



Run for Diversity



Report 1: Panorama and state of the art: diversity and sports in the workplace

RUN4DIVERSITY

ERASMUS-SPORT-2022

TABLE OF CONTENTS

TABLE OF CONTENTS.....	0
EXECUTIVE SUMMARY	2
Report Aims	2
Report methods	2
Key findings.....	3
Recommendations for good practice.....	5
1. INTRODUCTION	7
2. DIVERSITY AND INCLUSION CONCEPTUALIZATION	8
3. DIVERSITY AND INCLUSION IN THE WORKPLACE	11
4. PHYSICAL ACTIVITY, EXERCISE OR SPORT IN THE WORKPLACE	14
5. PHYSICAL ACTIVITY, EXERCISE AND SPORT TO PROMOTE DIVERSITY AND INCLUSION IN THE WORKPLACE.....	15
6. DIMENSIONS OF DIVERSITY AND INCLUSION IN THE WORKPLACE	16
6.1. GENDER GAP	17
Gender gap in European data.....	17
Physical activity, exercise and sports among women in the workplace	20
6.2. DISABILITY IN THE WORKPLACE	22
Disability in European data.....	23
Physical activity, exercise and sport among people with disabilities in the workplace	26
6.3. RACIAL / ETHNICITY DIVERSITY.....	27
Ethnicity/ racial diversity and work	27
Racial/ethnicity in European data	28
Ethnicity/racial diversity in sport organisations.....	31
6.4. GENERATION GAP	33
Generation gap in Europe	34
Physical activity, exercise and sport to mind the age gap in workplaces	37
6.5. SEXUAL ORIENTATION.....	38
Sexual orientation European data	39
7. THE IMPORTANCE OF TRYING	41
8. GOOD PRACTICES AND BENCHMARK SUCCESS STORIES	41
9. CONCLUSIONS	54
10. REFERENCES	56

EXECUTIVE SUMMARY

Report Aims

This report is related to objective 1, included in the Erasmus-Sport-2022 titled Run 4 Diversity: better understand and raise awareness about sport, inclusion and company schemes and mechanisms, to create the most adapted answers.

The specific objectives of this report are:

- Define the concept of diversity and how to deal with social inclusion topics.
- Study the situation of diversity and inclusion in the workplace by country.
- Review the literature on diversity and inclusion both in sports and in the workplace.
- Present benchmark success stories and good practices around physical activity, exercise and sports to promote diversity and inclusion in the workplace in member countries.

Report methods

The review is based on a scoping review. The scoping review method combines a systematic review of scientific literature, from Scopus, Web of Science and multiple other sources, including 'grey literature' (i.e. non-peer-reviewed material). It is a summary review of various sources found that collate evidence from across the study field to generate points of consensus. In this case, regarding concepts of diversity and inclusion in the workplace, and how physical activity, exercise and sport can be a valuable tool to promote diversity and inclusion within. 95 sources were cited in the report, including peer-reviewed scientific papers and reports and statements issued by official bodies from the countries included in the consortium. 10 benchmark stories and good practice examples from the countries in the consortium (Malta, Slovenia, France, Latvia and Spain) were included.

Key findings

- Diversity describes the composition of groups in the workforce, such as demographic differences or observable and non-observable characteristics.
- Inclusion refers to the intentional, ongoing effort to make sure that diverse employees can fully participate in the aspects of a company or organization, including leadership and decision-making processes.
- Companies and institutions that promote diversity and inclusion in the workplace obtain benefits like promotion of creativity, critical thinking and problem solving. It is also beneficial for employee growth.
- An Inclusive work climate and diversity can positively affect company performance and the effectiveness of the team, making people are more attractive to organizations.
- The European Diversity Charter helps public and private sector organisations across the European Union design and implement effective diversity and inclusion policies. By signing the Charter, organisations make a public commitment to promote diversity and inclusion in the workplace and equal opportunities for their staff.
- The most important benefits that promoting physical activity offers workers within the workplace are a positive influence on their own job satisfaction and an increase in productivity. It significantly reduces cases of mental disorders in workers and improves the worker's self-perception of health.
- Diversity and inclusion are key components of sport and physical activity. Sport is a prominent social institution where the language of diversity is frequently and positively used. It focuses mainly on diversity in leadership and social relationships that mix gender, race, ethnicity or sexuality.
- The main barriers to practising sport for women are lower family support during pregnancy, difficulties for women to enjoy themselves, a lack of safety in practice, lack of information, age, Hispanic ethnicity, being married, having young children at home, and the type of employment.

- The social model shapes our view of disability, considering that the origin of disability is to be found in society itself.
- In OECD countries, only about 42% of people with disabilities (PWD) are employed, compared to 69% of the non-disabled population.
- The adherence of people with disabilities to physical activity programmes enhances their participation in the community, reducing social inequality.
- Sports organisations have generally not encouraged racially and ethnically diverse workforces.
- Sports activities have been used as a vehicle to achieve social cohesion by using people's ethnic diversity and different experiences as something very positive and valuable.
- Physical activity can be a valuable tool to change subjective age, some scientific literature suggests that physically active individuals are more likely to feel younger years later.
- Lower subjective age is an important aspect that can increase social integration within firms and reduce intergenerational tension, making it easier to obtain an effective age diverse workplace.
- The history of discrimination and the associated shame concerning LGBTQ+ identities have also been reflected in the work environment and is considered invisible diversity. Since this invisible diversity can be as crucial as visible diversity, members of the LGBTQ+ community search for social acceptance in workplaces.
- Many countries reject discrimination based on sexuality and gender identity yet subtle discrimination against non-heteronormative identities is increasing despite measures to reduce explicit discrimination.
- Diversity management is more than a matter of achieving goals. If we focus on success vs failure, we are reducing diversity to a dichotomy of just achieving or not achieving goals.

Recommendations for good practice

- Statements of diversity and inclusion in the workplace can promote the firm as a 'diversity-driven employer' and a 'great place to work', which will attract diverse candidates.
- Developing programs for diversity in the workplace will help to create active integration of diversity in recruitment processes. They will accelerate the challenge to implement diversity measures in the workplace. This will mean greater cost reduction and 35% higher profit margins.
- The implementation of a physical activity in the workplace, exercise or a sports program is an asset for both workers and the company.
Conditions considered as a challenge for engaging in physical activity and women's health could be mitigated in the work environment.
- Physical activity is a simple and economic tool for companies to participate in the elimination of gender barriers in sport
- Policies and programs in companies dedicated to health should promote active lifestyles among women and quantify the level of physical activity.
- Society must work to include people with disabilities and address their needs, obliging public authorities to include positive mandates for action.
- To create an impact on people with disabilities and encourage them to participate in exercise programs, physical activity interventions should incorporate behaviour change components, environmental and individual goals, and evaluate outcomes of importance to the individual.
- If we want to facilitate the participation in sport activities of people with disabilities, it is necessary to design programmes that promote success and inclusion, whether their participation is influenced by either personal factors, environmental factors, or both.
- To become closer to the demographics of their customers and gain a competitive advantage in the marketplace, organisations can increase the number of racially and ethnically diverse people in their workforces.

- Sports should be used as a basis of fostering unity among the diverse ethnic groups. Physical activity, exercise and sports interventions can reduce barriers and improve the socio-cultural environment thus encouraging culturally diverse people to join in.
- Sports activities have been used as a vehicle to achieve social cohesion by considering ethnic diversity and different experiences as something very positive and valuable.
- Organizations are well advised to assess the subjective-age composition of their personnel critically and to intervene in cases of age disparity and the ensuing separation of colleagues.
- Physical activity can be a valuable tool to change subjective age, an important aspect that can increase social integration within firms and reduce intergenerational tension, making it easier to obtain age diverse friendships in the workplace.
- The workplace is a key point for managing diversity in sexual orientation. Making stigmatized identities visible, giving LGBTQ+ workers voice or raising awareness about LGBTQ+ issues are important steps to challenging belief systems and the many manifestations that maintain and reinforce hetero normativity within the organizational environment.
- Some authors highlight the significance of trying, because if you try to do something, you want to do it and you take actions that will help you succeed.

1. INTRODUCTION

Diversity in the workplace has been a topic of interest for many years, especially over the last few decades where significant social change has created the need to increase knowledge on this subject. Studies show that an inclusive work climate and diversity can positively affect company performance and the effectiveness of the team making people more attractive to organizations (Ellemers & Rink, 2016). Some companies use diversity and inclusion as a marketing device to show themselves and their organization in their best light (Jonsen et al., 2021). The health benefits of physical exercise are well known, and many companies include physical fitness programs as a tool to reduce absenteeism, employee health cost and employee turnover (Sjøgaard et al., 2016). Physical activity and sport are a potential facilitator of life skills, which can be used as an inclusion tool (Cunningham & Gregg, 2021). Little is known, however, about exercise and sport in the workplace focused on improving diversity and inclusion. There are many scientific papers on diversity in the workplace, exercise in the workplace or the possibility of promoting diversity with physical activity, exercise or sports. The aim of this report is to justify the importance of physical activity, exercise and sport in the workplace to promote inclusion and diversity. See Figure one for the main structure to be followed and used in this report.



Figure 1.

Main structure of the report and major areas in which diversity can be found.

2. DIVERSITY AND INCLUSION CONCEPTUALIZATION

Diversity is defined as the presence of differences within a given setting. This may include gender, race, ethnicity, religion, nationality and sexual orientation. It is how people are different and the same at individual and group level. If we refer to organizational diversity, we should examine the make-up of a group to ensure the representation of multiple perspectives, with the presence of socially meaningful differences among members of a group (Tan, 2019). Diversity describes the composition of groups of the workforce, such as demographic differences or observable and non-observable characteristics (Jonsen et al., 2021). This definition highlights several important elements:

- The presence of objective and subjective differences.
- Social relevance.
- Those directed towards members of a particular social unit.

The concept of diversity has evolved over the last few years. The conventional focus of diversity research was on connecting demographic differences among team members focusing on easily observed and measured high visibility characteristics. In recent years, a complementary paradigm has been emerging, involving less apparent diversity, based on psychological features of work team members. Building on this, Harrison et al. (2002) researched on work team diversity at two different levels:

- **Surface-level diversity:** Differences among individuals based on readily observable characteristics such as age, gender and race.
- **Deep-level diversity:** Individual characteristics that people cannot see, for example: religious tradition, sexual orientation, gender identity, gender expression, social class, values and beliefs.

In the conceptualization of diversity, what inclusion means should not be ignored. Inclusion refers to the intentional, ongoing effort to make sure that diverse people can fully participate in all aspects of the work of a company or organization, including leadership positions and decision-making processes. It is the way that diverse individuals

are respected and valued members in an organization or a community (Tan, 2019). So, it is important to emphasise that diversity is an easy concept to include in the workplace in many countries. Yet, inclusion is a wider idea because it includes the degree to which an employee perceives that he or she is an esteemed member of the workforce.

There are some similarities between the ways inclusion is conceived, which is different from managing diversity. Inclusion is the degree to which an employee perceives himself or herself as an esteemed member of the company or institution, whereas diversity focuses on individual differences. Inclusion aims to increase the participation and commitment of all employees. Diversity and inclusion are two different concepts where diversity is a prerequisite for inclusion but where diversity does not always lead to inclusion (Jonsen et al., 2021).

Current global developments, such as migration or demographic shifts, have contributed to the increasing diversity of our countries. These changes require reflection because diversity can be a double-edged sword, if not managed properly. Diversity can result in lower levels of social integration, worse communication among colleagues and conflict, which can have a negative impact on performance (OECD, 2024). Each European state, therefore, has developed different policies in diversity and inclusion.

The French Ministry's Label Diversité focuses on diversity in all its forms based on the 24 discrimination criteria defined by law: origin, sex, morals, sexual orientation, gender identity, age, family status, pregnancy, genetic characteristics, loss of autonomy, particular vulnerability resulting from the economic situation apparent or known to the perpetrator, membership - real or assumed - of an ethnic group, nation, race, political opinions, trade union or mutualist activities, practising or not practising a particular religion, physical appearance, surname, place of residence, bank address, state of health, disability, proficiency in a language other than French (Institute national de la statistique et des études économiques, 2018).

The structure of the Slovenian (active) population is diverse according to primary personal circumstances (e.g. gender, age and ethnicity), but relatively homogenous compared to others (e.g. race). In the Republic of Slovenia, there are two indigenous national communities – an autochthonous national minority of Italians and Hungarians, whose status and position is also defined in the Constitution of the Republic of Slovenia. The Constitution guarantees both communities special rights, where Slovenia preserves both identities and provides equality in social inclusion. These rights are ensured in various areas (for example language, culture, education, and income) regardless of the number of members in these communities. In Slovenia, individuals are protected by the Protection Against Discrimination Act (ZVarD), which requires that all people be treated equally, particularly regarding employment, education, labour conditions, social protection and social benefits and access to goods and services that are available to the public.

