperation between EU and South-East Europe" (April 25, 2017)
Slovenia, Croatia, Serbia, Bosnia and Hercegovina, Montenegro, Kosovo, Albania, Luxembourg,
➔ reinforce cooperation and the social economy network between the European Union and South-East Europe, especially on the answer to the emerging challenge of migrants and refugees.

2017 The Madrid Declaration, "The Social Economy, a business model for the future of the European Union" (May 23, 2017)
Spain, Luxembourg, Greece, Portugal, Italy, Romania, Slovenia, Malta, Bulgaria, Cyprus, Sweden
➔ call for a strong European impetus on the social economy in the political agenda of the EU, considering it a priority business model for a sustainable future in which social and economic cohesion prevails.

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[14] CIRIEC, *Recent evolutions of the Social Economy in the European Union*, 2016

In a nutshell, if the European institutions have started to integrate social economy in their political reflections over the past few years, a common action plan and definition of this sector at the European level is yet to be built.

C. Social economy country profiles

In order to understand the impact of Social Economy (SE) in countries' development and growth, the best way to analyse all results obtained from SENSENET partners' countries (Denmark, France, Italy, Portugal and Romania) in terms of SE frameworks is to compare them.

Framework of the social economy

First, **it is important to understand the different perspectives in terms of legal definitions of SE and of concepts attached**.

Looking at each of these countries in more detail, the frameworks on social economy are as follows :

COUNTRY	FRAMEWORK
Denmark	▪ The concept coexists with other concepts such as non-profitable sector, volunteering and social enterprise. ▪ Denmark has a specific legal framework: **"Act on Registered Social Enterprises".**
France	▪ The concept of social and solidarity economy coexists with concepts such as social entrepreneurship, sharing economy, circular economy, etc. ▪ France has a legal framework on **"Social and Solidarity Economy"** that defines SE, its structure and the network of SE actors, finance schemes and development of local cooperation.
Italy	▪ This country created the concept of social enterprise, connected to cooperatives, with a specific regulation. ▪ Italy has a specific law for social enterprises.
Portugal	▪ The definition of SE is connected to the definition of SEO. ▪ Portugal has a specific legal framework for cooperatives and mutualist associations.
Romania	▪ The concept of social economy coexist with concepts as: associations and foundations/cooperatives/ mutual help homes for pensioners. ▪ Romania has a legal framework for social economy that defines the concepts and regulates the status of "social enterprise" and "social reinsertion enterprise".

The laws mentioned above are all presented in Appendix 1.

A strong job provider sector

Because this sector employs a significant number of people, SE has an impact on countries' employment rates and, therefore, on national wealth production.

France	Italy	Denmark	Portugal	Romania
9,1%	6,88%	0,13%	5,6%	1,7%

Percentage of national population working in Social Economy sector in SENSENET partners' countries.

Data show that in all these countries, most of the employees of the social economy sector work in **social activities and sports, whereas the fields of education and healthcare provide less job opportunities.** To get complete and precise data, necessary to assess the impact of social economy on national economies, some governments use satellite accounts.

Concept of "Social Economy Satellite Account"

In some of the European countries, the existence of satellite accounts on social economy enable the periodic collection of data on SE activities, allowing consistent international comparisons.

Satellite accounts provide a framework linked to the central accounts and which enables attention to be focussed **on a certain field or aspect of economic and social life** in the context of national accounts; common examples are satellite accounts for the environment, or tourism, or unpaid household work[15]. **Social Economy Satellite Accounts give precise information on the weight of SE on national economy**, territorial analysis in terms of total number of SEOs in the country, type of SEOs, GVA and paid employment each type creates.

In Portugal, Italy and Romania, satellite accounts specific to social economy exist and enable the increasing visibility of this sector through the presentation of its added value for national economies. If, in Portugal and Romania, the satellite accounts refer to Social Economy, in Italy it focuses on Non Profit Institutions.
France and Denmark have not developed a satellite account proper to Social economy yet.

Satellite accounts, by demonstrating the importance of social economy on national development and growth, enable the increase of awareness on the necessity to equip SEOs and SEEs with sufficient means to do their work, valuable for societies. Despite the resilience of this sector and its increase in visibility, there are still big challenges to cope with at the national level.

Main challenges at the national level

In all the countries presented here, **some challenges specific to the social economy sector arise and have to be dealt with in the coming years to ensure the development of this sector** at the national levels :

- **In Portugal**, as in many countries, **population's aging and declining of birth rates are the main challenge.** Economic uncertainty has a toll in terms of pressure over the Portuguese Social Economy in general and SEOs in particular, which have to assist families in crisis and promote social integration of migratory flows. SEOs need to improve their methods in order to reach more people and be efficient, which may depend on new methods for human resources management (e.g. more qualified collaborators, continuous training, projects' elaboration and management, execution of strategic planning processes, etc.) and on measures to improve economic and social results (e.g. costs reduction);

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[15] OECD, Glossary of statistical terms, stats.oecd.org

- **In Denmark**, some challenges identified are to cancel the monopoly of municipalities on social economy to ensure a significant involvement of citizens to develop the field of social economy.
- **In France**, one big challenge is to make sure that SE sector will not evolve in a **market led sector**; especially as more and more private companies are competing with public utility structures on certain fields (such as older people support), at a time where public subsidies are **reducing and public "assisted contracts"**, which currently represents 7% of employees, are cut. Also, by 2025, **700 000 retiring people** will need replacement;
- **In Italy,** the main challenges in the next years are the persistence of high fragmentation in the sector, significant public funding constraints and the effective implementation of the 2017 Social Enterprises reform. The social economy sector has not benefited yet from the 2017 Social Enterprises Law reform as after two years from its enactment, most of the implementing decrees required to successfully implement the reform are yet to be issued by the government. Despite its importance in tackling several challenges in the sector, at this point, the 2017 reform is still mostly inapplicable and ineffective;
- **In Romania**, the employment of the most inactive Romanian population is a pressing issue to solve in order to reduce the number of people in poverty by 580 000 people by 2020.

Another challenge identified at the cross-countries level is the involvement of women in social economy. If they represent more than 68% of employees in this sector, the glass ceiling is strong in this sector, as they are less represented than men in jobs with high responsibility. Thus, another challenge is to foster the diversity of profiles, especially among executives and managers.

D. Legal framework on diversity in the European Union

Like the social economy concept, a common definition of diversity at the European level is missing. The definition of diversity is closely linked to the definition of discrimination as it ensues from this latter. The law, on the basis of the discrimination definition, defines the criteria on which it is illegal to discriminate.

The non-discrimination law in Europe is made up of a variety of sources, notably from the law of the Council of Europe (47 countries), from the one of the EU (28 Member States) and from the UN Human Rights treaties. In the timeline below, the focus is on the law of the EU.

"United in diversity": the official motto of the European Union, adopted in 2000, illustrates that the promotion of diversity – related to non-discrimination – is one of the founding principles of the European Union, as pointed out in its founding treaties.

Until 2000, non-discrimination law in the EU only applied to employment and social security, and only covered the ground of sex. However, the competence acquired after the Amsterdam Treaty led to the enacting of two major directives in 2000 as well as the revision of the existing provisions on sex equality.

1957 : Treaty of Rome (7th art.)

The EU aims to combat discrimination based on **sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation** when defining and implementing its policies and activities

1992 : Treaty of Maastricht (art.2)

The **non-discrimination principle is one of the fundamental values** of the Union.

1997: Amsterdam Treaty

The EU gains the ability to take action to combat **discrimination** on the grounds of **sex, race or ethnic origin, religion or belief, disability, age or sexual orientation.**

2000 : Racial Equality Directive

Focuses on the fight against discrimination on grounds of **race and ethnic origin, in the context of employment**, but **also in accessing education, the welfare system and social security**, as well as **goods and services.**

2000 : Employment Equality Directive

Focuses on the fight against discrimination **in employment on grounds of religion or belief, disability, age or sexual orientation.**

2000 : the EU Charter of Fundamental Rights

A legally binding instrument since 2009 only, it contains a list of **human rights** and emphasizes the importance of **the principle of equal treatment** in the EU legal order.

2004 : Gender Goods and Services Directive

Extends the scope of discrimination on **the ground of sex to the area of goods and services.**

2006 : Recast Directive on Gender Equality

On equal opportunities and equal treatment of women and men in employment and occupation. It has brought together some older directives. Contrary to discrimination based on race, the ground of sex is **limited to social security**, its protection does not guarantee equal treatment on social protection, access to healthcare and education.

Draft EU Horizontal non-discrimination Directive

Pending since 2008, this proposal made by the European Commission is willing to ban discrimination on the grounds of religion or belief, disability, age or sexual orientation in all areas of social life.

This Directive, proposed in 2008 by the European Commission, has still not been adopted as it is blocked in the European Council, where uninamity is required.

The Directives enacted by the EU set out goals that all the EU countries must achieve by enacting laws at the national level. National judges and prosecutors, when working on cases related to diversity and non-discrimination, are "required to apply the guarantees provided for under the European Convention on Human Rights (ECHR) and those under the EU non-discrimination directives"[16]. However, Member States are free to decide how to achieve these goals set by the EU. They can broaden the scope of non-discrimination at the national level. An example is the list of grounds of discriminations in the EU and among Member States. Currently, the **six grounds of discrimination strictly listed at the EU level** are the followings:

RACIAL OR ETCHNIC ORIGIN	RELIGION OR BELIEF	DISABILITY	AGE	SEXUAL ORIENTATION	SEX

Here are the **fields of protection** for each ground of discrimination mentioned above[16]:

		GROUNDS					
		RACIAL OR ETHNIC ORIGIN	**RELIGION OR BELIEF**	**DISABILITY**	**AGE**	**SEXUAL ORIENTATION**	**SEX**
F I E L D S	**EMPLOYMENT**	Yes	Yes	Yes	Yes	Yes	Yes
	WELFARE SYSTEM	Yes	No	No	No	No	No
	SOCIAL PROTECTION (MORE LIMITED THAN WELFARE SYSTEM)	Yes	No	No	No	No	Yes
	GOODS AND SERVICES	Yes	No	No	No	No	Yes

As detailed in the Appendix 2 "Grounds of discrimination", the countries covered by SENSENET Project have extended lists of grounds of discrimination, more than 20 criteria in France, for instance.

