

[REDACTED]

From: [REDACTED] (JUST)
Sent: mercredi 17 août 2011 9:47
To: [REDACTED]
Cc: [REDACTED] (JUST)
Subject: RE: PROGRESS - VP/2010/008 DIHR

Dear All,

This is to confirm that the financial changes as proposed are acceptable and do not ask for an addendum as being under the 10% limit.

I remind you that all activities must be done during the performance period of the grant agreement,

best regards
[REDACTED]

From: [REDACTED] [mailto:[REDACTED]@humanrights.dk]
Sent: Monday, August 15, 2011 10:35 AM
To: [REDACTED] (JUST)
Cc: [REDACTED] (JUST); [REDACTED]
Subject: RE: PROGRESS - VP/2010/008 DIHR

Dear [REDACTED]

With reference to PROGRESS - VP/2010/008 DIHR, we would like to receive an update on whether or not you accept the financial changes.

Kind Regards
[REDACTED]



[REDACTED] DEPARTMENT COORDINATOR
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From: [REDACTED]@ec.europa.eu [mailto:[REDACTED]@ec.europa.eu]
Sent: 6. juni 2011 16:40
To: [REDACTED]
Cc: [REDACTED]@ec.europa.eu
Subject: RE: PROGRESS - VP/2010/008 DIHR

Dear [REDACTED]

We accept the motives and explanations for the changes you request for your project. Assessment of the financial changes is going to be undertaken by [REDACTED] who will come back to you on this as mentioned in her message to you earlier today.

Concerning the project duration, we would like to recall that the Commission will finance activities taking place before the end of 2011. No activity taking place in 2012 is entitled to be covered by us. This aspect was clearly acknowledged by you in the previous version of the project description (Annex 2 - footnotes 2 and 3).

Best regards,
[REDACTED]

[REDACTED]
European Commission - DG Justice

Non-discrimination policies and Roma coordination (Unit D4)

Mail: European Commission - Office LX46 01/155 - 1049 Brussels (BE).

Tel: +32 (0)2 29.64289 / + 32 (0)2 29.51036

Fax: +32 (0)2.29.98073

<http://ec.europa.eu/roma>

From: [REDACTED] (JUST)
Sent: Monday, June 06, 2011 2:03 PM
To: [REDACTED]@humanrights.dk'
Cc: [REDACTED] (JUST)
Subject: FW: PROGRESS - VP/2010/008 DIHR
Importance: High

Dear Mrs [REDACTED]

[REDACTED] is checking your request and I will examine your budget. We would like to get the information of when the persons began or stoppe working with you. We will consider in any case that they began working with you at the date of your message (if we accept the changes)

Awaiting your additional information

best regards
[REDACTED]

From: [REDACTED] [mailto:[REDACTED]@humanrights.dk]
Sent: Monday, May 23, 2011 9:04 AM
To: [REDACTED] (JUST)
Cc: [REDACTED] (JUST)
Subject: RE: PROGRESS - VP/2010/008 DIHR

Dear [REDACTED]

Following our mail correspondence, I hereby send you DIHR's request for changes.

Attached you will find:

- Official letter
- annex 1 New project description
- annex 2 Original project description
- annex 3 New proposed budget
- CV's of new staff working on the project

Please let me know if you have any question or inquiries.

Regards
[REDACTED]



THE DANISH INSTITUTE
FOR HUMAN RIGHTS

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From: [REDACTED]@ec.europa.eu [mailto:[REDACTED]@ec.europa.eu]
Sent: 20. maj 2011 09:26
To: [REDACTED]
Cc: [REDACTED]@ec.europa.eu
Subject: RE: PROGRESS - VP/2010/008 DIHR

Dear [REDACTED]
Yes, please send the description of the changes you wish to make to me, so that we can have a look.
I must inform you that [REDACTED] has left the Commission for retirement last month. The new Head of Unit Anti-discrimination is [REDACTED]
I remain at your disposal if you have any question (also by phone if you prefer).
Best regards,
[REDACTED]

[REDACTED]
European Commission - DG Justice

Non-discrimination policies and Roma coordination (Unit D4)

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Fax: +32 (0)2.29.98073

<http://ec.europa.eu/roma>

From: [REDACTED] [mailto:[REDACTED]@humanrights.dk]
Sent: Thursday, May 19, 2011 3:06 PM
To: [REDACTED] (JUST)
Subject: RE: PROGRESS - VP/2010/008 DIHR

Dear [REDACTED]
Thank you for your assistance.
I do have one question for you? The changes we wish to make to our current project is both financial and related to the actions and outputs of the project.
Do we send it to you or to [REDACTED] or do we send it directly to [REDACTED]
Sorry for all the questions, we would just like to get everything in place this early in the process.

Regards
[REDACTED]



THE DANISH INSTITUTE
FOR HUMAN RIGHTS

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From: [REDACTED]@ec.europa.eu
[mailto:[REDACTED]@ec.europa.eu]
Sent: 19. maj 2011 15:00
To: [REDACTED]
Cc: [REDACTED]@ec.europa.eu; [REDACTED]@ec.europa.eu
Subject: RE: PROGRESS - VP/2010/008 DIHR

Dear [REDACTED]
In the absence of my colleague [REDACTED], I forward your request to [REDACTED] who is also financial officer, and who should be able to help you and send you a corrected version of the file.
Best regards,
[REDACTED]

[REDACTED]
European Commission - DG Justice
Non-discrimination policies and Roma coordination (Unit D4)

Mail: European Commission - Office LX46 01/155 - 1049 Brussels (BE).
Tel: +32 (0)2 29.64289 / + 32 (0)2 29.51036
Fax: +32 (0)2 29.98073
<http://ec.europa.eu/roma>

From: [REDACTED] [mailto:[REDACTED]@humanrights.dk]
Sent: Thursday, May 19, 2011 9:35 AM
To: [REDACTED] (JUST)
Cc: [REDACTED] (JUST)
Subject: FW: PROGRESS - VP/2010/008 DIHR

Dear [REDACTED]
I have forwarded you the mail I sent to [REDACTED] yesterday for info and in case she is not available.
We are hoping that one of you are able to answer our questions below.

