
3rd EUROPEAN FORUM FOR DIVERSITY

“Diversity: an exit gate from the crisis?”

Barcelona, 24 and 25 of April 2015



THE DEBATES

Sponsorship:





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1. Presentation



For the Club XXIe Siècle of Catalonia, the Club for Diversity, it has been an honour to organise the **3rd European Forum for Diversity** “Diversity: an exit gate from the crisis?” in Barcelona. It has been two intense, moving and rewarding days, in which more than 40 highly qualified speakers –professionally and personally– shared with us their experience in the field of Diversity.

You have now this document that we made with the intention of collecting the **main ideas** expressed during the Workshops and Trainings and presenting the **conclusions** of the 3rd European Forum for Diversity.

The Club XXIe Siècle believes in the human wealth contribution of people and wants to work hard to make enterprises –not just large multinational, but also SMEs– aware about this Diversity, so they can integrate it in their work teams. As it has been seen during the 3rd European Forum for Diversity, **enterprises characterised by diversity among employees are more competitive**, they have a better work environment and achieve better results. For this reason, the Club XXIe Siècle of Catalonia has set for itself the goal of working to **ensure a greater presence of women in the Boards of Directors** of the companies and **create an investment fund for entrepreneurship projects based on Diversity**.

But the European net of Clubs XXIe Siècle is more than enterprising or entrepreneurial. The Clubs XXIe Siècle work to become a valuable tool for getting **stability, peace between North and South and the dialogue of cultures**.

We have a long way ahead of us, but we are sure that a great deal of new initiatives will come from **3rd European Forum for Diversity** and hope to meet you again in the next edition of the Forum to present you the goals achieved.

Iolanda Piedra
President of the Club XXIe Siècle of Catalonia,
the Club for Diversity

2. Editorials



Generalitat de Catalunya

GENERALITAT DE CATALUNYA

In an increasingly diverse society, such as the Catalan society, events like the 3rd European Forum for Diversity take on a special importance in helping us to be aware of those milestones that Catalonia has succeeded in managing diversity.

Catalonia can be proud to be much more than a language, a culture or a Catalan civil law. Catalonia is also a mixed and diverse society made up of many people since the late nineteenth century, who came from other places and made this land their country. These people, as well as their children and grandchildren, feel fully Catalans today, and this is only achieved with the aim of integration and the ability to host.

The 21st century has been accompanied by a new wave of immigrants; this time, however, people have often come from distant countries with very different cultures and languages. They are people who have chosen Catalonia as a destination to build a better life than they had in their places of origin, but sometimes collided with the hardness of an economic crisis that has made people particularly vulnerable.

The Government is aware of this situation and, therefore, one of the main lines of action of the Government Plan for the period 2013-2016 is social cohesion. In Catalonia we know that we cannot do without the drive and talent of the people who have come in recent years to build the future of Catalonia and remain the economic and cultural landmark in Southern Europe. For the Government, social policies and the welfare state are a priority for everyone, regardless of their origin or social class, having the same basic needs and opportunities.

Initiatives such as the Club XXI^e Siècle, an association of people working for diversity and the promotion of entrepreneurship and equal opportunities are very welcome to Catalonia. It is precisely such institutions that contribute to social cohesion and building cohesive and inclusive Catalonia we want.

Artur Mas i Gavarró
President of the Government of Catalonia



**Diputació
Barcelona**

DIPUTACIÓ DE BARCELONA

The economic and social reality of towns and cities in the area of Barcelona is becoming ever more diverse, and consequently people and enterprises needs are ever more complex. That is why it is necessary, especially within challenging economic times, to diversify and strengthen the tools to make possible that everyone, irrespective of their personal situation and place of residence, can fully develop his life project in conditions of freedom, equity and respect.

For this reason, the Diputació de Barcelona considers diversity as a cross-cutting theme, from its different action areas. Ensuring social cohesion, life quality and people wealth are objectives achievable through the local economic development policies, especially those related to creation of employment and promotion of entrepreneurship.

To receive and participate in the third edition of the European Forum for Diversity in the areas of Barcelona is a pleasure for the Diputació de Barcelona, and it reveals that this issue takes part in the political agenda of the Institution. At the same time, it is a motivation to continue working with the Councils to achieve the best possible management of diversity. Let's keep on learning all together to turn diversity into an asset for our citizenship.

Mireia Solsona

First Vice-President and President-Delegate
of the Local Economic Development Area



AJUNTAMENT DE BARCELONA

As the Mayor of the city, it has been a pleasure to receive in Barcelona the European Forum for Diversity, organised by the Club XXIè Siècle of Catalonia in April.

Cultural, social, linguistic and commercial diversity is considered as a synonym of wealth in Barcelona. This is a great opportunity for the city and one of the main factors that project is into the world as an ideal place to undertake innovative and ambitious business projects.

In this sense, Barcelona is the appropriate setting for sharing ideas and experiences about the management of diversity as a key element for the economic recovery, creation of employment and improvement of the wealth of people and their quality of life.

Barcelona is a culturally diverse city that is open to the world, as 24 % of population were born abroad, mostly in the rest of the European Union, South America and Asia. This reality makes us trust in the future of our society, because these people are not newcomers but people of Barcelona coming from all over the world.

These people are helping us to keep building the future of our city as the capital of Catalonia, one of the most important economic capitals of the South of Europe and the European capital of Mediterranean. A city that is an international reference, speaking of culture, knowledge, creativity, innovation and wealth.

Xavier Trias
Mayor of Barcelona

Nowadays, the entire world and the countries –including Spain– have the challenge of managing the cultural, ethnic, linguistic and religious Diversity. This is a challenge regarding not just every single country, but also the regions and councils, getting involved institutions, organisations and citizens.

True to its commitment, the Obra Social "la Caixa" deals with the needs due to the social change, supporting the current initiatives and contributing with new elements to the social intervention.

In a multicultural society, made even more rich due to the presence of millions of people coming from abroad, it is important to promote the development, relations and integration, involving all the actors –administration, professionals and citizens– with the aim of building a cohesive society.

As the most important point of the long process related to immigration and cultural diversity, the Obra Social "la Caixa" has been working in the Project of Community and Intercultural Intervention since 2010, in several neighbourhoods and municipalities. The Project, with the support of local administrations and entities, promotes the articulation of strategies of social participation and intercultural coexistence in order to facilitate social inclusion, equality and social cohesion.

The Obra Social "la Caixa" would like to thank for the opportunity of contributing to the 3rd European Forum for Diversity and taking part in the debate, the reflexion and the exchange of ideas about the management of Diversity in Europe.

Suez environment dedicates its transformation for the prevention and assessment of resources –water, wastes and energy. The resources, as we know, are not unlimited. 80.000 employees of the Group in 70 countries are now combined under one single brand to provide customers, *partenaires* and other stakeholders with efficient solutions in face of the new challenges of resources management in the entire world.

This revolution regarding resources will exclusively take place through the integration of the only infinite resource, the **human intelligence**, based on the cooperation, capacity of living together and learning from the differences. The first value of the Group is the diversity in its employees, which is also a source of human and economic richness, as well as the engine of the social change.

The Group, that has been committed for years to the Diversity Program, is more than ever convinced that the companies characterised by diversity of their employees are also the most competitive. When diversity is well-managed, that is an essential factor of innovation for customers and social inclusion in the territories.

The diversity and rich variety of opinions, together with the quality of those participating in the European Forums for the Diversity made these meetings a good moment for reflection and interchange. The theme of this third edition, “Diversity: an exit gate from the crisis?” is related to the **Diversity management** as an essential step for the development of our industries and all society. Suez environment has been proud of advocating for Diversity in Barcelona –where the Group has its second “water” pillar “Suez environment Agua España”– and it is glad for the creation of Club XXIe Siècle of Catalonia.

Nicole Houel
Director of Learning and Diversity



VINCI

Since its creation, the Club XXI^e Siècle promotes cultural diversity as a source of wealth.

In Vinci we think that the human success is a condition for economic success. We believe that promotion of diversity is a factor of humanity and also efficiency in our organisations.

Diversity contributes to recognizing all partners and makes them more competent, individually and collectively. It fortifies the most competitive companies, with more knowledge and ways of thinking. It encourages companies to progress with the society that surrounds it.

For this reason, in Vinci we put the focus on combating all forms of discrimination; during the recruitment, in working relationships and also in the career development of our employees. We train our staff with this requirement and we communicate this heritage of values and concepts to our suppliers and contractors. We are committed to feminisation of our Management and with people of all ethnic backgrounds. Finally, we are implementing a deliberate policy to promote equal opportunities.

3. The Club XXI^e Siècle, the Club for Diversity



The Club XXI^e Siècle of Catalonia, the Club for the Diversity, is a non-profit association composed by **people committed to Diversity**; that is to say people having different origin, culture, religion, ages, sexual orientation, capacities, gender...

The Club XXI^e Siècle has its origin in France in 2004, when a group of senior officials and managers coming from the immigration created the Club to show that the diversity existing in French society is a source of richness for the country.

