



**IMS LUXEMBOURG**  
Inspiring More Sustainability



**CHARTE**  
de la **DIVERSITÉ**  
**LËTZEBUERG**

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**BAROMÈTRE**  
**& DIVERSITÉ**  
**ENTREPRISES**  
**LËTZEBUERG**

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**2024**  
Edition

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## IMS - Inspiring More Sustainability

IMS has been Luxembourg's leading network for Sustainable Development for 18 years.

IMS' mission is to inspire responsible strategies and practices among national economic actors. IMS Luxembourg supports its members through collaborative and federating projects by promoting dialogue with stakeholders (private, public, associative).

IMS projects tackle these different challenges:

**People** : diversity & inclusion, health & wellbeing, community engagement, youth, business & human rights;

**Planet** : ecomobility, decarbonation, natural resources & biodiversity, waste management;

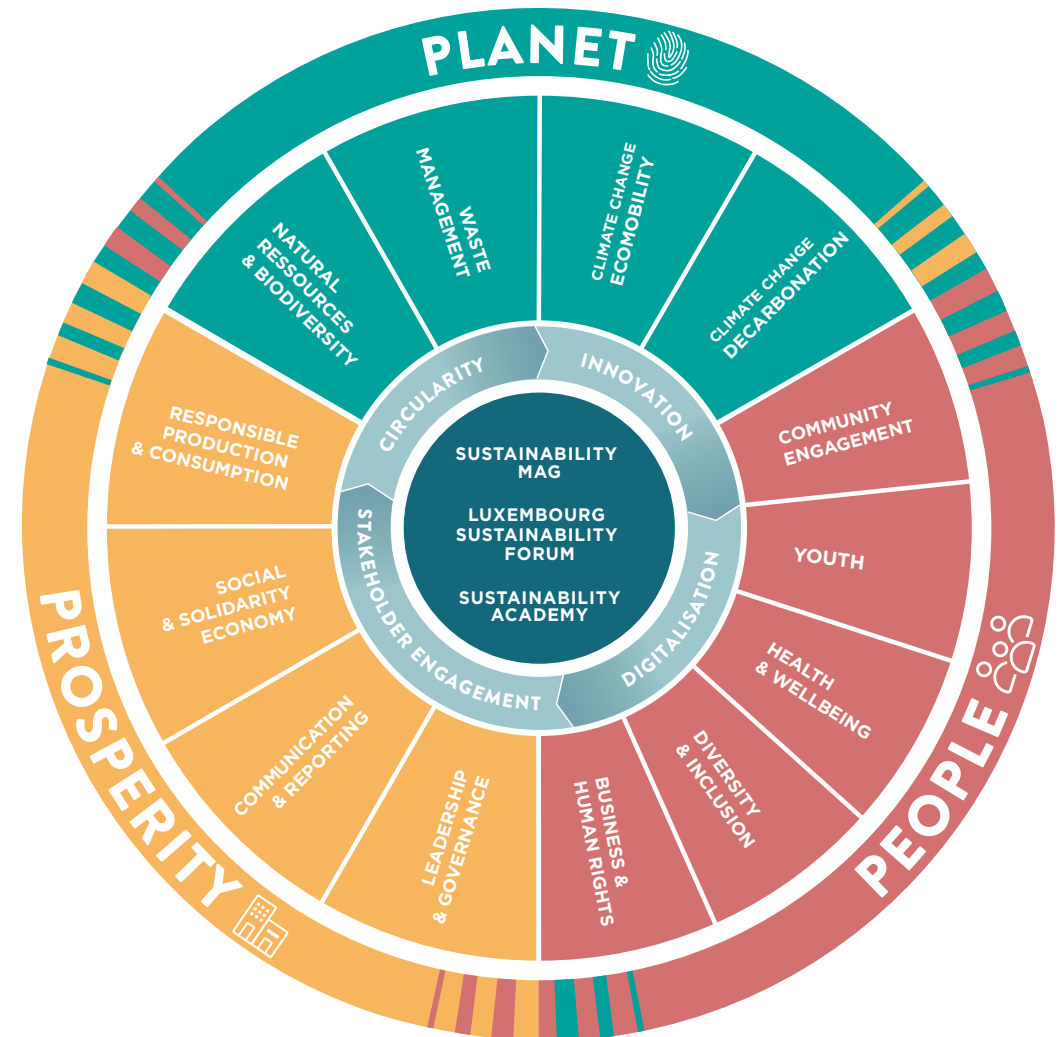
**Prosperity** : responsible production & consumption, social and solidarity economy, communication & reporting, leadership & governance..

