



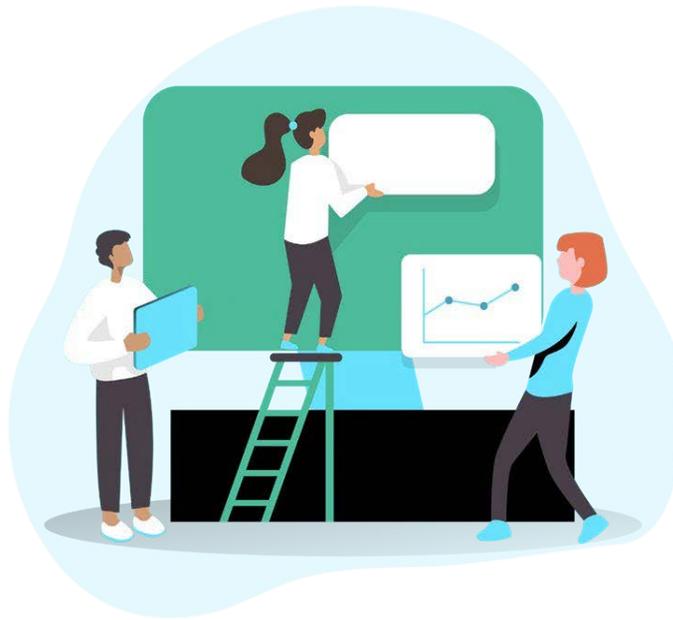
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idem

boosting diversity

The IDEM Project

Achieving greater Diversity, Inclusion and Equality in SMEs Management



Final report for Spain

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Achieving greater Diversity, Inclusion and Equality in SMEs Management

Final Report for SPAIN

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Abbreviations

CSR – Corporate Social Responsibility

D&I – Diversity and Inclusion

LGBTQ+ - Lesbian, gay, bisexual, transgender and queer

1. Overview

Diversity in the workplace is when people from a range of different social and ethnic backgrounds and of different genders, sexual orientations, age, health states etc. come to work together. Diversity allows the exploration of differences in a safe, positive, and nurturing environment. It means understanding one another by surpassing simple tolerance to ensure people truly value their differences. In a nutshell, it's about empowering people by respecting and appreciating what makes them different.

The challenges to assess and evaluate the process of diversity are created by the never-ending list of human indicators and features and because diversity in itself is ever shifting and perpetual. In the current context of polarized societies and fragmented solidarity in Spain and elsewhere, recognizing the significant role and contribution businesses have in shaping public discourse and citizen behaviours and attitudes around diversity-related issues, assessment of D&I policies and practices is especially significant.

The survey of 209 employees from 100 Spanish small and medium enterprises (SMEs), which took place from 2022 January to August, provides an evidence-based portrait of the baseline situation in terms of discrimination, equality, diversity and inclusion in the work environment in Spain. The questionnaire that researchers used focused on employees' experience and prevailing attitudes on a wide range of diversity related issues such as gender identity, sex, religion or faith, disability, ethnicity, sexual orientation and age (more about the methodology on page 7).

The collected data is representative of variety of economic sectors, such as business consultancy, financial services, education, media, insurance, recruitment, digital marketing, civil engineering, sports, IT, social action, wholesale, real estate and catering. The results from the questionnaire highlight some important questions/issues that should be explored further, including the complexity of intersectional issues. The biggest issues seem to be discrimination or unjust treatment at the workplace due to gender (11%) and age (8%). A majority (87%) of respondents feel that employers should introduce personal responsibility for any form of discrimination in the workplace: evidently most people think incidents of discrimination in the workplace should be taken seriously, though only 32% report having a safe reporting system. During recruitment processes 19% of the respondents were asked about their family status and plans. All results are analysed and presented in greater details further.

2. Key recommendations for SMEs

Introduce safe and confidential reporting channels. Having a safe, well known and maintained reporting system is crucial. Under-reporting and scarcity of data makes it difficult to assess the actual situation and measure the exact scale of problems. Additionally, the absence of safe reporting channels might lead to rooted discrimination being not addressed as reporting is often the only possible way to face the problem and solve it. Nonetheless, **30% of surveyed employees in Spain do not know whether the company has a safe reporting system**, 25% answered that their workplace does not have a safe reporting channel and 14% were not sure if the current complaint management system is confidential. In case of discrimination to a work colleague in their workplace, **only 1 out of 209 would not be ready to report.**

Ensure fair and transparent recruitment of candidates. Discriminatory practices toward women still prevail in Spain, especially during the recruitment process. Data shows that 20% of women and 13% of men were asked questions concerning their family status and related plans, during their job interviews. Women also carry a disproportionate burden of the housework, well-illustrated by the fact that these spend 86% more time than men on housework and caring activities. Employers need to be aware of their obligations even before the actual employment relationship starts. Fair selection in recruitment must be objective, consistent, and non-discriminatory. From job advertisements, which should speak with broad range of candidates, to fair screening processes, the transparency and equal opportunities should be ensured throughout the whole process. Blind resume reviews and automated shortlisting tools could be considered. Candidates from the resume assessment to the interviewing process have to be treated fairly and by the same criteria.

Organise awareness raising and diversity training. 49% of respondents would like to get D&I training (42% already have integration trainings for recently arrived employees and/or specific orientation about existing diversity and inclusion strategies and actions). While building understanding of the differences between people should help navigate those differences in a respectful and productive manner. Organizations should frequently check the effect of training and their progress in improving the work environment while constantly working on reducing bias in the workplace. The companies tend to cultivate D&I more when its employers are open-minded and consider people of various backgrounds a potential rather than a burden. Therefore,

promoting D&I in the workplace is very much about encouraging positive staff views towards various ethnic and social groups, since only then profound changes in the D&I climate can actually happen.

Ensure continuous monitoring. Surveys conducted on a team, departmental or organizational scale can be a tool to determine if the goals of the Diversity and Inclusion related strategy have been fulfilled as well as gather insights that are needed to make actionable changes and improvements to the processes like diversity recruiting. **65% of the respondents would like their employer to monitor the composition and structure of staff** to evaluate the representativeness of different groups (33% said that their current employer already promotes such monitoring initiatives).

Pay gap audits are a tool to ensure that positions and jobs are paid according to neutral criteria, completely distancing themselves from the employee. The same tool makes it possible to prevent unequal payment of wages, which may be unreasonably determined by gender, age, disability or other characteristics of the employee. **85% of respondents answered, that they feel that measures to reduce the pay gap between men and women, should be taken, with 67% saying their current employer already promotes them.** Recruitment, selection, promotion, training, performance evaluations and complaint handling procedures should be constantly audited as well.

3. Methodology

The IDEM Tool is designed specifically for SMEs, with the specific purpose to help such companies start or further strengthen their D&I strategies. Though there is no unified methodology of evaluation and assessment of D&I policies, there should be common minimum standards that could guide organizations towards development and implementation of effective D&I policies at the workplace and beyond. The IDEM Tool methodology is based on the analysis of existing legal frameworks, country specific information, EU context overview and existing D&I practices. All this shaped the essence of the tool by addressing what is already necessary for the companies to have (for instance, reporting systems to some extent) in the EU context and what is preferable to build safe and welcoming work environment.

The IDEM Tool has 2 interconnected phases of screening D&I practises, policies, and prevailing perceptions at the workplace.

The first phase of the IDEM Tool focuses on the assessment of prevailing attitudes and experiences of employees, including senior management by collecting answers to the confidential survey. The data from this phase reveals employees' attitudes, stereotypes, prejudices and experiences in the workplace while all at the same time shows what company-specific D&I actions could be designed and implemented considering the strengths as well as biggest challenges in each company.

Employees' survey is confidential and most sensitive questions are not obligatory. For instance, persons may decide if they wish to provide information about their sex, gender, age, health, etc. or remain totally silent about their demographic details and personal identity. It is important to note that the implementation of the first phase (or of the tool in general) does not require specific knowledge. The results are self-explanatory and shows how employees feel at work, what their values are, if they may be in their full self, if they witnessed any discriminatory practises, what resources they have to carry their professional responsibilities.

Believing that the company's personnel represents (and illustrates) the microsome of the society, the methodology allows to monitoring the societal distance and attitudes, prejudices and stereotypes towards various social, ethnic and religious groups in the society as well as

(intercultural) activities, which are addressing above mentioned stereotypes and prejudices in the workplace and beyond.

The second phase of the IDEM Tool monitors and screens internal policies and procedures with the focus on the lifecycle of the employee in the company with the emphasis on: overall strategic thinking; human resource (HR) strategies and recruitment procedures; post-employment situation and inclusive (or exclusive) workplace environment as well as retention strategies; external and internal communication, including such elements as Corporate Social Responsibility (CSR), Sustainable Development Goals (SDGs), awareness raising activities, training and capacity building; finally, branding and marketing strategies. Such analysis allows to reveal where does the specific company stand in the context of existing country-specific and relevant legal frameworks, EU-level priorities on the D&I policies and existing good D&I practices. The second phase of the IDEM Tool targets only specific SMEs' management levels.

There is a lot of information on evaluation and assessment of diversity and inclusion policies and practices in companies and at workplaces. As any scientific or applied research, there are many ways to assess D&I strategies, depending on the tool or methodology used. Although accurate and quality data collection and research integrity are necessary to make informed business decisions, the ecosystem of businesses is complex and grasping this complexity, especially then it comes to diversity, is not a simple task. Since there is no perfect solution and methodology to assess and evaluate D&I policies and practices in companies and at workplaces, the IDEM tool serves as an accessible survey tool to collect the data on key questions. Questionnaires are a straightforward data collection method and IDEM Tool strives to create comparative index of D&I policies for companies to be able to identify their strengths and weaknesses, while also developing D&I policies based on existing good practices. This particular tool is also designed to develop common D&I standards to be implemented in the organization while also going far beyond the workplace environment and understanding the internal climate and personnel's support to various D&I initiatives. The data analysis allows to reveal what types of company-specific D&I actions could be implemented considering the prevailing attitudes, stereotypes, prejudices and views towards various types of diversity. Additionally, the collected data can help facilitate internal dialogue in the company among the personnel and (senior) management on various D&I issues by using evidence-based approach.