Presently, the French Club has more than 300 members –senior officials and managers, mostly with non-French roots–. Moreover the Club has the support of more than 60 companies, a large part of which are quoted on the CAC40 Index, such as L'Oréal, BNP Paribas, Suez environment, Vinci, Caisse des Dépôts... In a little over ten years, the French Club XXI^e Siècle has become a referent for the management of diversity in France. The Club organises a large number of activities related to four big action areas:

- **Equal opportunities** (Interviews of Excellence and entrepreneurship financing in neighbourhoods through FinanCités)
- **Academic reflection** (Management and Diversity Chair in the University Paris Dauphine)
- **Dissemination of best practices in Diversity management in companies**
- **Visibility of France abroad** (European Forum for Diversity, creation of the Club XXI^e Siècle in Catalonia, Germany, Italy and the United Kingdom)

Following the success of the Club XXI^e Siècle in France, **in 2013 was created in Barcelona the Club XXI^e Siècle of Catalonia, the Club for Diversity**, promoted by the Delegation of the Government of Catalonia in France and with the support of PIMEC and the Sea entrepreneur's Spanish Federation (IVEAEMPA). The Catalan association takes as a model the Club XXI^e Siècle of France and **sets as its goal to guarantee Catalan citizens, irrespective of their ethnic origin, equal opportunities for the development of their professional carriers** and life histories in Catalonia.

The Club XXI^e Siècle of Catalonia has just begun the first **Accelerator of entrepreneurial projects based on Diversity** (<http://acceleradora.clubsegle21.org/es>) and in 2015 Barcelona organised the 3rd European Forum for the Diversity, commissioned by the Club XXI^e Siècle of France

For further information:

- Club XXI^e Siècle of France : www.21eme-siecle.org
- Club XXI^e Siècle of Catalonia: www.clubsegle21.org

4. Program of the 3rd European Forum for Diversity

Friday, 24 April 2015	
10:30	<i>Reception coffee</i>
11:00 12:00	OPENING SESSION Mr. Artur Mas , President of the Government of Catalonia Mr. Xavier Trias , Mayor of Barcelona Mrs. Myriam El Khomri , French Secretary of State for Urban Policy Mr. Jaume Giró , General Director of the Fundació Bancaria "la Caixa" Mrs. Iolanda Piedra , President of the Club XXle Siècle of Catalonia, the Club for Diversity
12:00 13:00	SEMINAR 1. Europe facing the challenges of diversity Mrs. Najoua Arduini-ElAtfani , President of Club XXle Siècle of France Mr. Francis Pisani , Journalist, Expert in IT and its impact on society
13:00	<i>Lunch buffet</i>
14:30 15:15	WORKSHOP 1. At the centre of change: women Mr. Jean-Michel Monnot , Vice President and Director of Diversity and Inclusion of Sodexo Mrs. Yolanda Menal , Human Resources Director of Unilever Spain Mrs. Núria Balada , Executive Director of the Institut Català de la Dona Mrs. Henrike von Platen , President of Business and Professional Women (BPW) of Germany
15:15 16:00	WORKSHOP 2. Expectations for the new generations / Intergenerational Mrs. Hélène Xuan , Scientific Director of the Chair Demographic Transitions, Economic Transitions (France) Mr. Miquel Camps , President of PIMEC Joves Empresaris Sr. Juan Manuel Cruz , General Director of Labour Relations, Prevention, Quality, Environment and Sustainability Areas of Acciona Infraestructuras (Spain) Mrs. Samira Djouadi , Delegate General of the Fondation TF1 (France)
16:00	<i>Coffee Break</i>
16:30 17:30	SEMINAR 2. Managing Diversity: Talent is the answer Mr. Lluís Recoder , Partner-Lawyer at KPMG Spain Mr. Eduardo Conde , Partner at Seeliger & Conde Mrs. Maria Giuseppina Bruna , Management and Diversity Chair, University Paris Dauphine and Istec Paris Mr. Francisco Sánchez , International groups auditor Mrs. Thais Compont , Associate Director of Diversity and Inclusion in Coca-Cola Europe
17:30 18:30	SEMINAR 3. Diversity, strength of a Europe in crisis? Mrs. Anna Terrón , Special Representative and Spokeswoman of the Union for the Mediterranean Mr. Bernard Le Masson , Managing Director at Accenture and Director of the Fondation Accenture (France) Mr. Philippe Guibert , Sociologist and former Director of the Information Service of the French Government Mrs. Anna Laborda , Associate Professor of the department of Economics, Finances and Accounting at ESADE
20:30 22:00	DINNER- DEBATE offered by the Barcelona City Council (by invitation) Mrs. Sònia Recasens , Second Deputy Mayor of Barcelona City Council Mrs. Nicole Houel , Vice President of Learning & Diversity at Suez environment

Saturday, 25 April 2015	
08:30	<i>Reception coffee</i>
09:00 10:00	SEMINAR 4. Entrepreneurship, new ways to generate new employment Mr. Edouard de Broglie , President of the Group Ethik Investment Mr. Adrián Moyano , Lawyer, entrepreneur and team member of Fundación Iniciador Mr. Abel Florensa , Business Development Manager of ING Direct Mr. Albert Soria Casas , Former Deputy Director of Fundación "la Caixa" and President of the association Amics de la Universitat Autònoma de Barcelona
10:00 10:45	WORKSHOP 4. Diversity, innovation and action in a changing world Mr. Joaquim Borràs , Executive President of ISS Integrated Facility Services (Iberian Peninsula) Mr. Adam Oubuih , Investment Manager in Glennmont Partners Mr. Aymeril Hoang , Innovation Manager in Société Générale Mrs. Emmanuelle Duez , Founder of the association WoMen'Up and the start-up The Boson Project
10:45 11:45	SEMINAR 5. How new business models and alternative funding systems can be promoted to encourage economic activity? Mr. Manuel Sepúlveda , Commercial Director of MicroBank Mr. Adam Oubuih , Investment Manager in Glennmont Partners Mr. Sergio Giménez (Privilegiis.com) Mr. Hassane Hamza (Siouz.com)
11:45	<i>Coffee Break</i>
12:15 13:00	WORKSHOP 5. Networks of international and European support for the promotion of diversity. How can the companies implement diversity? Mrs. Anu Ritz , Directorate-General for Justice and Consumers, Unit D3– Non-discrimination Policies of the European Commission Mr. Michael Privot , Director of the European Network Against Racism (ENAR) Mr. Bruce Roch , President of the Association Française des Managers de la Diversité (AFMD) Mr. Nicolás Marugán , Expert in diversity and former Director of the Observatorio Español del Racismo y la Xenofobia (OBERAXE) Mr. Pap'Amadou Ngom , Honorary President of the Club XXI ^e Siècle of Catalonia
13:00 13:30	CLOSING SESSION Mrs. Neus Munté , Minister of Social Welfare and Family of the Government of Catalonia Mr. Josep González , Vice-President of the Club XXI ^e Siècle of Catalonia and President of PIMEC Mrs. Najoua Arduini-ElAtfani , President of the Club XXI ^e Siècle of France
13:30	<i>Lunch buffet, offered by the Fundació Bancaria "la Caixa"</i>



5. Synthesis of the 3rd European Forum for Diversity



OPENING SESSION

The 3rd European Forum for Diversity “Diversity: an exit gate from the crisis?” was inaugurated on Friday 24th of April 2015 in the Palau Macaya of Barcelona by Mr. Artur Mas, President of the Government of Catalonia; Mr. Xavier Trias, Mayor of Barcelona; Mr. Jaume Giró, General Director of the Fundació Bancaria “la Caixa”; and Mrs. Iolanda Piedra, President of the Club XXI^e Siècle of Catalonia. Mrs. Myriam El Khomri, French Secretary of State for Urban Policy, was not able to attend the opening session but she wanted to demonstrate her commitment to the Club and the attendees with a recorded message.

Mr. Artur Mas, President of the Government of Catalonia:



What if Catalonia would not have received people coming from abroad?

A hundred years ago, there were around 2 million people in Catalonia. If we had not hosted people from other areas of Spain or from abroad, nowadays there would have been 2.5 million people in Catalonia, and Catalonia would have represented only 6% or 7% of Spanish economy. Currently, there are 7.5 million people in Catalonia, and its economy

represents almost 20% of Spanish economy. The current situation of Catalonia is, therefore, based on the people who came from abroad.

Despite the fact that Catalonia has a little political power, it has been able to manage this situation in a balanced way, thanks to its ability to mobilise and social cohesion. There are no many examples of countries like Catalonia in the European Union, and neither in the rest of the world, where 70% of the population does not have Catalan origin if we go back two generations.

We need to highlight this reality constantly, because this is the real Catalonia. As we know, not everything is perfect, and there are some social problems: people who have come in the last 15 years have been more vulnerable during the economic downturns. Thus, the number of unemployed people between them doubled the number of local unemployed people, which is a very high number as well. But this is a temporary situation that we are overcoming.

From the point of view of the new coming immigration from EU or non-EU countries, Catalonia has received 21% of the people who has come to Spain. Considering just people coming from non-EU countries, it turns out that these figures are even higher (about 30%). Catalonia is, therefore, the main recipient of foreign immigration in Spain over the last 15 years. If we had not been used to receiving people coming from the rest of Spain for years, could we have been the first economy in Spain and the main exporters? Probably not. In the end, the real Catalonia is this one, very mixed and diverse, extremely cohesive and merged.

The educational system, the key for social cohesion. The educational system has been essential in this mixed and cohesive Catalan society that, even if is not perfect, offers opportunities for everyone. Without the linguistic immersion in Catalan language many people coming from abroad would have lost opportunities, because it is necessary to learn Catalan to have equal opportunities.

Mr. Xavier Trias, Mayor of Barcelona:

New citizens of Barcelona. Barcelona has been a union and meeting point for many people for centuries. But now we have ahead us a new situation: over the last 15 years, Catalonia has increased his population from 6 million to 7.5 million. In the metropolitan area of Barcelona, with 3.2 million inhabitants, live 300.000 people coming from Asia, 250.000 from South America and 220.000 from Africa. All that has happened in only 15 years, coinciding with a great economic crisis: there were all the factors for a breakdown of society, but it has not happened. That is because we strongly trust in the future of our society: the citizens of Barcelona coming from all over the world are a great potential for the future.



