This Guide is meant to be a first, introductory approach to Diversity Management in the context of the Greek labor market, primarily addressed to employers wishing to turn their business towards cultural diversity and utilise its multiple benefits.

With plenty of explicit information on the different types of residence permits and the equivalent right to work, the differentiation of terms like integration and inclusion and with an overview of how Greek citizenship can be acquired by anyone eligible, the Guide could function as an awareness-raising tool for all providing theoretical and at the same time more technical information.

On a more practical, business-oriented basis, the Guide presents to employers and, in general, to decision-makers best practices and techniques of efficient diversity management in the workplace, but also describes the tangible benefits that diversity can generate for companies.

DIVER SITY 2.0

AN EMPLOYERS' GUIDE

Generation 2.0 for
Rights, Equality & Diversity

Generation 2.0
For Rights Equality & Diversity

SUPPORTED BY

DIVERSITY 2.0
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People

Diversity

Some words about
Generation 2.0 RED

Generation 2.0 for Rights, Equality & Diversity (G2RED) is a non-profit organisation officially founded in 2013, consisted of an interdisciplinary team representing several ethnicities and social backgrounds, who work to promote equal participation in a diverse society through the empowerment of communities.

G2RED members are sharing the common belief that all of us have the right to equal and active citizenry on an individual and communal level. G2RED follows a holistic approach, combining social action, advocacy, sociological & legal research and provision of services aiming to promote integration, human rights, equality and diversity, fight racism, xenophobia and discrimination.

The organisation completed campaigns that led to the right of Greek citizenship for the Second Generation, increased the services it provides daily for free over the last years (legal and career counselling, Greek lessons, preparatory courses for the naturalisation), participated in festivals and have organised its own events (notably New Generation Got Game, the annual 3x3 intercultural basketball tournament). The organisation participates and cooperates with the largest human rights networks in Greece and Europe, claiming the rights of socially vulnerable groups of people.

A word by the team
of Generation 2.0 RED

For *Generation 2.0 for Rights, Equality & Diversity,* diversity is a notion but also a reality not in need of mediators, neither of strong arguments, nor public support or advocacy because its actual effects and benefits are constantly displayed throughout a workplace, a team, a school class, a society, a country or on an international basis, wherever diversity is a respected value and an every-day normality.

Cultured diversity is tangible and apparent wherever migrants and refugees are provided with opportunities to express themselves and their culture, whereas they safeguard their cultural identity and take it, also, a step further in the new environment they live in and where, as a consequence, they have an equal voice, generating thus ideas, concepts, practices, products, etc.

However, we live in an era where the meaning of "diverse", "different" is getting more and more colored with a negative tone, translated by many as "undesired", "risky", "dangerous", even as "evil" or "wrong", resulting to, but also stemming from, increased xenophobia. To take off the glasses of the spreading xenophobia and introversion, worldwide, it is a communal and of course an individual decision and demands self-assessment as we all together consist a society. Without those distorting glasses, "different" more likely translates into "interesting", "groundbreaking", "thought-provoking", "inspiring", "surprising", "creative", etc., since in metropolises and, in general, in any community that embraces diversity, indications of this reality and its effects exist in every aspect of creation, expression, development, communication and interaction.

Introduction

"Everyone has the right to work, to free choice of employment, to just and favourable conditions of work and to protection against unemployment" (Universal Declaration of Human Rights 1948, Article 23).

And the right to work is acquired automatically with a residence permit (few types only exclude people from the labor market in Greece). With the acquisition of a residence permit, come equal obligations with the Greek residents, like that of taxation, but, with obligations come also equal rights, exactly like the equal right to work, which is additionally protected and secured under the European legal framework.

The **Diversity 2.0 - An Employers' Guide** you are holding was created as a first introductory approach to the diversity topic in Greece and specifically in the workplace, focusing mostly on its cultural aspect. The topics analysed in the Guide are primarily based on the expertise that Generation 2.0 for Rights, Equality & Diversity has built throughout its long presence in the field of human rights,

and is combined with a number of insightful resources and references by the European Network Against Racism, which supports this first edition, along with other existing research and resources and as well best practices from diversity-friendly workplaces and policies abroad.

Diversity has multiple aspects (gender, sexual orientation, age, physical abilities, etc.), but since the priority of Generation 2.0 for Rights, Equality & Diversity for more than 10 years now has been the equal participation of second generation, migrants and refugees in a diverse society, this Guide emphasises on cultural diversity. However, the best practices presented in the Guide, with adaptations, could apply to different groups and could contribute in general to a more diverse and equal workplace for all.

The primary goal of this Guide is, on one hand, to provide information concerning migration in Greece and the legal framework in terms of migrants, refugees and International Protection applicants' employment.

This Guide can, on the other hand, be a useful tool for employers and, overall, a company or an organisation as well, when questions arise on the management of the cultural and religious features of different employees, which could affect the function of a workplace and personnel's performance unless there is a provision for at least a basic understanding and awareness; it can be a practical tool when uncertainty hovers in terms of how to best integrate new employees with a diverse cultural background in a work environment and assist them adapt easily and be successful in their role, taking into account and respecting, at the same time, diversity itself; and, of course, this Guide is presenting what the tangible benefits of diversity for a business operating in Greece can be.

Some words about ENAR

"ENAR is the only pan-European anti-racism network that combines advocacy for racial equality and facilitating cooperation among civil society anti-racism actors in Europe. The organisation was set up in 1998 by grassroots activists on a mission to achieve legal changes at European level and make decisive progress towards racial equality in all EU Member States. Since then, ENAR has grown and achieved a great deal.

Everybody wants a decent, well-paid and quality job. If you're Black, Roma, Muslim, or a migrant from a non-EU country living in Europe, **discrimination is a major obstacle when looking for a job and when you're in a job.**

Migrants and minorities face discrimination when they're applying for jobs. But even once they are in a job, migrants and minorities continue to face unequal treatment. Lower wages, a lack of career prospects, precarious and difficult working conditions, sticky floor and glass ceiling, harassment, and abusive dismissal, are just some of the manifestations.

In addition, **the financial and economic crisis** has worsened existing discrimination against minorities and migrants and has increased the employment gap between ethnic minorities and the majority population.

That's why ENAR launched the pioneering **Equal@work Platform** in 2009. It brings together **businesses, social partners, NGOs, public authorities and academics committed to diversity and inclusion,** to find solutions so that ethnic and religious minorities can fully participate in the labour market. These actors share best practices, explore innovative dimensions and engage in a constructive dialogue to increase the recruitment, retention and career progression of ethnic minorities and migrants and to develop creative and cutting-edge approaches making solid business sense".

You may explore more on the website:

http://enar-eu.org/ENAR-s-Equal-work-Platform

Thoughts on inclusion, equality & diversity

What is cultural diversity
(ΠΟΛΙΤΙΣΜΙΚΗ ΔΙΑΦΟΡΕΤΙΚΟΤΗΤΑ)?

In this Guide, with the term "Diversity" we are referring to cultural diversity as a result of migration, "the movement of people from one place in the world to another".

When speaking about migration, we should keep in mind that this phenomenon can be distinguished in different types according to National Geographic's "Introduction to Human Migration":

- **Internal migration:** moving within a state, country, or continent
- **External migration:** moving to a different state, country, or continent
- **Emigration:** leaving one country to move to another
- **Immigration:** moving into a new country
- **Return migration:** moving back to where you came from
- **Seasonal migration:** moving with each season or in response to labor or climate conditions

"Human patterns of movement reflect the conditions of a changing world and impact the cultural landscapes of both the places people leave and the places they settle".

("**Introduction to Human Migration**", **National Geographic**)

In terms of what diversity is, the General Conference, UNESCO's Governing Body, adopted the Universal Declaration on Cultural Diversity in 2001: "Culture takes diverse forms across time and space. This diversity is embodied in the uniqueness and plurality of the identities of the groups and societies making up humankind. As a source of exchange, innovation and creativity,

cultural diversity is as necessary for human-kind as biodiversity is for nature. In this sense, it is the common heritage of humanity and should be recognized and affirmed for the benefit of present and future generations." (Article 1)

"In our increasingly diverse societies, it is essential to ensure harmonious interaction among people and groups with plural, varied and dynamic cultural identities as well as their willingness to live together. Policies for the inclusion and participation of all citizens are guarantees of social cohesion, the vitality of civil society, and peace. Thus defined, cultural pluralism gives policy expression to the reality of cultural diversity. Indissociable from a democratic framework, cultural pluralism is conducive to cultural exchange and to the flourishing of creative capacities that sustain public life." (Article 2)

"Cultural diversity widens the range of options open to everyone; it is one of the roots of development, understood not simply in terms of economic growth, but also as a means to achieve a more satisfactory intellectual, emotional, moral and spiritual existence." (Article 3)

"The defense of cultural diversity is an

ethical imperative, inseparable from respect for human dignity. It implies a commitment to human rights and fundamental freedoms, in particular, the rights of persons belonging to minorities and those of indigenous peoples. No one may invoke cultural diversity to infringe upon human rights guaranteed by international law, nor to limit their scope." (Article 4)

"The term cultural diversity emerged in the middle of the 1980s and is sometimes mistakenly understood as the existence of different cultures or societies in specific regions of the world as a whole. In some contexts, it reflects the importance of valuing the many cultural differences, like language, religion, dress and traditions that make one group distinct from another. It puts forth that different cultural groups, as well as related cultural symbol formations and borders (often serving to divide cultural groups) are in a constant state of flux and transformation process, linking notions of identities, which are also not fixed in space or time".

("Reasonable Accommodation of Cultural Diversity in the Workplace-Report", ENAR, 2011)

What is equality
(ΙΣΟΤΗΤΑ)?

Philosopher John Rawls has developed the Theory of Justice. According to that, when seeking socio-economic equality in a society, "differential treatment" is justified if it is for the benefit of the socially disadvantaged group.