Apart from enacting laws, member states dispose of tools to fight discrimination at the local level. An example is the **Diversity Charter**, a voluntary and non-binding instrument that organisations can sign to illustrate their commitment to the promotion of diversity and equal opportunities for their staff. Currently, the Diversity Charter exists in all the countries covered by SENSENET project[17]. In France, to go further than the Charter, the government created in 2008 a more constraining tool to prevent and combat discrimination : **the Diversity Label.** This certification, delivered by an etatic structure (AFNOR), is a structuring framework to the

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[16] European Union Agency for Fundamental Rights and Council of Europe, *Handbook on European non-discrimination law*, 2018 editione

[17] Denmark: http://www.mangfoldighedscharter.dk/ ; France: http://www.charte-diversite.com/ ; Italy: http://www.sodalitas.it/fare/lavoro-e-inclusione/carta-per-le-pari-opportunita-e-luguaglianza-sul-lavoro ; Portugal: http://www.cartadiversidade.pt/ ; Romania : http://www.cartadiversitatii.ro/

implementation of diversity policies within organisations, enabling those to set up continuous improvement measures.

In the absence of a common definition of diversity at the EU level, **SENSENET partners have decided to adopt a global approach on diversity and discrimination** and not to focus on each of the grounds of discrimination on an individual basis. This approach enables to be inclusive of all grounds of discrimination, to not privilege criteria in particular and to not forget a type of diverse public.

II. Synthesis of the existing literature

This section proposes to feed future reflections in the body of this report on the analysis of existing practices through the review of existing literature on the topic of diversity management within SEEs/SEOs.

To ensure that a complete and cross-national synthesis of the literature is proposed, **each partner,** has **analysed a list of existing reports, guides, articles related to the topic (Diversity and SEEs/SEOs) and treating it either at the national, European or transnational level**.

A. Methodology

To facilitate the pooling of information, the Consortium established **a common methodology to respect when looking for and analysing the existing literature**. The list of references treated is non-exhaustive. The consortium does not pretend to have identified all the reports existing on the topic. Thereby, this synthesis is a compiling of all the data found and provided by partners[18].

Their research resulted in analysing almost 40 different references – either publications, articles, projects, studies – revolving around the following various topics: practices to foster social inclusion, necessary trainings for social economy organisations and enterprises, advantages of diversity within organisations, organisational performance measurement, best practices of structures implementing diversity measures as well as global studies on social economy and the challenges it faces. It is important to point out the fact that among these references, only one revolves around the identification and presentation of good practices related to diversity within companies[19].

B. Synthesis of key findings

It turned out to be difficult to identify existing specific studies precisely related to the analysis of diversity within social economy organisations and enterprises. However, working on the different references enabled the consortium to extract **a few key findings that will be helpful to create adapted tools and methods, in response to SEOs and SEEs' needs.**

Social economy as naturally inclusive ?

Social economy actors are not immune to their preconceived ideas. For instance, **as drivers of social change and inclusion, SEOs and SEEs often regard themselves as naturally inclusive and exemplary in the work they do, and do not see the interest in implementing specific practices to integrate diversity within their organisations**.

Learning needs

Social economy sector faces multiple challenges. One of them is the **lack of specialised training and formation**, not only at university but also along the career[20]. In that sense,

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[18] As a first step in the methodology creation, partners built **a list of key words to use** when making their research on existing literature: "SEOs/SEEs learning programme", "SEOs/SEEs performance assessment", "SEOs/SEEs learning needs", "best practices", "diversity", "social inclusion", "social entrepreneurship", "challenges of social enterprises/organisations", etc.

[19] European Commission, *Diversity within small and medium-sized enterprises,* 2015

[20] European Commission *Social economy and social entrepreneurship*, 2013, Social Europe Volume 4, ,

providing continuous learning to social economy organisations and enterprises staff is crucial[21]. However, SEOs and SEEs, as small or medium organisations, often lack the financial and time resources to follow trainings.

Diversity profiles of candidates and employees in social economy

A study made in Canada pointed out the fact that **the social economy jobs and activities are mostly captured by an elite, especially when it comes to leading, operating or managing**[22]. Diversity publics are set aside, even though they represent a part of these organisations' beneficiaries, which is an advantage for organisations, to help them adapting their offer to their beneficiaries' needs.

If there is more to be done to include diversity publics and provide them with job opportunities, SEOs and SEEs should **improve job offers understanding for vulnerable people, as a lack of candidates from diversity backgrounds has been identified**[23].

Diversity as a driver of performance

Including diversity enhances social and economic performance of organisations: **diversity management promotes positive values** (inclusiveness, openness, respect for difference, social commitment, etc) which, in turn, foster staff well-being and shared corporate culture as well as a positive image and reputation[24]. SMEs have smaller teams and, as such, it is crucial that employees should get along and work together successfully. It is true that conflicts between employees are more likely to have an impact on an SME's activities than on those of a large company.

Flexibility of the management

First, the use of flexible management practices is a key to deal successfully with diversity[25]. People with diversity backgrounds have different challenges to face daily, so as needs that must be respected to encourage their work performance and ensure their total integration. **Managers need to be flexible and adapt their expectations towards their different collaborators, in accordance with their specificities**.

C. Difficulties

A lack of literature resources on such a specific topic

Very few reports exist depicting the link between diversity and social economy and on practices related. The reports, projects, studies identified either focus on social economy and its challenges, or on diversity (within companies, countries, etc). This means that there is still a lot to do on this topic of diversity integration within SEOs and SEEs.

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[21] "Human Resources formation in the sector of social economy", *Journal of Community Positive Practices*, XIII, 2013

[22] *The Future of Social Economy Leadership and organisational Composition in Canada: Demand from Demographics, and Difference through Diversity,* 2016

[23] Orientation Durable, *The social economy for those who do not apply to its jobs*, 2017

[24] Justice and Consumers, *Diversity within small and medium-sized enterprises best practices and approaches for moving ahead*, 2015

[25] David Jamieson, *Managing workforce: gaining the diversity advantage*, 1991

Different countries – different findings

As pointed out in the **"country profiles"** section of this report (Appendix nr. 1), definitions of social economy and diversity among **the countries covered by the Sensenet project are very different, on a social, economic as well as legal level**. This makes it difficult to draw common key findings from various resources depicting national contexts and situations.

III.   Results on gathered practices

A. Work methodology

To ensure an efficient work and create tools adapted to social economy organisations and enterprises, the SENSENET Consortium has decided to **explore what is already being done** by organisations in regards with dealing with diversity internally through the launching of national consultations. Jointly with making **a state of the art**, the objective was also **to assess social economy organisations needs on diversity**.

To collect the existing practices in all the countries covered by Sensenet project, **the partners of the Consortium worked on a common methodology, to ensure a fluid, efficient and harmonized outcome**. This common methodology enabled all partners and countries to follow the same three-steps process as much as possible :

STEPS	National consultations	National workshops	Data compilation
OBJECTIVES	Collect existing practices and needs of SEOs and SEEs in terms of diversity management	Present the collected practices, assess them and select the most innovative ones; Identify key recommendations and the lacking tools for SEOs/SEEs to integrate diversity within their recruitment and management practices	Formulate key recommendations for the development of tools and the establishment of public policies
TOOLS	Online questionnaire	Evaluation grid with 6 criteria : innovation, suitability, usefulness, accuracy, acceptability, expected impact	Report
STAKEHOLDERS INVOLVED	National and local SEEs and SEOs	SEOs and SEES, practices' holders, experts on social economy, experts on diversity; Facilitated by Consortium partners	Consortium partners
CHALLENGES	Drive organisations to participate by registering their practices	Drive participants to grade and evaluate each practice in details	Draw common conclusions among countries where social economy is at different levels of development

As mentioned above, the national workshops enabled stakeholders to select the most innovative practices through the use of an evaluation grid composed of **6 criteria** defined as :

INNOVATION	- Intensity of new and distinctive feature; - what differentiates this from other products with similar characteristics and purposes; - the practice's added value compared to conventional responses
SUITABILITY	How far the practice addresses the needs and challenges for Social Economy Organisations, how far it respects the context of these organisations and to different learning domains and contexts, capacity of transferability
USEFULNESS	Benefits and added value perceived by users, evidenced in terms of skills recognition, social value and / or personal development
ACCURACY	- The practice is relevant for Social Economy Organisations, for managers and HR; - it relies on real situations/ needs
ACCEPTABILITY	- Stakeholders' level of acceptance and adoption willingness, does managers and HR participate actively in the practice; - capacity of replication
EXPECTED IMPACT	- Capacity of the practice to produce outcomes in Social Economy Organisations settings, in managers and HR; - capacity for scalability

In addition to recommendations, this report gives in appendix a brief description of the practices selected in national validation workshops carried out by SENSENET partners, performed in social economy organisations, that are transferable to other countries. In that sense, any social economy organisation reading this report should be able to get inspiration for the implementation of practices internally to integrate diversity in its recruitment and management processes and, through this, to improve its global performance.