Barcelona promotes interculturality. The objective is to build a diverse Barcelona, and not some diverse “Barcelonas”. Therefore, Barcelona promotes interculturality, rather than multicultural or assimilationist models, that create enclaves based on ethnic criteria. Inerculturality is a model of coexistence that takes into account the differences, based on equal policies; it considers the diversity as a value, creates meeting points and promotes interrelation between all citizens, with the aim of finding and sharing projects that make us improve.

Mrs. Myriam El Khomri, French Secretary of State for Urban Policy (video):

Diversity, a chance for Europe. Diversity is a chance and an opportunity for France and Europe, which now are in a political, economic and social crisis. Origin or gender diversity is an active of our society, and it is important that public and private governing bodies represent the society in all its diversity. In this sense, public policies are well prepared and targeted to respond to the needs of society: in the economic sphere, for example, the recruitment of people of foreign origin could be encouraged, which contributes to make companies more international.

Combating discrimination. We must have the means to combat discrimination. European societies have an ideal of “mixing”. The French government knows that people share moments at school, in their leisure time, in building where they live... although it is also true that in some areas of France there are ghettos where this exchange does not exist. It is a challenge, therefore, promoting “mixing”, opening these neighbourhoods and the spirits of people who live there. It is only a question of means to promote talent so that everyone can see it. This is a challenge for the European society: promoting mixing and equality in daily life.

Mr. Jaume Giró, General Director of the Fundació Bancaria “la Caixa”:

The Palau Macaya and its commitment to diversity.

Only few places in Barcelona are more suitable than the Palau Macaya to celebrate the 3rd European Forum for Diversity. From 1947, this modernist building (bought by “la Caixa”) was a reception centre for deaf and dumb children. In that moment, the walls of the building, where now the Forum takes place, helped encouraging diversity and promoting equality of opportunities.



Over time, the Palau Macaya has been adapted to the needs of the times. Nowadays it is a debating space where conferences and meetings regarding the economic, social and environmental sustainability take place, with a desire to encourage the reflection and the exchange of ideas, in conjunction with programmes of Social Projects of the Fundació Bancaria “la Caixa”.

Mrs. Iolanda Piedra, President of the Club XXle Siècle of Catalonia:



Projects of the Club XXle Siècle of Catalonia. The Club XXle Siècle of Catalonia aims to start the program **Entrepreneurship in Neighbourhoods** and on the agenda continues to be the program **Talent Promotion at Universities**, with the will to help students to carry out their business projects. In the same way, the Club XXle Siècle of Catalonia aims to promote a program for young people: **Interviews of Excellence**, guiding high school and vocational students to the University. The Club wants to implement the first Chair of Diversity Management. And among the projects developed in the first year of life of the Club XXle Siècle of Catalonia, we would like to emphasise the **Accelerator of Entrepreneurial Projects based on**

Diversity, which have started to bring positive results.

Diversity: a way out of the crisis? The Club XXle Siècle of Catalonia wants to be a meeting point between administrations, business world, Universities and civil society to reflect on diversity. Diversity offers a unique opportunity if we manage it well, with cohesion, tolerance and respect. According to several studies, companies that include diversity in their projects are successful, more competitive and have a greater understanding in the global market.

Diversity and SMEs. Small and medium-sized enterprises (SMEs) of Catalonia and Europe are very important in the business community. That is why the Club focuses on the diversity management in SMEs, so that they could provide RSS plans and equality, and take profit of a bigger competitiveness that helps them grow.

Access to finance. A project requires funding to proceed. In this sense, the Club XXle Siècle of Catalonia would like to thank MicroBank for microcredit provision to projects based on diversity. But an investment fund for diversity must be created, to promote more projects and really help companies.



SEMINAR 1

EUROPE FACING THE CHALLENGES OF DIVERSITY

Participants:

Mrs. Najoua Arduini-ElAtfani,
President of the Club XXI^e Siècle of
France

Mr. Francis Pisani, journalist expert
in IT and its impact on the society

Moderator:

Mrs. Cristina Salvador, journalist

Europe is a continent characterised by diversity, but is it mature enough to cope with this diversity in today's society? Do people coming from immigration have the same educational or job opportunities? What kind of example can Europe take from other countries in the world? Studies show the benefits of being open to diversity, but there is much to do.

Mrs. Najoua Arduini-ElAtfani, President of the Club XXI^e Siècle of France:

The challenge and Education. The objective of the Club XXI^e Siècle is the same as that of European society: to achieve that every citizen finds his place in the society. The Europe's challenge is to make that all people have the same educational opportunity. It is significant that in France 55% of all engineering students come from a family with high education and only 6 come from a working-class family.

Breaking down the barriers. People coming from immigration are less likely to be successful in a job interview, even more if that is a qualified job. Why do not we see people with an immigrant background in boards of directors of companies? When talking about an "immigrant woman" the access to work and her vocational evolution is even more complicated.

The Charter of Diversity. More than 1.500 companies in Europe have signed this Charter, and have committed to promote the non-discrimination value. In France there is the Association of Managers of Diversity, that provides to affiliated companies White Papers and training about issues such as equality, gender parity, religious matters, etc., in order to make every worker aware about this richness, on the one hand, and the possible unconscious discrimination, on the other hand.

The power of the media. Media has been providing the same clichés about immigration for decades. Furthermore they keep inviting experts with the same profile: man, about 50 and white.

The strength of the civic society. Immigrant people are very little represented in European parliaments. To change this fact, civil society has to be mobilised and people have to participate in associations. That is what will make the society to progress.

Mr. Francis Pisani, journalist, expert in IT and its impact on the society

Diversity and innovation in the world. Innovation not only comes from Silicon Valley or large technology corporations, but it is also everywhere. Everyone can innovate. There are examples of innovation in Nairobi, Pakistan, Chile, Israel... What is more, Silicon Valley would have not existed without diversity: Chinese and Indian people were the co-founders of about 52% of all companies existing in Silicon Valley between 1990 and 2005.

Innovation comes from collision. Therefore, open spaces have to be promoted, in order to have these collisions, because the innovation comes from diversity and conflicts. Associations and networks come from diversity too. People going through borders, whether geographic, cultural, economic or of gender..., contributes to the enrichment of companies and innovative ecosystems.

Conclusions:

Despite the progress made, in Europe there are still discriminations based on the social, ethnic and gender factor. Studies show that companies including diversity achieve better results. Sometimes diversity generates conflicts, but this is part of the innovation, that is what will make us come out of the crisis. It is necessary to think about diversity at a worldwide level, because Europe competes with the innovation coming from any place in the world such as Kenya, India or the United States of America.

WORKSHOP 1

AT THE CENTRE OF THE CHANGE: WOMEN

Participants:

Mr. Jean-Michel Monnot, Vice President and Director of the Diversity and Inclusion Group of Sodexo (France)

Mrs. Yolanda Menal, Human Resources Director of Unilever (Spain)

Mrs. Henrike von Platen, President of the association Business and Professional Women (BPW) of Germany

Mrs. Núria Balada, Executive Director of the Institut Català de la Dona

Moderator: **Mrs. Ingrid Bianchi**, member of the Management Board of the Club XXI^e Siècle of France

The impact of women in the European economy is increasingly evident. They represent an economic force, but are insufficiently represented in politics and in companies' management boards. But even after that, it is clear that the coming to the business world of women was a real revolution. Until what point gender diversity can represent a turning point and be a model for managing diversity?

Mrs. Núria Balada, Executive Director of the Institut Català de la Dona:

At least 40% of women. The European Commission indicates that it is necessary the presence of, at least, 40% of women for saying that they play a significant role to the economic and political powers. In this sense, public administrations should check that gender roles are not determined by a patriarchal culture, encouraging companies to implement equality policies making easier the conciliation of professional and family lives.

Mrs. Yolanda Menal, Human Resources Director of Unilever (Spain):

Why diversity is important in Unilever? Consumers are very important for companies. For this reason, they have to understand their needs. Diversity in a society involves a better decision making to develop creativity and discussion. When there is a new recruitment and people have the same talent, Unilever choose the under-represented gender (it can be a male individual in

some departments). Besides, studies show that companies which promote women's careers improve their profitability between 18% and 69%.

Mr. Jean-Michel Monnot, Vice President and Director of the Diversity and Inclusion group of Sodexo:

Having more women in a company, does it improve anything?

The Human Resources Department of Sodexo, a company present in more than 80 countries, carried out an internal study about mixed teams and teams which were not mixed. The conclusion: mixed groups produced a better quality result, and this conclusion will have an internal impact in the configuration of more mixed teams. Companies should be mixed and find spaces for discussion, where men and women feel comfortable. People are more intelligent when individuals are different, and that is the same for culture, origin, age, etc.



Mrs. Henrike von Platen, President of the association Business and Professional Women (BPW) of Germany:

Legal quota representation in Germany. The law for gender representation on company boards shall enter into force in Germany in 2016. The law is divided into three parts: 1) 30% of quotas for female representation in management committees (if no woman is found for that position, the work place will not be filled); 2) Companies being required to publish law enforcement; 3) Public companies must comply with the law and must lead by example.

Conclusions:

Talent may find in both women and men. It is necessary that companies pursue a strong policy of equal opportunities if they do not want to lose this talent. Instead of old policies, we should invest in new ones based on results, making easier the conciliation with private life and the presence of women in decision-making bodies. To achieve this result, everyone should make a tangible contribution: men, women, public and private agencies. Equal wages for equal works is a challenge of future.