Spain is a multicultural country, with a history of coexistence of diverse cultures. In the last 50 years, the Spanish labour market has transformed from being a provider of labour to the rest of the world to being a host country receiving thousands of people at a time of development and social growth. In line with this new paradigm, the Spanish government and businesses are seeking to establish work environments that promote equal opportunities, non-discrimination, diversity and inclusion through policies that foster the best international practices, including provisions for the Sustainable Development Goals approved by the United Nations.

We have started with the conceptualization of diversity and inclusion in society, citing data from different countries in Europe. We will follow this up with the issue of sports in the workplace and how this may be used as a tool to promote diversity and inclusion.

3. DIVERSITY AND INCLUSION IN THE WORKPLACE

Significant changes like international migration movements, aging populations and increasing demands for equality for women and people with disabilities, religious or sexual minorities, present modern companies and organizations with a growing need to manage diversity. Some authors suggest that diversity and inclusion have not yet been achieved (Nkomo & Hoobler, 2014). As mentioned in the introduction, it has been studied that an inclusive work climate and diversity can positively affect company performance and the effectiveness of the team, making people more attractive to organizations (Ellemers & Rink, 2016). Diversity and inclusion can aid in employee retention as commitment to diversity indicates to employees that the organization cares for them as individuals. It enables the companies to attract talent and potentially benefit from the increase in the talent pool. Statements of diversity and inclusion in the workplace can promote a company as a ‘diversity-driven employer’ and a “great place to work’ attracting diverse candidates (Edwards & Kelan, 2011). In the organizational context, diversity can be oriented in two different ways (Jackson et al., 2003):

- **Relations-oriented diversity** deals with attributes that are instrumental in shaping interpersonal relationships but have no ostensible implications for the performance of tasks. These include gender, age and religion.
- **Task-oriented diversity** deals with attributes, such as education level, experience and cognitive abilities, which do seem to have an implication for work task performance.

The companies and institutions that promote diversity and inclusion in the workplace may obtain different kinds of benefits like promotion of creativity, critical thinking and improvements in problem-solving, it may also be useful for employee development, unifying workers’ strengths leading to rigor and enhancing corporate appeal (Jackson et al., 2003). They are also better suited to diverse external costumers and they have a better understanding of the requirements of the legal, social, economic, political and cultural environments (Patrick & Kumar, 2012). Developing programs for diversity in the workplace will help to actively integrate diversity into recruitment processes, reducing costs and creating 35% higher profit margins (Patrick & Kumar, 2012).

Diversity and inclusion branding has become 'mainstream'. Some companies and institutions consider that a focus on diversity is particularly useful to attract talent while to appear as an employer of choice, a focus on inclusion seems particularly beneficial. The problem is that many dimensions of diversity are clearly 'country oriented' or 'cultural oriented'. For example, French and Spanish companies are more likely to base their diversity statements on anti-discrimination perspectives while the structure in German companies shows differences based on the demographic development and the increasing significance of older employees (Jonsen et al., 2021). Recent study findings demonstrate that workplace exclusion based on outgroup membership, language and cultural barriers, ethnic, racial and biased negative perceptions lead to minority members engaging in knowledge-hiding behavior at the workplace. Fostering an inclusive multicultural working environment can improve individual collaboration, engagement, knowledge sharing and performance (Miminoshvili et al., 2021).

We still find worrying information from different countries in Europe. In a recent survey conducted by the Ombudsman office, 21% of the working inhabitants of Latvia have personally encountered discrimination at the workplace over the last 3 years and 31% have heard of such cases from their colleagues and acquaintances. Different attitudes towards different social group representatives are especially evident during employee selection processes. 44% of the survey participants indicate that potential employers asked questions about age. Every 3rd was asked about family status and 17% – about their health status (Society Integration Fund, 2021).

The European Diversity Charters help public and private sector organisations across the European Union design and implement effective diversity and inclusion policies to deal with this. By signing the Charter, organisations make a public commitment to promote diversity and inclusion in the workplace and equal opportunities for their staff. Principles of the Diversity Charter are: to develop an organisational culture that is based on equal opportunities, mutual respect, acceptance and integration of diverse associates, to create a diverse and inclusive work environment, foster and disseminate principles of

diversity at all levels of the organisation, acknowledge diversity of customers, develop a diversity policy and disseminate and communicate its commitment to the principles of diversity and policy thereof to all stakeholders.

The Diversity Charter Slovenia was launched as the 20th European diversity charter, on the 14th of November 2017, with over 60 signatories. The diversity charter of Slovenia is one of the outcomes of a project I.D.E.A.S. (Innovation. Diversity. Economy. Awareness. Success.) The implementation of the charter was co-funded by the Justice Programme of the European Union (Diversity Charter Slovenia).

The Diversity Charter Latvia was launched on 12 February 2019 by the association Open Centre with the aim of developing a respectful society and strengthening principles of equal opportunities in the workplace. The Diversity Charter consists of 15 commitments to striving for respect of diversity in the workplace.

The French diversity charter was launched in October 2004. The charter the first of its kind in Europe, was launched by Claude Bébéar, the CEO of Axa, and subsequently inspired similar initiatives right across the continent. The charter is hosted by Les Entreprises pour la Cité (previously IMS-Entreprendre pour la cite), an organisation working to promote corporate social responsibility. There are currently more than 3,200 signatories to the French charter, mostly small and medium-sized businesses, but it also includes public institutions. Signatories commit to raising awareness about diversity among staff involved in the recruitment processes, and to dedicating a chapter in the organisation's annual report to the carrying out of said diversity measures.

The Spanish diversity charter was launched in March 2009 by the European Institute of Diversity Management and the Alares Foundation with the support of the Spanish Ministry of Equal Opportunities. More than 1300 companies have already signed the Diversity Charter in Spain, including organizations from both the private and public sector, such as: Orange, Iberdrola or Alares.

4. PHYSICAL ACTIVITY, EXERCISE OR SPORT IN THE WORKPLACE

Sport is a potential facilitator of life skills, which it's used as an inclusion tool. Some examples of these life skills are being part of a team, an increase in emotional control, encouraging initiative among participants and increasing opportunities for social inclusion. Physical activity improves physical and mental health strengthening resilience to cope with life's challenges (Mundet et al., 2021).

The most important benefits that physical activity provides within the workplace are: a positive influence on workers' own **job satisfaction**, an increase in **productivity** since physical activity reduces the deterioration of health caused by physical inactivity, and in relation to this, a decrease in **mental disorders**, since physical activity is directly related to the prevention of depression and anxiety. Improving healthy lifestyles in workers significantly improves the worker's **self-perception of health** (Cunningham, 2022).

Gomez et al. (2016) found that employees with lower levels of physical activity were less satisfied with their job compared to those who engaged in moderate or vigorous physical activity in the workplace. Engaging in physical exercise is considered essential for a positive perception of health among the working population.

One of the major threats to organizational productivity is absenteeism caused by illness, which can be reduced by 27% fewer doctor's visits and 20% fewer sick days compared to employees or managers who do not engage in physical activity (Pronk, 2009). There is evidence of the positive effect of a physical activity program on musculoskeletal disorders, which are the most frequent disorders affecting office workers (Proper et al., 2003).



Figure 2. *Benefits of physical activity in the workplace.*

5. PHYSICAL ACTIVITY, EXERCISE AND SPORT TO PROMOTE DIVERSITY AND INCLUSION IN THE WORKPLACE

Having reviewed the basic concepts of our topic, we will continue with an analysis of the reasons for and benefits of introducing physical activity as a tool to promote inclusion in the workplace. We are aware of the physical activity benefits to health. Since inclusion is linked to diversity, both have a special significance in relation to work. We must also be aware of the benefits that physical activity offers to workers in the workplace, considering that to attend to diversity, it is necessary to differentiate between gender, age, disability, ethnicity and sexual orientation.

We proceed to describe four reasons for sports managers to create and sustain diverse and inclusive workplaces (Cunningham, 2022; Jeanes et al., 2018):

- Sport offers people many potential benefits. Despite this, many people are excluded from regular sport participation and may not have the opportunity to be active throughout their lives.
- People who differ from the normotypical have access to sport but are frequently treated poorly.
- Today, diversity and inclusion are the critical components of sport and physical activity.

Sport is a prominent social institution where the language of diversity is frequently and positively used. It focuses on diversity in leadership and in social relationships such as gender, race, ethnicity or sexuality.

6. DIMENSIONS OF DIVERSITY AND INCLUSION IN THE WORKPLACE

Thus, the challenge of including diversity in the workplace in this project will focus on the following groups described in figure 3.



Figure 3.

Dimensions of diversity and inclusion included in this report.

6.1. GENDER GAP

A substantial body of empirical research has been conducted to evaluate and explain gender differences in the labour market. In Europe, women are less likely to be employed than men. In 2018, 63.3% of the women of working age in the European Union were in employment, which was 10.5 percentage points lower than for men (Eurostat, 2020). Gender differences in wages are a persistent pattern in most European countries. In 2014, the overall gender pay gap stood at 14.2%. However, country-level differs greatly with gaps superior to 20% in Estonia and Germany and gaps below 5% in Belgium, Luxembourg, Slovenia and Romania (Boll & Lagemann, 2019). These differences represent inequality while limiting growth by preventing women from reaching their full labour market potential (Matysiak & Cukrowska-Torzewska, 2021).

Gender gap in European data



Malta

63% of Maltese citizens aged 15 and up had jobs in 2022. People between the ages of 25 and 34 made up the bulk of the labour force. According to Eurostat, men have a 17.8% employment advantage over women. Males in entry-level positions earn an average of €1,216 per month, while females bring in an average of €1,067 (Malta National Statistics Office, 2023).



Latvia

According to the European parliament data from 2020, the hourly wage of women in Latvia is 14.6 % lower than that of the men. According to the Statistics Bureau of Latvia, men's monthly average salary in 2023 has reached 1609 EUR and women's monthly average salary, 1319 EUR. That makes a difference of 18% (European Parliament, 2020).

At a score of 61.5 points out of 100, Latvia ranks 19th in the EU on the Gender Equality Index. Its score is 8.7 points below the score for the EU as a whole. Since 2010, Latvia's score has increased by 6.3 points, due to improvements in decision making, (+14.3 points) and income (+ 9.2 points) (European Institute for Gender Equality, 2023).



France

As a result of women's growing access to skilled jobs, the average wage gap between women and men is gradually narrowing. In 1995, the salary income - i.e., the sum of salaries received over the course of the year - of women working in the private sector was 34% lower than that of men. By 2021, this gap had narrowed to 24%. The latter is primarily due to differences in working hours with women three times more likely than men to work part-time and have shorter periods of employment in a given year. If we neutralize differences in working hours, the average wage gap between women and men in the private sector has fallen from 22% in 1995 to 15% in 2021. This 15% gap for identical working hours is due to differences in sectors of activity, professions, and hierarchical positions. For a comparable position, i.e., the same profession with the same employer, the gap was 4% in 2021, which may still reflect differences in seniority or qualifications. Ensuring access for women to the same jobs as men is the issue at stake.

Inequalities between men and women's income level increase along the salary scale. In 2017, women had a higher probability of access than men for the lowest paid 6% of jobs, while the opposite was true for all other jobs. For the lowest paid 30% of jobs, women have an increasingly lower probability of access to each salary level than men. This probability then stabilizes between the 3rd and 8th pay decile, at an average of 30% below that of men. Above the 8th decile, i.e., for the 20% best-paid jobs, it falls rapidly again. Access to the 3% best-paid jobs is thus around twice as likely for men as for

women, and access to the 0.1% best-paid jobs is two and a half times more likely (Institute national de la statistique et des études économiques, 2023).



Slovenia

In Slovenia, legislation and other measures are used to ensure equal treatment of genders, which means that discrimination based on gender is prohibited in all areas of public and private life: in the political, economic, social, and educational spheres (Equal Opportunities for Women and Men Act, 2002).

The difference between men and women, according to the Global Gender Gap Index in 2020 on average, was 31.4 %, while in Slovenia it was 25.7 % (Gregorčič & Perko, 2020).

In 2020, 26.7 % of the Slovenian parliament members were female, which ranked the country 17th place among all EU member states. According to the latest data, the representation of women in the government is 26.4 % (EU: 31.3 %). The number of women in the highest management posts in the largest companies increased by 11.8 percentage points. In Slovenia in 2020, the proportion of women on boards of directors amounted to 21.6 % (EU: 28.7 %). Women were the majority of shareholders in only 13.3 % of Slovenian companies.