Kind Regards
[REDACTED]



THE DANISH INSTITUTE
FOR HUMAN RIGHTS

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From: [REDACTED]
Sent: 18. maj 2011 13:21
To: [REDACTED]@ec.europa.eu
Subject: PROGRESS - VP/2010/008 DIHR

Dear [REDACTED]

According to our records, you are our financial agent on the PROGRESS project, which is currently running.
We are in the process of finalizing a request for changes and have a few practical questions.

A few months ago, we received the mail below, asking us to use a new template for our financial report. I assume this is still the case? We have tried to fill it in, however, the formula on the accounting line on the summary page is missing. As the template is locked for editing, we kindly ask you to send us a new version.
Can we use this template when reporting the financial changes to you or only when doing the final version?

As seen below, we are asked to send both an electronic version and a paper version to that address. Does that also apply when making amendments?

Thank you in advance

Kind Regards



THE DANISH INSTITUTE
FOR HUMAN RIGHTS

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Fra: EMPL-PROGRESS-VP-2010-008@ec.europa.eu [mailto:EMPL-PROGRESS-VP-2010-008@ec.europa.eu]

Sendt: on 02-02-2011 15:47

Emne: Message for beneficiaries of the call for proposals VP/2010/008

Dear Madam,

Dear Sir,

Following an internal reorganisation of the Commission services, our Directorate which used to be directorate G of DG EMPL (Employment, Social Affairs and Equal Opportunities) became Directorate D "Equality" in DG JUST (Justice) on 1st January 2011.

As a technical consequence SWIM, the browser based web application system of DG EMPL, will no longer be available for beneficiaries of the call for proposals **VP/2010/008**.

Therefore, regarding the call for proposal VP/2010/008, we kindly ask you to use an Excel template (see annex) for final financial statements and to send the documents by post.

In addition to the enclosed Excel document for the preparation of your final financial statement you will find enclosed a word template to be used for your final narrative report.

Please send to our unit one original, one paper copy and one electronic copy (on a CD-ROM) of the final report and final financial statement. For the supporting evidence we need one original and one electronic copy.

The address for sending the paper version and the CD-ROM is the following:

[REDACTED]

Head of Unit
European Commission
Directorate General Justice
Unit JUST/D/4
Rue de Luxembourg 46, office 1/026
B-1049 Bruxelles - BELGIUM

Yours faithfully,

<<PROGRESS action grant_FR.doc>> <<PROGRESS action grant -
DE.doc>> <<PROGRESS action grant_EN.doc>>

<<rapport financier final.xls>>

The Evaluation Committee of the Call for Proposals VP/2010/008
European Commission
Unit JUST/D/4
LX46 1/26
B-1049 Brussels

[REDACTED]
European Commission
Directorate General Justice
Office LX 46 01/155 (unit D4)

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DATE 23/05-2011
J.NO. 504.60/25.547

**Information about new project members and request for changes in project
description and budget of the project**

Project title: MIA AWARD & EQUALITY LAB
Agreement reference no.: VS/2010/0534
Record No: VP/2010/008/0283
Applicant: The Danish Institute for Human Rights

Dear [REDACTED]

As legal representative of the Danish Institute for Human Rights, I hereby submit our request for changes to the project entitled "MIA AWARD & EQUALITY LAB".

Changes in the MIA Award

The reason for the changes requested in relation to the MIA Award, is to give the MIA Award processes and material a thorough evaluation and to work more closely with some of the companies that applied for the MIA Award 2011. We have learned that the companies that apply for the MIA Award are very much interested in the evaluation and inspirational process that follow their application. With the existing feedback system, we only give the applying companies written feedback, and we do not monitor the developments after this written report has been handed in. In order to give the feedback process of the MIA Award even more impact, we will follow up with concrete diversity training. This we will do through a diversity training day where all applying companies for the MIA Award 2011 will participate (read a more detailed description of this activity in annex 1 to this letter).

Another reason to request for the changes is our wish to change the time frame of future MIA Awards, so they will be opened the same year as the Award Ceremony is held. Until now we have had the opening of the competition for the MIA Award 2011 in the fall 2010 and the award ceremony has been held in the spring time 2011. In the future we will change the project cycle so new competition for the MIA Award 2012 opens in 2012 instead of the fall 2011. This will ease both the project management of funds and to keep all financial activities within a financial year. Economy and project process will thereby follow the financial year.

In stead of starting all the award opening activities mentioned in the original Detailed Project description (annex 2) for the MIA Award 2012 as planned in the fall 2011, we will

push activities 2.6-2.7 to be started in 2012 as part of a new project period. In stead we will pursue the new activities mentioned in annex 1 to this letter for the remaining project period of VP/2010/008/0283.

We would like to allocate the remaining funds approximately 7100 Euro to the activities mentioned in 2.9 in Annex 1. This is possible due to the fact that the cost for the homepage has diminished with the change of host and is furthermore postponed to the new project period that starts in 2012. The funds applied for to cover expenses for the homepage is reallocated to cover conference costs for the Diversity Day – Networking Event (2.9 in annex 1). (See new budget in Annex 3)

Project Employees:

Since applying and receiving the grant, the following employees have left their position within DIHR:

- [REDACTED] former legal officer
- [REDACTED] former student assistant

Due to the changes in staff we also send you the CVs of the following new staff:

- Student assistant [REDACTED] to replace [REDACTED]
Work areas: MIA Award
- Department Coordinator [REDACTED]
Work area: Financial quality assessment and project administration for the Department for Equality & Monitoring
- Project Manager [REDACTED]
Work area: Project Manager on Equality Lab
- Student assistant [REDACTED]
Work area: Equality Lab
- Student assistant [REDACTED]
Work area: Equality Lab
- IT Expert [REDACTED]
Work area: Equality Lab
- Financial Controller [REDACTED]
Work area: Overall financial controller for the Department for Equality & Monitoring

Sincerely

[REDACTED]

Director



ANNEX 1:

CHANGES IN THE DETAILED PROJECT DESCRIPTION FOR THE MIA AWARD 2012

Project elements 2.6 and 2.7 (Marked yellow) are postponed to 2012 and project element 2.8 and 2.9 are new and will take place between September – December 2011. The project elements 2.1 – 2.5 are slightly changed as described below, but will still be conducted during the time period August – December 2011. To compare the changes listed below in this document, the original detailed description is attached as Annex 2.

The student assistant Sanne Brandt Hedegaard has been replaced by [REDACTED] as also mentioned in the description of new project employees and their CVs.