This **report does not pretend to be exhaustive** on all the practices that exist within countries covered by SENSENET. Depending on national contexts, social economy sector is more or less structured, which makes it difficult in some countries to discover the innovative practices implemented in small and medium size organisations of the social economy.

B. Summary of key findings

As previously mentioned, after collecting the practices, each partner carried out a national validation workshop to present and discuss them with participants in order to select the most impacting ones. In total, more than 40 people from five different countries participated in these workshops to discuss with Consortium partners the concern of diversity within SEOs and SEEs, by helping them to highlight needs and define key recommendations.

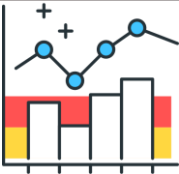Here is the typology of participants, some of which were practice holders.

Overall, from the **50** practices **collected** by the partnership, **26** were selected by national validation workshop participants.

Country	Partner(s)	Collected Practices	Presented practices	Selected Practices
Denmark	DLF	2	4	4[26]
France	FACE	19	10	8
Italy	FGB	18	18	5
Portugal	Aproximar & IBIS	6	6	6
Romania	EaSI & CPIP	5	5	3
Total		50	43	26

A summary of each selected practice can be found in the appendix, and their description will be available in SENSENET project platform (http://www.sensenet-project.org/) for users to have access to all information on activities, results, benefits, challenges, lessons learned, etc. These practices were selected among a panel of practices collected, and these latter do not represent the exhaustivity of innovative existing practices within the countries covered by SENSENET project.

Below, all the selected promising practices and respective area of operation (or areas of operation, once some of the practices address more than one area), divided by the countries from SENSENET consortium, represented by the following legend:

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[26] During the Danish workshop, some participants were representatives of social enterprises and presented their own work and got selected by participants, which explains the difference between 2 practices collected and 4 practices selected.

SEOs performance assessment	SPA	
SEOs managers' identification of learning needs	SMILN	
SEO's learning/ training programmes	SLTP	
Other practice about diversity	OPAD	

The typology above was prepared by SENSENET partners to facilitate the classification of practices according to the tools to be created in the project. As it is an "exploratory research", the practices are analysed through the lenses of the Consortium's needs for the development of tools.

COUNTRY	NAME AND SHORT DESCRIPTION OF THE SELECTED PRACTICES	AREA OF OPERATION
DENMARK	**Be My Eyes** – use the video calls technology to assist blind people in their everyday life	
	MENSK – give teachers pedagogic tools to improve their work on teaching people with learning difficulties	
	C:NTACT – foster foreigners' social integration through public speaking experiences	
	People Like Us – hiring of people with different degrees of autism in a brewery	

COUNTRY	NAME AND SHORT DESCRIPTION OF THE SELECTED PRACTICES	AREA OF OPERATION
ITALY	**Family Audit** – certify organisations on their commitment to the improvement of welfare and work-life balance measures	
	Master in Diversity Management and Gender Equality	
	Scuola del Sociale Agorà – regular trainings on several topics related to social economy	
	Wellness, people care, conciliation and corporate welfare – train welfare managers to promote corporate welfare and work-life balance measures.	
	People First – train the HR Department of Capodarco Cooperative for the implementation of a new HR approach system based on performance management.	
FRANCE	**- E-Learning on Diversity**, - **Training** to foster **professional equality** and to enable organisations welcoming **people with disabilities**	
	- **Inclusive recruitment practices**, - **Diversify the sourcing of profiles** by connecting big companies to universities, - **Charter on Diversity**	
	- **HR guides** – provide SEOs with guidelines to integrate better diversity profiles, - Obtaining the **Label on Diversity**	
	Accompanying social economy structures in implementing the "good practices improvement guidebook" bound for SEOs and SEEs	

COUNTRY	NAME AND SHORT DESCRIPTION OF THE SELECTED PRACTICES	AREA OF OPERATION
PORTUGAL	**Integrated Management System of HR performance** – is a continuous process based on competency manuals and workflows that allow a SEO to improve its organisational process	
	Training Offer – conduct a needs' assessment among cooperatives to create and provide them an organisational management training plan	
	Incubator – provide supported organisations with value-added services aiming at their growth and internationalization	
	Qualification of NGOs and their staff - provide SEOs with trainings in priority training areas (strategy and management) and with support in implementing intervention plans	
	Consultancy and Action - Training bound for people willing to develop new social structures	
	Diversity Policy – incorporate diversity in all the company's work	
ROMANIA	**SPRING** - Supporting Participation of Roma in the economic life of their community through Income Generation activities	
	- Solidarity partnerships - support the small local farm producers, reduce poverty and promote social cohesion - **Promote responsible consumption** behaviour and fair trade/Support small producers	

The chart below demonstrates the global results in terms of representativity of the areas of operation in the 26 selected promising practices:

AREAS OF OPERATION / SELECTED PRACTICES

Area	Value
SPA	2
SMILN	0
SLTP	6
OPAD	8
SPA + SMILN + SLTP	2
SLPT + OPAD	2
SPA + SMILN + SLTP	1
SPA + OPAD	3
ALL AREAS	2
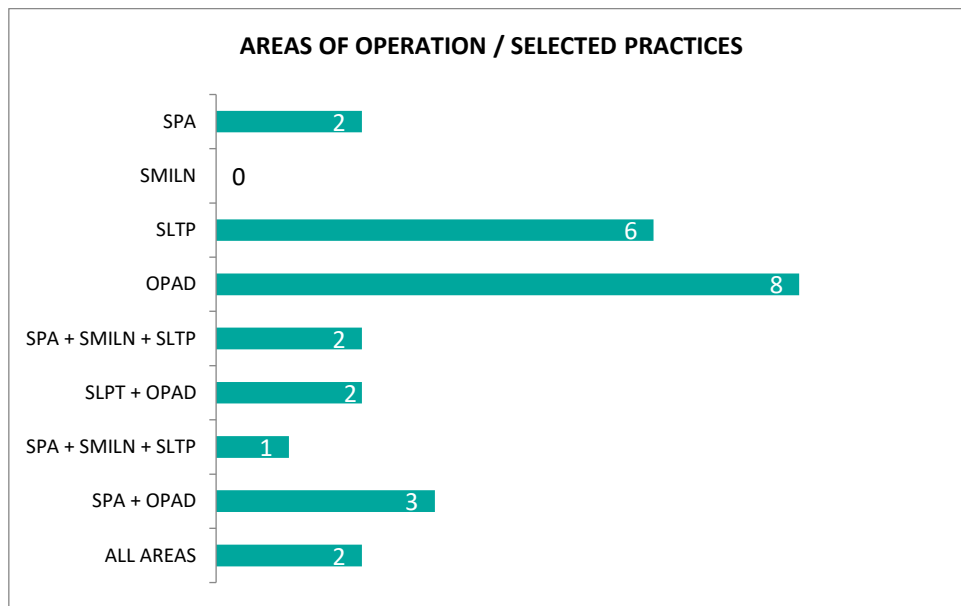
Within the collected practices, the results show the following statements :
- **Other practice about diversity (OPAD)** is the most represented area of operation, addressed by 8 (eight) of the selected promising practice, followed by **SEO's learning/ training programmes (SLTP)** as the second most represented area, with 6 practices,
- There are no practices addressing **SEOs managers' identification of learning needs (SMILN)**,
- There are 10 practices that **combine different areas of operation**, the majority of which addresses **SEOs performance assessment (SPA)** and **OPAD**.

The difference between the number of practices related to SMILN and SLTP may suggest that the identification of SEOs' learning needs is already part of the training processes, which means that this identification is integrated in the training provided to SEOs. However, it also may be connected to one of the challenges identified by SEOs (see below), which indicates that there are SEOs that are reluctant to implement internal improvement processes once they consider themselves naturally inclusive and exemplary in the work they do. If SEOs think they do not need internal improvement, they do not search for practices that allow them to identify learning needs.

In terms of dimensions (explained above), assessment of selected practices showed higher scores for **usefulness**, **accuracy** and **suitability**, meaning stakeholders recognise their applicability and importance in terms of benefits and added value they can bring to SEOs´ management.

In the other hand, assessment also showed lower scores for **acceptability** and **expected impact dimensions.** This means that there is a concern that stakeholders' levels of acceptance and adoption willingness may be limited and that their capacity of replicating these practices may be lower. It could also mean that the capacity of the practices to produce outcomes in terms of scalability and SEOs settings in areas of management and HR are compromised. It also shows that existent practices do not deliver the impact users wish for, making a gap between what is offered and what is needed. Overall, practices also need improvement and review.

Stakeholders mentioned that these types of tools require a follow-up in order to have an impact.

In summary, it is safe to say that the selected practices address the needs of SEOs and can have an impact in terms of their efficiency and success, ensuring a change of proceedings within organisations. However, it depends on the SEOs willingness to replicate the practices selected and to accept that change.

Challenges encountered and main lessons learned from practices' holders

By developing their practices, SEOs are able to see what challenges arise from applying these practices, but also draw lessons that motivate them to meet those challenges and which can be of great importance to social economy.
The SENSENET partners asked all SEOs that participated in the online questionnaire for collection of practices to indicate their practices' challenges and lessons learned.

Below are their main replies: for each challenge identified, its respective lesson learned.

All reported challenges will be addressed in the next Intellectual Outputs in order to reply to SEOs' needs and reinforce the importance of changing their management settings by using the selected practices in order to become more efficient and effective.