WORKSHOP 2

EXPECTATIONS OF THE NEW GENERATIONS / INTERGENERATIONAL

Participants:

Mrs. Samira Djouadi, Delegate
General of the Fondation TF1 (France)

Mrs. Hélène Xuan, Scientific Director
of the Chair Demographic Transitions,
Economic Transitions (France)

Mr. Miquel Camps, President of
PIMEC Joves Empresaris of Catalonia

Mr. Juan Manuel Cruz, General
Director of Labour Relations,
Prevention, Quality, Environment and
Sustainability Areas of Acciona
Infraestructuras (Spain)

Moderator: Mr. Philippe Saman,
member of the Club XXI^e Siècle of
Catalonia, Director of the French
Chamber of Commerce and Industry in
Barcelona

Presently people of the so-called “Y Generation” are entering the labour market; we are speaking about those persons who were born between 1980 and 1995, who have some values, expectations, motivations and beliefs that are different from those had by previous generations. The challenge of companies is to create synergies between different generations. In this workshop we are going to analyse some experiences had in France and Spain, whether in social or business field, in small or big companies.

Mrs. Hélène Xuan, Scientific Director of the Chair Demographic Transitions, Economic Transitions (France):

Problems in a life-long society. Europe is going towards a society characterised by longevity that has ever more pensioners. Presently there are two big active generations: young people and seniors –people who are between 55 and 65 coming from the *baby boom* generation and entering retirement. Young people have difficulties to access to the world of work and, from other side, the system makes seniors to work for a longer time. But companies do not know how to cope with this ageing workforce. Trainings for young people and seniors are necessary because they are those financing the pension system. How to integrate young people and seniors when the economic growth is absent or very low? Young people finance pension of people who were very well-treated by the system in the past (most of seniors own their

homes). It is, therefore, necessary to find a compensation for young people in order to establish a new social pact.

Mr. Miquel Camps, President of PIMEC Joves Empresaris, entrepreneur and manager of family company of fourth generation Miquel Camps (Catalonia):

How to manage a company in the 21st century? What is different from previous generations?

In a global world, young people that manage a family company have the obligation to do something different from what done by previous generations: diversification, exportation, and more training. It is not just about invent, but also about re-invent what have been already created and make customers to want to get it. Just to take an example, the Cirque du Soleil re-invented the circus by replacing animals with art. Companies have to understand that workers are important and so they have to feel comfortable: if they are allowed to waste some moments for smoking, why are they not allowed to pray or to change their shift for participating in a recital of their kids?

Mr. Juan Manuel Cruz, General Director of Labour Relations, Prevention, Quality, Environment and Sustainability Areas of Acciona Infraestructuras (Spain):

To retain the seniors' talent. In Spain, in the next 9 years, many people from the *baby boom* generation will retire, and the positions that are going to be free would make a decrease in the unemployment rate from 25% to 11%. Therefore, there is a problem of knowledge and talent: in Spain there are 3.2 million of people without enough training to cope with the future challenges. For this reason, it is necessary to make seniors' working-life longer, not only for economic or demographic reasons, but also for a lack of training. The challenge of Acciona is to retain the talent and convince people over 55, who want to retire, to keep working in the companies by specific programs. A second challenge is to give way to younger generations, so they can share experience with seniors, even having different interests and abilities.

Mrs. Samira Djouadi, Delegate General of Fondation TF1 (France):



Sport Experience. Every year the French association Sport'A Vie sets a goal for young people living in tough urban neighbourhoods: participating in a big sport event, like the Football World Cup. For that reason, the association starts up a programme with the aim of making kids aware about their

talent, developing values such as self-concept and respect for oneself and others and team work to organise the trip to the country that hosts the sport event (language classes, meeting with other young people in the host country, etc.). These kids, with a high dropout rate, achieved for instance to learn Korean, just to go to Korea to attend an event.

TF1 and its training program for talented young people. Thanks to the Foundation TF1, a two years program of *coaching* is offered to immigrant kids or those coming from tough urban neighbourhoods, who did not have a good education, to make them to work and specialise in the media sector. After the training programme, many of them (those who are talented and good workers) are hired by TF1.

Conclusions:

In a society ever more characterised by longevity, it turns necessary to make working life longer. All this implies a new challenge for companies: the management of experience and talent of senior workers. At the same time, young people have difficulties to access to work market due to the crisis, so there is a need to offer them a new social pact. Training is a key factor and companies and society cannot leave those kids that, for social reasons, dropped out of the school. They have to be given a second chance.

SEMINAR 2

MANAGING DIVERSITY: TALENT IS THE ANSWER

Participants:

Mr. Lluís Recoder, Partner-Lawyer in
KPMG Spain

Mr. Eduardo Conde, Partner in Seeliger
& Conde

Mrs. Maria Giuseppina Bruna,
Management and Diversity Chair,
University of Paris Dauphine and Istec
Paris

Mr. Francisco Sánchez, Auditor of
international groups

Mrs. Thais Compont, Associate
Director of Diversity and Inclusion in
Coca-Cola Europe

Moderator: Mrs. Fatiha Gas, member
of the Club XXI^e Siècle of France

“Diversity” is not a neutral concept, but it has a variety of definitions, such as: people from different origins and culture, religion, age, gender, capacity, sexual orientation... The integration of the Diversity in policies of companies implies a double challenge: how to define and manage it. Management of diversity and talent search could be the answer to these questions. In this seminar we analysed how different companies deal with diversity.

Mrs. Thais Compont, Associate Director of Diversity and Inclusion in Coca-Cola Europe:

Promoting the inclusion. Coca-Cola is known as a famous American company and in its policies it talks more about inclusion and less about diversity, which is a melting pot of differences. In Coca-Cola, inclusion policy is related to those unconscious mechanisms that make us to treat not everyone in the same way. Even if we reasonably know that talent does not depend on the age, sex or colour, in the practice studies show that there are few women having a leading position in companies. In Coca-Cola, leaders and people from human resources are trained to overcome these unconscious mechanisms.

Mr. Francisco Sánchez, Auditor of international groups:

What is the contribution of diversity to companies? Deloitte has integrated the diversity, but it has not been easy, because firstly the company had to define it and, then, find out its contribution to the results of the company. In the end, it took into consideration the fact that the world is changing and, therefore, it is necessary to hire people having new talents to adapt to new local markets. The integration of diversity allows innovation, and not only in relation to new ideas but also to the company's organisation. Nowadays, the big challenge for Deloitte is to be an example for the society. It is relevant that more than 50% of young people integrated in France by Deloitte come from the diversity world.

Mr. Lluís Recoder, Partner-Lawyer of KPMG Spain:

Gender diversity policies. KPMG Spain has adopted diversity policies with the objective of achieving equal gender opportunities, especially among people in a leader position, in which the number of women is much lower. One of the future challenges for KPMG Spain is the involvement of the talent coming from immigrants that have been doing less qualified jobs so far. This way, KPMG pays attention to models coming from other countries around, like France, which has more experience in this field. Moreover, nowadays companies want to integrate people reflexing the change of society.

Mr. Eduardo Conde, Partner in Seeliger & Conde, firm for the search of directive talent:

To make SMEs open to diversity. There are two situations related to the hiring of directive talent: on the one hand, multinational companies are open to integrate leaders coming from different cultures, having departments specialised in diversity management; on the other hand, small and local companies, which keep looking for "men" and "nationals".

Integration of people with functional diversity. People with a different physic or mental functionality have many difficulties to access to a leader position. For that reason, the Fundación Seeliger y Conde has been created, which every year integrates between 60 and 100 disabled people. The Fundación Seeliger y Conde also certifies with the label BeEqual those companies that are committed to disability.

Mrs. Maria Giuseppina Bruna, Management and Diversity Chair, University of Paris Dauphine and Istec Paris:

Managing the diversity locally and daily. The challenge for companies and teams in charge of the management of diversity is to go from a superficial policy –or even a rhetoric communication – to a daily and local practice. Diversity managers are "missionaries" because they have the mission of changing companies' routines and rules: Management of Diversity policy is, therefore, a changing policy for companies. The management of Diversity is not only related to a quota policy, but also it has to be put in practice locally and daily, according to the context of every company and society. This is the reason why it is necessary that people having

a middle management responsibility in companies cope with diversity, making profit from their diverse teams.

Conclusions:

It is necessary to raise awareness in companies and leaders about the advantages coming from the implementation of management of diversity policies. This is not a rhetoric speech and it is not about a quota policy, but it has to be something real, practical and daily. It is necessary to promote the relation between companies that know how to deal with diversity and those that are not doing it yet. It is also necessary a better cooperation between public entities, universities and schools. The objective could be to start talking of “management of talent” and not of “management of diversity”. That would be the sign that people are evaluated just for their talent and not for their differences.



SEMINAR 3

DIVERSITY, A STRENGTH OF A EUROPE IN CRISIS?

Participants:

Mrs. Anna Terrón, Special Representative and Spokesperson of the Union for the Mediterranean

Mr. Bernard Le Masson, Managing Director of Accenture and Director of the Fondation Accenture (France)

Mr. Philippe Guibert, Sociologist and former Director of the Information Service of the French Government

Mrs. Anna Laborda, Associate Professor of the department of Economics, Finances and Accounting of ESADE

Moderator: **Mr. Henry de Laguerie**, Journalist, correspondent in Barcelona for Europe 1

European cohesion is based on the cooperation of people coming from different countries that have overcome a long history of conflicts because of differences. Now Europe must confront diversity management of people coming from other continents, which often have different religions and habits that come into conflict with those of the majority population. The challenge of Europe is to find the way to manage these differences, so that everyone can achieve its potential, without being limited by its place of origin or social position.