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2. MIA AWARD COMPETITION 2012

2.1 Preparation and planning of the MIA Award Competition

Period: August 2011 – December 2011

Location: DIHR

Target group: Potential candidates for the MIA Award, the different stakeholders in the project

In order to ensure that the MIA Award is being developed in a way that ensures that most companies possible are affected in a positive way in their work on Equality and Diversity, a revised version of the MIA Award 2012 will be introduced, in which the processes, the award criteria and the concept of the award have been optimized on the basis of past experiences. One of the key objectives of revising the MIA Award processes is to ensure that companies that do not win or obtain nomination for the MIA Award are still motivated to work with anti-discrimination and diversity initiatives. As a concrete example of this, we will conduct the Diversity Network Day and conduct follow up meetings with the applying companies from the MIA Award 2011 described in 2.8. and 2.9.

1. Meetings:

From August 2011 and onwards, DIHR will work strategically to evaluate and improve the concept of the MIA Award competition and process. This includes the evaluation meetings with the jury members and the working group behind the award as well as meetings with the NGOs and Minority organisations, described in detail in 2.3. and 2.4.

2. Developing the award criteria:

For the MIA Award 2012, the methods and tools used in the nomination and evaluation phase will be evaluated and developed. In this process DIHR will aim at ensuring that evaluation methods are consistent with similar European methods and new initiatives in the field of non-legislative initiatives to promote non-discrimination. With the upcoming European Charter, benchmarking and "award" system¹, it is important to take into account that the MIA Award criteria and evaluation methods make it possible for Danish companies to work with diversity and anti-discrimination in same standards both at the national and the European level. This will support the Danish companies that apply for the MIA Award to have the opportunity directly to benchmark themselves with other European companies. This focus will develop the award application form to better measure the different initiatives and results obtained by the company.

Another source of inspiration in relation to the development of the award criteria and the process around the award and the work with diversity and anti-discrimination at the workplace is the study made by the Austrian Institute for SME Research "Study on non-legislative initiatives for companies to promote gender equality at the workplace" from May 2010. The thoughts and analysis of different initiatives to promote diversity and anti-discrimination in relation to gender equality will serve as inspiration to the broader focus on all grounds of discrimination in the MIA Award. Especially, the following will be taken into account for the future MIA Award and the process around it:

- **Labels/certificates:** this idea is about companies that live up to a certain standard on diversity and anti-discrimination can receive a certificate or a label. The process around a label system often includes an audit involving elements of self-assessment and/or external evaluation. There are already elements of self-assessment and external evaluation in the process around the MIA Award, so during this project period, we will look into future possibilities of for example integrating a form of certificate to the best companies that run for the MIA Award.
- **Charters:** The commitment of a company to work with equality and diversity can be shown by signing a charter. In regard to gender equality, Denmark has the "Charter for more Women in Management" as described in the framework document and below in para. 2.5. The idea of having a Danish Diversity Charter (which is also described above in relation to the up-coming European Diversity Charter) is also of interest. This project period will be used to look deeper into the experiences of the Charter on Gender Equality and the possibilities and attitude towards a Danish Diversity Charter, which could be connected to the process of the MIA Award.
- **Rankings:** Rankings of companies can be defined as the result of a comparison of enterprises based on the assessment of different criteria and types of data. The data can be either publicly available or be gathered through different types of questionnaires. Ranking can serve as an

¹ There is an upcoming EU Diversity Award that, among others, is inspired by the three principles of the Danish MIA Award.

instrument to support new legislation, as is seen in Spain (Austrian Institute for SME Research 2010:4). The possibility of comparing companies that apply for the MIA Award already exists in the current structure of the Jury's evaluation and nomination process. But the system could be further developed so that the ranking could be made public and be announced under a heading such as "Top 10 Danish role-model companies in Equality and Diversity". The project period will also be used to look further into the possibilities of establishing a public ranking system for companies. However, in this regard, many things must be considered since it is our experience that companies do not want to go public with their candidanship of the MIA Award if they do not get nominated. All these aspects will be taken into account in looking at a possible ranking system. In this process, there will be close cooperation with the "Equality Lab project", which focuses on developing methods for measuring discrimination.

- **Compendium of good practices:** To spread knowledge and communicate the message of anti-discrimination, it can be a good idea to make different forms of compendiums of good diversity and equality practice within Danish companies. The MIA Award has over the years included different forms of disseminating the good practises gathered in the award process. There has been the Inspiration Catalogue and the award's homepage www.miaaward.dk, where each years nominated and winning companies get their good practices described. The way forward on this point in relation to the MIA Award 2011 is to update the Homepage in a digital catalogue on best practice. Alternative ways of communicating the best practice gathered through the MIA Award 2011 project will also be considered.

3. Getting companies interested in the award process

The other part in the preparation and planning of the MIA Award is to maintain contact with as many of the companies as possible that have shown interest in the award last time it was open for applicants. As a lesson learned from the former years of giving the MIA Award, DIHR has begun to make contact with potential runners for the award early in the award phase, since the process of filling in the application form can take quite some time. This activity will also be linked to the activity planned in the MIA Award 2012 project period where a Diversity Inspirational Day is planned for new and upcoming companies in the field of Diversity and Equality. (The Diversity Inspirational Day is not part of this project, but is in the application for the JUST/2011/PROG/AG/D4)

4. Preparing the homepage

For some years we have had a rather expensive home page solution. We are now changing to a much cheaper hosting site, so the process of moving all content from the present site to the new host will begin in August 2012. The process of updating the MIA Award homepage and to develop a new design also begins in this period, since we are looking for a new designer to make the MIA Award identity in the future.