CHALLENGES	LESSONS LEARNED
1. How **to commit qualified professionals** in the organisational culture and effectively enable them to carry out qualification processes and participate in activities that can change procedures and attitudes within the organisation.	1. Elements from **organisations' management boards have to take part in decision making processes** in order to actively sustain projects that ensure changes, promoting their successful implementation.
2. Ensure the suitability of the practices' contents **to specific SEOs needs and find fully qualified trainers to meet the specificities of SE sector.**	2. **Take into account the sector itself** and what to do to contribute to the applicability/implementation of tools for action.
3. a. Transfer the added value **of a practice to the corporate management and use of staff's capabilities in activities;** b. Time **participants have** to invest **in training due to intense professional lives;** c. Intercepting new training needs **in SE sector in order to atract investors who can fund activities**	3. Organisations have to **acknowledge the importance and value of training for their staff**

CHALLENGES	LESSONS LEARNED
4. **SEOs are sometimes** not interested in launching internal improvement processes **once they consider themselves naturally exemplary on the topics of diversity and fight against discrimination.**	4. Raising awareness on different forms of discrimination and diversity is important to demonstrate to SEOs and SEEs that developing actions for general interest does not ensure intern inclusive recruitment practices.
5. Lack **of permanent** resources, specific funding and supportive legislative framework.	5. The provision of specific financing and support bound for SEOs and SEEs is crucial so that they become more efficient in planning their activity, thus increasing their chances of sustainability.

IV. Key principles and recommendations

The national workshops presented above were an occasion for partners to question the tools to be created in SENSENET project by collecting learning needs from the stakeholders. The various discussions drove stakeholders to make some **assumptions** on **what is necessary to effectively implement new practices within organisations**. The following "key principles" are bound for SEOs and SEEs willing to implement improvement processes internally.

A. Prerequisites for the implementation of efficient improvement processes

Commitment of top management

In all the countries covered by Sensenet project, stakeholders participating to workshops pointed out **the necessity of top management and board of directors' involvement when implementing innovative diversity and inclusion practices in organisations**. As strategy builders, carriers of vision and decision makers, managers are the ones able to guide their teams in driving organisational changes by setting an example. Plus, teams are even more inclined to make changes, in their practices or behaviours, when encouraged by their managers. This is true for any kind of activity that may perturb an organisation's everyday life. **Top managers**, if not drivers of it, **must be involved in the improvement or change process, support it and regard it as strategic for their team's performance**.

Involvement of all stakeholders

The tools created within SENSENET project will support a **process of continuous progress at an organisation level**. This requires the involvement of all stakeholders of an organisation launching such a process. To ensure that the use of these tools drives to changes in the structure, **including everyone in the process is one of the main keys to success**. Both internal (HR, employees, etc.) and external (trade unions, beneficiaries, suppliers, etc.) stakeholders must be involved in improvement processes. Each person, with its own perception and point of view, can contribute to the evolution of practices. This is even more the case in social economy organisations that are, in theory, smaller structures where individual expression is valued, and internal dialogue is open.

Formulate a sustainable action plan

When willing to work on diversity management, a manager or human resources should not settle for a tool to use one time. **Changing practices require to implement a whole action plan, planned on the long term and part of the organisation's strategy**. In that sense, the set of tools to be built by Sensenet partners, and especially the last one consisting in the development of a guidebook and a coaching model, will be a brick to add to the sustainable action plans set up by and in organisations.

The discussions with stakeholders also led to the **identification of global and specific recommendations for each of the next tools that will be created in SENSENET project :** a performance assessment tool, a learning programme, a learning network model.
If some recommendations are related specifically to one tool, some of them have a more global scope and cover all the tools as listed below.

a) Key principles for the development of tools bound for SEOs and SEEs

Respect of national contexts

Social economy is at different levels of development within the different countries covered by SENSENET project. Building a common set of tools at the European level requires to take into account all the needs specific to each country, to ensure that most of the social economy organisations and enterprises using the tools can relate to what is being explained and to the concrete examples given. Thus, when building a multinational program, is it important to **give attention to national contexts**, to make sure that to the construction of tools takes into account contexts of organisations in different countries, but mostly to **find the highest common denominator** on which to base the content of tools. The European directives can be a common ground, and notably using the definition of diversity and anti-discrimination in a global approach.

Respect of SEOs and SEEs' needs

Social economy is a specific sector, itself composed of different sectors, as explained above. In terms of funding or interpersonal relations, for instance, the context is not the same in these organisations than the one in for-profit companies. **A set of tools** bound for social economy actors **should stick to their specific needs** and be tailored to their organisational structure, culture and values.

Keep in mind the organisational brakes

The social economy small and medium organisationsoften lack human and financial resources. It prevents them from implementing innovative practices, such as training and learning practices, and launching improvement processes, as it requires financial investment as well as time available. To ease the process and overcome the resources blocking point, the tools created should be **easily accessible and not time consuming**.

Use practical and concrete examples

The different tools will aim at helping managers and human resources of social economy organisations and enterprises to better manage diversity. Whether the tools provide recommendations, training or guidance, there are more chances for them to inspire organisations to change their practices if **based on practical and concrete examples** to relate to, **such as existing good practices in similar organisations, in terms of size or area of work, for instance**. The good practices collected will be a basis of resources to use as examples in the tools. Plus, strengthening these tools with practical exercises to be completed by users is also a way to make sure they get involved in the process, as long as these are adapted to their

organisational context. Sensenet partners will have to collect and/or get inspiration in existing exercises, in order to develop new ones adapted to social economy structures.

The Sensenet partners have collected some recommendations from various stakeholders, either experts on social economy or diversity, social economy organisations and enterprises, social economy national networks, etc.

b) Recommendations on the performance assessment tool (2019)

As a tool to help managers and human resources integrating diversity in their processes, SENSENET Consortium will build **a performance assessment tool enabling these targets to diagnose their actual knowledge and learning needs and providing them a set of recommendations to implement the improvement of their performance, in terms of recruitment and management**. This will take the form of a questionnaire to be filled online, by organisations willing to improve their practices in terms of diversity management.

Deconstruct the preconceived ideas

As mentioned before, social economy organisations and enterprises often regard themselves as naturally inclusive and do not see the point in implementing processes to foster diversity. However, the reality is quite different, **social economy organisations are not particularly more inclusive and reflecting diversity than traditional organisations**. Social economy actors are also victims of their own unconscious biases. For a manager or a HR, the use of an assessment tool can be **a first step to becoming aware of one's own stereotypes, then to deconstruct the preconceived ideas**. Taking the time to answer assessment questions drives users to reflect on their own ideas and practices. The questions developed in SENSENET tool will help them to do so. Being aware of one's personal stereotypes is a first step that can lead one's to take actions to deconstruct those, through the participation in trainings, for instance.
When building the assessment tool, keeping this angle of **a tool that acts as a wake-up call for users** is crucial for the Consortium.

Make it a tool valued within an organisation

Launching an evaluation process is not insignificant within an organisation, as the results may be useful to feed the reflections on strategic planning, provided that the decision makers follow these scrupulously. In other words, a performance assessment tool, and especially the results that emerge when using it, must be **valued and considered when building the strategy** of the organisation, as it aims at driving users to be in a mindset of seeking improvement. To make sure of the impact, **indicators should be questioned over time**, not only one time when completing the questionnaire. The use of this assessment tool must be part of a continuous improvement process of an organisation.

c) Recommendations on the learning program (2019-2020)

The second step will be the development of a learning program. For organisations willing to improve their performance when it comes to dealing with recruitment and management of diverse profiles, a good way to do so is to follow **a diversity training, as it fosters diversity awareness as well as inclusive and effective work environment**.
For this part of the project, Sensenet stakeholders also made some recommendations and suggestions to ensure the creation of an impactful training program.

Awareness raising and skills improvement

A diversity training program should **foster two dimensions of progress: awareness and skills**. To drive changes in the organisations, not only do collaborators need to be aware of their own stereotypes, but they also need to have specific skills to deal with diverse people, whom could be part of their teams, their colleagues, their customers, beneficiaries, etc. An effective learning program should enable these two phases of improvement for users. In the case of Sensenet project learning programme, the second phase of capacity building should specifically focus on managing diversity, as managers and human resources are Sensenet targets.

A global approach of diversity

Currently, in the European countries, and as mentioned above, there are multiple grounds of discrimination identified in national legislations: gender, age and ethnic origin are not the only diversity criteria to distinguish. However, the list varies from one country to another, with some countries having a long list of grounds of discrimination. In SENSENET, the adopted approach is to consider diversity as a performance creator for organisations. Partners will not tackle each of the non discrimination grounds one by one. Thus, to make sure that the various aspects of diversity are tackled, **the learning programme will be built based on a global approach of diversity**, in a logic of highest common denominator, **which will ensure that the tools are inclusive of every types of differences**.

Use a blended format

Several practices collected revolved around training programs, either online or in a face-to-face format. Stakeholders pointed out the fact that, to make sure the training is impactful on trainees, a **blended format** should be used: a **mix between online and in class training sessions**. The face-to-face sessions enable participants to accentuate the effect of awareness and deconstruction of stereotypes. Most of the time, people are not aware of their own stereotypes and preconceived ideas. By being emotion-driven and enabling sharing sessions with peers through group workshops and discussions, in class sessions may lead to a bigger impact on participants' behaviour. Knowledge and skills, **once the first step of awareness raising is done through a face-to-face training, may be reinforced through online training, on an e-learning or webinar, for instance**. Online training is mostly appropriate for content that does not require trainees to be with peers, such as information on the legal context or statistics, for instance.