To see a full picture of the D&I state in the company, both phrases should be carried on and then analyzed together.

Piloting the IDEM tool in Spain. To create a representative sample, an online survey targeted all existing levels of SMEs' management: from executive boards to regular employees. The IDEM survey was completed by 209 employees of 100 companies in Spain, in sectors as varied as business consultancy, financial services, education, media, insurance, recruitment, digital marketing, civil engineering, sports, IT, social action, wholesale, real estate and catering. The data was collected on www.surveymonkey.com, from 2022 January to August through an online questionnaire. IDEM tool consists of 28 questions: two of them asking to state Agree/Disagree to a certain type of colleague or neighbour, two questions asking respondents how their attitudes towards the certain groups of people have changed and why. Continued by questions about inclusion and diversity measures promoted in the current workplaces followed by questions of what respondents would themselves imagine the company should promote. As well as Agree/Disagree inquiries and 5-point scale questions, designed to reveal what types of company-specific D&I actions could be implemented considering prevailing attitudes, stereotypes, prejudices, and views towards various types of diversity. Other questioned were directed to the recruitment processes and personal experiences of harassment, as well as observed experiences of one's colleagues. The questions varied from current workplace issues, to general beliefs, to recruitment process and even hypothetical situations.

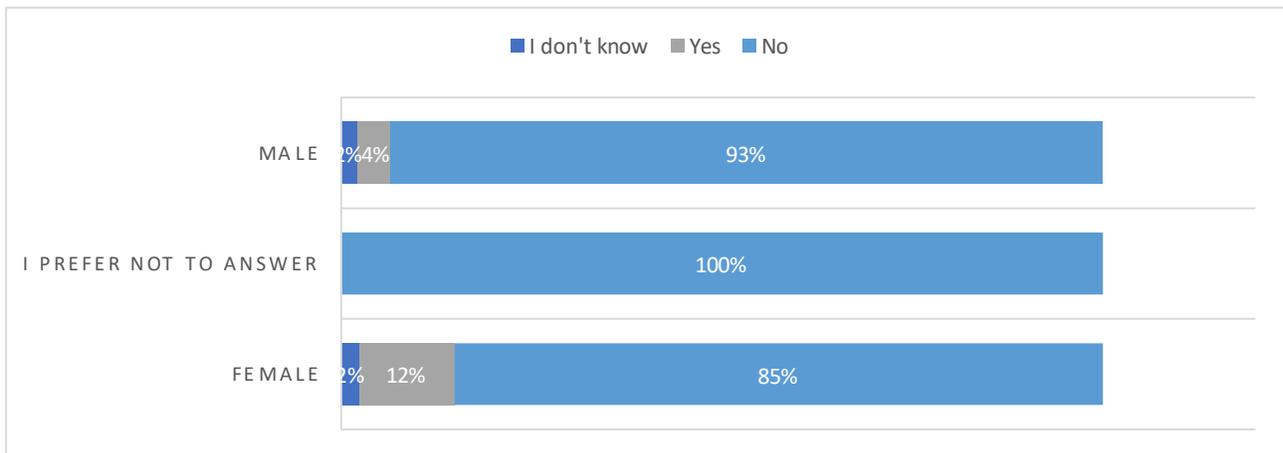
Out of all the 209 survey respondents, 77% identify as female, 22% as male and 1% preferred not to specify their sex. More than half (55%) of them are in the age group of 35-54, with the smaller groups of 18-34 (24%) and of 55-74 (20%). 79% of respondents identify as straight and even 10% preferred not to disclose the information about their sexual orientation. Out of all the respondents, 89% have acquired higher education 40% have high or middle positions in their workplace. 19% mentioned having a disability. 39% consider themselves as being religious, and 46% do not.

4. Workplace 'climate' on diversity and inclusion in assessed companies

Over the past 45 years there have been great social and political changes in Spain towards a much more diverse society in ethnic, religious (and other) terms. Two of the major interrelated changes have been a demographic transformation and the conversion of Spain into a country of net immigration.¹ Comparing information from European Commission Eurobarometer 2014 and 2019, we can see, that perception of gender equality changed significantly, from 76% of the respondents thinking that inequality between men and women are very widespread in 2014, to 36% stating the same in 2019.²

According to a representative survey of public attitudes conducted in 2019³, it is thought that most widespread type of discrimination in Spain is by gender (62%), disability (59%), age (58%) and religion (58%). The results of this survey (as seen in Figure 1 and Figure 2) mirror this perception of discrimination with employees most often suffering discrimination or unjust treatment at a workplace due to gender (11% of the respondents) and age (8%).

Figure 1: Have you experienced discrimination or been treated unfairly in your current workplace because of your gender?



Source: IDEM Tool Survey

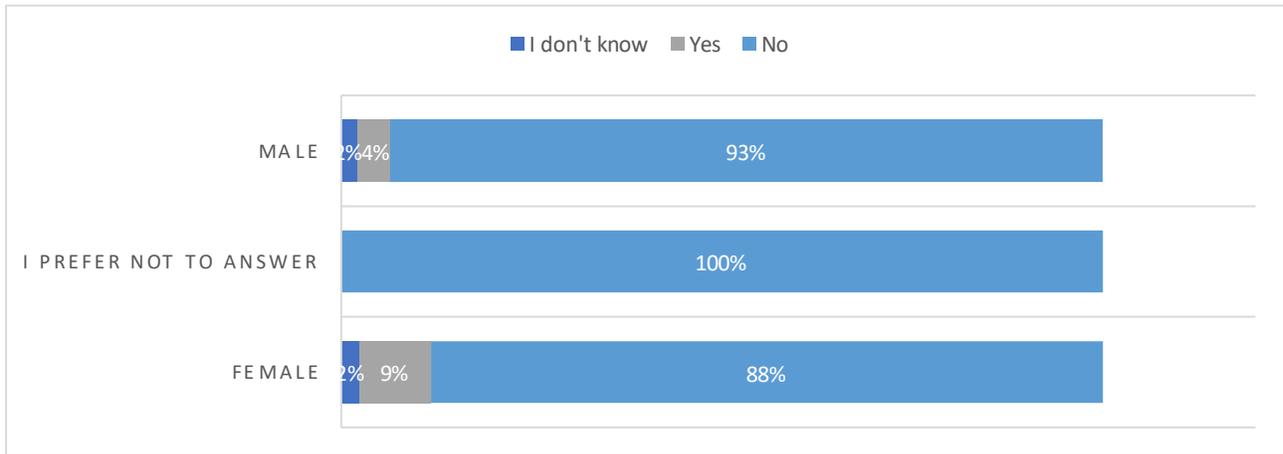
¹ European network of legal experts in gender equality and non-discrimination Country report:

<https://www.equalitylaw.eu/downloads/5479-spain-country-report-non-discrimination-2021-1-56-mb>

² Eurobarometer. Discrimination in the European Union: <https://europa.eu/eurobarometer/surveys/detail/2077>

³ Eurobarometer. Discrimination in the European Union: <https://europa.eu/eurobarometer/surveys/detail/2251>

Figure 2: Have you experienced discrimination or been treated unfairly in your current workplace because of your age?



Source: IDEM Tool Survey

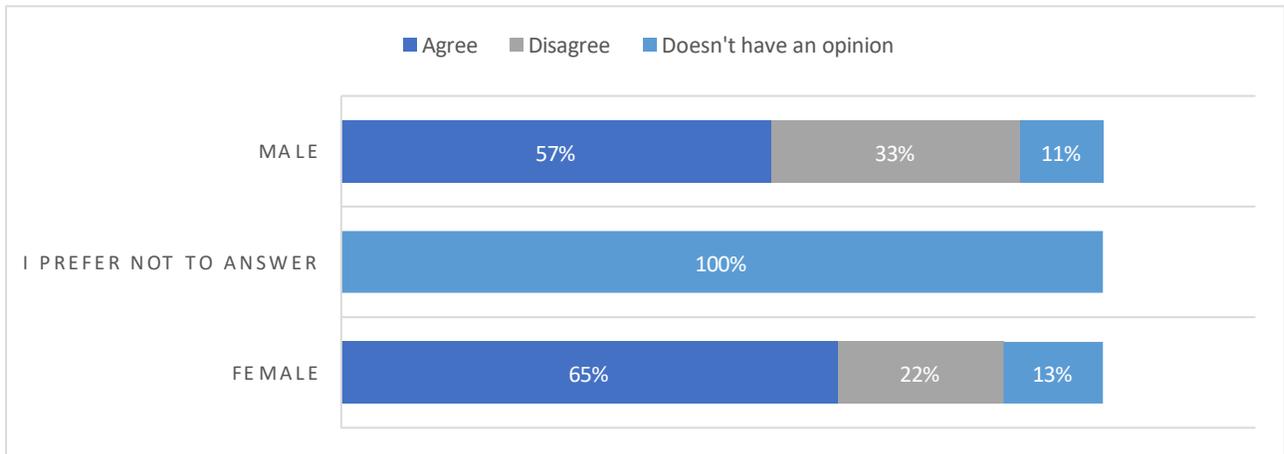
People are more ready to work with people of various races and ethnic groups than to live with them in the same neighbourhood. 15% of respondents would not want to live in a neighbourhood with a muslim, and 4% would not want to work in the same company with one. 96% of respondents would be okay with a black neighbour and only 1% would prefer not to have a black colleague. As can be seen from the results of the survey (Figure 3 and Figure 4), the most disadvantaged ethnic group is Roma people - 24% of respondents do not want to have a Roma neighbour and 8% would prefer not to have a colleague who is Roma.

