



## EDITORIAL

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*On the occasion of Diversity Day, it is an honour for me to preside the Jury of the Diversity Awards Lëtzebuerg 2015. I would like to congratulate the organisations that have applied for this first edition of the Awards and to thank them for committing to the movement in favour of diversity. This brochure is a lasting testimony of the efforts and commitment of the organisations that have taken the time to participate in these awards.*

*I welcome this enthusiasm and thank them for their mobilisation.*

*Dear readers,*

*I hope this booklet will inspire and guide you in your actions for diversity.* ”

..... Corinne Cahen

Minister for Family and Integration  
Patron of the Diversity Charter Lëtzebuerg  
President of the Jury



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# PROGRAMME

## DIVERSITY AWARDS LÉTZEBUERG 2015

- 17H00 . . . Mr Christian Scharff,  
President of the Committee for the Diversity Charter Lëtzebuerg,  
President of IMS Luxembourg, Inspiring More Sustainability  
OPENING SPEECH
- 17H30 . . . Ms Corinne Cahen  
Minister for Family and Integration,  
Patron of the Diversity Charter Lëtzebuerg  
OFFICIAL OPENING OF THE DIVERSITY AWARDS  
LÉTZEBUERG 2015 CEREMONY
- 17H40 . . . PRESENTATION OF DIVERSITY AWARDS LÉTZEBUERG 2015
- 18H20 . . . Mr Christian Scharff  
CLOSING SPEECH
- 18H30 . . . COCKTAIL  
Guided tour of "S'inventer autrement" an exhibition  
of works by artist Sylvie Blocher

# DIVERSITY AWARDS LÉTZEBUERG 2015

“ The inaugural edition  
was a great success! ”

On 12th May, the Diversity Awards attributed prizes to some of Luxembourg's organisations for their best practices in terms of diversity management.

Organised by the Diversity Charter Lëtzebuerg, the event acknowledged the promotion of diversity and the fight against all types of discrimination.

In the presence of Ms CAHEN, Minister for Family and Integration and also Patron of the National Diversity Charter, the inaugural edition of the Diversity Awards Lëtzebuerg 2015 revealed the increasing involvement of private, public and associative organisations in this field.

The best practices in favour of diversity were recognized in the following 4 categories:

1. Recruitment, Welcome and Integration
2. Career Management
3. Environment and Wellbeing at Work
4. Communication, Values of the Organisation

Both in number and quality, the organisations that applied to join the inaugural edition exceeded expectations.

The Diversity Awards Lëtzebuerg 2015 were organised by the Committee for the Diversity Charter Lëtzebuerg, with the support of the Progress programme of the European Union and of the Ministry for Family, Integration, and the Greater Region.

# PRESENTATION OF THE PREJURY AND JURY

## THE PREJURY . . . . .

On 21<sup>st</sup> April 2015, the prejury of 12 independent experts appointed the 3 nominees for each category.

The criteria chosen for all the categories are specifically: the degree of implementation, the impact, the innovative and replicable nature of the undertaking, as well as the steering method and the integration of the practice as part of a long-term action.

- Laure AMOYEL** General Coordinator, Luxembourg Reception and Integration Agency, Ministry for Family, Integration and the Greater Region
- Christina CONSTANTINIDIS** Researcher, University of Luxembourg
- Armelle DIALLO** HR Initiatives Manager, HR Initiatives & Change Management, RBC Investor & Treasury Services
- Norman FISCH** Coordinator, INDR
- Danielle HAUSTGEN** Senior Legal Adviser, The Luxembourg Bankers' Association
- Vinciane ISTACE** Chairwoman of the AMCHAM Diversity Committee
- Ginette JONES** Government Counsellor, Ministry for Labour, Employment and social and solidary Economy
- Netty KLEIN** Leader Working Group, 2013-2014, Diversity Charter Lëtzebuerg
- Annick LEBRUN** 2007-2012, Diversity Charter Lëtzebuerg - Human Resources Director, Builders Insurance Holdings S.A.
- François NENON** Internal Audit Manager, quality, RSE, Chamber of Commerce
- Fabio SCOLASTICI** Deputy Executive Advisor, Employment Agency (ADEM)
- Isabelle WICKLER** 1<sup>st</sup> class deputy advisor, Ministry for Equal Opportunity



## THE JURY . . . . .

On 29<sup>th</sup> April 2015, the final jury, comprising the representatives of several stakeholders, selected the winners for the four categories.