Measure the impact

When conducting a training, the **impact measurement** is a key point to ensure its efficiency on trainees' beliefs and behaviours in the long term. This is a way for organisations to find out how the trainings are benefic to them and their collaborators, as well as challenging them over time on their practices, behaviours, skills and beliefs. **The measure could be done through knowledge quizzes (before/after training), evaluation forms on satisfaction, the collection of data on the evolution of organisations' practices.** To be effective and reflective of a real impact, the measurement process must be made in the medium to long term, and not only punctually, when the training program is finished.

d) Recommendations on the learning network model (2020)

The last step of the Sensenet project will be to build a methodology to implement all the tools created in the project, notably through **the development of a guidebook and a coaching model**. The **objective** is for users **to be able to develop learning paths and action plans in their organisations**, and to network with managers and human resources specialized on diversity management to get inspiration. This intellectual output will ensure the suitability and continuity of all the tools created, so as to develop a set available for all social economy organisations and enterprises interested.

Involve end-users in testing phases

To ensure that the methodology's structure and content is easy to handle and relevant for social economy managers and human resources, and after analysing the users' needs collected through the assessment tool mentioned above, it is crucial to develop the learning model with testing phases. The best way is to **involve end-users in the creation process**, by building prototypes, planning back and forth sessions and requesting these users' feedbacks during the testing phases. This will enable partners to rely on these feedbacks to adapt and improve the methodology, before disseminating the final version. In Sensenet project, the model will be tested by several organisations from the five different countries, whom will receive guidance from partners and will provide improvement recommendations.

Facilitate the network of learners

The network that will be created, with coaches and mentors, will enable social economy organisations and enterprises managers and human resources willing to manage diversity better to improve their skills, by implementing the different tools created. By doing so, they will join **a European level community of learners**. It will be the role of Sensenet partners to facilitate this platform of users and provide learners with exchange and feedbacks opportunities, for mutual inspiration and support between peers. Organizing webinars, promoting meetings between learners at a local level, making the link between participants are ideas that would make the community active and useful for its members.

Training of trainers

Sensenet partners will create a group of coaches, being experimented managers and human resources from social economy organisations and enterprises, that will support their peers willing to improve in implementing the set of tools created in the project. The coaches should adopt a training of trainers' approach, to ensure that the trainees will in turn coach other organisations. This will ensure the dissemination of the project's tools and maximise the impact of Sensenet project on social economy organisations and enterprises.

To conclude, the set of tools created within SENSENET will aim at supporting social economy organisations and enterprises, being adapted to their organisational context. To impact as much managers and human resources of SEOs and SEEs as possible, one of the objectives is to disseminate the created outcomes. This requires **a strong dissemination strategy to develop beforehand**.. Identifying key stakeholders, key network heads, specific coaches to rely on to relay the information within their own networks of social economy organisations and enterprises; approaching national social economy organisations deeply implanted at the local

level; getting closer to the existing European networks of social economy [27], as well as specific human resources, managers or diversity networks[28], are different examples of actions to take to ensure the project's dissemination at the European level and maximize its impact.

[27] Some European networks of social economy: Social Economy Europe (SEE), REVES, RIPESS, DIESIS, etc.
[28] Networks: European Network of Social Integration Enterprises (ENSIE), etc..

V. Recommandations at the policy level

These recommendations intend to suggest measures and actions to promote a paradigm change that can tackle the main difficulties at the national and European level. These difficulties were referred to by the existing literature on Social Economy and also by the stakeholders who were involved in SENSENET activities.

As previously mentioned, SEOs and SEEs work towards social inclusion of societies' vulnerable groups, respecting issues like diversity and gender equality, responding to unsolved society issues. Their activities employ millions of employees across EU and involve millions of voluntaries, contributing for countries development and growth.

Therefore, the Consortium believes that providing conditions in line with the recommendations of Social Business Innitiative and Europe 2020 Strategy to these entities would not only recognize their importance, but would also improve their social visibility and their capacity for innovation to conduct their productive activities.

European countries such as Italy, France, Romania and Portugal already took action by signing joint agreements and declarations[29] with other countries to reinforce Social Economy role on countries' development, to state the importance of a common understanding of social economy and to improve constructing connections between stakeholders to promote strategies that foster social economy, entrepreneurship and social innovation.

Nevertheless, the lack of reports and studies on diversity within SEOs and the different concepts of social economy among countries are still some of the challenges to be tackled.

Therefore, SENSENET partners present a set of recommendations that may be put into practice in order to face the reported challenges and contribute to the improvement of SEOs and SEEs conditions to manage diversity and develop economic and international growth.

A. Difficulties on accessing information about the impact of SEOs and SEEs' activities

This difficulty has an impact on social recognition of SEOs and SEEs, which causes a lack of connection between stakeholders, a lack of best practices' dissemination and creation of partnerships towards innovative opportunities. If there is no information regarding the results of SEOs and SEEs' work and their contribution to economic development and growth, it is hard for them to have access to private or public funding. One possible solution for this issue would be investing in satellite accounts for social economy.

Satellite accounts[30], as presented above, **would provide the necessary information to map social entities across the EU**. This mapping would foster the communication among entities

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[29] CIRIEC, *Recent evolutions of the social economy in the European Union*, 2016

[30] CIRIEC, *Manual for drawing up the Satellite Accounts of Companies in the Social Economy[30] (cooperatives and mutual societies)*, 2006 : this manual, prepared by the CIRIEC, gives guidelines on how to establish a satellite account

for exchange of practices and knowledge and a better understanding of the sector, which would improve funding opportunities for SEOs and SEEs.

B. Learning needs of SEOs and SEEs managers and human resources

As previously mentioned in this report, managers tend to disregard training, possibly because they do not see any need for it or do not have the needed funding to provide training to their staff. This tendency tends to concern more the managers involved in "traditional" social economy organisations for several years than younger generations managers. Also, there is a lack of specialized training and formation not only in universities but also along the career. From all the practices selected by SENSENET workshop activity participants, those which focus on this issue were some of the least chosen to be replicated, showing a lack of concern in terms of understanding what kind of learning they need to develop their activities.

In order to keep up to date on the real needs of societies, the innovative responses that can be given to those needs, and what aspects to take into account in terms of diversity, it is necessary that both managers and human resources (staff) from SEOs and SEEs undertake training. They need to realize it is crucial to build the necessary skills to ensure that their entities are well managed and can grow.

Therefore, training programmes should be revised and updated at national levels in universities and other learning entities, focusing on leadership and management techniques, financial sustainability and motivational sustainability methods, matters that allow them to find innovative and sustainable solutions to reply to social needs.

By benfiting from investments on the revision of training offers, SEOs and SEEs would become even more efficient and effective once their managers and staff would put into practice what they have learned.

Provide specific financing to SEOs and SEEs for the training of staffs would be a good opportunity to ensure the capacity building and professionalization of these structures contributing to economic growth.

C. Need for incentives for diversity management

Two of the issues connected with diversity management identified in existing literature, and mentioned in the beginning of this report, are the openness of SEOs and SEEs to provide job offers to vulnerable people and managers' flexibility to adapt their expectations towards different collaborators, in accordance with their specificities.

These were also concerns showed by SENSENET workshop participants, illustrated by the number of practices selected by them to address diversity.

One incentive for diversity management can be adressed by the Diversity Charter[31] in SEOs and SEEs. This initiative from the European Commission was created to encourage employers to implement and develop internal policies and practices to promote diversity. The Charter, so far adopted by 21 European countries, describes concrete measures that can be applied to promote diversity and equal opportunities among workers, irrespective of cultural, ethnic and

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[31] https://ec.europa.eu/info/policies/justice-and-fundamental-rights/combatting-discrimination/tackling-discrimination/diversity-management/eu-platform-diversity-charters_en

social origin, sexual orientation, gender, age, physical characteristics, personal style and religion.

By voluntarily signing the Diversity Charter, organisations have the chance to send an annual report to other signatory organisations (at national and European levels) on their activities towards diversity and prepare together a set of activities in which all of them can participate. There is also a platform[32] that allows all organisations to connect in exchange of experiences and good practices.

Conducting a promotion campaign of the Charter among SEOs and SEEs, in order to make this initiative more visible, could lead to an increase in its implementation in social economy.

D. Revision of SEOs and SEEs' concepts

There are different definitions of Social Economy throughout the European Union, which hasan impact on countries' concepts of SEOs and SEEs. As mentioned above, this fact has consequences in terms of social visibility of these entities, financial support available for their projects, and even on their field of action.

Revising these concepts into common concepts for different countries would improve studies for the creation of new policies on social economy and promote the exchange of good practices among entities from different countries. In addition, It would allow SEOs and SEES to take their practices abroad, contributing doubly to the development and growth of economies: those of the countries of origin and those of the destination countries.

E. Investment on SEOs and SEEs projects

Financial support to SEOs and SEEs is a great concern to managers and human resources, who see their field of action limited, with all the consequences that it brings.

According to Social Business Innitiative, SEEs should benefit from countries' internal markets, but with the amount of bureaucracy and regulations, the access to structural funds is difficult. To get funding for their projects, SEOs and SEEs often have to look for private investments. Therefore, **it is crucial to develop a tool for SEOs and SEEs to demonstrate their social impact, for these latter to promote their added value when looking for funding opportunities**. By showing investors that, by contributing for the Social Economy entities' projects they will also be contributing for society, they will feel more impelled to be involved with SEOs and SEEs.

Governments and politicians can play an important role on the visibility of social economy entities by promoting social responsibility towards stakeholders and investors, by promoting events and meetings where entities and investors can meet and discuss the ways they can work together. These types of events were promoted by GECESinvolving representatives of the Member States, local authorities, social entrepreneur organisations, the banking and finance sector and the academic and university sector, and could be replicated by EU countries as well.