The basic principles of this theory are:

a) "The equality principle of **equal basic freedoms for all members of a society"**;
b) "A second principle that ensures equal opportunities and **allows for differential treatment if this benefits the most disadvantaged groups in society".**
Whereas, according to Iris Marion Young, Professor of Political Science, **"formal equality does not necessarily lead to substantial equality but may reinforce social inequalities** because it does not question dominant social and cultural norms, which provoke exclusion".
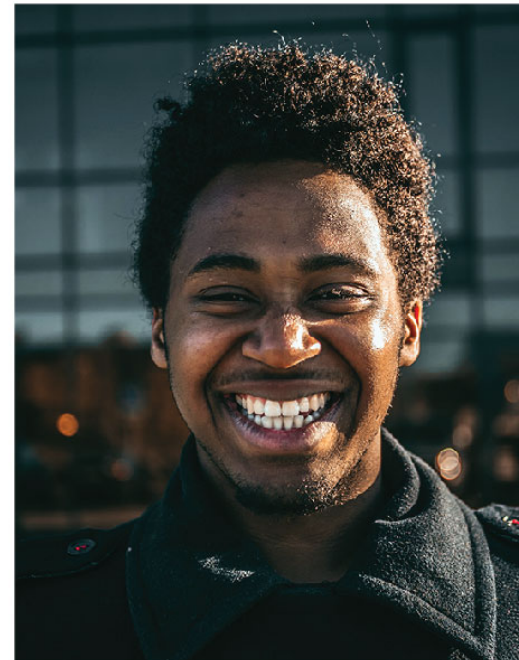
"The purpose of a diversity policy in any given environment is based on the idea that individuals are different, and that not everyone is able to correspond to general expectations and standards based on the image of the 'average citizen'. An inclusion policy could, thus, aim at the re-organisation of structures and policies to include everyone".

("Reasonable Accommodation of Cultural Diversity in the Workplace-Report", ENAR, 2011)

Neutrality policies is also a notion to take into account when speaking about workplace.

1. Policies of neutrality are not neutral - they exclude some symbols of difference (religious symbols), but not others (clothing signifying gender).
2. They are based on the idea that similarity means equality, rather than the idea that embracing the differences of employees is a way to promote equality in practice.

("Managing Religious Diversity in the Workplace: A Good Practice Guide-Toolkit", ENAR, 2015)

What are integration (ΕΝΤΑΞΗ) & inclusion (ΣΥΜΠΕΡΙΛΗΨΗ)?

"With the term 'integration', (...) **the burden of 'integrating' rests primarily on the migrant** and that it is their duty to assimilate to the culture, customs and ways of working of the host country. (...)
The term 'inclusion' highlights that **many actors have a role to play** in the process; they, too, will adapt, accommodate and benefit from the process of refugee inclusion".

("Refugee Inclusion in the Workplace: A guide for employers-Toolkit", ENAR, 2016)

Moreover, one key element of inclusion is that it enables individuals to safeguard their identity without alienation from society, whereas cultural obstacles should be taken into account.

O2 PEOPLE

What drives people to flee
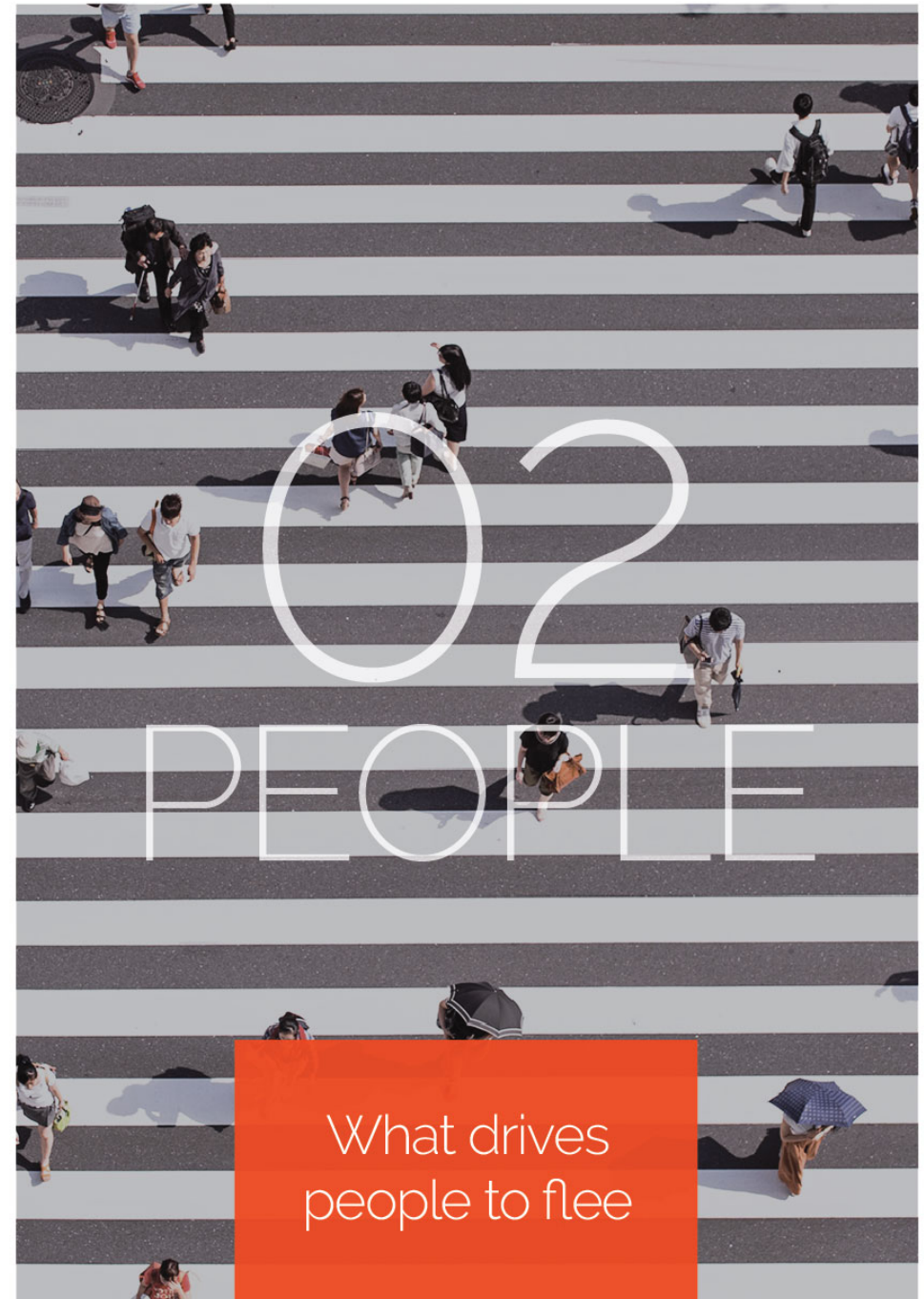
The movement of individuals or/and large groups of a population from their country of origin to another country or internally in the same country, for a variety of reasons, is not a synchronous phenomenon.

The majority of people migrating for different reasons live under challenging conditions, and one very common characteristic most of them share is "the crisis", that stems from the need and urge to move, survive and restart and ultimately integrate into a different cultural environment.

Among others, the most common reasons are political instability, conflicts with other states, and/or economic uncertainty that can lead to the unintentional movement of a population from one country to another or internally.

Where the world's displaced people are being hosted

85%

85 per cent of the world's displaced people are in developing countries

57% of refugees worldwide came from three countries

South Sudan
2.4m

Afghanistan
2.6m

Syria
6.3m

Top refugee-hosting countries

	0.5	1	1.5	2	2.5	3	3.5

Islamic Republic of Iran
979,400

Lebanon
1.0m

Pakistan
1.4m

Uganda
1.4m

Turkey
3.5m
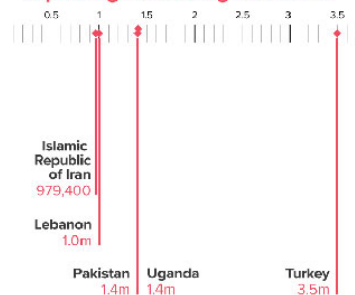
unhcr.org (2018)

The road towards well-being

We cannot ignore that people who are part of minorities in our country and who may be refugees, asylum applicants or migrants, face additional challenges and difficulties to the common ones of a local when starting a job in a new work environment. Both must adapt and function as soon as possible in the new workplace and understand its culture. However, migrants and refugees need also to adapt and function in the wider environment of a community and a, new to them, country.

Part of the implementation of diversity-friendly practices is taking into account the unique differences of individuals, of their experiences, and of their starting point. It is also important to note that there are particularly vulnerable groups (e.g., older adults, LGBT populations) among migrant and refugee populations that are likely to be experiencing additional stressors, which can impact their mental health and performance.

The migration experience can involve:

- **Negotiating loss and separation from country of origin, family members, culture, habits, customs**
- **Exposure to a new physical environment (host country)**
- **The need to explore and experience unfamiliar cultural experiences**

In this chapter, we will go through some basic notions and terms regarding the adaptation process of displaced people.

The acculturation process

Acculturation can be defined as the social, psychological and cultural change that happens from blending cultures. It is the process of learning and incorporating the culture of the new country people live in, such as the values, beliefs, language, customs and mannerisms. This process has been linked to changes in daily behavior, as well as numerous changes in psychological and physical well-being.

From a cultural perspective, the experience of refugees and migrants specifically can be interpreted as an effort to fit between cultures: the one from which they come and that of the host country.

"As refugees and immigrants are negotiating their identities in a new culture setting and find ways to cope the stress that is created from the moving from country to another, they may experience family tensions. Intergenerational conflicts are common in their households, reflective of an acculturation gap between parents and children and spouses and partners."

("Psychology of Immigration", American Psychological Association, 2018)
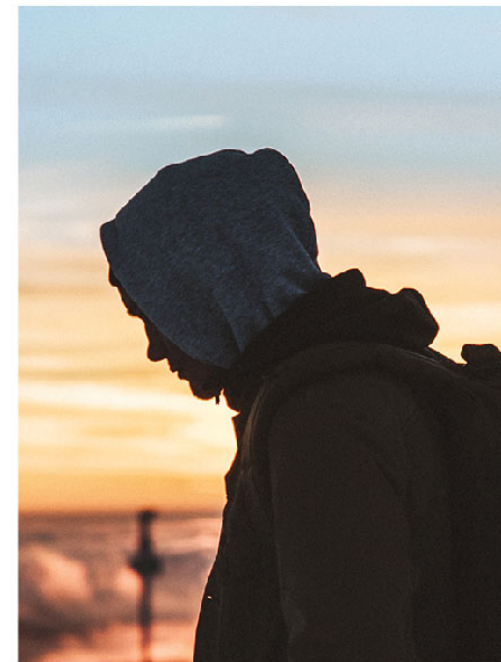
Cultural integration and acculturation are long-term processes, and they may never occur completely unless people are supported towards those ultimate goals.