Results + Products:

- Strengthening the criteria system for the MIA Award
- Keep the evaluation system of the MIA Award up-to date with other similar initiatives, both nationally and on a European level

- Development of a strategy for the future of the MIA Award
- Find candidates for the MIA Award

Person or Organisation responsible:

[REDACTED]
[REDACTED]

2.3 Six evaluation meetings with employer- and employee organisations

Period: September 2011

Location: DIHR

Target group: employer- and employee organisations that are represented in the MIA Award jury

In September 2011, six evaluation meetings will be held with the main employer- and employee organisations in Denmark. The main goal of the meetings is to have a discussion on what we have learned from the experiences gathered over the last 7 years of MIA Awards. The discussion will focus on how we can strengthen and set an agenda for diversity and equal opportunities among relevant stakeholders on the Danish labour market. The meetings will also be about how the organisations can act better as ambassadors for the MIA Award and to set an action plan as to how the organisations in an optimal way can help us to identify and promote best practice companies, and point out potential candidates for the MIA Award. The organisations are:

- *Danish Confederation of Trade Unions*
- *Confederation of Danish Industries*
- *Danish Chamber of Commerce*
- *State Employer Authority*
- *The Ministry of employment*
- *Local Government Denmark*

Results + Products:

- A thorough evaluation of the MIA Award
- Strengthening the involvement of parties of the labour market
- Spread knowledge among employer- and employee organisations about the MIA Award and about diversity and anti-discrimination work in general through the organisations' newsletters and other communication channels.
- Find future candidates for the MIA Award

Person or organisation responsible:

[REDACTED]
[REDACTED]

2.4 Roundtable Meeting With NGOs and Minority Organisations

Period: August 2011

Location: DIHR

Target group: NGOs and minority organisations

The members of the Committee for Equal Treatment meet four times a year at DIHR who is the secretariat for the Committee. One of these meetings is held in August 2011. The main purpose of the meeting will be to discuss how the NGOs can work together to promote an agenda for equal opportunities and diversity. Each member of the Committee for Equal Treatment has their own minority group in focus. The purpose of the Committee for Equal Treatment and this roundtable meeting is to make these organisations work together to combine their strengths and experience. The purpose of the meeting will also be to engage the organisations more closely in the work with the project, specifically in the identification of companies and institutions that could qualify for the MIA Award.

The Equal Treatment Committee consists of representatives from:

- The Danish Council of Organizations of Disabled People www.handicap.dk
- Women's Council in Denmark www.kvinderaadet.dk
- Documentary and Advisory Centre on Racial Discrimination www.drc.dk
- ENAR – Denmark www.enar-eu.org
- The Danish National Association of LGBT Persons in Denmark www.lbl.dk
- Danish Association for International Cooperation www.ms.dk
- The Danish-Russian Association
- Danish Youth Council www.duf.dk
- The Danish Research Centre on Gender Equality www.ruc.dk/ruc/forskning/centre/ceci
- Islamic-Christian Study Centre www.iksstudiecenter.dk
- Council for Ethnic Minorities (part of Ministry of Integration) www.etniskeminderiteter.dk
- The Danish Association for Senior citizens www.aeldremobiliseringen.dk
- The Equal Opportunities Centre for Disabled Persons (Research Institution) www.clh.dk

Results + Products:

Results:

- Strengthening the engagement of civil society organisations in the common agenda for equal treatment and diversity in Denmark specifically through the MIA Award competition (Round table meeting)
- Influence the agenda of these civil society organisations to promote equal treatment across all grounds of discrimination both inside and outside the labour market.

Person or organisation responsible:

[REDACTED]

2.5 Roundtable meeting with relevant stakeholders in regard to national activities in the field of diversity, equal treatment and corporate social responsibility

Period: October 2011

Location: DIHR

Target group: relevant organisations working in the field of diversity, equal treatment and corporate social responsibility

In October 2011, a roundtable meeting will be held with other relevant national organisations that work with diversity, equal treatment and/or corporate social responsibility. The main purpose of the meeting will be to discuss how these organisations can best work together to promote an agenda for equal opportunities and diversity, and how we can make a greater impact together on the labour market in Denmark on these issues. The meeting is also put in place in order to make sure that we understand and work together in all ways possible with the other activities and initiatives that Danish workplaces are using. One concrete way of working together could be to make sure that we use the information and data gathered by these other initiatives in the best way when gathering data for the application process for each company in the MIA Award process.

The participants are:

- The “Charter for More Women in Management” run by the Department of Gender Equality www.lige.dk
- “The Network Award” (Netværksprisen) run by the National Network of Managers (Det nationale netværk af virksomhedsledere). www.netvaerksprisen.dk
- “High:Five”, also run by the National Network of Managers www.highfive.net
- The Social Index run by PricewaterhouseCoopers for the Ministry of Employment www.detsocialeindeks.dk
- “Great Place to Work” run by Great place to work Denmark Institute www.greatplacetowork.dk
- The Association “new Danes” (Foreningen Nydansker) www.foreningen-nydansker.dk
- “The Balance Award” run by the Center for balance between work life and family life: www.cbaf.dk

Results + Products:

Results:

- Ensuring consensus and compatibility with other national activities

2.6 MIA Award Competition 2012

New Period: 1st of February 2012 – 1st of June 2012

Location: DIHR and the participating companies

Target groups: public and private Danish companies, the press and general public

This project element is moved to a new project proposal for the MIA Award 2012. The reason for this is described in the letter requesting for the changes. In this period, The MIA Award 2012 competition

opens 1 February 2012 and runs until 1 June 2012. In this period Danish public and private companies can enter the competition, and the DIHR will collect documentation and entry material from all participating companies. All collected material will be read, summarized, copied and distributed to the MIA Award jury members who will evaluate and appoint nominees and winners.

2.7 Mapping and Documentation of Diversity Practice

New Period: March - June 2012

Location: The companies participating in the MIA Award

Target group: companies participating in the MIA Award competition

This activity will also be moved to 2012 and not be a part of this Project period. In this part of the process, the MIA team will offer assistance and guidance to the companies in need of guidance in regard to how to make oneself a candidate for the award. This work will also consist of mapping and documenting the companies' practice on diversity and work on equal opportunities. This will help companies overcome the hurdle of getting started and obtaining and presenting an overview of their work on diversity and equal treatment.

Furthermore, the collected material will be posted on the Mia Award's homepage www.miapris.dk as a means to disseminate the experiences and good practices as widely as possible after the award ceremony.

2.8 Follow up meetings with applying companies from the MIA Award competition 2011

Period: August 2011 – December 2011

Location: At the applying companies

Target group: Companies that applied for the MIA Award 2011

From experience with the feedback system that was introduced to the MIA Award 2009 we have learned that companies are very happy about the feedback, and as described before more and more companies apply for the award to get the feedback. We have seen over the years that the companies use the feedback and improve their work on diversity and equal treatment dramatically. Therefore we would like to strengthen this feedback process to include a follow up meeting with all the applying companies in order to see, if they are implementing the feedback given to them in the written report after the award ceremony.