- Corinne CAHEN** Minister for Family, Integration and the Greater Region, Sponsor of the Diversity Charter Lëtzebuerg and President of the Jury of the Diversity Awards Lëtzebuerg 2015
- Nathalie BAUSCH** Chief Organisation Officer, Deutsche Bank
- Pierre BLEY** President, Œuvre Nationale de Secours Grande-Duchesse Charlotte
- Nathalie MORGENTHALER** Chargée de Direction, Centre pour l'égalité de traitement
- Gilbert PREGNO** President, Commission Consultative des Droits de l'Homme
- Christian SCHARFF** President, Committee for the Diversity Charter Lëtzebuerg, President, IMS Luxembourg (Inspiring More Sustainability)
- Massimo SERPIERI** Deputy Head of Unit, Non discrimination policies and Roma coordination, Directorate-General for Justice and Consumers, European Commission



# CATEGORY

## Diversity and RECRUITMENT, WELCOME AND INTEGRATION

# CATEGORY RECRUITMENT, WELCOME AND INTEGRATION

- > NOMINATED PRACTICE ..... RECRUITMENT OF DIVERSE PROFILES THROUGH MOTIVATION
- > ORGANISATION ..... ONET



- 502 employees\*
- Howald
- Private sector
- Cleaning and waste management

For over a year now, once a month, ONET has been organising a recruitment session to which it invites about 20 applicants of all types of profiles for positions as Cleaners, Window Cleaners, or Team Leaders. During this session, there is a presentation of the company and of its commitment to diversity.

The main objective was to find better matches between the positions offered and applicants, and to offer a diversified choice of applicants to ONET's managers.

Often feeling overwhelmed by the large number of applications, or not knowing how best to recruit, ONET wished to provide structure to its recruitment process and ensure a fairer treatment of applications in order to encourage diversity in new hires.

ETHICS These collective sessions enable them to meet all types of applicants with no discrimination whatsoever on grounds of nationality, age, or social situation, and who may respond to the requirements of the trade.

ATTRACTION  
ATYPICAL  
PROFILES Independently of resumes and cover letters, ONET gives applicants the opportunity to introduce themselves directly and highlight their strongpoints.

CHOICE BY  
MOTIVATION

(\*sources communicated by the organisation itself)

# CATEGORY

## RECRUITMENT, WELCOME AND INTEGRATION

- > NOMINATED PRACTICE ..... RECRUITMENT WITHOUT A CV: RECRUITMENT METHOD BY SIMULATION (MRS)
- > ORGANISATION ..... SODEXO



- 1800 employees
- Bertrange
- Private sector
- catering and quality of life

PUBLIC/PRIVATE PARTNERSHIP

COMPETENCE SELECTION

CROSS-BORDER APPROACH

In partnership with the ADEM in Luxembourg and Pôle Emploi in France, Sodexo launched the use of the RECRUITMENT Method by Simulation (MRS). In order to guarantee an objective and non discriminatory selection of applicants, this approach focuses on the competence of applicants and their motivation and not on their experience or professional qualifications. This method concerns primarily the positions of Kitchen Aide and Cleaner which Sodexo recruits frequently. Job-seekers are first selected by the ADEM or by Pôle Emploi. Based on this preselection, applicants are invited by the ADEM or by

Pôle Emploi to carry out several practical tasks, in similar working conditions to those they could face in Sodexo. Applicants who have successfully passed the selection tasks are then invited to an interview with a member of Sodexo's human Resources' Department.