The trauma experience

Trauma is defined by the American Psychological Association as "the emotional response someone has to an extremely negative event".

Traumatic experiences can occur at various stages of the migration process, including:

1. Pre-migration trauma or events that are experienced just before leaving the home country (persecution, violence, fear and an absence of safety and control.)

2. Traumatic events that are experienced during the journey to the new country (encampments, sickness, violence, etc.)

3. Ongoing traumatic experiences in the new country, including not decent living conditions, inadequate support on basic needs, discrimination and racism (stressors related to adjustment, loss, confusion and culture shock the need to learn new societal and cultural framework).

("European Resettlement and Integration Technical Assistance - Serving Refugees and Asylum Seekers through Strength -based Case Management", International Rescue Committee, 2018).

The socioeconomic status

Due to the situation in various countries where migration flows come from, and the circumstances under which people most of the times have to flee, migrants and refugees are often vulnerable in terms of socioeconomic status, maybe lacking documents that certify their educational level or have been out of the labor market for a long time. All those factors should be taken into account as different starting points.

The resilience factor

"Resilience is the process of adapting well in the face of adversity, trauma, tragedy, threats or significant sources of stress".

(American Psychological Association)

Keeping in mind how resilient people are, no matter what they have been through, that helps us remember that most likely those seeking to collaborate with us today are highly motivated, passionate and determined to make a new beginning and to overcome any difficulties regarding work that may arise, given the resilience level they have developed throughout various difficulties until they reached us.

"All those who are on Greek Territory are entitled to the absolute protection of their lives, their honor and their freedom, without distinction of nationality, race, language and religious or political beliefs" according to the Greek Constitution.

Thus, the protection of someone's life, honor and freedom should not depend on their legal status.

It is important to clarify that people coming to reside in Greece, are either applying for International Protection or for a residence permit, if they do not meet the prerequisites of the Application for International Protection.

Migration & different types of legal status

Jus sanguinis (right of blood)
VS.
Jus soli (Right of the soil)
(ΔΙΚΑΙΟ ΑΙΜΑΤΟΣ VS. ΔΙΚΑΙΟ ΕΔΑΦΟΥΣ)

Based on the Jus soli, the citizenship of a child is determined by its place of birth.

In Greece, the Jus sanguinis right is followed, in other words "the child's citizenship is determined by its parents' citizenship". www.merriam-webster.com

A migrant, a refugee, a second-generation individual, however, can acquire Greek citizenship under specific prerequisites.

Naturalisation
(ΠΟΛΙΤΟΓΡΑΦΗΣΗ) in Greece

According to the Citizenship Code (Article 5 L 3284/2004), based on the summary made by the Greek Ombudsman, with the cooperation of the Citizenship Directorate of the Ministry of Interior, citizenship may be granted to Third-country citizens, after:

. 12 years of permanent and legal residence in Greece.

. 7 years of permanent and legal residence in Greece If they have some certain types of long-term residence permits

. 3 years of permanent and legal residence in Greece provided that they are married with a Greek citizen and have a child with him/her.

• After 3 years of legal and permanent residence if they have an underage child that holds the Greek citizenship (not applied to those who acquired the citizenship because they attended a Greek school)

. After 3 years of legal and permanent residence in Greece, if they are refugees or have been recognised as a stateless person by the Greek authorities

. And to Second Generation individuals.

http://www.ypes.gr/UserFiles/ f0ff9297-f516-40ff-a70e-eca84e2ec9 b9/HowCanIBecomeAGreekCitizen.pdf

Applicants should also have: (1) sufficient knowledge of the Greek language; (2) be integrated in the economic and social life of the country; and (3) be able to actively participate in political life.

A book with information on Greek history, civilisation, geography, etc. has been edited by the Ministry of Interior and dedicated to Third-country citizens willing to apply for naturalisation. An Interview on topics of Greek history, geography, the political system, etc. is conducted by a committee consisting of public servants, professors and members of the Greek Council of Human Rights.

The Greek Ministry of the Interior has announced a uniform system of 300 questions, out of which 30 questions with different levels of difficulty (from very easy to very difficult) are selected and 20 of them will be required by the applicant to respond correctly. https://g2red.org/51-myths-about-greek -citizenship/
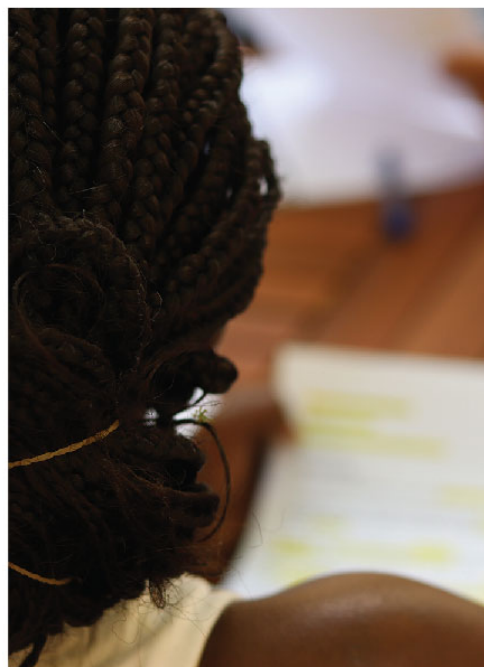
Second Generation applicants do not follow the procedure. (For more information, see next chapter).

Citizenship statistics for Naturalisation (2017)

Country of previous citizenship	Number	Percentage
Albania	2.117	60,78%
Ukraine	139	3.99%
Moldavia	132	3.79%
Russia	130	3.73%
Bulgaria	128	3.67%
Other countries	837	24,03%
Total	3.483	

What about the Second Generation?

According to law L.4332/2015, Second Generation has the right to acquire Greek citizenship under the following conditions:

a) When one parent is a Greek citizen, then the child automatically acquires Greek citizenship.
b) When both parents are migrants or refugees, then the following are valid:

When born in Greece: Enrollment to the first class of a Greek school + depending significantly on parents' legal status when the child was born
OR
If not born in Greece: School attendance as proof of integration/proof of Greek consciousness + no relevance with the parent's status

Second generation can be considered "a person who was born in and is residing in a country that at least one of their parents previously entered as a migrant".

https://ec.europa.eu/home-affairs/content/second-generation-migrant_en

During the last 7 years until end of April 2018, 83,153 second generation individuals have acquired Greek citizenship. However, the newly established procedure is being implemented at a slow pace.

Great delays in processing Citizenship applications

"Statistics released in June 2018 by the Ministry of Interior in response to a parliamentary question show that from March of 2010 to April of 2018, a total of 113,724 applications have been submitted all over Greece. From those applications, 73% have been processed. (...) Official replies point out that applications submitted as far back as 2012 are currently being processed. This means that most of the applications are still in filing cabinets".

g2red.org

The "ENAR Shadow Report - Racism and discrimination in employment in Europe, 2013-2017", exploring the position of minorities and migrants in European labour markets, is presenting some key findings on racism and discrimination:

. All ethnic minorities and migrants face significant discrimination in employment.

. From a high rate of overqualification to a high risk of exploitation and mistreatment, women of colour, regardless of their nationality, are generally facing harder working and living conditions.

. Job insecurity and wage disparities are notable for all ethnic minorities.

. Despite the existence of a strong European anti-discrimination legal framework, there is a lack of law enforcement and coherence in some judicial systems.

Racism & discrimination in the workplace

What do we define as discrimination?

"European law makes the distinction between two types of discrimination: direct and indirect. Direct discrimination occurs where one person is treated less favourably than another, in a comparable situation, on ground of protected characteristics. Indirect discrimination applies when people belonging to the same groups suffer from different consequences as the result of apparently neutral provisions, criteria or practices. The EU Race Equality Directive regulates some specific forms of discrimination, such as harassment, instruction to discriminate and victimisation but does not specifically address structural discrimination based on racial or ethnic origin".

("ENAR Shadow Report - Racism and discrimination in employment in Europe, 2013-2017")

The legal framework in Greece

According to Law 4443/2016 – Part A - Application of the principle of equal treatment, Article 1:

"The purpose of the provisions is the promotion of the principle of equal treatment and the combat against discrimination: (a) by reason of race, color, national or ethnic origin, genealogy, b) on grounds of religion or other beliefs, of disability or chronic disease, age, family or social status, sexual orientation, gender identity or characteristics, at employment and work".

The facilitation of a worker to exercise their rights in the context of free movement of workers is advisable too.
Any form of discrimination shall be prohibited for one of the aforementioned reasons as:
(a) **"Direct discrimination"** is the less favorable treatment towards a person due to one or more of the above characteristics than the treatment that another person received, receives or would receive in an equivalent situation
(b) **"indirect discrimination"** is when a prima facie neutral action, criterion or practice could place persons with one or more of the

above characteristics in a disadvantageous position compared to other persons.

Based on the specific law, when there is a breach of equal treatment and of anti-discrimination provisions, the incident should be filed as a complaint to **The Greek Ombudsman** (Συνήγορος του Πολίτη, www.synigoros.gr)
In case there is evidence proving either of the two forms of discrimination mentioned above, legal consequences are imposed.

The law 4356/2015 enabled the creation of the "National Council for Racism and Intolerance" (Εθνικό Συμβούλιο Κατά του Ρατσισμού και της Μισαλλοδοξίας) (functioning since 2016), aiming to design policies for the prevention and fight against racism and intolerance and, in addition, to monitor how is the anti-racism legislation applied..