18% think that a person's accent or the way they speak, might be a disadvantage if their current employer, during recruiting process has two candidates with the same skills and qualifications. Ensuring effective integration and inclusion of migrants is a social and economic investment that make European societies more cohesive, resilient, and prosperous. Integration and inclusion can and should be a win-win process, benefiting the entire society.⁴ And though for small companies, country wide action plans, strong frameworks, policies across the whole EU and offered incentives might be needed to encourage hiring employees from varied backgrounds, employers should consider that certain migrants might have exactly the needed skills and talents for the

⁴ European Commission. Action plan on integration and inclusion 2021-2027. https://home-affairs.ec.europa.eu/system/files/2020-11/action_plan_on_integration_and_inclusion_2021-2027.pdf

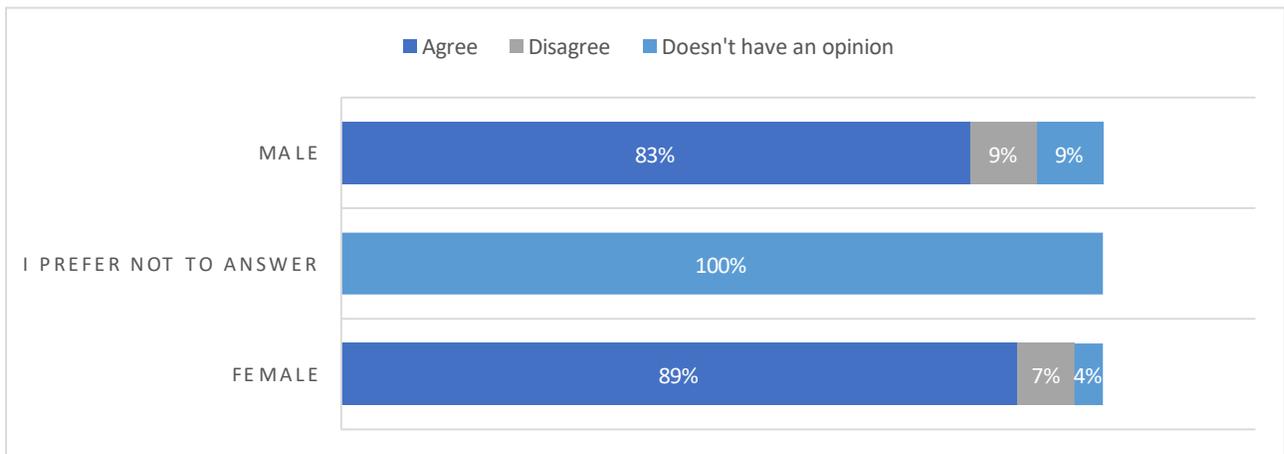
specific workplace. Prior to full employment, apprenticeships and internships might be a beginning of promising practice.

Figure 3: Would you agree or disagree to live in a neighbourhood with Roma people?



Source: IDEM Tool Survey

Figure 4: Would you agree or disagree to work in the same workplace with Roma people?

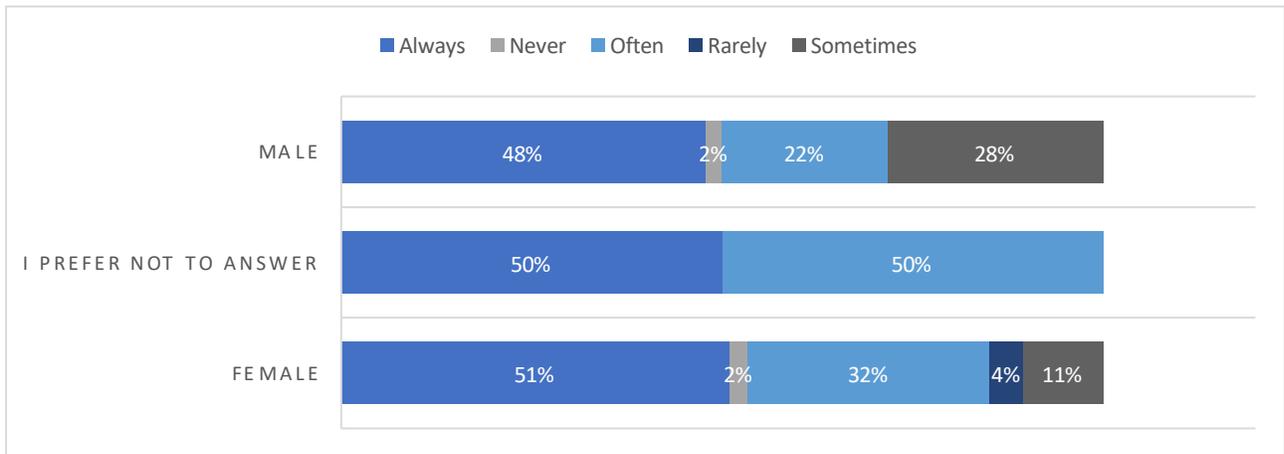


Source: IDEM Tool Survey

Most respondents (80%) feel supported in their job and that their colleagues respect them as a person (90%). 63% feel that they are paid what they deserve. 80% feel that often or even always their values and the organisation's values are very similar. 80% feel that they would be confident talking to their manager about a mental health problem (which might include anxiety, stress, depression, etc.). Majority of the employees feel rather positive in their current company. They feel respected and valued. Individuals seems to feel included and also feel free to retain their

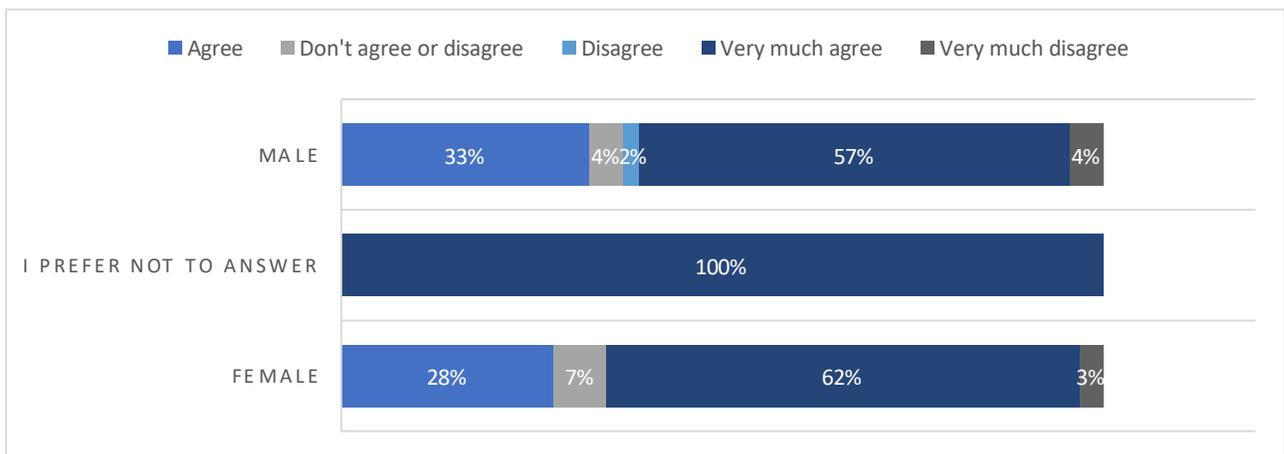
uniqueness within the work group. 71% of respondents would like to get D&I training (49% already have D&I training at work).

Figure 5: I feel good and supported at work.



Source: IDEM Tool Survey

Figure 6: My colleagues respect me as a person.



Source: IDEM Tool Survey

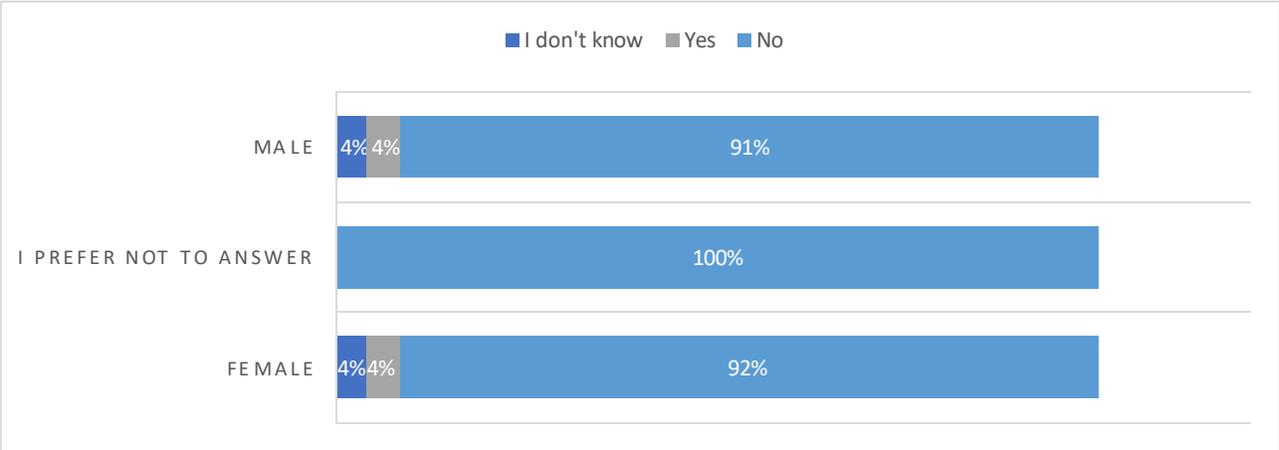
4.1 Employees' experience

Out of all respondents in this survey, 4% have been subjected to bullying or harassment in the current workplace. 7% know a colleague(s) who have experienced discrimination because of their ethnic and/or racial origin. Only 32% of respondents answered that their current workplace has a safe reporting system. And 14% said they are not sure if the reporting system is confidential. Out of those 4% who admitted that they have experienced bullying or harassment, half of them also

answered that their company does not have a reporting system at all, and half that the company they work for, has a safe reporting system. 87% out of all respondents, stated that in the case of discrimination towards them or their colleague, they would be willing to report. Though, it remains unclear, how many would actually speak up, or how many have done it in the past especially since the numbers on safe reporting systems in their current workplaces do not correlate to the 87%.

