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Diversity management

Comparison, the best practices of Visegrad countries



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- SK – Slovak University of Agriculture in Nitra
- HU – Szent István University, Gödöllő
- PL – West Pomeranian Business School in Szczecin

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Introduction

The project: "Diversity management, comparison, the best practices of the Visegrad countries" was supported by the Visegrad Fund (Research Project No. 21110193) and by the University of West Bohemia.

The University of West Bohemia (the Czech Republic) was the applicant and co-ordinator of the project and the partners were as follows:

- The Constantine the Philosopher University in Nitra and the Slovak University of Agriculture in Nitra from the Slovak Republic
- The Szent István University in Gödöllő from Hungary, and
- The West Pomeranian Business School in Szczecin, Poland

The demographic changes in the society together with globalization of the labour market show the necessity of diversity management as a consequence of the changing workforce structure. Diversity management [4] is quite a new phenomenon and a new management area both in theory and practice [1, 3].

In human resources management (HR), diversity management becomes important, especially after the integration of the Czech Republic, the Slovak Republic, Hungary and Poland into the European Union (EU). The topic of diversity management is very important not only for companies but also for the development of the civil society.

The project focuses on scientific co-operation and research.

In the European Union, our nearest multicultural environment, the question of diversity has become a crucial issue. The EU tries to support the management of equal opportunities through legislative tools as well as through non-legislative ones, such as financial and institutional support (see [2]).

The legislation which liberates the market in terms of the EU and its citizens was introduced after the integration of the Visegrad countries into the EU. It has become a necessary part of multicultural organizations, especially in case of the subsidiaries of the international organizations.

Diversity brings benefits which enable enrichment of the working teams thanks to its varied nature and experience, creativity, tolerance and distinguished social contacts [1, 3]. Diversity helps remove barriers based on discrimination, prejudices and it also helps the disadvantaged people enter the labour market. From this point of view the topic of the project is very important not only for the companies themselves but also for the development of the civil society.

The main purpose of the project was to increase networking and cooperation among the universities focusing on the development of human resources. The project includes two workshops (Pilsen, 9/2011, Brno, 3/2012) and an international conference for HR experts (Cheb, 5/2012). The important objective of the second workshop was transferring the knowledge and experience from the IBM - one of the best companies in the world - to the teaching and learning

Introduction

processes at the participating universities. (IBM Centre - Central Europe located in Brno).

The international team implemented the planned research study aiming at comparison of diversity management in the Visegrad countries. Readers will find the results of the research in our joint publication.

Another important task of the project was to create case studies – examples of the best practices. The main purpose of this part of our project was to highlight some successful ways that might answer the question how to implement the diversity management ideas into practice as effectively as possible. And, last but not least, there was yet another task to carry out, namely the creation of the new study materials for students at universities.

The project promotes the concept of the Visegrad co-operation. Multiplicative effects focus mainly on teaching and learning processes at universities.

Promoting the project activities and ideas focusing on diversity management by means of the web pages dedicated to the project (<http://diversity-management.webnode.cz/en/>) and articles published by means of the national media was another important aspect of the project.

The co-operation among the project's partners and the research activities are still underway. For example the Czech and Slovak partners are finishing a survey focusing on how diversity management can be used in the Czech and Slovak companies (quantitative research) and the Czech, Slovak and Hungarian partners are preparing a paper focused on diversity management in the field of education (qualitative research).

We consider the topic of our project very important. Let us express our hope that the submitted publication may bring the readers some useful information about diversity and diversity management in the Visegrad countries.

Ludvík Eger

1 Diversity management

1.1 Introduction

Diversity management comes from the U.S. where it developed in the 1980s as a response to the problems of the labour market [18], [12]. In the 1990s it entered Europe [19] but companies in the EU have seen its development and practical application only recently [19]. Holvino and Kamp [7] state that since the year 2009 diversity management has become “a global phenomenon”.

In the Czech Republic, both in theory and practice, it is a relatively new concept and a new area of management. While in the textbooks focusing on management of human resources we often find related topics, terms like diversity or variety are rarely paid any noticeable attention [15], [6]. The third edition of a widely recognised textbook *Psychology and Sociology of Management* [2] brings a significant change into the matter as there is a special chapter devoted to the above issues. Similarly in the Armstrong’s publication [1], there is a reference to diversity management. The first complex publication in the Czech Republic is *Diversity Management* by a team of authors headed by Eger [4].

It was on the basis of the above work, namely the description of some basic theoretical approaches and a few practical examples that the proposal of the project “Diversity management, comparison, the best practices of Visegrad countries” was created.

Diversity is understood as one of the ways how not only to respect variety but also make use of it. In the field of the development and use of human resources it has become an important and topical issue namely after the Czech Republic (CR), Slovakia (SK), Hungary (HU) and Poland (PL) entered the European Union (EU). Our project is primarily focused on monitoring the development of diversity management in the context of the Visegrad countries [17]. However, we are also aware of the opinions of other European experts [7], [12] paying attention to the fact that the concept of diversity management needs to be perceived in the context of the individual countries. This was also the reason why our comparison of the Visegrad countries came into being.

Therefore it is necessary to remember that the concept of diversity management itself has a development of its own. For example the so called narrow perspective of diversity management could be, according to Ivancevich, Gilbert [9, p 76] characterized as follows: “The narrow concept of diversity management emphasizes race and gender. The narrow concept of diversity management is the commitment on the part of organizations to recruit, retain, reward, and promote minority and female employees.”

At present, similarly, we can also see that especially in business practice diversity management is sometimes reduced incorrectly to a sub discipline of personnel management mainly dealing with non-discrimination on the workplace [4].

Diversity management

„For many people, the word „diversity“ is shorthand for „ethnic diversity“, but in fact, there are many ways that people differ from one another“ [22].

The concept of diversity management results from the natural substance of diversity that exists in the society. In the field of legislation of the democratic states the concept results from the Bill of Rights and Liberties and by means of its content it exceeds the narrowness of the traditional concept and calls for the need of an interdisciplinary attitude to coping with diversity in the society.

In the field of businesses it is not a sub discipline of the development of human resources, but diversity and variety affect the relationship of businesses with the market, with the customers and within the company it concentrates on aspects like vision, strategy, organization, culture and support for communication. This way it is manifested in the modern concept of holistic marketing [14], [10]. Like this it also logically influences business economics where it can be indirectly linked to the issues of diversification, and, directly, with the development of human resources as the most valuable source in the organization.

The processes of globalization in the world and in Europe the integration of the Visegrad countries into the European Union (2004 was the key year for the Visegrad countries) accentuate, among other things, the demand for the culture integration of the diverse population. (See also Kirton, Greene [12] as they see the issue from the point of view of England and the EU, 2010). On the one hand we can see a focus on creating a multicultural society and, on the other hand, a focus on respecting national, cultural and other differences. Diversity management in its broader sense looks for ways how to contribute positively to the development of the society in these changing conditions.

1.2 Defining the concept of diversity management

For the purposes of our research we used the definition of diversity management as we had defined it on the basis of studying a number of sources in the publication by Eger et al. [4]. In this publication we agree with the concept of Hubbard [8, p. 27], where diversity is labelled as “a collective mixture characterized by differences and similarities that are applied in pursuit of organizational objectives”, and where the definition goes as follows: **“The process of planning for, organizing, directing, and supporting these collective mixtures in a way that adds a measurable difference to organisational performance”**.

“Diversity management is labelled as a systematic procedure used by companies when they decide to work with diversity and use it as a strategic advantage . . . The main purpose of diversity management is creating an inclusive organizational culture” [2, p. 597].

The same authors [2, p. 597], when referring to other sources, state that “creating diversity environment in businesses influences satisfaction of employees and work morale positively and decreases absenteeism and the probability of misunderstandings in communication”.

They also state that by applying diversity management the organisation appears as socially responsible (CSR becomes a significant orientation of developed organizations), see [16].

We have to realize here that even in the western European countries applying diversity management in the business sector in such a modern way is a relatively new thing, as Süß and Kleiner [19] shows for Germany and Klarsfeld [13] for France.

We can also find agreement that for Europe it is important that diversity management is implemented in the society especially as a proactive concept, not as an affirmative action in the U.S. in the 1970s [18]. In business and in all the society, diversity management may create added value just in the context of the existence of a multicultural society in the globalized world, as is defined by Keil, M. et al. [11, p. 6]: „Diversity Management is an active and conscious development of a future oriented, value driven strategic, communicative and managerial process of accepting and using certain differences and similarities as a potential in an organisation, a process which creates added value to the company.“

We resolutely agree that if diversity management is to be effective in the organization, it is necessary for it to become an integral part of the organisational structure [2, p. 600].

Diversity can be understood as variety or heterogeneity of labour force from the point of view of certain criteria or dimensions.

Diversity management

Primary dimensions

- Age
- Ethnicity
- Gender
- Mental / physical abilities and characteristic
- Race
- Sexual orientation [8], [2], [4]

The dimensions included in the primary dimensions have a big influence on our employability (they are basically self-evident and easy to spot).

People often focus mainly on primary dimensions because they are easier to perceive and people are inclined to be more sensitive to them. Hubbard [8, p. 30] states further that:

„Core or primary dimensions of diversity ... exert an important impact on our early socialization and a powerful, sustained impact throughout every stage of life“.

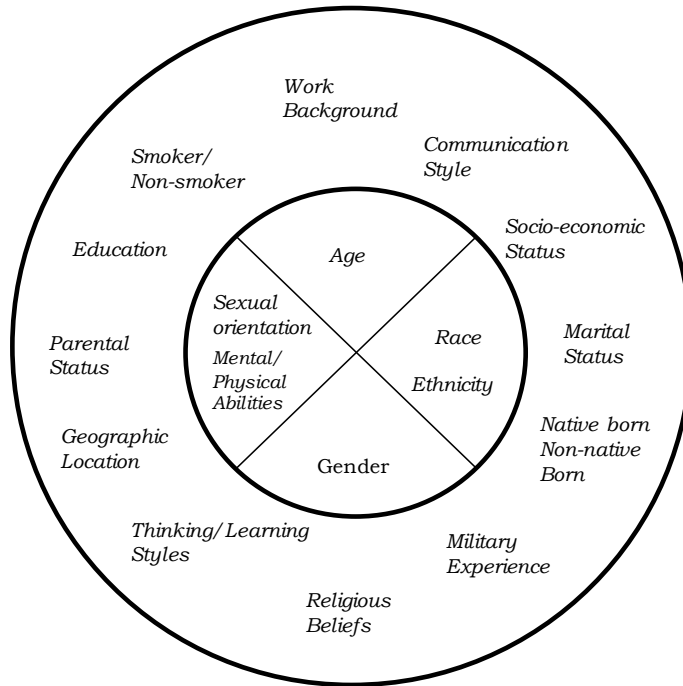
Secondary dimensions play an important role in forming our value orientation, our expectations and also in forming our experience. In reality these are very variable.

Secondary dimensions

- Communication style
- Education
- Family status
- Military experience
- Organizational role and level
- Religion
- First language
- Geographic location
- Income
- Work experience
- Work style [8], [2], [4]

Both dimensions are showed synoptically in the Hubbard's figure [8, p. 32]:

Figure 1.1: Primary and Secondary Dimensions of Diversity



Source: [8]

Below can be seen a complementary classification of diversity focused on labour force, see Thomas (2004) in Süß and Kleiner [19, p. 35]: “Diversity of workforce structures in corporate practice may furthermore be attached to characteristics that are in part directly noticeable (e.g. sex, age, language, ethnic or national origin, a person’s function), in part only obliquely noticeable (e.g. values, religion, sexual orientation). These factors cannot be influenced by the individual but may often be the cause of discrimination”.

Diversity can be assessed as seen from the descriptive point of view, and also from the moral as well as functional points of view.

1.3 Diversity management in an organization

The Czech Society for Human Resources Development (2009) defines the concept for the company area as follows: “**Diversity management** is an integral part of quality management and development of human resources. A long term managerial success cannot be achieved without any respect to other people and understanding in what aspect the individual differences complement one another when meeting the common objectives. Successful individuals do not form a homogeneous group: it is formed by men and women, the young and the old, people of different origins, colours of skin, religions, sexual orientation etc. Companies that want to be effective and successful in the long term try to form diverse teams intentionally and pay attention to the fact they have the best employees on all positions regardless of their personal differences. Respecting the rules of equal opportunities should be a logical strategy of those who want to be the best on the market, it should not be only a duty implying from the law or morale.”

For the diversity to be applied in marketing and management we assume it is desirable to look on diversity from the point of view of Hubbard’s four independent aspects [8, p. 27-28], which, in reality, often overlap one another:

- **Workforce diversity** encompasses group and situational identities of the organization’s employees (i.e. gender, race, ethnicity, religion, sexual orientation, physical ability, age, family status, economics background and status, and geographical background and status). It also includes changes in the labour market demographics.
- **Behavioural diversity** encompasses work styles, thinking styles, learning styles, communication styles, aspirations, beliefs/value systems as well as changes in the attitudes and expectation on the part of employees.
- **Structural diversity** encompasses interaction across functions across organizational levels in the hierarchy, across divisions, between parent companies and subsidiaries, and across organizations engaged in strategic alliances and corporative ventures. As organizations attempt to become more flexible, less layered, more team-based, and more multi- and cross functional, measuring this type of diversity will require more attention.
- **Business diversity** encompasses the expansion and segmentation of customer markets, the diversification of products and services offered, and the variety of operating environments in which organizations work and compete... Increasing competitive pressures, globalization, rapid advances in product technologies, changing demographics in the customer bases both within domestic markets and across borders, and

shifts business/government relationships all signal a need to measure an organization's response and impact on business diversity.

According to Hubbard [8, p. 28] diversity can be looked on as follows: Diversity is a mosaic of mixtures that includes everyone, representing their differences and similarities, and the variety of processes, systems, and aspects of the global environment in which the organizations must respond.

Armstrong [1, p. 144] uses the concept called "the policy of diversity management" and according to the author it should:

- Respect cultural and individual differences on the workplace
- State clearly that the organization appreciates various qualities that people project into their work
- Highlight the need to eliminate any prejudice in such areas as selection, promotion, work performance assessment, remuneration and opportunities for further education,
- Pay attention rather to individual differences than to group differences

For practical application the acronym MOSAIC (Mission, Objective, Skilled, Active, Individual, Culture) is mentioned here, Armstrong [1, p. 705].

In proactive organizations diversity management becomes part of their strategies. Orientation towards diversity is then also contained in the mission of a company and it is oriented not only to the labour force but also to all fields of business activity wherever it is appropriate. We stressed this idea in our publication from year 2009 [4] when we pointed out the possibility of applying diversity management in the so called holistic concept of marketing management of organizations [14] and we highlighted a new accent on social responsibility of companies. In this sense the area of CSR represents a link of the company sphere with the society-wide area and also with the benefits for the development of the civil society.

It is also in this concept that we see an opportunity to accomplish the mission of the Visegrad Fund and there is also a close link to the focus of our project.

Some other studies, on the other hand, point out that the application of the so called narrow concept of diversity management (focusing only on the personnel management) often fail in reality [21].

Let us consider, at the end of the chapter, the possible benefits and risks.

Where do the European international companies see the advantages of diversity?

- Access to the sources of talented co-workers
- Higher effectiveness of teams and of teamwork
- Higher market penetration
- Higher effectiveness of complex organizations

Diversity management

- Higher involvement of employees
- Better image of employers
- Co-workers are more open to changes
- Higher productivity of work
- Better climate on the workplaces
- Bigger closeness to customers

Source: [21]

Once again let us refer to Hubbard [8, p. 38-39] and discuss the list of items – potential risks companies may have to face if diversity is not managed:

- Hinder productivity
- Create conflicts
- Lead to communication gap
- Result in unfair hiring/promotional preferences
- Social traditions
- Industry norm
- Lack of awareness
- Stereotyping

We point out here that without any explicit diversity policy organizations deprive themselves of the possibility of gaining top quality varied workers. Neglecting diversity management may have impact on productivity and revenues of the company; it can make itself felt in absenteeism, in training, communication and in possible conflicts. It may also have an impact on the CSR area, which is also linked with the organization image [11], [4].

1.4 Europe and a current view on diversity and diversity management

Let us complete the introductory chapter by a short paper on the European Union from the point of business activities. Kirton and Greene [12] present a summarizing view in the third edition of their publication where they not only present the development of theory and practice of diversity management as seen from the historical point of view of the society and companies in England but they show changes in relation towards the changing EU especially after its enlargement in the year 2004. Two important facts can be seen here:

- Theoretical and practical approaches are developing from their original focus on equality and complying with legal norms to proactive applying diversity in a broader view.
- The free labour market in the EU has increased the labour force diversity within the Union and moreover it is necessary to add the problems of the demographic development on the one hand and the immigration pressure from outside the Union on the other.

Wynne [22, p. 32] states: “European business must learn how to hire and retain diverse employees and keep their operations running even without enough workers”.

The author states further there are two determining factors in connection with the above: the population of the EU is ageing and there are fewer younger people entering the labour market on the one hand and on the other the EU has enlarged and its population has grown, which confirms our above stated opinion. It is necessary to say that with regard to the unemployment of the young people in some countries in the EU we cannot fully agree with the first stated factor.

Wynne [22] points out that it is necessary to pay attention mainly to the five following groups:

- Older workers
- Members of ethnic minorities
- Members of certain religions
- Women
- Workers with disabilities

For the businesses themselves there are recommendations how to implement diversity management in the company practice. Here a reference book *Continuing the Diversity Journey* [3] is available.

Another available methodology is presented by Keil et al. [11] where in the process of implementing diversity management in an organization it is recommended to proceed in the six following steps:

Diversity management

- Diversity Streaming Committee (representatives of diversity with a mandate)
- Scenarios of the future (preparation of scenarios)
- Vision and strategy (it is necessary to include top management and stakeholders)
- Diversity Audit (the above stated Committee also participates in it)
- Company Goals (The Committee defines the goals for diversity management)
- Diversity Management Implementation (the Committee carries out implementation on its own)

The following usually belongs in the last point as far as the content is concerned [11, p. 16]:

- Top and middle management leadership development programmes on Diversity Management
- Diversity Team Building Events in each business unit Large Group Events for the workforce to communicate Diversity Management
- Change of Performance Management appraisals tools to foster Diversity Management and make it measurable
- Change of HR tools for recruitment and retention of a diverse workforce, etc.

In the end the recommendations of the basic steps for strategic implementation of diversity management in an organization can be compared.

Table 1.1: Strategy of implementing diversity management – basic steps

<p>Diversity at work – 8 steps for small and medium-sized businesses. Steps – Recommendation by Keil et al [11]: “The process of implementing Diversity Management is crucial. It can be seen as an organizational learning process.”</p>	<p>Hubbard [8, 315], Creating a Strategic Link. “Diversity and inclusion building process are not created for their own sake. These processes are built to support, and where appropriate, lead the organization to achieve its vision and strategy...”</p>
<ul style="list-style-type: none"> • Analysis • Recruitment • New Markets • Client/ Customer Needs • Internal communication • Image and reputation • Evaluation • External support 	<ul style="list-style-type: none"> • Establishing Vision and Strategies • Allocating Resources • Establishing Accountability • Modelling Diversity Leadership Behaviour • Putting Principles into Practice

Source [11, 8]

Diversity management

We may state here that it is a case of linking strategy, organization culture and its vision [4]. It is necessary to perceive the two following remarks:

- There is no simple method of implementing and managing diversity that would work well in all organizations. But there are some factors, recommended strategies and activities that are suitable to use [8], [11], [4].
- Small and medium sized businesses can certainly get inspired by the examples of good experience of multinationals but their experience cannot be adopted in other, quite often national or regional conditions, in which the small and medium sized businesses operate, without any further modifications (see also [7], [12]).

In connection with this there are discussions about the unsuitability of adopting the activities into the EU environment as they are closer to the affirmative actions in the U.S.

Not only the labour force but all the society in the EU countries has become more diverse thanks to its enlargement but also because of the process of globalization. Diversity management is to be understood in its development from the strategies of equality up to the concepts perceiving diversity and its application not only for business activities but also for the development of the civil society in general. At the same time the national and regional context must not be forgotten.

2 Diversity in Visegrad countries

2.1 The main elements of diversity in the Czech Republic

Introduction

This chapter describes diversity in the Czech Republic in terms of its primary elements- gender, age, ethnicity, mental and physical abilities and sexual orientation by Hubbard [26] as well as education and religion. All of these aspects exist in the Czech Republic and also in other countries and they are a part of labour market. It is good to know the basic characteristics of the typical diversity of the country for a correct reaction of employers and managers to this.

Czech Republic – the basic information

- Population: 10,506,813 [20]
- Women/100 Men: 103.7 [7]
- Average age: 40.6 [4]
- Area: 78,866 km² [16]
- GDP per capita in relation to the EU average: 80% [18]
- Average wage: € 940.6 [8]
- Unemployment rate: 7.3% [23]

Table 2.1: Characteristic indicators of the Czech Republic in the last ten years (2001–2010)

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Population	10,266,546	10,206,436	10,203,269	10,211,455	10,220,577	10,251,079	10,287,189	10,381,130	10,467,542	10,506,813
Women/ 100 Men	105.5	105.4	105.4	105.3	105.2	104.9	104.7	104.2	103.8	103.7
GDP per capita (PPS, %) *	73	73	77	78	79	80	83	81	82	80
Average wage (C)**	568.3	613.6	649.4	690.4	725.1	772.6	828.3	893	922.7	940.6
Unemployment rate (%)	8.0	7.3	7.8	8.3	7.9	7.2	5.3	4.4	6.7	7.3

* Index of GDP per capita in Purchasing Power Standards (PPS) is expressed in relation to the European Union (EU-27) average set to equal 100

** Gained from ČSÚ, calculated at the rate of CNB as of 20 December 2011

The main elements of diversity

Gender differences

Unemployment and searching for a job

Gender differences are the most frequently mentioned topic and a lot of information and data is available in connection with this. Regarding unemployment most men face the unemployment at the age of 45–59 and women aged 30–44 years. This fact may be caused by various factors such as discrimination against women in this age category by employers. This is settled by the Anti-discrimination law but its failure is only rarely demonstrable. On average women look for a new job longer than men. Men usually found their work in the time span between six months and one year in 2010 while women looked for the work on average for a period longer than one year [14]. The unemployment rate of men was only 5.9% in 2011, with women it was 7.9% [24]. As we can see in Table 2.2 in each year the unemployment rate of women is higher than the unemployment rate of men.

Table 2.2: Unemployment rate by gender in the last 5 years (2007–2011)

In %	2007	2008	2009	2010	2011
Women	6.7	5.6	7.7	8.5	7.9
Men	4.2	3.5	5.9	6.4	5.9
Total	5.3	4.4	6.7	7.3	6.8

Source: Own processing, [24]

Employers or employees?

Men are employers in more cases than women, similarly as in the positions of legislators and managers. In the Czech Republic most women are in services and trade [13]. The industries employing most women in 2008 were health and social services, veterinary activities and education. Men worked mostly in construction and mining in 2008 [2].

Wage differences

The frequent theme regarding gender differences is the difference in wages between men and women. Average gross monthly wage of women was CZK 21,939 in 2008, men earned CZK 29,628; this is a difference of over 25% [2]. The wages of men and women are hard to compare because women usually work in other positions than men and their wage increases in another way during their life as a consequence of maternity [9]. Wages of women are lower than wages of men even in the most developed countries except in the Nordic countries.

Diversity in Visegrad countries – Czech Republic

Age differences

The average age

The average age of population in the Czech Republic was 40.6 years in 2010. And the largest group consists of people aged around 35 [10]. This is the economically mostly active population. The average age in the Czech Republic has been increasing over the last ten years. See Table 2.3.

Table 2.3: Average age in the Czech Republic (2001–2010)

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Women	40.5	40.8	41.0	41.3	41.5	41.7	41.8	42.0	42.1	42.3
Men	37.4	37.7	37.9	38.2	38.4	38.6	38.8	38.9	39.1	39.3
Total	39.0	39.3	39.5	39.8	40.0	40.2	40.3	40.5	40.6	40.8

Source: Own processing, [4]

In the Czech Republic it will be increasingly important to solve the problems connected with the ageing population. Citizens of the Czech Republic live longer and they have fewer children than before. These facts result in a change of the age structure of the population and it is necessary to take adequate measures in employment, health care, social security, housing, education and social services [29].

The life expectancy at birth in the Czech Republic has also increased. In 1999 it was 74.9 years, in 2010 77.7 years but it is still lower than the average of the EU. The Czech men had lower life expectancy (74.5) than women (80.9) in 2010 [22].

The average exit age

The average age of population is growing but the average age of exit from the labour force does not show a growing trend, as it rather fluctuates (see the Table 2.4). Employers should use the so called *age management* and support the employment of older people and their later retirement.

Table 2.4: The average exit age from labour force in the CR

	2001	2002	2003	2004	2005	2006	2007	2008	2009
Women	57.3	58.4	59.0	58.9	59.1	59.0	59.4	59	59.6
Men	60.7	62.2	61.2	61.3	62.3	61.8	62.0	62.3	61.5
Total	58.9	60.2	60.1	60.0	60.6	60.4	60.7	60.6	60.5

Source: Own processing, [21]

Employment rate and the earnings

According to the Information System of the Average Earnings [32] the age group earning most is between 30 and 39 years in the business sphere. People under 20 earn the least. In the non-business sphere people under 20 earn also

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the lowest wages but the earnings increase proportionally with age. People over 60 achieve the highest average earnings. These results are gained from the survey in the 4th quarter of 2010.

The highest unemployment rate was in the age group between 15 and 19 years in 2010. This is true for men and women too [5].

The employment rate of older workers (aged 55–64) isn't growing either. In the last three years (2008–2010) the employment rate was decreasing (see Table 2.5).