Women of migrant origin

With regard to women, researches and studies have put on the spotlight the influence of race in combination with gender on women in terms of employment. The results of such studies across Europe have concluded that discrimination is faced by ethnic minority women in each phase of the recruitment process and results therefore to reduced employment rates. Discrimination is evident on multiple levels (race, gender, class, etc.), affecting women of colour (this term is used in ENAR's report for women of racial, ethnic and religious minority background, and does not necessarily relate to skin colour) (...) and at the channelization into domestic work in many countries, among which is also Greece.

Domestic work is where race, gender, class and nationality intersect. Domestic work is regarded traditionally as a "woman's work" and to that class and nationality are added with consequences more stratification, discrimination and exploitation.

In Greece, Filipinas are estimated to be around 25,000 and are employed almost exclusively in the domestic sector. The first

migration flow began in the 1970s, and their profile as "Christians, English speakers, passive and soft spoken" was appealing to the wealthy society, which employed them as live-in nannies or housekeepers. A collective agreement employment contract does not protect them, but they work with individual contracts or even oral agreements. The ENAR's Shadow Report describes that those workers are expected to be on standby according to the family's needs, and sleep no more than five to six hours. Even accusations for theft is possible in case their employer wishes to fire them.

In Greece, exploitation of female domestic workers from Africa is increased according to reports. In particular, the Union of African Women mentions that women work in middle-class households, working for long hours with no days off, while they promise them the equivalent of the minimum wage in their home countries, which is estimated around 50€ per month.

"ENAR Shadow Report - Racism and discrimination in employment in Europe,2013-2017"

03
DIVERSITY
IN PRACTICE

Build your own diversity-friendly workplace

Who is considered an International Protection /Asylum applicant

(ΑΙΤΩΝ ΔΙΕΘΝΗ ΠΡΟΣΤΑΣΙΑ/ ΑΙΤΩΝ ΑΣΥΛΟ)?

"A person who seeks safety from persecution or serious harm in a country other than his or her own and awaits a decision on the application for refugee status". (IOM)

An Asylum/International Protection Application card- **This document is also a work permit if the applicant is fully registered.**

Asylum applicants can either be recognised after several months or even years and be granted with International Protection and get the status of:

a) refugee
OR
b) beneficiary of Subsidiary Protection.

_____

Or their application may be rejected. After rejection, they have the legal right for appeal, meaning they have a second chance of their request to be examined.

Rights of International Protection applicants

• They may move freely throughout the country, unless specific areas of the country where they may move freely are determined on the card that they are provided with.
• They have the right to work under the conditions set by Greek law (those fully registered with the document displayed on the opposite page).

• As employees, they have the same rights and obligations, regarding social security, as any Greek citizen.

http://asylo.gov.gr/en/?page_id=84

The situation in Greece

From June 2016 onwards, Greece is ranking fourth, referring to the number of International Protection applications in European Union. In the first quarter of 2016, the figure for International Protection applications increased by 132%.
It is presented in the following table that the majority of the International Protection applicants since 2013 came from Syria, Pakistan, Afghanistan and Iraq.

Applications by Country of Origin
Top 10 Countries 2013-2018 (end of June)

Country	Percentage
SYRIA	33.5%
PAKISTAN	12.7%
AFGHANISTAN	11.8%
IRAQ	11.2%
ALBANIA	4.5%
BANGLADESH	2.9%
IRAN	2.3%
GEORGIA	2.1%
TURKEY	2.0%
PALESTINE	1.7%
OTHER COUNTRIES	15.3%
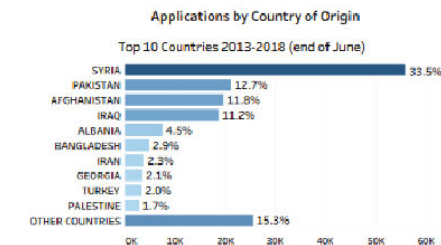
asylo.gov.gr

Who is considered a Refugee/International Protection Beneficiary
(ΔΙΚΑΙΟΥΧΟΣ ΔΙΕΘΝΟΥΣ ΠΡΟΣΤΑΣΙΑΣ)?

"A refugee, according to the Convention, is someone who is unable or unwilling to return to their country of origin owing to a well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group, or political opinion."

| (Excerpt from the 1951 Geneva Convention)

A recognised refugee is a person who has been through the required procedure with the Asylum service, whose case has been examined by the Service and who finally has been granted with International Protection.

The right to work

Refugees have the right to work in Greece as self-employed or with provision of services or work or with the form of dependent work.

asylo.gov.gr

The graphic of next page provides some important information for a comprehensive insight into the International Protection (refugee status) figures in Greece.

| An International Protection card
(This card is also a work permit).

The situation in Greece
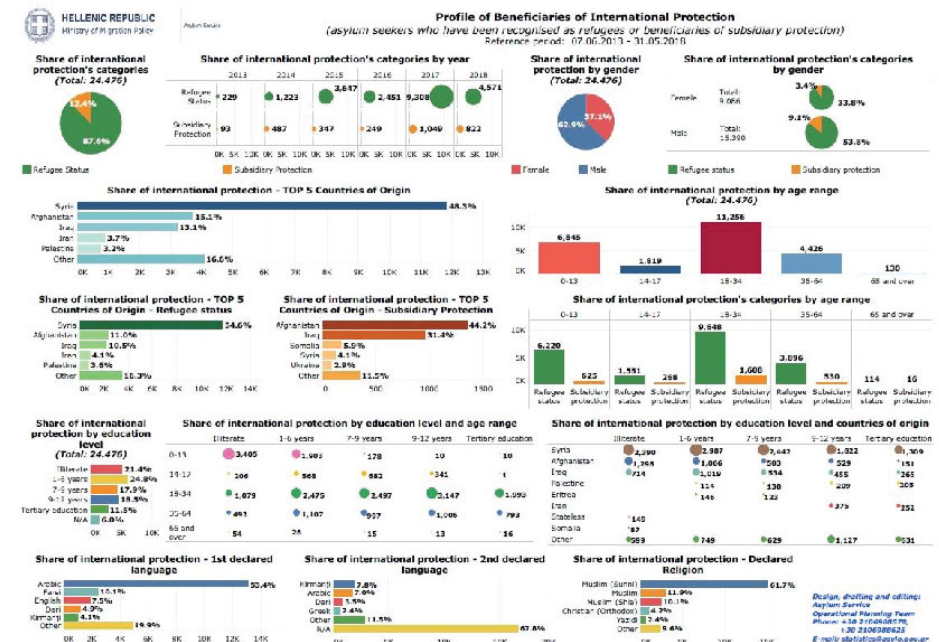
| Data from 06/2013-05/2018
asylo.gov.gr

Who is considered a Subsidiary Protection beneficiary
(ΔΙΚΑΙΟΥΧΟΣ ΕΠΙΚΟΥΡΙΚΗΣ ΠΡΟΣΤΑΣΙΑΣ)?

The European Union has set up this status that grants protection in a country outside of their own for the third-country nationals who do NOT meet the requirements of the Geneva Convention in order to be recognised as International Protection beneficiariers.

"The protection given to a non-EU national or a stateless person who does not qualify as a refugee, but in respect of whom substantial grounds have been shown to believe that the person concerned, if returned to his or her country of origin or, in the case of a stateless person, to his or her country of former habitual residence, would face a real risk of suffering serious harm and who is unable or, owing to such risk, unwilling to avail himself or herself of the protection of that country".

eur-lex.europa.eu

The right to work

Subsidiary Protection beneficiaries have the right to work in Greece as self-employed or with provision of services or work, or with the form of dependent work.

asylo.gov.gr

Who is considered a Migrant
(ΜΕΤΑΝΑΣΤΗΣ)?

IOM defines a migrant as "any person who is moving or has moved across an international border or within a State away from his/her habitual place of residence, regardless of:
(1) the person's legal status;
(2) whether the movement is voluntary or involuntary;
(3) what the causes for the movement are; or (4) what the length of the stay is".

This term includes:
• Refugees, Beneficiaries of Subsidiary Protection and International Protection applicants
• European Union nationals
• Third-country nationals (relates only to migrants from outside the EU).

However, in this Guide when we refer to "Migrant", the term is used concerning the legal status, and consequently the type of residence permit; meaning, thus, the Third-Country Nationals who are neither refugees nor beneficiaries of Subsidiary Protection, nor International Protection Applicants, for a better differentiation of the legal statuses and the types of residence permits.

A Residence Permit card (**This card is also a work permit**).
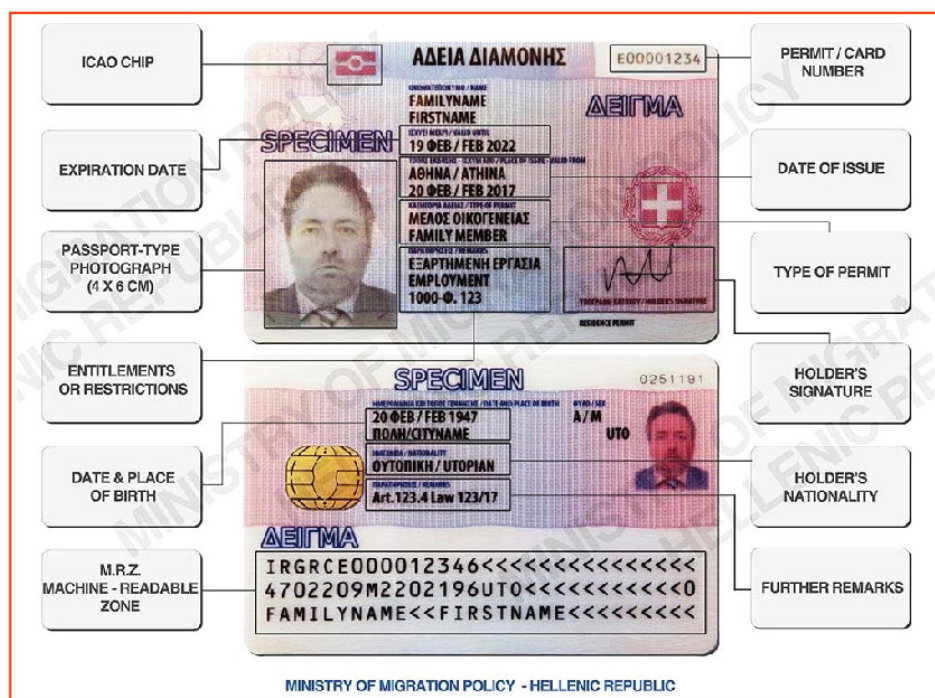
In Greece, there are different types of residence permits. Among those, are: the Humanitarian or Exceptional Reasons, the Long-term, the Second Generation residence permit, the one of the Family Member of an EU citizen, of the Family member of a Third-country Citizen,

the residence permit for Studies, etc.
Not all types provide the right to work (see relevant chapter).