To the question if their current employer was recruiting for a position and had a choice from two candidates with the same skills and qualifications, could general appearance of the candidate (manner of dress and presentation) put them at a disadvantage, even 43% of the respondents answered ‘yes’. Out of the respondents who agreed to disclose their sex, it is also clear that it is actually **almost 1 in 2 women and 1 in 2 men, who think that general appearance might put one at a disadvantage during a recruitment process**. 21% think that physical appearance (size, weight, face, etc.) could be perceived disadvantageously as well. This is especially worrisome in Spain as, according to the recent Eurobarometer survey on discrimination (2019), 50% of the interviewed people in Spain think that candidate’s look might put them at a disadvantage and 49% think the same about general physical appearance.⁵

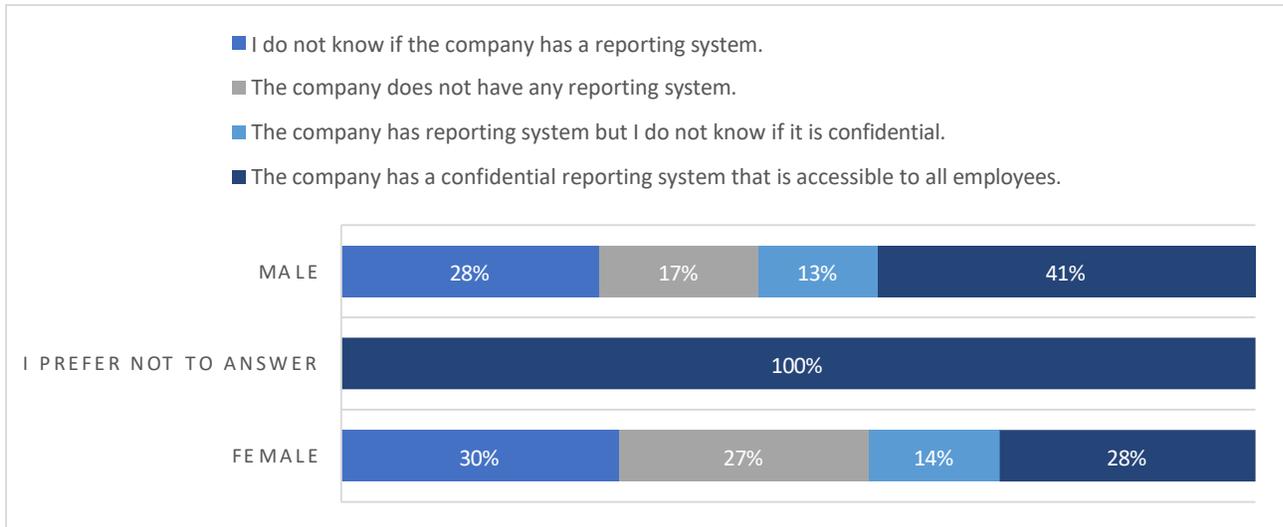
Figure 7: Have you been subjected to bullying or harassment in your current workplace?



Source: IDEM Tool Survey

⁵ Eurobarometer. Discrimination in the European Union: <https://europa.eu/eurobarometer/surveys/detail/2251>

Figure 8: Does your current workplace have a safe reporting system?



Source: IDEM Tool Survey

4.2 Employees' experience | Age

By age the population living in Spain - 36.0 % are aged between 16 and 44, 29.2 % are aged between 45 and 64, and 19.4 % are 65 or over.⁶ 57% of Spaniards think that age can be the cause of discrimination at the workplace.⁷ And even though both a person perceived as young and a person perceived as old, may be discriminated, the general aging of the population causes a growth in the active and employed population, but given that the latter increases less than the former, the unemployment rate may intensify, meaning that older population may appear in a more vulnerable position. The culture of early withdrawal from work, although it is gradually being corrected, remains a hallmark of the Spanish labor market. The market continues to lose too much senior talent to be complacent.⁸

Although, respondents from all 100 companies would agree both to work and live in the same neighbourhood as elderly people, with less than 1% disagreeing to work with or live near elderly people. 8% of the respondents have been discriminated due to their age, and 10% know a

⁶ European network of legal experts in gender equality and non-discrimination Country report:

<https://www.equalitylaw.eu/downloads/5479-spain-country-report-non-discrimination-2021-1-56-mb>

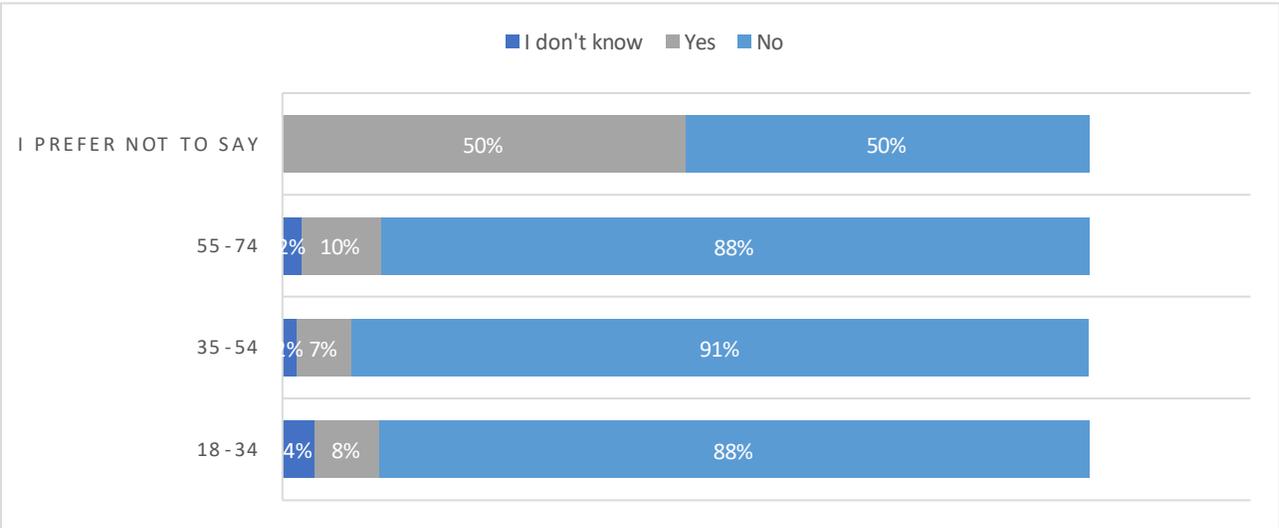
⁷ Eurobarometer. Discrimination in the European Union: <https://europa.eu/eurobarometer/surveys/detail/2251>

⁸ Observatory of demography and generational diversity: https://fundaciondiversidad.com/wp-content/uploads/2022/03/IE_SENIORS-II_EN-1-comprimido.pdf

colleague who have been discriminated because of their age. 30% of the respondents think that if the company, they currently work for, wants to hire someone new and has a choice between two candidates with equal skills and qualifications, the candidate's age (being too young or too old), would put that candidate in a disadvantageous position.

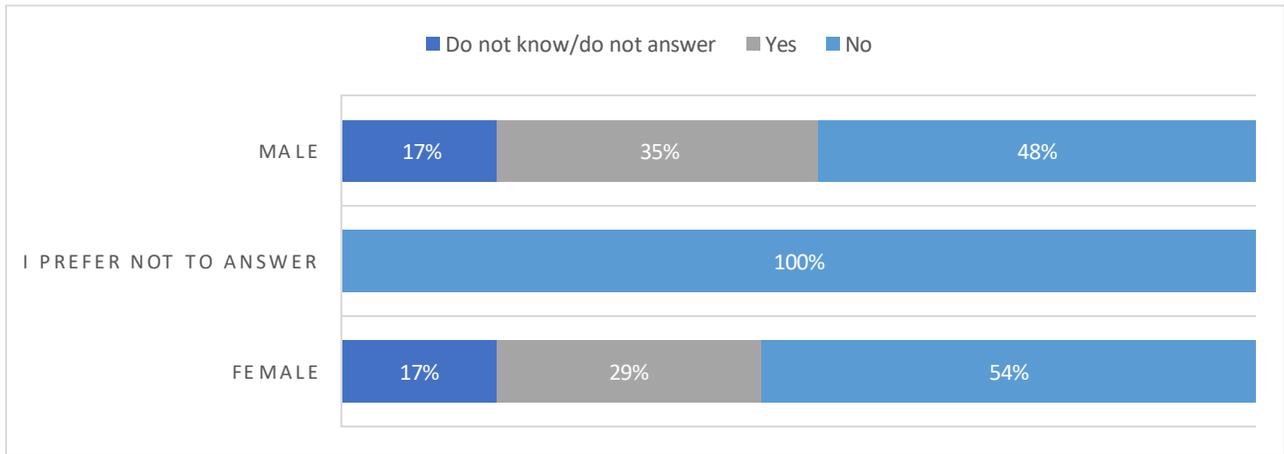
The main challenges to reduce discrimination due to age include adaptation, enhancement and / or change of competencies / classifications - these processes take longer for older people than for younger ones. More likely, older people have to adapt to new technologies, digitisation, etc. while younger people somewhat live in it, and therefore do not have to catch up or face any other technological progress related challenge. In order to ensure age diversity, and make workplaces more inclusive in terms of older people, the trainings and / or traineeships that employers provide should be adapted to both, young workers, but also tailored to the needs of older people, so that they are not excluded and have equal opportunities (examples could include trainings on adaptation / learning how to use new technologies, or English language courses as English proficiency (still) remains a challenge among older job seekers / employees).

Figure 9: Have you suffered discrimination or unjust treatment in your current position due to age?