In October 2018 the average gross rate per hour for men amounted to EUR 9.59 and for women to EUR 8.93. Women earned on average 93.1% of the average gross earnings of men (SURs). The most recent data sets the wage gap in Slovenia as the largest for the 45-55 age group (12.6%) and the smallest for those aged 65 and over (-10.5%). In contrast to the rest of the EU, the wage gap in Slovenia is larger in the public (11.5 %) than in the private sector (8.5 %) (Statistični urad Republike Slovenije (SURs)., 2018a).



Spain

In 2020, the average annual salary for women (13,531.7 euros) was around 73.2% of the average salary for men (18,491.7 euros). For a full-time working day, the woman's salary sits at 91.8% of the man's salary. In part-time work, the percentage is 87.9. The hourly wage for women (16.4 euros) is 95.0% of the hourly wage for men (17.2 euros) for full-time work, and 83.2% for men in part-time work (Instituto Nacional de Estadística, 2023b).

Physical activity, exercise and sports among women in the workplace

There is evidence on the benefits of the incidence of physical exercise in companies, yet the effect sizes found are very small. Therefore, one of the points of action should be women in companies. Adult women are aware of the barriers to doing sport, highlighting the need to make work compatible with motherhood (Martínez del Castillo et al., 2008). Currently, the practice of sport is still higher in men than in women although since 2015 a slight increase in physical activity in women is perceived (Nikitara et al., 2021).

The benefits of workplace diversity around gender and physical activity are:

1. Improved physical condition, quality of life and mental health benefits for premenopausal and menopausal women.
2. Increased levels of self-esteem and happiness in the elderly, as well as improving capacity for self-care and favouring the integration of the body scheme and facilitating intergenerational relationships.
3. A decrease in depressive symptoms if age, sex and education (diversity) are considered.
4. Increased well-being and importance of implementing physical activity programs during and after treatment of breast cancer patients (Plante et al., 2007)
5. Scientific evidence suggests that physical activity is essential for the female population with hypothyroidism.

These benefits overcome the barriers to sports practice by eliminating unhealthy lifestyles through physical activity, health-associated work performance and workplace physical activity programs. The main difficulties for women to practice sport are (Martínez del Castillo et al., 2007):

1. Lower family support during pregnancy.
2. Men have a higher level of physical activity practice.
3. Women find it more difficult to enjoy themselves (time, context, and safety in practice).
4. Lack of information.
5. Aging, Hispanic ethnicity, being married, having young children at home, and type of employment.

We can overcome barriers through physical activity and the following proposals:

- Disseminate effective health promotion, primary prevention, and the implementation of physical activity programs revolving around lifestyle changes.
- Consider conditions which pose a challenge for physical activity and women's health: age, social role, social support, socioeconomic status, place of residence and access to recreation (all these differences could be mitigated in the work environment).
- Include health policies and programs in companies to promote physical activity among women and quantify its levels.

Physical activity is a simple, economic tool for companies to work towards the elimination of gender barriers in sport.

6.2. DISABILITY IN THE WORKPLACE

European data tells us that at least 15% of the European population (87 million people) live with one or more disabilities. Many of these people do not have the same opportunities as others. They may not have access to schools, workplaces, infrastructures, products, services and information. It is therefore necessary to remove the barriers that prevent a fair balance between disability and optimal social welfare (European Commission, n.d.).

The EU defines people with disabilities as *‘those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others’* (Gavrilă-Ardelean, 2021).

It is also important to understand the dynamic nature of the concept in relation to (Pérez et al., 2023):

- a) the progressive ageing of the population and the increase in situations of dependency.
- b) the improvement of living conditions and the appearance of scientific innovations that reduce mortality and extend life expectancy.
- c) the appearance of new diseases and impairments that generate some type of disability.

It is the current social model that shapes our view of disability and considers that the origin of disability is to be found in society itself. It must then be society itself that works to include people with disabilities and address their needs, obliging public authorities to include positive mandates for action. *The United Nations Convention on the Rights of Persons with Disabilities introduces the creation of two new rights: "universal accessibility" and "independent living and social inclusion"* (Turturro, 2022).

In the workplace, the exclusion of people with disabilities from the world of work costs countries between 1% and 7% of their Gross Domestic Product. In OECD countries, only

about 42% of people with disabilities (PWD) are employed, compared to 69% of the population who do not have disabilities (Klinksiek et al., 2023).

According to Kruse et al., (2018), the employment gap and disadvantages of people with disabilities are:

- The excessive number of temporary and part-time contracts.
- Wage gaps.
- Lower job security.
- Lower job and wage satisfaction.

The technological transition and artificial intelligence have both had negative repercussions in the field of employment for groups at risk of exclusion from the market, such as workers with disabilities. The impact of Artificial Intelligence on job satisfaction and health differs between groups of workers affecting workplace inclusion. Workers subject to algorithmic management or those working with AI report the least positive outcomes of AI use on their job quality. If implemented well, however, AI can also increase accessibility and job satisfaction for traditionally disadvantaged workers on the labour market, such as workers with disabilities.

We have collected important data about people with disabilities in the workplace in Europe.

Disability in European data



In Spain in 2022, there was a total of 1,941,900 working age (from 16 to 64) people with certified disabilities, accounting for 6.3% of the total working age population with an increase of 0.6% compared to 2021. Of this population, 685,300 were active, 2.6% more than in 2021. Within the active population with disabilities, a greater percentage of men, most notably in the 45 to 64 age group, there was less representation of highly educated

people than in the active population without disabilities. As for the characteristics of the employed population with disabilities, the same differences were observed in terms of sex, age and educational level (Instituto Nacional de Estadística, 2023a).



The percentage of people with disabilities in the labour force has been rising steadily throughout the years. Significant growth from 2015's 25.8% to 2018's 42.5% can be seen. However, it is still below the EU 27 average of 50.8% in 2018. Statistics show that just 31.3% of Maltese women with disabilities have jobs, compared to 53.7% of Maltese males (European Commission, 2022).



In 2022 the proportion of the economically inactive inhabitants was 31,4 % – which is 0,9 % lower than in 2021 and 3,8% lower than in the EU on average (in 2022, it was 35,2 %). On 30th of September 2022, the National Employment Agency reported 6 986 unemployed people with disabilities, which accounts for 13,9 % of the total number of unemployed in Latvia. 33,6 % of unemployed people with disabilities started work in 2022 after the completion of an active National Unemployment Agency action. Often these are auxiliary workers, cleaners, shop assistants. 14,9 % of unemployed people with disabilities worked as managers, specialists, chief specialists before they lost their jobs. Nevertheless, the registered number of unemployed people with disabilities did not change significantly (7-8 thousand) (Official Statistics of Latvia, 2023a).



France

The unemployment rate for people with a recognized disability is 15%, compared with 8% for the rest of the population. According to the DARES report, there were 628,800 disabled workers in 2021, representing a direct employment rate of 3.5% of the workforce. Less than 10% of respondents to the survey (French people, employees, employers) know that 80% of disabilities are invisible (Bellamy et al., 2023).



Slovenia

Slovenian companies with 20 or more employees are subject to a disability quota system designed to reduce unemployment of disabled people, which requires them to employ from 2 to 6 % of people with disabilities. The purpose of the Vocational Rehabilitation and Employment of People with Disabilities Act is to improve the employability of people with disabilities and to establish conditions for equivalent participation in the labour market by eliminating barriers and creating equal opportunities.

Government also adopted a second Action Programme for People with Disabilities 2014–2021 to protect, promote and guarantee full and equal enjoyment of human rights for people with disabilities, and to promote respect and dignity. The programme comprises thirteen fundamental objectives with a total of 91 measures which comprehensively regulate all areas of life of people with disabilities. The fifth objective, work and employment is of key social and economic importance for people with disabilities in leading an independent life (Administration of the Republic of Slovenia for Civil Protection and Disaster Relief, 2014).

At the end of 2019, there were 12,989 unemployed people with disabilities (17.2% of all unemployed people), and at the end of October 2020 there were 12,285 (14.6% of all unemployed people) (OHCHR).

General unemployment increased by 11 % and the number of unemployed people with disabilities decreased by 5.4 %. In 2019, 2,875 unemployed people with disabilities

found jobs, and by the end of October 2020, there were 2,550 people with disabilities in active employment. There are 153 companies for people with disabilities in Slovenia (4.8 % more than in 2018). At the end of 2019, companies employed 5,944 people with disabilities (0.5 % more than in 2018, the number of all employees increased by 1 %). The percentage of people with disabilities among all employees had increased by October 2020 by 50.84 %, an increase compared to the previous year, which was 50.7 % (Statistični urad Republike Slovenije (SURS), 2018b).

Physical activity, exercise and sport among people with disabilities in the workplace

People with disabilities have worse health indices, therefore the benefits of being active on their health are even more important than for the rest of the population.

The adherence of people with disabilities to physical activity programmes enhances their participation in the community, reducing social inequalities. The barriers that people with disabilities encounter when engaging in physical activity are influenced by factors that reduce their possibilities to participate in physical activity. If we want to facilitate their participation in sport activities, it is necessary to design programmes that promote success and inclusion. Whether people with disabilities maintain their participation in physical activity programmes is influenced by both, personal and environmental factors. If we want to create an impact on their participation, physical activity interventions should incorporate behaviour changing components, their environment and individual goals. Outcomes of importance to the individual should be evaluated (*People with Disabilities - Employment, Social Affairs & Inclusion - European Commission*, n.d.; Ryan et al., 2022).

6.3. RACIAL / ETHNICITY DIVERSITY

Cultural diversity is taken to mean the representation, in one social system of people with different group affiliations of cultural significance (Cox, 1994). It is identified by:

- Surface-level characteristics (Harrison, Price & Bell. 1998).
- *Observable attributes of racial diversity*, which some scholars have labeled "racioethnicity": racial and/or ethnic distinction within a nationality (Kossek & Zonia, 1993; McLeod, Lobel & Cox, 1996).

Ethnicity / racial diversity and work

- Cultural diversity has been studied in both laboratory and field settings. In general, laboratory studies, based on the value of diversity perspective, have indicated that ethnic diversity in work groups increases their effectiveness (Cox et al., 1991; Watson et al., 1993). On the other hand, field studies have suggested that diversity is sometimes associated with negative work performance outcomes (Pelled et al., 1999; Tsui et al., 1992).
- Proponents of cultural diversity argue that the multiple perspectives and viewpoints that a diverse workforce brings can foster a wealth of creative alternative decision making, effective decision making and high quality. To become closer to the demographics of their customers and gain a competitive advantage in the marketplace, organisations can increase the number of racially and ethnically diverse people in their workforces (Cox, 1994, McLeod, Lobel and Cox, 1996).
- The cultural diversity of companies' human capital creates sustainable competitive advantage (Richard, 2000).

Racial/ethnicity in European data



Malta

There were 519,562 people living in Malta in the year 2021. There were 115,449 foreigners among them. The number of non-Maltese residents has risen dramatically during the past decade and a half. There was one international resident for every four locals by 2021 (Malta National Statistics Office, 2023), up from one in every twenty in 2011.

The number of foreign workers in Malta's job market has also increased significantly. In 2021, non-Maltese workers made up 27.9% of the workforce. Of these, the number of non-EU nationals exceeded the number of EU nationals (JobsPlus, 2023).



Latvia

Since the start of the crisis in Ukraine in 2022, according to the State revenue service, around 5,000 Ukrainian citizens that came to Latvia (in total around 35,000) have registered as employees. Employers rarely employ workforce from outside the EU due to the current legislation (the candidate needs a visa or a residence permit). According to the data from the Office of Citizenship and Migration Affairs of the Republic of Latvia, in 2021, there were slightly more than 5,000 people invited to work in Latvia. According to unofficial 2023-year data there are already 8,000 (Centrālā Statistikas Pārvalde, 2022).



France

In 2017, the unemployment rate for non-EU foreigners (24%) was 2.8 times higher than for French nationals (9%). This difference is slightly more marked for women (26%, versus 9% for women of French nationality). Around 6% of the workforce is made up of foreigners. The latter are over-represented among blue-collar workers (11% are foreign) and craftsmen, shopkeepers, and managers of companies with 10 or more employees (8%). On the contrary, they are under-represented among intermediate professions (3%) and executives (5%). In 2017, the proportion of foreigners in the population of the European Union (EU) was 7.5%, close to that observed in France (6.9%). In 2019, according to Institute national de la statistique et des études économiques, immigrants have a much higher unemployment rate than people born in France: 13.6% versus 7.8%. The inequality widens when we consider only non-European immigrants, for whom the rate reaches 15.7% (Institute national de la statistique et des études économiques, 2019).



Slovenia

In 2023 foreign workers in Slovenia represented 14.1 % of total people in employment (excluding farmers). Among foreign citizens in employment in 2023, there were around 17,600 foreign citizens of EU Member States (or 13.7 % of foreign citizens in employment) and around 110,400 foreign citizens of other countries (or 86.3 % of foreign citizens in employment). In February 2023, 76.8 % of foreign citizens in employment were men (around 98,200 persons) and 23.2 % were women (around 29,800 persons).