In total, 160 nationalities reside currently in Greece with different types of residence permits.

The situation in Greece

The following table displays the most numerous nationalities in the country that hold different types of residence permit other than that of the Refugee status and Subsidiary Protection.

160 NATIONALITIES IN GREECE WITH 551,277 RESIDENCE PERMITS (JANUARY 2019)

Albania	366,069
Georgia	21,425
Ukraine	18,693
Pakistan	18,646
Russia	15,014
India	13,983
Egypt	11,988
China	11,002
Phillippines	10,906
Bangladesh	8,768

http://immigration.gov.gr/web/guest/miniaia-statistika-stoixeia

Common rights of Third-country nationals
(ASYLUM APPLICANTS, REFUGEES, SUBSIDIARY PROTECTION BENEFICIARIES AND NON-EU MIGRANTS)

A third-country national is "Any person who is not a citizen of the European Union within the meaning of Art. 20(1) of TFEU and who is not a person enjoying the European Union right to free movement, as defined in Art. 2(5) of the Regulation (EU) 2016/399 (Schengen Borders Code)".

| ec.europa.eu

The rights of third-country nationals are among others the following:
• They may freely move and settle anywhere in Greece.
• They have the same insurance rights as Greek nationals.
• Third-country national minors can attend the same formal education as Greek nationals.
• They can exercise any professional activity, provided that all other legal requirements are met (exceptions exist for few residence permits).

| (Immigration and Social Integration Code)

Who is considered Stateless
(ΑΝΙΘΑΓΕΝΗΣ)?

"A person who is not considered as a national by any State under the operation of its law".

(Art. 1, UN Convention relating to the Status of Stateless Persons, 1954).

The right to work

Overall, the following groups of individuals are eligible to work in the Greek labor market:

· The legally residing economic migrants with various types of residence permits

· Fully registered International Protection applicants, refugees or subsidiary protection beneficiaries

· European Union citizens

· And members of Greek Diaspora.

Law 4251/2014-Immigration, Social Integration Code & other provisions
(ΚΩΔΙΚΑΣ ΜΕΤΑΝΑΣΤΕΥΣΗΣ, ΚΟΙΝΩΝΙΚΗΣ ΕΝΤΑΞΗΣ & ΛΟΙΠΕΣ ΔΙΑΤΑΞΕΙΣ)

Law no 4251 and specifically the paragraph 6 of Article 15 "establishes that holders of residence permits have also the right to employment, while Paragraph 7 establishes the obtention of a long-term residence permit as condition to self-employment rights".

(https://ec.europa.eu/migrant-integration
/librarydoc/law-4251/2014
---immigration-social-integration-code-
and-other-provisions)

The right to work according to type of residence permit

Many types of residence permit in Greece provide immediate access to the labor market either with the form of a) dependent work or b) self-employment or for c) contracts for services or work. Such residence permits are the following: The 10-year residence permit, the Long-term, the Second Generation residence permit, that of the Family Member of an EU citizen, the International and Subsidiary Protection residence permit, etc.

Other types of residence permit provide access to labor market only with the form of dependent work. Such residence permit is the Dependent Working residence permit, whereas residence permits like the Exceptional Reasons and the International Protection Application card give access to labor market either with the type of dependent work or of provision of services or work.

The right to work is acquired also with a specific visa for seasonal workers, fishermen, members of art groups, tour leaders, etc.

Irregular migration
(ΠΑΡΑΤΥΠΗ ΜΕΤΑΝΑΣΤΕΥΣΗ)

"In the EU context , a third-country national present on the territory of a Schengen State who does not fulfil, or no longer fulfils, the conditions of entry as set out in the Regulation (EU) 2016/399 (Schengen Borders Code) or other conditions for entry, stay or residence in that EU Member State".

(European Commission, Migration and Home Affairs)

Migrants in an irregular situation may have entered a country irregularly, with false documents or without crossing the official borders.
They may also be residing in a country irregularly due to expiration of their residence permit or may be employed irregularly, perhaps due to the fact that their residence permit does not come with the right to work.

"Irregularity refers to the status of a person at a certain point in time or during a certain period, not to the person".
www.migrationdataportal.org

Their status becomes regular when applying for a residence permit.
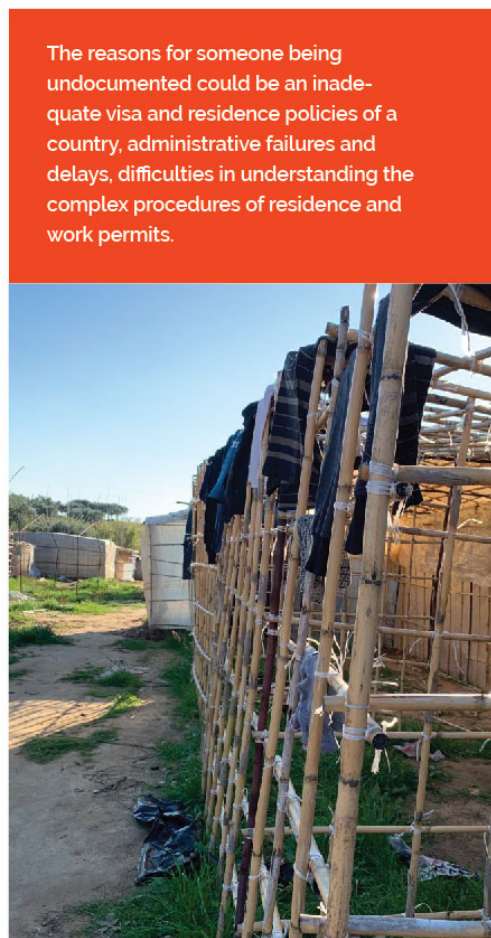
The reasons for someone being undocumented could be an inadequate visa and residence policies of a country, administrative failures and delays, difficulties in understanding the complex procedures of residence and work permits.

Manolada, 2018 (copyright Generation 2.0 RED)

Refugees and migrants pass through risky entry paths facing various challenges. If coming from countries currently at war or conflict, the renewal or acquisition of passport is not an option, and the same applies if they belong to a minority that the country of origin does not accept. Documents may, also, not be available due to many different reasons like loss, theft, or because smugglers withheld them.
Another significant reason for people residing in Greece and lacking documents is the inability to renew their residence permit due to the high cost for its issue.

Furthermore, in case someone has been unemployed for 1 year and is thus lacking insurance capacity does not have the right to renew their residence permit. Taking into account the high unemployment rates of the current decade in Greece, this fact has been prohibitive for many cases of currently undocumented migrants.

Irregular migration

There is no universally accepted definition of irregular migration. IOM defines it as "movement that takes place outside the regulatory norms of the sending, transit and receiving country" (IOM, 2011).

A migrant in an irregular situation may be in one or more of the following categories:			Migrants can go *in and out* of irregularity as laws and policies change	
Irregular entry	Irregular residence	Irregular employment	Crossing the border — Irregular	Applying for asylum — Regular

Source: Own elaboration based on Düvell, 2006; Vespe, V., Natale, F., and L. Pappalardo, 2017.

© IOM's GMDAC 2017 www.migrationdataportal.org

Undocumented work & labor trafficking

The phenomenon of undocumented work in Greece is more frequent due to -among other factors- the recent financial crisis and migration, resulting to exploitation (long work hours, unpaid wages, etc.) and inhumane working conditions for the most vulnerable migrants, refugees and International Protection applicants. Even before the financial crisis, the employment aspect for minorities in Greece has been problematic.

Apart from the undocumented work, labour trafficking has been evident in Greece in domestic work, agriculture and animal catering. One case is in Nea Manolada, a town in western Peloponnese, where Bangladeshi workers were shot when they asked their unpaid wages from their employer. Thirty-five men were injured among 200 workers at Nikos Vangelatos strawberry farm and the Greek courts scandalously cleared the perpetrators. However, in 2017, the European Court of Human Rights issued a judgment for payment of damages up to €16,000 (£13,750) each by the Greek state for having "failed in its obligations to prevent the situation of human trafficking".

"ENAR Shadow Report - Racism and discrimination in employment in Europe,2013-2017"

Inappropriate use of terms

The phrase "illegal migrant" (in Greek, "λαθρομετανάστης") is unacceptable since no human being can be "illegal". This word can carry implications of criminality but in fact this status is "an infraction of administrative regulations". In addition, an act only can be illegal and not a human being.

The use of this specific term reflects deep knowledge gaps in terms of migration and can have serious consequences on how a society is perceiving individuals who, for various reasons, lack documents and for that reason are undocumented or irregular. A preferable term would be "migrant with irregular status".