Mrs. Anna Terrón, Special Representative and Spokesperson of the Union for the Mediterranean:

Europa must seek a greater diversity. Europa is a pluralistic and varied society, but in a global world must move towards a greater diversity and inclusion as an important part of the exit strategy from the crisis. Europe seeks to establish business relations and, at the same time, refuses skills and potential of immigrants that could assist companies. With customers, for example, there are not problems related to religion, but these problems can appear with neighbours. In the Union for the Mediterranean, there is a very successful program helping postgraduate students from the South of the Mediterranean to make an internship in European companies. Similar programs could be arranged with immigrants who are already in Europe as well.



Mr. Philippe Guibert, Sociologist and former Director of the Information Service of the French Government:

The discomfort with Islam. On the one hand, Europeans have become more open to different cultures (incorporation of dishes from other countries in their diet, more daily contact with foreign people, etc.); but, on the other hand, there is an aspect that is the most difficult to be accepted by French and European people: Religion. Almost 80% of French people feel uncomfortable about the typical expressions of Islam (the veil, for example). Europe has been through a secularization process in the last decades, which could explain the discomfort with Muslims (in France they are 4.7 million). This fact generates political tensions, in workplaces or in social life in neighbourhoods, etc. It is a challenge for Europe to appreciate the differences, keeping common rules and highlighting what we have in common.

Diversity of generations. For the first time, in Europe coexist four generations, which carries a prolongation of the working-life. This fact could be a problem for Europe, but it could also facilitate synergies if we find the way to manage it properly.

Mr. Bernard Le Masson, Managing Director of Accenture and Director of the Fondation Accenture (France):

European barriers. Accenture, that has more than 300.000 employees in the world, is convinced that cultural diversity is a driving force of development, but there is a paradox: there are pragmatic constraints. People from India come to Europe for working and have difficulties to move across the continent. Sometimes Europe does not help in the management of diversity. This is a significant obstacle for economy and citizens.

Moreover, diversity is a challenge for companies: to have a room where people can pray, new food practice, etc.

Mrs. Anna Laborda, Associate Professor of the department of Economics, Finances and Accounting of “ESADE”:

The positive impact of the immigration on the economy. Over the last 15 years, immigration has had a positive impact on the Spanish economy: incomes increased thank to immigration. Some people blame immigrants for break down healthcare or education, which is not true, because if they are given a legal contract and opportunities, then they contribute to the economy of the country. But there are some issues to solve such as the recognition of professional qualifications, achieved in their countries, to offer them the relevant work according to their education.

It turns out that in Europe, sometimes, the educational attainment of the second and third generations of immigrants is worse, especially if their parents have not been economically and socially successful. It is necessary to involve families in their kids' education and take measures to prevent that immigrants are in the lowest level of the labour market.

Conclusions:

To cope with the challenges of the Global World, Europe has to open more to diversity: there are millions of talented people from other continents, willing to work in Europe and often they cannot do it due to legal impediments. Furthermore, is it necessary to take measures to give value to immigrants' skills, to avoid that they get marginalised in the labour market. It would be ideal to strengthen the tools to support the management of diversity in different fields.

SEMINAR 4

ENTREPRENEURSHIP, NEW WAYS TO GENERATE NEW EMPLOYMENT

Participants:

Mr. Edouard de Broglie, President of the Group Ethik Investment

Mr. Adrián Moyano, Lawyer, entrepreneur and team member of Fundación Iniciador

Mr. Abel Florensa, Business Development Manager of ING Direct

Mr. Albert Sòria, Former Senior Deputy Director of Fundación “la Caixa” and President of the association Amics de la Universitat Autònoma de Barcelona

Moderator: **Mrs. Mercè Chacón**, member of the Club XXI^e Siècle of Catalonia

Entrepreneurship is one of the key for a better employment and society, especially during the economic crisis. In this seminar, we analyse, from different points of view, the social connotation of entrepreneurship, particularly the so-called social entrepreneurship.

What does imply to be an entrepreneur?

Which difficulties does a person who wants to start a new business idea have?

How to convert the difference coming from Diversity in a business advantage?

Mr. Edouard de Broglie, President of the Group Ethik Investment:

To make the difference an added value.

In 2004 Dans le Noir opened in Paris. That is a restaurant where customers have dinner in the dark and the waiters are blind. Nowadays, it is a very successful restaurant that opened in other European countries as well. This is an example of how diversity (in this case, visual disability) is not an obstacle, but it is an added value to offer something new and different. The company is self-financed,

since the banks denied funding a project that did not have a model, but, as we know, to innovate means to create something that did not exist before.



Mr. Adrián Moyano, Lawyer, entrepreneur and team member of Fundación Iniciador:

To undertake despite the situation. The Fundación Iniciador is a foundation made by entrepreneurs, currently existing in 50 cities in the world. Every month, it organises reunions, in which entrepreneurs introduce their projects to an auditorium. Then, these projects are evaluated and suggested by experts in entrepreneurship. In Spain, differently from other countries, often entrepreneurs have to overcome some barriers such as the pressure of the family, the environment, the system... thinking that an employment is more secure than a job as an entrepreneur. In spite of this, in the last years this attitude is changing.

Mr. Abel Florensa, Business Development Manager of ING Direct:

Social Projects Funding. ING entered in the Spanish market in 1998, introducing a ground-breaking business model, betting on online channel and capacitation of customers through a business and not labour relationship. It is necessary a commitment with the society and this is the reason why ING commits to companies that have social values with a considerable impact on society. It must have a change of mind set to promote entrepreneurship. Society, administrations, companies, banks have to support people who want launch their projects, especially those regarding social redistribution.

Mr. Albert Sòria, Former Deputy Director of Fundación “la Caixa” and President of the association Amics de la Universitat Autònoma de Barcelona:

Entrepreneur of social economy. The entrepreneur of companies that have social value is a person who has a very strong motivation, which is also shown by the fact that more than 90% of those companies are still alive after two years. To success, the entrepreneur has to find social accomplices (relatives, associations of sufferers, councils, etc.) as well as funds among his friends, relatives and “fools”, since “real” funds for social economy projects do not exist.

Conclusions:

Diversity (such as disability) can be an opportunity to innovate and create new services and products. It is necessary to create investment funds to support new companies with social value, which often have difficulties with banks for funding. It is necessary to raise public awareness about the importance of social return –and not just economic return. Every entrepreneur has an impact on the society, since taxes paid by companies are for public services.

WORKSHOP 4

DIVERSITY, INNOVATION AND ACTION IN A CHANGING WORLD

Participants:

Mr. Joaquim Borràs, Chief Executive of ISS Integrated Facility Services (Iberian Peninsula)

Mr. Adam Oubuih, Investment Manager in Glennmont Partners

Mr. Aymeril Hoang, Innovation Manager in Société Générale

Mrs. Emmanuelle Duez, Founder of association WoMen'Up and the start-up The Boson Project

Moderator: **Mr. Jérôme Lejeune**, member of Club XXI^e Siècle of France

The world is even more globalised, what requires companies to open to new markets, as well as hire people of different nationalities. Starting from four personal experiences, in this Workshop we talk about how the creation of work teams' characterised by diversity helps companies to understand the reality and offer new services and products. But, are the structures of organisations suitable for listening to the voice of diversity? Companies have to evolve to deal with the rapidly changing world.

Mr. Joaquim Borràs, Chief Executive of ISS Integrated Facility Services (Iberian Peninsula):

Energy boost. ISS offers cleaning, security, maintenance, gardening services. Diversity is completely integrated in the company, as it is shown through the following figures: ISS gave a job opportunity to 30.000 people in Spain, 80% out of them are women, around 2.500 are immigrants from 63 different countries, more than 200 people are gipsy, 1.500 people are disabled, 50 of management positions are immigrants, etc. For ISS, diversity is not regarding philanthropy, but is essential for innovation and efficiency. To involve diversity in the company means to generate a great deal of energy that makes it possible to find new perspectives and solutions.



Mr. Adam Oubuih,
Investment Manager in
Glennmont Partners:

Clash of cultures to improve the business.

Diversity brings innovation and attracts talent as it is shown by the fact that the best universities promote cultural ethnic and gender diversity. As well as in companies, diversity allows achieve better results. Just to take as an example, the experience of BNP Paribas in Libya: just when the Company sent a management board coming from diversity and it turned out that in Libya reunions had place between 7 p.m. and midnight in cafeterias, the Group achieved make a business in that country. It is essential to know the culture of a certain country to adapt the product and the name of the brand also. This innovation is the result of the clash of cultures that supposes the creation of cultural different working groups that make it possible to implement new work processes.



Mr. Aymeril Hoang, Innovation Manager in Société Générale:

To change hierarchical structures. Beyond values, diversity is a factor of good results, welfare in work place and personal fulfilment. Society is changing, and people refuse the hierarchical structure existing in many companies. The importance of these hierarchical structures often overwhelms ideas coming from a group characterised by diversity. Is it necessary that companies re-implement their relations with working groups, the same way Société Générale is doing, because employees are those who will give an answer to society's needs, which are also diverse, through the implementation of new products and services.

