



ERGO NETWORK EMPLOYMENT CAMPAIGN

A Place For All

Campaign Guide

The purpose of this Campaign Guide is to support ERGO Network members in constructing and developing campaigns within Member States to promote diverse and inclusive workplaces in the public, private, and not-for-profit sectors. While this Guide provides some general, transversal, and transferable tips for campaigning, actions can be further expanded and adapted to the specific economic, political and social circumstances within different Member States. This Guide has been drafted by **Amana Ferro**, *Senior Policy Adviser*, and **Christine Sudbrock**, *Programme and Communications Manager*, in the ERGO Network Brussels team.

PART ONE: REMINDER OF THE CAMPAIGN

The **main arguments** for running this campaign are:

- ❖ Improving Roma access to quality employment breaks the cycle of poverty, discrimination and exclusion and gives people back their dignity.
- ❖ Getting more Roma into employment helps counter widespread stereotypes based on antigypsyism.
- ❖ Having more employed Roma creates positive role models for the inclusion of Roma communities.
- ❖ A diverse workforce increases emotional intelligence, creativity and productivity in any workplace.
- ❖ A diverse workforce builds trust with minority customers and service users.
- ❖ Hiring more Roma is a smart economic choice, improving growth and combatting demographic change.

The **objectives** for running this campaign are:

- ❖ To raise employers' awareness of the benefits of an **inclusive and diverse workplace**.
- ❖ To raise employers' awareness of the motivation and **competences of young Roma**.
- ❖ To highlight employers' **good practices in diversity and inclusion** and to encourage others to follow their example.

The **tools and activities** for running this campaign are:

- ❖ The *Place for All* pledge, to be signed by employers – possibility to award a 'badge' for inclusive employers.
- ❖ ERGO working with employers signing the pledge – providing further support, giving them visibility.
- ❖ Peer learning, networking and exchanges between employers who have signed the pledge.
- ❖ Collecting empowering employment stories in comic form and disseminating them through publication, events.
- ❖ Promote quality traineeship placements for young Roma in civil society organisations, but not only.

What **ERGO members** need to do:

- ❖ Build partnerships around the campaign at the national level
- ❖ Contact employers and collect at least 5 signatures on the campaign pledge
- ❖ Build an ongoing relationship and community with the signatories
- ❖ Raise awareness and visibility on the campaign and its activities
- ❖ Keep in touch with ERGO colleagues and review the campaign



Planning the work

It is important to produce a short programmatic document at the beginning of the work, detailing the planning of the work throughout the year. This should include: who is the main person responsible (campaign coordinator), what concrete steps you will take, which employers you want to approach, what events (your own or external) you could use, which other partners you could enlist, time and other resources (including financial) it would take. Such a document will enable you to plan the workload, track progress, and better report at the end. You could also include a short section of threats and opportunities in the specific context of your organization and country. Before approaching individual employers, it is useful to build a strong position and arm yourself with the right knowledge and contacts.

PART TWO: IMPLEMENTING THE CAMPAIGN

This section will provide you with useful tips and practices to implement each of the steps identified above as concrete actions for ERGO members when delivering this campaign.

1. Build partnerships around the campaign at the national level

Legal framework

You can start by investigating what are the legal provisions in your country's legislation regarding anti-discrimination, particularly in employment laws and recruitment practices. These will provide you with powerful arguments when you approach employers in your country. National Equality Bodies, Human Rights Institutions, and other anti-discrimination public bodies can be great allies and a good place to start in collecting this information.

Social partners

While most trade unions should be natural allies for such an endeavour, membership among Roma is low in many countries. However, this is a good first step in raising trade union awareness about this very reality and to raise their awareness too about the importance of both diverse workplaces, as well as the need for the trade union movement to take up this topic. If you have contacts with employers' organisations, it is also useful to approach them.