A review of the data by year shows that the share of foreign citizens in employment (excluding farmers) is increasing (SUR5). Between 2010 and 2022, the share of foreign citizens in employment increased by 7.1 percentage points (from around 56,600, to

approximately 130,300). In 2010, every 14th person in employment was a foreign citizen, and in 2022 every 7th. In 2010, 7.5% of foreign citizens in employment were from EU Member States, while 92.5% were citizens of other countries. In 2022, 13.6% of foreign citizens in employment were from EU Member States, while 86.4% were citizens of other countries. The change in the share of foreign citizens in employment from EU Member States is partly due to the accession of Croatia in 2013 and the exit of the United Kingdom in 2020 (Statistični urad Republike Slovenije, 2023).

The number of employed third country nationals (TCNs) in Slovenia has increased over 80 % in the past five years. At the end of October 2019, there were 101.200 TCNs employed, with the majority coming from Bosnia and Herzegovina (49.600), followed by Serbia (12.900) and UNSC Resolution 1244-administered Kosovo (9.600). Among those, 80 % are male and 20 % are female, with 70 % having completed secondary and 21 % primary education (Includ-EU). The number of cross-border labour migrants has risen by two and a half times in 2022, reaching a total of 12,800 (SURS). Foreign daily migrants from neighbouring countries that come to Slovenia for work differ, with the majority coming from Croatia (10,216) followed by Italy (1,792), Hungary (655) and Austria (141) (Statistični urad Republike Slovenije, 2023).



Spain

In recent decades, the population growth in Spain has been due to the increase in individuals born abroad. This foreign-born population in the year 2023 amounted to 8,569,954 people, exceeding that of foreign nationality due to the processes of acquiring Spanish nationality. Meanwhile, the number of foreigners increased in the last quarter (July, August, and September 2023) by 77,016, reaching a total of 6,373,463. The population with Spanish nationality grew by 41,651 during the same period (Instituto Nacional de Estadística, 2023c).

The evolution of foreign workers in the period 2013 to 2022 marked a decrease that begins in the 2014/2013 variation and that remained downward until 2017, the year in which the group represented 9.82% of all the population. In Spain, the number of foreign workers outside of the European Union is higher than those from the European Union, 70.81% from outside the European Union against 29.19% from the European Union (Servicio Público de Empleo Estatal, 2023).

Etnicity/racial diversity in sport organisations

Sports organisations have not encouraged racially and ethnically diverse workforces (Fink, Pastore & Riemer, 2001) and studies on race and ethnicity in relation to sports management are scarce. Most sport organisations do not publish racial and ethnic profiles of their employees.

Studies have shown how race and ethnicity have influenced unequal employment opportunities in sport for black and minority ethnic populations (Armstrong, 2011; Cunningham, Bruening & Straub, 2006; McDowell, Cunningham & Singer, 2009). Sometimes the lack of participation in some sporting activities by people of different ethnicities is due to cultural issues rather than to difficulties in accessing them (Collins & Kay, 2014).

Gender differences in sport participation among ethnic minority groups tend to be greater. Men, regardless of their ethnic origin, participate more in sports activities than women from ethnic minorities, who participate much less frequently in sports than women from the ethnic majority (Collins & Kay, 2014; Elling & Knoppers, 2005). Some of the causes of differences in both men and women's participation in sport are due to their economic status and the lesser amount of leisure time they tend to have (Collins, 2004).

Sports organizations have a key role to play in attracting participants. The interventions used can reduce barriers to improving the socio-cultural environment to encourage, for

example, people with cultural diversity to join (Payne et al., 2003). There have been programmes that have tried to attract people of different ethnicities to the practice of physical sports activities, linking this practice to the promotion of health (Collins & Kay, 2014).

Sports should be used as a basis to foster unity among the diverse ethnic groups (Obi, Victor & Blessing, 2012). The constitutions of most sports organizations specifically recognize ethnicity, gender and age as determinants of participation in sport and demand equality (Girginov, 2010). Sports activities have been used as a vehicle to achieve social cohesion by using people's ethnic diversity and different experiences as something positive and valuable (Collins & Kay, 2014).

6.4. GENERATION GAP

Over the last years age-related social categorization models have been used to postulate that meaningful generational differences between individuals in the workplace do exist (Jones et al., 2018). So, any one of us may be classified into traditionalist, baby boomers, generation X or millennials, based on the different experiences and defining moments. Some authors have created the next generational cohorts (Salahuddin, 2010): Traditionalist (pre-1946), Baby Boomers (1946-1964), Generation X (1965-1977) and Millennials (1977-2000). Nevertheless, empirical and theoretical research about generational differences is scarce and the literature published is contradictory (Twenge, 2010). Indeed, this kind of social categorization cultivates interpersonal tensions in the workplace (Urick et al., 2016), because older workers are more likely to be associated with negative work-related stereotypes by younger workers, and younger and middle-aged perceive older workers to be less work effective (von Humboldt et al., 2023).

To avoid this kind of tension, some authors promote age diverse workplace friendships that help to unite age diverse coworkers (Dietz & Fasbender, 2022). An age diverse workplace is a relationship between coworkers of different ages, who are engaged in social exchange, and like each other. This kind of work climate may help to overcome the intergenerational tensions and can de-escalate age-related difficulties because they have something in common (Ho & Yeung, 2021). It is a form of positive workplace relationship that can unite age-diversity in the workplace because it becomes embedded in the work context and fuses personal relationships with professional relationships, creating multiple working connections and friendships as a way to bridge possible age-related differences (Ingram & Zou, 2008). Intergenerational friendships help to develop the fusion of different age-based identities into an all-age version, helpful for the older friendship partner (Elliot O'Dare et al., 2019).

Rising levels of diversity in both chronological and subjective age impair the level of social integration within firms (Carmeli et al., 2009). Some authors have realized that identifying employee's subjective age is a better predictor than chronological age to

avoid decline in social integration and related social capital (Kunze et al., 2021). Therefore, organizations are well advised to assess the subjective-age composition of their personnel critically and to actively intervene in cases of high disparity and separation.

Generation gap in Europe



Latvia

Youth unemployment rate (aged 15-24) is currently 13.4% (2023 Q1 data). In Q1 2023 almost a third (32.0 % or 441.5 thousand people) of the population aged 15–74 was inactive, i.e., was neither in employment, nor actively looking for a job. Compared to the previous quarter, the inactive population has grown by 3.3 thousand people or 0.8 %. 25% of the workforce on the job market, currently in Latvia, is in the 55 to 89 age group (2022 data), which certainly causes concern for companies and employers (Official Statistics of Latvia, 2023b). The most common form of discrimination in Latvia is age discrimination, with a person considered either too young or too old (51% of respondents), according to a report from the Ministry of Welfare conducted in 2022 (Eng.LSM.lv, 2022).



France

With the lengthening of career prospects, four generations now coexist within companies: baby-boomers and generations X, Y and Z. According to INSEE, a total of 52.4% of young people aged 15 to 29 are active, i.e., employed or unemployed; their unemployment rate, i.e., the ratio between the number of unemployed and the number of active people, was 11.0% in 2021. In 2021, 12.8% of young people aged 15 to 29 in France will be neither in employment nor in education or training (NEET), slightly lower

than the EU average (13.1%). Low before the age of 18, this proportion rises with age, reaching 18.3% by the age of 24 (Institute national de la statistique et des études économiques, 2022)

According to the Institut Montaigne, by 2022, 200,000 employees in France will have been “mis au placard”, at an annual cost of 10 billion euros. (The French expression is used to describe the absence of meaning and interest in the tasks required of the employee, his or her exclusion from the work group, the extremely low workload, and the lack of regular contact with the direct hierarchy). This phenomenon affects older workers. Its equivalent in the English-speaking world would be something close to “quiet firing”: making an employee quit their job by reducing their responsibilities and making their work environment less pleasant (Klamm et al., 2022).

In 2022, in France, 73.6% of people aged between 15 and 64 were active, i.e., employed, or unemployed. This average activity rate differs according to age: 42.2% for 15- to 24-year-olds, 88.3% for 25- to 49-year-olds and 69.7% for 50- to 64-year-olds (Institute national de la statistique et des études économiques, 2022).



Slovenia

According to the Statistical Office, the unemployment rate in 2023 was 3,6 %: 10.6 % for the age group between 15 – 24, 3.1 % for the age group between 25 – 49, 2.8 % for the age group between 50 – 64 and 7.8 % for 65 and older.

The comparison of earnings by age groups shows that for 2018, older people in paid employment earned, on average, 2-times more than younger ones. Thus, the highest average annual gross earnings for 2018 were received by people in paid employment aged 60 and over, the lowest by those under 20. The highest number of people in paid employment was in the age group from 40 to 49 (29.1 % of all people in paid employment) (Statistični urad Republike Slovenije, 2023).



Spain

The demographic evolution is having profound impact on our society, specifically, in the workplace, which has special significance. In Spain, there are two main problems: young people and those aged 55+.

Many young people feel frustrated by the difficulties involved in accessing the labour market, as well as in access to housing, saving money, or access to new "ladders of opportunity". Here are some interesting key figures (Sevilla et al., 2021):

- According to Eurostat, in May 2021, the unemployment rate for those under 25 years of age in Spain was 36.9%, the second highest in all of Europe, only surpassed by Greece.
- 55% of young people, between 25- and 29, lived with their parents in 2020,
- Meeting the payment of €904/month (mean price of rent in Spain in 2020), would be 92.9% of the net salary of a young person.

“Seniorization” of the labour market is a process that has already begun and that will continue to intensify in the coming decades. We have the lowest growth rates of employed population between 55 and 65. This may be due to early retirement for employees over 50. Unemployment is the most serious problem, with an increase of 181,2% in the last 14 years. Half of the new unemployed are seniors, one in three is over 55 and one in two is long-term (Puyol et al., 2022).

Physical activity, exercise and sport to mind the age gap in workplaces

A physically active lifestyle brings health benefits and optimal self-rated health (Trachte et al., 2016). Higher openness and positive health ratings are the most consistent predictors of a younger subjective age (Canada et al., 2013). Physical activity can be a valuable tool to change subjective age and scientific literature suggests that physically active individuals are more likely to feel younger years later because they are more exploratory and curious (i.e., higher openness) and because they perceive their health more favourably (Chen et al., 2018). A recent study published by Stephan et al. (2019) examined the prospective association between physical activity and subjective age across adulthood and the logistic regression revealed that physical activity increased the likelihood of feeling younger, 8 to 20 years later, by between 30 and 50%. Physically active individuals are more likely to distance themselves from their age-group and the typical older individual. Higher physical activity may help open-minded individuals maintain such tendencies, which may sustain a younger subjective age (Stephan et al., 2019). Physical activity may contribute to more positive views about aging that also translate into a younger subjective age, an important aspect of increasing social integration within firms and reducing intergenerational tension, making for age diverse friendships in the workplace.

6.5. SEXUAL ORIENTATION

When we talk about sexual orientation in the workplace, we must remember that we live in organizational heterosexism and homophobia. This affects LGBTQ+ (lesbian, gay, bisexual, transgender, queer and other sexual orientations and gender identities) in their career development. They encounter multiple negative workplace experiences that lead to work stress that impacts their work-family outcomes, job satisfaction and decision-making (Maji et al., 2023) leading to negative consequences for workplace results, employee growth and the overall performance of the organization (Rose Ragins et al., 2007).

Most studies estimate that about 14% of the population identify with LGBTQ+(Veltman & Chaimowitz, 2014) and within this heterogeneous population individual experience varies widely. The history of discrimination and the associated shame concerning LGBTQ+ identities have been also reflected in the work environment and is considered as invisible diversity because the fear and threat of isolation are powerful for these members caught in a spiral of silence. This makes invisible diversity as harmful as visible diversity and impedes social acceptance in workplaces (Bowen & Blackmon, 2003).

LGBTQ+ employees search for social acceptance in workplaces and are one of the largest, but least studied minority groups in the workforce (Rose Ragins et al., 2007). Although many countries reject discrimination based on sexuality and gender identity, unfortunately, subtle discrimination against non-heteronormative identities still exists. We can find formal discrimination like hiring discrimination or promotion delays but can also find interpersonal discrimination, like heterosexist harassment, micro-invalidations or workplace bullying. These situations will affect mental outcomes, career related outcomes and job satisfaction (Maji et al., 2023).

Sexual orientation European data



Malta

Since adopting a progressive stance towards LGBTQ+ individuals, Malta has been a role model for tolerance and acceptance. According to Maltese law (Laws of Malta: Article 32 Fundamental Rights and Freedoms of the Individual Act., 2014), sexual orientation and gender identity are not illnesses, disorders, or deficiencies. The importance of equality and tolerance for all members of Maltese society has been further emphasised by this progressive legal development.