# CATEGORY

## RECRUITMENT, WELCOME AND INTEGRATION

- > NOMINATED PRACTICE ..... WELCOME AND INTEGRATION OF POPULATIONS IN THEIR "DIVERCITY"
- > ORGANISATION ..... CITY OF STRASSEN



- 95 employees
- Strassen
- Communal administration, public sector

WELCOME LIVING TOGETHER

CITIZENSHIP

With residents of 96 nationalities, the commune of Strassen places diversity values at the heart of its concerns in order to promote integration. 4003 new people settled in the commune between 2011 and 2014, that is, almost 50% of the total population. A specific service was created at the communal level to help integrate the influx of population of all origins: the "together better" Service of Integration and Equal Opportunity (Service d'Intégration et d'Égalité des chances). This service represents a real challenge and is innovative in two ways: the person in charge is a foreign national and it is also the expression of the communal authori-

ties' proactive integration policy. The service works in cooperation with the OLAI and ASTI, organises cultural and sporting events, distributes welcome kits, presents what is available in Strassen, collects information on the new resident's needs, tastes, and interests, and has started a working group for the creation of a citizen communal action plan for integration, equal opportunity and diversity. Through its actions and administration, it aims to create a plural and egalitarian city.

# CATEGORY

## Diversity and CAREER MANAGEMENT

# CATEGORY CAREER MANAGEMENT

- > NOMINATED PRACTICE ..... RAISING AWARENESS IN THE FIGHT AGAINST DISCRIMINATION
- > ORGANISATION ..... BNP PARIBAS IN LUXEMBOURG



- 3894 employees
- Luxembourg city
- Financial sector
- Private sector

### AN OBLIGATION FOR MANAGEMENT

BNP Paribas in Luxembourg has implemented an awareness-raising and training scheme to fight against discrimination for its top management.

### SCIENTIFIC APPROACH

This training course is mandatory for the company's top 100 and strongly recommended to all managers overseeing at least one person, whatever their hierarchy level.

LEADER = ACTOR

Other than its mandatory nature, the originality of the action resides in the content of the training. It is based on 3 scientific disciplines - neuroscience, anthropology and social psychology - to show that all human beings discriminate

unconsciously. Based on that observation, participants came to the realization of how important diversity management is in a broader managerial reality.

In total, all the top 100 as well as 400 team leaders (66%) completed the training, which is now covered in the catalogue of training courses offered to the company staff.

# CATEGORY CAREER MANAGEMENT

- > NOMINATED PRACTICE ..... ENGAGE EMPLOYEES IN DIVERSITY TRAINING & INITIATIVES.
- > ORGANISATION ..... STATE STREET



- 818 employees
- Luxembourg, Kirchberg
- Financial sector
- Private sector

INCLUSION  
NETWORK  
MENTORING

All diversity initiatives and practices are overseen by State Street's Diversity and Inclusion Centre of Excellence. Within State Street, there are four strategic pillars for diversity and inclusion. These include Workplace, Workforce, Marketplace and Technology. State Street's goal is to ensure that every employee feels valued, engaged and respected. The objective is to include all employees within the various diversity and inclusion programs, this also assists State Street to reinforce its core values. Annually all employees are responsible in achieving one diversity and inclusion goal. Individuals include their personal goals as part of their formal goal setting and annual performance review.

From a talent management perspective State Street has defined three-year corporate-wide diversity goals one of which is to increase their female pipeline at the mid/senior and executive management levels of the organization. There are many programs available internally which all aim to provide employees with development opportunities and tools. Successful examples are the Global Management Development Program, Unconscious Bias training sessions and 'WISE' (Working Inclusively Supports Excellence) Training, Global Mentoring Tool, Pay-it-forward Mentoring Circles, Maternity group coaching, Employees networks, On-line development tools and global resources

# CATEGORY CAREER MANAGEMENT

- > NOMINATED PRACTICE ..... IMPLEMENTING TELEWORK IN A COMMUNE
- > ORGANISATION ..... CITY OF LUXEMBOURG



- 3850 employees
- Luxembourg
- Communal administration
- Public sector

FLEXIBILITY  
WIDE PUBLIC  
WORK/  
LIFE BALANCE

In order to enable a more flexible working schedule, the city of Luxembourg has implemented telework for its civil servants and for communal and salaried employees. Before starting telework, every applicant must do a training course on how to use the equipment, on data protection, on the flexibility of working arrangements, etc. This practice is aimed primarily at parents of young children, but can also be used by persons who suffer from certain illnesses. Telework was first set up as a pilot project with a 6-month test phase, a review of outcomes, and a working group in charge of supervising the project. This practice

is innovative because it is formalised by a well-defined set of rules and standardised procedures that have resulted in a sustainable action.