At these meetings DIHR will furthermore give the companies advice on how to implement the feedback, and monitor the progress in order to describe the concrete output of the feedback more detailed.

The follow up meetings will be focusing individually on the companies but we will also encourage them to share their experiences at the Diversity Day – Networking Event described below in 2.9.

Results + Products:

Results:

- Individual follow up on each of the feedback reports
- Targeted encouragement to get the applying companies to commit to further improve their work on diversity and equal treatment

Person or organisation responsible:

[REDACTED]

2.9 Diversity Day – Networking event

Period: October 2011

Location: DIHR

Target group: All companies that applied for the MIA Awards from 2004 to 2011

Over the years DIHR has developed the feedback process to applying companies for the MIA Award. This feedback has proven to be a very essential part of the MIA Award process, and it is at this stage of the MIA Award project that DIHR can have concrete impact on changing practises in companies to further promote equality and further protect employees against discrimination. The MIA Award has over the years had a strong focus on organizational practices, policies and having procedures in place to tackle discrimination and to promote equal opportunities. With this event DIHR want to extend the feedback to also cover more hands on diversity management and diversity issues among colleagues at a workplace.

To kick start this new initiative DIHR will invite all the applying companies from 2004 - 2011 to participate in a networking Diversity Day, where they can get input and exchange experience on all these different levels of their organization. Therefore a representative from the management, human resource department and an employee will be invited to participate from each company. With this type of event DIHR can also monitor the changes and improvements that have happened over the last 7 years.

The day will offer inspirational speeches and presentations – from pioneers within the field. We will offer different workshops, where the participants in advance will be given the chance to choose the ones they find most relevant for them. This will also provide DIHR with the possibility of preparing a tailored program relevant for the participants so they will have the opportunity to share their experiences and learn from each another.

The workshops will focus on recruitment, retention, and employment of a diverse workforce. These workshops will be inspired from the Diversity Lab concept. This implies that companies are presented with concrete hands on tools on how to manage a diverse workforce. These tools have been developed for the toolbox “The Diversity Wheel” back in 2008, and have been developed over the years as part of the project financed by PROGRESS in 2010 the Diversity Lab project.

To further communicate and spread the experiences and best practice from this networking event, DIHR will publish the good and inspiring initiatives at the MIA Award home page – making sure that other companies can be inspired and also get in contact with the companies that have applied for the award over the years.

Result + products

Results:

- A conference with 50 – 100 participants
- Monitoring of the implementation of the feedback given over the years of giving away the MIA Award
- Giving further inspiration and communicating best practice in a networking setup between companies – both small and medium sized and large public and private companies.
- Communicating concrete knowledge of the anti-discrimination legislation and concrete tool to implement diversity management to promote equal treatment in the everyday life of the participating companies.

Products:

- Best practice/inspirational online catalogue to be published on the MIA Award homepage www.miapris.dk and www.miaaward.info.

Person responsible:

[REDACTED]
[REDACTED]

Name of Applicant:	Dansk Center for Internationale Studier & Menneskerettigheder
Title of the action:	MIA Award & Equality Lab
Application ref :	VP/2010/008/0283
Agreement ref. :	VS/2010/0534

DETAILED BUDGET OF THE ACTION

The budget has to be presented in €.

ELIGIBLE DIRECT COSTS (D)**HEADING 1: STAFF COSTS OF THE ORGANISATION (OR TO ITS PARTNER ORGANISATION) SPECIFICALLY ASSIGNED TO THE OPERATION****Management / Coordination (transnational and national)**

Name	Name of organisation and function within this organisation	Status	Daily salary cost	Number of days	Total in Euro
	Department Director, Equality & Monitoring Department	Head of department	476,18	44,26	21.075,73
	DIHR Chief Consultant	Chief Consultant	430,09	50,77	21.835,67
					0,00
					0,00
					0,00
					0,00
Total cost of Management / Coordination					42.911,40

Administration / Implementation of the project

Name	Name of organisation and function within this organisation	Status	Daily salary cost	Number of days	Total in Euro
	DIHR Project Manager	PM MIA AWARD	272,69	103,04	28.097,98
	DIHR Project Manager	PM EQUALITY LAB	250,47	151,55	37.958,73
	DIHR Project Coordinator	PC EQUALITY LAB	290,28	64,86	18.827,56
	DIHR Department Coordinator	DC MIA AWARD	249,06	6,01	1.496,85
	DIHR Student Assistant	SA EQUALITY LAB	175,81	50,68	8.910,05
	DIHR Student Assistant	SA EQUALITY LAB	175,81	50,68	8.910,05
	DIHR Student Assistant	SA MIA AWARD	175,81	72,64	12.770,84
					0,00
Total Administration / Implementation of the project					116.972,06

Secretarial costs

Name	Name of organisation and function within this organisation	Status	Daily salary cost	Number of days	Total in Euro
					0,00
					0,00
					0,00
Total cost of secretarial costs					0,00

Accounting

Name	Name of organisation and function within this organisation	Status	Daily salary cost	Number of days	Total in Euro
	DCISM Financial Controller	Financial Controller, Equality & Monitoring Department	264,45	17,57	4.646,39
					0,00
					0,00
					0,00
Total cost of Accounting					4.646,39

Other staff

Name	Name of organisation and function within this organisation	Status	Daily salary cost	Number of days	Total in Euro
	DIHR IT Officer	IT Officer	280,47	16,89	4.737,14
					0,00
					0,00
					0,00
					0,00
Total cost of other staff					4.737,14
TOTAL STAFF COST					169.266,98

HEADING 2 - TRAVEL AND SUBSISTENCE ALLOWANCES

Establish a list below of all events for which travel and subsistence costs are necessary and refer to these in the following budget table

[illegible]

*) Choose a reference for your event which can be used in the following budget table, for example Conf 1, Conf 2, Sem 1, Train1

- See also information concerning maximum of subsistence cost allowed in guidelines - please note that if certain costs (for ex. meals) are paid for the participants the subsistence allowance must be reduced.

- Each trip must be detailed (no global travel as for example in "from all over Europe". etc.)