Latvia

Although, officially, sexual orientation cannot be the obstacle for e.g. acquiring a job, there are constant cases of discrimination based on sexual orientation. Latvian Labour Law prohibits discrimination of sexual orientation set down in the EU Employment Directive 2000/78/EC, yet most LGBTQ+ people conceal their sexual orientation and/or gender identity resulting in very few discrimination and hate crime cases being reported to law enforcement authorities or brought to the courts. On 9th of November 2023, Saeima adopted amendments to eight laws envisaging the introduction of a new Partnership institution in Latvia – a new way to legally strengthen relations between two adults, including same-sex couples, and provide social and economic protection for them. Amendments to the laws are expected to come into force on July 1, 2024.



France

Lesbian, gay, bisexual, and transgender (LGBTQ+) people in France enjoy some of the most advanced legal recognition in the world. However, according to the 3rd LGBTQ+ Barometer carried out in 2022 by the association "l'Autre Cercle" in partnership with IFOP, 3 out of 10 LGBTQ+ people have already been victims of at least one LGBTQ+

phobic aggression in their work environment; Only one out of two LGBTQ+ people is visible in their professional environment (Gavand & Demeulandre, 2022).



Slovenia

On January 31, The Law on Amendments to the Family Code came into force, changing the definition of marriage (and cohabitation). The amendment to the law stipulates that a marriage is a life union of two people (and that an extramarital union is a long-term life union of two people). This means that same-sex couples can marry and that they have equal rights in the adoption of a child as set by the Family Code (Slovenian Ministry of Labour, 2023). According to data for 2021 in Slovenia (SURS) there were 52 same-sex partnerships with children in their care.



Spain

Different international studies recognize that Spain is one of the countries with a more advanced regulatory framework to protect the rights of LGBTQ+ people. Sexual diversity is considered in the regulatory framework, and the Spanish society is especially respectful. Nevertheless, there is a perception of discrimination situations against LGBTQ+ people (Concha & Herranz, 2017).

We would like to finish this chapter highlighting that the workplace is a key point for managing diversity in sexual orientation. The problem is that most corporations are more concerned with the reduction of explicit discrimination, but the occurrences of subtle discrimination are higher (Maji et al., 2023). Making stigmatized identities visible, giving LGTBQ+ workers voice or raising awareness about LGTBQ+ issues are important steps to challenge belief systems and the many manifestations that maintain and reinforce hetero normativity within the organizational environment (Di Marco et al., 2021).

7. THE IMPORTANCE OF TRYING

Diversity management is subject to a set of legal, ethical and administrative principles in a multifaceted and complex process (Bjerregaard & Lauring, 2013). Working on diversity is something that organizations have been engaged in for a long time but different actors, involved in these approaches, experience ambiguity of scope, responsibilities, outcomes or goals. Recognizing the uncertain character of diversity management and the ever-changing perception of its outcomes provides ways to advocate efforts at improving diversity beyond a rational of successes and failures. Diversity management is more than a matter of achieving goals. If we focus on success vs failure, we are reducing diversity to a dichotomy of achieving or not achieving goals.

Consequently, some authors highlight the significance of trying because if you try to do something, you want to do it and you take actions that will help you to manage it (Risberg & Corvellec, 2022). Trying refers to struggling with the ambiguities of goals, rather than just achieving them. A trying organization is one that strives to enhance diversity in the organization and understands diversity work as an ongoing commitment with no end. Recognizing that ultimate success is unattainable is critical for those who set diversity goals or evaluate diversity management outcomes (Risberg & Corvellec, 2022).

8. GOOD PRACTICES AND BENCHMARK SUCCESS STORIES

We are now going to detail some cases of good practices of some companies that promote diversity, physical activity and sustainability in their policies to improve as a company. All the companies listed below are committed to the sustainable development goals proposed by the 2030 agenda. These goals are aligned with employee well-being and health, as well as inclusion and diversity in the workplace. Here, physical activity is included in the objectives related to health and well-being.



**L-Università
ta' Malta**

Lying at the cross-roads of the Mediterranean, UM has been, over its 400-year history, the hub for international academic exchange on the island. UM is the leading higher education institution in Malta and its structures are in line with the Bologna Process and the European Higher Education area.

DIMENSIONS	APPROACHES/PROPOSALS
Physical activity, exercise and sports	<p>The vision on sport and physical activity at the University of Malta strives 'to play sports and physical activity a central component of the student experience and to encourage all the University community to be active for life.'</p> <p>UM members of staff benefit from free use of sport facilities during the University's normal operating hours. These include use of the sports hall for basketball, handball, badminton, volleyball, squash, table tennis and netball. Discounted rates for use of the Fitness Centre and the National Pool Complex are also available.</p> <p>Opportunities to take part in organised sport events are also available. These include 5-aside football and volleyball tournaments. University of Malta staff are also encouraged to participate in sporting events organised by the Malta Employees Sports Association (MESA) and which include athletics, football, basketball, table-tennis, beach volleyball, badminton, and tennis.</p> <p>Through the Institute for Physical Education and Sport (IPES), all members of staff are given the opportunity to learn a new sport, improve their skills, and meet new people. Interested members of staff may discover the joy of playing, learning a new skill, meeting new people, getting active and having fun through participation in their selected sport discipline.</p>
Sustainability	<p>Sustainability Development Goals:</p> <ul style="list-style-type: none"> • Develop sustainable land and buildings • Reduce, reuse, and recycle waste • Extend energy-efficient measures • Conserve water and reduce consumption • Encourage sustainable transport measures • Deliver training and research on sustainability • Promote healthy living practices on campus



The Malta Police Force was established in 1814. It is structured by dividing Malta in two regions - Region A (South) and Region B (North & Gozo). Each Region is headed by an Assistant Commissioner. Region A covers districts 1 to 6 while Region B covers districts 7 to 12. Each district is headed by a Superintendent. There are also a number of investigative and operational units which form part of the Malta Police Force. The Malta Police Force's mission is to provide a professional and trusted policing service to ensure safety and security in partnership with the community.

DIMENSIONS	APPROACHES/PROPOSALS
Diversity	<p>The workforce is to be reflective of today's society, thus, a Diversity and Inclusion Strategy is to be devised, emphasising the fostering of a working environment that is open, inclusive, and non-discriminatory. Diversity networks within the organisation will also be established as part of this strategy, safeguarding the equal participation of all in terms of gender, LGBTQ+, and ethnicity. This aims to ensure that the police are representative of society and well positioned to support today's diverse community and stakeholders.</p> <p>Family-friendly measures involve those policies and practices that facilitate the balance of work and family commitments by fostering opportunities that facilitate parental choice about work and care and promote equality within the workplace. Where operationally possible, additional family-friendly measures will be assessed with an aim to encourage greater gender balance within the workforce, enhanced participation in training, and equal opportunities for career advancements.</p> <p>Transparency and fairness will be increased, and standards will be maintained when onboarding new personnel. This will be carried out in line with a revised recruitment and selection policy thereby establishing a mechanism for objective assessment against pre-set standards in line with the respective position, while ensuring a competitive process, and maintaining fairness and equality throughout. (Malta Police: Transformation Strategy 2020-2025).</p>
Physical activity, exercise and sports	<p>Increasing the importance and focus given to the physical fitness and wellbeing of the entire workforce. This will be done through the development of a health and wellness strategy aimed to promote the physical fitness and wellbeing of all personnel with a view to becoming a healthier and fitter organization. The minimum fitness requirements will be reviewed and brought in line with the requirements of today's policing, both for new recruits and the existing workforce. Measures will be created to safeguard the occupational health of all personnel and ensure that the work environment is safe and accessible to all.</p> <p>(Malta Police: Transformation Strategy 2020-2025)</p> <p>To promote and enhance the officers' physical and mental health, the Malta Police Sports Committee hosts different activities throughout the year. Participating in football tournaments, The Grid obstacle course race, fun runs, marathons, and other sports activities are all good examples. While these events certainly benefit the officers who attend them, they also have a charitable element in that the proceeds are donated to a worthy cause.</p>
Sustainability	<p>Sustainability Development Goals:</p> <ul style="list-style-type: none"> • Develop sustainable land and buildings • Reduce, reuse, and recycle waste • Carpooling to event to reduce car emissions during large events • Less water/electricity consumption • Introduction of electric cars



Latvia



Bite Latvija is a telecom company, also offering internet services, that entered the Latvian market in 2005. The company is owned by Lithuanian company UAB Bitė Lietuva. The company currently has more than 800 employees with more than 30 retail offices all over Latvia.

DIMENSIONS	APPROACHES/PROPOSALS
Diversity	<p>Gender equality: according to Fontes research in 2019, Bite was among those employers, that have publicly shared, how crucial it is to provide all employees with equality and a fair salary, regardless of their individual differences.</p> <p>Inclusion of people with disabilities: in August 2022 Bite Latvija organized open-door days for people with disabilities (sales assistant position).</p> <p>Fighting the generation gap: the vision of the company is that integration of representatives of different generations in the workflow is particularly beneficial for seniors and their integration into the company, making them feel valuable and recognized.</p>
Physical activity, exercise and sports	<p>The company offers a variety of options and activities, that directly or indirectly significantly affect the wellbeing of the employees, as well as encouraging healthy life sustainability.</p> <p>The company cares not only about employee comfort and their work recognition, but also provides opportunities to be physically active. Different empowering and entertaining activities are being organized offering the employees a “bundle of goodies” to choose from, including opportunities to maintain good physical activity levels and engage in diverse types of physical activity during working hours and after work. All “Bite Latvija” employees have health insurance, which includes also sports activities, and the conditions are equal for all employees regardless of their position in the organization.</p> <p>Every year employees and their family members have the participation fee for the Riga marathon and training sessions paid for. Employees participate in challenges “Strongest run” (lat. “Stipro skrējiens”) and 136 km long hike “Kolka–Dubulti”. The company also organizes different internal challenges with the goal of promoting an active, healthy lifestyle among employees. E.g. 30-day event “Effectio”, during which participants learn how to perform sports activities correctly or why it is important to have a balanced diet. E.g. during spring 2019 there was opportunity to participate in 30-day challenge slim legs (lat. Slaidās kājas) – a competition based on different physical activities – running, cycling, swimming, walking.</p>

Sustainability	<p><i>Since 2020 Bite group (Lithuanian head office) issues sustainability report.</i></p> <p>BITÉ Group calculated the Green House Gas (GHG) emissions for the entire value chain of the group's companies across the Baltic region. BITÉ Group joined the Business Ambition for 1.5°C, to limit GHG emissions in line with the latest requirements of the Science Based Targets initiative (SBTi). BITÉ Group joined the UN Global Compact, officially declaring its support for 10 core principles of human rights, labour, the environment, and anti- corruption, and took part in an Early Adopters programme by disclosing our achievements through an enhanced Communication on Progress digital platform.</p> <p><i>Bite values:</i></p> <ul style="list-style-type: none"> • <i>Care of the employees</i> • <i>Teamwork</i> • <i>Creativity</i> • <i>Motivation to achieve goals</i> • <i>Perfection in all areas</i>
----------------	--

Rīgas satiksme



Rīgas Satiksme is a Riga municipality owned company, that provides public transportation services. More than 3600 employees.

DIMENSIONS

APPROACHES/PROPOSALS

Diversity

Equal and fair attitude towards employees.

Recruitment process – avoiding discrimination: the prospective employee is not asked to disclose birth date, information on national or ethnical background, pregnancy, criminal record, health or family state, belonging to political organisations, religion, sexual orientation.

Gender equality: according to 2021 data, 65% of the employees of the company were male, 35% female.

Generation gap: average age of the employees 50.77, and 38% of the employees in the company are in the age group of 31 to 50. Currently the company is concerned because in 10 years they will need to secure the replacement of the employees that will be retired by that time.

Physical activity, exercise and sports

Since 2016 Rīgas Satiksme has introduced an employee motivation system that gives employees the opportunity to choose company “goodies” according to individual needs. Based on performance, the employee is assigned points in the internal system that they can spend on culture or sports activities. The company motivates the employees to engage in physical activity more actively by gaining extra points for physical activity (e.g. participation in sports challenges, activities etc.), which can then be spent on health enhancing activities like e.g. gym / participation in certain sport.

The company organises challenges in an internal employee system – e.g. “Run around Latvia” (September 2021). This was one of the activities performed during Covid. Another initiative was the wellbeing programme “Discard the excess”, where participants could win valuable prizes.

The company regularly organizes sports games for the employees and their family members (e.g. beach volleyball, football and other sports are included in the programme, as well as other forms of entertainment).

Rīgas Satiksme owns various sports facilities e.g. tennis courts, sports halls in Riga. Employees can attend sports halls / gyms, swimming pools and tennis courts. All employees have health insurance.