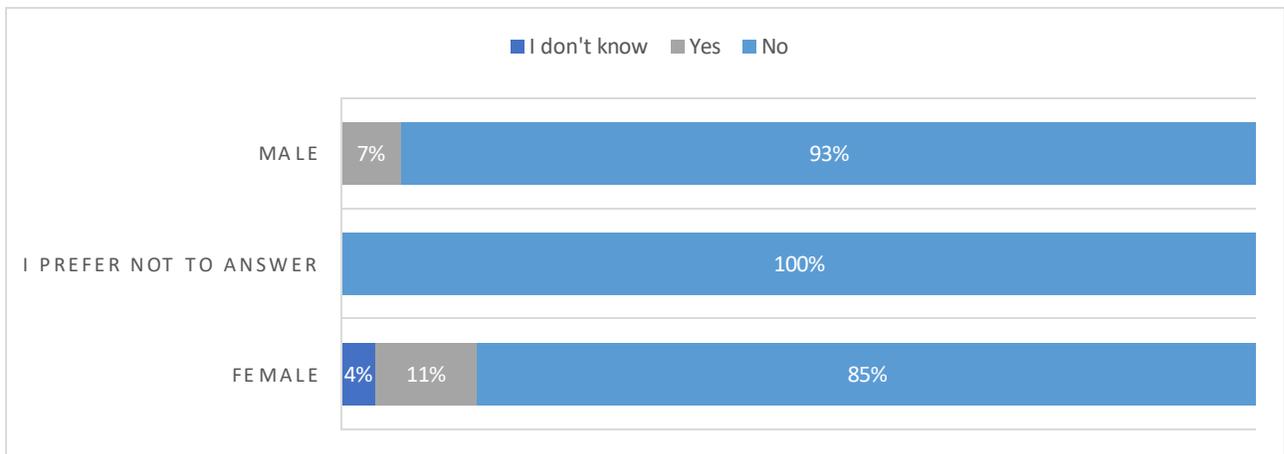
Source: IDEM Tool Survey

Figure 10: If your current employer is recruiting for a position and has two candidates with the same skills and qualifications, could age of the candidate put them at a disadvantage?



Source: IDEM Tool Survey

Figure 11: Do you know any colleague(s) in your firm who has suffered discrimination due to his/her age?



Source: IDEM Tool Survey

4.3 Employees' experience | Sex

Over the last 30 years Spain has seen relevant advancements in gender equality. These include a broad legislative body in gender equality and gender mainstreaming, with national and regional equality laws such as regulation on corporate equality plans which is compulsory for big enterprises. Since the end of the 1990s, plans and programmes seeking gender equality have

been developed at central, regional and - to some extent - local level.⁹ However, even with Spanish legislation on access to work, working conditions and dismissal in place, very few claims have been filed for discrimination on the ground of sex, particularly in the area of wage discrimination, promotion discrimination and access to work. This suggests that companies do not offer a friendly environment for detection and complaints. The precarious situation in which workers find themselves in Spain, especially in positions of lower levels of responsibility, which are occupied mostly by women, could be a reason for this.¹⁰

11% out of all respondents admitted having experienced discrimination because of their sex (12% of all respondents who identify as female claim they have experienced discrimination because of their gender and also 4% who identify as males). It should be highlighted that the numbers related to recruitment processes are even less positive, as 20% of women and 13% of men were asked questions concerning their family status. 67% of all respondents answered that their current workplace is taking measures to reduce the gender pay gap, though 85% would like their company to introduce such D&I measures to solve the unequal pay issues.

If their current employer is recruiting for a position and has two candidates with the same skills and qualifications, 11% think that the gender of the candidate could be a disadvantage. According to a representative survey of public attitudes conducted in 2019¹¹, 36% think that gender could be a disadvantage to one out of the two candidates.

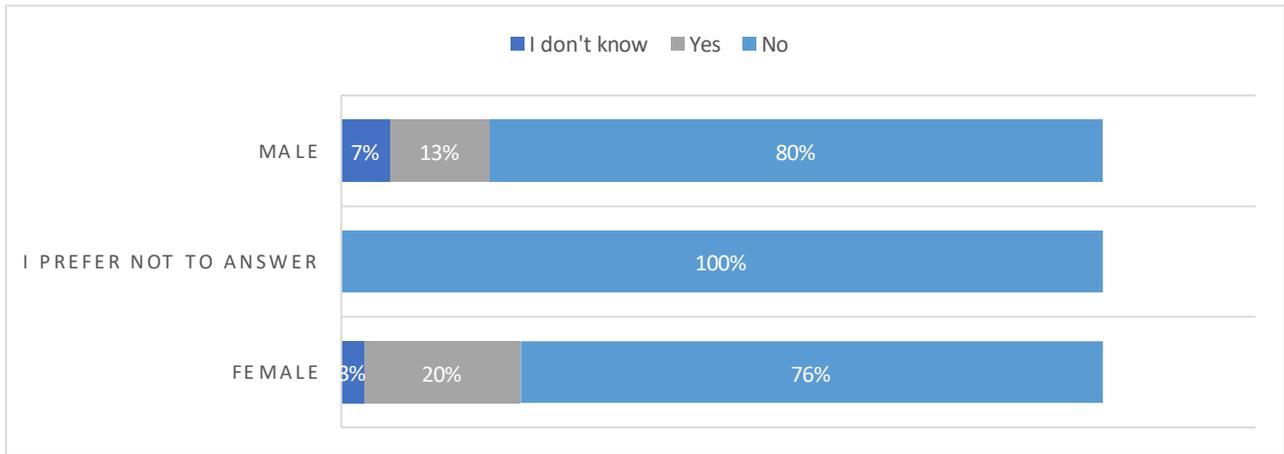
In order to enhance gender equality performance at work and ensure equal opportunities for both women and men, the employers could inform their employees about their rights and clearly identify the possibilities for combining family and work responsibilities. There should be also a possibility to apply safely for, for example, maternity / paternity leave without fear of being fired / dismissed. Flexible working hours, and infrastructure tailored to the needs of employees (childcare rooms, breastfeeding rooms) are important too.

⁹ European Institute of Gender Equality. Country specific information: <https://eige.europa.eu/gender-mainstreaming/countries/spain>

¹⁰ European network of legal experts in gender equality and non-discrimination Country report: <https://www.equalitylaw.eu/downloads/5689-spain-country-report-gender-equality-2022-pdf-1-23-mb>

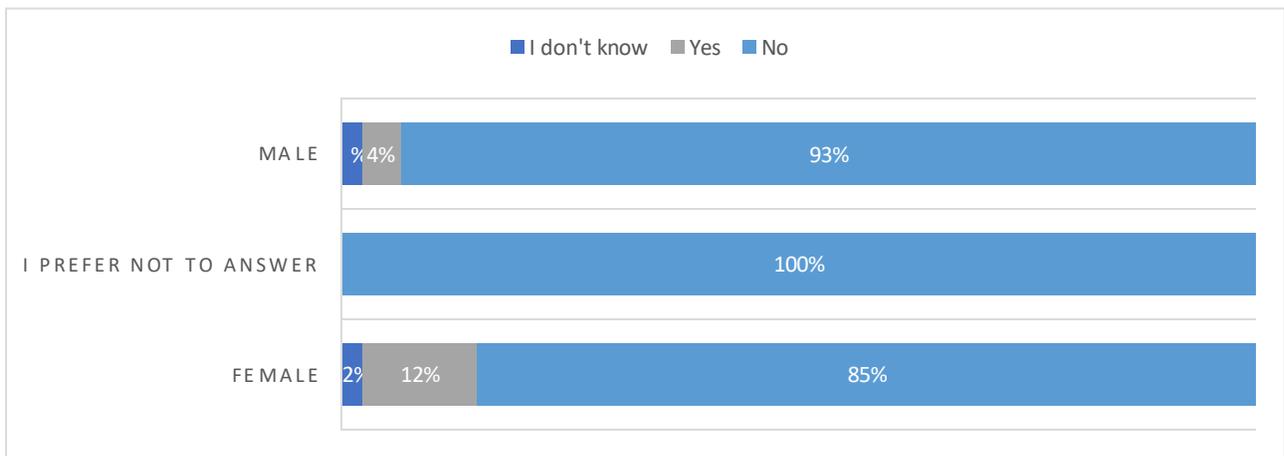
¹¹ Eurobarometer. Discrimination in the European Union: <https://europa.eu/eurobarometer/surveys/detail/2251>

Figure 12: In the recruitment process, have you been asked questions concerning your family status and related plans?



Source: IDEM Tool Survey

Figure 13: Do you know any colleague(s) in your firm who has suffered discrimination due to his/her gender?