Table 2.5: Employment rate of older workers, by sex

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Women	23.1	25.9	28.4	29.4	30.9	32.1	33.5	34.4	35	35.5
Men	52.6	57.2	57.5	57.2	59.3	59.5	59.6	61.9	59.6	58.4
Total	37.1	40.8	42.3	42.7	44.5	45.2	46	47.6	46.8	46.5

Source: Own processing, [19]

Ethnicity

Foreigners in the Czech Republic

In the time of market opening and globalization the question of foreigners is more and more important. It is hard to monitor the figures of foreigners in the country, so the number of foreigners registered at job offices in the Czech Republic is often used for that purpose. These foreigners are the potential legal workforce for companies operating in the Czech Republic. Since 2008 the number of foreigners registered with job offices has been decreasing as a result of the economic crisis, but since the beginning of 2011 the increase has been evident again and the same trend can also be expected in the years to come. Most foreigners applying for a job in the Czech Republic come from Slovakia, Ukraine and Poland. A lot of people come from Bulgaria, Romania, Mongolia, Moldova and Russia and The Czech Statistical Office records also the groups of the Vietnamese, Germans and Uzbekistanis [12].

Employment of foreigners in the CR

Foreign nationals are usually employed as manual workers. Most of them are unskilled workers or craftsmen and skilled manufacturers, repairers and machinists. But there is a noticeable increase in foreign workers in the positions of scientific and intellectual workers and in services and trade [28].

The labour-law relations between foreigners and employers are based on Labour Code as in the case of Czech people. The employment conditions are determined by the Employment Act, which states that foreigners can be employed in the CR if they have a work permit and a residence permit [31]. Citizens of the EU Member States and their family members are not considered

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foreigners and they have the same status as citizens of the Czech Republic. Citizens of the member states of the EHP – Norway, Iceland and Liechtenstein and their family members and citizens of Switzerland and their family members also have this status [30].

Gaining experts from the third countries

CR is also trying to obtain qualified experts from the third countries. However this presents many barriers such as work permits, language barriers or low-functioning system for the recognition of professional education. The system called Blue Cards was introduced in 2008. These cards should enable employment of highly skilled workers from countries outside the European Community, the so-called „third countries“. A similar project started in 2009. Its name is Green Cards [25]. The System of the Green Cards and the administrative agenda don't seem to be very effective and they are often criticized by employers. The Ministry of Education opened a program to support the acquisition of the Czech scientists back from abroad to the Czech Republic in 2011 and to create conditions for new teams of experts. The Governmental document named “The Return“ plans to hand out CZK five hundred million to the incoming scientists and professionals from abroad [36]. The Project “Barriers and Opportunities: How to get scientists and researchers working abroad back to the Czech Republic“ worked in the CR by 2008 [35].

Special groups of foreigners in the CR

The Vietnamese are a special group of foreigners living in the CR. They are not the largest group but they live in the CR for the longest time, on average 8 years. They come to the CR with their partners, kids and other family members [3]. The Vietnamese are also special because they are often entrepreneurs with a trade certificate. Other foreigners working in the CR are mostly only employees.

The Ukrainians are the largest group heading to the CR but they are mostly employees, particularly cheap labour force. Some of them work without any work permit so there aren't any accurate statistical figures of the Ukrainians available either. They often come with their partners but their kids live outside the CR. The Ukrainians send home the largest part of their income, 17% [3].

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Table 2.6: Number of employed foreigners in the Czech Republic

Year	Employed foreigners	Employed foreigners holding valid trade license
2001	167,652	64,000
2002	161,711	60,532
2003	168,031	62,293
2004	173,203	65,219
2005	218,982	67,246
2006	250,797	65,722
2007	309,027	68,785
2008	361,709	77,158
2009	318,462	87,753
2010	306,350	90,983

Source: Own processing, [37]

Romany population in the CR

A special case could be the Romany population (Gypsies) living in the Czech Republic. The World Bank carried out a study on the employment of Romanies in the CR and its outcome says, that the Czech Republic should support employment of Romanies more because more than half of Romanies of working age don't work and they aren't registered with job offices. This causes considerable economic costs and inefficiencies. According to the study greater effort of the job offices aimed at better response to the needs of the market better and improving the placement of the disadvantaged job seekers would help in this case [34]. This issue is very sensitive and there are conflicting opinions. It is necessary to take this problem into account and be able to react to it sensitively. There are no accurate statistics how many Romanies live in the CR because many of them state the Czech nationality instead of the Roma nationality.

Mental and physical abilities

People with disabilities receive enhanced protection in the labour market in the Czech Republic. These people can use e.g. vocational rehabilitation, which focuses on obtaining and maintaining suitable employment or they can take part in work training that involves incorporation of persons with disabilities in suitable posts. There are also the retraining courses for people with disabilities [33].

The Czech Republic supports the employment of disabled citizens through establishing protected jobs and protected workshops. The Employer creates a protected job for a person with disabilities on the basis of a written agreement with the Job Office for at least 2 years. A protected workshop is a workplace where at least 60% of disabled employees work. Employers can obtain subsidies from the Job Office for creating a protected job or a protected workshop. Preparing the disabled people to work is also paid for. Employing the disabled

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is also supported through a compulsory share of the employed disabled. If an employer has more than 25 employees he/she is obliged to employ the disabled people in the proportion of 4% of the total number of employees [33].

Over one million disabled people live in the Czech Republic [38]. And these are results from 2008. This number is not inconsiderable for the whole society and the labour market either. The sample survey of the disabled [11] shows that in the total population there are more than 4% people of working age with disabilities or even around 10%. This is a problem but also an opportunity for employers to employ more people with disabilities and increase the diversity of their portfolio of employees.

Sexual orientation

This is not a taboo issue in the Czech Republic any more; people in the CR don't perceive the discrimination based on sex so seriously [15]. But people with different sexual orientation often have problems in everyday life, on the labour market and in employment too. The Gay Initiative in the CR has conducted a research that was supported by the European Union Phare. The research study found out that 12% of Czech gays, lesbians, bisexuals were discriminated in employment because of their sexual orientation [1]. The problem of discrimination is solved by the aforementioned anti-discrimination law.

There is not much information available about this issue because sexual orientation is a kind of hidden diversity that is not seen so it cannot be researched well. Nevertheless some companies in the Czech Republic try to work with this type of diversity and they, for example, set up communities associating homosexuals and lesbians etc.

Education

The proportion of university educated persons in employment is increasing in the CR (e.g. in 2009 it was up to 17.1%), but it is one of the lowest in comparison with other EU countries. The highest proportion 39.4% was in Ireland in 2009 and the EU average was 28.1% that is still much more than the national average of the CR [28].

We have to take into account the development of universities in the CR after 1989. Increasing numbers of student vacancies in the public or private universities have led to the fact that 60% of the nineteen-year-olds started to study at university in 2010 [27]. Big differences exist between university-educated people in the older generation aged 50+ and the younger generation at the age of 25–30.

Differences in education between men and women were only small in the first quarter of 2011. There were slightly more men with higher education than women but on the other hand there were more women with a secondary level of education (GCSE), while with men secondary education without GCSE prevailed [13].

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Employment and unemployment rate by the highest level of education can be seen below (see the Table 2.7). The first stage contains pre-primary education, primary education and lower secondary education. The second stage is the upper secondary education and post-secondary non-tertiary education and the third stage represents tertiary education.

Table 2.7: Employment rate by the highest level of education

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
First stage	28.5	26.0	24.3	22.7	21.8	23.2	24.2	24.1	22.8	22.0
Second stage	73.0	73.1	72.4	71.4	71.8	71.9	72.6	73.1	71.3	70.4
Third stage	86.8	86.3	85.7	85.6	84.6	83.9	84.0	83.2	82.0	81.0

Source: Own processing, [17]

According to the Information System of the Average Earnings [32] the amount of earnings corresponds to the level of education. Therefore university educated people have the highest salaries in the business and non-business sphere; people with basic education get the lowest salaries. But the differences aren't so big in the non-business sphere as in the business sphere.

Religion

The Czech Republic is known for its atheism. Only about 12% of Czech people are believers. Almost 35% of them have no religious affiliation and approximately 45% did not state it in the Census and Housing (see Table 2.8).

Table 2.8: Religion structure in the Czech Republic

Religion	Percentage
Unknown	45.20%
Without religious affiliation	34.21%
Roman-Catholic Church	10.26%
Evangelical Church of Czech Brethren	0.49%
Czechoslovak Hussite Church	0.37%
Others	9.47%

Source: Own processing, [6]

The Roman-Catholic Church is the most frequently represented church. Evangelical Church of the Czech Brethren and the Czechoslovak Hussite Church together have only approximately 1%. And 9.47% people are of another religion. The rest of the population are either atheists or they don't comment on this matter [6]. The most faithful believers in the Czech Republic live in Moravia.

For this reason the religion is not so important for the issue of diversity of the workforce in the CR – at least not for the time being. We can expect an arrival of foreigners with foreign culture and religion and the Czech companies have to be prepared to respond to this fact.

2.2 The main elements of diversity in the Slovak Republic

Introduction

Chapter refers to the theme of the chosen aspects of demographic and social development in the Slovak republic. According to the aims of the chapter, we decided to shrink the immensely rich content of the theme a little bit and we will focus on its aspects linked with the sources of diversity.

Slovak Republic – the basic information

- Population: 5,435,273 [18]
- Men/Women: 105.7 [17]
- Average age: 38.7 [27]
- Area: 49,035 km² [37]
- GDP per capita in relation to the EU average: 74% [15]
- Average wage: 786 EUR [31]
- Unemployment rate: 13.5% [29]

Table 2.9: Characteristic indicators of the Slovak Republic in the last ten years (2001–2010)

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Population	5,378,951	5,379,161	5,380,053	5,384,822	5,389,180	5,393,637	5,400,998	5,412,254	5,424,925	5,435,273
Women/100 Men	105.9	106.0	106.0	106.0	106.0	106.0	105.9	105.8	105.7	105.7
GDP per capita (PPS, %) *	52	54	55	57	60	63	68	73	73	74
Average wage (€)	410	448	477	525	573	623	669	723	744	769
Unemployment rate (%)	19.30	18.70	17.60	18.20	16.30	13.40	11.10	9.50	12.00	14.40

* Index of GDP per capita in Purchasing Power Standards (PPS) is expressed in relation to the European Union (EU-27) average set to equal 100

Source: [18], [17], [15], [31], [29]

The main elements of the diversity

Gender differences

The first (and by many viewed as a main one) source of diversity in any society is gender. Equality between women and men is (or at least should be) a fundamental value of every society.

This said there are still some smaller or larger disproportions. The debate on the root causes of gender segregation in employment dates back to the 1970s, but it remains the point of reference to date despite the fact that so much has changed since then. After decades of research, most scholars would agree that there can be no single-factor explanation for such segregation, and that the latter may lead to pay discrimination. Key factors identified in the voluminous literature on segregation are, in no particular order, comparative biological advantages, under-investment in human capital (schooling or training), differential income roles, preferences and prejudices, socialisation and stereotypes, entry barriers and organisational practices [8].

There is an employment gender gap of 15% in the EU [12]. In Slovakia the situation is even worse. The pay gap is more or less 25% and in some age categories (35–44 years of age) the pay gap reached almost 35%. Significantly fewer women than men have jobs with supervisory responsibilities. Within enterprises, women account for only 32% of managers – there is only one woman for every two men in managerial position.

Time use surveys comparing the number of hours spent by women and men on activities related to work, family duties and leisure reveal that on average, if the total time of gainful employment and domestic tasks is considered, women's work days are longer than men's [2].

Age differences

Another very important source of diversity is age. There is more old people and fewer youngsters in EU. The number of young people in age 0–14 is getting alertly low. In total it decreased by more than 3.2 million in nine years (2002–2010) [13] and it is getting lower still. At the other hand the number of seniors is increasing. This development seems to be, at least for now, irreversible.

Table 2.10: Shares of chosen age categories in the Slovak Republic

Age category		2004	2005	2006	2007	2008	2009	2010	2011
0–14	in 1000	944	919	894	871	851	836	831	830
	in %	17.55	17.06	16.59	16.14	15.76	15.45	15.32	15.28
15–64	in 1000	3.815	3.840	3.862	3.883	3.903	3.922	3.928	3.932
	in %	70.92	71.31	71.67	72.00	72.27	72.46	72.42	72.34
65 and more	in 1000	742	753	764	775	786	798	813	824
	in %	13.79	13.99	14.17	14.37	14.56	14.74	14.98	15.15

Source: [26], Own processing

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The life expectancy of men and women in the Slovak Republic in general is steadily increasing (71.92 males, 79.93 females in 2010) but still it is somewhat smaller than in the EU. The EU average life expectancy of men is 75.87 years and that of women it is 82.13. In 2009 average age of Slovak males was 36.84. Average age of Slovak females was 40.05 in 2009. Median age of women was 39 in 2011 and the one of men was 36 in 2011.

Demographic developments have a considerable impact on the size of various age groups, including populations at working age. As a consequence demographic trends – together with labour market trends and labour force participation rates – determine the size of future work force. In Europe, low fertility and increasing life expectancy both reverse the age pyramid, leading to a shrinking number of younger people, an aging and eventually shrinking work force, and an increasing number and share of older people. In the age group 0–14 the quantitative decline is already taking place today [22].

In many countries of EU there are two main groups based on age for which finding job is difficult. The first of them is the group consisting of young people who recently finished their education; the second one integrates the older people (55+) short before retirement. In this context it is no surprise the Slovaks as a whole think that discrimination based on age is the most common form of discrimination in our country [9]. Considering the current economic crisis, this perception around age found an ominously strong expression in views about discrimination in the labour market. The majority (around 40%) of the total number of unemployed are young people in age 29 and less. Another relevant group are people in age of 55 and older. Together they create more than 45% of unemployed in Slovak Republic.

Table 2.11: Shares of chosen age categories in the Slovak Republic

Age category		2001	2002	2003	2004	2005	2006	2007	2008	2009
total	in 1,000	508	486.9	459.2	480.7	427.5	353.4	291.9	257.5	324.2
15–29	in 1,000	230.8	210.4	185.9	182.3	157.6	127.9	101.6	92.2	121.4
	in %	45.43	43.21	40.48	37.92	36.87	36.19	34.81	35.81	37.45
55 and more	in 1,000	15.5	20.2	18.6	25.6	25.3	20.1	18.2	16.5	21.1
	in %	3.05	4.15	4.05	5.33	5.92	5.69	6.24	6.41	6.51

Source: [26], Own processing

For illustration we include the employment rate of older workers as well (see table 2.12).

Table 2.12: Employment rate of older workers, by sex

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Women	9.8	9.5	11.2	12.6	15.6	18.9	21.2	24.2	26.1	28.7
Men	37.7	39.1	41.0	43.8	47.8	49.8	52.5	56.7	54.9	54.0
Total	22.4	22.8	24.6	26.8	30.3	33.1	35.6	39.2	39.5	40.5

Source: [7]

Ethnicity

The third source of diversity we will deal with is ethnic. Ethnic development in EU is influenced by immigration. In a flexible labour market, a high degree of labour mobility is desirable to help employment adjust favourably to changing demand conditions. An inefficient allocation of labour resources may negatively affect the longer-term level and growth rate of potential output and, in the short run, limits the pace at which an economy can grow [11].

In 2006, persons born abroad represented a significant portion of the workforce and of the employed population in European countries. There were however some important variations among host countries, reflecting differences in terms of immigration in general. In Finland, and in the countries of Central and Eastern Europe, immigrants account for less than 3% of total employment. In Switzerland, by contrast, this figure is as high as 26%, and it is nearly 44% in Luxembourg [5].

In most European countries, immigrants represented a larger share of employment in 2006 than in 2002. The increase was particularly notable in Spain (more than seven percentage points), and also in Ireland and Italy (3.5 to 4.5 percentage points), and to a lesser extent in Austria, the United Kingdom and Luxembourg (about 2.5 percentage points) [12].

The majority of immigrants to Slovak Republic in 2009 were men (68%). Almost 90% of immigrants are from the states of European Union. Not all of them are the legal ones (only 62%). In 2007 Romania became the leading immigrants providing country. Together with the immigrants mostly from the states of former Yugoslavia and Korea the number of foreign employees was 4 times higher in 2008 in comparison with 2004 (the share of foreign employees on the total number of employees increased from 0.15% to 0.6%) [35].

Table 2.13: Migration in the Slovak Republic

	2004	2005	2006	2007	2008	2009	2010
Immigrants	4,460	5,276	5,589	8,624	8,765	6,346	5,272
Emigrants	1,586	1,873	1,735	1,831	1,705	1,979	1,889
Balance (I - E)	2,874	3,403	3,854	6,793	7,060	4,367	3,383

Source: [25], [28], Own processing, 2011

The vast majority of population of Slovakia is Slovak (85.7%). The biggest minority are Hungarians, who are heavily concentrated in southern border areas (10.6%). The Roma (also known in English as “Gypsies”) form the second largest minority group in Slovakia. In 1991, the Roma of former Czechoslovakia obtained the right to freely proclaim themselves as members of a distinct minority in the census. In Slovakia, 80,627 Roma (1.52% of the citizens of Slovakia), officially declared themselves as such. According to estimates of the urban and communal offices of the state administration from 1989, however, as many as 253,943 Roma live in Slovakia, thus constituting 4.8% of the population. Since

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these statistics did not include Roma who have a standard of living comparable to that of the majority population, Roma political and cultural activists estimate that the number of Roma in Slovakia is even higher, citing a figure of 350,000 to 400,000 in Slovakia [26]. Czechs form 1%, Ruthenians account for 0.3%, Ugrians for another 0.3%, Germans for 0.1%, Poles for an additional 0.1% and various other groups account for the remaining 0.3%. The Gypsy population in eastern Slovakia is underreported but estimated to be sizeable. Czechs have the option of dual citizenship.

In the context of massacre in Norway (Anders Behring Breivik killed at least 93 people, other 96 were injured, some are still missing) and recent development in Great Britain, France or Hungary, the problem of national extremism is becoming a serious issue in Europe. The anti-Roma sentiment across central and eastern Europe is growing as well [34].

Slovak neo-Nazi groups organising rallies against what they call Roma crime and a police state, and with some politicians (Slota, Kotleba) resorting to populist but dangerous solutions to the problem of deprived minorities, the subject of extremism has recently emerged at the centre of public discourse.

The Romany population tends to suffer disproportionately from higher rates of poverty, unemployment, illiteracy, crime and disease. When discussing “the Roma problem”, most references focus on the part of the Romany population living in very poor rural and urban conditions. The number of Roma living in unbearable conditions in rural communities and devastated central city zones is agglomerating and represents a potentially very serious societal, social and economic problem. Roma often live 2–3 kilometres outside of a village in camps of settlements with only a few dirty houses without facilities, in cellars, or in cardboard or wooden shacks. Some of the camps, such as the one near Rudňany in Eastern Slovakia, were built on dumping grounds or other areas containing materials such as mercury and arsenic [33]. The government offers only few solutions if any. Ideally, the problems of the Roma and other minorities should be solved on regional and community levels.

Another problem (kept alive mostly by politicians) is a relation between Slovaks and Hungarians. 520,528 or 9.67% of the population of the Slovak Republic (5,379,455) declared Hungarian as their ethnicity in the 2001 Slovak Census, down from 578 000 or 10.8% of the Slovak Republic’s population in 1991. Virtually all ethnic Hungarians or Magyars, and live in geographically contiguous areas of southern Slovakia. This region, bordering Hungary, is approximately 3,500 square miles, and its population is 61.2% ethnic Hungarian. Ethnic Hungarians exceed 50% of the population in 432 townships. Nationwide, they constitute the largest ethnic minority in the country [32]. Culturally and linguistically distinct from the dominant Slovak population, the present-day ethnic Hungarians are what remain of the Hungarians who politically and culturally dominated Slovakia for about 1,000 years (most recently in the form of the Austro-Hungarian Empire) until 1918, when Czechoslovakia was created. The vast majority of Slovaks consider the creation of Czechoslovakia in 1918 as highly beneficiary to their national survival [36].

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While only a small portion of ethnic Hungarian leaders advocate secession from Slovakia, many ethnic Hungarians desire a greater degree of autonomy and self-determination within the Hungarian areas in southern Slovakia, especially with respect to language, education, and cultural issues. The struggle over these issues, for the most part, takes place within the political arena. Ethnic Hungarians are represented by several conventional political parties. By most accounts, day-to-day relations between Hungarians and Slovaks in southern Slovakia remain cordial. In fact, many accuse nationalistic politicians on both sides for stirring up trouble by playing the “ethnic card” for their own political purposes [32].

Mental and physical abilities

About 80 million people living in the EU have a mild to severe disability. The physical obstacles they face, like gaining access to a school or work place, leave them vulnerable to social exclusion. Lower employment and education levels mean the poverty rate for those with disabilities is 70% higher than the average [4].

8.2% of the general population of Slovakia aged 16 - 64 have ‘long standing health problems’ (LSHPD). In 2007 89.1% of those reporting LSHPD were restricted in kind of work of which 48.6% were restricted considerably and 40.5% restricted to some extent [1]. There is no academic network on disability studies in Slovakia. Systematic research in this field is carried out by Inštitút pre výskum práce a rodiny (the Institute for Labour and Family Research ILFR) and by Výskumný ústav detskej psychológie a patopsychológie (the Research Institute for Child Psychology and Patopsychology RICPP). Both research institutions are state sponsored.

The Slovak Disability Council arranged in year 2010 the providing of social rehabilitation programs for citizens with severe disability. Target group were people of various types of disability. Social rehabilitation took place in the premises of SDC. Provider of social rehabilitation was an employee of SDC. SDC has been cooperating with people with disability for a very long time. It helps to integrate them into everyday life through professional activities, such as social rehabilitation. It is mainly a training of social skills, support of self-sufficiency in deciding and acting in solving everyday basic needs [24].

People with disabilities can be employed in regular or subsidised employment, in the context of a quota scheme or in a sheltered environment. Employment share among people with disabilities is 42% in Slovakia (Slovakia is among countries with the highest share of people with disabilities in ordinary employment) [10].

Sexual orientation

The actual statistics concerning sexual orientation are hard to obtain (almost none of the surveys deals with the representative share of population) so it is being estimated somewhere between 2% and 10% of population.

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In the European Union Article 13 of the EC Treaty prohibits any discrimination based on sexual orientation and the EU's Charter of Fundamental Rights is the first international human rights charter to explicitly include the term "sexual orientation".

The social situation, however, is worrying. In recent years a series of events in EU Member States, such as the banning of Pride marches, hate speech from politicians and intolerant statements by religious leaders, have sent alarming signals and sparked a new debate about the extent of homophobia and discrimination against lesbian, gay, bisexual, transsexual and transgendered (LGBT) persons in the European Union.

In Slovakia the situation is no different. The very first gay pride parade in Slovakia ended in violence. Participants were attacked yesterday by about 80 hateful neo-Nazis who threw stones, eggs and smoke bombs into the crowd of marchers. There are some Slovak politicians (Ján Slota among others) who consider LGBT people to be ill and in need of medical treatment. In Slovakia registered partnership is not legal. Considering the political spectrum there is no hope that this fact will change sometimes in near future. There is only one liberal political party – SaS – which dealt with the agenda of registered partnership. However there is citizen initiative led by "Ganymedes" trying to legalize registered partnership.

Education

In this part of the chapter we will focus on tertiary education. There are 20 public, 3 state and 15 private high schools (33 universities) in Slovakia [21], total number of faculties at public universities is 104 [3].

According to [19] bachelor's study as a study program of the first level is aimed at acquisition of theoretical knowledge and practical knowledge based on the recent state in the science or art and at management of its use in practice or in continuation in further higher education study. Bachelors study program graduates achieve the higher education of the first level. Duration of study is 3-4 years.

Master (Magister's) or engineer programme of study is focused on achievement of theoretical and practical knowledge based on current state of science or art and it is aimed at capability development and creativity in future occupations [23]. Master study and Engineer's study takes at least one year and at most three years.

The Ph.D. study is the third level of higher education aimed at preparation of new scientific workers not only for higher education institutions, but also the entire economy. It is aimed at acquisition of knowledge based on the present state of scientific and artistic knowledge and, particularly, on the student's contribution to it, which is a result of scientific research and independent creative activity in the field of science or technology or independent theoretical and creative activity in the field of art. The Ph.D. study became a standard type

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of higher education. In the PhD study, the graduates of Bachelor, Engineer and Doctor's studies may continue after meeting the admission requirements. In the full-time form the study takes three to four years, in the part-time form it takes five years.

The number of students as well as number of foreign students is steadily increasing (see Tables 2.14 and 2.15).

Table 2.14: Tertiary students (ISCED 5–6) by field of education and sex (in thousands)

GEO/TIME	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Slovakia	135.9	143.9	152.2	158.1	164.7	181.4	197.9	217.9	229.5	235.0

Source: [16]

Table 2.15: Number of foreign students (ISCED 5–6)

SEX	Total	Total	Males	Males	Females	Females
GEO/TIME	2008	2009	2008	2009	2008	2009
Slovakia	5,395	6,563	3,039	3,667	2,356	2,896

Source: [14]

A very high portion of people study at secondary schools and continue their studies at universities. The share of people with a university education is increasing. This positive development trend is underlined by the fact that Slovakia has achieved the highest share of people with a secondary or higher education among all EU countries and one of the higher shares of university educated people (see Table 2.16). Slovakia has a literacy rate of 99.6%.

Table 2.16: Educational structure of the Slovak Republic citizens

Education	Percentage
No education (including youngsters under 16 years of age)	16.0%
Elementary school	15.0%
Secondary school	26.4%
Secondary vocational school	26.1%
University education	13.8%
Not known	2.7%

Source: [30]

Religion

The research realized in 2005 identified some principal tendencies linked with religion in EU. The first being that there is seemingly a move away from religion in its traditional form – “I believe there is a God” – which seems to affect the Protestant countries, such as the Netherlands, Denmark and Sweden, as well as

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countries with a strong secular tradition such as France and Belgium. At the same time there is an affirmation of traditional religious beliefs in countries where the Church or Religious Institutions have been historically strong, notably, Greece, Cyprus, Portugal and Ireland. In certain Eastern European countries, in spite of 40 or 50 years of communism, a strong attachment to religion emerges in Catholic countries such as Poland, Croatia and Slovakia. The third tendency is the development of a new kind of religion characterised by the belief that “there is some sort of spirit or life force”. This new religion or spirituality is more marked in certain Protestant countries, such as Sweden or Denmark as well as in the Czech Republic and Estonia [6].