Rīgas Satiksme supports basketball club TTT Rīga as a sponsor. Rīgas Satiksme employees are active in sports like basketball, tennis, ice-hockey and can join the company teams.

Latvian Sport for All Association organized a series of regular Nordic walking trainings for the employees of Rīgas Satiksme.

Sustainability

In 2021 the company issued a sustainability report where the company mission is to provide an accessible, safe and sustainable public transport system, auto transport and parking services, while promoting economic growth and quality of life in Riga.



Harmonie Mutuelle is a French mutual insurance company, formed from the merger of numerous mutual insurance companies in September 2012. Its head office is based in Paris. Its services include supplementary health, prevention, provident and savings plans. It serves individuals, civil servants, self-employed professionals, and companies.

DIMENSIONS

APPROACHES/PROPOSALS

Diversity

Gender equality: A 51% rate of female managers, for an overall figure of 78% women in the company. 97/100 by 2022 on the national index for gender equality in the workplace. Personalized training program: Talents au féminin.

Inclusion of the LGBTQ+ community: Company presence at Pride Day 2017 in Metz.

Inclusion of people with disabilities: 6.74% of employees are disabled. Harmonie Mutuelle has been taking part in DuoDay for several years. In 2022, 12 duos were formed on this occasion ("This experience enables a disabled person to immerse themselves in the daily life of a professional, to discover his or her job for a day, and for our employees to change their outlook on disability.").

Socio-ethnic inclusion: Harmonie Mutuelle has set up an Equal Opportunities and Diversity mission and has signed numerous agreements and partnerships to formalize its commitments (Nos quartiers ont du talent, the Tour de France de la Diversité, the foundation Agir contre l'exclusion, the recruitment of 50 young people on civic service, etc.).

Physical activity, exercise and sports

In October 2022, Harmonie Mutuelle was awarded the Active Workplace Certification (WAC), issued by the EFCS with the support and collaboration of nine international partners including the Erasmus+ program and the European Commission.

This commitment to company sports is reflected in:

- The €100 per year "sport" package offered by Harmonie Mutuelle's Social and Economic Committee.
- A "sustainable mobility" package worth €200 a year to encourage employees to cycle to work.
- « Comités bien-être et services » (Wellness and services committees).
- Partnership with the French Federation of Corporate Sport (FFSE, Fédération Française du Sport d'Entreprise).
- Partnership with Gymlib.
- Sports challenges.
- Sports sponsorship.

Sustainability

Harmonie Mutuelle is following an "Impact(s) 26" roadmap for its climate strategy: the mutual's main objective is to reduce its greenhouse gas emissions by 48.2% by 2030. It has also become a partner of ADEME 3 and is committed to the "ACT pas à pas" approach, a program designed to help companies make the transition to a low-carbon economy.



Veolia is a French multinational and a world leader in public services. Veolia markets water cycle management, waste management and reclamation, and energy management services to a customer base of local authorities and businesses.

DIMENSIONS	APPROACHES/PROPOSALS
Diversity	<p>Gender equality: 97/100 in 2022 on the national index for gender equality in the workplace. The 4th edition of <i>Girls on the Move Week</i> (March 2 to 8, 2020) brought together 2,400 middle and high school girls at Veolia around 47 events in 22 countries on 5 continents.</p> <p>Inclusion of the LGBTQ+ community: The Veolia Water Group uses a self-diagnosis tool to help companies determine whether their employees are "gay-friendly". This first step then enables the company to activate several levers: organization of awareness-raising workshops, development of dedicated communications, training of managers and HR teams, etc.</p> <p>Inclusion of people with disabilities: Veolia's disability policy for the period 2021-2023 focuses on 4 main areas: integrating and welcoming disabled employees, maintaining employment, working with the adapted and protected sector, and developing a culture of disability and inclusion. Committed to raising its employment rate for people with disabilities to 6%.</p> <p>Socio-ethnic inclusion: Veolia commits to the fight against inequality by joining the G7 coalition "Business for Inclusive Growth", an initiative coordinated by the OECD to promote inclusive growth. To further develop the social economy, Veolia has developed POP UP, a platform that supports the creation of social entrepreneurship incubators in local areas.</p>
Physical activity, exercise and sports	<p>Veolia has developed "Talents & Champions", a sponsorship program that supports and integrates top-level athletes and women, enabling them to combine sporting excellence with a career in the company. The program promotes respect for diversity, equal opportunity, and the fight against discrimination.</p> <p>1st place in the ECSG 2023 in terms of medals (137).</p>
Sustainability	<p>Veolia is committed to avoiding 15 million metric tons of CO2 equivalent emissions by 2023.</p> <p>Improving energy management, leveraging decarbonated energies in microgrids, pooling energy infrastructures, measuring and certifying CO2 emissions are some of the measures taken by Veolia.</p>



Droga Kolinska is part of the Atlantic Group, one of SE Europe's leading food companies, whose well-known brands can be found on more than 40 markets worldwide. It is strongest in the region of ex-Yugoslavia, with internationally oriented brands such as Argeta, Cedevita, Donat Mg and Bakina Tajna also popular, particularly the Argeta range of pastes, a market leader in Austria, Switzerland and Germany. The Atlantic Group is also the largest distributor of consumer goods in the region. It employs more than 5,500 people, including 663 at Droga Kolinska in Slovenia.

DIMENSIONS	APPROACHES/PROPOSALS
Diversity	<p><i>In 2016 the company started the CARE programme, which is based on three pillars: FOR THE BODY, FOR THE SOUL, FOR WORK-LIFE BALANCE. The activities placed under each of the pillars address all employees regardless of sex, age, education, race, national origin, religious convictions, sexual orientation or political affiliation.</i></p> <p>The CARE programme activities for the soul are a 'day of values' (charitable activities within the company and society at large); supplementary company donations and additional days of leave for charitable activities. Creative Impulse (supporting creativity by organising in-company competitions for literary creation, visual arts, performing and other arts); opportunities for in-company education and training (workshops at which company specialists impart their knowledge to employees); solidarity and support for employees who are going through difficulties (using a precisely defined set of rules on the method and amount of support and the cases in which it may be given).</p> <p><i>The CARE programme activities for work-life balance are flexible working hours, possibility of working from home, a day off for parents on their child's first day of school, company visits by employees' children, New Year's presents for employees' young children, tickets to sponsors' events, discounts on services provided by the company's business partners.</i></p>
Physical activity, exercise and sports	<p><i>The CARE programme physical activities are the establishment of staff sports clubs (running, volleyball, football, fitness and aerobics, badminton and cycling); sports focused weekends (competitions involving clubs from different countries), regular systematic health checks every two years for all employees and breast and prostate examinations for employees aged over 40.</i></p>
Sustainability	<p><i>The company defines five clear sustainability goals that have a place in all their strategic business plans:</i></p> <ul style="list-style-type: none"> • <i>Reduce greenhouse gas emissions</i> • <i>Responsible use of water</i> • <i>Move towards the recycling of all plastic waste</i> • <i>Employee satisfaction, safety, and gender equality</i> • <i>Constant improvement of recipes and nutritional value, clean labels, and a reduction in packaged material</i>



The company HOFER Slovenia is part of the The ALDI SOUTH Group, which also includes HOFER Österreich (Austria), ALDI Suisse (Switzerland), ALDI Magyarország (Hungary) and ALDI Italia (Italy).

As a global retailer, the HOFER company has been present in Slovenia since 2005. and already has more than 2.000 employees and 91 stores. This makes it one of the largest Slovenian trading companies dealing in foodstuff.

DIMENSIONS	APPROACHES/PROPOSALS
Diversity	<p>As a part of our Diversity and Inclusion Strategy, the company defines five pillars and objectives that determine their actions:</p> <ul style="list-style-type: none"> • Employee Engagement & Support: Enhance wellbeing and improve workplace conditions • Learning, Development & Awareness: Ensure accessibility to talent development and career progression for all employees, including minority groups • Employee Attraction & Selection: Increase diversity within the workforce and strive to consistently review our recruitment processes to deter bias • Employee Insights & Data: Identify gaps, needs, and trends for global and national action planning • Partnerships & External Engagement: Foster recognition of inclusive employer brand, address diversity of our customers and their different consumer needs, and foster diversity in our supplier network <p>Hofer Slovenia was the first retailer in Slovenia to sign the Diversity Charter. The Slovenian Diversity Charter was launched in November 2017.</p>
Physical activity, exercise and sports	<p>In 2020 HOFER Slovenia developed a workplace health promotion program TOGETHER.HEALTHY. It includes:</p> <ul style="list-style-type: none"> • Fresh fruit and vegetables available free of charge for employees every day. • The “Moving together” project where the team of so called “Migi/moving” leaders encourages other colleagues to live a healthy and active lifestyle at work and off work. They organize “migi/moving” minutes during working days and remind their colleagues of the safety at work programe. • The “TransFERzala” project was introduced to promote an active lifestyle and the benefits of time spent in nature among the employees. It includes a booklet of 30 hill and mountain routes from different parts of the country and a card for collecting stamps to track progress. • Free psychological counseling: 5 free counseling hours per year for every employee.

Sustainability	<p>Hofer Slovenia combined their efforts in the field of sustainability and social responsibility into the sustainability initiative called “Today for Tomorrow” which was launched in 2014. It includes 5 key support pillars:</p> <ol style="list-style-type: none"> 1. Supply chain: for selected groups of products and raw materials, the company has set binding requirements for their own brand products that suppliers and purchasing departments must follow. With this, the company has a direct impact on the supply chain and its sustainable orientation. 2. Society: the company in cooperation with their partners regularly donates funds or products to charitable organizations in Slovenia. 3. Colleagues: The company strives to provide a working environment that enables personal growth and development for every employee, regardless of gender, age, religion, disability, sexual orientation, ethnic origin or worldview. 4. Environment and climate protection: The company tends to reduce the environmental footprint of their business as much as possible by: <ul style="list-style-type: none"> • reducing the greenhouse gas emissions and operating in a sustainable way. • steadily increasing the energy efficiency of the entire company by using environmentally friendly refrigerants and renewable energy sources. • striving for even more efficient and sustainable planning. • careful handling of food and responsible waste management. 5. Buyers: the company’s holistic understanding of quality encompasses the safety, health and well-being of their consumers as well as the environmental and social sustainability of products and their production. The company ensures clear and transparent labelling of their products to enable customers to make well considered purchasing decisions and have a healthy and sustainable lifestyle.
----------------	--



INDITEX

A Spanish multinational clothing company, it is the biggest fast fashion group in the world, operating over 7,200 stores in 93 markets worldwide. The company's flagship store is Zara, but it also owns other brands such as Zara Home, Bershka, Massimo Dutti, Oysho, Pull&Bear, Stradivarius, Uterqüe and Lefties.

DIMENSIONS	APPROACHES/PROPOSALS
Diversity	<p>Gender equality: cultivation of female talent has enabled us to help that talent rise in our company's ranks. In 2021, 81% of our executive positions were held by women.</p> <p>Inclusion of the LGBTQ+ community: Inditex is a member of organizations such as Open for Business and REDI which advocate for this community's inclusion and rights. We have also rolled out projects for the workplace integration of transgender and non-binary people.</p> <p>Inclusion of people with disabilities: in 2021 we directly employed 1,443 people with disabilities. We ensure that all our places of work adapt to their needs to guarantee autonomy for people with disabilities or mobility problems.</p> <p>Socio-ethnic inclusion: our Salta programme seeks to generate work opportunities for people at risk of marginalization. Two of the groups that have received the strongest support through Salta are victims of domestic violence and refugees.</p>
Physical activity, exercise and sports	<p>Since 2021: creation of new Wellness Committees for the promotion and coordination of diversity, equality, health promotion, inclusion, conciliation, mental and psychosocial health, schedules, food, ergonomics, workspaces, sports activities, employee mobility, events and social actions.</p> <p>InHealth Portal: promotion of health and healthy habits for employees, through news, actions or challenges adapted to their work environment.</p> <p>Training on musculoskeletal injuries for all workers in planning centers and stores.</p> <p>Postural Coach initiative, 'Let's Move', Ergo@Home training or the Preventive and Recovery Plan, which includes training in different yoga, pilates and swimming pool centers with specific exercises or 'Watch your back' training in the stores. These training sessions have engaged more than 5,000 workers during the period.</p>
Sustainability	<p>Policy since 2015: Inditex has been included in the index Global 100 World's Most Sustainable Corporations in the World 2022.</p> <p>SUSTAINABLE DEVELOPMENT GOALS</p> <ul style="list-style-type: none"> • Transition to a low-carbon economy: environment. • Promote inclusive growth: diversity safety, health and well-being.



A Spanish multinational financial services company, present in all global financial centres as the 19th-largest banking institution in the world. Although known for its European banking operations, it has extended operations across North and South America, and more recently in continental Asia. It is considered a systemically important bank by the Financial Stability Board.