Civil society organisations

Reinforce contacts with other NGOs already working on decent work or quality employment, including those representing groups such as other ethnic minorities, migrants, young people, LGBT+, people with disabilities etc. They are likely to have the same objectives regarding diverse workforces. Some of them may already be running similar or complementary initiatives and may provide useful insights, or may even be willing to join the campaign.

Governmental institutions

You can contact Members of Parliament who are known to be supportive of inclusive labour markets and decent work, or who sit in relevant parliamentary committees. The Employment Campaign is aimed primarily at individual employers, hence it becomes easier to breach the topic with politicians, as they do not feel pressured or blamed. They can thus be powerful allies. You can integrate the topic in regular meetings you might already have with your Government, on other topics. This will allow you to assess the level of political will and engagement, and whether the political environment is favourable.

Universities and academics

Researchers and professors working on issues connected to inclusive labour markets and diverse workplaces and workforces are likely to be particularly interested in such an initiative. They can be encouraged to engage in early discussions about the concept, while their previous research also provides a wealth of information that may prove very useful in running the campaign. They can also help spread the message further.

Stakeholder networks

Use civil society platforms, thematic mailing lists, social media forums and blogs dedicated to related topics, to identify what other, similar initiatives might be happening in your country.

2. Contact employers and collect signatures on the campaign pledge

Accreditation criteria for the “Diversity Employer” badge

Employers who commit to invest in having diverse workforces, including Roma, can receive an accreditation in the form of a “badge” or “label”, which they can display on their website or other materials. It is a symbol of pride, making an employer attractive to jobseekers, and raising the employer’s profile overall. It is also a way of rewarding commitment made to increasing diversity and providing more people with employment opportunities, while acknowledging the added value that they bring to the table. The label or badge is the same as the campaign logo.

Signing of the **campaign pledge** is an indispensable condition for awarding the badge, but it cannot be sufficient in itself, since it can represent only a tokenistic, symbolic gesture, without any follow-up or accompanying measure. It is thus important to develop robust criteria in order to assess whether a particular employer can receive this badge, and it is essential that the same list is used for all employers approached, to avoid discrepancies. It might be useful to also consult employers themselves when designing it.

A **checklist of preconditions** for receiving the badge include, but are not limited, to:

- ***Number of minority staff already employed***

You will need to define what constitutes a minority (only Roma? only ethnic? other?), as well as what number you are aiming for as a minimum. Given the different sizes of workplaces, a proportion works better.

- ***Number of new minority staff an employer is committed to take onboard***

You will most likely use the same definitions as above. Consider including a follow-up provision where the employer’s commitment is confirmed over time.

- ***Anti-discrimination recruitment policies***

Does the employer already have an equal opportunities approach to staffing? Do you deem their provisions sufficient and appropriate, given also your country’s legislation? Do they offer quotas or other forms of prioritizing minority workers?

- ***Anti-discrimination workplace policies***

As above, but this time relating to already employed staff and office policies in place. Does the employer invest in anti-discrimination training, measures, and attitudes for staff?

- ***Quality and sustainability of the jobs offered***

As we don’t want minority workers to be employed in poor jobs, additional criteria can be considered regarding the level of pay, working conditions and employment rights, health and safety, training etc.

- ***Employer track record on diversity and anti-discrimination***

Ideally, employers should have already been vocal and public about inclusivity and diversity, however it is at least important to check that they have not displayed racist or discriminatory attitudes in the past, not just in employment, but also in their marketing, promotion of products and services, public appearances etc.

Identify existing employers which already satisfy the criteria

Once you have finalized your checklist, you can begin to gather information on which employers already satisfy them. By rewarding employers who already meet the criteria, you raise the visibility of the campaign and make it easier to approach other employers. They also represent success stories and should be publicised through the ERGO Network and your own websites, social media, and press releases. These employers can, in turn, get involved in persuading others, and can become useful and visible champions of the cause, especially in business and employers' circles and fora, where NGOs have typically less access.

