

## MOBILISING EMPLOYERS' COMMITMENT TO NON-DISCRIMINATORY PRACTICES

*In 2004, the topics of non-discrimination and diversity were not yet considered by companies in France as priority issues for action. Thus, one of the main challenges for the ELMER DP was to promote coherent diversity management policies that had a real impact on human resource strategies in enterprises. This implied a strong focus on awareness raising among employers, in order to change mentalities and behaviour and to introduce a new orientation towards diversity in HR and management processes.*

Led by IMS (Institut du Mécénat de Solidarité), an organisation that associates about 100 large companies in France on the issue of Corporate Social Responsibility, and with the National Association of Human Resource Directors as a partner, *ELMER* offered practical support to promote effective approaches to diversity management. The DP conducted diversity audits in three pilot companies of the partnership (AXA France, IKEA France, PSA Peugeot Citroen) which provided a sound basis for diversity action plans in these enterprises. These audits involved interviews with several hundred employees and an analysis of existing communication and HR tools. Other activities comprised developing awareness raising tools (including monthly newsletter on diversity and non-discrimination policies), piloting the practice of blind (anonymous) CVs in recruitment processes and organising training programmes and workshops on diversity.

Based on this experimental work *ELMER* aimed to mobilise a wider range of enterprises to actively engage in non-discriminatory recruitment and work practices that value cultural diversity. The DP made a significant contribution to promoting a Charter of Diversity, through the employers' federations and the 160 companies that were involved in its work. By the end of 2007, more than 1500 enterprises in France had subscribed to this charter.

By the end of 2007, the project had not yet completed its activities. However, the partners participating in the DP's work state that since 2004 important progression can be noticed in terms of companies' commitment to non-discriminatory practice and their awareness of the business case for diversity. Other stakeholders are now concerned, such as trade unions. Many trade unions concluded agreements related to developing diversity in companies.

*ELMER* also played a significant role in the [National Thematic Network](#) set up in France within the framework of EQUAL to combat racial discrimination.

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Link to [EQUAL database description](#)

Transnational Partnership

[Create Diversity in Employment](#)

[Entente Diversity](#)