DIMENSIONS	APPROACHES/PROPOSALS
Diversity	<p><i>Santander Group recognises and supports all existing sources of diversity, both visible (gender, race, age, visible disabilities...) and invisible (professional and life experiences, education, religion, values and beliefs, invisible disabilities, sexual orientation, personality...).</i></p> <p><i>Our customers are diverse in terms of gender, race, age, beliefs, abilities, sexual orientation. The new kind of digital customer we are targeting will also require us to have diverse profiles.</i></p> <p><i>Inclusive work environments in which all individual differences are valued, respected and enhanced. Having a diverse workforce is a competitive advantage.</i></p>
Physical activity, exercise and sports	<p>Own healthy company model: "Be healthy" and "Improve your health" programs.</p> <p>High occupancy of sports facilities:</p> <ul style="list-style-type: none"> • Own gymnasium. • Group classes. • Indoor swimming pool. • Tennis and paddle tennis courts. • Soccer fields. • Basketball, volleyball and beach volleyball courts, Jogging circuit. • Golf course. • Boosts family access to facilities. • Pilates courses. • Healthy eating.
Sustainability	<p><i>SUSTAINABLE DEVELOPMENT GOALS</i></p> <ul style="list-style-type: none"> • <i>Transition to a low-carbon economy: environment.</i> • <i>Promote inclusive growth: diversity safety, health and well-being.</i>

9. CONCLUSIONS

The conclusions we have found from the scoping review to better understand and raise awareness about physical activity, exercise and sport for diversity and inclusion in company schemes and mechanisms are the following:

1. Diversity describes the composition of groups of the workforce, such as demographic differences or observable and non-observable characteristics.
2. Inclusion refers to the intentional, ongoing effort to make sure that diverse people can fully participate in all aspects of the work of a company or organization, including leadership positions and decision-making processes. The implementation of a workplace exercise program is of immense value for both workers and the company.
3. Inclusive work climate and diversity can positively affect company performance and the effectiveness of the team making people more attractive to organizations.
4. Many companies include physical fitness programs as a tool to reduce absenteeism, employee health cost and employee turnover.
5. Physical activity must be oriented towards specific objectives that benefit the diversity groups found in the workplace. This physical activity must be supervised by professionals in the field.
6. Physical activity is a simple and economic tool for companies towards the elimination of gender barriers in sport.
7. The adherence of people with disabilities to physical activity programmes enhances their participation in the community, reducing social inequalities.
8. Sports activities have been used as a vehicle to achieve social cohesion by using people's ethnic diversity and different experiences as something positive and valuable.
9. Physical activity may contribute to a younger subjective age, an important aspect that may be helpful in increasing social integration within firms and reducing intergenerational tension.
10. The workplace is a key point for managing diversity in sexual orientation.
11. Physical activity and sport are a potential facilitator of life skills, which can be used as an inclusion tool.

- 12. Diversity training programmes, and physical activity programs must join forces to create physical activity programs to benefit and promote diversity and inclusion in the workplace.
- 13. Diversity management is more than a matter of achieving goals. If we focus on success vs failure, we are reducing diversity to a dichotomy of achieving or not achieving goals.
- 14. Some authors highlight the significance of trying because if you try to do something, you want to do it and you take actions that will help you to manage it.

10. REFERENCES

- Administration of the Republic of Slovenia for Civil Protection and Disaster Relief. (2014). *Action Programme for People with Disabilities 2014–2021*. https://www.gov.si/assets/ministrstva/MDDSZ/Invalidi/API-2014-2021/API_2014_2021_ANG.pdf
- Bellamy, V., Lengart, F., Bauer-Eubriet, V., & Castaing, É. (2023). *PANORAMAS DE LA DREES SOCIAL, Le handicap en chiffres*. <https://drees.solidarites-sante.gouv.fr/sites/default/files/2023-04/Handicap2023.pdf>
- Bjerregaard, T., & Luring, J. (2013). Managing contradictions of corporate social responsibility: The sustainability of diversity in a frontrunner firm. *Business Ethics*, 22(2), 131–142. <https://doi.org/10.1111/BEER.12014>
- Boll, C., & Lagemann, A. (2019). The Gender Pay Gap in EU Countries — New Evidence Based on EU-SES 2014 Data. *Intereconomics*, 54(2), 101–105. <https://doi.org/10.1007/S10272-019-0802-7>
- Bowen, F., & Blackmon, K. (2003). Spirals of silence: The dynamic effects of diversity on organizational voice. *Journal of Management Studies*, 40(6), 1393–1417. <https://doi.org/10.1111/1467-6486.00385>
- Canada, B., Stephan, Y., Caudroit, J., & Jaconelli, A. (2013). Personality and subjective age among older adults: the mediating role of age-group identification. *Aging & Mental Health*, 17(8), 1037–1043. <https://doi.org/10.1080/13607863.2013.807420>
- Carmeli, A., Ben-Hador, B., Waldman, D. A., & Rupp, D. E. (2009). How Leaders Cultivate Social Capital and Nurture Employee Vigor: Implications for Job Performance. *Journal of Applied Psychology*, 94(6), 1553–1561. <https://doi.org/10.1037/a0016429>
- Centrālā Statistikas Pārvalde. (2022, July 27). Latvijā no Ukrainas visvairāk ieradušās sievietes darbspējas vecumā - LV portāls. *LV Portāls*. <https://lvportals.lv/dienaskartiba/343291-latvija-no-ukrainas-visvairak-ieradusas-sievietes-darbspejas-vecuma-2022>
- Chen, Y. T., Holahan, C. K., Holahan, C. J., & Li, X. (2018). Leisure-Time Physical Activity, Subjective Age, and Self-Rated Memory in Middle-Aged and Older Adults. *International Journal of Aging & Human Development*, 87(4), 377–391. <https://doi.org/10.1177/0091415017752939>
- Concha, G., & Herranz, D. (2017). *Las personas LGTB en el ámbito del empleo en España: hacia espacios de trabajos inclusivos con la orientación sexual e identidad y expresión de género*. <https://www.inmujeres.gob.es/actualidad/NovedadesNuevas/docs/2017/2017LGBTAmbitodelEmpleo.pdf>
- Cunningham, G. B. (2022). Diversity and Inclusion in Sport Organizations : A Multilevel Perspective. *Diversity and Inclusion in Sport Organizations*. <https://doi.org/10.4324/9781003248095>

- Cunningham, G. B., & Gregg, E. A. (2021). Diversity and Inclusion in Sport Organizations: A Multilevel Perspective (Fourth Edition). *Journal of Sport Management*, 35(1), 98–99. <https://doi.org/10.1123/JSM.2020-0111>
- Di Marco, D., Hoel, H., & Lewis, D. (2021). Discrimination and Exclusion on Grounds of Sexual and Gender Identity: Are LGBT People's Voices Heard at the Workplace? *Spanish Journal of Psychology*, 24, e18. <https://doi.org/10.1017/SJP.2021.16>
- Dietz, L., & Fasbender, U. (2022). Age-Diverse Workplace Friendship: A Systematic Literature Review and Recommendations for Future Research. *Work, Aging and Retirement*, 8(2), 163–197.
- Edwards, M. R., & Kelan, E. K. (2011). Employer branding and diversity: Foes or friends? *Branded Lives: The Production and Consumption of Meaning at Work*, 168–184. <https://doi.org/10.4337/9780857938145.00016>
- Ellemers, N., & Rink, F. (2016). Diversity in work groups. *Current Opinion in Psychology*, 11, 49–53. <https://doi.org/10.1016/j.copsyc.2016.06.001>
- Elliot O'Dare, C., Timonen, V., & Conlon, C. (2019). Intergenerational friendships of older adults: Why do we know so little about them? *Ageing and Society*, 39(1), 1–16.
- Eng.LSM.lv. (2022). Age discrimination most widespread form of discrimination in Latvia, says Ministry report. *Latvian Public Broadcasting*.
- Equal Opportunities for Women and Men Act (2002).
- European Commission. (2022). *European Semester 2021-2022 country fiche on disability equality : Malta*. Publications Office of the European Union. <https://doi.org/10.2767/16829>
- European Commission. (n.d.). *People with disabilities - Employment, Social Affairs & Inclusion*. Retrieved January 18, 2024, from <https://ec.europa.eu/social/main.jsp?catId=1137>
- European Parliament. (2020). *Vīriešu un sieviešu darba samaksas atšķirības Eiropā: fakti un skaitļi (infografika)*. <https://www.europarl.europa.eu/news/lv/headlines/society/20200227STO73519/viriesu-un-sieviesu-darba-samaksas-atskiribas-eiropa-fakti-un-skaitli>
- Europeana Institute for Gender Equality. (2023). *Latvia Gender Equality Index*. <https://Eige.Europa.Eu/Gender-Equality-Index/2023/Country/LV>.
- Eurostat. (2020). *Employment rates by sex, age and citizenship*. https://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=lfsa_ergan&lang=en
- Fondo de Integración de la Sociedad. (2021). *La misión es crear un ambiente de trabajo inclusivo. Consejos prácticos de expertos*. <https://www.sif.gov.lv/lv/jaunums/misija-ieklausos-darba-vides-izveide-praktiski-ekspertu-padomi>
- Gavand, A., & Demeulandre, M. (2022). *Baromètre LGBT+ 2022*. https://www.ifop.com/wp-content/uploads/2022/06/Barometre_LGBT_2022_LAutreCercle_ifop.pdf
- Gavrila-Ardelean, M. (2021). *New European strategies for the vulnerable category of people with disabilities*. <https://www.researchgate.net/publication/355201198>

- Gregorčič, M., & Perko, M. (2020). *Plačna vrzel in neenakosti spolov v Sloveniji*.
https://www.umar.gov.si/fileadmin/user_upload/publikacije/kratke_analize/2020_10_Placna_vrzel_Gregorcic/Placna_vrzel_in_neenakosti_spolov_v_Sloveniji.pdf
- Harrison, D. A., Price, K. H., Gavin, J. H., & Florey, A. T. (2002). Time, teams, and task performance: Changing effects of surface- and deep-level diversity on group functioning. *Academy of Management Journal*, 45(5), 1029–1045.
<https://doi.org/10.5465/3069328>
- Ho, H. C., & Yeung, D. Y. (2021). Conflict between younger and older workers: An identity-based approach. *International Journal of Conflict Management*, 32(1), 102–125.
- Ingram, P., & Zou, X. (2008). Business friendships. *Research in Organizational Behavior*, 28, 167–184.
- Institute national de la statistique et des études économiques. (2019). « Etrangers – Immigrés », *Tableaux de l'économie française*, .
[https://www.insee.fr/fr/statistiques/3676614?sommaire=3696937#:~:text=Environ%206%20%25%20des%20actifs%20sont,les%20cadres%20\(5%20%25\)](https://www.insee.fr/fr/statistiques/3676614?sommaire=3696937#:~:text=Environ%206%20%25%20des%20actifs%20sont,les%20cadres%20(5%20%25))
- Institute national de la statistique et des études économiques. (2022). *Emploi – Population active. Tableaux de bord de l'économie française*.
https://www.insee.fr/fr/outil-interactif/5367857/tableau/50_MTS/51_EPA#:~:text=Accueil%20March%C3%A9%20du%20travail%20E2%80%93%20Salaires&text=En%202022%2C%20en%20France%2C%2073,les%2050%20%C3%A0%2064%20ans
- Institute national de la statistique et des études économiques. (2023, March 7). *Évolution des inégalités entre les femmes et les hommes : faut-il se réjouir ou se désoler ?* https://blog.insee.fr/wp-content/uploads/2023/03/blogInsee_2023_03-evolution_inegalites_femmes_hommes.pdf
- Institute national de la statistique et des études économiques (OECD). (2018). *France. Key policies to promote longer working lives. Country note 2007 to 2017*.
- Instituto Nacional de Estadística. (2023a). *Employment of People with Disabilities (EPD) Year 2022*.
- Instituto Nacional de Estadística. (2023b). *Salarios, ingresos, cohesión social. Salario anual medio, mediano y modal. Salario por hora. Brecha salarial de género (no ajustada) en salarios por hora*.
https://www.ine.es/ss/Satellite?L=es_ES&c=INESeccion_C&cid=1259925408327&p=1254735110672&pagename=ProductosYServicios%2FPYSLayout¶m3=1259926137287
- Jackson, S. E., Joshi, A., & Erhardt, N. L. (2003). Recent research on team and organizational diversity: SWOT analysis and implications. *Journal of Management*, 29(6), 801–830. [https://doi.org/10.1016/S0149-2063\(03\)00080-1](https://doi.org/10.1016/S0149-2063(03)00080-1)
- Jeanes, R., Spaaij, R., Magee, J., Farquharson, K., Gorman, S., & Lusher, D. (2018). 'Yes we are inclusive': Examining provision for young people with disabilities in community sport clubs. *Sport Management Review*, 21(1), 38–50.
<https://doi.org/10.1016/J.SMR.2017.04.001>