[illegible]

HEADING 3 : COST OF SERVICES

Information dissemination				
Nature of costs		Quantity	Unit cost	Total
MIA Award 2011	Design and graphic work for folders, diplomas and invitations	1,00	3.783,87	3.783,87
MIA Award 2011	Conference folders, programme, sensor sheet	300,00	3,02	906,00
MIA Award 2011	Print of 2011 ceremony diplomas	1,00	82,12	82,12
MIA Award 2011	2011 ceremony sculptures	4,00	756,05	3.024,20
Equality Lab	Information Material	1,00	5.006,72	5.006,72
				0,00
				0,00
				0,00
				0,00
				0,00
				0,00
				0,00
TOTAL				12.802,91

Translations					
Description of documents to be translated and indication of languages (from .. into..)	Languages from ... to	Total number of languages (the document is translated to)	Cost per page (1 page = 1 500 characters without blanks)	Number of pages	Total
					0,00
					0,00
					0,00
					0,00
					0,00
					0,00
					0,00
					0,00
					0,00
					0,00
					0,00
TOTAL					0,00

Reproduction and publication			
Document	Number of pages	Unit cost	Total
			0,00
			0,00
			0,00
			0,00
			0,00
			0,00
			0,00
			0,00
			0,00
			0,00
TOTAL			0,00

Specific evaluation		
Evaluator	Cost	Total cost
		0,00
		0,00
		0,00
		0,00
		0,00
		0,00
		0,00
		0,00
		0,00
		0,00
TOTAL		0,00

Interpretations					
Meeting	Languages	Number of interpreters	Number of days	Daily cost per interpreter	Total
					0,00
					0,00
					0,00
					0,00
					0,00
					0,00
					0,00
TOTAL					0,00

External expertise (see guide on sub-contracting)			
	Number of days	Daily cost	Total
MIA Award 2011 Nomination movies	1,00	10.752,69	10.752,69
MIA Award 2011 ceremony technical support	1,00	6.720,43	6.720,43
			0,00
			0,00
			0,00
TOTAL			17.473,12

Other services		
Reference of enclosed specification	Amount	Total
MIA Award 2011 ceremony host	2688,18	2.688,18
MIA Award 2011 ceremony speakers and	6720,43	6.720,43
MIA Award 2011 ceremony buffet and food	4032,26	4.032,26
MIA Award stakeholder meetings	255,38	255,38
MIA Award meeting facilities & decorations	245,70	245,70
MIA Award University Day, materials, facilities	6850,00	6.850,00
Equality Lab reporting system	30208,20	30.208,20
Equality Lab case handling system	26691,85	26.691,85
Total		77.692,00

Total cost of all items in Heading Services	
1 - Information and dissemination	12.802,91
2 - Translation	0,00
3 - Publication and reproduction	0,00
4 - Specific evaluation	0,00
5 - Interpretations	0,00
6 - External expertise	17.473,12
7 - Other services	77.692,00
Total cost of Services	107.968,03

HEADING 4- ADMINISTRATION COSTS

Depreciation for purchase of equipment	
Type of equipment	Estimated depreciation cost
Total depreciation	0,00

Hire of rooms				
Meeting	Number of days	unit cost per day	Number of rooms	TOTAL
				0,00
				0,00
				0,00
				0,00
				0,00
				0,00
				0,00
TOTAL				0,00

Hire of interpreting booths					
Meeting	Languages	Number of booths	Number of days	Unit cost per day	Total
					0,00
					0,00
					0,00
					0,00
					0,00
					0,00
					0,00
TOTAL					0,00

Audits		
auditor	Cost	TOTAL
		0,00
		0,00
Total		0,00

Financial Services(financial guarantie)			
Nature of cost	Quantity	Unit cost	Total
			0,00
			0,00
			0,00
			0,00
			0,00
Total			0,00

Other administrative costs			
Nature of costs	Quantity	Unit cost	TOTAL
			0,00
			0,00
			0,00
			0,00
			0,00
			0,00
			0,00
TOTAL			0,00

Total of Heading	TOTAL
Depreciation for purchase of equipment	0,00
Hire of rooms	0,00
Hire of interpreting booths	0,00
Audits	0,00
Financial services	0,00
Other administrative costs	0,00
Total of Heading Administration	0,00

TOTAL DIRECT ELIGIBLE COSTS (D)**280.371,01**

Total cost of all Headings 1-4	
Staff	169266,98
Travel and Subsistence	3136,00
Services	107968,03
Administration	0,00
Total direct eligible costs	280371,01

ELIGIBLE INDIRECT COSTS (I)**HEADING 5: OVERHEADS**

Overheads (Max 7% of the total direct eligible costs)

19.626,03

TOTAL INDIRECT ELIGIBLE COSTS (I)**19.626,03****TOTAL ELIGIBLE COST OF THE ACTION (D+I)****299.997,04**

HEADING 6: INCOME

Incomes		
	Breakdown (name of organisation and amount)	Amount
Own contribution		59.993,30
Partner's contribution		240.003,74
TOTAL OF BENEFICIARY CONTRIBUTION IN CASH (C)		299.997,04
Revenue generated by the Action (R,)		
Union Grant (S) (T) -(C) - (R) :		0,00
Total Income (T)		299.997,04

Amount of the interest yielded by the pre-financing (Article I.6 and II.16.4 of the grant agreement) Compulsory field : if not applicable put a "0"	
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CONTENT:

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2.1 PREPARATION AND PLANNING OF THE MIA AWARD COMPETITION	1
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2.4 ROUNDTABLE MEETING WITH NGOS AND MINORITY ORGANISATIONS	4
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2.6 MIA AWARD COMPETITION 2012	6
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2. MIA AWARD COMPETITION 2012***2.1 Preparation and planning of the MIA Award Competition***

Period: June 2011 – August 2011

Location: DIHR

Target group: Potential candidates for the MIA Award, the different stakeholders in the project

In order to ensure that the MIA Award is being developed in a way that ensures that most companies possible are affected in a positive way in their work on Equality and Diversity, a revised version of the MIA Award 2012 will be introduced, in which the processes, the award criteria and the concept of the award have been optimized on the basis of past experiences. One of the key objectives of revising the MIA Award processes is to ensure that companies that do not win or obtain nomination for the MIA Award are still motivated to work with anti-discrimination and diversity initiatives.

1. Meetings:

From June 2011 and onwards, DIHR will initiate the planning and preparation of the MIA Award competition and process. This preparation will also include the evaluation meetings with the jury members and the working group behind the award as well as meetings with the NGOs and Minority organisations. At these meetings, DIHR will organise and schedule the events of the next MIA Award so that all the jury members can be present.