Source: IDEM Tool Survey

4.4 Employees' experience | LGBTQ+

There is no State law (applicable to the whole of Spain) that specifically states the principle of non-discrimination against transgender, intersex and non-binary people. The judgment of the Constitutional Court 176/2008, of 22 December 2008, stated that transgender discrimination is forbidden in Spain because it is included in Article 14 of the Spanish Constitution. This article first mentions the most common causes of prohibited discrimination (sex, origin and age) and then sets out a general non-discrimination clause against

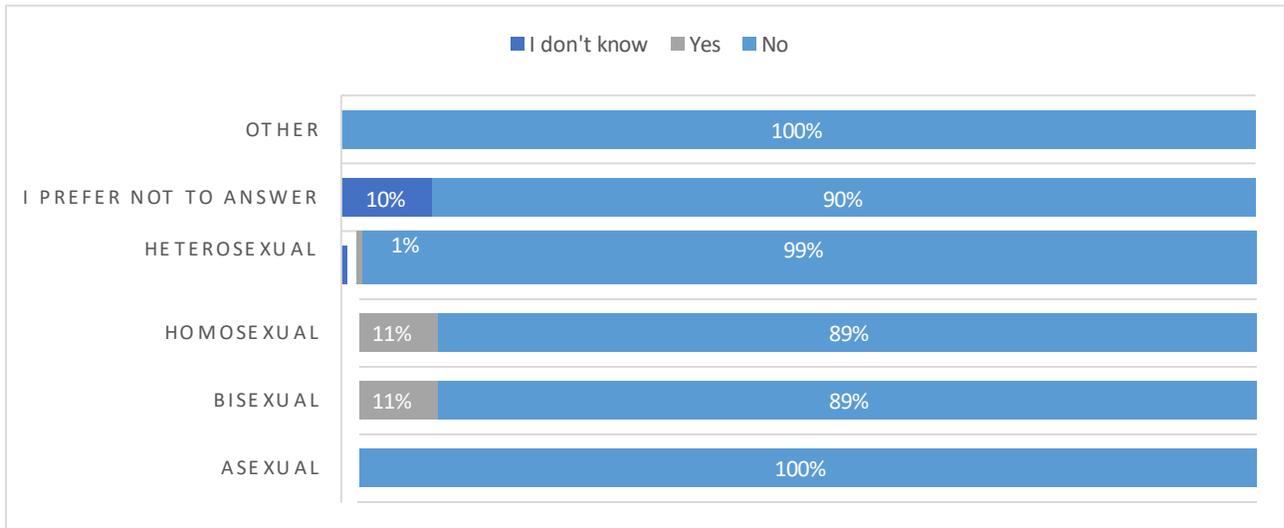
‘any other personal or social condition or circumstance’. According to the Constitutional Court, discrimination against transgender people would be included in this general clause. Nothing has been expressly stated in relation to intersex and non-binary people by the Constitutional Court.¹²

Less than 1% of respondents would not agree to work with or live near people with different sexual or gender identity other than theirs. 1% out of all respondents have experienced discrimination or been treated unfairly because of their sexual orientation or gender identity. 5% know of a colleague who have experienced discrimination because of their sexual orientation and gender identity. It is important to highlight, that 10% of the respondents chose not to disclose their sexual orientation once asked, which might be perceived as a sign of social stigmatisation. And 6% think that if the company they currently work for had a choice between two candidates with equal skills and qualifications, the candidate’s sexual orientation and gender identity could put them in a disadvantageous position. The general situation, considering LGBTQ+ in these companies, seem to be better than the average in Spain (27% think the candidate would be in a disadvantageous position).

To make the workplace more inclusive for LGBTQ+ people, the employers might consider issuing clear communication messages to show their stance on human rights, including for LGBTQ+ persons, setting action plans and monitoring mechanisms to see if situation inside their company changes. The employers could also provide tailored training within the company, set up a support group and thus increase employees’ confidence in the employer and in their colleagues. In general, the employer should find ways to remove the *heterosexual glasses* at the workplace, so that there is no assumption that everyone is heterosexual, and measures are taken accordingly.

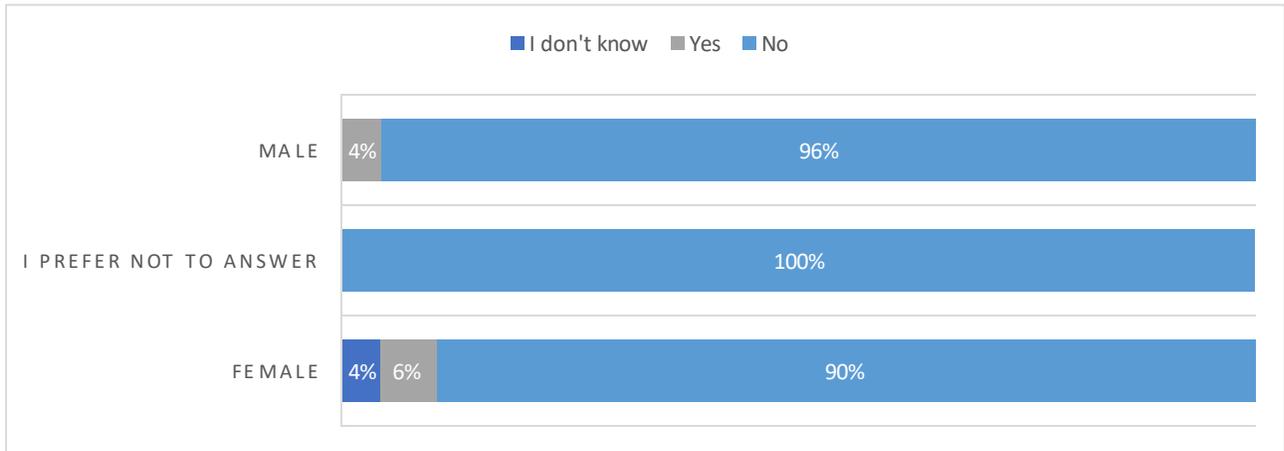
¹² European network of legal experts in gender equality and non-discrimination Country report: <https://www.equalitylaw.eu/downloads/5689-spain-country-report-gender-equality-2022-pdf-1-23-mb>

Figure 14: Have you suffered discrimination or unjust treatment in your current position due to your sexual orientation or gender identity?



Source: IDEM Tool Survey

Figure 15: Do you know any colleague(s) in your firm who has suffered discrimination due to his/her sexual orientation or gender identity?



Source: IDEM Tool Survey

4.5 Employees' experience | (Dis)Ability

In Spain, 18,4% of the population have a disability.¹³ With the EU population getting older and at an increased risk of developing chronic conditions due to non-communicable diseases and

¹³ Disability in the EU: facts and figures: <https://www.consilium.europa.eu/en/infographics/disability-eu-facts-figures/>

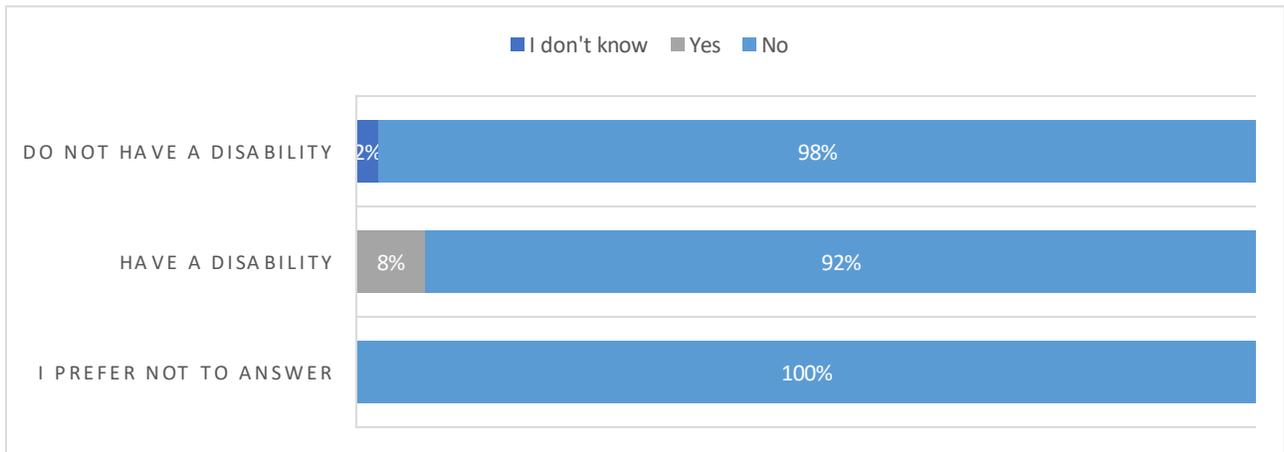
injuries, the number of people with disability is only set to increase. It is possible, that a large part of the population will experience multiple discrimination due to both disability and age.

Respondents of the survey are more open to people with physical disabilities, as opposed to mental disabilities. While less than 1% of respondents would not like to work in the same company as people with physical disabilities, 2% would not agree to work in the same company as people with mental disabilities. To the question of how effective the employer's measures are to prevent discrimination at work due to mental situation/disability, 69% answered that the measures are effective, and 23% that there are no actual measures taken by the employer or they are non-existent, and to physical disability – 73% think the measures are effective, 22% think the measures are not implemented.

None of the respondents have experienced discrimination because of their mental disability but 1% have experienced discrimination because of their physical disability. It is necessary to state again, that 19% out of all respondents have a disability. And it is important to mention, that to the question if one knows of a colleague who has experienced discrimination because of physical ability, 4% of respondents answered 'Yes', and because of mental ability – 8% said yes.

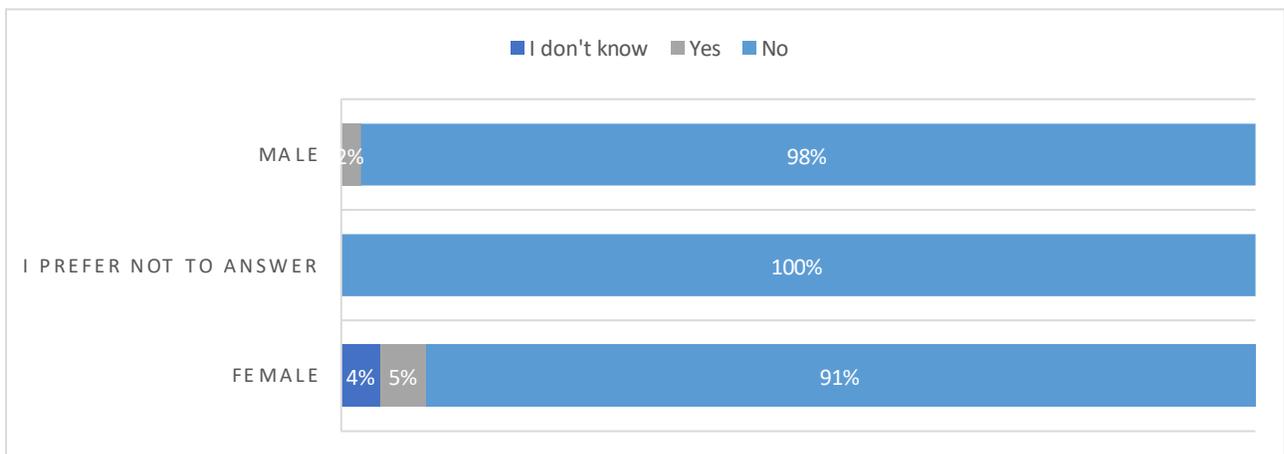
In order to make a workplace more inclusive for people with disabilities, employers could look for practical ways to apply reasonable accommodation, and experiment more to meet the needs of the employees with disabilities. The main challenge, from the employers' point of view is not always knowing how to adapt the working conditions properly and what can be expected from an employee with a disability and most of all the overall cost of the solutions. On the other hand, employees may not always know what they can expect and ask for. Employer could take appropriate measures, where needed (Article 5, Council Directive 2000/78/EC) in a particular case, to enable a person with disability advance in employment unless such measures would impose a disproportionate burden on the employer. Reasonable accommodation may be any technical solution like installing a ramp or installing computer software such as screen magnifier or speech recognition software etc. Or in other cases, flexible working arrangements like providing flexible working hours, teleworking. It is important to note that reasonable accommodation is not necessarily an expensive and complicated solution nor would employing persons with disabilities increase health and safety risks.