## CATEGORY.

# Diversity and ENVIRONMENT AND WELLBEING AT WORK

## CATEGORY ENVIRONMENT AND WELLBEING AT WORK

- > NOMINATED PRACTICE ..... MIXCITY: A MIXED NETWORK IN FAVOUR OF PROFESSIONAL EQUALITY
- > ORGANISATION ..... BNP PARIBAS IN LUXEMBOURG



- 3894 employees
- Luxembourg city
- Financial sector
- Private sector

MIXED  
NETWORK

GENDER

GLASS  
CEILING

Mixcity is an internal professional network of workers of BNP Paribas in Luxembourg who strive for equality opportunity between men and women. In order to help its members, particularly its female members, to stimulate their professional career while keeping a proper work/life balance, MixCity offers 5 types of exclusive activities: MixNetwork, MixSponsoring, Mix-Morning, Mixtraining and MixConnect.

It now has 167 active members, 22% of whom are men. In 2013 Mixcity proposed 11 activities to its members 15 activities in 2014.

Formalised in 2013, Mixcity is a network that has been organised in as-

sociative form that has its own statutes and a Board of 10 members whose short 2-year term can be renewed during elections.

# CATEGORY

## ENVIRONMENT AND WELLBEING AT WORK

- > NOMINATED PRACTICE ..... WELLBEING À LA CARTE
- > ORGANISATION ..... ING



- 794 employees
- Luxembourg city
- Financial sector
- Private sector

PLURAL  
SOLUTION  
SINGULARITY  
WIN-WIN

ING Luxembourg provides its employees with a work environment in which they can develop and feel acknowledged as individuals and in which they can organise their time in the way that best suits their aspirations. The aim is for each person to feel engaged in the common company strategy, to work as members of a team, and to respect individual differences. Concretely, this translates as: a personalised development path, and an extended schedule which enhances wellbeing at work.

A large selection of training courses, telework, a health and wellbeing programme, mentoring, coaching, a burnout prevention programme, opening of part-time po-

sitions, buyback of days of leave... This range of measures is so large that everyone is sure to find something that suits their needs and wishes.

# CATEGORY

## ENVIRONMENT AND WELLBEING AT WORK

- > NOMINATED PRACTICE ..... MENTAL DISABILITY, INTEGRATION AND ADAPTATION TO THE WORKING ENVIRONMENT
- > ORGANISATION ..... CITY OF LUXEMBOURG



- 3850 employees
- Luxembourg city
- Communal administration, public sector

INCLUSION  
DISABILITY  
ACCOMPANIMENT

The city of Luxembourg wishes to provide professional perspectives to people with a mental disability. In 2003, 2008 and 2010, respectively, three professional integration projects for people with mental disabilities were established with the HMC (Mental and Brain Disabilities / Handicap Mental Cérébral) League with the cleaning department and with the city parks service. HMC selected and trained 13 employees with a disabled employee status who were then recruited by the City and supervised by a socio-professional coordinator from the League. These workers benefit from an everyday support

service from instructors and drivers who are also trained by the League. This initiative strives to address the issue of integrating mental disability into the work market.

# CATEGORY

## *Diversity and* COMMUNICATION, VALUES OF THE ORGANISATION

# CATEGORY

## COMMUNICATION, VALUES OF THE ORGANISATION

- > NOMINATED PRACTICE ..... CELEBRATION OF WOMENS' DAY
- > ORGANISATION ..... DELOITTE



- 1750 employees
- Luxembourg
- Private sector
- Consultancy

### FUN EDUCATIONAL VIDEOS

Every year Deloitte Luxembourg celebrates International Women's Day. This symbolic day is marked by events that are growing in scope and scale: during conferences that are open to both company members and outsiders, speakers with outstanding careers (writers, heads of companies, competitive sports people, etc.) share their experience and inspire the public with their exceptional career and expertise.

### EXEMPLARY WOMEN

Based around International Women's Day, throughout the month of March events are organised and open to all

### EVENTS

the employees. For example, one year Deloitte hired professional coaches to direct workshops in which participants

were invited to think about gender and equal opportunity. Another year junior employees created fun videos to raise awareness of gender equality. This year, the Women Initiative organised conferences for all its staff on how to identify and fight against stereotypical judgments and unconscious bias.