FINAL CONSIDERATIONS AND REMARKS

Social economy organisations and enterprises are key actors to cope with the integration of vulnerable people, or from diversity backgrounds, in the labour market which is a pressing issue in European societies currently. **Despite the different definitions and acceptations of social economy and diversity in each national context, SENSENET partners will intend to develop common tools and frameworks at cross-countries level to help SEOs and SEEs managers and HR deal better with diversity.** The objective will be allowing managers and collaborators (especially human resources) of these entities to improve their management skills in terms of diversity, giving them the right tools to do so and creating a network that allow entities to work together towards that improvement. Just as the collection of practices has demonstrated, there is already a number of SEOs and SEEs carrying out innovative activities that allow them to be more efficient and effective in managing diversity.

One of the main conclusions drawn is that **not all SEOs and SEEs managers are flexible in integrating new practices into their entities, as this would require profound changes in their proceedings.** As mentioned above, many entities do not see the need to introduce any changes. Some stakeholders present at the workshops indicated that, even though managers could recognize the practices' applicability and the benefits they could bring to their entities, their level of acceptance and willingness to replicate those practices would be low. Therefore, **entities need to open their doors to change,** which may involve **sensitizing managers to do more trainings**, not only aimed at them, but also at collaborators, respecting their specificities, and to replicate practices that lead to more positive results. One positive point is that a significant number of practices that were selected in the different workshops carried out focus on SEOs learning/training programs, which may be indicative of the importance given to training on this issue.

All the practices on diversity carried out by the entities demonstrate that managing diversity is a concern for some SEOs and SEEs. This concern may be a window of opportunity to reach them and sensitize managers to introduce new practices that will help their entities to better address this issue.The key is to involve management boards to take part in decision making processes that include replicating innovative practices. SEOs and SEEs need to acknowledge the value of those practices not just for their management, but for their collaborators as well, as they may be a source of motivation, and SENSENET project has a role on this matter. By involving stakeholders in future activities, demonstrating the impact of replicating innovative practices on diversity management, managers will be more open to replicate those practices, ultimately assuring a bigger impact on Social Economy.

APPENDIX

A. Appendix 1 – Country profiles[33]
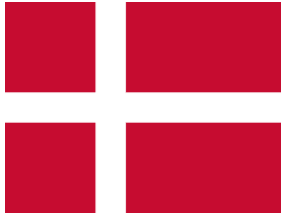
DENMARK

a. Demographic characterization

In 2017, Denmark's demography was characterized by:

Population	5 748 769
Working Population	2 702 800
Total Gross Domestic Product[34]	2 145 095 DKK (287 825,63€)
Total Gross Value Added[35]	1 789 317 DKK (240 087,87€)

b. Main descriptors for Social Economy (SE)

The following data refer to the impact Social Economy (SE) had on Danish employment and wealth production, in 2017:

Number of organisations (SEOs)	400*
SEOs' working population	3 500
Working population in SE (%)	0,13%
Paid employment (%)	12,60%
Volunteers (%)	41%
GDP (%)	N/A
GVA (%)	N/A

*Source: Social Entrepreneurs in Denmark 2017

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[33] N/A : Non available

[34] **Gross domestic product** (GDP) is the monetary value of all the finished goods and services produced within a country's borders in a specific time period _ Investopedia.com

[35] **Gross value added** (GVA) is a productivity metric that measures the contribution of a corporate subsidiary, company or municipality to an economy, producer, sector or region. Gross value added provides a dollar value for the amount of goods and services that have been produced, less the cost of all inputs and raw materials that are directly attributable to that production _ Investopedia.com

c. Social economy framework

Date	2014
Law	Law no. 711 of June 25th 2014
Content	Since the **"Act on Registered Social Enterprises"**, social enterprises may be registered as such and receive an official seal as a "registered social enterprise" from the Danish authorities. Social enterprises must meet the following five criteria to be registered: ▪ Social purpose ▪ Significant commercial activity ▪ Independence of public authorities ▪ Inclusive and responsible governance ▪ Social management of profits
Level of acceptance	Social Economy (SE) concept is of a **medium level of acceptance**, meaning it coexists with other concepts such as non-profit sector, voluntary sector and social enterprises or social firms
Funding schemes	▪ Private and public fonds ▪ Several Crowfunding platforms ▪ Impact Investment (New investment concept in Denmark. made by companies, organisations, individuals and foundations for the purpose of generating measurable and beneficial social or environmental value while achieving an economic return. ▪ The Entrepreneurship fund. Member of YES worldwide ▪ Privat Angels Investors

FRANCE

a. Demographic Characterization

French's demography and economy is characterized by:

Population (2017)	67 000 000
Working Population (2017)	25 800 000
Total GDP (2016)	€2 293 billions*
Total GVA (2016)	€1 992 billions*

b. Main descriptors for Social Economy (SE)

According with this data, SE is a very representative sector in French society:

Number of organisations (SEOs)	38 521
SEOs' working population	2 372 812
Working population in SE (%)	9,1%
Paid employment (%)	18,25%
Volunteers	13 000 000 (+ 30 000 civic services)
GDP (%)	10%
GVA (%)	N/A

c. Social economy framework

Date	**2014**
Law	Law nr 2014-856, 31st July 2014 on Social Economy and solidarity
Content	The 2014 law's ambition is to define SE, structure a network of SE actors, facilitate financing and develop local cooperation. According with this legal framework, SE regroups a number of **structures wishing to conciliate social utility, solidarity, economic sustainability and democratic governance** with the ambition to create jobs and develop a better social cohesion. Thus, associations, cooperatives, mutual funds, foundations and companies with commercial status need to fulfil a social utility objective.
Level of acceptance	The **concept is widely accepted** by the public administrations and by the academic and scientific world. France is considered as the birthplace of this concept.
Funding schemes	▪ Public subsidies (financial support for projects, for starting structure, for recruiting, etc.), ▪ Foundations support (more than 4500 foundations or endowment funds with social objective), ▪ Private or public entrepreneurship networks, ▪ Crowdfunding platforms, ▪ Many loan guarantees when starting a project, ▪ Social contests with private subsidies.

ITALY

a. Demographic Characterization

These are the main figures in terms of Italian demography:

Population	60 589 455*
Working Population	23 023 000*
Total GDP	€1 724 954,5 billion*
Total GVA	N/A

*2017

b. Main descriptors for Social Economy (SE)

In terms of Italian SE, one of the descriptors that stands out is the number of volunteers involved in the sector.

Number of organisations (SEOs)	343 432*
SEOs' working population	6 316 886**
Working population in SE (%)	6,88%
Paid employment (%)	16,74%
Volunteers	5 528 760**
GDP (%)	10%
GVA (%)	N/A

*2016
**2015

c. Social economy framework

Date	**2017**
Law	Law No. 112/2017 of July 3rd, 2017
Content	All private companies can assume a SEO status as long as they develop **a commercial activity of general interest, non-profitable, for social causes, solidarity and social utility**. These companies have to adopt responsible and transparent management methods and have to involve its employees in social activities. Still according to this law, **associations, foundations, charities and social cooperatives have different legal statutes.** Together with the Law 112/2017 which deals specifically with Social Enterprises, it is also relevant the **Law 117/2017 of July 3rd, 2017, concerning more generally the "Third Sector".**
Level of acceptance	The **concept is widely accepted** by the public administrations and by the academic and scientific world.
Funding schemes	Italian Economic Development Ministry grants a financial facilitation for SEEs/SEOs.

PORTUGAL

a. Demographic Characterization

Here is the last reported data on Portuguese demographic characterization (2016):

Population	10 325 500
Working Population	4 605 200
Total GDP	€17 436 810 billion
Total GVA	161 005,94€

b. Main descriptors for Social Economy (SE)

SE sector in Portugal's economic growth also has a great impact (2013):

Number of organisations (SEOs)	61 268
SEOs' working population	260 000
Working population in SE (%)	5,6%
Paid employment (%)	6%
Volunteers	483 000
GDP (%)	3,80%
GVA (%)	2,8%

c. Social economy framework

Date	**2013**
Law	Law nr. 30/2013 of May 8th
Content	**Social economy is a "set of social a economic activities delivered by organisations with the aims of society's general interest, both directly or through following the interests of their members, users or beneficiaries, as long as socially relevant**" (Artº2, free translation).
	Cooperatives, mutualities, charities, holy houses of mercy, foundations, private institutions for social solidarity, associations with altruistic aims and any other community and self-managed organisations have different legal status admitted.
	These are the Portuguese existing legal provisions in terms of SE:
	▪ Lei n. º 30/2013, Lei de Bases da Economia Social (basic law for social economy),
	▪ Lei nº 119/2015, Código Cooperativo (law for cooperatives),
	▪ Decreto-Lei n. º 72/90, Código das Associações Mutualistas (law for mutual societies).
Level of acceptance	The **concept is widely accepted** by the public administrations and by the academic and scientific world
Funding schemes	• Services contract with public authorities or direct customers,
	• subsidies from public or private entities,
	• grants for development of projects,
	• members' fees or donations for funding.