Mrs. Emmanuelle Duez, founder of the association WoMen'Up and the start-up The Boson Project:

A paradigm shift. Diversity changes, as the same as world changes. WoMen'Up is the first European association for young people –under 30– working for gender diversity in companies. Young people, not just women, want to work in a different way seeking a balance between the private like and the satisfaction in the workplace; this is a common aspiration for youngest generations, globalised thanks to Internet. Companies have an economic interest of retain the best workers; and, to do that, they have to take into account the value of these new generations and re-invent themselves, taking into consideration that the concept of Diversity is changing as well. In some years maybe it will be achieved the gender equality, and diversity will involve differences related to the physical aspect or accent, strongly associated with stereotypes.

Conclusions:

Companies have to re-consider the way they manage diversity to face the challenges of present and the ones that will be in the future, in a world that constantly changes. Many companies have integrated the diversity in their working groups, but they have to do more and change hierarchical structures with other working models that promote the change of ideas and the dialogue between different groups. This way, they will be really beneficial. Moreover, it has to be taken into account that the concept of diversity constantly changes.



SEMINAR 5

HOW TO PROMOTE NEW BUSINESS MODELS AND ALTERNATIVE FUNDING SYSTEMS TO PROMOTE THE ECONOMIC ACTIVITY?

Participants:

Mr. Manuel Sepúlveda, Commercial Director of MicroBank

Mr. Adam Oubuih, Investment Manager in Glennmont Partners

Mr. Sergio Giménez, Entrepreneur and founder of Privilegiis.com

Mr. Hassane Hamza, Entrepreneur and founder of Siouz.com

Moderator: Mr. Fernando Riquelme, member of the Club XXIe Siècle of Catalonia

To take advantage from diversity, it is necessary that people are able to develop their entrepreneurship projects. In this seminar, we talk about the support that MicroBank offers to entrepreneurs by granting them micro-credit without any need for further guarantee, with the collaboration of entities like Club XXIe Siècle, that help entrepreneurs to prepare their business plans. Moreover, we talk about the personal experiences of two entrepreneurs and how the investment in renewable energies generates sustainable business.

Mr. Hassane Hamza, Entrepreneur and founder of Siouz.com:

The social mobility experience. With a disadvantaged background, French mother and father with roots in Somalia and Saudi Arabia, Hassane Hamza lived in Ivory Coast for 22 years and in a *bidonville* of France for 2 years. After studying commerce, he founded his own web company, which achieved to be quoted on the Stock Exchange and grow in Europe, what made him to know the successful medium-high class until the crisis made him to sell his company. His life experience made him write a book about diversity and the social mobility, up and down. Presently, he is launching a new project about solidarity-based economy: www.siouz.com, a platform where people can offer their community services, in a way that everybody can manage its small enterprise and add value.

Mr. Manuel Sepúlveda, Commercial Director of MicroBank:

Microcredits without guarantee. MicroBank –deriving from CaixaBank– is the only bank in Spain that gives microcredits to entrepreneurs and families without requiring a guarantee. For that, it is supported by more than 560 partners, which help entrepreneurs to make their business plans and draft a feasibility report, such as the Accelerator of the Club XXIe Siècle of Catalonia. After making more than 300.000 operations, insolvencies are about 2%, and 73% of projects have been going on with their activities for 5 years. The profile of entrepreneurs that have access to the microcredit of MicroBank is various: Spanish and foreign people, men and women, entrepreneurs of every age, etc.



Mr. Adam Oubuih, Investment Manager in Glennmont Partners, PNB Paribas affiliated:

Investment in sustainable economy. Glennmont Partners is a BNP Paribas investment fund in renewable energies. It is about ethical but also profitable investments, since cost and maintenance of a wind or solar farm are a lot cheaper than a thermal or hydroelectric power plant, as well as the costs of renewable energies' production have significantly decreased in recent years. Investment in renewable energies is part of the 2020 Agenda of the European Commission for a sustainable and environment-friendly economic growth.

Mr. Sergio Giménez, Entrepreneur and founder of Privilegiis.com:

Working with the Club XXIe Siècle. After working for 10 years as a computer engineer, he decided to undertake his project, Privilegiis.com, which is a platform facilitating information about sales and preferential treatment to people for being members of different entities, clubs or companies, without the need of consulting every entity separately. He received the support of the Accelerator of the Club XXIe Siècle of Catalonia to develop his project, and has been awarded Best Start-up by the Foundation Iniciador.

Conclusions:

New technologies and renewable energies are two very profitable types of business that contribute to a sustainable economic growth and new occupation. It is necessary to promote the investment and to support entrepreneurs to find funding. Entities, such as the Club XXI^e Siècle, help entrepreneurs to draft feasibility reports to obtain funding. It is necessary to create an investment fund for projects that emerge from the diversity.

WORKSHOP 5

EUROPEAN AND INTERNATIONAL SUPPORT NETWORK FOR THE PROMOTION OF DIVERSITY

Participants:

Mrs. Anu Ritz, Directorate-General for Justice and Consumers, Unit D3– Non-discrimination Policies of the European Commission

Mr. Michael Privot, Director of the European Network Against Racism (ENAR)

Mr. Bruce Roch, President of the Association Française des Managers de la Diversité (AFMD)

Mr. Nicolás Marugán, Expert in diversity and former Director of the Observatorio Español del Racismo y la Xenofobia (OBERAXE)

Mr. Pap'Amadou Ngom, Honorary President of the Club XXIe Siècle of Catalonia

Moderator: Mrs. Myrtha Casanova, member of the Club XXIe Siècle of Catalonia

The last Workshop of the Forum offers a panoramic view of the impact of diversity in the European Union and has effects on the contribution coming from different organizations. The objective is to make progress towards a European social and economic sustainable single area, as a strategy to fight the current crisis and avoid other crisis in the future. This is the reason why the European Commission has promoted the Charter of Diversity in member States as a tool that encourages innovation and efficacy of organisations, as well as the creation of high quality life for citizens, independently from their ethnic, cultural, social origin or capacity, age or gender.

Mrs. Anu Ritz, Directorate-General for Justice and Consumers, Unit D3– Non-discrimination Policies of the European Commission:

The EU commitment to diversity. The European Commission has a commitment to promotion and implementation of policies of inclusion. For that, the Commission has already issued a large number of directives for a greater inclusion of people at risk of exclusion on the labour market, such as directives about equality and gender. On the other hand, the Commission supports the initiative of Charters of Diversity, present in 14 countries; private companies and



public organisations that are involved study and implement a policy for diversity. Furthermore, the Commission has a funding programme for companies, local administrations and ONGs called Rights, Equality and Citizenship to promote policies about management of diversity.

Mr. Michael Privot, Director of the European Network Against Racism (ENAR):

Racial diversity, the big taboo. ENAR is the only net in Europe that defends the racial equality. Since sometimes the legislation is not effectively implemented, ENAR has created the platform Equal Work to encourage public and private companies to hire people from different culture. ENAR also produces reports and shares best practices implemented by few companies in Europe. It also carries out studies, such as the one made about the glass ceiling for ethnic minorities. The racial discrimination in companies is still a taboo, and ENAR claims that the management of racial diversity has not to be exceptional, but it has to be managed in the same way that other diversities, like the gender one.

Mr. Bruce Roch, President of the Association Française des Managers de la Diversité (AFMD):

To raise awareness about the inclusion of diversity. AFMD was founded in 2007; nowadays it counts 120 members, among them big companies, SMEs, NGOs, public administrations, schools and universities. The challenge is to create tools and strategies that help organisations to implement their policies about the management of diversity. Another challenge is to create a dialogue with citizens, schools and academic world, with the aim of educate and promote a positive idea about inclusion of diversity in organizations.

Mr. Nicolás Marugán, Expert in diversity and former Director of the Observatorio Español del Racismo y la Xenofobia (OBERAXE):

To help SMEs to include diversity. France, Germany or the United Kingdom have received immigrants over the last 50 years, while Spain over the last 15. OBERAXE is a public organism founded in 2000 with the purpose of making researches about the evolution of racism and xenophobia in Spain and creating a net-working between European organisations. One of OBERAXE's action points is about dissemination of rules for SMEs, which are who need the best support in order to implement policies about diversity management. They need help from public administrations, NGOs and universities.

Mr. Pap'Amadou Ngom, Honorary President of the Club XXIe Siècle of Catalonia:

Mission and Vision of the Club.

The Club XXIe Siècle has been created in France, in 2004, with the aim of changing the idea that French society had about a part of its population: minorities. When talking about diversity in companies, we are talking about gender, age, disability and very little about race, ethnicity or cultural diversity. This is the reason why people coming from French immigration, having a position in public administrations or



companies, decided to create the association, with the objective of talking to other top managers and of raising their awareness of the importance of including different cultures in their companies. One of the most important actions of the Club is represented by projects about education, to make young people believe in opportunities offered by school. The management of diversity is an important issue not only in France, but also all over the world and every country has to find a way to solve it according to its characteristics. For this reason, every country has embarked upon a process of expansion, like Catalonia or Berlin is doing.

Conclusions:

It is necessary to strengthen the approach to migration management from the perspective of contribution of new talents from other cultures and countries in order to make Europe more innovative. Europe has to take advantage from these people that sometimes have hidden talents and promote their business spirit to face the challenges of the global world and generate employment and economic growth. This way, it is necessary to include the science of diversity management in the academic world, as well as in the schools.

CLOSING SESSION

The closing session of the 3rd European Forum for Diversity “Diversity: an exit gate from the crisis?” has been placed on Saturday 25th April at 1 p.m. Presiding at the ceremony was Mrs. Neus Munté, Minister of Social Welfare and Family of the Government of Catalonia, together with Mrs. Najoua Arduini-ElAtfani, President of the Club XXI^e Siècle of France, and Mr. Josep González, Vice-President of the Club XXI^e Siècle of Catalonia and President of PIMEC.