Out of about 5.4 million inhabitants of Slovakia, more than two thirds declared their affiliation to the Roman-Catholic Church. 13% are churchless, but this number is much smaller than the 59% in the neighbouring Czech Republic.

Table 2.17: Religion structure in the Slovak Republic (in %)

Religion	Percentage
Roman-Catholic Church	68.9
Evangelic Church of Augsburg Affiliation	6.9
Greek-Catholic Church	4.1
Reformed Christian Church	2.0
Orthodox Church	0.9
Other (Jewish, Islam etc.)	1.1
Unknown	3.0
Without religious affiliation	13.0

Source: [20]

2.3 The main elements of diversity in Hungary

Introduction

The following compilation is one of the components of a complex research conducted in the countries of the Visegrád Four (Poland, The Check Republic, the Slovak Republic and Hungary). Its aim is to show and analyze the Hungarian indices of some factors related to diversity management. We are going to deal with the available data in the following grouping previously agreed on by the specialists of the four countries: gender differences, life expectancy at birth, ethnicity, differences in education, physical and psychical abilities and religion. The examined period covers the past 10 years. Organizing the data into subsections makes it possible to overview the issues on a national scale and to compare the data with those of the other three Visegrád countries taking part in the research.

Hungary – the basic information

- Population: 9,986,000 [3]
- Population: Women/100 Men: 105 [7]
- Average age: 39.8 [28]
- Area: 93,030 km² [3]
- GDP per capita: 9,712 €/cap. [4]
- Average wage: 670 € per month (Eurostat, 2010) [6]
- Unemployment rate: 11.2% [20]

Table 2.18: Characteristic indicators of Hungary

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Popula-tion	10,200,000	10,175,000	10,142,000	10,117,000	10,098,000	10,077,000	10,066,000	10,045,000	10,031,000	10,014,000
Women / 100 men	110.3	110.4	110.5	110.6	110.7	110.6	110.6	110.6	110.6	110.5
Average age	no data	no data	no data	no data	no data	no data	no data	no data	no data	39.8
Area (km ²)	93.03	93.03	93.03	93.03	93.03	93.03	93.03	93.03	93.03	93.03
GDP per capita (€)	5,775.9	6,935.9	7,296.9	8,123.9	8,800.1	8,895.5	9,889.4	10,525.2	9,111.6	9,711.9
Average wage (€)	345	408	457	485	528	571	617	663	666	670
Unem-employment rate (%)	5.7	5.8	5.9	6.1	7.2	7.5	7.4	7.8	10.0	11.2

Source: [28, 23, 25]

The main elements of diversity

Gender differences

The number of employees within the employed was continuously growing. The number of self-employed women amounted to half of the self-employed men approximately and this rate didn't change for a long time. It has decreased recently and only about one third of the self-employed are women nowadays.

Employer or employee?

This relatively low rate of self-employed women has various complex reasons, both internal and external ones, such as education, socialization and inner attitudes based on traditional gender roles. The majority of self-employed women work in typical female – dominated fields like commerce, services, education and health care. According to a research conducted by the Small Enterprise Foundation (SEED) there is a significant difference between the legal forms of female-run and male-run enterprises. There is a higher rate of individual enterprises and small joint ventures among female-run enterprises. The majority of women still consider the employee status the most secure.

In the period of 2001–2010 male employment increased in finance, tourism and catering, in the branches of economy and public administration. As regards to women, the same tendency can be observed in trade, catering, finance, economy, education, health care and public administration.

Wage differences

Wage gaps differ considerably from country to country. On average, a woman has to work 54 days longer than a man for the same wages. According to Eurostat data the average gender wage gap is 18% in the EU. This means that men doing the same job earn 18% more than women. In Hungary, the gender wage gap is 17.5%, which is close to the average (data of 2010). According to the survey conducted by Workmania, a website for jobseekers, this index has gone up to 25% (issued in 2011). The Hungarian web page fizetesek.hu operated by Workmania conducted a wage-survey. According to their survey, the average gross earnings of men are 256,000 HUF while those of women are 192,000 only. The earnings of more than 80,000 employees were included in the survey. The wage gap is the highest within the active 30-50 age-group [14].

The aim of the programme “Strategy for equality between women and men 2010–2015”, which Hungary is taking part in, is to eliminate gender wage differences as well as to create equal economic and work conditions for women and men on the basis of “equal wages for equal work”. This strategy intends to harmonize the wage strategy (the relevant law and measures) of the EU member states. Because of the present wage differences, women might be in a worse financial situation than men. In addition to that, they might have worse prospects for retirement.

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The gender wage gap increases with qualification (education), with the number of years spent at work as well as with age.

The average time for job-seeking was over one year in Hungary in the examined period of time (Table 2.19). It was extremely long in 2003 and 2009 when it reached 17.5 months.

Table 2.19: The duration of job search (month)

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Duration of job search (months)	16.5	15.7	17.0	16.6	16.5	16.6	16.8	16.3	17.5	16.9

Source: [7]

Age differences

Median age has gone up considerably in Hungary in the past 100 years and a further increase is expected. The median age for men was 37.6 years and for women 39 years in 1990. By the year 2010, it went up to 39.8 for men and to 43.8 years for women.

Women outnumber men and this difference has been increasing in the past two decades. Another important characteristic is that the percentage of young people within the population is getting lower while that of elderly people is getting higher. All this is related to the changes in birth rates as well as to the growing lifespan.

Life expectancy

The recent growth of life expectancy at birth due to the improved living conditions, the higher emphasis on health-awareness, better medical care and the development of medical science. Health awareness has led to the improvement of eating habits, the conscious efforts to keep up health and vitality – sports, healthy nutrition, giving up harmful addictions, etc. – and all these have significantly changed life expectancy at birth. That's the reason why both women and men live longer.

Male life expectancy is still lower than female life expectancy. From 2001 on, the difference between male and female life expectancies remained almost the same, i.e. 7–8 years, and unfortunately, it didn't change until 2010 even with the rise of median age.

As compared to the median age of the EU, male life expectancy at birth is 5.5 years, female life expectancy is 4 years shorter in Hungary.

Table 2.20: Life expectancy at birth by gender

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Life expectancy by women	76.7	76.7	76.7	77.2	77.2	77.8	77.8	78.3	78.4	78.6
Life expectancy by men	68.8	68.3	68.4	68.7	68.7	69.2	69.4	70.0	70.3	70.7

Source: [7]

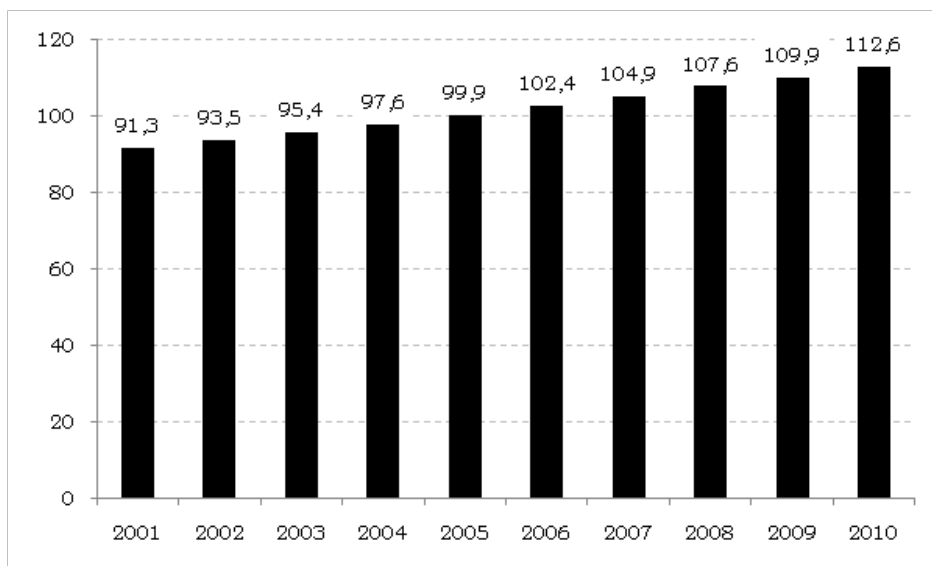
Diversity in Visegrad countries – Hungary

The best paid age group is the one over 55 while the worst paid one is that of young people starting their career. The monthly average gross income of the latter group is 231,200 HUF. The average of age-group 25–34 is slightly lower than that. It amounts to 230,200 HUF. Those belonging to the 35–44 age-group have gross monthly earnings of 215,600HUF. The members of age-group 45–54 earn 208,200 HUF gross. In each age-group men earn more than women. The smallest difference between male and female earnings is within the group of recent graduates (Workania job site, Mercer wage survey).

The ageing index

The ageing index reflects the rate of the elderly population (65–X years) related to the rate of the child population (0–14 years). Figure 3 shows that the size of the elderly population is growing while the number of those under 14 is declining in Hungary. This problem is originated in the fact that not only men but also women have to take up jobs and they must choose between having children, or building their career. Their choice is reflected in the figures: the population is aging and there is no rising generation. The indicator numbers of Figure 1 show the expected changes in demography, which are not positive at all. As it is seen from the diagram, the aging index number shows a growing tendency. Until 2005, it was under 100%, which means that there were more young people than pensioners in the country. From 2006 on, the index rose above 100%, reflecting the declining number of the 15–18 age group and the rising number of elderly citizens of over 60–65 years. In the period of 2001–2010, the aging index went up by 21.3% points. This index, among others, shows the aging of our society.

Figure 2.1: The ageing index



Source: Own processing based on [9]

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Table 2.21: Employment rate of older workers, by sex

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Women	14.9	17.6	21.8	25.0	26.7	27.1	26.2	25.7	27.0	30.1
Men	34.1	35.5	37.8	38.4	40.6	41.4	41.7	38.5	39.9	39.6
Total	23.5	25.6	28.9	31.1	33.0	33.6	33.1	31.4	32.8	34.4

Source: [5]

Ethnicity

Foreigners in Hungary

As compared to the other EU member states, the intensity of inward and outward migration for work purposes is very low in Hungary.

Table 4 shows that the number of foreigners settling in Hungary is slightly growing year by year. Most of them come from Europe, mainly from the regions of the neighbouring countries inhabited by ethnic Hungarians such as Romania. Our country is getting more and more popular among Asian, American and African people. Foreign workers fill the temporary or permanent labour shortages in economy: e.g. they replace skilled workers in the textile industry or members of the nursing staff in health care. We have exact data only of foreigners who have work permits.

Table 2.22: The number of foreigners living in Hungary in 2001–2010 (persons)

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
110,028	116,429	115,888	130,109	14,2153	154,430	166,030	174,697	184,358	197,819

Source: [29]

Possible reasons for immigration

- Many of the immigrants come to the country to study and later they stay here
- They come with the hope for better living (especially from poorer, less developed countries)
- They are connected to the country through a spouse or partner
- They are attracted by the beauty, and culture of the country and by its calm atmosphere
- Investors, entrepreneurs come here to make use of the business opportunities

Employment conditions for foreigners

In the past three years, most foreigners have found work in agriculture, wildlife and forest management and in the building industry in different orders of

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importance. This is due to the fact that most employees come e.g. from Romania and with their educational background and experience they have found jobs in these sectors of economy only. Asians coming to Hungary usually find work in trade or production. There are more and more Chinese restaurants, factories and clothes shops opening in our country.

Participation of foreigners in education

The number of foreigners residing in Hungary and participating in Hungarian education is decreasing year by year. The possible reason for this is that most foreigners come to Hungary to work and there are fewer and fewer children arriving with them. The majority of children attending institutions of public education in Hungary belong to the primary or secondary school age groups [13].

From Table 6 we can see that while the total number of students in higher education increased by 5,000 people in Hungary in 2001–2010, the number of foreign students went up by nearly 7,000, so their percentage also increased. Following the academic year 2005–2006, the total number of students participating in higher education decreased gradually, however, the number of foreign students continued growing, so their percentage grew even higher.

Table 2.23: The number of full-time students and full-time foreign students in higher education, 2001–2010

Academic year	Number of students		Full-time foreign students
	Total	Full-time students	
2001/2002	313,238	184,071	8,088
2002/2003	341,187	193,155	8,850
2003/2004	366,947	204,910	9,302
2004/2005	378,466	212,292	10,072
2005/2006	380,632	217,245	10,757
2007/2008	359,391	227,118	11,435
2008/2009	340,851	224,894	12,934
2009/2010	328,075	222,564	14,290

Source: [24], [13], [22]

Ethnic minorities

According to the data of the Population Census conducted in Hungary in 2001, 442,739 people declared themselves as belonging to one of the officially recognized nationalities. However, the real number of nationalities (national and ethnic minorities) is estimated to be much higher: it amounts to approximately 8–10% of the 10 million-population of the country. Most of them are Romani whose mother tongue is Hungarian.

There are 13 legally recognized nationalities in Hungary. Among them, there are 12 national minorities and one ethnic minority, the Romani people. The

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censuses and minority rights institutions measure the data and social mobility only of these minorities. Only these ethnic minorities are entitled to establish minority self-governments because they can certify that they have been living in the country for at least one hundred years (historic minorities).

Table 2.24: The number of nationalities, 2001 (people)

Ethnic group	Number	%
Hungarians	9,416,045	97.5%
Roma	189,984	2.0%
Germans	62,105	0.6%
Slovaks	17,693	0.2%
Croats	15,597	0.2%
Romanians	7,995	0.1%
Serbs	3,816	0.0%
Slovenes	3,025	0.0%
Others	45,396	0.5%
Total	10,198,315	

Source: [39]

Besides the legally recognized nationalities, there are some new important national minorities living in Hungary but they have not met the requirements necessary to be recognized as nationalities, yet. Such minorities are the Russians, the Arabic people, the Chinese, the Kurds and some African communities living in Hungary.

There are 5,070 Ukrainians, the 2,962 Polish, the 2,509 Greeks, the 1,358 Bulgarians, the 1,098 Rusyns and the 620 Armenians [38].

In the past 20 years, since the system change of 1990, the Romani population of Hungary has been excluded from the labour market at an unprecedented rate and pace. It has been losing its low-level bases for living established during the 40 years of socialism which was at least not threatened by unemployment then. At present, unemployment within the Romani population is 4–5 times higher than the national average.

Concerning the labour market position of the Roma population, it's an unfortunate coincidence that the rate of unemployment is the highest in those regions of the country (Northern Hungary 23%, South-West Hungary 19%) where the percentage of the Romani population is the highest. Their disadvantage in the labour market is further increased by the fact that the highest number of them live in those parts of the country where the GDP/ capita is the lowest.

The disadvantageous position of Romani people in the labour market is further worsened by the fact that the highest percentage of them live in those regions of the country where the unemployment rate is higher than the national average and the GDP/capita is lower. The employment of the Romani

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population shows the signs of instability. They are as follows: the level of entering and leaving the labour market is almost the same, which shows a low rate of exchange; the employment periods are very short; the most widespread form of employment is casual employment (wage labour in agriculture and in the building industry) where the employer disposes over the employees' labour capacity and their working hours [16].

The system of benefits and allowances is decentralized on the level of local self governments. This leads to inequalities between cities, towns and villages, which causes the labour market to break into pieces, makes the supported people defenseless and gives way to local arbitrariness. No special attention is paid either to the Romani people or to others living in deep poverty.

In the Population Census of 1990, 142,683 citizens declared themselves Romani. According to the data of the Census of 2001, 190,046 people declared to be of Romani nationality, 129,259 people answered that they followed the Romani traditions and 48,685 people declared to have a native-like command of the Romani language. 53 323 people declared to use Romani language within the family and in the circle of friends.

This means that during the eleven years past between the two censuses, the number of the Romani population grew by 33.2%, meanwhile, the total population of Hungary decreased. In the light of this information, it is evident that more and more attention must be paid to the issue of the Romani people [17].

The problem is further aggravated by the fact that the rate of employed and self-employed active people is much higher within the non-Romani population than within the Romani one. This value is almost double for the employed and three times higher for the self-employed, which can be seen in Table 2.25.

Table 2.25: The distribution of the total population and the Romani population by economic activity in 2001 (%)

Economic activity	Total population	Romani population
Employee	43.6	24.4
Self-employed	6.6	2.4
Old age or widow's pensioner	21.6	6.8
Receiving child-care leave	4.0	13.3
Unemployed	5.4	21.7
Pupil, student	5.8	1.4
Fulfilling the military service obligation	0.2	-
Housewife	1.7	6.0
Other inactive	2.5	9.9
Total	100.0	100.0

Source: [18]

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It also becomes clear from the table that while 21.6% of the non-Romani populations are old age or widow's pensioners, only 6.8% of the Romani population belongs to this group. This may be due to early death on one hand and to the fact that with the high rate of unemployment among them, it's difficult for the Romani people to accumulate the minimum years of service required for retirement on the other hand.

As far as disability support pensioners are concerned, the situation is quite different. The rate of Romani population is much higher in this group than that of the non-Romani population, which is due to their poor health.

The rate of people receiving different kinds of child-care leave benefits is by 10% higher within the Romani population than within the non-Romani one. The reason for this might be that Romani families usually have more children.

There is essential difference in terms of social composition between the Romani and the non-Romani population.

The percentage of managers, professionals and officials is insignificant in the Romani population: only 1% of the Romani people aged 15–74 belong to these groups as opposed to the 16% of people of non-Romani nationality. Similarly, there are big differences regarding the number of people in skilled occupations in the field of service, commerce and in offices: 4% of the Romani women belong to these groups as opposed to the 28% of the non-Romani ones. The number of small employers and entrepreneurs is also lower within the Romani population, however, the differences from other nationalities are not as big as in the case of white-collar jobs.

As regards the rate of skilled industrial workers, the Romani people are also in disadvantageous position. However, their rate is higher among the semi-skilled and unskilled workers. 27% of Romani men aged 15–74 belong to this group as opposed to the 6% of non-Romani men. The rate of Romani people dropping out of the labour market is similarly high: more than a quarter of them are either permanently unemployed or have left school but haven't taken any (official) jobs yet. There is a high percentage of inactive, dependant Romani women (21.5%) who have never been attached the labour market.

Regarding the rate of the labour-market dropouts (the permanently unemployed, and the school-leavers who haven't started to work, yet), it is important to note that the rate of those with labour market disadvantage is very high among the Romani youth. 40% of the 20–24-year-old men have left school but haven't been able to remain in the labour market, yet. 14% of the same group of men had been unemployed for at least 12 months when the Population Census was conducted [18].

The rate of the labour market dropouts within the Romani population is much higher than the average of the given age group in each age group of them except for that of the oldest population.

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Differences by gender are characteristic for the Romani population: the proportion of the permanently unemployed is higher among women under the age of 30 and among men over 30.

Possible solutions:

- Meaningful projects ensuring social integration
- Well-prepared non-profit organizations – programmes promoting the economic self-organisation of the Romani people
- Comprehensive regional rehabilitation programmes involving economy, education, health care and social institutions [21]

Mental and physical abilities

According to the definition of the WHO, disability is “any restriction or lack (resulting from an impairment) of ability to perform an activity in the manner or within the range considered normal for a human being” [19].

Disability groups [11]:

- Deaf or seriously hard of hearing
- With serious intellectual disability
- With mental and behavioural disorders
- Mentally retarded
- Visually impaired
- With serious physical disability
- With orthopaedic impairment
- With visible developmental disorder
- With pervasive developmental disorder

Protection of disabled people

Half a million jobs were lost following the system change in Hungary. As a result, disabled people dropped out of the labour market. In the early 90s, different kinds of social security provisions (early retirement pension, pre-retirement pension, disability pension) were considered as an alternative to unemployment in Hungarian society and they made it possible for these people to leave the labour market. It was especially the number of disabled pensioners which grew dramatically. Disability care shifted towards passive care. Respective governments were trying to ensure equal opportunities in this way [15].

There are several acts concerning the protection of people with disabilities. Such as

- Act IV of 1991 on Job Assistance and Unemployment Benefits
- Act XXII of 1992 on the Labour Code

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- Act XCIII of 1993 on Labour Safety
- Act LXXVI of 1993 on Vocational Training
- Act XXVI of 1998 on the Rights of Disabled Persons and Creating Equal Opportunities
- Act CI of 2001 on Adult Education
- Act CXXXIX of 2005 on Higher Education
- Act XCII of 2007 on Adopting the Convention on the Rights of Persons with Disabilities and its Optional Protocol

Act LXXXIV of 2007 provided for the introduction of a new form of care, the rehabilitation benefit. From 2008 on, several statutes have concerned the reform of caring systems for people with changed working capacity. It is important to ensure the opportunity for social re-integration – especially for employment – for people with damaged health, with disabilities and with changed working capacity. [10]

Supported employment

Supported employment is a kind of employment rehabilitation, which is common in Hungary. This state-supported form is the most secure way of assisting the disabled in returning to the open labour market, to normal employment following the job coaching and adaptation period.

There are several varieties of supported employment in the world. In Hungary, the most wide-spread ones are social employment and supported employment within the company.

Hungary adopted open employment from developed countries. The majority of rehabilitated people work in this form of employment under normal competitive labour-market conditions, receiving appropriate assistance and suitably financed high quality training supported by various rehabilitation programmes and institutions [17].

The advantages of open employment are as follows:

- The fulfillment or chance of integration and return to society
- The opportunity to achieve labour market earnings
- Chances of promotion
- The opportunity of further training and development of expertise
- The disadvantages of open employment
- Job security depends on market conditions
- A higher quality of work and performance are required
- Prejudices and discrimination from other coworkers and supervisors
- 'Unprepared' receiving work environment

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The obligatory rate of employment for the disabled

In order to facilitate employment rehabilitation of people with changed working capacity, Article 41/A of Act IV of 1991 on the Promotion of Employment and Provision for the Unemployed provides that employers- in each sector of national economy- are obliged to pay rehabilitation contributions if their average statistical workforce is over 20 and if the average statistical number of their employees with changed working capacity is under 5% of the total workforce (quota).

For further ‘stimulation’, Article 129 of Act LXXVII of 2009 provided for a 5.5-fold increase in rehabilitation contributions. This means that instead of the earlier 177,600 HUF/ person/year (2009) this sum went up to 964,500 HUF/person/year from 1st January 2010.

This issue may concern 17,015 out of the 1,558,718 economic organizations. The number of employers with disability employment obligations including non-profit and budgetary ones is 18,619. The number of employment obligations is over 100,000 people.

The creation of new work forms (atypical workplaces, teleworking) provides a lot of job opportunities to these people.

The policy of dealing with changed working capacity is aimed at a new type of economically useful participation in the labour market and social integration rather than at decreasing expenditure [20].

The number of disabled people

According to OECD data of 2010, the percentage of people receiving disability pensions within the working population (20–65 year-old people) is twice as much in Hungary (12%) as the average of the OECD member countries (5.8%).

The number and percentage of people with disabilities within the total population of Hungary decreased by the year 2010 as compared to the figures of 2000 (see Table 2.26). However, there hasn’t been any considerable change concerning their economic activity in the past 10 years: 76.7% of them are inactive earners (students or pensioners), 12.3% are dependents, 9% are in employment and 2% of them are out of work [37].

Table 2.26: The number and percentage of disabled persons within the total population in 2000 and 2010 (persons, %)

Year	Number of Population	Disabled persons	
		Number	Percentage
2000	10 198 315	577 006	5.66
2010	10 014 624	555 110	5.54

Source: [36]

The number of disabled people receiving different kinds of care amounts to 555,000. As compared to the total population of 10 million people, this number seems to be quite high.

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Most of them (339,628) are before-age pensioners, 159,576 people receive social benefits allocated to people with damaged health, 32 244 people receive disability pensions and 23,662 people are granted rehabilitation pensions.

Sexual orientation

We have no statistical data concerning sexual orientation in Hungary. Or if there are, they cannot be published because of the protection of personal rights. This issue is not so taboo today in Hungary, people in Hungary don't perceive the discrimination based on sex so much.

Education

One of the main reasons for the processes going on in the labour market following the system change is the revaluation of education and knowledge gained at work.

The labour market demand has shifted towards more educated jobs. This resulted in an improved educational yield which brought about a higher demand for education in turn. The educational expansion that followed meant that the number of students attending secondary schools giving certificates of secondary education and institutions of higher education increased dramatically. Forecasts say that due to the expansion in education, only 2% of the economically active population won't have completed their primary school studies by the year 2021, 18% of them will have finished primary school, 24% of them will have completed their vocational school studies and become skilled workers, 36% will have had the certificate of secondary education and 20% of them will have graduated from higher education. The latter percentage considerably falls behind the rate expected by the EU. Besides, the rate of skilled workers won't meet the labour demand of the economy.

The rate of university graduates

There has been considerable expansion in education in Hungary in the past ten years. This basically concerned higher education. The percentage of those with higher education qualifications has grown both among the employed and the unemployed group of population.

Number of students

From the mid-90s on, there was a dramatic expansion in education. One of its reasons was the social need generated by the increase in the number of secondary school-leavers with certificates of secondary education. As compared to 1990, the number of students admitted to full time higher education tripled by the year 2000. This rate has further increased in the past decades. In 1990, the number of students admitted to full time higher education was one third of those having completed their secondary education in the same year and this rate increased to three-thirds in 2000 and 2010.

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There has been some change in the composition of students participating in higher education. The number and the rate of students participating in university training have decreased in the past ten years while the number and especially the rate of students participating in college-level training has increased.

Differences in the number of male and female students in higher education

The rate of women applying for higher education has been higher than that of men in the past years. However, gender differences vary from region to region. It is important to note that the male/female ratio among the recently admitted students is much more balanced.

In the higher education applications of 2009, 43% of the applicants were male and 57% were female taking all types of courses, levels of training (undergraduate and post graduate) and all forms of student finance into account. This rate is slightly different when we consider the male/female ratio among those actually admitted to university: 44% of them were male and 56% were female. The highest gender differences among the applicants were in the regions of Northern Hungary and The Northern Great Plain. The smallest difference could be observed in the regions of Central Hungary, Central Transdanubia and Western Transdanubia.