# CATEGORY

## COMMUNICATION, VALUES OF THE ORGANISATION

- > NOMINATED PRACTICE ..... GENDER BALANCE PROJECT
- > ORGANISATION ..... KPMG



- 3850 employees
- Luxembourg city
- Private sector
- Audit

EMPOWERMENT  
 FEMALE  
 TALENT  
 EQUAL  
 OPPORTUNITY

The Gender Balance Project was established to create equal chances for women and men at the work place. KPMG Luxembourg considers this a top strategic priority and is supporting all efforts to ensure that diversity principles are upheld. Talent, Markets and Leadership are included in this goal to create a holistic approach needed to cover all sectors and gain effective results. The Gender Balance Team was established to deal with multiple actions across all departmental lines. The team prioritizes actions in long and short-term goals. Projects and events are assigned to project team members, who in turn have contact with the different stakeholders involved.

# CATEGORY

## COMMUNICATION, VALUES OF THE ORGANISATION

- > NOMINATED ..... TRAINING COURSE FOR TEACHING TEAMS
- > ORGANISATIONS ..... VILLE D'ESCH-SUR-ALZETTE & MEC - ASBL (MOVEMENT FOR EQUAL OPPORTUNITY)



- 1070 employees
- Esch-sur-Alzette
- 204 employees Relay Houses
- MEC asbl: 1 employee
- Public sector

CHILDHOOD  
 AWARENESS-RAISING  
 EDUCATION  
 TRAINING

The city of Esch and the Movement for Equal Opportunity – MEC asbl in Echternach have each in their own way set up training courses for the teaching staff of relay houses or primary schools. The city of Esch has supported a gender-sensitive teaching approach and practice in the relay houses. Members top Management and their deputies undertook the Training course for Gender and Diversity Management Strategy and all the teaching staff received a Gender-4kids training on the following themes: portrayal of roles, families and relations, self-esteem, emotions and bodies, diver-

sity and conflicts, gender... These training courses were mandatory for the teaching staff and took place during working hours. With its Diversity4Kids programme the MEC, has trained 100 educators and teachers with a potential impact on 900 children in six different communes in the Mullerthal region. This is the first training course that is jointly organised by primary school (écoles fondamentales) teachers and educators of the Relay Houses.

# SPOTLIGHT ON GOOD PRACTICES

## • RAISING DIVERSITY AWARENESS AND PERSONALISED SUPPORT OF NEWLY-HIRED PERSONS

CHL

Diversity is promoted for **newly hired** employees, from the signature of the contract to the end of their trial period, from the presentation in the introduction booklet and during an institutional welcome and integration day.

## • MIXCONNECT: FEMALE NETWORKS

BNP PARIBAS IN LUXEMBOURG

This is an **annual meeting** of all the women's networks of Luxembourg. It takes place as part of a theme-based evening in which the role of women is discussed by women themselves and equal opportunity is discussed by a gender-mixed roundtable of influential economic stakeholders.

## • PARENTING CHARTER

AXA

Mainly aimed for **workers with young children**, this charter makes it possible to improve flexible schedules, facilitates part-time work, enables telework, prepares parental leaves and returns to work, and fosters a better work/life balance.

## • KIRCHBERG PROJECT: BUILDING AND NEW WAYS OF WORKING

KPMG

The new Kirchberg building aims to redefine the work environment and wellbeing for KPMG staff providing innovative and flexible ways of working along with the latest technological advances. This gives employees the chance to relax and work efficiently in a **unique environment**.

## • CAREER PARTNERSHIP

ING

Implementation of a real PARTNERSHIP with the employees with customised support from the Human Resources team, from trainers, coaches and tutors, and the strong investment from the employees themselves in their own personal **development plans**.

## • DIVERSITY TRAINING FOR ALL

SODEXO

The Diversity & Inclusion training course is open to all employees and is carried out by an internal trainer in order to integrate **theory and practice** by positioning the training course within the Group's strategy at international as well as local level.

## • THE UNITED IN DIVERSITY GROUP

UiD (United in Diversity) was created in 2014 by eminent members of Women's Initiatives Networks of BNY Mellon, JP Morgan and State Street as a means to unite their effort and use their influence to promote diversity at the heart of their communities.

## • DIVERSITY AWARENESS-RAISING AND TRAINING

CITY OF DUDELANGE

Various training courses have been proposed to employees of the city of Dudelange on various subjects related to diversity and in partnership with several external **expert-trainers** such as Info-handicap, BrainiAct and internal social services.