Written by Mrs. Neus Munté, Minister of Social Welfare and Family of the Government of Catalonia, after her participation in the 3rd European Forum for Diversity:

It is a pleasure to write these lines and have participated in the 3rd European Forum for Diversity. For Catalonia it has been an honour to host this event and a satisfaction to see how the Club XXI^e Siècle, having a long record in France, is implementing in our country as well. Initiatives like these certainly show the interest of Catalans in

promoting the great diversity of our society, characterised by an economic, social and cultural enrichment.

In Catalonia, 18% of population is closely related to the immigration that has arrived in the last 15 years from all over the world. We have 117 different nationalities, almost 300 languages are spoken, and 13 religions are practiced in Catalonia. At the same time, we have a long historic experience as a migration recipient country: 70% out of the present population of Catalonia has their origins out of Catalonia.

Rather than being problematic, this situation it is a great opportunity that allows us to look ahead with optimism. Diversity must be useful to embrace the world and to build cultural, commercial and business bridges. We must take advantage of these synergies in an interconnected and interdependent world.

The Government of Catalonia has pushed measures to facilitate the integration of this new population. One of these measures is the Law 10/2010 in welcoming people immigrating into Catalonia, currently in process of implementation, which will offer a training service to all immigrants in order to know the official languages, labour market, laws and customs of Catalan society.

On the other hand, we have a public educational system that facilitates a complete education to everyone, regardless of the origin or social level. Also the public health system in Catalonia is universal and free for all the persons who need it, without any discrimination.

We treat everyone with equity, irrespective of their origin, in order to guarantee equal opportunities and provide personal improvement. It is basically what we have called the “social lift”, which has generated so many good results during a lot of years.

With all of these actions, and others like the fight against racism and defamatory rumours over immigration, we want to turn this diversity into an opportunity and, at the same time, promote social cohesion in our society. A cohesion that has been stable despite the economic crisis thanks to Catalan society.

We have been able to consolidate all this, overcoming obstacles, thanks to the commitment and actions carried out by the Government of Catalonia, the city councils as key players, and the organised civil society: social agents, NGOs and social entities. Everybody has contributed creating this cohesion.

The implementation of the Club XXIe Siècle in Catalonia is more than convenient. I am confident that the actions and activities carried out in our territory will help achieve this big objective that we share: initiative, entrepreneurship and overcoming the difficulties due to social disparities. You are welcome.

Neus Munté i Fernàndez

Minister of Social Welfare and Family

Mr. Josep González, Vice-President of the Club XXIe Siècle of Catalonia and President of PIMEC:

Catalonia, diversity and SMEs. The diversity of Catalonia is unquestionable. It is a reality but, at the same time, a great opportunity for companies in a globalised world. It is a key element to coexistence and performance. Consequently, it is necessary to help SMEs, integrating diversity in business culture, because all of this contributes to increased organisation efficiency, generating creativity, innovation and a climate of satisfaction.



The Club and the support for entrepreneurs. The Club XXIe Siècle of Catalonia wants to explain the reality of diversity in Catalonia and to help new Catalans to play the role they want in the society. Consequently, the Club wants to support entrepreneurs through the Accelerator of entrepreneurial projects based on Diversity.

Stopping deaths in the Mediterranean. Europe's wealth also depends on the thousands of immigrants who risk their lives looking for a second chance. For this reason, urgent measures must be taken by European leaders for stopping deaths in the Mediterranean.

Acknowledgments. Finally, I want to thank the French Club because of its confidence in the Club XXI^e Siècle of Catalonia for the organisation of the 3rd European Forum for Diversity and to everyone who has cooperated in this event.

Mrs. Najoua Arduini-ElAtfani, President of Club XXI^e Siècle of France:



Integrating diversity management on the political agenda.

In spite of the considerable growth in diversity management in recent years, this is an important issue that politics avoid. For this reason, we must become diversity management 'missionaries', because the civil society is powerful. Companies must be courageous incorporating diversity. Politics must be more involved and get a long term vision

in order to help people.

4th European Forum for Diversity. This edition in Barcelona is not the last FED edition because unfortunately diversity management is still an issue that must be seriously addressed in order to eradicate discrimination and achieve equality. The 4th edition will be in 4 years in another European country and we will continue to work with all our audacity and courage.

6. Ceremony of the 1st Diversity Awards of the Club XXI^e Siècle of Catalonia

As a closing of the Opening Session, Mr. Artur Mas, President of the Government of Catalonia, gave the 1st Diversity Awards of the Club XXI^e Siècle of Catalonia. With these awards, the Club XXI^e Siècle of Catalonia wants to recognise the good work of enterprises and institutions in diversity management. In this first edition of the prizes the following enterprises have been awarded:



Acciona: Prize awarded for its programmes to achieve gender equality and for its partnership with other institutions for the integration of disabled people. Mr. Francesc López, Territorial Director of the East Zone, received the award.

ISS Integrated Facility Services: Prize awarded for the integration of 1.000 disable workers and 4.000 immigrants from 80 countries at the various centres of the company, and also for the agreements with institutions that work with people at risk of social exclusion. Mr. Joaquim Borràs, Chief Executive, received the award.



KMPG: Awarded for encouraging an inclusive working environment, as it believes that workers diversity is a source of wealth for a proper understanding of client needs. Mrs. Montserrat Trapé, Manager of KPMG Lawyers in Catalonia, received the award.



Sodexo: Awarded for its diversity management strategy and inclusion based on five groups: disabled people, the advancement of women, generational diversity, ethnic diversity and LGBT workers inclusion. Mr. Jean-Michel Monnot, diversity and Inclusion Vice-president and

Director, received the award.

Barcelona City Council: The Council was awarded for its Programme 'Barcelona Interculturalidad' and for the Project XEIX based on the integration of Pakistani and Chinese communities in the Eixample neighbourhood. Mr. Xavier Trias, Mayor of Barcelona, received the award.





Banking Foundation

“la Caixa”: in recognition of the Banking Foundation “la Caixa” and “la Obra Social” for the integration of people at risk of social exclusion. Mrs. Joana Prats, Director of Diversity and Relations with Social Institutions, received the award.

The events concluded with the Origin Hymne, specially made by Mr. Ramon Soler-Padró for this European Forum for Diversity:

All of our origins are different
and our families so distant
But I can see in you the same as in me
And it's in you that I can find relief

All of our origins are different
and our families so distant
But I can see in you the same as me
And it's in you that I can find relief

Now the memories fade away
So the hatred is in vane
If we were able to forgive
Ready to begin again

All of our origins are different
and our families so distant
But I can see in you the same as me
And it's in you that I can find relief

When the nations fade away
and the borders disappear
We will be able to believe
The morning to begin again

All of our origins are different
and our families so distant
But I can see in you the same as me
And it's in you that I can find relief

All of our origins are different
and our families so distant
But I can see in you the same as me
And it's in you that I can find relief

7. 1st Dinner-Debate of the Club XXle Siècle of Catalonia



On Friday 24th of April in the Chronicles Hall of the Barcelona City Council took place the 1st Dinner-Debate of the Club XXle Siècle of Catalonia. Dinner-Debates are usually an opportunity for politics and Business leaders to set out their visions for diversity management and open a debate with attendees.

Mrs. Sònia Recasens, Second Deputy Mayor of Barcelona City Council, and Mrs. Nicole Houel, Vice-President of “Learning & Diversity” of Suez environment participated in this dinner-debate. They explained how their respective institutions –a public institution and a private company– manage diversity. Following the discussion, the Barcelona City Council offered to attendees a buffet dinner in the Gothic gallery, where they could continue with the exchange of experiences.

The Club XXle Siècle de Catalunya is especially grateful to the Barcelona City Council for this dinner-debate. It is also grateful to Mrs. Sònia Recasens and Mrs. Nicole Houel for agreeing to take part in the debate.



8. Press review

The 3rd European Forum of Diversity has had a considerable impact in the mass media. **70 news about the Forum were noted in the mass media (off-line and on-line)**, from the agencies Europa Press, EFE and Agència Catalana de Notícies to La Vanguardia, El Periódico, El Punt Avui, ABC, La Razón, El Confidencial, e-Notícies, Aldia.cat, el Informatiu Migdia de TVE, Tele 5 or BTV, among others.

It should also be emphasized that there was an important impact in economic medias like Catalunya Empresarial, Via Empresa, El Economista or BolsaManía, as well as the notes issued in the web of the Government of Catalonia, the City Council of Barcelona or Fedelatina.



Actualitzat el 24.04.2015 a les 15:52

La tercera edició del Fòrum Europeu de la Diversitat ha canviat París per Barcelona. Durant dos dies, es reflexionarà sobre com es pot aprofitar la diversitat per generar talent i sortir de la crisi al Palau Macaya, al passeig de Sant Joan. En la inauguració, tant l'alcalde, Xavier Trias, com el president de la Generalitat, Artur Mas, han aprofitat per reivindicar la feta d'integració de la diversitat que es fa a casa nostra.

En l'acte inaugural, tant l'alcalde, Xavier Trias, com el president de la Generalitat, Artur Mas, han posat sobre la taula la realitat catalana i barcelonina i la feta feta pel que fa a la diversitat. Trias ha recordat que en només 15 anys l'àrea metropolitana ha rebut uns 800.000 estrangers. Mas ha assegurat que del total d'estrangers no comunitaris de l'estat, el 50%, estan a Catalunya.