Contact new employers to get them on board

You can start with contacts made with employers already fulfilling the criteria, as well as with the wide range of stakeholders identified above, to identify new employers that could be approached. Establish a first contact using the pledge and the template letter and offer them the opportunity to apply for accreditation. Following their response, set up a meeting with their representative and/or HR person, and confirm that they fulfil the criteria listed above. Such meetings could also take place online or over the phone, to avoid travelling.

When negotiating with employers, use powerful arguments, such as those contained in the template letter, the provisions in the national legislation, the visibility of the topic, as well as a list of other employers who are already accredited. Once you get employers on board, use their input to adapt the accreditation criteria before approaching new employers.

Employers can be contacted in a number of ways:

- Through direct approaches to employers (public, private, and third sector)
- Through discussion with trade unions represented in particular workplaces
- Through exchanges with employers' organisations
- Through requests to national and local government

Of particular interest might be:

- Public institutions, such as universities and state employers, which may even have national quotas, established through legislation, for employing minority workers
- Private employers with a high emphasis on ethical trading, or which strongly promote Corporate Social Responsibility, as well as social enterprises
- Civil society organization, which should be at the forefront of such an initiative.

Signing of the pledge and granting of the badge

For the practical signing of the pledge, it is recommended that you obtain physical signatures, even if in scanned form, so that you and ERGO Network can display the signed pledge for publicity and visibility purposes. You can find the pledge in five language [here](#). You will also need to make sure that they fulfil the checklist of preconditions, through phone or direct interviews. Once they have signed, include their name and logo on your website, or at least publish a news about it and give the event social media visibility (see below for more communications tips). Please also send the information to ERGO Network. Equally, encourage employers themselves to display the badge (and, ideally, also the pledge) on their website and communicate the news through their own press and social media channels, as well as to become champions of the cause, including with other employers. After these initial steps, build and nurture a relationship with these employers, as outlined in the next step below.

3. Build an ongoing relationship and community with the signatories

Share ideas and best practices

To ensure close contact and information flow between employers who are part of the campaign and have already signed the pledge, you can set up a mailing list where best practices are shared, and obstacles discussed and solved together. The HR department or person responsible would be best to include in this endeavour. Employers can also, in this way, discuss follow-up needs and what ulterior support may be needed. This would allow employers better access to information about what others are doing, but also the sharing of collective intelligence on related opportunities, such as funding schemes, public subsidies, changes in national legislation etc, which can support diverse workplaces. If applicable, you could also organize face-to-face meetings, thus building a community of like-minded employers who work together for better inclusivity and diversity in the workplace.

Collect employee feedback

Employers might be tempted to paint a better picture of their efforts than reality confirms. As much as possible, you should strive to periodically get in touch with some of the Roma or minority staff employed by those who have received the badge and collect their feedback on their employment experience. This would ensure equally that the original checklist of criteria is still valid and applied. Input received from workers can also fruitfully feed into the employer exchanges outlined above and inform directions for improvement. Finally, keeping in touch with employees can provide a reassuring feeling to those involved, making them feel valued and heard. It can also be a great source of case studies and good practices.

Educate employers

Many employers may already be interested in implementing a Diverse Workplaces approach, but may not be sure how to. It is important to reach out to such employers and offer support, through informational materials, as well as events and trainings on the benefits that having more minority staff can bring – to workers, to employers, to consumers, to society at large. You can use the materials put at your disposal by the ERGO Network staff, as well as any other that you develop on your own: the pledge, the comics, the arguments for the campaign etc. You should also inform employers about opportunities existing in your country to access funding and other resources for anti-discrimination training and for implementing diversity policies in staffing and at the workplace. Once again, cooperation with other institutions, such as labour and equality authorities and public bodies can prove very fruitful in this respect.

Attend and organize targeted events

Ideally, ERGO members could organise events dedicated specifically to the campaign. However, as this may not be possible because of financial constraints, a good opportunity is to mainstream the concept in own or external events on related topics. You can suggest making thematic presentations in third party project events or conferences, or academic seminars, where it is essential to also invite employers already on board, so that they can share their experience. Another option is to raise the issue from the floor in a public event. Any kind of visibility, even small gestures, helps to put the idea in people's minds and create recognition for the concept. It would be ideal to raise the visibility of the campaign particularly in events where employers or employers' organisations are present.