Figure 16: Have you suffered discrimination or unjust treatment in your current position due to your physical disability?



Source: IDEM Tool Survey

Figure 17: Do you know any colleague(s) in your firm who has suffered discrimination due to his/her physical disability?



Source: IDEM Tool Survey

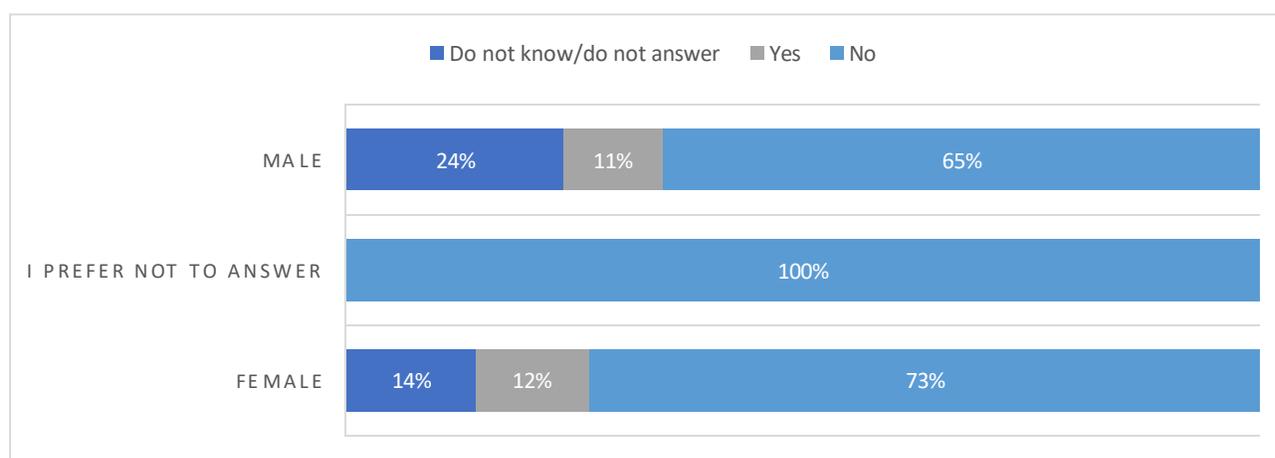
4.6 Employees' experience | Religion

Out of all the respondents, 39% identify with being religious. Less than 1% out of respondents has experienced discrimination due to religion. It is clearly seen from the results that Christians are favoured against Muslims in overwhelming manner. As seen before, 12% of the respondents would not want to live in a neighbourhood with a Muslim, and 7% would not want to work in the same company with one.

Only 1% of respondents were asked about their religious beliefs in the recruitment process. 12% think that if the company they currently work for wants to hire someone new and has a choice between two candidates with equal skills and qualifications, the candidate's expression of a religious belief (wearing visible religious symbols), would put that candidate in a disadvantageous position.

European Commission Eurobarometer survey shows that 40% of the respondents think that discrimination in Spain due to religion is widespread, with 58% answering that it is rare.¹⁴

Figure 18: If your current employer is recruiting for a position and has two candidates with the same skills and qualifications, would manifestation of the candidate's religion (with visible symbols) put him at a disadvantage?



Source: IDEM Tool Survey

4.7 Employees' experience | Race, nationality and ethnicity

According to a representative survey of public attitudes conducted in 2019¹⁵, to the question about potential work colleagues, 2% of the respondents answered they would feel uncomfortable working with Asian people, 3% with Black people, 5% with Roma people. Even though Spain is more welcoming to the majority of mentioned groups (compared to the European Union average), similar numbers are seen in both surveys. To the scenario of choosing one out of two candidates, with the same skills and qualifications, 39% think that being Roma, would put

¹⁴ Eurobarometer. Discrimination in the European Union: <https://europa.eu/eurobarometer/surveys/detail/2251>

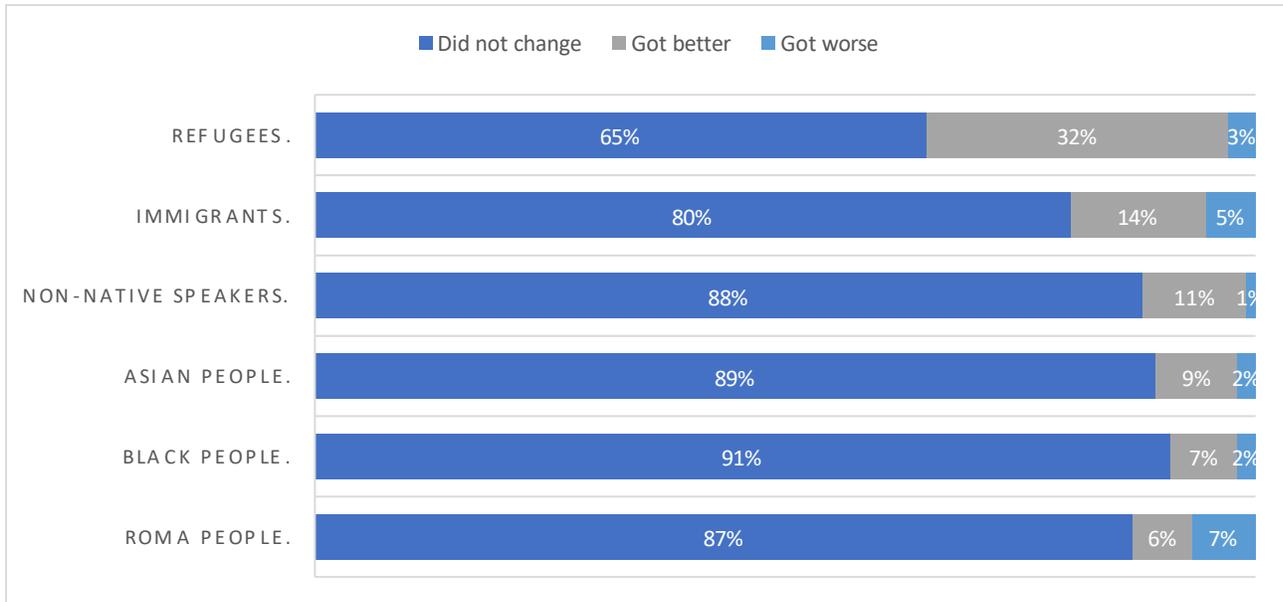
¹⁵ Eurobarometer. Discrimination in the European Union: <https://europa.eu/eurobarometer/surveys/detail/2251>

a person at a disadvantage, 36% think the same about skin colour, 33% think the candidate's way of speaking or accents, might be perceived more negatively.

If asked whether employer should introduce personal responsibility for any form of discrimination in the workplace, 87% of respondents answered yes, but only 49% answered that their workplace have introduced trainings on diversity, equality and inclusion. Even though only 1% say they would prefer not to live in the same neighbourhood with non-native speakers and 2% would not want to work in the same company with foreign language speaker. With groups like Roma people, Asians, Black people the situation varied. As highlighted before (Figure 3 and Figure 4), the most disadvantaged ethnic group is Roma people. However, more people than not believe that in their workplace it is not done enough to promote diversity in terms of Roma community and background (European Commission, 2019). 1% of the respondents would prefer not to have a black colleague, 1% would say the same about Asian colleague. 4% would not like to have Black neighbours and 2% would prefer not to have Asian neighbours.

Not only are Roma people the most disadvantaged group as it is, but once asked how have respondent's attitudes towards certain groups changed, even 7% answered that their attitude towards Roma people have gotten worse in the last 12 months. 5% admitted that their opinion towards immigrants have become more negative, which is less than the 14% who said their opinion towards immigrants have actually improved. To the follow up questions of why have their attitude changed, 27% answered that articles, interviews, and generally the media, had an effect, 44% stated that it was interpersonal relations and 18% that it was due to training.

Figure 19: How have your attitudes towards the following groups changed during the last 12 months?



Source: IDEM Tool Survey

5. Companies' framework on diversity and inclusion

60% of the companies participating in the survey does not have an established D&I strategy. Almost quarter (24%) out of all the companies have a fully integrated D&I strategy and 16% have a D&I strategy which is an integral part of HR and other departments. 41% of the companies have not made any public declarations nor publicly declared the support of D&I nevertheless just as many companies have issued a public declaration that promote equal opportunities. 17% have issued at least one public declaration of support to D&I in the last 12 months.