In Greece, in July 2018, the Supreme Court declared that "apart from it being inappropriate (the phrase "illegal migrant"), it can be also dilutive for the individual's personality and of course cannot be found in the Greek legislation where there are references to the illegal entry to the country". That guideline was also sent to Principals of Primary and Secondary schools to contribute to the prevention of racism and xenophobia phenomena.
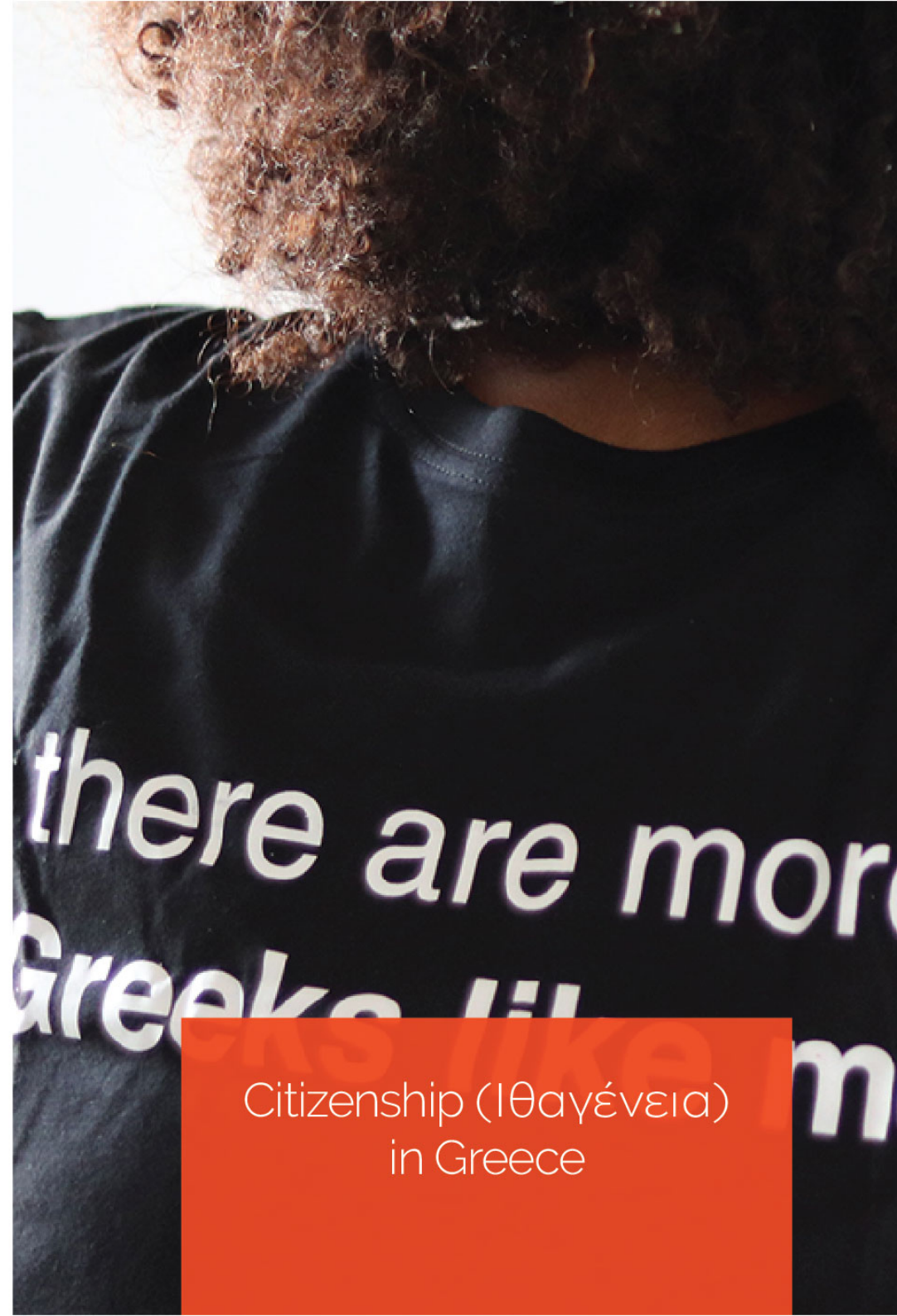
Citizenship (Ιθαγένεια) in Greece

Step-by-step diversity practices

Creating a diversity-friendly workplace just takes some small, but significant changes and essential adaptations; primarily through the way you and each and every one of the personnel communicate within the company, and through the policies and practices that you are setting up to support diversity.

partners in such activities, bringing in their valuable knowledge and best practices. This is a process that may take time, but it will step-by-step result in changes on the way people interact and cooperate.

Step 1

The first and most important step toward this direction is to eliminate any underlying racism and discrimination or tackle any incident that might have taken place in order to build an environment of understanding and acceptance.

How to achieve this:

This could be achieved by putting in place regulations based on the unlimited acceptance of cultures, conducting trainings and organising awareness-raising activities on a managerial and non-managerial level, such as reporting of racism and discrimination incidents.
The final goal is to make the employees feel there are no divisions between them and that they are protected. NGOs can be useful

Step 2

Another essential step is to create supportive structures in the workplace for newcomers.

How to achieve this:

The practice of pairing older employees with new ones as a form of mentoring or informal support can be one simple way to make the work environment friendlier and more supportive, and, at the same time, boost communication among employees that possibly wouldn't communicate unless needed. In case the individuals of the pairs created are both of migrant background, that would also be a very fruitful practice.

Step 3

Safety issues are also important in the creation of a diversity-friendly environment. Explaining to the new staff about the health and safety regulations of the workplace is a step not to be ignored.

How to achieve this:

The first week or days of work, make sure that the newcomer is informed about any health and safety issues that are crucial to their role or to the company's safety in general.
Moreover, every staff member needs to be regularly supervised. Have in mind that at different points lots of cultural issues and differences will be negotiated through discussion. You will have to be more intuitive with specific cultures because complaints or fears are not always openly discussed.

Step 4

A detailed outline of the duties of each employee, and on the other hand, of the duties you (as an employer or manager) have is another major step.

How to achieve this:

Newcomers need to be presented in detail

with their job position, channels of communication used internally and externally, and any information crucial to the overall day-to-day operation of the company. This could be assigned to an older employee, and it would be good to be completed within the first week of work. The clarification of the new role, its goals, and the expectations arising from it, along with the preferred ways of communication, create a feeling of security in the new working environment, and smoother integration in the workplace.

Step 5

Facilitating communication in the workplace is a crucial factor that enables the flow of the processes, the teamwork building and brings better outcomes in terms of products or services. But, in some cases, the language could be a barrier that needs to be overcome as soon as possible.

How to achieve this:

A. Provide practical demonstrations
With most of job positions and people, when new knowledge needs to be learnt

and incorporated into daily activity, practical demonstrations are always helpful. To make the communication and the learning process easier, offer practical demonstrations. Then request the individual to put into practice what has been displayed, in order to make sure that everything that is needed has been transmitted. Keep in mind that for some cultures, it could be considered rude on their behalf to ask explanatory questions or admit non-comprehension.

B. Give clear instructions in person, in writing, or with use of pictures.

Think about giving crucial instructions or information with more than one way. This could function as a common point-of-reference and can boost employees' confidence. Consider using images to accompany instructions and probably hang them at visible places inside the working space.

C. Ensure comprehension with open questions

Try to ask open-ended questions, where the answer cannot be just a yes or no, to make sure if what you explained or asked is understood or it needs further explanation. Again answering with a yes could also be considered to be more appropriate for specific cultures.

D. Speak clearly and simply in Greek or English

Try using basic common language and speak clearly either in Greek or English. When your new employee doesn't possess a proficient knowledge of the local language, an easy way to communicate efficiently is to slow down the speed of the conversation and use simpler words and sentences. Have in mind that even people who speak proficiently Greek or English can in some cases have trouble understanding an accent.

E. Explain technical terminology, slang and colloquialisms

Be cautious of the extent to which technical terminology is used in your workplace. You can help the learning process by clarifying essential terms. Keep, also, in mind that slang language could be easily misunderstood, so it would also be wise to explain that too or avoid using it.

In addition, casual swearing can be offensive to some people or even seem aggressive and could cause negative feelings or serious misunderstandings. In case you are not able to avoid it, reassure employees that it is not addressed towards them and it

is just a bad habit. A specific sense of humor or jokes could also cause misunderstandings or even be offensive to different cultures and religions, thus some guidance should be provided in advance to staff.

F. Learn some simple words in the employee's native language

Under the framework of creating a friendly workplace is the practice of learning some simple words in employees' native languages. It could feel like making a step closer to them and their culture.

G. Use interpretation when available

Even from the very first job interview with a potential employee that possesses the talent or the know-how you have been seeking, you could ask other employees or a dedicated service to assist with interpretation. But be cautious of any sensitive issues that may arise and the possibility of the employee not willing to share in front of others.

Try to avoid using online translation tools as this could lengthen significantly the discussion and, on the other hand, could leave you both confused.

Overall, some general directions to help you make some basic first but quite essentials steps towards a diversity-friendly workplace could be the following:

• Devote some time to build relationships with empathy, acceptance and understanding
• Try to gain some insight into the challenges of each individual's life
• Encourage trainings whether concerning soft skills, an update of professional skills, or advancement of the Greek or English language.

Some cultural features to take into account

"Negative politeness" is common in Middle East and Asia, meaning that people in many of those cultures avoid saying "No", even if they would like to refuse or reject.

In particular, for Iranian people, Taarof represents an etiquette of polite behavior, "over the top politeness". By doing so, many try to say what they "wished it was" without ever admitting that it isn't. Denial is expressed in such a subtle and veiled way, that an average European/Greek would probably not understand it.

In terms of body language, that may vary from country to country. In the Arab world, there is a specific personal space, a distance generally less than the one that is common in the European context (20-40 cm). Sometimes there could be no eye contact between women and men.

Men who meet each other in Arab countries sometimes slightly kiss each other's cheek and tap the others' back and shoulders, but these gestures are accepted only by their countrymen and do not apply to foreigners.

Men and women who do not know each other often would not touch each other - a woman/man could in some cases refuse shaking hands with a person of the opposite sex.

Religious Diversity Management

Religion overview

In this chapter, we are presenting briefly the main religions with the most followers in Greece, in order to gain some basic knowledge on practices and beliefs that, unless taken into account, could perhaps affect the employee's professional life and the work environment.

Buddhism

"Buddhism is a spiritual tradition that focuses on personal spiritual development and the attainment of a deep insight into the true nature of life. There are 376 million followers worldwide. (...) The path to Enlightenment is through the practice and development of morality, meditation and wisdom. (...) Buddhists can worship both at home or at a temple".

www.bbc.co.uk/religion/religions/buddhism

Christianity

"Christianity has over 2 billion adherents. The Orthodox Church is one of the three main Christian groups (the others being Roman Catholic and Protestant). Around 200 million people follow the Orthodox tradition. Today there are more than a billion Catholics in the world. (...) Baptists form the fifth largest Christian church in the world.