Find and promote champions

Convincing potential partners of the value of diverse workforces is greatly assisted by providing positive examples of success. Additionally, you can try to get on board celebrities and identify public figure champions who can help popularise the cause. These champions can be used in different ways: by being key note speakers or guest speakers at relevant thematic events; by signing the pledge, which can be publicised on websites and social media; by promoting the cause and concept on their own webpage and social media outlets. It is important to try to attract different types of champions from different sectors, but who can also appeal to different demographics. The Roma, other minorities, migrants, young people, women, people with disabilities are some of the categories most affected by discrimination in employment, so champions that appeal to these groups, or could speak on their behalf, could be considered. Success stories of people from these groups, particularly those of young Roma already identified, can be very helpful.

Get the public and third sectors on board

Because they are not profit-driven, but seek to promote the common good, public and third sector employers are key to be approached and persuaded to become diversity employers. They would thus set a powerful model to private sector employers, and can become, in turn, partners and champions of the campaign. The argument should be made that all public and third sector employment should promote and encourage diversity. A further step could be trying to ensure that the public procurement chains also observe an inclusive and non-discriminatory approach – i.e., argue that all publicly funded contracts should ensure that employers apply diversity principles.

Educate consumers

One other option that has been suggested to both raise awareness on the concept, as well as modify employers' behaviour, is through involving the consumers. Powerful social causes have the potential to change employer behaviour, particularly if they stand to lose customers. On the fair-trade campaigns model, consumers can be motivated to choose products and services of employers who are known for championing diversity and inclusion in their workforces and workplaces. Social media campaigns to that effect are low-cost, but very effective. Public pressure, consumer behaviour and a decline in demand are important factors that employers pay attention to. Conversely, such educated consumers will be more likely to choose a goods or service provider who is inclusive and fosters diversity, so you can work with employers to increase their visibility and promote their badge.

Aim for legislative change

The present campaign, as it has been thought and developed, is targeted at individual employers, rather than politicians, and seeks to change practice, rather than policy. This approach has the advantage of politicians being more prepared to join and support the campaign, as they do not feel directly targeted by it. However, structural change in legislation never ceases to be a medium- and long-term objective. Getting politicians and decision-makers involved is already a first step for putting the issue on the political agenda. Additionally, the more concrete success (accredited employers) and visibility diverse workforces gain in practice, the easier it will be to lobby for legislative change. Seize policy opportunities in parallel with running the campaign on the ground.

4. Raise awareness and visibility on the campaign and its activities

Use of the logo

The *Place for All* logo is at the same time the campaign logo and the badge that employers will receive once accredited. You should provide it to accredited employers and ask them to display it on their website, social media and other communications. You are of course also encouraged to use it on your own website and any communication around the campaign.

Use of other campaign visuals

To promote the campaign and its wider aims, ERGO Network has developed further visuals, mainly:

- 5 images showing the benefits of a diverse workforce – also available as gifs (animated text)
- 5 comics telling the story towards meaningful employment of 5 Roma.

You are encouraged to use these visuals when reaching out to employers directly, as well as when promoting the employers and the general aims of the campaign on social media and on your website. You can also translate the images and comics. ERGO Network will share the visuals through social media channels and will promote them at face-to-face events through posters.

Webpage

The ERGO Network website contains a dedicated page (www.ergonetnetwork.org/employment) with general information about the campaign. It also serves as a space to download the pledge and visuals and contains a link to the [sign-up form for employers](#) who want to sign the pledge and receive the badge. This will allow employers who might stumble upon the campaign through various channels to express their interest in receiving the pledge without having to be contacted by ERGO members. It will also have a gallery with the logos of the employers who have already received the badge. The page will link to the dedicated Facebook page, which will be the primary campaign hub.