Europa Press
Divendres, 24 d'abril de 2015

L'Ajuntament de Barcelona, La Caixa i Acciona, premiades en el Fòrum Europeu de la

BARCELONA, 24 Abr. (EUROPA PRESS). -

L'Ajuntament de Barcelona, La Caixa i Acciona han estat premiades en el Fòrum Europeu de la Diversitat pel Club XXIa Síntesi de Catalunya que se celebra el 24 i 25 d'abril al Palau Macaya.

Segons ha explicat aquest divendres l'organització, aquests premis reconeixen el compromís d'institucions i empreses amb la diversitat com a element integrador i vertebrador.

La Caixa ha estat premiada per "la llarga trajectòria de la Fundació La Caixa i l'Obra Social per la integració de persones amb risc d'exclusió social".

Acciona "pels seus programes d'igualtat d'oportunitats entre homes i dones i de diversitat personal en el lloc de treball", i a més la companyia preveu que a finals d'any un 3% de la seva plantilla estarà integrada per persones amb alguna discapacitat.

L'Ajuntament de Barcelona ha estat reconegut pel seu Pla BCN Interculturalitat i perquè va rebre el març el 'Diversity Advantage Prize'.

També han estat premiades: KPMG pel seu foment d'un bon entorn de treball; ISS per haver integrat 1.000 treballadors amb alguna discapacitat i 4.000 immigrants de més de 80 països; i Sodexo per la seva estratègia global sobre diversitat i inclusió.

Televisió Espanyola. TVE
L'Informatiu migdia
Divendres, 24 d'abril de 2015




Servei de Premsa

Imatges, Notes de premsa

L'alcide Trias afirma que cal conjugar diversitat i cohesió per construir una Barcelona diversa

20/04/2016

L'alcide Trias, president de la Generalitat de Catalunya, ha afirmat que la diversitat és una peça fonamental de la nostra societat i que cal conjugar diversitat i cohesió per construir una Barcelona diversa. Trias ha destacat que la diversitat és una font d'enriquiment i que cal fomentar-la per aconseguir una societat més justa i cohesionada.



Per primera vegada el Foru Europeu de la Diversitat es celebra a Barcelona, després de tres edicions celebrades a París. L'alcide Trias ha afirmat que la diversitat és una font d'enriquiment i que cal fomentar-la per aconseguir una societat més justa i cohesionada.

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En aquest sentit, Trias ha destacat que la diversitat és una font d'enriquiment i que cal fomentar-la per aconseguir una societat més justa i cohesionada.

FORUM DE LA DIVERSITAT

La Generalitat remarca que Catalunya "es un país històricament vinculat" a los moviments migratorios

Rejoy analiza la crisis migratoria

Directorio: Catalunya Bienestar Social Familia Neus Munté



Foto: Europa Press

L'AVANGUARDIA vida

Domingo, 20 de abril 2016

Edicions: Què? Temes

Portada Internacional Política Economia Business Opinió Deportes Vida Tecnologia

ES Magazine Món Barcelona Sig Vang Sanitat Salut Bienestar Què estudiar Net

Mas destaca la integració de los inmigrantes como parte del ADN catalán

Vida | 24/04/2016 - 14:30h

Barcelon, 24 abr (EPL) - El presidente de la Generalitat, Artur Mas, ha asegurado hoy que la sociedad catalana es "diversa y cohesionada" pese a que el 70 % de la población no tiene padres o abuelos autóctonos, por lo que ha considerado que la aceptación e integración de inmigrantes forma parte del ADN catalán.

Así lo ha apuntado durante la inauguración del III Foru Europeu de la Diversitat, que reunirá hoy y mañana a empresarios, políticos y emprendedores españoles, franceses y alemanes en el Palau Nacional de Barcelona.

La cita sale por primera vez de París para abordar en la necesidad de que las empresas apoyen por la diversidad en sus equipos, ya que ésta es un elemento de competitividad para contrarrestar diferentes visiones del mundo a la hora de sacar adelante los proyectos.

En este línea, Mas ha atribuido el dinamismo y el peso actual de la economía catalana a los inmigrantes que legaron de otras partes de España durante el siglo XIX, así como a haber sido "de largo" la comunidad que más inmigración extranjera ha recibido en los últimos 15 años.

"Sin la inmigración y sin la tradición de acogida, no seríamos lo que somos", ha asegurado el presidente, que ha citado como prueba de ello los apellidos y nombres más frecuentes en Cataluña, ya que se combinan los apellidos castellanos García o Sánchez con nombres catalanes como Miró, Jàja, Marc y Biel.

Para Mas, el modelo educativo, con la inmersión lingüística, y el modelo sanitario universal son otros de los garantes de la integración de los colectivos en Cataluña.

Por su parte, el alcalde de Barcelona, Xavier Trias, ha coincidido en la necesidad de entender la diversidad social como una fuente de "pluralidad, creatividad e innovación", y ha abogado por que los diferentes colectivos convivan en un mismo espacio para evitar la creación de guetos.

La presidenta del Club XXI Sècle en Catalunya, Iolanda Pineda, ha insistido en que las empresas con equipos internacionales tienen ventaja competitiva a la hora de exportar, ya que pueden aprovecharse del conocimiento que los extranjeros tienen de sus países de origen a la hora de vender allí.

Pineda ha lamentado que aún queda mucho trabajo por hacer para garantizar la igualdad de oportunidades de todos los ciudadanos, y ha destacado algunos de los programas en los que participa esta asociación en ánimo de lucro, como la puesta en marcha de microcréditos de 25.000 euros a través de La Caixa, que no precisan de avales, sino de un buen plan de negocio.

Si embargo, a su juicio hace falta más financiación, por lo que ha pedido la puesta en marcha de un fondo de inversión para proyectos que apuesten por la diversidad, similar al que existe en Francia desde el 2004.

"No estamos diciendo que regalen el dinero, sino que inviertan en proyectos que devuelvan beneficios en un plazo de cinco años", ha detallado.

El director general de la Fundación Barcelona La Caixa y director general adjunto de CaixaBank, Jaume Grit, ha apelado precisamente a la igualdad de oportunidades como la base para conseguir "la triple sostenibilidad" económica, social y medioambiental.

El palacio barcelonés acogerá durante las dos jornadas del foro a directivos de empresas como Seat, Unilever, KPMG, Sodexo, Adicora y Coca-Cola, así como a sociólogos, emprendedores y representantes de la sociedad civil.

BARCELONA, 25 Abr. (EUROPA PRESS) -

La consellera de Benestar Social i Família de la Generalitat, Neus Munté, ha remarcat aquest dissabte que Catalunya "és un país històricament vinculat a la immigració", ha informat el departament en un comunicat.

En la clausura del III Fòrum Europeu de la Diversitat, que organitza el Club Sègle XXI Catalunya, ha sostingut que "són eines que ho regulen, ha basat el seu desenvolupament en la immigració", tant des de el punt de vista demogràfic, econòmic, social, cultural i lingüístic.

Ha ressaltat el compromís del Govern en la lluita contra el racisme i la xenofòbia, i ha recordat que el Govern català ha sigut molt actiu "impulsant la lluita contra rumors, tòpics i estereotips".

"Catalunya té que continuar fent el camí i consolidar, en la mesura de les possibilitats, el model propi i el fet diferencial que també es manifesta en la incorporació de les persones recién arribades", ha sostingut.

Munté ha celebrat que el Club Sègle XXI se hagi instal·lat a Catalunya perquè té un gran prestigi en treballar per "canviar la imatge, a menys negativa, de la immigració estrangera e intentar potenciar el talent i les possibilitats de molts joves amb pocs recursos".

FEDERATINA

Barcelona acoge el III Fòrum Europeu de la Diversitat

"La diversitat, ¿una fuente de riqueza o la crisis?" es el título del III Fòrum Europeu de la Diversitat (FED) que se celebra los días 24 y 25 de abril de 2016 en el Palau Nacional de Barcelona (Paseig de Sant Joan, 130).

Se trata de un evento creado por el Club XXI Sècle de París y organizado este año por el Club Sègle XXI Catalunya, para celebrar la década de actividad de esta institución que trabaja por el desarrollo social y económico sosteniendo un Franco.

El programa del Fòrum, que está guiado que incluye al presidente de la Generalitat, Artur Mas, incluye ejemplos de políticas y acciones llevadas a cabo por las regiones y en sus sesiones se espera la participación de líderes de grandes ciudades como Barcelona, Stuttgart y París.

Analisis demografico y futuro del emprendimiento.

También se analizarán estrategias para lograr la transición empresarial en un mundo cambiante, así como casos de éxito de la gestión de las diversidades de género, migración o edad, y su impacto en la sostenibilidad de la Unión Europea.

Quematen, el Fòrum es donarà a conecar les contribucions de la plataforma de les Ciutats de la Diversitat de les ciutats, polítics corporals, i també es presentaran eines per potenciar les pimes com a clau del desenvolupament i la inclusió.

El altre es tracta de la necessitat de fomentar la inclusió a través del comerç info@clubsegle21.org, telèfon 93 322 12 12 o de este formulari web.

9. Thanks

The Club XXIe Siècle of Catalonia, the Club for Diversity, wants to express a very special gratitude to **speakers and moderators** having agreed to participate selflessly in the 3rd European Forum of Diversity and sharing their experiences and ideas about diversity management with participants.

It also wants to say thanks to the Club XXIe Siècle of France for all the support and confidence in the organisation of the event, and to the companies, organisations and people who collaborated on the 3rd European Forum of Diversity in Barcelona: **Obra Social “la Caixa”, Ajuntament de Barcelona, Diputació de Barcelona, Generalitat de Catalunya, Suez environnement, Vinci, PIMEC, IVEAEMPA, Pastelería Bànitza** and **Mr. Ramon Soler-Padró**.