Christian holy days such as Easter and Christmas are important milestones in the Western secular calendar".

www.bbc.co.uk/religion/religions/christianity

Hinduism

"Hinduism is the religion of the majority of people in India and Nepal. It also exists among significant populations all over the world and has over 900 million adherents worldwide. (...) Although it is not easy to define Hinduism, we can say that it is rooted in India, most Hindus revere a body of texts as sacred scripture known as the Veda, and most Hindus draw on a common system of values known as dharma. Hindus celebrate many holy days, but the Festival of Lights, Diwali is the best known".

www.bbc.co.uk/religion/religions/hinduism/ataglance/glance.shtml

Islam

"Islam has over 1 billion followers. (...) Muslims base their laws on their holy book, the Qur'an, and the Sunnah. The Five Pillars of Islam consist of:

Shahadah: sincerely reciting the Muslim profession of faith

Salat: performing ritual prayers in the proper way five times each day

Zakat: paying an alms (or charity) tax to benefit the poor and the needy

Sawm: fasting during the month of Ramadan

Hajj: pilgrimage to Mecca.

Although Muslims fast during other times of the year, Ramadan is the only time when fasting, or *sawm*, is obligatory during the entire month for every able Muslim. Another significant holy day is Eid ul Adha, a four-day public holiday in Muslim countries.

Muslims are only allowed to eat meat that has been killed according to Sharia law.

Salat is the obligatory Muslim prayers, performed five times each day by Muslims. (...) Muslims can pray anywhere, but it is especially good to pray with others in a mosque. (...) Muslims must be clean before they pray. They make sure of this by performing ritual washing.

Islam prohibits consumption of alcohol and some Muslims may not be willing, in addition, to handle pork or alcohol.

www.bbc.co.uk/religion/religions/islam/ataglance/glance.shtml

Traditional religious outfits for Islam

Hijab

"The most common form of hijab is the head covering that many Muslim women wear. Hijab, however, goes beyond the head scarf. (…) Muslim women are required to keep the hijab in front of any man they could theoretically marry. This means that hijab is not obligatory in front of their father, brothers, grandfathers, uncles or young children".

www.bbc.co.uk/religion/religions/islam/beliefs/hijab_1.shtml

Niqab

"Niqab is the term used to refer to the piece of cloth which covers the face but leaves the eyes clear, and women who wear it usually cover their hands also. It is worn by many Muslim women across Saudi Arabia and the Indian subcontinent and by many women in the West".

www.bbc.co.uk/religion/religions/islam/beliefs/niqab_1.shtml

Burka

"It is the most concealing veil; a one-piece veil that covers face and body".

https://www.bbc.co.uk/newsround/24118241

Management of religious diversity

Abstract from "Managing religious diversity in the workplace:
A good practice guide-Toolkit", ENAR, 2015:

"Religious diversity in European workforce continues to present difficulties at various stages of employment, from the recruitment process, to progression in work, to the daily work routine. (…) Discrimination in access to employment is a major barrier to achieving fair employment for minorities. Discrimination is increasingly detrimental as low representation of religious minorities in the workplace perpetuates a lack of understanding of different cultures and religions within the workplace and the broader society".
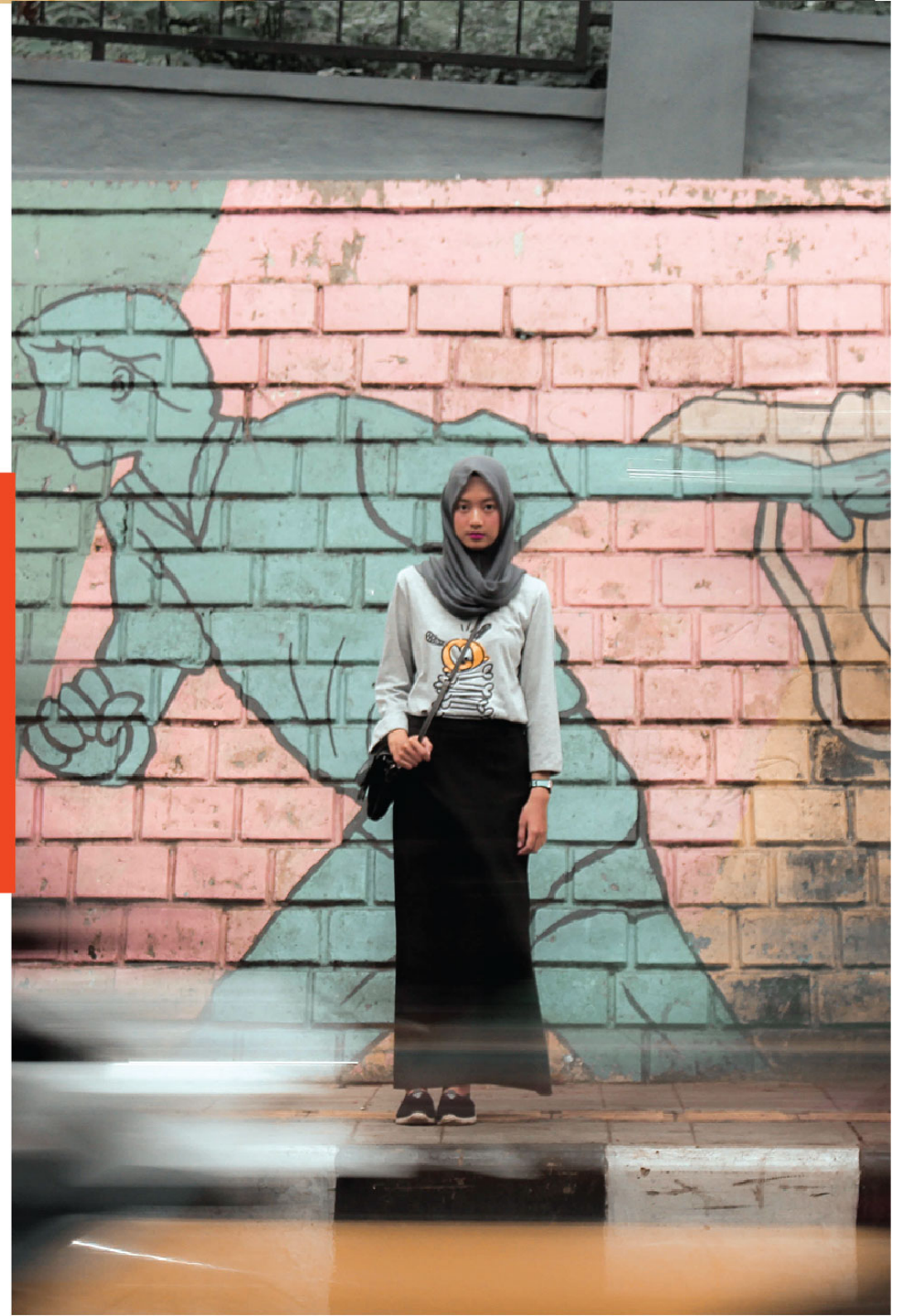
Access to employment

A. Discrimination at interview

Particularly when the candidate wears specific religious dress or symbols, discrimination can take many forms:

Conscious exclusion:

Interviewers may knowingly exclude the interviewee based on their religion, race or associated ethnicity by rejecting them or showing hostility. (…) Exclusion can also occur more subtly, when jobs are only posted within closed networks, and when recruitment policies do not advertise to a diverse range of applicants.

• Stereotypes or prejudices may be used against the minority based on the interviewer's perception of the religious group as a whole.

Inappropriate interview procedure:

Interviewers may ask different questions to the interviewee relating to their religion or religious symbol, putting the focus on the visible difference rather than on suitability for the role. Further, a lack of conscious religious awareness in the recruitment policy can lead to insensitive or invasive questions being asked in the interview (…)

Anticipated discrimination:

As a result of a climate of hostility towards religious minorities, candidates may choose to remove the symbol for the interview. This can lead to confusion, affecting the relationship with the employer and potentially presenting problems at later stages of employment.

> Wearing religious symbols -be a Muslim woman's headscarf, a cross, or a Sikh's beard and turban- is a manifestation of the freedom of a person to practice their religion and is often a central aspect of the individual's life.

B. Biased recruitment procedures

Recruitment processes may exclude or disadvantage religious minorities in a number of ways:

• Employment agencies may only propose certain types of jobs to certain religious communities

• Culturally biased selection procedures, such as tests and group exercises, may disadvantage some religious groups

• Broader structural inequalities along religious, racial and ethnic lines may be perpetuated when recruitment processes have a qualification focus.

C. Proving discrimination

Discrimination in employment is extremely hard to prove in individual cases, due to the range of different recruitment criteria and the general freedom of employers to recruit on the basis of broad ideas of merit and suitability for the role. In addition, even if proved, the intersecting and overlapping nature of different grounds of discrimination makes it difficult to assess whether discrimination occurs due to the supposed religion of the candidate (…).

Religion, work & career progression

Religious minorities also face a range of difficulties once they have passed the recruitment stage (…).

A. Wearing religious symbols and discriminatory dismissal

In extreme cases, religious minorities are dismissed for the ways in which they choose to manifest their religion in the workplace. (…)

B. Cultural gaps and the glass ceiling for religious minorities

These gaps can create an environment in which minorities are less understood, trusted and therefore less likely to be promoted than their peers.

• Visible differences: When wearing religious symbols, dress, or forms of grooming, many minorities face barriers to progression or limitations on the type of work they are allowed to perform.

• Perceived 'political' differences: Wider socio-political perceptions about particular religious groups inevitably impact how they are treated in the workplace.

• Practices and beliefs: Some religious beliefs may create a specific limitation for the religious minority which is at odds with the mainstream working culture. This may include requiring specific holidays which conflict with important work periods, different body language or strong feelings about working with other genders.

Religion & the daily routine

(...) Even mundane daily activities such as eating, dressing and existing in the workplace can present a problem for how they manifest their religion (...).

A. Religious symbols and practices
Dress and symbols
The issue of religious symbol and dress can also create difficulties (...) and may not result in dismissal but can cause employees to feel restricted and unaccepted in the workplace. There are a number of reasons an employer may decide to restrict employees from wearing religious symbols. This may be to create a "neutral" work environment, to maintain a uniform policy or for health and safety reasons. However, in many cases, these restrictions do not consider the perspective of the minority and the importance attached to religious symbols(...).