The male/female ratio of students applying and admitted to full time, state-financed undergraduate degree courses is more balanced. The difference was higher than the average in the Northern Great Plain and The Northern Hungary regions.

The differences in male-female ratio were much higher among the applicants than among the students admitted to university. In the Southern Great Plain Region, for example, the following ratios could be observed: while the male/female ratio of students applying to full time, state-financed undergraduate degree courses was 46.3/53.7%, the same ratio among admitted students changed to 49.1/50.9% [12].

Differences in earnings depending on education

In the age group 25–44, the highest salaries are earned by people who have completed post-gradual degree courses. However, this tendency is not characteristic for those over 45.

Religion

In the Population Census of 2001, seven religions were marked by the population (Table 2.27). Answering this question was not obligatory. Most of the population declared themselves as Roman Catholic. They are followed by Lutherans and those who are not affiliated with any religion. 10.10% of the population did not declare their religious beliefs. There are no current data available at the moment. The latest Population Census was conducted

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in Hungary in 2011. Its most current data will be published at the beginning of 2012.

Table 2.27: The distribution of the Hungarian population by religion, 2001 (%)

Responses to the question of religious belief in the Census	The percentage of responses
Roman Catholic	51.90
Lutheran	15.90
Calvinist	3.00
Greek Catholic	2.60
Baptist	0.18
Orthodox	0.16
Jewish	0.13
Undenominational	14.50
Others unknown	0.94
No answer	10.10

Source:[38]

2.4 The main elements of diversity in Poland

Introduction

This report describes the socio-economic life diversity in Poland in terms of basic elements like gender, age, ethnicity, religion and education. All of these factors are important measures of Polish country development and partly of labor market. Knowledge of the data allows the continuous evaluation inside the state and international comparisons. The knowledge could be very useful for managers, employers, decision makers and market operators. Politicians can use this knowledge within Visegrad Group for mutual comparisons of diversity of social and economic differences between partner countries and take relevant discussion and decisions.

Poland – the basic information

- Population: 38,200,037 [3]
- Woman/100 Men: 107.1/100 [8]
- Average age: 37.7 [8]
- Area: 322,500 km² (312,600 km² of land; 1,200 km² of inland waters and 8,700 km² of territorial waters) [8]
- Real GDP per capita: 8,100 €/cap [4]
- Average wage: 3,224.13 PLN in 2010 ~ 807.14 € – there is no source providing the average wage in each year in Euro. This number is based on own calculation using average rate of Euro presented by Polish National Bank
- Unemployment rate: 9.7% in 2011 [1]

Table 2.28: Characteristic indicators of Poland

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Population	38,253,955	38,242,197	38,218,531	38,190,608	38,173,835	38,157,055	38,125,479	38,115,641	38,135,876	38,167,329
Women/ 100 Men	106.4	106.5	106.6	106.7	106.8	106.9	107.0	107.1	107.1	107.1
GDP per capita (PPS,%)*	5.600	5.600	5.900	6.200	6.400	6.800	7.300	7.600	7.800	8.100
Average wage (Euro):					590.97			736.56	776.50	807.14
Unemployment rate in %	18.3	20.0	19.7	19.0	17.8	13.9	9.6	7.1	8.2	9.6

* Index of GDP per capita in Purchasing Power Standards (PPS) is expressed in relation to the European Union (EU-27) average set to equal 100

The main elements of diversity

Gender differences

In past 10 years the gender differences structure changed in many economic sections. New branches of economy require new professions, knowledge, skills, competence and talents.

It produces a new demand for manpower with new qualifications.

A “new-born” tendency in economy is self-employment and mini –firms (so called family businesses) development as well.

Poland is trying to implement a parity policy as well in public administration as in economy sector. It results in growth of women employment rate, women overtake more often the managerial positions not only in economic in general but also in social life (elected and non-elected bodies, administration).

All of legal regulations are customized to the current stage and regional parity policy in many economic and social domains. During last few years several debates – public and governmental, have taken place and many relevant decisions on above problems were taken. But still, in many sectors dominates groups of women or man. The reasons are very clear and results from the nature of each profession or branch – example: mining industry versus healthcare branch.

Very important issue is a varied amount of wages between women and men. It is noticeable that women taking similar positions as men do earn less. This fact is highly discussed on governmental level too.

The data from the year 2010 show that among 10,502 thousand employed in total, 5,005 thousand are women. The parity between women and man employment is maintained.

Age differences

Average age of population in Poland dated in 2010 was 37.7 years and since last 10 years it has been constantly growing. It results in population ageing and this facts forces the government to seek for new solutions in several fields of life strongly dependent on demographics. Current discussion, which activated almost all public actors is a decision to extend the retirement age up to 67 years both for women and man.

Another problem lately registered is quite high unemployment on the level of 13.5% (data from February 2012), which is higher by 0.2% than in year 2011. The main reason, which underlines this phenomenon is fast transformation of polish economy from non-effective to more effective and competitive modern economy with new work places. Another reason lies in unadjusted education programs. More often students and pupils gain inappropriate education with no relation to current market demand. Still, learning from books displace

Diversity in Visegrad countries – Poland

other teaching methods including the most important one – practice. Lack of legal regulations in this matter leads to bigger problems like high manpower emigration including blue and white collar workers, high unemployment etc. What is more, similar problems appear in group of people aged 55+. This group presents even higher unemployment in comparison to group aged 30-50. Only 37% of people above 55 years old are active on labour market (for instance in Sweden it is over 85%). Still, the effective method of older people activation are missing. While those mentioned above methods for young and older worker markets are seen as an expensive ones, the more often immigrants from Ukraine and other East European countries are employed in Poland as a group of cheap manpower. Over the years the immigration increased from 9 to 17 thousands of people in 2010.

Polish average age is constantly growing at the relatively low growth of average exit age. In 2007 women retired 2.5 year before the official retirement age (60) and men 3 and 6 months before the official retirement age (65) in average.

Table 2.29: The average exit age in Poland in %

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Women	55.5	55.8	56.4	55.8	57.4	x	57.5	x	x	x
Men	57.8	58.1	59.8	60.0	62.0	x	61.4	x	x	x
total	56.6	56.9	57.9	57.7	59.5	x	59.3	x	x	x

X – data not available

Source: [3]

Concluding, it seems that the employment policy does not respect the fundamental rights and benchmarking methods from other countries in terms of good experiences in employment sector of economy.

From one side many people lose their jobs being in production age and from the other side the deficit of manpower in economy appears. It is a mismanagement of potential human capital. Employment rate of older workers (aged 56–64) shows tendency of constant growth nevertheless this growth is insufficient if comparing with other EU countries.

First of all, the percentage of employed women is very low with small tendency to grow. They retire much earlier than men at age of 60. In addition the whole group (men and women) shows big unemployment in general.

Table 2.30: Employment rate of older workers (56–64) by sex in %

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Women	20.4	18.9	19.8	19.4	19.7	19.0	19.4	20.7	21.9	24.2
Men	35.6	34.5	35.2	34.1	35.9	38.4	41.4	44.1	44.3	45.3
Total	27.4	26.1	26.9	26.2	27.2	28.1	29.7	31.6	32.3	34.0

Source: [3]

Ethnicity

The results of the World War II, border changes and the communist policies have triggered quite radical changes in ethnic structure. Multinational country of the interwar period, transformed itself into one of the most ethnically homogeneous countries in Europe. In Poland, as in most democratic countries, the nationality of citizens is not included in any administrative registers and records population.

Therefore, the most effective method of data acquisition is the national census carried out every 10 years, or the Statistical Yearbook of Central Statistical Office “Nationalistic and ethnic associations in Poland”.

Foreigners in the country

According to Eurostat 2009 report there were 45,500 foreigners living in Poland, what accounted for 0.1% of the country population, which is the lowest figure in EU. Even if we include the illegal migrants, the percentage will not exceed 1% of Polish society. There were numbers of studies, and surveys conducted in order to answer the arising doubts on rather low presence of foreigners.

Poland, unlike the western European countries only begins the transformation from traditionally migratory country into a receiving migrants area. Foreigners predominantly indicate and complain about the long-lasting

and complicated procedures of the obtainment of work or residence permissions, negative attitude from the employers and the co-workers, formal-legal regulations, short validity period of the work permissions and rather high charges associated with it, the necessity of the provision of numerous documents that have to be translated into polish by certified translator as well as the language barrier.

Table 2.31: The number of foreigners living in Poland in 2001-2010 (Eurostat data)

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
41,000	41,375	41,650	41,950	42,763	49,499	54,883	57,842	48,167	45,464

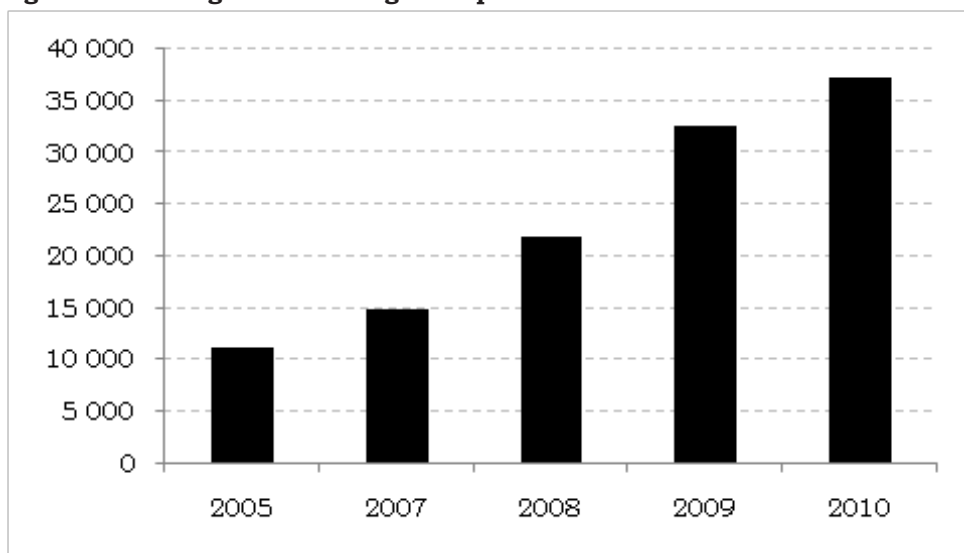
Source: [5]

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Employment conditions for foreigners

In the recent years favorable economic conditions and increasing demand for cheap labour have created opportunities for foreign workforce as well. The largest groups of foreign workers are represented by workers from Ukraine, Belarus, Germany, Russia and also Vietnam. Foreigners are usually employed in agriculture, construction and production sectors. Due to increasing percentage of foreign investments foreign worker are also employed in managerial positions in large corporate firms. The graph below shows the steady increase in foreigners' employment structure.

Figure 2.2: Foreigners receiving work permits in Poland



Source: [11]

Participation of foreigners in education

There are more and more foreigners studying in Poland. In the academic year 2010/2011 the most popular schools among them were Universities (6.4 thousand) and Medical Universities (5.1 thousand). Higher schools of economics were chosen by 3.4 thousand student, higher schools of technology accounted for 2 thousand, and other higher schools for 3.2 thousand students. In the academic year 2009/2010 the largest group of graduates of foreign nationals were registered in the economic and administrative fields - 765 people (27.0%), followed by medical degrees - 563 persons (19.9%), social - 458 people (16.2%) and humanities - 335 people (11.8%).

The below tables present the rising tendency in the number of foreign students deciding to study in Poland. Despite rather low, and in recent years even decreasing total of foreigners living in Poland, the number of student is rapidly soaring. This is a good sign of the condition of polish education and accessibility for overseas students.

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Table 2.32: Foreigners studying in Poland

Academic year	Students	Graduates
2000/2001	6,563	425
2001/2002	7,380	1,002
2002/2003	7,608	1,307
2003/2004	8,106	1,178
2004/2005	8,829	1,326
2005/2006	10,092	1,306
2006/2007	11,752	1,489
2007/2008	13,695	1,774
2008/2009	15,862	2,210
2009/2010	17,000	-
2010/2011	21,474	-

Source: [11]

Table 2.33: Foreign students by country of citizenship in the academic year 2010/2011

Ukraine	Belarus	Norway	Sweden	Spain	Lithuania	Germany	Czech	Russia	France	Turkey	Other
4,879	2,605	1,406	1,089	1,076	796	664	537	529	334	302	5,850

Source: [6]

Ethnic minorities

As it has been already mentioned in this report, Poland is strongly perceived as nearly ethnically uniform country. In the aftermath of the II World War the forced resettlement caused by the shifting borders had particularly negative effects on the Polish society. As a result of this perturbation, ethnic minorities make up only a small figure of the total population. The data on ethnic minorities are often very discordant. In the last census conducted in 2002 around 253,300 respondents declared themselves as belonging to national and ethnic minority. The largest minority groups in Poland are Germans 147,094, Belarusians 47,640 and Ukrainians 27,172.

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Table 2.34: National and ethnic minorities in Poland according to Census data from 2002

Minority	Total number	The total participation of citizens in%	Polish citizenship holders	Participation of minority members with Polish citizenship in%
Population	38,230,080	100	37,529,751	---
Total number of minorities	268,845	0.7	253,273	100
1. German	152,897	0.40	147,094	58.08
2. Belarus	48,737	0.13	47,640	18.81
3. Ukrainian	30,957	0.08	27,172	10.73
4. Roma	12,855	0.03	12,731	5.03
5. Russian	6,103	0.02	3,244	1.28
6. Lemko	5,863	0.02	5,850	2.31
7. Lithuanian	5,846	0.02	5,639	2.23
8. Slovak	2,001	0.01	1,710	0.68
9. Jewish	1,133	0.0	1,055	0.42
10. Armenian	1,082	0.0	262	0.10
11. Czech	831	0.0	386	0.15
13. Tartar	495	0.0	447	0.18
14. Karaite	45	0.0	43	0.02

Source: [7]

Below, there are three of the biggest minorities in Poland described.

German minorities predominantly occupy the following regions: Opole – 104,399; Silesia – 30,531; Lower Silesia – 1,792; Warmia and Masuria – 4,311; Pomerania – 2,016, West Pomerania – 1,014; Greater Poland – 820; Kujawy-Pomerania – 636; Lubuskie – 513; Masovian – 351; Lodz – 263.

In some communes of Opole, Germany makes up the majority population and, therefore, play a significant role in the local government. In the Opole voivodeship the German minority was ranked second in the last local elections, so that its members form a co-governing group in the provincial local government.

Among the schools for national minorities the most often taught language is German. The total number of public educational institutions (kindergartens, primary, secondary and high schools), where German language is taught as native is 325, with the participation of 37,005 pupils.

Representatives of the German minority are mostly Catholics, and only few declared Protestantism (Lutheran Church).

The members of the **Belarusian** community traditionally occupy the region of Podlasie including in the Podlaskie voivodeship – 46,041; Mazovia

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- 541; Warmia and Mazuria - 226; Lublin - 137; Pomeranian - 117; West and Pomeranian - 117. It is crucial to mention, that the representatives of the Belarusian minority are present in local authorities, having a majority in the councils of some counties and municipalities. Belarusian language as the native language, is taught in 40 educational institutions for 3,664 children and young people belonging to the Belarusian minority.

The vast majority of the representatives of the Belarusian minority belong to the Polish Autocephalous Orthodox Church.

Ukrainians - it is a minority with the larger presence in the following voivodeships: Warmia-Mazuria - 11,881; West Pomerania - 3,703; Subcarpathian - 2,984; Pomeranian - 2,831; Lower Silesia - 1,422; Podlasie - 1 366; Lubuskie - 615, Mazovia - 579; Lesser Poland - 472; Lublin - 389; Silesia - 309. As a result of the "Wisła" campaign conducted by the communist government in 1947, the larger section of the Ukrainian population living originally in south-eastern Poland has been resettled to Warmia and Masuria, West Pomerania and Silesia regions. Some of the Ukrainians managed to avoid the resettlement and were allowed to return in 1956. Therefore, the concentration of the Ukrainian minority is in Subcarpathian and Silesia regions. The Ukrainian minority has its own representatives in the local government, mainly in the Warmia and Mazuria, (representative of the Ukrainian community serves as chairman of regional parliament).

Ukrainian language as native language is taught in 136 institutions for the 2,774 students.

Ukrainians in Poland belong to two Churches: Greek Catholic and Polish Autocephalous Orthodox Church.

In 1992 the United Nations General Assembly approved the Declaration on the Rights of Persons Belonging to National, Ethnic, Religious and Linguistic Minorities. However, in 1994, the Council of Europe approved the Convention on the protection of national minorities in the countries of the EU. Important role in the protection of minority rights plays a bilateral interstate acts. Poland has entered into such agreements with: Germany and Estonia, Latvia and Lithuania, Czech Republic, Slovakia and Romania as well as Russia, Belarus Ukraine and Hungary.

In Poland the national minorities have not granted legal status. What is means is that, there is no any act established, that could regulate and scope their rights, freedom and responsibilities.

Mental and physical abilities

People with disabilities at different age receive special attention and protection from authorities in Poland. The state, government, enterprises, non-governmental organizations take care of this group. Over 500 million of people in world have different disabilities. World Health organization says it is around

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18% of total world population. In Poland this index is on level of 14.3% ~ 5,430 thousands of people. Unfortunately this number grows year by year. The main factor is life age, which causes more disabled people. Around 71.2% of disabled population over crossed age of 50. By the sex criteria 53% of women are disabled. Disability is differentiated by area of living as well. Only 15.9% of people living in towns are disabled versus 20% of people living in rural areas. Level of education is another factor – only 3.5% of total disabled people has higher education in comparison to the percentage of health people with higher education of 7.7%. Poland is implementing its policy for disabled people via three main streams:

- Respecting and executing common EU policy for disabled people, which is addressed to all of European countries (several documents, regulations, legal acts, declarations)
- On the base of point 1. by implementing own legal regulations in area of disability issues.
- By creating atmosphere and awareness on disabled people problems and necessity to help them.

Sexual orientation

The issue of sexual orientation in Poland is very problematic for governors and society as well. Huge philosophical differences appeared in this subject and from this perspective the society is grouped by those who are very strict and claim that only a relationship between man and woman is approved and the others who accept more open definition of relationships.

This is caused by:

- Ultra catholic country, where 95% of people declared they religiousness. Polish church is very orthodox in area on family issues and from this perspective is strongly against other definitions of family, which are against the Bible.
- Catholic church is financed by taxes and has its own education time within primary and secondary level of education. Children are free to choose whether they want to attend the classes of religion or classes devoted to life in family (with part of sexual education).
- Even though the education system provides classes in relation to sexual education the big lack of knowledge in society is seen. Several regulations have been implemented by legal authorities and non-profit organizations but still, despite efforts of many tolerant people, the issue of sexual orientation is taboo.

In this perspective, due to strong impact of catholic church and very conservative group of people, there is no available data in this area.

Education

One of the most important factors in contemporary economy and EU strategy of development is investment in knowledge, education and innovativeness. The strategy 2020 for Europe define very precise this fact and points the importance of activities in this field. Currently, polish system of education is in a reforming process, being able to raise the challenge of European and global economy requirements.

People and their qualifications need to be more adjusted to business expectations as innovativeness, inventiveness, efficiency, creativity, competences and the like.

From formal point of view, Polish society is quite well educated in relation to other European nations. See Table 2.35.

Table 2.35: Tertiary education participation

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Total	1775.0	1906.3	1983.4	2044.3	2118.1	2145.7	2146.9	2166.0	2150.0	1841.3
Women Participation	58.0	57.9	57.8	57.6	57.5	57.4	57.4	57.9	56.5	58.8

Source: [2]

The total number of students increased from 403 thousands in 1991 to 2,166 thousands in 2008. Over 50% of students are women. The total number if educated people on the levels 1–6 was 9,125.5 thousands students and declined to 8,007.6 thousands in 2009 with tendency to further declining. It is a result of demographic changes from 2003. In 2011 13,922 primary schools, 7,278 secondary schools, 428 special job centers, 1,768 basic vocational schools, 2,360 general secondary schools, 87 supplementary schools, 438 specialized secondary, 2,102 technical secondary, 102 supplementary technical secondary schools, 115 general art schools, 2,941 part-secondary schools, 470 tertiary (higher education) in which 132 are state owning and 338 are privet were registered.

Employment and unemployment rate by the highest level of education is following (see Table 2.36). The first stage contents pre-primary education, primary education and lower secondary education. The second stage is the upper secondary education and part secondary non-tertiary education and the third stage represents tertiary education.

Table 2.36: Employment rate by the highest level of education

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
First stage	27.4	25.0	23.9	22.7	23.0	23.3	24.9	25.5	24.6	23.6
Second stage	60.1	57.8	56.7	56.2	56.7	58.3	61.0	63.3	62.7	62.0
Third stage	83.0	82.4	81.4	80.2	81.1	81.7	82.8	83.7	83.7	82.7

Source: [2]

Diversity in Visegrad countries – Poland

The number of employed people by the educational level and age in 2010 shows the highest number of employed with tertiary education. It is 28.3% of the total employment. By the age the highest number of employed 42.5% represents age of 25–34 years old with tertiary education. It shows good tendencies of employment in Poland, but the second position refers to people with basic vocational education.

Religion

Statistical religious studies are usually conducted using at least three procedures: surveys, censuses and statistical reporting including religious institutions.

Each of these procedures has its advantages and some limitations stemming from methodology, organizational and financial capabilities, and sometimes from political reasons.

In Poland there were so many studies conducted, however, so far the most efficient source of statistical information about the religious structure in Polish population is the survey in the frame of which the data on the status and activities of the churches and religious associations are derived directly from the religious organization.

The study is being conducted by the Central Statistical Office (Główny Urząd Statystyczny) since 1990. Below the most current data is presented. Studies are conducted every few years and the most up to data is expected to be published in June 2012, when the 2011 census results will be revealed.

Table 2.37: Percentage of religion in Poland according to GUS. Data from 2007.

Major religions in Poland		Percentage breakdown	Total percentage
Catholicism	Roman Catholic Church	88.2%	89.0%
	Greek Catholic Church	0.14%	
	Old Catholicism	0.12%	
Orthodoxy	N/A	N/A	1.3%
Protestantism	Lutheran Church	0.2%	0.4%
	Pentecostal Church	0.09%	
	Seventh-day Adventist Church	0.025%	
	Baptist Church	0.017%	
	Churches of Christ Community	0.016%	
Jehovah's witnesses		N/A	0.33%
Islam		N/A	0.013%
Buddhism		N/A	0.013%
Other			8.94%

Source: [9, 10]

2.5 A comparison of diversity in the V4 countries

Introduction

This chapter compares the diversity in the Visegrad countries. It is based on the previous chapters that refer to diversity in the individual countries and it focuses on the characteristic indicators from the first table of each chapter: Population, Women/100 Men, GDP per capita, Average wage and Unemployment rate.

Within the basic information in each chapter there are also issues like Average age and Area. These two issues have not been analyzed in the last ten years because the area of the countries has been the same in all over the years and it hasn't changed. Poland has the largest area – over 300,000 square kilometers. Behind Poland there is Hungary, then the Czech Republic and the smallest country is Slovakia. We wanted to compare also the average age in our countries but this information is not available in all the countries. Some countries have information about the average age, some of them have the median age and these two indicators are not comparable. Therefore this chapter compares only five characteristic indicators of the V4 countries.

The second part of this chapter compares the main elements of diversity like gender, age, ethnicity, mental and physical abilities, sexual orientation and moreover the education and religion.

Characteristic indicators of the V4 countries

Population

The population in the Czech Republic and Hungary is very similar. Over the past years there has been a small increase of the Czech population. Slovakia has almost half as many people as the Czech Republic and Hungary but all the states have quite stable figures. Poland has the most citizens, almost 40 million. The figures basically correspond to the size of the countries. Poland is the biggest country of the V4 countries, the Slovak Republic is the smallest. It is interesting that Hungary has a larger area than the Czech Republic but it has slightly fewer people.

Table 2.38: Population from 2001 to 2010 (CZE, HU, PL, SK)

Country	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Czech Republic	10,266,546	10,206,436	10,203,269	10,211,455	10,220,577	10,251,079	10,287,189	10,381,130	10,467,542	10,506,813
Hungary	10,200,000	10,175,000	10,142,000	10,117,000	10,098,000	10,077,000	10,066,000	10,045,000	10,031,000	10,014,000
Poland	38,253,955	38,242,197	38,218,531	38,190,608	38,173,835	38,157,055	38,125,479	38,115,641	38,135,876	38,167,329
Slovak Republic	5,378,951	5,379,161	5,380,053	5,384,822	5,389,180	5,393,637	5,400,998	5,412,254	5,424,925	5,435,273

Source: Own processing, 2012

Diversity in Visegrad countries – Comparison

Women/Men

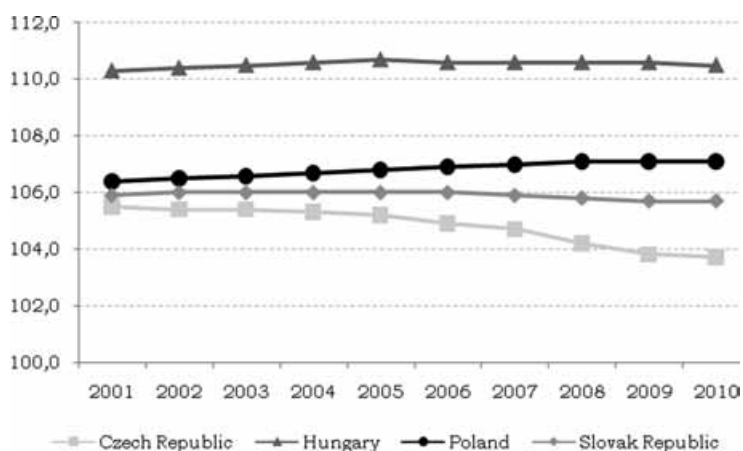
We have researched the ratio of men and women in the countries as the number of women related to 100 men. We have gained different results. The Slovak and Czech Republics had a similar ratio in 2001 but the ratio in the CR has been decreasing within 10 years while the figures of the Slovak Republic were quite stable. Hungary has more women than other countries in relation to men, Polish figures increase slightly.