## • LETTER TO PROMOTE THE DIVERSITY CHARTER LÉTZEBUERG

SODEXO

In order to **encourage** organisations to commit in favour of Diversity and to sign the Charter, members of the Sodexo Luxembourg Management decided to

# INSPIRING PRACTICES

address a letter to all their clients and suppliers set up in Luxembourg and who are not yet signatories of the Charter.

## • EMPLOYEE WELLBEING

CHL

An institutional **action plan** showcased by the implementation of a social life (advantages and activities) for the staff, the creation of a CHL'Fit area (health, sport), and the scheduling of a training course on workplace ergonomics.

## • THE DIVERSITY BOOKLET

CHL

The CHL has determined **20 diversity indicators** for its staff and has communicated these in a booklet that describes and highlights in a simple manner the richness of its human resources. This booklet has been distributed to the staff, to the institution's partners as well as to visitors of the establishment.

## A MULTIDISCIPLINARY PROJECT TO PROMOTE DIVERSITY IN LUXEMBOURG

The Diversity Awards Lëtzebuerg 2015 are enshrined in a novel national project called “Promoting Diversity in Luxembourg” and launched by the CET (Centre for Equal Treatment) and the Committee for the Diversity Charter Lëtzebuerg.

Launched last August, this multidisciplinary project brings together for the first time several partners who are already key players on issues of diversity in the Grand Duchy: the LIST (Luxembourg Institute of Science and Technology), the University of Lorraine, the Committee for the Diversity Charter Lëtzebuerg, and the CET are indeed all actively involved in promoting diversity and bring their complementary know-how to this project. The aim of this coordinated action is to play a role as booster and accelerator in promoting diversity, which is a true driver of social and economic performance for the country. The initiative focuses main-

ly on diversity in the labour market and tries to respond to the following threefold objective: carry out a state of play, identify good practices and raise awareness. More specifically, the idea is to measure the evolution of discrimination in Luxembourg, to compensate for the current lack of studies on the issue of diversity in the workplace, to disseminate best practices in this field and to respond to organisations’ request for support in setting up diversity policies.

In order to meet these objectives, the project is based on **5 pillars**:

- Measuring the evolution of discrimination in the Grand Duchy thanks to the third edition of the CET’s “**Observatory on Discrimination**”.
- Staging of the first **Diversity Awards Lëtzebuerg** by the Committee for the Diversity Charter Lëtzebuerg, making it possible to

highlight best practices in diversity management in organisations;

- Carrying out a study on in-company “**Politics and attitudes towards diversity**” by the University of Lorraine;
- Creating a **method of support for companies** in implementing their diversity management practices as a source of innovation, by the LIST;
- In 2015, **disseminating the results** to a wide audience in order to maximise the scope of the work namely through publications and restitution workshops. This project is supported by the European Union’s PROGRESS programme and the Luxembourg Ministry for Family, Integration and the Greater Region.

## THE PRESIDENT’S WORDS



“Diversity is an ever-present subject in all spheres of life in Luxembourg. The Committee for the Diversity Charter Lëtzebuerg had a duty to share the inspiring initiatives developed by the many organisations that are committed to this national project. The first Diversity Awards in Luxembourg are a clear reflection of this. We are extremely pleased with the enthusiasm generated by the Charter and the increasingly active participation of organisations of all sizes and sectors of activity.

As President of the Committee for the Diversity Charter Lëtzebuerg, I can only congratulate all the participating companies, especially the winners of these Awards.

Keep it up!

”

## DIVERSITY CHARTER LËTZEBOURG

Created in 2012, the Diversity Charter Lëtzebuerg is a text offered to Luxembourg companies and organisations to sign in order to mark their commitment to the promotion of diversity through concrete actions that go beyond the legal and regulatory obligations of non-discrimination.

As a national charter, this text brings together a common vision of diversity. It aims to contribute, in the Grand Duchy, to improving diversity and integration management in the broad senses across all spheres of life. It is sponsored by Ms Corinne Cahen, minister for Family and Integration.

Two years after its initial launch, it already comprises 157 signatories, representing 53 580 employees, that is 15% of the country’s total working population.

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