ROMANIA

a. Demographic Characterization

These are the main figures in terms of Romanian demography:

Population	19,566,836
Working Population	8 967 000
Total GDP	(169 890 billion €)
Total GVA	(45 966 million €)

b. Main descriptors for Social Economy (SE)

Social Economy is at the beginning of its development in Romania, which explains low figures :

Number of organisations (SEOs)	39 347
SEOs' working population	131 127
Working population in SE (%)	1,7%*
Paid employment (%)	N/A
Volunteers	N/A
GDP (%)	4%
GVA (%)	N/A

*2016

c. Social economy framework

Date	**2015**
Law	Law Nr. 219 from 23 July 2015
Content	Social economy is defined as **a set of activities organized independently of the public sector**, whose purpose is **to serve the general interest, the interests of a non-patrimonial community and/or personal interests**, increasing the employment of the vulnerable group and/or the production and supply of goods, service and/or execution of works
Level of acceptance	Romania has a **moderate level of recognition** of the social economy concept, coexisting with concepts such as the non-profit sector, the voluntary sector and social enterprise. The social economy gives priority to a model of enterprise (social economy enterprise) that can not be characterized by the dimensions or the sectors in which it operates but by respecting common values.
Funding schemes	▪ Private funds (24%) ▪ European funds managed by CE (4%), ▪ European funds managed by Romanian authorities.

B. Appendix 2 – Grounds of discrimination

In different national legal frameworks, the grounds of discrimination are fixed through different laws.

DENMARK[36]	ROMANIA[37]	ITALY[38]	PORTUGAL[39]	FRANCE[40]
9 areas/grounds	**14 areas/grounds**	**10 areas/grounds**	**21 areas/grounds**	**24 areas/grounds**
*Race *National, social or ethnic origin	*Race *Nationality *Ethnic origin	*Race and ethnic origin *Nationality	*Race *Nationality *Ethnic origin *Place of origin	*Belonging, whether real or supposed to a race *Belonging, whether real or supposed to an ethnic origin *Belonging, whether real or supposed to a nation
	*Belonging to a disadvantaged group or any other criterion			
*Skin colour				
*Religion *Belief	*Religion *Beliefs	*Religion and personal belief	*Religion	*Belonging, whether real or supposed, to a specific religion
*Sexual orientation	*Sexual orientation	*Sexual orientation	*Sexual orientation	*Sexual orientation
	*Sex	*Sex	*Gender	*Sex
			*Gender identity	*Gender identity
*Age	*Age	*Age	*Age	*Age
*Disability	*Handicap	*Disability	*Disability or chronic disease	*Disability
			*Reduced capacity to work	*Loss of autonomy
	*Non-contagious chronic disease *HIV-positive status			*Health
*Political opinions		*Political opinions	*Political or ideological convictions	*Political opinions
			*Membership of a trade union	*Union activities
				*Philosophical opinions
	*Language	*Language	*Language	*Capacity to express oneself in a language other than French

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[36] *Country report non-discrimination Denmark 2017*, European network of legal experts in gender equality and non-discrimination, 2017

[37] *Country report non-discrimination Romania 2017*, European network of legal experts in gender equality and non-discrimination, 2017

[38] *Country report non-discrimination Italy 2017*, European network of legal experts in gender equality and non-discrimination, 2017

[39] *Country report non-discrimination Portugal 2017*, European network of legal experts in gender equality and non-discrimination, 2017
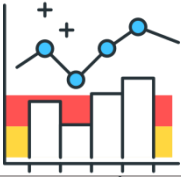
[40] *Country report non-discrimination France 2017*, European network of legal experts in gender equality and non-discrimination, 2017

DENMARK[36]	ROMANIA[37]	ITALY[38]	PORTUGAL[39]	FRANCE[40]
9 areas/grounds	**14 areas/grounds**	**10 areas/grounds**	**21 areas/grounds**	**24 areas/grounds**
	*Social status	*Personal and social condition	*Social condition	
			*Family situation	*Family situation
			*Economic situation	*Economic vulnerability
			*Genetic heritage	*Genetic characteristics
			*Education	
			*Ancestry	
			*Civil status	
				*Mores
				*Pregnancy
				*Physical appearance
				*Last name
				*Place of residence
				*Banking domiciliation

C. Appendix 3 – Selected practices

All the practices selected are available on SENSENET project platform (http://www.sensenet-project.org/) for users to have access to their description (e.g. activities, results, benefits, challenges, lessons learned).

Below, a summary of each selected practice, with indication of the respective(s) area(s) of operation, represented by:

SEOs performance assessment	SPA	
SEOs managers' identification of learning needs	SMILN	
SEO's learning/ training programmes	SLTP	
Other practice about diversity	OPAD	

AREA OF OPERATION	SOCIAL ECONOMY ORGANISATION	WEBSITE	NAME OF PROMISING PRACTICE	DESCRIPTION
	A3S - Associação para o Empreendedorismo Social e a Sustentabilidade do Terceiro Sector	N/A	**Integrated Management System of HR Performance**	The Portuguese National Confederation of Solidarity Institutions signed a collective bargaining agreement among Institutions, stating the need to carry out performance evaluation to HR in SEOs. This practice consists in **reviewing the work and competency manuals and workflows of SEOs, and identifying core and transversal skills of employees in order to define appropriate and specific competences in the targeted organisation and in the existing functions using behavioral indicators**. Throughout the review of SEOs' work and competency manuals, it also helps to define annual performance objectives, to create a pilot instrument, to create lexicon and a scale for behavior indicators. After one year of implementation, there is a review from which there are recommendations to further improvement and development at the levels of e.g. training needs, career, staff management and other.
	Provincia Autonoma di Trento	http://www.comune.trento.it http://www.familyaudit.org	**Family Audit**	This practice is **a managerial tool adopted on a voluntary base** by organisations (both public bodies and private companies) **aiming at certify their constant commitment to the improvement of welfare and work-life balance measures for employees and for their families**. After signing a commitment document, organisations undertake a three-year tailored path with the support of Family Audit trainers. The board of directors identify intervention areas and priorities together with working groups, take part on workshops on the Family Audit process and on how identified needs will be assessed through the implementation of measures. Family Audit evaluators undertake annual audit activities and if organisations complete their Family Audit path, they get a Family Audit Certification.

AREA OF OPERATION	SOCIAL ECONOMY ORGANISATION	WEBSITE	NAME OF PROMISING PRACTICE	DESCRIPTION
	Confecoop – Confederação Cooperativa Portuguesa	http://confe.coop/	**Training offer**	This practice consists on applying **a needs' diagnostic questionnaire to all cooperatives' leaders and decision support techniciants of all branches** using an online platform which provides information that is analysed and turned in to a report. Based on this diagnosis, **an organisational management training plan is created, divided into training modules** with specific activities, depending on cooperatives' needs. This practice allows Confecoop to give subsequent support to training within the framework of the mission's responsibility while umbrella structure - it may be technical advice by sporadic request or disclosure of additional information.
	FACE – Fondation Agir Contre l'Exclusion	https://www.fondationface.org/	**E-learning on Diversity**	This practice is **an e-learning course on diversity, bound for companies to train their collaborators on this topic to strengthen cohesion, enhance comprehension and fight stereotypes**. This online training programme created by FACE has a duration of forty five hours and is divided in two parts (sensitization -15h- and expertise -30h) composed of quizzes, concrete examples and videos to facilitate the handling of concepts and works like a forum where users (HR and managers) benefit from advice and support from other users.
	FormEthic	ttp://www.formethic.org/	**Training to foster professional equality and to enable organisations welcoming people with disabilities**	This practice consists of **two training courses**. One is on professional gender equality, composed by an online module of two hours that focus on legislation, and by a face-to-face session of seven hours on personal representations. After the training, individual support is offered. The second course is on welcoming people with disabilities, organized in a face-to-face format of six hours aiming at developing competencies in integrating people with disabilities within the organisations.

AREA OF OPERATION	SOCIAL ECONOMY ORGANISATION	WEBSITE	NAME OF PROMISING PRACTICE	DESCRIPTION
	Fondazione Giacomo Brodolini	www.mastergedm.it	**Master in Diversity Management and Gender Equality**	The Master in Diversity Management and Gender Equality is **a learning and training path focusing on different diversity and gender-related topics and issues, among others : ageing,disability, LGBTQI, gender stereotypes, inconscious biases, gender pay gap, gender budgeting and more**. The Master aims at targeting managers, HR specialists, entrepreneurs and graduates who are interested in diversity and gender equality themes.
	Scuola del Sociale Agorà	http://scuoladelsociale.capitalelavoro.it	**Scuola del Sociale Agorà**	This is a training centre that organises **regular free of charge training courses on several topics related to Social Economy**, targeting social workers and relevant stakeholders.
	NESsT Romania Foundation	https://www.nesst.org/spring-program	**SPRING - Supporting Participation of Roma in the economic life of their community through Income Generation activities**	SPRING project was developed as part of another project aiming to **support Roma's social inclusion** and other disadvantaged groups. It consists in **training courses aimed for entrepreneurs, focusing on developing business plans, promoting and selling merchandise and managing funds**. This project also offers consulting and mentoring on registering companies and selling products, and it facilitates connections between entrepreneurs who want to work together to make a cooperative business (i.e. producers association, cooperative etc.) in order to be able to use the same resources (i.e. agricultural machineries) or to sell the merchandise together.
	MADAN PARQUE	http://madanparque.pt/	**Incubator**	This is **a technology-based practice** whose role is accelerating MADAN Parque's tenants (new technology based organisations of various scientific areas), that benefit from its proximity to FCT-UNL (Faculty of Sciences and Technology | NOVA University of Lisbon), Madan's most important stakeholder. The incubator offers a high range of **value-added services**, aiming at the growth and internationalization of the supported organisations, giving them access to third countries' markets. This practice also allows access to: public support, private funding and facilitation of collaboration between menbers (staff mobility).