Table 2.39: Women/100 Men from 2001 to 2010 (CZE, HU, PL, SK)

Country	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Czech Republic	105.5	105.4	105.4	105.3	105.2	104.9	104.7	104.2	103.8	103.7
Hungary	110.3	110.4	110.5	110.6	110.7	110.6	110.6	110.6	110.6	110.5
Poland	106.4	106.5	106.6	106.7	106.8	106.9	107.0	107.1	107.1	107.1
Slovak Republic	105.9	106.0	106.0	106.0	106.0	106.0	105.9	105.8	105.7	105.7

Source: Own processing, 2012

Figure 2.3: Women/100 Men from 2001 to 2010 (CZE, HU, PL, SK)



Source: Own processing, 2012

GDP per capita

We have searched the index of GDP per capita in PPS (Purchasing Power Standard) because it has a higher informative value than GDP. GDP per capita in PPS is expressed in relation to the European Union (EU-27) average and it is set to equal 100. The figures are in percentage.

In 2006 the figures of Slovakia and Hungary were almost identical. And in 2010 Hungary and Poland had almost the same values. And in these two countries GDP was lower than in CR and SR. GDP of the Czech Republic was the highest all over the 10 year period but Slovakia may catch up with the above figures soon.

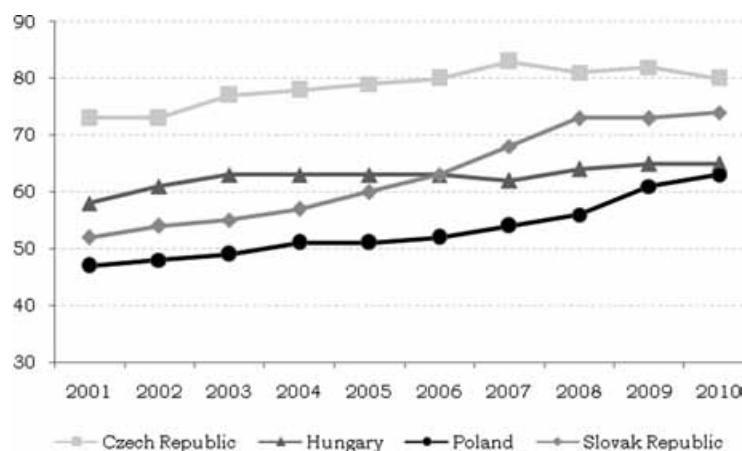
Diversity in Visegrad countries – Comparison

Table 2.40: GDP per capita (PPS, %), from 2001 to 2010 (CZE, HU, PL, SK)

Country	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Czech Republic	73	73	77	78	79	80	83	81	82	80
Hungary	58	61	63	63	63	63	62	64	65	65
Poland	47	48	49	51	51	52	54	56	61	63
Slovak Republic	52	54	55	57	60	63	68	73	73	74

Source: Own processing, 2012

Figure 2.4: GDP per capita in PPS from 2001 to 2010 (CZE, HU, PL, SK)



Source: Own processing, 2012

Average wage

The data about the average wage in the particular countries are not gained from Eurostat, they are from the national statistical institutes. It is important to know it, because in this case we cannot make a good comparison. It is well possible that every country has a different methodology of data collection and data processing. Moreover we have not the figures for every year in Poland. So we are able to show only the table with the data where we can see that the Czech Republic has the highest average wage, followed by Poland and Slovakia. Hungary has the lowest figures over the last three years, similar to the Czech Republic in 2004.

All the countries show a rising trend in wages. We can see a little slowdown of the growth in 2008, particularly in Hungary.

Diversity in Visegrad countries – Comparison

Table 2.41: Average wage from 2001 to 2010 (CZE, HU, PL, SK)

Country	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Czech Republic	568	614	649	690	725	773	828	893	923	941
Hungary	345	408	457	485	528	571	617	663	666	670
Poland	-	-	-	-	591	-	-	737	777	807
Slovak Republic	410	448	477	525	573	623	669	723	744	769

Source: Own processing, 2012

Unemployment rate

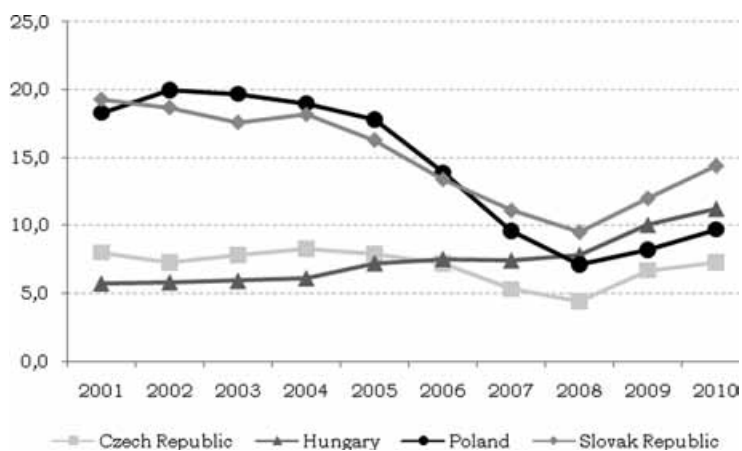
The unemployment rate in the V4 countries is very different. The similarity can be seen in the CR and Hungary, particularly in 2006. Slovakia has the highest unemployment rate in the last four years. By the year 2006 the highest unemployment was in Poland. In 2008 all states had their unemployment rate up to ten percent.

Table 2.42: Unemployment rate from 2001 to 2010 (CZE, HU, PL, SK)

Country	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Czech Republic	8.0	7.3	7.8	8.3	7.9	7.2	5.3	4.4	6.7	7.3
Hungary	5.7	5.8	5.9	6.1	7.2	7.5	7.4	7.8	10	11.2
Poland	18.3	20.0	19.7	19.0	17.8	13.9	9.6	7.1	8.2	9.7
Slovak Republic	19.3	18.7	17.6	18.2	16.3	13.4	11.1	9.5	12.0	14.4

Source: Own processing, 2012

Figure 2.5: Unemployment rate from 2001 to 2010 (CZE, HU, PL, SK)



Source: Own processing, 2012

The main elements of diversity in the V4 countries

Gender differences

We can say that in the V4 countries there is a very similar situation in terms of gender differences and reaction to them. The situation is the same everywhere: women have lower salaries than men, women are more often employees, men are often employers and only a few women are in the top decision making bodies. A big improvement in this issue can be seen in the last years and it is discussed very often on the governmental level in all the countries.

This is a very important topic for the economy of each of the states because, for example, different researches show that involvement of more women in managerial positions brings many advantages and a higher performance of the organization. Catalyst research [1] found (2001–2004) that companies with more women on their boards were found to outperform their rivals with a 42% higher return in sales, 66% higher return on invested capital and 53% higher return on equity.

The problem of women employment is solved even by the European Commission as it has to consider gender quotas of 40% for building gender balanced business. The Commission launched (in March 2012) a public consultation that will run until 28 May 2012. Following this input, the Commission will take a decision on further action [8].

None of the V4 countries established gender gender quotas but some states from the EU already did. This was the case of, for example, France, Belgium, Italy, the Netherlands and Spain [9].

Wage differences between men and women are an often discussed issue in all the V4 countries. We can explore and compare gender pay gap in the last five years. The unadjusted Gender Pay Gap (GPG) represents the difference between the average gross hourly earnings of male paid employees and of female paid employees as a percentage of the average gross hourly earnings of male paid employees [10]. See the table and graph below. The lowest gender pay gap is in Poland, the highest one is in the Czech Republic. We don't know what it is caused by. The Czech Republic has often better basic characteristic than other countries but this indicator is very bad in CR.

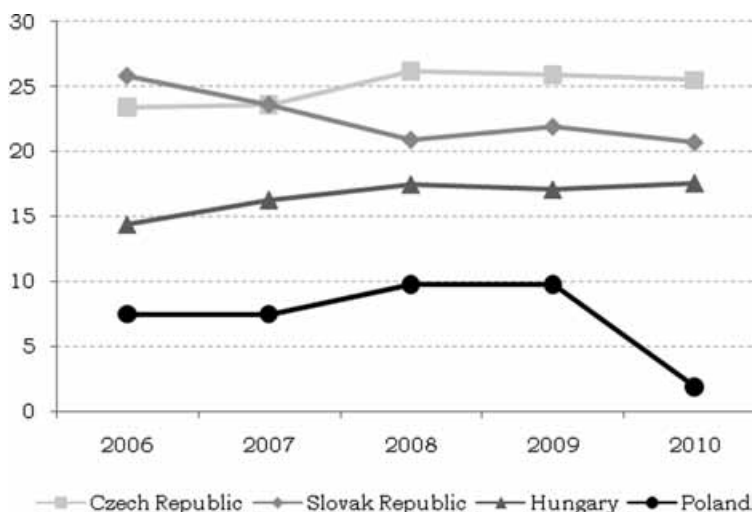
Table 2.43: Gender pay gap in the last 5 years (2006–2010), (CZE, HU, PL, SK)

Country	2006	2007	2008	2009	2010
Czech Republic	23.4	23.6	26.2	25.9	25.5
Hungary	14.4	16.3	17.5	17.1	17.6
Poland	7.5	7.5	9.8	9.8	1.9
Slovak Republic	25.8	23.6	20.9	21.9	20.7

Source: Own processing, [10]

Diversity in Visegrad countries – Comparison

Figure 2.6: Gender pay gap in the last 5 years (2006–2010), (CZE, HU, PL, SK)



Source: Own processing, [10]

Age differences

Age is also a very common topic in the European Union because of the ageing population in Europe. The highest average age from the V4 countries in 2010 was seen in the Czech Republic (40.6). Hungary had the average age 39.8, Slovakia 38.7 and Poland 37.7 years.

Life expectancy at birth in the EU is 78.82 years [17]. Life expectancy at birth is the mean number of years that a newborn child can expect to live if subjected throughout his/her life to the current mortality conditions (age specific probabilities of dying) [11]. All the V4 countries have not as high life expectancy as the European Union. The highest indicator is in the Czech Republic (77.7 years), the lowest is in Hungary (74.65 years). See the Table 2.44. This indicator shows, as well as the average age, a growing trend.

Table 2.44: The average age and life expectancy at birth (EU, CZE, SK, HU, PL)

Indicator	CZE	SK	H	PL
Average age	40.60	38.70	39.80	37.70
Life expectancy at birth	77.70	75.93	74.65	76.10

Source: Own processing

The highest unemployment is usually among young people (mostly graduates) but there is also a problem with unemployment of older people. In connection with the ageing population we have researched the employment rate of older workers (aged 55–64 years) and its trend over the past ten years.

Diversity in Visegrad countries – Comparison

Table 2.45: Employment rate of older workers from 2001 to 2010 (CZE, SK, HU, PL)

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
CZE	37.1	40.8	42.3	42.7	44.5	45.2	46	47.6	46.8	46.5
SK	22.4	22.8	24.6	26.8	30.3	33.1	35.6	39.2	39.5	40.5
H	23.5	25.6	28.9	31.1	33	33.6	33.1	31.4	32.8	34.4
PL	27.4	26.1	26.9	26.2	27.2	28.1	29.7	31.6	32.3	24

Source: Own processing

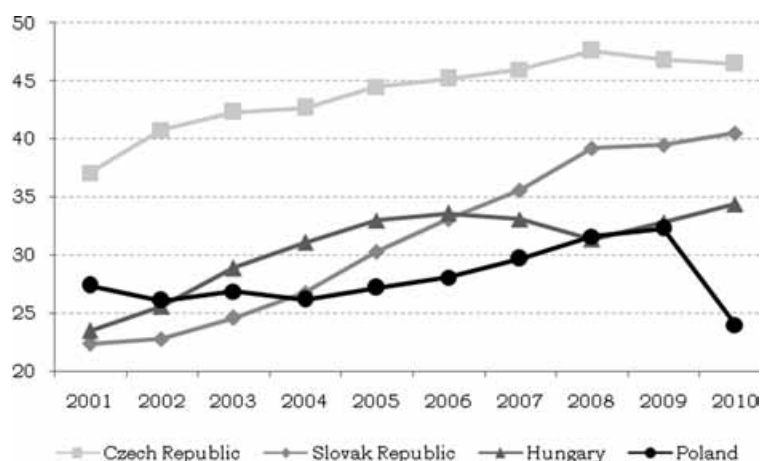
The trend of this indicator can be seen well in the graph below. The Czech Republic has the highest employment rate of older people and the trend is growing. Slovakia had the lowest number in 2001 but its trend is growing fast and in 2010 it is on the second place. Hungary and Poland have quite a fluctuating trend. The employment rate of older workers should be growing because age of population is growing as well.

This problem is also solved in the European Union [7]. It wants to enhance Europe's employment rate especially of women, young people but also older workers and to help people of all ages anticipate and manage change through investments in skills and training.

The EU targets [7] for inclusive growth include (among others) 75% employment for women and men aged 20–64 by 2020. This should be achieved by getting more people into work, especially women, the young, low-skilled and *older people* and legal migrants.

Currently (2012) we are experiencing the European Year for Active Ageing and Solidarity between Generations. There are some organizations, such as Esf-Age Network [2], supporting a long and healthy working life for all. The ESF-Age Network consists of public authorities from 14 EU-member states and regions and it solves problems associated with age.

Figure 2.7: Employment rate of older workers from 2001 to 2010 (CZE, SK, HU, PL)



Source: Own processing

Diversity in Visegrad countries – Comparison

Ethnicity

The ethnic situation in the V4 countries is similar in some countries and different in the others. The Czech Republic, Slovakia and Hungary have an increasing trend of numbers of foreigners. Poland is very different in this issue because it has the highest population (almost 40 million) but only very few foreigners. It is probably caused by the World War II (see the chapter “The main elements of diversity in Poland”) and Poland has the lowest figure of foreigners in the whole European Union (only 0.1%). It does not have many foreigners and it even does not have the increasing trend like the other V4 countries. Its trend is fluctuating so we cannot forecast the numbers in the future. You can see the share of foreigners in the total population in the Table 2.46. Czech and Slovak Republics have the same share of foreigners; Hungary’s proportion is smaller by one half.

Table 2.46: Foreign population by group of citizenship in 2010 (CZE, SK, HU, PL)

Country	Foreigners		
	% of total population	Citizens of (other) EU Member States (%)	Citizens of non-EU countries (%)
Czech Republic	4.0	1.3	2.7
Slovak Republic	4.0	0.2	3.8
Hungary	2.0	1.2	0.8
Poland	0.1	0.0	0.1

Source: Own processing, [13]

Regarding the nationalities that are represented in the V4 countries most often we have found, that in the Czech Republic it is Slovaks, Ukrainians, Vietnamese and Roma that are the most represented nationalities. In Slovakia there are particularly Hungarians and Roma too. Hungary has also many Roma people and then Germans and in Poland there are some Germans, Belarusians and Ukrainians.

Here we can see some similarities between CR, Slovakia and Hungary again – all of them have bigger or smaller Roma minority. Roma people in these countries often suffer from higher poverty, unemployment or crime. Unfortunately the recent years witness an increase of racism related with problems with this minority. The European Commission tries to solve this problem because Roma people are the biggest ethnic minority in Europe. All the EU countries have incorporated the Directive on Racial Equality into their own national laws. Yet many Roma are still victims of prejudice and deep-rooted social exclusion [5].

Regarding the work position of foreigners in the V4 countries, the situation there is very similar. Foreigners are mostly employed as manual workers. Only few of them are scientific or intellectual workers, some of them are self-employed. We have no accurate statistic because there can be some foreigners who are working illegally, without any work permission.

Mental and physical abilities

There are disabled people in each of the countries. Lower employment and education levels mean that the poverty rate for those with disabilities is 70% higher than the average. Therefore The European Disability Strategy (for years 2010-2020) aims to make it easier for people with disabilities to go about their daily lives like everyone else – and enjoy their rights as EU citizens [4]. It is evident that the economic crisis has had a negative impact on employment of people with disabilities.

People with disabilities enjoy enhanced protection in the V4 countries but they have still frequent problems in everyday life. There are results of the EU research from 2002 on the Internet but the V4 countries were not members of the EU in that year so we do not have any summary statistics. You can see the results from the research in 2008 (Table 2.47). The highest percentage of disabled can be found in Slovakia (33.9%), the lowest in Poland (21.5%).

Table 2.47: Percentage of people with disabilities in the V4 countries in 2008

Country	Females	Males	Total
Czech Republic	23.7	20.5	22.2
Slovak Republic	37.8	29.3	33.9
Hungary	31.2	21.2	23.3
Poland	22.9	19.8	21.5

Source: Own processing, [19]

Sexual orientation

Sexual orientation belongs to the primary elements of diversity [18] but it is a hidden type of diversity so none of the V4 countries has statistics about how many LGBT (lesbian, gay, bisexual and transgender) people live in the country or how they feel about the discrimination etc.

Education

Education doesn't belong to the primary elements of diversity (by Hubbard [18]) but we have agreed that it is very important for describing the diversity in our countries. Education can affect, for example, job position, employment, standard of living etc.

There is not a big difference in education between men and women. Education is gender balanced in the V4 countries. You can see the number of tertiary students and the share of women among tertiary students in the V4 countries in 2009. Poland has the most students, apparently because of its big population. The Czech and Slovak Republics have almost the same share of female students. The highest share can be found in Hungary. All the V4 countries have the share of female students over 50%.

Diversity in Visegrad countries – Comparison

Table 2.48: Number of tertiary students and share of women in V4 countries in 2009

Country	Tertiary students (1,000)	Share of women (%)
Czech Republic	416.8	56.5
Slovak Republic	235.0	56.8
Hungary	397.7	60.5
Poland	2,150.0	57.9

Source: Own processing, [15], [16]

The percentage of people of the total population (aged 25–64 years) who have reached at least upper secondary education is an interesting indicator. Table 2.49 shows this indicator in the Visegrad countries in 2009. The Czech Republic and Slovakia have the highest percentage of educated people, the lowest can be found in Hungary.

Table 2.49: Percentage of people of the total population (aged 25–64 years) who have reached at least upper secondary education (CZE, SK, HU, PL)

Country	%
Czech Republic	91.4
Slovak Republic	90.9
Hungary	80.6
Poland	88.0

Source: Own processing, [14]

It is also interesting to know the risk of poverty rate of educated people in the V4 countries. The highest rate is in Slovakia and Poland. There is a higher probability that people with tertiary education will suffer from poverty. The lowest rate is in Hungary.

Table 2.50: Risk of poverty rate of people with tertiary education in the V4 countries in 2009

Country	%
Czech Republic	2.7
Slovak Republic	3.8
Hungary	2.1
Poland	3.5

Source: Own processing, [12]

Religion

The most recent Eurobarometer survey, *Discrimination in the EU in 2009*, revealed that 39% of the Europeans believe that discrimination based on religion or belief is widespread in the society. [6] But in all the V4 countries the discrimination based on religion is at the lowest level (in the range between 12–24%) [3].

Diversity in Visegrad countries – Comparison

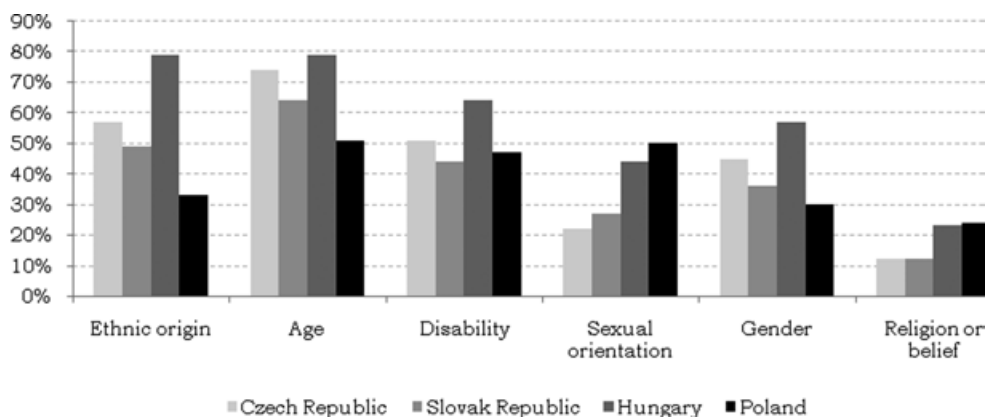
The situation of religion in the V4 countries is very different. The Czech Republic is the most atheistic country from the V4 countries, only 20% people believe in God there. The most spread religion in the V4 countries is the Roman-Catholic Church.

Conclusion

First of all we have researched some basic information about the V4 countries- population, women/men, GDP per capita, the average wage and the unemployment rate. These indicators should show the social and economic situation in these countries. Regarding the economic indicators the Czech Republic has the best results from the four countries.

We have chosen five primary elements of diversity [18] for comparison- gender, age, ethnicity, mental and physical abilities and sexual orientation plus two other items that we consider very important- religion and education in our countries. These seven elements of diversity are often sources of problems, discrimination but also opportunities for employers how to use the diversity for business. All the V4 countries belong to the European Union and all of them have antidiscrimination laws and some protection of the disadvantages groups. Yet there are sometimes some cases of injustice and unequal opportunities. You can see the graph (Figure 6) made from the results of the Eurobarometer research in 2009 (*EB71.2 Discrimination in the EU in 2009*) [3]. This survey explored the perception and experience of discrimination of the EU citizens.

Figure 2.8: Perception and experience of discrimination in the V4 countries in 2009



Source: Own processing, [3]

It can be seen that the most frequent sources of discrimination are age differences and ethnic origins in the V4 countries. Poland is quite different again because in this country the second main reason of discrimination is sexual orientation (almost 50%). In the European Union the ethnic origin is the most widespread discrimination. In all the V4 countries the most widespread type of

Diversity in Visegrad countries – Comparison

discrimination is based on age (by citizens). It is also interesting that Hungary has quite a high rate of discrimination based on gender (57%) [3].

We have tried to show and compare some quantitative but mostly qualitative data and it proved to be very difficult. The results of our research show that the situation in the Czech and Slovak Republics is often very similar. It is logical because of the common history of the two countries. Poland is certainly the most different country from all the V4 countries. It is different in many aspects. But if we compare these countries with the rest of the European Union we can see there are some significant similarities but, on the other hand, the V4 countries are still different from Western Europe.

3 Case studies

3.1 Česká spořitelna, a. s.

Introduction

This case study describes the using of Diversity Management in the Czech Saving Bank “Česká spořitelna, a. s. concretely its programme “Diversitas” and some subprogrammes related to managing diversity. This programme was created in 2008 and has a lot of success. Plans are underway to implement it in the Austrian Erste Group, to which Česká Spořitelna and other banks in Central and Eastern Europe belong.

Company characteristics

Česká spořitelna, a. s. (Czech Saving Bank, joint stock company) is a significant financial institution in the Czech Republic and a member of the Austrian Erste Group. The basic consolidated economic indicators are available from the Annual Report [4] from Česká spořitelna for the year 2010. For our purposes we are going to pick only some basic facts related to human resources.

The average number of employees was 10,774 in the year 2010, and the company had 667 branches and overall it has more than 5 million clients. In November 2010 Česká spořitelna was awarded the title “Bank of the Year” and it became the winner of a new category “Bank without Barriers”. In the section called “People” the development of the bank and employee benefits are briefly characterized, including specializing in relatively extensive further education and reducing the fluctuation of employees within 1 year after starting their work in the bank. The Bank has 36% employees working for the company for more than 15 years and 20% employees working there for more than 10 years. The number of university graduates has increased by one fifth, to 29%.

A lot of attention is paid not only to the innovation of services but also to the quality of services and client satisfaction. Some information about a number of interesting projects and philanthropic activities can be found in the field of CSR but the links to the activities related to the issues of the diversity management and the programme Diversitas itself is also mentioned in this part of the Annual Report.

The company started dealing with the issues of diversity systematically in the year 2008 and in the year 2010 it was the only bank within the Erste Group that already had a complex programme.

When starting the diversity program, the company looked at global studies from Catalyst, McKinsey and others, which presented research showing that companies supporting equal opportunities have higher motivation of their

Case studies – Česká spořitelna, a. s.

employees by 58%, higher satisfaction of clients by 57% and the brand image is said to be better by 69%. Apart from that there is research showing that companies having more than 3 women in the top decision making bodies have return on capital by 35% higher etc.

The material of Česká spořitelna [12] refers to the document of the European Commission: The Green Paper on Corporate Governance (2010) which hints that the introduction of quotas in the field of the equal opportunities is an estimated and logical step. Examples of a few European countries and their plans to achieve a quota of 40% share of women being represented in the administrative bodies of the publicly traded companies are mentioned here, and this objective is expected to be met in the years 2015 or 2016. Further, examples of some significant European companies are given that already monitor the topic and deal with it. As for the issues of women and their self-fulfilment in the society there are findings illustrating that there are no differences in the decision-making and managerial abilities between women and men and that women form 51% of the EU population, 59% of university graduates and so they are a significant “pool” of talents. The material also mentions their role from the customers’/clients’ point of view, when women decide about up to 70% consumer purchasing done in the households and so on.

The Diversitas programme

The programme came to being as an initiative of eight women managers in the autumn of 2008 and in November the objectives and budgets were all approved by the company Board of Directors. Some 8 senior level male managers, the so called ambassadors, joined the effort so that the programme could gain more trust from the company top management and from all the male and female employees [10].

The introduction of the programme began in July and August 2008 by a survey implemented on the company Intranet aiming at equal opportunities. It was followed by an audit focused on the equal opportunities which was organized for the company by a non-profit organization Gender Studies (2009). The conclusions and recommendations were also reflected in the project plan for the year 2010 [3].

In December 2009 a social get-together of female Prague employees took place where the programme plans were discussed as well as the topics of age discrimination, loyalty versus the young and dynamic people and the differences in salaries. Even though it is logical that at the beginning the program was oriented to the issues of the equal opportunities (in the company there are 75% women) and their representation in the management did not correspond to that proportion (only 36% women), further, there are approx. 1,000 women on maternity leave and also almost 1,100 single parents), and the average salary of women accounted only for 82% of the average salary throughout the company [3].