Facebook page

The Facebook page (www.facebook.com/DiverseWorkforces) will be the main space to promote the employers who have received the badge, and to encourage other employers to join the campaign as well. While Facebook holds the disadvantage that not everyone has an account, this approach was chosen because a Facebook page is very dynamic, allowing for more interaction than a typical blog or forum. On a Facebook page, any visitor can contribute in an interactive manner, by posting “likes”, comments, or own posts. Also, private employers, as well as most organisations, trade unions, politicians etc, are already active on Facebook and can be more easily reached than by promoting a dedicated website, which people won't automatically stumble upon.

Once you found an employer who is willing and suitable to receive the badge, it is important to have visuals to promote them. This could be:

- A photo of them holding the printed pledge or printed logo/badge (at least DIN A4)
- A photo or scan of the pledge with their signature

- The logo of the company
- A photo of a group of employees at their workplace

It would be ideal if you made a post on your own Facebook page, tagging ERGO Network and the Campaign page, so that it can be shared easily by the ERGO Network Secretariat.

Hashtags and other social media

ERGO Network will use its Twitter (@ERGO_Network), Instagram (ergo.network) and [LinkedIn](#) accounts to promote the campaign, by posting the visuals, promoting employers who signed up, and encouraging more employers to sign up as well.

The dedicated hashtag of the campaign is **#APlace4All**. Please feel free to create a hashtag in your own language as well. When promoting employers through your own social media channels, please make sure to tag them and to tag ERGO Network. Once again, the easiest way would be for you to make posts that can then be shared by ERGO Network. Alternatively, you can send us information about the employer (name of the company, logo and a photo of the signed pledge, good practice example) and it will be posted directly on the ERGO Network accounts.

Working with the media

While it is usually hard to get mainstream media interested in topics related to employment and social policy, it could be possible, in cooperation with academics, or with a key political figure, sympathetic to the cause, to write short contributions or research pieces on the topic, thus contributing to keeping the debate alive. Teaming up with the champions identified in the previous step is also a good way to tap media which is typically outside the remit of ERGO Network's work, such as, for instance, publications targeting youth. Inserting short opinion pieces in newsletters, including online, of other organisations is also a good possibility.

5. Keep in touch with ERGO colleagues and review the campaign

Dedicated mailing list

A mailing list will be set up, to include all national contact points / campaign coordinators, from the five national members implementing it under the 2020 Work Programme, as well as members from any other country, EU Member State or not, who are interested in joining. For the five contracted national members, the implementation conditions are non-negotiable and defined in the contract. Other members who join the campaign on a voluntary basis can cherry-pick which elements they want to implement and what features to take advantage of. Please use the mailing list consistently to report any progress with your campaign work and objectives, but also any obstacle encountered, as well as to share relevant information. Sharing in a common way can provide inspiration to others to become involved.

Centralising the information

The ERGO Secretariat will try to centralise information as much as possible, based both on updates circulated on the mailing list above, as well as through prompting members

individually to provide updates. Please communicate to the Secretariat any time you persuade a new employer to come on board and sign the pledge, so that we can keep a centralised table of these. This will enable comparisons across countries, and examples from one country can be used to persuade employers in another, and can also help get on board multinational employers. The Secretariat will also centralise all communications and visibility activities which are part of the campaign, not least in view of reporting.

Reviewing progress and approach

Such a campaign cannot be prescriptive in its approach, in a rapidly changing political and economic environment. Regular assessments should be performed members involved and the staff, and decisions made to revise and update objectives, accreditation criteria, potential partners, strategic approach, implementation tools etc.

Your contact points in the ERGO Network Secretariat

Campaign Coordinator

Christine Sudbrock, Programme and Communications Manager

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Oversees the implementation and is also responsible for all communications aspects.

Support

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Contributes to the implementation work and ensures links with ERGO Network's broader advocacy on employment and labour market issues.



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