- JobsPlus. (2023). *ANNUAL REPORT 2 CONTENTS*.
<https://jobsplus.gov.mt/resources/publication-statistics-mt-mt-en-gb/publications/fileprovider.aspx?fileId=62789>
- Jones, J., Murray, S., & Shelley, R. (2018). Generational differences in the workplace. *Journal of Business Diversity*, 18(2), 88–97.
- Jonsen, K., Point, S., Kelan, E. K., & Griebble, A. (2021). Diversity and inclusion branding: a five-country comparison of corporate websites. *International Journal of Human Resource Management*, 32(3), 616–649.
<https://doi.org/10.1080/09585192.2018.1496125>
- Klamm, F., Larseneu, B., & Brunel, A. (2022). *Emploi des seniors : agir sur tous les leviers*.
- Klinksiek, I. D., Jammaers, E., & Taskin, L. (2023). A framework for disability in the new ways of working. *Human Resource Management Review*, 33(2), 100954.
<https://doi.org/10.1016/J.HRMR.2023.100954>
- Kruse, D., Schur, L., Rogers, S., & Ameri, M. (2018). Why Do Workers with Disabilities Earn Less? Occupational Job Requirements and Disability Discrimination. *British Journal of Industrial Relations*, 56(4), 798–834.
<https://doi.org/10.1111/BJIR.12257>
- Kunze, F., Boehm, S. A., & Bruch, H. (2021). It matters how old we feel in organizations: Testing a multilevel model of organizational subjective-age diversity on employee outcomes. *Journal of Organizational Behavior*, 42(4), 448–463.
<https://doi.org/10.1002/job.2505>
- Laws of Malta: Article 32 Fundamental Rights and Freedoms of the Individual Act. (2014).
- Maji, S., Yadav, N., & Gupta, P. (2023). LGBTQ+ in workplace: a systematic review and reconsideration. *Equality, Diversity and Inclusion*. <https://doi.org/10.1108/EDI-02-2022-0049>
- Malta National Statistics Office. (2023). NSO Malta | Labour Force Survey: Q1/2023 - NSO Malta. In *Malta National Statistics Office* . <https://nso.gov.mt/labour-force-survey-q1-2023-2/>
- Martínez del Castillo, J., Dolores González Rivera, M., Emilio Jiménez-Beatty Navarro, J., Luis Graupera Sanz, J., Martín Rodríguez, M., Campos Izquierdo, A., & Del Hierro Pinés, D. (2007). The habits of physical activity of the older women in Spain. *REVISTA INTERNACIONAL DE CIENCIAS DEL DEPORTE* .
<https://doi.org/10.5232/ricyde2009.01407>
- Martínez del Castillo, J., Martín Rodríguez, M., Del Hierro Pinés, D., Jiménez-Beatty Navarro, J. E., & González Rivera, M. D. (2008). Barreras a la actividad física en las mujeres adultas y alternativas de conciliación. *Actividad Física y Deporte: Ciencia y Profesión*, ISSN 1578-2484, N° 9, 2008, Págs. 13-24, 9, 13–24.
<https://dialnet.unirioja.es/servlet/articulo?codigo=3158931&info=resumen&idoma=ENG>
- Matysiak, A., & Cukrowska-Torzewska, E. (2021). Gender and labour market outcomes. *Research Handbook on the Sociology of the Family*, 329–341.
<https://doi.org/10.4337/9781788975544.00032>

- Miminoshvili, M., & M. Č.-K. management research, & 2022, undefined. (2021). Workplace inclusion–exclusion and knowledge-hiding behaviour of minority members. *Taylor & FrancisM Miminoshvili, M ČerneKnowledge Management Research & Practice, 2022•Taylor & Francis, 20(3), 422–435.*
<https://doi.org/10.1080/14778238.2021.1960914>
- Mundet, A., Simó, M., Lleixà, T., Bata-Lla, A., & Crespo, R. (2021). De la práctica deportiva a la inclusión social: Un diagnóstico para la acción en 6 países de Europa. *Revista Española de Educación Física y Deportes, 434, 73–80.*
<https://doi.org/10.55166/REEFD.VI434.1000>
- Nikitara, K., Odani, S., Demenagas, N., Rachiotis, G., Symvoulakis, E., & Vardavas, C. (2021). Prevalence and correlates of physical inactivity in adults across 28 European countries. *European Journal of Public Health, 31(4), 840–845.*
<https://doi.org/10.1093/EURPUB/CKAB067>
- Nkomo, S., & Hoobler, J. M. (2014). A historical perspective on diversity ideologies in the United States: Reflections on human resource management research and practice. *Human Resource Management Review, 24(3), 245–257.*
<https://doi.org/10.1016/J.HRMR.2014.03.006>
- Official Statistics of Latvia. (2023a). *Social inclusion. Employment.*
<https://stat.gov.lv/lv/statistikas-temas/labklajibas-un-vienlidzibas-raditaji/sociala-ieklausanas/15386-sociala?themeCode=SI>
- Official Statistics of Latvia. (2023b, May 25). *Latvian unemployment rate 6.4 % in Q1 2023.* <https://stat.gov.lv/en/statistics-themes/labour-market/unemployment/press-releases/12328-unemployment-1s-quarter-2023>
- Organization for Economic Co-operation and Development (OECD). (2024, January 12). *Diversity and inclusion.* <https://www.oecd.org/gov/pem/diversity-and-inclusion.htm>
- Patrick, H. A., & Kumar, V. R. (2012). Managing workplace diversity: Issues and challenges. *SAGE Open, 2(2), 1–15.* <https://doi.org/10.1177/2158244012444615>
- Pérez, J. L. M., Escanciano, S. R., Iniesta, G. R., Insúa, B. del M. L., Vico, S. L., & Lozano, P. G. O. (2023). *Últimas novedades normativas laborales y de Seguridad Social y Protección Social Pública para 2023: Revista de Derecho de la Seguridad Social. Revista Crítica de Relaciones Laborales (Laborum). N° 2 Especial 2023.*
<https://dialnet.unirioja.es/servlet/libro?codigo=933721>
- People with disabilities - Employment, Social Affairs & Inclusion - European Commission.* (n.d.). Retrieved October 17, 2023, from
<https://ec.europa.eu/social/main.jsp?catId=1137>
- Plante, T. G., Gores, C., Brecht, C., Carrow, J., Imbs, A., & Willemsen, E. (2007). Does exercise environment enhance the psychological benefits of exercise for women? *International Journal of Stress Management, 14(1), 88–98.*
<https://doi.org/10.1037/1072-5245.14.1.88>
- Pronk, N. P. (2009). Physical activity promotion in business and industry: Evidence, context, and recommendations for a national plan. *Journal of Physical Activity and Health, 6(SUPPL. 2).* <https://doi.org/10.1123/jpah.6.s2.s220>
- Proper, K. I., Koning, M., Van der Beek, A. J., Hildebrandt, V. H., Bosscher, R. J., & Van Mechelen, W. (2003). The effectiveness of worksite physical activity programs on

- physical activity, physical fitness, and health. *Clinical Journal of Sport Medicine : Official Journal of the Canadian Academy of Sport Medicine*, 13(2), 106–117. <https://doi.org/10.1097/00042752-200303000-00008>
- Puyol, R., Jiménez, A., & Ortega, I. (2022). *II Mapa de talento senior. España en el contexto europeo*. . <https://documentacion.fundacionmapfre.org/documentacion/publico/es/bib/181253.do>
- Risberg, A., & Corvellec, H. (2022). The significance of trying: How organizational members meet the ambiguities of diversity. *Gender, Work & Organization*, 29(6), 1849–1867. <https://doi.org/10.1111/GWAO.12883>
- Rose Ragins, B., Singh, R., & Cornwell, J. M. (2007). Making the Invisible Visible: Fear and Disclosure of Sexual Orientation at Work. *Journal of Applied Psychology*, 92(4), 1103–1118. <https://doi.org/10.1037/0021-9010.92.4.1103>
- Ryan, J., Kerr, C., Kilbride, C., & Norris, M. (2022). Editorial: Exploring physical activity and sedentary behaviour in physical disability. *Frontiers in Rehabilitation Sciences*, 3, 1006039. <https://doi.org/10.3389/FRESC.2022.1006039>
- Salahuddin, M. M. (2010). Generational differences impact on leadership style and organizational success. *Journal of Diversity Management*, 5(2), 1–6.
- Servicio Público de Empleo Estatal. (2023). *Informe del Mercado de Trabajo de los Extranjeros.Estatal. Datos 2022*. . <https://sepe.es/HomeSepe/que-es-el-sepe/comunicacion-institucional/publicaciones/publicaciones-oficiales/listado-pub-mercado-trabajo/informe-mercadotrabajo-estatal-extranjeros.html>
- Sevilla, J., Santa Cruz, B., & Ortega, D. (2021). *Brecha entre jóvenes y mayores Colección Brechas sociales*. https://elobservatoriosocial.fundacionlacaixa.org/documents/22890/450564/Brechas-Jovenes+Mayores_CAST+V10_ok.pdf/1d59757b-aea7-54d2-4803-96926b02d916?t=1631174805644
- Sjøgaard, G., Christensen, J. R., Justesen, J. B., Murray, M., Dalager, T., Fredslund, G. H., & Sjøgaard, K. (2016). Exercise is more than medicine: The working age population's well-being and productivity. *Journal of Sport and Health Science*, 5(2), 159–165. <https://doi.org/10.1016/J.JSHS.2016.04.004>
- Slovenian Ministry of Labour, F. S. A. and E. O. (2023). *The Law on Amendments to the Family Code* .
- Statistični urad Republike Slovenije. (2023). *People in employment*. <https://www.stat.si/StatWeb/News/Index/11002>
- Statistični urad Republike Slovenije (SURS). (2018a). *Earnings, Slovenia. 2018*. . <https://www.stat.si/statweb/en/News/Index/8918>
- Statistični urad Republike Slovenije (SURS). (2018b). *Earnings, Slovenia. 2018*. . <https://www.stat.si/statweb/en/News/Index/8918>
- Stephan, Y., Sutin, A. R., & Terracciano, A. (2019). Physical activity and subjective age across adulthood in four samples. *European Journal of Ageing*, 17(4), 469–476. <https://doi.org/10.1007/S10433-019-00537-7>
- Tan, T. Q. (2019). Principles of Inclusion, Diversity, Access, and Equity. *Journal of Infectious Diseases*, 220, S30–S32. <https://doi.org/10.1093/infdis/jiz198>

- Trachte, F., Geyer, S., & Sperlich, S. (2016). Impact of physical activity on self-rated health in older people: do the effects vary by socioeconomic status? *Journal of Public Health (Oxford, England)*, 38(4), 754–759. <https://doi.org/10.1093/PUBMED/FDV198>
- Turturro Pérez de los Cobos, S. (2022). El modelo social de discapacidad: un cambio de paradigma y la reforma del artículo 49 CE. *Lex Social: Revista de Los Derechos Sociales*, ISSN-e 2174-6419, Vol. 12, Nº. 1, 2022, Págs. 37-65, 12(1), 37–65. <https://dialnet.unirioja.es/servlet/articulo?codigo=8316872&info=resumen&idoma=SPA>
- Twenge, J. M. (2010). Generational differences in work values: A review of the empirical evidence. *Journal of Business and Psychology*, 25, 201–210.
- Urick, M., Hollensbe, E., Masterson, S., & Lyons, S. (2016). Understanding and managing intergenerational conflict: An examination of influences and strategies. *Work Aging Sand Retirement*, 3(2), 116–185.
- Veltman, A., & Chaimowitz, G. (2014). Mental Health Care for People Who Identify as Lesbian, Gay, Bisexual, Transgender, and (or) Queer. *Canadian Journal of Psychiatry. Revue Canadienne de Psychiatrie*, 59(11), 1. [/pmc/articles/PMC4244881/](https://pmc/articles/PMC4244881/)
- von Humboldt, S., Miguel, I., Valentim, J. P., Costa, A., Low, G., & Leal, I. (2023). Is age an issue? Psychosocial differences in perceived older workers' work (un)adaptability, effectiveness, and workplace age discrimination. *Educational Gerontology*, 49(8), 687–699. <https://doi.org/10.1080/03601277.2022.2156657>

The logo features the text "Run for Diversity" in a white, sans-serif font. The word "Run" has a small red dot above the 'n', "for" has a small green dot above the 'o', and "Diversity" has a small blue dot above the 'D'. The background is dark blue with a yellow shape in the top left and a light blue shape in the bottom right. There are also three isolated colored dots: a red one at the top, a yellow one at the bottom right, and a blue one near the word "Diversity".

Run for Diversity

run4diversity.eu