Case studies – Česká spořitelna, a. s.

It is also possible to add that the programme began by a series of generally recommended activities for the diversity management and as is obvious from the further progress it quite logically did not only focus on the issues of the equal opportunities for women and men.[10]

It is also necessary to state that an anti-discrimination clause was adopted across all the company levels.

At the moment (2011) an extension of the programme is underway (issues of age, nationalities, handicaps...).

The programme Diversitas deals with the following issues [5]:

- Monitoring and measuring
- Work-life balance
- Recruitment and career development
- Increasing the awareness in the field of the equal opportunities

The vision of the programme is as follows [5]:

To secure equal opportunities for women and men on all professional levels and in all the fields of activities throughout the financial group of Česká Spořitelna.

The following issues belong to the topical tangible activities of the programme [5]:

- Project communication and PR activities
- Focus on managers as models in behaviour for all staff
- Involving more employees in the project
- Supporting businesswomen – “Women’s Business Centre”
- Financial education (Ladies Investment Club)
- Platform for businesswomen, networks and non-governmental organizations
- Co-operation with young women (schools and universities)

The following fields are stated as benefits and expectations of the programme Diversitas [5]:

- Improving motivation and satisfaction of employees and this will reflect in retaining qualified and experienced female employees in the company and in reducing the fluctuation and hence the costs for traineeships of the new employees.
- Improving the bank image by means of perceiving it as a pioneer in supporting the equal opportunities
- Improving the style of managing people
- Company culture based on values and respect

In the 2009 and 2011, Česká spořitelna won the competition “Company of the Year: Equal Opportunities”. The systematic approach to the issues of the

Case studies – Česká spořitelna, a. s.

equal opportunities and harmonizing personal and working lives was highly appreciated [8].

The following issues belong to the presented goals of the programme [6]:

- Setting up the equal opportunities in all positions and in all fields
- Increasing the awareness concerning the issues of the equal opportunities in the Czech Republic
- Supporting women (parents) with children
- Decreasing the differences between the low percentage of male employees at branches (only 15%) and the low number of women in the management
- Decreasing/removing inequalities in remuneration in the same positions
- Increasing team work and innovation
- Increasing mutual respect in accord with the development of the company culture

The implemented analyses illustrate that 74% employees in Česká spořitelna are women. In the branch network there are up to 84%, but in the management there are fewer than 36%. The average salary of women was identified as lower than that of men in the comparable work positions. The number of women on maternity leave, accounting for up to 9.5% of all the employees, poses a big challenge [4].

In the year 2010 there were workshops with employees from 22 district branches in the whole country with the aim partly to increase the awareness of the programme and partly to better identify the needs in the network of branches [10].

In the company materials [5] the so called glass ceiling and how to overcome it is discussed in this connection. Secondary topics, such as work-life, self-confidence and assertiveness, the policy of growing and developing talents but also the need of mentoring and overcoming stereotypes are also mentioned here.

Subprogrammes

Recruitment and talent management

Reducing the difference between the low proportion of male branch employees on the one hand and the low proportion of women among managers on the other is the declared aim in this specific field. Mentoring women, training aimed at assertiveness for women and orientation towards increasing the number of men in the branches can be seen as partial activities.

The fact that the number of the second line women managers has increased, the equal opportunities have become part of the recruitment process and 40% women were integrated in the talent management programme in the year 2009, which was a rise of nearly 20% as compared with the year 2007 – all the preceding facts are indicated as accomplishments in the presentations [5].

Čáp

Čáp (it means *stork* in English) is a programme supporting parents. Since the year 2009 the company has been paying more attention to monitoring the rate of return from maternity/parental leave. The fact that the estimated costs for a newly recruited employee amounted to approx. CZK 170,000 means that the company considers the field of work with human resources highly important.

The programme, after being approved by the company management, aims at promoting work-life balance and supports the parents with children. The following activities belong here:

- Providing information, by means of information brochures, to the expecting mothers and managers about the preparation for the maternity leave
- Regular monitoring of the return of the parents after maternity or paternity leaves
- Supporting the part-time jobs, shared jobs, flexible work arrangements and home office
- Organizing meetings of the employees on maternity or paternity leaves with the company managers
- A 4,000 CZK child-care subsidy for children of up to five years
- A week of paid holiday for fathers of the newly born children

In the company materials it is further stated there is a discussion going on about the possibility of establishing a company kindergarten [5].

Transition

Transition is a programme supporting the employment of persons with disabilities. It was established in 2011 and its goal is to increase number of disabled people working in CS between 2012 and 2014 [11].

Reasons for establishing this programme [11]:

- In CS there are employed approximately 50 disabled people to the 9,830 employees. Legal duty is 4%.
- CS has to fulfil the lack of persons with disabilities with more than 55 million per year.
- Persons with disabilities are loyal and capable as well as other workers.
- Some pilot project for disabled people begun in 2011. There were interships for disabled people that continue also in 2012.
- The aim in the years 2012–2014 is to be bank without barriers not only for clients but also for employees.

Diversity and performance

Almost a year after the introduction of the programme Diversitas, diversity criteria was included in the performance criteria (KPIs) of the company's management [10]. This proves that the company seems to respect the general recommendations in the field of the active involvement of the company management in diversity management, see e.g. Hubbard [9] and Eger et al. [7].

The fields like rate of return from maternity/parent leaves (see programme Čáp above), participation in the training focused on diversity, reducing differences in salaries, meetings of the individual branch employees aiming at spotting problems and suggesting solutions have also been included in the process of monitoring and evaluation.

The situation is also monitored by means of the statistical analyses "Fact Sheets" that are presented to the company Board of Directors on regular basis [3].

The objectives and the future of the programme

In the presentation of the objectives and priorities for the year 2011 [6] the following observed fields are underlined: finance, clients, processes, people and the vision stating that the company wants to be a model for other companies in the Czech Republic.

Age management will be an area of concern given the problems of the ageing European population and the impact of this phenomenon on human resources. Gender targets in management is something that cannot be ignored given that the European Parliament recently asked the Commission to present the action plan of increasing the diversity in the boards of directors of financial institutions to at least 40% representing either gender. Česká spořitelna is ahead of the competition because of the successful start up of Diversitas [3]. Apart from such dimensions as monitoring, measuring, recruitment of employees, work-life balance, a new section called positive models can also be found in the evaluated materials providing such subcategories as: associations (networks) for women, mentoring programmes, lectures and events, such as "Company of the year 2009/2011 in equal opportunities", cooperation with senior colleagues and physically handicapped persons. The link between diversity and business (products, services, marketing, customers) is declared as one of the main challenges. All this corresponds to the prospective benefit of the diversity management as indicated by Eger [7].

A new focus on other dimensions of diversity can be seen here, such as age, culture, nationality, race, physical handicap. The involvement of the senior management on the one hand and the initiative coming from below on the other is considered extremely important.

Conclusion

Česká spořitelna, a. s. introduced the policy of diversity over three years ago and it constantly tries to develop and innovate it. Thanks to this fact the company has achieved a lot of success and it keeps on setting its objectives higher and higher.

Winning the title “Company of the Year: Equal Opportunities” for the year 2011 can illustrate how successful the programme Diversitas is [7]. Česká Spořitelna has also won the title “The Workplace of the Future 2011” within the competition Top Responsible Company 2011 [1].

The activities of Česká spořitelna have not stopped by the introduction of the programme Diversitas. The company’s programme manager Vera Maria Budway-Strobach is already dealing with the leading representatives of the Erste Group about the possibility of introducing the programme for the whole group [10]. All these plans and achievements illustrate that Česká spořitelna, a. s. can serve as an example of good practice not only for companies from the Czech Republic [2].

3.2 IBM Integrated Delivery Centre Brno

Introduction

The following example of case study is a sample of successful implementation of diversity policy in the company IBM Integrated Delivery Centre Brno. It gives the answer to the question how the policy of diversity management in the given company is implemented. The example of case study was processed on the basis of half-structured interviews with the company staff, primarily with the Team Leader of Workforce Management, Recruitment and Diversity Jolana Baroušová and HR Manager Zbyněk Kabát, and also on the basis of the company internal materials, company web pages and other official sources.

IBM Company

IBM Integrated Delivery Centre Brno is part of IBM Company, one of the world leading companies in the field of information and communication technologies. In the year 2011 IBM Company commemorated 100th anniversary of its foundation and this makes it one of the world oldest companies in the field of technologies [1]. The year 1924 is a significant milestone in the history of the company when the Computing-Tabulating-Recording Company changed its name into International Business Machines (IBM).

Currently the company offers a complex portfolio of services, products and knowledge in the field of information technologies and it is the biggest manufacturer and service provider in the given field [3, p.14]. Research and development is also an integral part of the company thanks to which IBM is a long-term leader of innovations not only in the field in the world of information technologies but also in medical industry, transport, telecommunications or water management.

The company operates in more than 170 countries all over the world. As of 31 December 2011 the company employed 433,362 employees, which was by 6,611 employees more than in the year 2010 [2, p. 38].

IBM Integrated Delivery Centre Brno

IBM Integrated Delivery Centre Brno was established in the year 2001 as an independent subsidiary of IBM World Trade Co., USA. The newly established service centre – Global Service Delivery Centre was located in Brno, Technology Park, Žabov esky. The year 2004 was important for the further development of the Centre because in that year the Centre, together with other six centres, was chosen as one of the strategic locations for IBM Company and later it transformed itself into IBM Integrated Delivery Centre Brno (hereinafter IBM IDC Brno). This step affected the further growth of the company in the years to come.

Case studies – IBM Integrated Delivery Centre Brno

In the years 2005 and 2006 the Centre grew by almost one thousand work positions. Currently IDC is one of the biggest and most diverse centres within all IBM Company. There are more than 3,000 employees who form a team represented by almost 70 nationalities.

IBM Integrated Delivery Centre provides services in the field of information technologies. Providing IT outsourcing services aimed at administration, maintenance and remote support of information systems, operation systems, networks, databases and customers' applications belongs to the company key activities. The Centre provides services in many languages for more than 600 clients all over the world, for example from France, Switzerland, Germany or Italy.

Diversity in IBM Company

In the long term IBM Company belongs to those companies which set trends in the field of diversity. The support of diversity policy has had a long tradition in IBM dating back to the period when equal opportunities were by no means part of the legal framework. The company was among the first businesses that supported the disabled people or women's equality. In the year 1943 a woman became the vice-president of IBM for the first time and in the years between 1940 and 1943 women accounted for one third of employees taken on by IBM. Today, 29% of IBM's employees worldwide are females and 25 percent of the company's managers are women [1, p. 151].

The strategy of diversity has gone through a long development, from the concept of diversity focused on respecting equal opportunities (Diversity 1.0) through diversity focused on preventing and reducing barriers, understanding specific features of regional centres, on respect to national cultures, flexible working conditions and work-life balance (Diversity 2.0) to the current concept of diversity which was adopted in the year 2009 and which is labelled as Diversity 3.0. Within this concept diversity is understood as a competitive advantage and a source of innovation and focuses both on employees and on customers of the company.

Diversity management is an integral part of the overall strategy of the company and its culture, where diversity is appreciated and promoted intentionally. Systematic support of diversity policy can be seen in a number of internal and external activities of the company. Also thanks to the above facts the company regularly ranks among the best companies in the field of diversity.

In the years 2008, 2010 and 2012 IBM ranked first, second and third in the competition called – Company of the year, equal opportunities.

Diversity in IBM aims namely at the following areas:

- **Gender** – focuses on issues of equal opportunities for men and women.
- **Gay, Lesbian, Bisexual, Transgender (LGBT)** – focuses on creating work conditions in which the above people feel safe and which enable them to work as well as possible.

Case studies – IBM Integrated Delivery Centre Brno

- **People with disabilities (PwD)** – support is given to integration of disabled people.
- **Cultural Adaptability** – focuses on cultural adaptability as a key precondition for effective work in such global environment as that in IBM.
- **Work-Life Balance** – focuses on the issues of harmonizing personal and working life.

Diversity in IBM Integrated Delivery Centre Brno

IDC in Brno tries to implement strategies and initiatives leading to meeting the goals set in the field of diversity within all the company but it also focuses especially on those fields that are perceived as significant from the point of view of the local culture. Currently strategies and initiatives are applied primarily in the following fields:

- Gender
- People with disabilities (PwD)
- Cultural Adaptability
- Work-Life Balance

Gender diversity area

The area of equal opportunities of women and men is one of the company basic values. In the given area the company implements a number of internal programmes and initiatives focusing mainly on attracting a higher number of women into the company, on supporting the career growth of women in the company including their higher representation in the leading positions, in senior management and on harmonizing family life with professional commitments. Gender mainstreaming is carried out regularly at various levels. Thanks to systematic promotion of the policy of equal opportunities it was possible to increase the number of women in the company by 10% in the period 2006–2011.

1 – The programme Support for Talented Women

Within the above programme the women who have a potential for further growth are selected from all the company. An individual programme is prepared for them supporting their self-development and professional growth. Mentoring is part of the development programme. The goal of the programme is to increase the number of women in the leading positions and in the senior management of the company.

Case studies – IBM Integrated Delivery Centre Brno

2 – Women’s Leadership Council

It is a discussion platform formed by women from IBM focusing on exchanging information, gaining new skills and experience with the aim to strengthen the position of women in the company.

3 – Programme Maturity Leave and Return

The aim of this programme, which was introduced in IBM in the year 2005, is to facilitate the women to return to work after their maternity or parental leave. Within this programme the women on maternity leave are enabled to have continuous contact with the company and their workplace by means of access to the company’s intranet. This way women can make use of the company web pages and gain information about the developments in the company and be in touch with it.

At the same time women are enabled to access the e-learning programmes that the company offers to employees. The women on maternity and parental leave have a possibility of maintaining or improving their professional knowledge. A financial incentive is part of the programme for women to make them return from their maternity or parental leave sooner than after three or four years. Although this programme is used predominantly by women it can also be used by men on parental leave.

Other initiatives by which the company tries to support women-mother employees are as follows: possibilities of working part-time or job-sharing, Flexible Office Programme enabling work from home or financial contribution in case of placing a child in the kindergarten by means of which the company employees are offered babysitting.

4 – Recruiting campaigns

By means of recruiting campaigns IBM Company tries to increase the number of women and motivate them to work in the IT field and to show that even the work positions in this area are suitable for women.

5 – Summer schools for female students of secondary schools

The company is aware of the lack of women in IT companies and therefore every year it tries to get involved also in external activities focused on increasing the interest of female students in the field of information technologies. IBM IDC Brno together with the Technical University Brno have already been taking part in organizing summer schools for female students of secondary schools for several years. Within the above mentioned summer school the participants have a possibility of visiting IBM IDC Brno where they can learn how an international IT company works, how to apply for a position in the company, what employment women can find there and what possibilities of their career development exist.

Case studies – IBM Integrated Delivery Centre Brno

The success in the gender policy can be proved not only by the increasing number of women in the company and their higher representation in the leading positions but also by a number of the above mentioned prizes that the company has already been awarded.

People with disabilities (PwD)

IBM gets actively involved in the projects supporting employment for disabled people including active creation of work positions for this community of people and their successful integration into the job market. One of the successful projects in the given area is the “University 4G” project. Within this project IBM prepared, in co-operation with the Barriers Account foundation, a requalification programme for people with disabilities. The programme focuses on English, soft skills and IT skills and knowledge. Within this programme 7 people succeeded in being taken on by IBM.

In the year 2008 IBM Delivery Centre in Brno was awarded the prize Employer without barriers.

Cultural adaptability

The company employees work and communicate within intercultural teams and they also communicate with clients from various countries. Education focusing on cultural diversity is therefore a significant element of the strategy of diversity management in the company. Such education aims at developing employees’ awareness of various cultures and at supporting intercultural skills which are a precondition for successful co-operation in multicultural teams. The company offers training courses aimed at various topics from the area of diversity. The following programmes and activities may be an example of such activities.

1 – Shades of Blue training programme

This training programme is meant for managers and team leaders. It focuses on gaining and developing knowledge, skills and tools necessary for effective cultural diversity management. The training programme is carried out by means of e-learning and face to face workshops. Progressive methods, such as presentations, panel discussions, role playing and case studies are used in the course of this training programme.

2 – Diversity and Inclusive Leadership for Managers training programme

An educational programme for managers is focusing on gaining competencies in inclusive management. Various progressive and activation methods, such as case studies, practical examples and guided discussions are used in the course of this training programme.

Case studies – IBM Integrated Delivery Centre Brno

3 – Leading@IBM management training

All new managers take part in the above mentioned training whose part is a module focusing on diversity.

4 – Learning labs

At least once in their career all company managers take part in a two day face to face training course focusing on topics of diversity. There are also one day face to face courses for employees. Diverse structure of the participants of the training course is in itself a significant benefit of the course as it enables various opinions and provokes discussions about the common topic of intercultural differences.

5 – Country navigator

It is one of the basic tools of informal education of the company employees in the field of cultural diversity. The Country navigator is an informative and educational portal by means of which employees have access to various sources and information from the field of cultural diversity. The gained knowledge in the given field enables employees to understand how to communicate and cooperate successfully with people from different cultures. Educational e-learning modules are also part of the portal and it is up to the employees which of the modules they wish to take part in.

6 – Diversity week

Diversity week is a set of lectures for company employees presented within one week. The lectures enable employees to gradually familiarize with various topics related to diversity.

Work-life area

IBM realizes that harmonizing professional and private lives of their employees has a positive impact not only on the company culture but also on the company performance. Even for that reason the company organizes various programmes and creates systems of support as part of the work-life balance programme. 3 years ago IBM set up co-operation with a private kindergarten situated in the neighbourhood of the company where the IBM employees are invited to place their children. IBM contributes their employees to the kindergarten fees. The employees take full advantage of this benefit and the company has therefore extended the number of placements and contacted another supplier to meet the growing interest. Within the programme “Flexible Office Programme” IBM enables their employees to work from home and thank to this programme the employees can harmonize their private and working lives.

Conclusion

On the basis of the above facts the following can be stated:

- Diversity management is an integral part of the overall company strategy.
- Initiatives and strategies aim at meeting the company's objectives in the field of diversity and at the same time they take account of specific aspects and needs of the local culture.
- Diversity is perceived as the company's competitive advantage.
- The company tries to create favourable and equal conditions for all employees.
- Systematic support for diversity policy is reflected in a number of internal and external activities of the company.
- Currently the company applies diversity strategies and initiatives primarily in the fields focusing on Gender, People with Disabilities (PwD), Cultural Adaptability and Work-life Balance.

3.3 The Centre of social rehabilitation Cheb

Introduction

The problem of socially excluded people who get to the fringe of the society is a common phenomenon of today. The state, but mainly the municipalities, which are affected by it most, do not usually know what to do with this phenomenon. The above mentioned people often slide to activities that are beyond the edge of crime only to secure their bare essentials. They are not worried about the fact they often commit crimes of theft, they pester their fellow citizens, they cause offence and are generally looked upon as unadaptable. They usually have nothing to lose and do not see (and after a certain period of time they may not want to see) a way back to the “normal” life.

It is obvious that the people affected by such a form of social diversity are not able to cope with their dissimilarity and to overcome the above “social abyss” between their way of life and the life of the “normal” society.

The Centre of social rehabilitation Cheb

The aim of this study is to present a realistic example of a possible approach for dealing with this problem in the way it has been practised by the Diocesan Charity Pilsen, particularly by its Centre of social rehabilitation in Cheb (hereinafter only the Centre) which started its operation in spring 2005 under the name “Back to work”. A principle of the provided service to the socially excluded people (clients), gradual development and problems that have been necessary to solve and that seem to prevail will be presented here, but also the findings and experience of the workers of the Centre that they gained over the period of more than seven years of work with these people.

The target group here is homeless men and women who fell into problems, for example because of the following reasons:

- Economical (getting indebted, distraintment and such like)
- Return from serving their terms of imprisonment
- Return after completing an institutional treatment
- Social unadaptable
- Divorce or leaving a common household
- Lack of self-sufficiency in the essential life situations

The purpose of the given activity and the purpose of the entire Centre is:

Integration of the excluded homeless people and unadaptable people serving alternative punishments back into the society

Case studies – The Centre of social rehabilitation Cheb

The above main aim can be achieved by meeting the following partial objectives of the work with the users of the social service:

- The client creates or renew his/her working habits
- The client finds a full time job;
- The client learns to manage funds;
- The client gets rid of his/her debts and gets a place to live in

Within its implemented activities the Centre offers its clients the following:

- **Social consultancy**

It means providing information that may help deal with an unpleasant social situation of the users of the service, such as information about:

- Possible job positions
- Possibilities of accommodation in accommodation facilities in the neighbourhood
- Possibilities of funding
- Authorities necessary to deal with
- Other organizations that might help the interested person if he/she does not fall into the target group of the Centre

- **Employment of up to 1 year by means of an employment contract and the wage for the work done**

The point here is to employ clients by means of a legitimate employment contract and to secure a legal monthly income for the client for him/her to be able to deal with his/her unpleasant financial situation by himself/herself and to repay his/her debts from the past. This way he/she can gradually gain self-sufficiency again and return to a common way of life.

- **Support to the clients in deepening their individual work skills, in strengthening their awareness of their uniqueness and in gaining the feeling of responsibility**

The Centre enables its clients to complete retraining courses (work with PC, operating a power saw and a brush cutter) and other educational courses and like that the Centre helps increase the clients' employability on the labour market.

- **Practising necessary skills in the field of economic, social and financial literacy**

These activities are carried out by means of educational and motivating activities whose purpose is:

- Motivating clients to learn how to decide independently in the process of handling his/her funds
- Informing clients about the consequences that their irresponsible behaviour may have

- **Assistance with enforcing rights and rightful interests**

The development of the Centre including its funding

At the beginning there was an idea of helping homeless and jobless people living on the fringe of the society. The question was how to find the best way to help so that it might be effective and it might help those people return to a common life within the society. The most important factor here was that the offered assistance should be of long-term effect, i.e. it should prevent the assisted person, after the assistance is finished, from staying where he/she had begun – being jobless and homeless again.

The purpose of the assistance does not only consist in offering a job or accommodation. It is necessary to combine these forms in one complex, together with other activities, such as gradual development of work habits, the feeling of personal responsibility, consultancy dealing with financial problems (debts, child maintenance and such like). In complexity it means to deal with a person's problems and his/her exclusion as a whole.

Up to now the above principle has been implemented and gradually developed within the following projects:

March 2005: “Back to work” – stage 1

This was the first project plan of the Cheb branch of the Diocesan Charity Pilsen in the field focusing on elimination of people's social exclusion. Several possibilities provided by the Employment Office within funding community service for a period of half a year were used. The project was carried out on the basis of a trilateral agreement between the Diocesan Charity Pilsen, the Employment Office in Cheb and the Cheb municipality and by means of this project five jobs were funded and 2,280 man-hours worked.

July 2005 – June 2006: “Back to work” – stage 2

This project was already funded by the Joint regional operational programme of the Karlovy Vary region with partial funding from the state budget and the Karlovy Vary regional budget with the overall budget of CZK 2.5 million. There were 10 jobs available and 17 clients went through the project and worked over 15 thousand hours.

August 2006 – June 2008: “Back to work II”

Within this two year project approved within the Joint regional operational programme of the Karlovy Vary region for the total amount of CZK 8.5 million 14 jobs were offered. 25 clients went through the project and worked over 16 thousand hours.

Case studies – The Centre of social rehabilitation Cheb

Since June 2008 all the existing activities concentrated under the heading of the Centre of supported employment in Cheb which as of 1 July 2009 changed into the Centre of social rehabilitation Cheb.

The existing position of the Centre of social rehabilitation in Cheb

The Centre is a registered service pursuant to Act No. 108/2006 Coll. On social services. The aim is to implement possibly complex social rehabilitation of excluded people – clients. The purpose is not only to provide jobs for a limited time period but *an overall treatment of their existing way of life*.

Most clients got into their unpleasant life situation because of their inability to deal with their – usually financial – problems. Therefore the key to deal with their problems is the possibility of providing them a job as a source of some funds. This in itself does not solve the client's situation but it is only a precondition and a way out for possible remedy. The above gained funds must be a means for a client to learn again how to handle the limited sources, how to deal with his/her old debts and, if possible, how to create possibilities for a new start into the life after leaving the programme of the Centre.

To put it simple, the principle of the Centre can be illustrated by a diagram in Fig. 1, where the basic segmentation of funds is shown, which is something that the client must learn himself if he/she wants to build the feeling of independent financial responsibility.

The principle of the Centre's activities

The client enters a social service within which he/she receives a job by means of an employment contract and he/she gets remuneration (wage) for this work, which is:

1. **A source** to cover his/her costs of housing, meals, or possibly his/her older debts and possibly even some hobbies (see the diagram, Fig.);
2. **A means** how to learn personal responsibility and how to develop the ability to handle the funds independently.

Figure 3.1: How the client handles funds



Source: Own processing

Case studies – The Centre of social rehabilitation Cheb

3. **A tool** for gradual dealing with old obligations of the client (debts) due to which he/she often ends up as socially excluded.

A contract with the client is a precondition for entering the service. In the contract the client undertakes to:

- Enter the service with the aim to treat his/her existing way of life
- Observe the individual plan that has been drawn up together with him/her

This contract is superior to the above mentioned industrial relation, which in reality means that if the client does not meet the obligations of the contract related to the entry into the social service it is a reason for cancellation of the above employment contract.

The transfer of personal responsibility directly to the client is the basic principle of the Centre. The client must do everything by himself/herself, from buying food, clothing, cooking, up to paying bills. The client's own experience is irreplaceable. The clients must find their way themselves, they must have the feeling of their own success, they must be proud of achieving it. To put it simply:

Any help or, simply, payment of the debt by somebody else does not require their own effort and the work exerted directly by the client himself/herself and as such the above DOES NOT HELP!

Such help only leads to the feeling that other people will solve the problem for the client and this way the client himself/herself can "produce" the same problems again.