2. Developing the award criteria:

For the MIA Award 2012, the methods and tools used in the nomination and evaluation phase will be evaluated and developed. In this process DIHR will aim at ensuring that evaluation methods are consistent with similar European methods and new initiatives in the field of non-legislative initiatives to promote non-discrimination. With the upcoming European Charter, benchmarking and "award" system¹, it is important to take into account that the MIA Award criteria and evaluation methods make it possible for Danish companies to work with diversity and anti-discrimination in same standards both at the national and the European level. This will support the Danish companies that apply for the MIA Award to have the opportunity directly to benchmark themselves with other European companies. This focus will develop the award application form to better measure the different initiatives and results obtained by the company.

¹ There is an upcoming EU Diversity Award that, among other, are inspired by the three principles of the MIA Award.

Another source of inspiration in relation to the development of the award criteria and the process around the award and the work with diversity and anti-discrimination at the workplace is the study made by the Austrian Institute for SME Research “Study on non-legislative initiatives for companies to promote gender equality at the workplace” from May 2010. The thoughts and analysis of different initiatives to promote diversity and anti-discrimination in relation to gender equality will serve as inspiration to the broader focus on all grounds of discrimination in the MIA Award. Especially, the following will be taken into account for the future MIA Award and the process around it:

- **Labels/certificates:** this idea consists of that companies that live up to a certain standard on diversity and anti-discrimination receive a certificate or a label. The process around a label system often includes an audit involving elements of self-assessment and/or external evaluation. There are already elements of self-assessment and external evaluation in the process around the MIA Award, so during this project period, we will look into future possibilities of for example integrating a form of certificate to the best companies that run for the MIA Award.
- **Charters:** The commitment of a company to work with equality and diversity can be shown by signing a charter. In regard to gender equality, Denmark has the “Charter for more Women in Management” as described in the framework document and below in para. 2.5. The idea of having a Danish Diversity Charter (which is also described above in relation to the up-coming European Diversity Charter) is also of interest. This project period will be used to look deeper into the experiences of the Charter on Gender Equality and the possibilities and attitude towards a Danish Diversity Charter, which could be connected to the process of the MIA Award.
- **Rankings:** Rankings of companies can be defined as the result of a comparison of enterprises based on the assessment of different criteria and types of data. The data can be either publicly available or be gathered through different types of questionnaires. Ranking can serve as an instrument to support new legislation, as is seen in Spain (Austrian Institute for SME Research 2010:4). The possibility of comparing companies that apply for the MIA Award already exists in the current structure of the Jury’s evaluation and nomination process. But the system could be further developed so that the ranking could be made public and be announced under a heading such as “Top 10 Danish role-model companies in Equality and Diversity”. The project period will also be used to look further into the possibilities of establishing a public ranking system for companies. However, in this regard, many things must be considered since it is our experience that companies do not want to go public with their candidateness of the MIA Award if they do not get nominated. All these aspects will be taken into account in looking at a possible ranking system. In this process, there will be close cooperation with the “Equality Lab project”, which focuses on developing methods for measuring discrimination.
- **Compendium of good practices:** To spread knowledge and communicate the message of anti-discrimination, it can be a good idea to make different forms of compendiums of good diversity and equality practice within Danish companies. The MIA Award has over the years included different forms of disseminating the good practises gathered in the award process. There has been the Inspiration Catalogue and the award’s homepage www.miaaward.dk, where each years nominated and winning companies get their good practices described. The way forward

on this point in relation to the MIA Award 2011 is to update the Homepage in a digital catalogue on best practice. Alternative ways of communicating the best practice gathered through the MIA Award 2011 project will also be considered and looked into.

The process of looking into these initiatives and possible development of the MIA Award and the process around it will include looking further into other similar European initiatives as those described in the study from the Austrian Institute for SME Research.

3. Getting companies interested in the award process

The other part in the preparation and planning of the MIA Award is to maintain contact with as many of the companies as possible that have shown interest in the award last time it was open for applicants. As a lesson learned from the former years of giving the MIA Award, DIHR has begun to make contact with potential runners for the award early in the award phase, since the process of filling in the application form can take quite some time.

4. Preparing the homepage

The process of updating the MIA Award homepage and to develop a new design also begins in this period.

Results + Products:

- Strengthening the criteria system for the MIA Award
- Keep the evaluation system of the MIA Award up-to date with other similar initiatives, both nationally and on a European level
- Development of a strategy for the future of the MIA Award
- Find candidates for the MIA Award

Person or Organisation responsible:

[REDACTED]
[REDACTED]
[REDACTED]

2.3 Six strategy meetings with employer- and employee organisations

Period: August 2011

Location: At each of the Employer- and Employee Organisations

Target group: employer- and employee organisations that are represented in the MIA Award jury

In August 2011, six strategy meetings will be held with the main employer- and employee organisations in Denmark. The main goal of the meetings is to have a discussion on how the corporation can strengthened and set an agenda for diversity and equal opportunities. By meeting the organisations one by one, we will be able to give the process of the MIA Award full attention, and the individual meetings will ensure the ownership to the project among the working group members. The meetings will be about how the organisations can act as ambassadors for the MIA Award and to set an action plan as to how the organisations in an optimal way can helps us to identify and promote best

practice companies, and point out potential candidates for the MIA Award. We will also develop a media strategy on how we can reach as large an audience as possible. The organisations are:

Danish Confederation of Trade Unions
Confederation of Danish Industries
Danish Chamber of Commerce
State Employer Authority
The Ministry of employment
Local Government Denmark

Results + Products:

- Strengthening the involvement of parties of the labour market (Round table meeting)
- Spread knowledge among employer- and employee organisations about the MIA Award and about diversity and anti-discrimination work in general, e.g. by using disseminating information through the organisations' newsletters and other communication channels.
- Find candidates for the MIA Award

Person or organisation responsible:

[REDACTED]
[REDACTED]

2.4 Roundtable Meeting With NGOs and Minority Organisations

Period: August 2011

Location: DIHR

Target group: NGOs and minority organisations

In August 2011, a roundtable meeting will be held with the members of the Committee for Equal Treatment (see Section 2 above in regard to the member organisations of the Committee). The main purpose of the meeting will be to discuss how the NGOs can work together to promote an agenda for equal opportunities and diversity. Each member of the Committee for Equal Treatment has their own minority group in focus. The purpose of the Committee for Equal Treatment and this roundtable meeting is to make these organisations work together to combine their strengths and experience. The purpose of the meeting will also be to engage the organisations more closely in the work with the project, specifically in the identification of companies and institutions that could qualify for the MIA Award.