Practices
Similar barriers exist concerning the freedom for religious minorities to combine religious practices and obligations with their work schedule (...).

Prayer space and work schedules:
The absence of dedicated spaces for prayer, meditation and associated rituals is a particular barrier for some religious minorities (...). A lack of provision for prayer spaces or flexibility of working schedules puts individuals wishing to pray in the difficult position of reconciling apparently conflicting moral injunctions and holds them back from performing their religious duties (...).

Holiday policies:
In many European countries official holidays reflect Christian (or other majority) religions. This disadvantages religious minorities if they do not have access to vacation time for their own religious occasions and have to use their own personal annual leave. In some cases, employers even refuse the use of personal leave on minority faith festivals under the pretext of workload management (...).

Food:
Many religious minorities adhere to religious dietary restrictions, e.g. halal, kosher, vegetarian or vegan (for religious reasons) diets. When these needs are not considered in the workplace (...) this hinders and isolates religious minorities.

B. Harassment at work
For many religious minorities, harassment in various forms can be a daily experience at work. (...) Harassment can take the form of derogatory remarks, insults, "micro-aggressions" and even physical violence. It is commonly reported to come from colleagues, but also management, customers, and service users.

C. Misunderstandings on multiple identities, politics and religion
In a similar vein, many religious minorities are subjected to a range of overlapping stereotypes, assumptions and negative opinions on a regular basis. (...) Discrimination does not always exist in isolation, but often intersects with prejudices and stereotypes based on race, ethnicity and gender.

Key principles of Managing Religious Diversity

Creating a culture of freedom, respect and dignity specifically with respect to religious minorities requires employers to take account of a set of key principles:

1. Diversity is not about tolerance of difference but about the rights and freedoms of minorities to express their identity.

2. To maintain a culture of mutual respect and dignity, the expectation is not simply on minorities to 'integrate' but on all to adapt to and accommodate their colleagues' religious preferences and practices or absence thereof: everyone has to feel included. This also includes a firm stand against proselytising of any kind.

3. When employees receive respect and freedom they will add more value to their organisation.

Recommendations for an effective religious diversity management

Awareness is better to be raised primarily on a managerial level. Secondly, throughout all levels of personnel, adaptations could be made to promote diversity and prevent incidents of discrimination, alienation, and marginalisation of employees:

• Inclusion of diversity as a principle for management and provision of knowledge of diverse religious practices

• Introduction of modified uniforms (when necessary) to allow turban and headscarf's inclusion

• Establishment of a complaints mechanism based on anonymity policy and provision of support

• Flexibility on working schedules and breaks for prayers and religious obligations Adoption of a holiday policy irrelevant to certain religions (when applicable)

• Provision of general meditation spaces used for multiple purposes (relaxation, prayer, reflection)

• Respect of a woman's choice to cover her head or body

• Assignment of duties incompatible with religious beliefs (such as meat-handling) to other employees.

How does Diversity translate into benefits for companies & organisations?

The actual benefits

Diversity brings innovation and creativity

Diversity has been shown to breed creative thinking and drive innovation, contributing to efficient resolution of issues, establishing better company practices and meeting clients' and customers' needs in new and groundbreaking ways. Creating a dynamic multicultural team can provide a significant advantage on approaching different groups of people and opening up into new, unexplored markets. It can promote innovation, and "out of the box" ideas, taking your product or service a step further.

Diversity makes your business competitive

A multicultural workforce can provide an important edge when expanding into new markets or when willing to upgrade. A product or a service most of the times needs to be adapted in order to meet modern or cultural-specific needs. Toward this goal, individuals with different perspectives, tastes and experiences can contribute to designing and promoting an updated service or product.

In case of expanding your business abroad, the insider's view and comprehension of regulations, customs and tastes is invaluable,

resulting to higher quality and targeted services. Adding to that, the local connections, the proper way of communication and the profound understanding of the culture will boost your business internationally and help you avoid costly mistakes.

Diversity upgrades your business's talent

A lot has been said and written about Millenials, the individuals born between 1981 and 1996, describing them as open-minded, confident, self-expressive and receptive to new ideas. In terms of diversity, Millennials are themselves the most diverse working generation so far. When your company or organisation is perceived as diverse and accepting, it attracts star candidates, with the result of expansion of your talent pool and your business's development. Furthermore, an inclusive and culturally diverse business attracts, in general, high skilled, ambitious and globally minded professionals. Except for the talented workforce you can attract, your company or organisation becomes more attractive, also, to potential partners who share similar values and vision with you.

Diversity makes your brand more attractive

Diverse companies boost, in effect, their Corporate Social Responsibility image and attract consumers and clients, who more and more choose to support companies that are in line with their worldview or who support causes in favor of the environment, vulnerable populations, etc. In addition, Millennials are not just employees who will bring talent to your company, but also consumers and clients themselves. In that sense, they seek similar qualities in the companies from where they purchase products or services as they do with the companies they wish to work for.

Diversity makes employees happy and engaged

According to various studies, the more diverse a company's workforce is, the more loyal, happy and productive the employees are. In a diverse workplace, the contribution and perspectives of employees are recognised and they feel free to express themselves. At the same time, an environment of mutual respect among colleagues, who also value highly a diverse culture, is created. The result is a happier environment

of engaged employees who stay loyal to the vision of the company and its purposes and who are, moreover, proud to be part of a diversity-friendly environment..

Diversity means satisfied customers

Diverse employees can better assist you build a diverse customer base and meet various needs of your customers or clients with the provision of tailor-made services or products. From handling telephone lines and live-chats or replying emails to understanding in depth the customs in other countries, your employees will bring unique skills to the table and make an efficient interaction with your clientele.

Diversity empowers employees

Interacting with other cultures and getting to know various traditions, habits, beliefs, etc. can be a truly enriching and interesting experience. A diverse staff can be professionally enriching by teaching and helping each other to develop skills and gain knowledge and, as a result, help you grow and possibly follow profitable and exciting new directions.

Diversity boosts the country's workforce

As population ageing continues throughout Europe with a considerable reduction in the numbers and share of working-age persons for 2080, migration has the potential to help delay the ageing process, particularly, in some of the EU Member States, among of which is Greece. For instance, when larger shrinking in population is projected for Greece with total number of inhabitants falling by approximately one third (Eurostat, 2018), a young, dynamic and motivated workforce is very much needed to the economy and subsequently to the society.

Benefits according to a Diversity Charter

According to the French "Diversity Charter" ("a written commitment that can be signed by any company, regardless of its size, that wishes to ban discrimination in the workplace and makes a decision to work towards creating diversity. It expresses a company's willingness to improve the degree to which their workforce reflects the diversity of French society"), launched in 2004, "diversity is a policy that is part of a win-win approach for businesses and society. It contributes to social cohesiveness while providing solutions to the stakes companies face:

Legal compliance and protection from damage to their reputation

By committing to improving diversity, companies ensure their hiring practices comply with the law, thereby pre-empting the risk of discrimination complaints or losing their reputation to legal proceedings.

Showing their commitment as a socially responsible company

Striving for diversity means building a positive corporate image for their clients, suppliers, employees and local authorities (public contract awards, meets ethical expectations of consumers and employees, etc.).

Optimising their human resources management

Managing diversity contributes to optimising skills and encourages employees to get involved. Diversifying their hiring pools and integrating new employee profiles also aids in periods of labour shortages.

Improving their financial performance

Over the long term, a diverse team provides a better understanding of the needs of different customer bases, helps penetrate new markets, develop the company's capacity for innovation and gives greater flexibility during times of change".

"The Diversity Charter's six articles guide companies through the process of instituting new practices by involving all of their employees and partners in these actions. It prompts them to implement a human resources policy focused on the recognition and validation of the personal skills of individuals. Companies thereby favour cohesion and social equality while improving how it is executed".

The Diversity Charter was the first document of its kind in Europe and went on to

inspire other initiatives (…) and is supported by political authorities. (…) When a company signs the Diversity Charter, it commits to implementing the six articles in the Charter. It also agrees to report on the actions it has implemented the prior year in an annual online questionnaire. These actions are posted on the Diversity Charter website.

It seems that there is an urgency for Greece to soon have its own Diversity Charter because, apart from it being a European best practice (14 countries have their own Diversity Charter), there is an enormous need in Greece for policies and actions that in practice and essentially promote diversity and support it and which, furthermore, have the seal of a recognised initiative on a European level. On the other hand, that will stimulate an in-depth discussion about diversity and contribute to the combat of tackling discrimination and openly supporting diversity.

Overview of diversity in figures and facts

• An American Sociological Association study reports that for every 1% rise in the rate of gender diversity and ethnic diversity in a workforce, there is a 3-9% rise in sales revenue.

• An experiment by Massachusetts-based Tufts University demonstrated that diverse groups perform better than homogeneous teams.

• The company PayPal successfully retains 2,400 employees in Ireland, and its team manages global operations across Europe, providing exclusive customer service to PayPal's diverse customers. For PayPal, diversity is "to respect and value the uniqueness of each customer". PayPal was rewarded with "Diversity Champion 2016" – the Irish HR Champion Award.

• Another diverse case is Microsoft Ireland, employing 1,200 individuals of 50 different nationalities. The HR director at Microsoft promotes diverse workforce because this helps the company stay innovative.

• In Procter & Gamble, 51% of the workplace is diverse. This means that more than half of the workforce is ready to build long-term relationships with the multifaceted and multicultural consumer base. About half (49%) of the bosses reviewed for LinkedIn's Worldwide Enrolling Patterns 2018 said they

focus on assorted variety to better speak to their clients. Other key reasons referred to by respondents included "enhance organisation culture" (78%) and "to enhance organisation execution" (62%).

• An analysis by the American DiversityInc (www.diversityinc.com) has displayed associations between good diversity practice, retention of minority workers, and better stock performance.

• The companies with employees with multiple ethnic backgrounds are 35% more likely to outperform their competitors, a research by McKinsey & Co claims.

• Cisco justifies its ongoing technological innovation by its diverse leadership team.

• EY strengthened the quality of its client services and retained senior team members by keeping diverse its client teams.

Appendix

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