The existing clients of the Centre often suffer but partially also profit from the so called "syndrome of the acquired helplessness". Such a person is often passed as a helpless child, everything is solved by other people and like that it is far easier. What is more, the client gets rid of the feeling of personal responsibility for potential mistakes - he/she does not do anything and therefore he/she cannot make a mistake. If something fails, it is somebody else's fault. Therefore other people are also responsible for the problems in his/her existing life, and that is why it is their duty to solve those problems. Examples of sources leading to that syndrome can be found already in children's homes, in the procedure of dealing with authorities in regard to social benefits, in portfolios of various advantages for the so called socially disadvantaged groups and such like.

When working with clients in the Centre the following principles of activity are observed:

- Limiting excessive care of the clients from the workers of the Centre
- Highlighting the principles of personal responsibility
- Respecting the personality of the client (within certain limits)

Case studies – The Centre of social rehabilitation Cheb

- Teaching the clients to be independent, and not doing any work or fulfilling any tasks for them (in some cases even leaving the client to deal with the problem himself/herself including some possible impacts on the client resulting in learning a lesson from that)

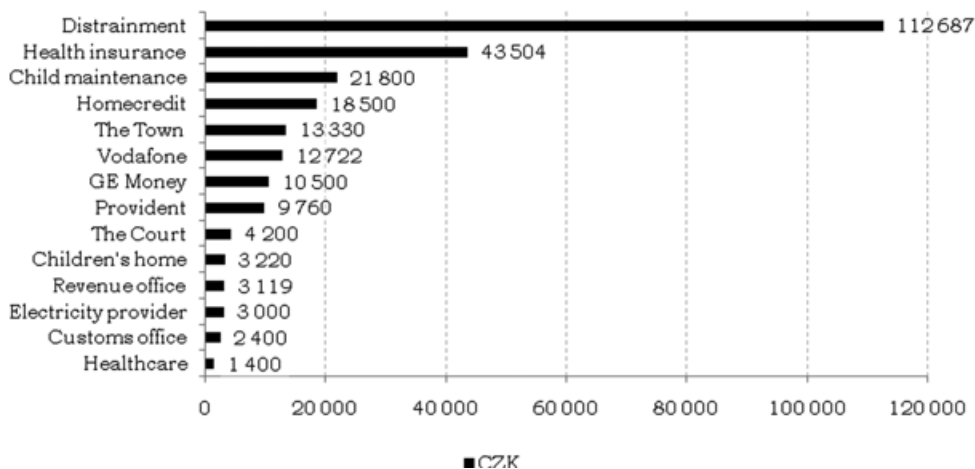
The achieved results

From the beginning of the project “Back to work – stage 1” up to the end of the year 2011 there were 85 clients involved in the projects meant for the integration of the socially excluded persons into the society, out of which:

- 77 persons left the project already, out of which
 - 61 succeeded
 - 16 failed
- 8 clients are still actively involved in the project now

The results that were achieved in dealing with the clients’ old debts are not-negligible. Within the time the clients were involved in the work of the Centre clients’ debts the total amount of CZK 260,000 were repaid. A more detailed structure of the debts repaid by the clients can be seen in Figure 3.2.

Figure 3.2: The volume of repaid debts by the clients of the Centre



Source: Internal documents of the Centre of social rehabilitation Cheb, 2011

Assistance of the workers of the Centre and the possibility of providing references concerning the quality of the client’s work is very important for the clients who went through the Centre, left the project and are now looking for a job. What is very important here is the fact that the clients look for a new job from the position of an employed person and not of a person registered with an employment office. This fact is perceived positively by the future employer.

Case studies – The Centre of social rehabilitation Cheb

Other positive results of the Centre are achieved by means of organizing retraining and motivating courses. During the time of their involvement the clients have a possibility of participating in retraining courses Work on PC and Work with a brush cutter and also motivation courses focusing on writing a CV, video-training of job interviews, financial literacy and mastering their work on PC. Owing to the long-term experience of the workers of the Centre with this target group better results are usually achieved in these courses than in case of other courses organized by other institutions (for example the Employment Office). In the courses organized by the Centre the clients, thanks to the well-known environment, do not feel ashamed, and they do not worry about making fools of themselves or such like.

Problems that the Centre dealt with in the past or is dealing with now

Legal aspects of the contracts concluded with the clients

One of the crucial issues that were necessary to solve at the beginning of the existence of the Centre, was the question of the formal correctness and legal validity of the concluded contracts with the clients. The problem consisted in the fact that the client entered a social service pursuant to the Act on social services but at the same time an employment contract was concluded with him pursuant to Labour Code but this is not seen as a relationship pursuant to the Act on employment. It was then necessary, in a legal way, to embody the principle of superiority of applying the Act on social services above the consequences resulting from the Labour Code.

Note: The current legislation of the Czech Republic in the field of the socially excluded people deals with groups of mentally or physically handicapped persons but does not deal with issues of socially excluded people.

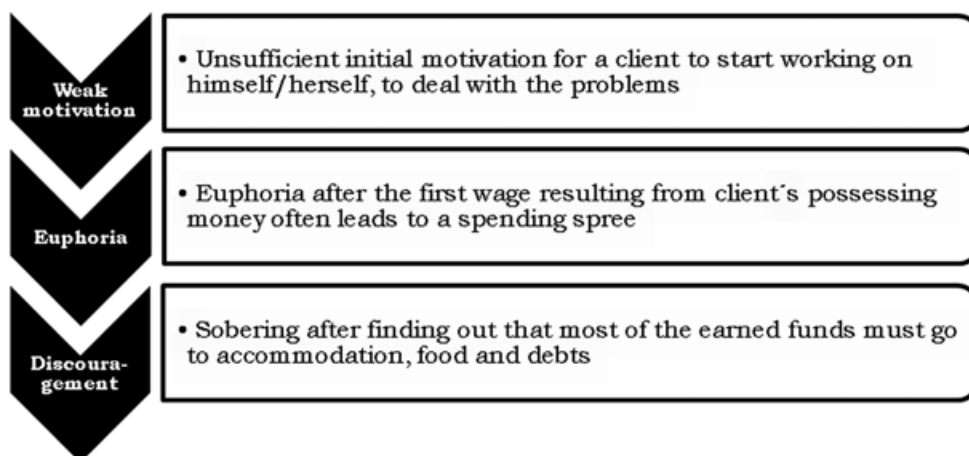
The above problem was finally solved successfully by drafting a sample contract of an organization with a client that was processed by a well known lawyer's office free of charge within the service "pro bono".

Clients' discouragement

Probably the most serious issue that had to be dealt with to achieve successful results of the clients of the Centre was a question of the clients' motivation the development of which is illustrated in Figure 3.3:

Case studies – The Centre of social rehabilitation Cheb

Figure 3.3: Standard development of clients' motivation



Source: Own processing

As especially serious can be seen the problem of discouragement resulting from the finding that most funds that the client earned cannot be used by him/her and the funds are “taken away” from him/her. The usual reason for this is the client's old debts. After registering the client in the project and after concluding the employment contract the client can be found again in the information system of the public administration. Like this the client becomes visible to his/her creditors (health insurance agencies, distrainers and the like) who claim the earned funds.

Dealing with this issue is difficult. What is important here is working with the client, motivating him/her by giving him/her a chance of getting rid of debts and getting freedom by entering the new life “without the ball and chain”, meaning here old debts that keep growing.

It is important for the client to get a feeling he/she is not alone when he/she has to cope with the problem. He can get motivated by the examples of the others finding themselves in various stages of the process of solving similar problems and mainly by the examples of those who have already succeeded, who have paid their debts and instead of repaying debts they are saving money for their future housing.

Looking for a follow up job (only partially successful)

A persisting problem that is difficult to deal with is looking for a job after the clients leave the Centre. In the time of implementing the projects “Back to work” it was possible to “lend” employees to companies and their wages were covered from the funds of the Employment Office or of the project. And

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later, after their working skills and working morale had been tested, the clients became employees of the company where they had been originally “lent”.

Currently the problem has been partially solved mainly by assisting the client with independent searching for an employer. Assisting in this stage is also one of the purposes of the above mentioned motivation and retraining courses organized by the Centre.

Social contacts after leaving the Centre

The field of the social contacts of the clients who had undergone the programme proved to be a special and unexpected problem. If the programme is to be effective, the clients must not return to the environment from which they had come to the Centre because this usually ends up by returning back to the original and unwanted state of social exclusion.

The clients of the Centre, however, usually do not have other than the original contacts and they can easily find themselves in social isolation. The workers of the Centre want to deal with this issue by offering possibilities of informal social get-togethers of the Centre’s former clients and other interested people (there is also a possibility of making use of the events organized by the parish charity).

A small contribution to dealing with this issue was arranging an appointment in a café. A worker of the Centre found out that a number of clients did not know such environment, they had never been to a café, and they were not familiar with the possibility of contacting other people that is typical of the environment of a café. . .

Important findings

If we sum up the most important findings from this study that are reflected in the basic principles of the activities of the Centre, we can formulate them as follows:

- Limit an excessive care – any assistance without active effort from the client does not help, it rather conserves the existing state
- Pay attention to the principle of personal responsibility – it means getting the habit of a responsible approach to fulfilling the clients’ duties
- Respect the personality of the client (to a certain extent)
- Teach clients to become independent – doing nothing for the client that would not respect the axiom “One’s own experience cannot be substituted.” (See the “syndrome of acquired helplessness”)
- Appropriate role balancing – necessity to outbalance the role of the “evil” person on the one hand and the level of assistance and support of the client on the other hand (a relationship similar to that of a parent and a child);

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- Setting the rules and their consistent observance – this is difficult for both parties:
 - For the client – he/she is not used to a strict treatment and observance of the duties
 - For the workers of the Centre – they get familiarized with the clients' problems, they want to help but they must be aware of the objective, i.e. to teach the client to be independent (see the role of the "evil" person); but it is inevitable!

One old proverb says:

"Don't give fish to hungry people, teach them to catch fish!"

How often can we see the effort to give the fish to the "hungry" people rather than teach them fishing. It is so much easier...

Summary of two Project conference (May 2012, Cheb) contributions related to the topic of this case study follow:

How to help disabled people to find a job

Miroslava Feixova (*Možnosti tu jsou, o.p.s.*) was presenting the experience of Work Rehabilitation Program in Café Restaurant Kacaba in Pilsen during the Project conference in May 2012.

The program focuses on people with certain disabilities, and enables them (not only) to gain new knowledge and job skills, but also to get back to "real life". In partnership with employers more than 80% of the participants have received real job, which is an excellent result! Mostly, the target group members find a new job in food-related companies, such as fast foods etc.

The institution and its program deals with diversity issues related to needed target groups.

You can find more information at: <http://www.kacaba.cz/> (only in Czech language).

Social networks as a means for bringing people back to well-rounded life

This contribution was presented by Hana Ružicková (*The Good Will Centre in Cheb*) also during Project conference in May 2012. The centre (GWC) focuses on:

- **Family Care** – helping the handicapped or seriously ill children and their families (*key project*)

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- **Happy School** - educating the handicapped children from special schools and children with problematic social background (*stopped*)
- **Encounters** - fundraising
- **Harmony** - helping physically handicapped and seriously ill adults (*partial activity, we are in phase of innovating this activity*)

Target groups are people with handicaps, people taking care of a close person, and families of disabled children. The main objective is to bring them back to society. The organization also operates in the field of job search for its clients - declaring "We simply break barriers!"

Personal contact with the client is realized in an office => low range of the work, limited to the "office space", limited size/scope of the community...

As an innovation of services of the Good Will Centre in Cheb is use of the social networking service Facebook, which means that much broader target audience can be reached. **Humanity on the Internet – social networks.**

The problem: Many clients that are taking care of long-term diseased, disabled people need/try to get a job. But they cannot work on regular basis, because they are caretakers.

The GWC is helping them in searching for a job, which they could do from home (using the Internet etc.). The GWC operations try to eliminate initial barriers, to mediate contacts between job seekers and job offers, etc.

You can see more information at: <http://www.centrumdobrevule.cz/> (only in Czech language)

3.4 Slovak water management enterprise

Company background

The company was founded as a state enterprise to meet the community interests based on the decision of the Ministry of Agriculture of the Slovak Republic No. 3554/1996-100 dated 19 December 1996 in accordance with the provisions of Articles 14, 15 and 16 of Act on state enterprise and on mergers of the below mentioned state enterprises:

- The Danube River Authority, state enterprise, Bratislava
- The Váh River Authority, state enterprise, Piešťany
- The Hron River Authority, state enterprise, Banská Bystrica
- The Bodrog and Hornád Rivers Authority, state enterprise, Košice

Sector and nature of business

The case study is going to deal with the Piešťany branch (OZ Piešťany) which on the basis of the foundation charter deals, among other things, in the following activities:

- Execution of special activities related to the managed border rivers and the related activities resulting from special contracts concerning the border rivers
- Provision of water supply from the rivers and water reservoirs, including generating water power in the extent determined by the water management bodies
- Execution of safeguarding works to protect the system against the adverse influence of water on the rivers and waterworks, execution of tasks resulting from the flood control plan and the decisions of the flood control boards in the time of flood activities
- Execution of laboratory and hydrometric works and assessments resulting from monitoring the quality of water
- Fish farming
- Execution of water quality analyses – services to the population and business subjects
- Water transport – public and non-public

Employees' background

This part of the case study deals with the analysis of the structure of employees according to gender, age, education and nationality. There are, of course, more

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dimensions of diversity according to which it might be possible to divide the structure of employees. But most of them, such as religion, sexual orientation, marital status or political affiliation are considered personal information that the employer does not require and even must not require pursuant to the relevant laws. This means that employees do not provide such information and data like this are not registered in the company information banks.

Gender structure

Table 3.1: Employees' gender structure

	Employees altogether	Men	Women
2005	1281	1039	242
2006	1249	1008	241
2007	1185	952	233
2008	1151	924	227
2010	1156	931	225

Source: Company internal sources, own processing

As is obvious from Table 3.1, a larger part of the company OZ Piešťany is formed by men, on the average up to 80.60% and only 19.40% by women. This superiority of male employees is caused mainly by the physically demanding type of work prevailing in the activities carried out by the State water management enterprise.

Age structure

Table 3.2: Employees' age structure

Age category / Number	numerically	in percentage
20 – 24 years	20	1.3
25 – 29 years	38	3.29
30 – 34 years	104	9.00
35 – 39 years	175	15.14
40 – 44 years	159	13.75
45 – 49 years	190	16.44
50 – 54 years	206	17.82
55 – 59 years	215	18.60
60 – 64 years	46	3.98
65 – 69 years	3	0.26

Source: Company internal sources, own processing

The age structure is varied a lot. As is obvious from Table 3.2, the company employs staff in the age categories from 20 to 69 years. The biggest number

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of employees is in the category 55–59 years. This category is formed by 215 employees who account for 18.6% of the total structure of employees. What is perceived positively here is the fact that the group of employees older 55 than years and the group of graduates, both of which are considered endangered groups in Slovakia, account for almost 25% of employees. The remaining 75.43% is represented by the age groups from 25 to 54 years, out of which the most numerous is formed by the employees 50 to 54 years old. The average age is about 46 years. The age category that is equal to the average age is represented by 190 employees and these account for 16.44% of the employees' structure.

Nationality structure

Table 3.3: Employees' nationality structure

Nationality/Number	numerically	in percentage
Slovak	1029	89.01
Czech	9	0.78
Hungarian	115	9.95
Ukrainian	2	0.17
Russian	1	0.09

Source: Company internal sources, own processing

The majority of people working in the company is formed by the Slovaks but the company OZ Piešťany also employs other nationalities. It is, in particular, 115 employees of the Hungarian nationality, 9 Czechs, two employees of the Ukrainian origin and 1 employee of the Russian nationality. As has already been mentioned, the biggest proportion – 89.01% – of the company OZ Piešťany is formed by the employees of the Slovak nationality. The second biggest group, almost 10% of employees, is formed by workers of the Hungarian nationality and the rest, only a little above 1% is formed by other nationalities.

Education structure

Table 3.4: Employees' education structure

Education / Number	numerically	in percentage
Basic education	57	4.93
Lower secondary vocational education	544	47.06
Secondary vocational education with no leaving exam	8	0.69
Secondary vocational education with the leaving exam	136	11.76
Complete secondary vocational education with the leaving exam	256	22.15
Higher vocational education	3	0.26
Bachelor degree	12	1.04
University education	140	12.11

Source: Company internal sources, own processing

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As is obvious from the figures in Table 4, the biggest proportion (47.06%), almost one half of the employees' structure of the company OZ Piešťany completed lower secondary vocational education. 977 employees altogether, regardless of the fact whether their education was completed by the leaving exam or not, completed secondary education, which is the majority of the employees' structure of the company (81.66%). A higher level of education has been achieved by 155 employees, which accounts only for 13.41% of the company employees and out of them 3 employees completed higher vocational education (0.26%), 12 employees completed bachelor education (1.04%) and 140 employees completed university education (12.11%). On the contrary, 57 employees have only completed the most basic level of education, and these account for almost 5%.

Diversity policy

The policy of the management of the company OZ Piešťany is based mainly on respecting and observing the relevant legal codes and laws and in the following subchapters we are going to rely on the wording of the above mentioned provisions but also on the extracts from the working regulations, i.e. the company internal sources and the findings obtained from the guided interviews with the authorized personnel representative of the company. The following part of the practical experience will be divided in a few parts connected with diversity management as follows:

- Gender
- Age
- Education
- Nationality
- Disablement.

Gender equality

The company complies with the regulations of gender equality, in no case there is gender discrimination when appointing to job positions or in connection with other activities within the company and this imbalance of employees' structure from the gender point of view is predominantly caused by the manual, physically demanding type of work, unsuitable for women. The majority of the positions taken by women is of administrative nature and they also work in the technical-economic department.

Another issue in diversity management from the gender point of view is the so called "gender pay gap" i.e. the difference in pay between the genders. Despite the fact that in the EU the difference in pay from the gender point of view is about 17%, the differences in pay between the two genders working in the same work positions in the given company, resulting exclusively from the gender are practically non-existent. For example, on the managerial position,

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level 2 – department managers – where about half of the employees are women the pays are approximately on the same level, with a minimum deviation. This fact, especially in comparison with the European standard, is very positive.

The integration of mothers and care for pregnant women is a frequently discussed issue. In this case it is quite clear from the company working regulations that the employer is obliged to respect the needs of the pregnant women and also the women as well as men taking care of children when assigning them to work shifts. If a pregnant woman executes a job that is forbidden to pregnant women or such a job that according to a medical expertise may be dangerous to her pregnancy, the employer is obliged to alter the working conditions accordingly. If such alteration is not possible, the employer shall temporarily relocate the woman to a position that would be suitable for her and where the earnings would be the same as in the current job under the relevant contract of employment. If it is not possible, the employer shall relocate her, after this step is agreed on by her, to a work position of another kind.

After finishing the maternity leave the woman has a guaranteed possibility of returning to the previously executed work. Her temporary absence is covered by a substitute employee or by recruiting a new employee for a definite period. These procedures may not be applied fully in case of managerial positions. The integration of mothers, after finishing their maternity leaves, back into the relevant work positions confirms the fact that the company complies with the laws in the field of diversity management. The laws read that if an employee, after finishing her maternity leave, returns back to work, the employer is obliged to assign her to the original work and workplace. If the assignment to the original work and workplace is not possible, the employer is obliged to assign her to another job corresponding to the relevant employment contract.

Age diversity

The first topic that we are going to pay attention to in this case study is school graduates. The school graduates belong to the endangered groups as after finishing school they often lack the necessary experience, which is an ever more important issue on the list of requirements for a work position. As was obvious from the guided interviews with the authorized personnel representative of the company they employ graduates, even though not very often, and these are assigned to the positions meant specifically for graduates where they carry out jobs pursuant to the company catalogue of jobs and in accordance with the qualification requirements. After one year at the latest they are relocated to a regular position which they are expected to carry out in the future, such as technicians or managers. After that they are assigned to a relevant tariff class and their base pay is modified accordingly.

Senior workers are another issue in the area of age diversity. Age is one of the sources of work discrimination in the Slovak Republic. This applies mainly to the age group of 55 and above. The monitored company employs 18.6% of workers in the age category 55–59 and these employees account for the most numerous age group.

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This may be considered a significantly positive fact and it may be said there is no age discrimination in the company. On the contrary, they build on experience, which is confirmed by the fact they even employ old age pensioners. In the age category 55 and above there are 22.84% of employees out of the total company employees' structure. The issues of the age of retirement are also, quite logically, connected with senior workers. The employees, after reaching their retirement age, are given a possibility of staying on in their existing positions and those who decide to retire are provided with a severance pay beyond the requirements stipulated by the Labour Code as well as with other various incentives. Furthermore, as former employees, the retired workers can also draw various benefits stated in chapter 4.3.8. Such an attitude to the retirement policy can be considered as above standard and a positive sign in this area of management.

Educational diversity

As can be read in Article 8 of the working regulations that deals with the company social policy, the employer takes care of intensifying or increasing employees' qualifications. According to the provided documents relating to further education of employees, 40 workers took part in workshops, conferences and training courses in the year 2011. Out of the 40 participants 13 were men and 27, i.e. more than half as many, were women.

Special educational projects or training programmes focusing directly on the field of diversity management have not been introduced in the company yet. According to the information from the guided interviews the employees did not take part in the training programmes focusing directly on the field of diversity management because it is not required by the nature of their work. Other employees who need information from this field such as personnel officers or payroll clerks take part in regular training courses related to Labour Code and its amendments.

Ethnic diversity

As has already been mentioned in the analysis of the employees' diversity, 5 nationalities are represented in the employees' structure, out of which the Slovak nationality is the most numerous. Other 3 nationalities, particularly the Czech, Russian and Ukrainian ones are represented by only a small proportion, only a little more than 1 percent. The presence of the Hungarian nationality is a more interesting factor from the point of view of diversity management with almost 10% proportion in the structure of employees. This plentiful presence can be explained easily by the location of the OZ Piešťany company. As is obvious from the OZ Piešťany characteristics, the sphere of activity of the above company reaches the southernmost territory of the Slovak Republic. This fact logically results in the necessity to employ this national minority.

In this case we can clearly talk about diversity management and about the company adapting to its sphere of activity by employing the relevant national

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minority which is abundantly represented in the area. As is obvious from the given facts the company employs, either in teams or in the individual departments, employees of different nationalities. It is mainly collectives of the Slovak-Hungarian structure. In the company there are no elements of discrimination in this respect. The employer denies any kind of language barriers or problems in communication and no signs of national conflicts are felt in this sense.

Disabilities

The ninth point of the social policy section in the working regulation states that the employer is obliged to employ staff with reduced ability to work on suitable work positions and to enable them to obtain the necessary qualification or to extend it, either by means of training or studies. The employer is also obliged to create conditions for the employability of staff, to alleviate the nature of work as much as possible and to improve the equipment of the workplace for the disabled employees so that they can, if possible, achieve the same work results as the other employees. The duties of the employer related to employing the disabled staff are amended in more detail by special regulations. This fact is in harmony with the Labour Code.

As is obvious from the guided interviews with the authorized personnel representative the disablement does not present any significant factor affecting the chance of a disabled job candidate to get employed in the company. Education, work experience and professional qualification are the significant variables here. In connection with the above we can state that discrimination is prevented in this respect as well. The above stated facts are also confirmed by the fact there are 33 employees working in the company with different level of body or other disablement. These employees hold positions in all the company spheres, both manual and managerial ones. They are assigned to the individual work positions in such a way that their disablement is respected as much as possible. The company does not yet have any protected workshop normally associated with employing disabled employees but it co-operates with various other companies and suppliers which do run those protected workshops.

Other experience

There is no co-operation with school institutions as far as the projects providing job opportunities to school leavers is concerned but there is a fully fledged co-operation with the employment office. Providing job opportunities to more than 300 applicants registered with the employment office with status – disadvantaged job applicant – may be a proof of such co-operation. This co-operation with the employment office came into being in connection with the state allowance to support employability of a disadvantaged job applicant pursuant to Article 50 of Act No. 5/2004 Coll. from which it is obvious that the allowance to support employability of a disadvantaged job applicant is provided to such an employer that creates a

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job and takes on a disadvantaged job applicant kept in the list of job applicants for at least three months. The employer is also obliged to keep the created jobs for at least 24 calendar months. The above mentioned job positions have been created in six towns where the company OZ Piešťany operates and this way a total of 301 job opportunities have been provided.

The company organizes numerous teambuilding activities that help overcome various communication, personality and other barriers among employees. Reducing those types of barriers and creating an informal, even friendly atmosphere in the collective affects the overall work climate positively and this way it prevents conflicts from arising and the work performance is increased. These informal, off-the-job meetings enable the individual employees to learn more about their various differences and to learn to respect them. Sport events, currently only held once a year, in the summer time, belong to such significant teambuilding activities. In the past even winter sport events were organized but the company has abandoned this idea for the moment but this does not mean that organizing such events might not be possible again at any time in the future. These events are organized for all employees, regardless of the positions held in the company. The activities are carried out in mixed teams, regardless of age, gender, education, nationality, position in the company, disablement, skin colour or sexual orientation, by which issues like deepening informal relationships and reducing barriers or prejudices are decidedly facilitated.

Bowling tournaments are other organized sport activities, and as the firm is a water management company, various water sports are also supported, such as rafting, both at home and abroad, and using water ski tows. As far as benefits are concerned, the company provides employees a lot of discounted services, such as for example a possibility of using recreational facilities, borrowing the company machinery or lorries but also a possibility of buying discounted products like sandy gravel, hay, grass, fish and many others. Employees are also entitled to have their meals in the company canteen, which is a positive fact. The employer also contributes to the employees' pension scheme. As far as the benefits for the former employees are concerned these are entitled to the above mentioned discounted recreational facilities and the company canteen or various excursions arranged by the company. Once a year there is a meeting of company old-age pensioners held before Christmas.