AREA OF OPERATION	SOCIAL ECONOMY ORGANISATION	WEBSITE	NAME OF PROMISING PRACTICE	DESCRIPTION
	Groupe SOS – Plateforme I	http://www.groupe-sos.org/structures/681/La_Plateforme_i	**Inclusive recruitment practices**	Plateforme I proposes **recruitment support to all companies with recruitment needs for first qualification profiles**. For that, an online platform was created to connect employers, integration counsellors and first qualification profiles, offering **a service based on inclusive recruitment processes to recruit profiles based on their personality and soft skills**. These inclusive practices aim to avoid the use of elitist practices that are not adapted to low qualifications profiles. Through this activity, Plateforme I brings closer two worlds: companies and insertion structures (social economy organisations).
	Atout Jeunes Universités (AJU)	https://www.atoutjeunesuniversites.com/	**Diversify the sourcing of profiles by connecting big companies to universities**	Atout Jeunes Universités (AJU) is an organisation that **creates a bridge between two worlds: big companies and university profiles**. Companies and universities join forces to promote professional integration, diversify sourcing and change recruitment and education practices. AJU offers activities adjusted to its targets. Mentoring sessions with professionals to help students build their professional orientation and projects and to improve their networking opportunities is a first one. AJU also offers exchanging opportunities between university professors and companies' managers to allow them to reflect on their own practices and to discuss ways to improve and adapt university education and recruitment to enhance students' professional integration.
	Secrétariat Général de la Charte de la Diversité	http://www.charte-diversite.com/	**Charter on Diversity**	It is a **text of voluntary commitment to condemn discrimination in the field of work and to take actions to foster diversity.** It is composed of **six commitments** that focus on : training and sensitizing managers and collaborators working in HR services on non discrimination and diversity; respecting and promoting principles of non discrimination in all the steps of HR management; reflecting on the diversity in terms of levels of qualification; communicating to collaborators on the organisation's commitment on non discrimination; implementing diversity policy as dialogue tool with staff representatives and including data on the organisation's commitment on non discrimination and diversity in the annual report.

AREA OF OPERATION	SOCIAL ECONOMY ORGANISATION	WEBSITE	NAME OF PROMISING PRACTICE	DESCRIPTION
	Gruppo Cooperativo CGM	http://cgm.coop/welfare-aziendale/	Wellness, people care, conciliation and corporate welfare	The practice aims at **training welfare managers,** coming from SEOs and SEEs, through regular training sessions (about 50 hours per year), **to interact with profit and non profit organisation** in order to promote corporate **welfare and work-life balance measures**. It also aims at creating a CGM network of Welfare Managers that could promote corporate welfare and work-life balance practices and support SEOs and SEEs board of directors and management to implement the aforesaid practices within the CGM network of associated cooperatives.
	ASAT Association – Asociaţia pentru Susţinerea Agriculturii Ţărăneşti	http://asatromania.ro/	Solidarity partnerships to support the small local farm producers - Poverty reduction and promotion of social cohesion	This practice, carried out by ASAT, aims to **support the sustainability of micro-farms to produce local, traditional, organic products and to promote a healthy lifestyle among consumers**. ASAT operates on the basis of a **partnership between the local agricultural producers and consumers**, promoting solidarity between them as a way to fight the dissapearence of small farmers, whose autonomy is promoted through a fee paid by consumers to cover the costs of preparing the production for the next year, based on a transparent calculation of local producers' work.
	ECOSENS - RECIPROC CAFE	http://larecreproc.ro/	Promote responsible consumption behavior and fair trade. Supporting small producers	Reciproc Cafe has emerged as a result from the consumers' needs for different models of economic activities that respect social values, **promoting opportunities for small local producers** to sell their handicraft products to costumers who search for them.

AREA OF OPERATION	SOCIAL ECONOMY ORGANISATION	WEBSITE	NAME OF PROMISING PRACTICE	DESCRIPTION
	Be My Eyes	https://www.bemyeyes.com	Be My Eyes	This practice is a **mix of entrepreneurship company and community of volunteers**. Its creator believed that **the technology of video calls could be used to visually assist blind or visually impaired individuals, using a network of volunteers**. The visually impaired person is connected through a smartphone to volunteers that, via the phone, can see for that person. The volunteers describe through the phone what they are seeing. Expiry dates on food, results of pregnancy tests and a disappeared lawn mower are cases that have been solved.
	Ulis Società Cooperativa	http://www.ulis.coop	People First	People First is part of a project developed by Ulis Società Cooperativa on the Capodarco Cooperative (one of the biggest SEE in the Latium region) aimed at making it more competitive and to meet the market evolving needs. This practice targets the HR department for the implementation of a new HR approach system based on performance management. This approach has been developed through **participative learning and training workshops with representatives of Capodarco's HR department, Ulis Coop trainers** and students of the Tor Vergata University, Economics Department.
	MENSK	www.mensk.dk	MENSK	MENSK is a Danish company that works as consultant with training institutions to **give teachers pedagogic tools to improve their work on teaching people with learning difficulties**. MENSK develops several workshops in order to provide teachers concrete tools to apply. After a workshop, teachers are encouraged to find one concrete issue that they want to implement in their teaching, to initiate the change to successful learning.

AREA OF OPERATION	SOCIAL ECONOMY ORGANISATION	WEBSITE	NAME OF PROMISING PRACTICE	DESCRIPTION
	Aproximar Coperativa de Solidariedade Social, CRL	http://aproximar.pt	Consultancy and Action-Training bound for people willing to develop new social structures	This practice is addressed to SEOs' staff members. Most of the target groups are people who want to start a new project/organisation. It is **a combination between Consultancy and Action-Training**, based on SEOs' needs communicated to Aproximar and questionnaires completed by training participants on how effective their teams are, in order to foster cooperation for the development of the new social structures. The process is not systematized for subsequent activities.
	Chambre Régionale de l'Economie Sociale et Solidaire des Pays de la Loire (CRESS des Pays de la Loire)	http://www.cress-pdl.org/	Accompanying social economy structures in implementing the "good practices improvement guidebook"	"Good practices improvement guidebook" is a document published by Social and Solidarity Economy High Council for SEOs to implement within their structure. It is composed by **eight categories of improvement, one of them is specific on diversity and fight against descrimination**. In order to help SEOs to lauch internal improvement processes, CRESS Pays de la Loire develops **training sessions to interested organisations**, during which they work together in groups using a performance assessment corresponding to the different sections of the guidebook. In the first training session, participating organisations assess their strenghts and weaknesses on each of the 8 topics. During the following sessions, based on their diagnosis, organisations will **work together on axis of improvement and key performance indicators, by topic.**
	UDES (Union des Employeurs de l'Economie Sociale et Solidaire)	http://www.udes.fr/	Guides on integrating diversity profiles within social economy organisations, through different criteria	UDES is a social economy employers' union. One of its missions is to create tools for its members to implement within their own organisations, in order to improve the quality of life at work.With help from SEOs, UDES has created **different guidebooks for its members, with guidance to integrate diversity profiles, focusing on three specific topics: dealing with diversity, the integration of youngsters and gender equality in the social economy.**

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	CNEA (Conseil National des Employeurs d'Avenir)	http://www.cnea-syn.org/	Obtaining the Label on Diversity	CNEA adopted the **Label on Diversity** as a way to be a pioneer on organisational process and give information to its members about it. This Label is **a tool for continuous improvement** which proves, for every organisation obtaining it, that the HR processes of recruitement, integration and career management are non discriminatory, in respect of equal opportunities and are promoting diversity. To obtain it, organisations integrate guidebooks for newcomers, implement recruitment grids, gives candidates the possibility to access them and create anti-discrimination counseling phone line for employees, among other actions.
	C:NTACT	N/A	C:NTACT	C:ntact works on **foreigners' integration on society by helping them to present their stories to audiences**. They become aware that their stories are being heard and that others recognise themselves on them. Foreigners can feel they are more capable than they thought, and audiences are able to transform their view and perspective on foreigners through emotional understanding.
	EAPN Portugal/Rede Europeia Anti-Pobreza	https://www.eapn.pt/	Qualification of NGOs and their staff based on organisational diagnosis, strategic management; Methods of quality management and participation	This practice aims for SEOs' qualification and is composed by two phases: 1st phase: **Standardised training** (99 to 120 hours) provides coordinators of social organisations **a common framework** in priority training areas, **such as** strategic planning, social policies, networking, **HR management**, financial management & fundraising, social marketing, quality management and projects' design; **External Consultation** (45 to 48 hours) provides a participated organisational diagnosis to identify the training areas to implement in each organisation (intervention plan). The 2nd Phase is **implementation of the intervention plan** (90 hours) suited to the needs of each social organisation, based on the previous diagnosis.

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	Stone Soup Consulting	http://www.stone-soup.net/index.php/pt/	**Diversity policy**	This practice is based on Stone Soup Consulting's diversity policy, built on its ethical principles and as the result of extensive research of good practices on diversity. The practice (whose target groups are clients, consultants, partners, employees, potential client/ employee community members, other organisations, competition, media, funders/social investors and public institutions) has several parts: **incorporation of diversity (17 aspects) in all the company's work (recruitment and selection process)**, induction and training of employees and consultants, evaluation of social impact and key impact indicators, promotion of online webinars on the issue, article writing, newsletters, use and creation of materials.
	People Like Us	https://peoplelikeus.dk/	**People Like Us (PLU)**	PLU is a brewery intending to become financially independent with the help from a renowned microbrewery that donates experience and knowledge, making it possible to make the brewery. PLU **hired people with different degrees of autism for all areas of business, adapting the positions to their specific skills, hence promoting these peoples' employbility.**

SENSENET

www.sensenet-project.org