Results + Products:

Results:

- Strengthening the engagement of employer- and employee organisations in the MIA Award competition and in the common agenda for equal treatment and diversity in Denmark (Round table meeting)
- Find candidates for the MIA Award

- Make visible and include the point of views of the NGOs for the MIA Award ceremony

2.5 Roundtable meeting with relevant stakeholders in regard to national activities in the field of diversity, equal treatment and corporate social responsibility

Period: August 2011

Location: DIHR

Target group: relevant organisations working in the field of diversity, equal treatment and corporate social responsibility

In August 2011, a roundtable meeting will be held with other relevant national organisations that work with diversity, equal treatment and/or corporate social responsibility. The main purpose of the meeting will be to discuss how these organisations can best work together to promote an agenda for equal opportunities and diversity, and how we together can make a greater impact in the labour market in Denmark on these issues. The meeting is also to make sure that we understand and work together in the ways possible with the other activities and initiatives that Danish workplaces are using. One concrete way of working together could be to try to make sure that we use the information and data gathered by these other initiatives in the best way when gathering data for the application process for each company in the MIA Award process.

The participants are:

- The “Charter for More Women in Management” run by the Department of Gender Equality www.lige.dk
- “The Network Award” (Netværksprisen) run by the National Network of Managers (Det nationale netværk af virksomhedsledere). www.netvaerksprisen.dk
- “High:Five”, also run by the National Network of Managers www.highfive.net
- The Social Index run by PricewaterhouseCoopers for the Ministry of Employment www.detsocialeindeks.dk
- “Great Place to Work” run by Great place to work Denmark Institute www.greatplacetowork.dk
- The Association “new Danes” (Foreningen Nydansker) www.foreningen-nydansker.dk
- ”The Balance Award” run by the Center for balance between work life and family life: www.cbaf.dk

Results + Products:

Results:

- Strengthening the engagement of employer- and employee organisations in the MIA
- Ensuring consensus and compatibility with other national activities
- Make the point of view of the NGOs visible at the MIA Award ceremony
- Find candidates for the MIA Award

2.6 MIA Award Competition 2012

Period: 1st of September 2011 – 1st of February 2012²

Location: DIHR and the participating companies

Target groups: public and private Danish companies, the press and general public

The MIA Award 2012 competition opens 1 September 2011 and runs until 1 February 2012. During this period, Danish public and private companies can enter the competition and run for the MIA Award, and the DIHR will collect documentation and entry material from all participating companies. All collected material will be read, summarized, copied and distributed to the MIA Award jury members who will evaluate and appoint nominees and winners.

The competition itself will be announced by a MIA Award postcard and an electronic flyer circulated in all relevant media and networks, and by aid of a strategically planned information campaign, counting initiatives targeted at the Danish media and general public (i.e. press releases, advertisements, articles and public debate). An effort to reach the different magazines and newsletters of employer organisations in all sectors will be made. Also, the organisations participating in the round table meetings will be invited to write about and/or disseminate information on the announcement of the MIA Award competition in their newsletters, homepages, mail lists, and other media. Finally – as stated in the activity below – we will offer our consultancy to companies interested in competing for the MIA Award. This means the DIHR will visit the participating companies and assist with filling out the competition application form. This will also ensure a more hands approach to the subsequent evaluation of the companies' diversity practice (whether or not they meet with the MIA Award criteria).

Results + Products:

Results:

- Increasing access to information about anti-discrimination legislation and diversity (project website www.mangfoldighed.dk and www.stopdiscrimination.info)

Products:

- MIA Award postcard
- MIA Award electronic flyer
- Updated MIA Award homepage at www.miapris.dk (new visible identity and new data on participating companies will be made available).

Person or Organisation responsible:

[REDACTED]
[REDACTED]

2.7 Mapping and Documentation of Diversity Practice

Period: September 2011 – January 2012³

² We know that this period is partly outside the project period, but the activity continues after this project period, so in order to give a proper presentation of the project element, we have described the whole project activity period here.

³ Again this period stretches outside the project period for PROGRESS VP/2010/008, but since most of the time is in the project period, and to give a holistic picture of the project, it is described here.

Location: The companies participating in the MIA Award

Target group: companies participating in the MIA Award competition

When the competition begins 1 September 2011, the DIHR will contact a number of companies that could be possible candidates for the MIA Award – i.e. meeting the requirements in the MIA principles and criteria. Also the small and medium sized companies participating in the Diversity Lab 2010 are going to be contacted about candidating for the Award.

The MIA Award builds on 3 principles: 1) to ensure equal treatment and promote equal opportunities in the whole organisation 2) to employ the potentials of diversity and 3) to be able to document results of this work. Taking advantage of the geographical size of our small country, the DIHR will be able to work strategically to get candidates from all parts of the country, and it will be possible to organise for visits to companies situated all over Denmark.

In this part of the proces, the MIA team will offer assistance and guidance to the companies in need of guidance in regard to how to make oneself a candidate for the award. This work will also consist of mapping and documenting the companies' practice on diversity and work on equal opportunities. This will help companies overcome the hurdle of getting started and obtaining and presenting an overview of their work on diversity and equal treatment.

This focus will help create a platform for the participating companies at the MIA Award to share experience and knowledge about diversity and anti-discrimination in practice. It will also give a more precise and in-depth picture of the companies. Further, it aims to make more companies want to apply for the MIA Award, because they can learn and exchange knowledge and experience in the process of applying for the award. These initiatives aim to result in a larger number of qualified candidates to the MIA Award. Any information and material obtained through this mapping exercise will also be distributed to the MIA Award Jury and taken into account during the evaluation of the candidates.

Furthermore, the collected material will be posted on the Mia Award's homepage www.miapris.dk as a means to disseminate the experiences and good practices as widely as possible.

Results + Products:

Results:

- Mapping and documentation of diversity and equal opportunity practice in the companies that apply for the MIA Award

Products:

- Mapping material collected through the visitations to the companies participating in the MIA Award
- Collection of entry material and documentation from companies participating in the MIA Award, presented on the Danish and the English homepage www.miapris.dk

Person or Organisation responsible:

[REDACTED]
[REDACTED]