Future challenges

An increased interest in the issues of diversity management, both as a scientific activity and as a style of human resources management is a challenge into the future. For this purpose it might be appropriate to charge somebody from the personnel department to engage in this topic by taking part in training focused on diversity management and advantages related to it. With the existing trend of the birth rate decreasing, ageing population and the lack of suitable candidates it cannot be excluded that the knowledge from just this field might become crucial

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to compensate for this unfavourable demographic development. A developed and applied policy of diversity leads to positive perception of the individual differences which affect mutual tolerance, using most of the potential of human resources and it also contributes to the improvement of the company image because the status of a company with managed diversity helps improve the company prestige.

The company, employing 33 employees with various types of disablement, might consider setting up a protected workshop. Here even a benefit is provided by the appropriate authorities meant to create a protected workshop pursuant to Article 26 of Act No. 5/2004, Coll. This fact could help the company open a possibility of employing more and more disabled employees and this way respond to the unfavourable development on the labour market.

Another way of responding to ever more limited possibilities of choosing suitable human resources might be to introduce graduate programmes for the new graduates without any professional experience, i.e. people who belong to a discriminated and endangered group in Slovakia. These programmes could be operated by means of co-operation with universities and could be followed by a follow up vocational training course with regard to the individual needs in the given area.

Yet another possibility is to set up a complex database of employees that could, in the future, help draw up ideal collectives, work teams or help place suitable candidates to the most suitable position. Another suggestion might be returning to the older and more elaborate structure of employees that used to provide more useful information and that was in the year 2010 replaced by a reduced version.

From the point of view of teambuilding and collective activities it is advisable to start organizing winter sport games again.

Conclusion

In the introduction to the case study we paid attention to the structure of employees and after its description we came over to practical experience of the company OZ Piešťany in the field of diversity management. Thanks to the guided interviews we learnt that the company sticks to the principle of gender equality, there are no forms of discrimination and the company strictly complies with the relevant laws relating to the issues of diversity management, represented in the conditions of the Slovak Republic mainly by Labour Code and Antidiscrimination Code.

From the point of view of practical experience the complex care for pregnant women resulting from the company's working regulations or a possibility of returning to the job position after the maternity leave can be labelled as positive factors. Apart from that it is also the above standard severance pay in case of employees' retirement, equal pay opportunities for men and women in the same jobs or various possibilities and benefits both for the present and former

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employees, cultural and sport events that decidedly help reduce barriers and help learn about diversity. Last but not least it is also necessary to highlight the co-operation with the employment office and creation of plentiful job opportunities for the disadvantaged job applicants and also the employment of the disabled staff members working at all company levels.

Adapting the employees' structure to the sphere of the company activity is decidedly an element related to diversity management as the company operates in the southern territories of Slovakia where mixed collectives are created for that purpose, consisting mainly of the Slovak and Hungarian nationalities.

Whether the company gets engaged in the issue of diversity management in the near future in more detail is unclear. No significant objectives have been set in this area but the company does not exclude the idea of increasing their interest in the topic at any time in the future.

3.5 Agro Tami, a. s.

Introduction

The Nitra Dairy has more than 75 year-long tradition in the food-stuff industry [1]. The first operation for the production of dairy specialities was established in the town under the Zobor Hill in 1932. Since then the production has continuously broadened in the new factory buildings on the address 10, Cabajská Street. Both the owners of the company and its legal forms have gradually changed. The previous owner was a Dutch company, the Friesland Foods that announced the end of milk production in Nitra at the end of the year 2006. Afterwards a Slovak business group expressed interest in the company that has finally bought the factory including its technologies and some traditional Slovak brands. The Nitra dairy is known for its traditional quality yoghurts, spreads, cottage cheese, milk, butter, milky desserts and soured milk drinks. Since 2007 the dairy has won some prizes for its products including The Quality Brand and Dairy Product of the Year and gained some international certificates (see below and see www.agrotami.sk) as well. The aim of the management is first of all to cater the needs of Slovak customers and to supply the market with quality Slovak dairy products that are being exported to the Czech Republic and Hungary, too.

Workforce

The number of employees is 222,113 women (50.9%) and 109 men. The average age of employees is 39 years from 20- to 63-year-old ones. It means there is a zero age discrimination. There are 183 workers in production and 39 people in administration. The level of education depends on the position held in the company: from secondary school education to the university degree level.

Out of the total number of employees there are 14 people (8 women and 4 men), i.e. 6,3% with permanently reduced capacity of work. They have health disabilities on eyesight, joints, backbone, speech and hearing (the so-called deaf mutes) and hypertension with more than 45% of invalidism. Their average age is 42 years. The human resources officer deals with them highly correctly. At the selection of the place of work all their tasks and abilities are clearly clarified and the chosen positions are fulfilled without any difficulties. The organization chart of the company is the following:

All employees are required to pass a complex medical examination before they start working in food industry, i.e. they should own a bill of health that should be prolonged every two years time. Employees who are in a full contact with food-stuff in production process should have education needed for such a work (secondary level or university degree) or must own a “Certificate of professional qualification“, issued by the Regional Office of Public Health with a concrete focus on epidemiologically important activity. According to the antidiscriminating act No. 365/2004 of the Slovak Republic at the accession to employment in the

personal system SOMI of the company AGRO TAMI, a. s. there is no evidence neither about religion, sexual orientation nor ethnic background of employees.

Diversity management

The management of the dairy is aware of the importance of diversity for the company despite of the fact that this concept has not been worked out in a concrete way yet (no internal regulations, only a legal frame of antidiscriminating act of the Slovak Republic). One of the specific annual actions is e.g. the Santa Claus party for all employees as well as some smaller birthday parties and prize giving ceremonies. The management creates opportunities for disadvantaged groups and for building social cohesion (see part Concrete projects in the field of diversity for details).

Further education and courses for employees are listed in the below schedule and are adapted to the needs of employees and dairy technicians according to their qualifications:

Table 3.5: Education of employees

Internal	External
SMK guidelines and instructions for work	Periodic training for professional drivers
Working and controlling principles and processes of production	Periodic training for fork-lift truck drivers
HACCP principles	HCCP principles
Rules of general and personal hygiene, working wear, operation with products and raw materials	Periodic training for welders (STN 050705)
Specific guidelines for laboratories	Professional training and education for electricians
Legal trainings	Hygiene of food-stuff
SMK guideline – feedforward maintenance	Periodic training in boiler maintenance
Billing	Training for work with chemical stuff and poisons
Tax legislation	Food-stuff standards
ERP legislation	ISO norms
BOZP and PO rules	Periodic training of BOZP and PO + health care at work + first aid
	Accounting and tax legislation
	MS WINDOWS
	MS WINDOWS and MS SQL server installation and maintenance
	Integrity of covers/packings
	Marketing CIMA A

Concrete projects in the field of diversity

Graduate practice

There is a project run at the company at the present called graduate practice – the first group of four young graduates of secondary schools and universities are registered applicants for employment at UPSVAR (Centre for Employment, Social Issues and Families). They have already finished their 4-month-long practice at the dairy. One of them has been employed at Agro Tami, a.s. to permanent employment and two others have found jobs in another companies. The long-term continuation of this project is a real issue and is advantageous for both the company and graduates as well but it does not depend on UPSVAR. There is a sign of positive discrimination of the unemployed youth because this project is assigned to young people until 25 years.

Advantages for the company

Financial contribution from UPSVAR for the purposes of taking graduate practice in the amount of 185.19 €/month/person, verification and training of young workers that are more loyal to the company with better work attitude.

Advantages for graduates

Obtaining working habits, social independence, getting the needed internal trainings (interesting for further development at work: BOZP, SVP, health trainings etc.) and getting practice that is required by a number of employers.

Protected workplaces

Establishing protected workplace (CHP) for citizens with health disabilities, concretely for four deaf-mute handicapped citizens with more than 50% of disability. Despite of a lot of red-tapism of various documents and declarations on oath needed for national subjects and the responsibility of preparing monthly reports on cca. 20 pages for each disabled citizen and quarterly- and annual reports of the CHP, the dairy decided to realize this CHP for handicapped people. The status of CHP is acknowledged on the day of accepting the last employee to the CHP for a minimum of two-year-long period employment that is not time limited, i.e. it is for an indefinite period of time. It is a must to have special evidence of costs, expenses and energies for the purposes of UPSVAR, MZSR etc. controls. In case of deaths or go offs the above workplaces with the disability of more than 40% can be occupied. Working activities of a ZP (stock-keeper) in a dairy stock is accommodated by wall lights that function as warning items. Another communication is made by writing on electronic (mobile phone, notebook) or paper recorders. At the beginning of employment employees get a special training of BOZP focused on their special requirements and needs. Other training is focused on hygiene due to the fact they work in food-stuff industry. The superior – the stock master who had passed only a lower level of training to ZP is for them such superordinate as for the rest of stock-keepers.

Advantages for the company

Among the advantages for the company we see trouble-free adaptation to work, loyalty to the company, high level of ZP work productivity, improving social coherence and attention of all employees, increasing company reputation + financial contribution for disabled citizens in CHP from the government in the amount of 8,047.04 €/person given on the basis of documents confirming real costs.

Advantages for the disabled citizens

The main advantages are: stable employment, better adaptability, increasing self-confidence, getting better social life and general view.

Co-operation with government

There is a co-operation between the dairy management and the Office of the Commissioner of the Government of the Slovak Republic for Roma Communities: a concrete project for Roma community is run, especially for their employment and getting some working habits. This project has a horizontal priority of NSRR of the Slovak Republic for Marginalized Roma Communities. The aim of this project is to increase competitiveness of existing companies by implementing innovative technologies, creating environment for increasing innovative potential of companies in industry and services, development of ecologic production as a need of preparing permanent development in industry with an emphasis on support of those belonging to marginalized Roma communities (further “MRK”). In the first call the company management was not successful but they hope they will succeed in the second one. At the present the dairy employs several citizens belonging to the Roma ethnic group and they are dealt in the way as the rest of the employees without any discrimination. Some difficulties may happen in the sphere of production that are solved consequently (e.g. other working methods or more strict hygiene than in their previous work-places or after a several-day working they do not come to the dairy anymore).

Challenges to the future, conclusion

The Nitra Dairy is a classic food-stuff producing company with a wide portfolio of employees, mostly workers in production, with a good social coherence. Out of adequate business management and marketing the company management cares about the good social reputation of the company. This fact is confirmed by some projects focused on children – the last, already finished one was the “School milk programme of TAMI – experience adventures with us”. There is a new project as well: “Healthy milk food” and the projects of diversity mentioned in part D as well. Concrete challenges to the future are also described in this part, i.e. the company plans to get a project grant through horizontal priorities of NSRR of the Slovak Republic “Marginalized Roma Communities” focusing on employment increase of Romas and to save CHP for disabled citizens.

3.6 Kürt Co.

Introduction

The aim of this study is to show how to handle the diversity issue in different areas through the case of a Hungary-based company, Kürt Co. The company won the Family-Friendly Workplace Award first in 2005, then again in 2011, which shows that they excel in dealing with diversity. The Family-Friendly Workplace Award was established by the Hungarian government in 1999. This award recognizes positive company programmes and policy supporting the harmonization of family and work and setting a practical example to other companies. Kürt Co. has won this award twice that is why we have chosen this company for our case study.

Company characteristics

Kürt Co. is one of the most innovative IT firms in the domestic market. It is also well known internationally. The firm was founded by a chemical engineer, Sándor Kürti and his brother János Kürti in 1989. The company has grown from a Hungarian-owned enterprise into an international concern with a history of twenty years of development in the fields of technology for the protection of information, the prevention of data loss and abuse and for the recovery of lost data. Both the past experience and the work of the innovative-minded, highly knowledgeable specialist team have contributed to the high respect of Kürt Co. which has become one of the major participants in the world of data recovery. As a market leader in information security, it regularly provides services for high profile participants of the European economy. Kürt Co. won the Hungarian Innovation Grand Prix of 1994 for the development and successful application of data recovery technology. In addition to data recovery services, the company sells the know how of the technology. This technology is purchased on three continents of the world.

Since the mid- 2000s, the company has been expanding abroad. It has branches in Germany, Austria, and Dubai in the Middle-East and in the USA.

The company has been awarded several times during the past years. Just to mention some of these awards without attempting to be comprehensive:

- Healthy Workplace Am Cham Best Practice Award (2005) [4]
- Business Super Brands (2008, 2009, 2010)
- Europe's 500 (2006) – an award for the most dynamically developing enterprise

Besides these prestigious awards the company has won the Family Friendly Workplace Award twice [1].

The company in figures

Table 3.6: Some data referring to the employees and their families of Kürt Co.

Age distribution (persons)				
Sex	less than 30 years	31-45 years	46-55 years	56+ years
Female	4	17	1	2
Male	12	22	5	0
Marital status				
Sex	Single	Married	Widow/widower	Divorced
Female	12	11	0	1
Male	19	17	0	3
Children				
Sex	With no children	1 child	2 children	3 children
Female	13	4	6	1
Male	25	5	3	5

Source: [5]

Because of the company profile, the number of male employees is higher. Most of the employees are in the age group 31-45. The median age of the employees is 33.5 years. The number of those who have no children or who are about to establish a family is higher, which is typical of their age group. Among the families with children there are more one-child or two-child families.

The diversity programme – The Family-Friendly Workplace Award

The ‘family-friendly’ expression involves the need for a new type of cooperation between the two sexes, loosening the stereotypes and encouraging the spread of flexible ways of working [2].

It is important to mention that although the expression ‘family-friendly’ is common in Hungary; a new expression ‘work-life’ balance (WLB) is becoming much more widespread in other countries. This expression refers to people’s need for more human-centered employment independently of whether they have children or not [2].

Based on similar West European initiatives, the idea to establish the Family-Friendly Workplace Award was brought up by the government in 1999.

There are several awards for employers in other countries like e.g. The Best Workplace, The Best Company, the Company of the Year, but there are only few of them which – as a state award- is directly associated with family-friendliness, or with the establishment of the balance of work and personal life

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The Family-Friendly Workplace Award has been announced by the ongoing Ministry of Work since 2000 to harmonize work and family life. It covers the following topics:

- Work-hours – the possibility to choose from among different models of work time,
- Training – to create the employees' adaptability,
- Ensuring smooth return to the world of work following the different kinds of childcare career pauses,
- Childcare facilities – their conservation, maintenance and modernization,
- Employees' benefits,
- Work safety – employees' rights, health maintenance, etc.

The basic idea behind the establishment of this award is to harmonize the two important segments of human life: work and personal life. If the employer supports this idea, the employees will have more harmonic personal lives. A satisfied person is more motivated, performs better, can work more efficiently, which is also in the employer's interest. [2] The enterprises winning the award receive state recognition. They can use the title 'Family-Friendly Workplace' for one year, which makes them attractive both for employees and for investors. Now the award-winning companies even receive financial support.

Following the initial positive welcome, the employers' enthusiasm for the application started to decrease. The following figures illustrate this tendency: in the first year there were 49 applicants, in the second one their number went up to 133, while in 2005, only 57 enterprises applied for the award. Having recognised this tendency, experts suggested renewing the award in 2008. Since then those enterprises which practise family-friendly measures have had the possibility to apply for higher financial support. [6]

After the recent announcement of the award by the Ministry of National Resources in 2011 nearly one hundred firms have applied to it and 18 of them received the title of 'Family-Friendly Workplace'. The award was granted in 4 categories: small enterprises, budgetary organizations, medium-size enterprises and large enterprises.

Programmes by Kürt Co.

The company works in a special field where the clients' trust is indispensable. For this, they need polite, understanding and cooperative employees who can represent the company authentically. Team spirit and loyalty are of primary importance. In order to achieve this, the company tries to ease the employees' burdens.

In an interview, József Kmetty, President of Kürt Co. said: „A family friendly approach at a work place, from a business point of view, is not charity, but a well grasped and understood mutual interest.” The measures taken for this purpose ensure harmonic and stress-free work.

HR Assistant of Kürt Co., Tímea Blaskó acquainted us with the company. Based on a deep interview made with her, we are going to show those initiatives and measures of the company which lead them to earn the Family-Friendly Workplace Award in the medium-sized enterprise category in 2005 and 2011.

First we wanted to know those components of family-friendly human policy at Kürt Co. which lead to their successes in 2005 and 2011. Tímea Blaskó said that their employees could choose from several working time options like e.g. flexi time, a shortened (4-day) working week, job-sharing, telework or working from home. These options make it possible to keep absences and fluctuation at a low level and to improve the quality of work.

Because of the median age of the employees, supporting the establishment of a family is of prime importance in the human policy of the company. Mothers-to-be get time-off for all the medical check-ups and preparatory events before the baby is born, and during pregnancy they can organise their work time flexibly. When a child is born, the company provides additional financial assistance – for the birth of a boy, HUF 100,000 and for the birth of a girl HUF 100,000 + 1 – independent of whether it is the father or the mother who is working at Kürt Co. They also provide tele-project or part-time work opportunities for the mothers who are at home, in order to contribute to the well-being of the new families.

Since its foundation (1989), Kürt Co. has focused on healthy living. Besides the application of the cafeteria system, the company provides support for the employees' sports activities: men play football, the costs of which are partly covered by Kürt Co., while women receive some contribution to their monthly aerobic or yoga passes. Employees can also use the „All you can move“ card.

Besides balancing work and family, they put much emphasis on the motivation of employees and the recognition of good performance. They have created in-house prizes like “The Strongest Link” and the “Kürt Fairy” whose winners in both categories are selected by the votes of all the employees. The first prize is a one-week holiday for two (all inclusive, worth of 300,000 HUF) with days – off for the period of this vacation. It's not simply an opportunity to travel. These prizes are considered especially high moral recognition because the opinion of the whole staff is reflected in the result.

Community life is considered important within the company. During the community leisure activities company hierarchy and strict work order disappear. They organise trips, they have their own football team, and they celebrate Santa Claus Day, have Christmas Dinners and terrace opening and closing parties.

The management of Kürt Co. was planning to establish a day-care centre for the children of the staff members, which was included in their application for the award of 2005. By eliminating the problems of the care and supervision of the children, they could have provided further help for the employees with small children, and could have ensured harmonic, stress-free work environment. As there was no financial support given to the award winners then (in 2005), they couldn't establish this centre. Since then they have managed to establish

Case studies – Kürt Co.

another facility called the Glass Mountain Office, which is equipped with toys and games. Parents can leave their children there during the school holidays while they are working [7].

Their application for the award of 2011 focused on recreation and leisure. They had two basic concepts: one was an in-house programme including lectures and workshops on family life as well as life style counselling, the other one is an off company family leisure opportunity in a nearby hotel. The company provides coupons for the employees to cover the expenses.

The economic crisis had a great impact on the human policy of the company: they had to end giving several supports like e.g. the school start support. But these measures are considered transitional not final ones.

Other programmes

In its daily operation, Kürt Co. pays attention to groups endangered in the labour market.

Within their CSR (Corporate Social Responsibility) policy their primary target for support is education.

The H2O Project

The “Educating the Disadvantaged” (H2O) project was launched in Hungary in 2009. Their mission was to transform some of the least competitive schools in the most neglected corners of the country into competitive institutions. Within the framework of this programme, they try to ensure that schoolchildren from less developed regions of the country, from disadvantaged social and cultural backgrounds receive equal opportunities in education. [3]

The “Foundation for the Education of Disadvantaged, Particularly Roma Children”

The “Foundation for the Education of Disadvantaged, Particularly Roma Children” was established at Pannonia University (called Veszprém University at that time) in 1996. The aim of the foundation is “to provide support for talented but disadvantaged secondary school students – particularly those of Roma origin –, creating an opportunity for them to go to higher education.” [3]

Conclusion

In order to receive the title ‘Family-Friendly Workplace’, collaboration within the enterprise is absolutely necessary. Besides the measures to be taken in work organization and work processes, it is equally important to be loyal to the company, to create and maintain traditions and to have a responsible

entrepreneurial attitude. The measures have financial, material and human consequences; however, as it is shown from the example of the company, this attitude pays off through the employees' satisfaction and loyalty. In addition to that, it improves employee morale and increases performance if balancing work and personal life doesn't involve fear or stress. Not only employees but also employers can do a lot to make family life a natural process instead of considering it a problem. The case presented above can set an example for other enterprises and shows that it can be done, it is not impossible.

Annexes

1 – Diversity management and schools

The partners from the Czech Republic, the Slovak Republic and from Hungary decided to use the method of focus groups to help them understand and describe diversity and diversity management in the field of the basic and secondary schools.

The experts specializing in education management (CZ: Ludvik Eger, SK: Mária PISOŇOVÁ, HU: Csilla Czeglédi, László Hajós) decided to use focus groups interviews to understand diversity management at schools in more detail.

The research method of the focus group interview is a formalised process in which a small group of people discusses a joint topic or concept as a team in an interactive way [1, 2]. The focus groups usually consist of 6–12 people whose discussion is chaired by one or two trained moderators by means of a non-structured discussion and it usually takes 90 to 120 minutes. By means of a dialogue and a discussion with the members of the focus group the moderators gain deeper knowledge about the topic.

Gaining as much information as possible about how people understand the subject of the research is the usual goal of this method. The success of the research is secured by a dynamic interactive discussion within the group chaired by a moderator. The main idea, hidden in the background, is the fact that the information passes over from one person to other group participants and is spontaneously interpreted by the others. This way the effects of sudden inspiration and complementing ideas, opinions etc. may occur.

The method [3] is described in the following three stages:

1. Planning the study by means of the focus groups research method.
2. Implementing the group discussion itself.
3. Analysing the results and creating the research report.

The focus groups of the presented research were groups of school headmasters and managers of educational institutions in the A + B regions in the Czech Republic, in the Slovak Republic and in Hungary. The main purpose of our research was to learn about the views and reactions to the topic of diversity management at schools and gain some information from the panel members etc.

Because the issue of diversity management in education is a new topic, participants received materials with some brief information about the topic and also the scheme according to [4]. The interviews were divided into two areas:

A – Diversity from the point of view of the employees and school management in relation to the human resources of the relevant institution.

B – Diversity from the point of view of the school clients – mainly students and their parents.

The results of this research are to be brought out in a separate publication.

2 – Applying the concept of diversity management in the Czech and Slovak Republic – a research survey

Within the project “Diversity management – the best practices of Visegrad countries” were also undertaken some subactivities on project related topic. The main achievements of these subactivities were or will be published separately.

Some Czech and Slovak project partners (CZ: Dana Egerová, Milena Jiřincová, SK: Drahoslav Lančarič, Radovan Savov) conducted research on utilization of diversity management in their countries. They solved the implementation of diversity management in the Czech and Slovak organisations using the questionnaire survey. The research outputs are described in the paper „*Applying the concept of diversity management in organisations in the Czech Republic and the Slovak Republic – a research survey*“. The paper will be published in an economic journal.

The aim of the research was to investigate how the concept of diversity management is accepted and applied within the Czech and Slovak companies. The scaled questionnaire of own design was used for the data collection and it contained twenty-five items divided into three thematic areas, namely: the area of inclusion and justice, the field of implementation and justice and the area of benefits arising from the implementation of diversity management. In these areas the authors were looking for relations and connections that would help clarify the current state of implementation of diversity management in the Czech and the Slovak companies and the overall view on this issue. One of the most important findings of this research is that between these countries there are some significant differences in the perception and implementation of diversity management, although they are very similar as culturally so historically. This survey has contributed partially to recognize current state of application of the concept of diversity management in organisations in the Czech and Slovak Republic [2].

Another outcome of the project subactivities is paper by Milena Jiřincová (CZ) published in journal “Trendy v podnikání” (“Business Trends” in English). The paper “*Diverzita v ČR a její reflexe pro podniky a zaměstnanost*” (“Diversity in the Czech Republic and its reflection for organisations and employment” in English) [4] is focused on the primary elements of diversity as gender, age, ethnicity, mental and physical abilities and sexual orientation and on relation of these issues to the labour market in the Czech Republic.

The Slovak project partners Drahoslav Lančarič and Radovan Savov published in the 5th volume of journal “Working Papers” (2011) the paper “*The Perspectives of Diversity Management in Slovakia*” [3]. The paper refers to the topic diversity management (e.g. differences in age, gender, sex orientation,

Annexes

professional status, values, remuneration etc.) in the Slovak Republic in comparison with the average of European Union.

One of the outcomes is also the paper "*Diversity management as a crucial issue of management in 21st century*" [1] by Dana Egerová (CZ) published in the third volume of the journal "*Problems of management in the 21st century*". The paper is focused on theoretical description of the concept of diversity management.

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Abstract

Diversity management, comparison, the best practices of Visegrad countries

The publication presents outputs of research project: “Diversity management, comparison, the best practices of Visegrad countries” that was supported by the Visegrad Fund (Project No: 21110193 – scientific exchange and research). Coordinator of the project was the University of West Bohemia (CZ) and partners were: the Constantine the Philosopher University in Nitra (SK), the Slovak University of Agriculture in Nitra (SK), the Szent István University in Gödöllő (HU) and the West Pomeranian Business School in Szczecin (PL).

The main purpose of the project was to increase networking and cooperation among faculties focused on human resource development. International team realized planned research study: comparison of diversity management in Visegrad countries. There are chapters focused on diversity in the Czech Republic, in the Slovak Republic, in Hungary, and in Poland that were prepared by professionals from each of the V4 nations. As the conclusion we present the commented analysis of the topic, and comparison of the subject matter (diversity) within the V4 countries (in years 2011–2012). The analysis and comparison were made by members of the international team.

The next important objective of the project was to create case studies – examples of the best practices. The main purpose of this part was to demonstrate successful ways that give us answer to question: How to effectively implement diversity management ideas into practice? And of course, another aim was to create new source of information for students and professionals.

The project also promotes the concept of Visegrad co-operation. Co-operation among project partners and research activities are ongoing on bilateral and multilateral levels.

Presented results underline that diversity management should be understood in its development from the strategies of equality up to the concepts perceiving diversity and its application not only for business activities but also for the development of the civil society in general. And at the same time the national and regional context must not be forgotten.

Key words

Diversity, primary and secondary dimensions of diversity, diversity management, equal opportunities, civil society, research, case study, Czech Republic, Slovak Republic, Poland, Hungary, Visegrad countries.