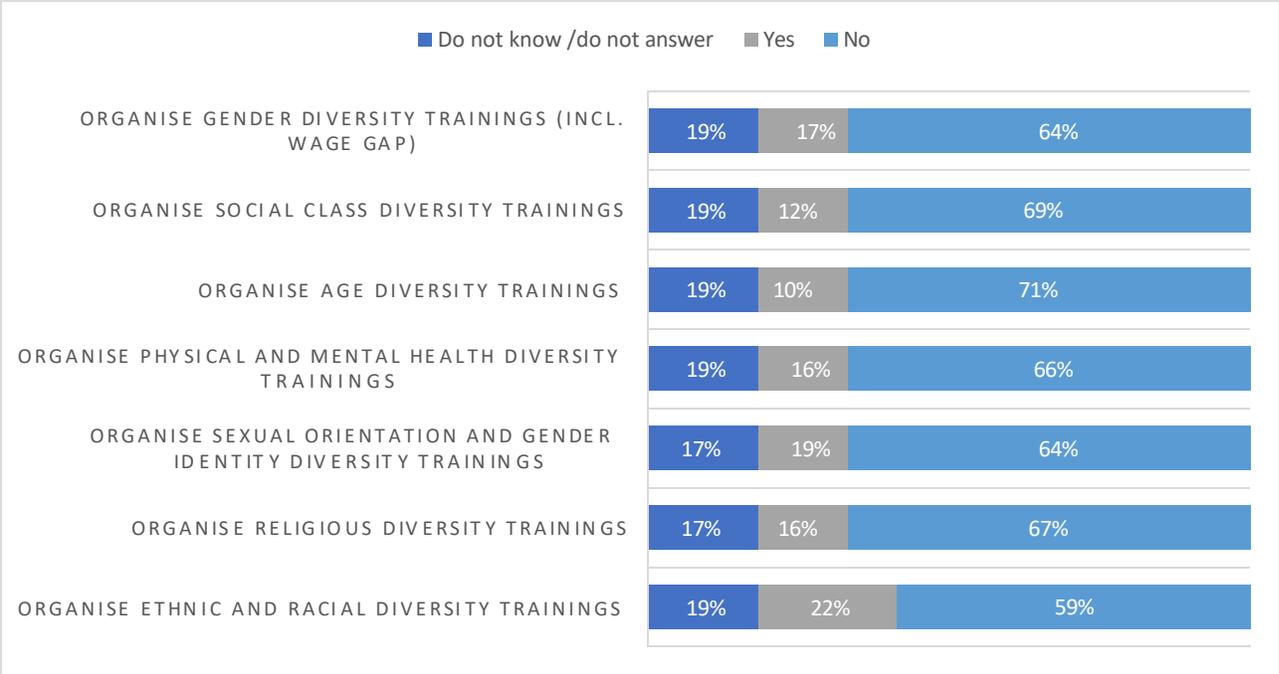
More than half (57%) of the workplaces do not belong to any national or international initiatives that promote D&I or corporate ethics with a focus on equal opportunities nor gather data on internal satisfaction and welfare at the workplace that include D&I related questions nor monitor attitudes towards D&I related issues among staff. Almost as many (60%) does not have D&I policies included in the annual strategic plan. Similarly, 62% do not have a designated committee or a group of employees thriving to achieve diversity related goals.

However, 29% of the workplaces have integrated the diversification of the supply chain as integral part of the company's D&I strategy and just as many develop D&I strategy and practice

through the dialogue with the employees. Only 22% of the companies use internal monitoring of D&I key indicators, including the statistics of diverse features by ethnic group, religion, gender, sexual orientation, age, disability, and others. Almost half (48%) have not implemented this kind of internal monitoring.

The situation is more positive on the recruitment procedures end as 53% of the companies do undertake a periodic review of the processes and strive to improve it. Even 67% of the companies have adopted specific guidelines and actions to ensure that discrimination does not take place at work. 47% ensure that the recruitment procedures take place in more than one language. The question if their company organise diversity trainings was asked specifying certain topics of diversity and majority of the answers confirmed that no such trainings are currently provided (Figure 20), and as mentioned before, 71% of the employees stated that they see employer’s organisation of trainings on diversity, equality and inclusion as a measure they would prefer.

Figure 20: Diversity training



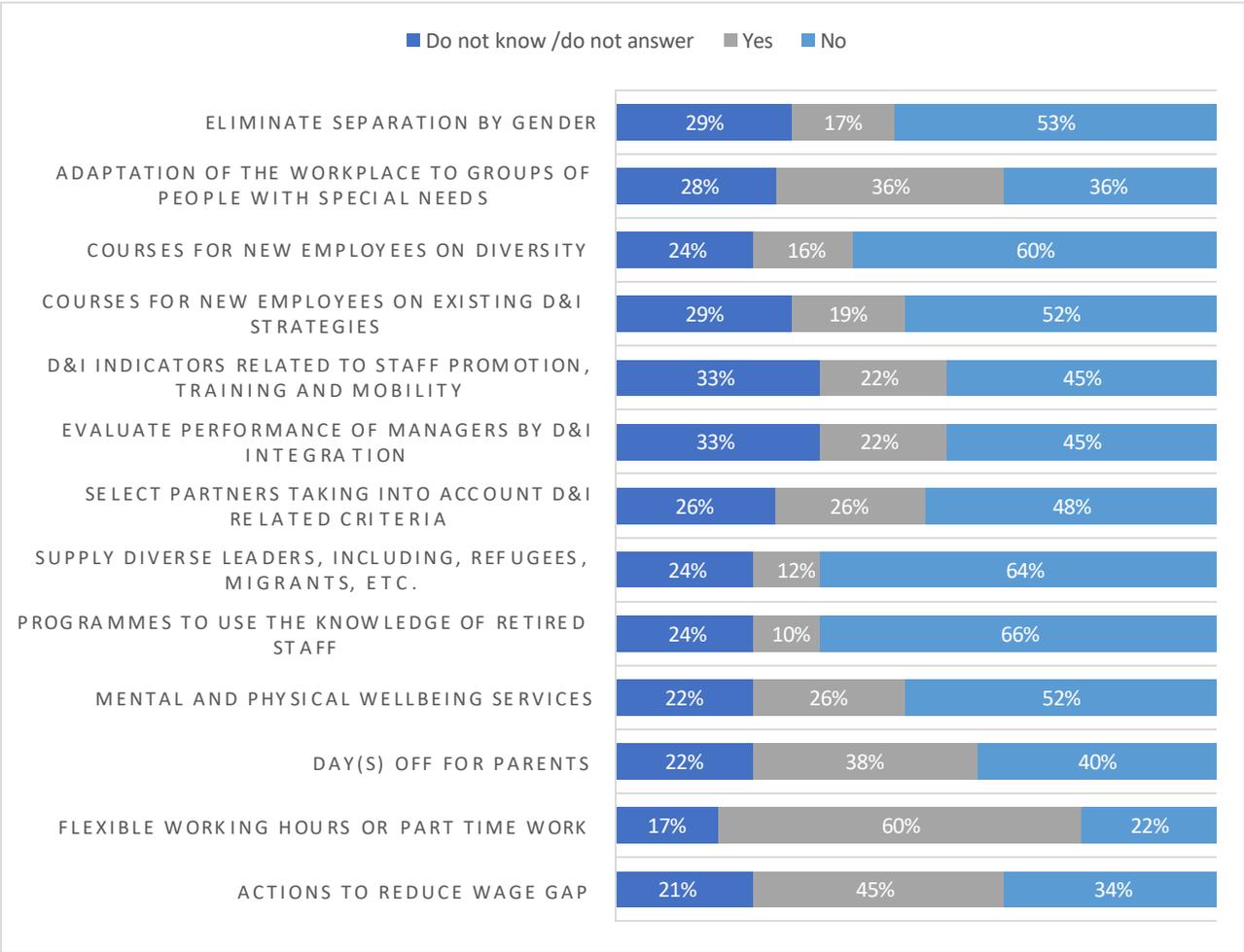
Source: IDEM Tool Survey

Then it comes to the measures companies are currently undertaking, the numbers are rather similar, only actions to reduce wage gap (45%) and ensure flexible working hours or part time work (60%) are on a more positive side (Figure 21). There is a particular lack of measures to

ensure diverse leaders, lack of ways to retain retiring worker’s knowledge or providing D&I training to new employees. More than half of the companies (55%) have a safe reporting system, however 36% of the workplaces either do not have one or do not inform the employees about it.

36% of the companies periodically collect specific data concerning wage gap. Only 29% do the same for gender statistics or analysis of age. And the numbers of periodical data collection decrease from there, statistics on ethnic group, race, religion of staff, including (senior) management is collected only by 12% of the companies, statistics on physical and mental disabilities among personnel, including (senior) management by 16%, statistics on sexual orientation and gender identity among personnel, including (senior) management 5%.

Figure 21: Which actions of measures have been taken to promote and ensure D&I at the workplace?



The IDEM Tool aims to develop holistic methodology and fosters holistic thinking on D&I in SMEs, encompassing 5 essential elements of SMEs lifecycle: strategies/action plans, workplace, workforce, markets and community. The IDEM Tool places employees at the forefront of the assessment by focusing on personnel's well-being and nonselective approach to diversity. It helps SMEs to develop D&I action plans and create follow-up activities according to existing situation within the company by using evidence-based approach. The IDEM Tool has been created as a user-friendly methodology, allowing SMEs to use this as self-evaluation tool in a longitudinal perspective by tracing the progress made and identifying additional/further actions needed. Questionnaires are designed in a way for companies to be able to get ready-made data, which will be self-explanatory to work on the follow-up process. As a more holistic approach, follow-up discussions with relevant experts on planning, development and implementation of specific D&I actions would bring D&I thinking to a more strategic level.

The IDEM Tool flourishingly complements the already existing efforts to assess and evaluate the process of diversity and inclusion while also broadening the overall view and expanding through different aspects. As is evident from the results of the study, the tool is relevant and applicable in SMEs management in Spain and for this exact reason we suggest the companies continue working with it. While gathering information is important the highlighted should be on analysing the data. The most productive continuous execution is to repeat the survey every two years, which creates the opportunity to compare the results and also acquire a more extensive context for further studies.

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