IMS is an independent, apolitical, non-profit organisation who provides expertise, concrete solutions, awareness, and information (toolkit, training, clubs, workshops...). This network represents almost 25% of Luxembourg's payroll.

Since 2024, HRH the Grand Duke supports IMS Luxembourg by granting it his patronage.

IMS is the national contact point for several european and international organisations and movements: B Corp, Capitals Coalition, CSR Europe, the European Commission - Directorate General for Justice, Mental Health Work and the WBSCD (World Business Council for Sustainable Development). and is the local hub for The Inner Development Goals (IDG).

IMS is a recognised public interest organisation, which means it can receive tax-deductible donations. Continue your commitment by supporting IMS and making a donation to the association.



## Inclusion: a key issue for organisations

The Grand Duchy of Luxembourg has three official languages, 170 nationalities are present among its residents, and more than 200,000 commuters cross the French, Belgian and German borders daily. The economy is based on various organisations, in terms of activities, nationalities, working languages, and other criteria such as age, gender, etc., making it a distinctive example of diversity.

Diversity, in its broadest sense, includes everyone, as each person has a unique personality and life experience. However, the term generally refers to groups that are more vulnerable to discrimination, particularly in the workplace. Yet, their distinct characteristics and perspectives can be valuable assets to organisations.

In this context, diversity management is not seen as a legal concept but considered from its managerial approach: recognising and embracing the diversity of human profiles within an organisation can help reduce discrimination and foster economic success if it is consciously integrated into corporate strategy and practices.

Considering diversity allows us to leverage the richness each individual brings to the workplace and enables organisations to seize this opportunity to build a competitive advantage. Numerous studies have quantified and measured the benefits of gender diversity, including the 2019 study "The case for change"<sup>1</sup> from the International Labour Organisation, which stresses the importance of developing an inclusive and respectful culture that enables the plurality of thinking. These efforts contribute to:

- increased profitability and productivity,
- a greater ability to attract and retain talent,
- greater creativity, innovation and open-mindedness,
- a better corporate reputation,
- and greater ability to anticipate and meet consumer needs.

Organisations play a decisive role, as they can directly influence their working environment.

Key players at all levels and the internal promotion of good practices increase the chances of success of the diversity initiative. For instance, all human resources processes can be geared towards promoting inclusion and thus provide a high-quality employee experience (all interactions between a human being and an employer, from the application stage to the termination of the contract, including all phases of recruitment, on-the-job support and career management).

In the 2024 socioeconomic context, with pension reform looming on the national horizon and the labour market heading towards a slowdown<sup>2</sup>, as well as possible budget cuts due to a downturn in the eurozone GDP growth rate, including in Luxembourg (only 1.5% in 2024 and 3% forecast for 2025, according to Statec), the challenges of diversity and inclusion are more critical than ever for successful societal development. External events should not undermine the progress made through existing measures and policies.

Too often, in times of crisis, these issues are pushed aside. Some large multinational companies are already rolling back their D&I initiatives. This threatens past progress and risks societal regression if organisations do not stay committed.

Individual performance must go hand in hand with skill development. Gender equality and diversity must also remain priorities. The Ministry of Gender Equality and Diversity (MEGA) supports these goals. Its mission is to raise public awareness<sup>3</sup> and promote collective economic well-being.

<sup>1</sup> Les arguments en faveur du changement, Bureau International du Travail, 2019

<sup>2</sup> <https://statistiques.public.lu/fr/actualites/2024/ndc-01-24.html>

<sup>3</sup> <https://mega.public.lu/fr/promotion-egalite-diversite.html>

## The Diversity Charter Lëtzebuerg

The Diversity Charter Lëtzebuerg is a six-article document open for signature by any organisation operating in Luxembourg, whether private or public, for-profit or non-profit, regardless of its size or sector. As a national charter, it provides a shared vision of diversity and promotes a better understanding of issues related to diversity, equity, and inclusion, working hand-in-hand with national, European, and international partners.

Launched in September 2012, the Diversity Charter Lëtzebuerg supports its signatories in their commitment to managing diversity beyond legal obligations. This support includes guidance on implementing practices that foster social cohesion and equity through networks, workshops, and conferences, actively involving all employees and partners.

The Charter is managed daily by IMS Luxembourg and strategically guided by the committee for the Diversity Charter Lëtzebuerg. This committee includes private and public partners such as CACEIS Investor Services Bank, Deutsche Bank Luxembourg, HSBC Luxembourg, Linklaters, the Ministry of Gender Equality and Diversity, PwC Luxembourg, and Sodexo.

As the ninth Charter within the European Union, it is part of the European Diversity Charter network, coordinated by the European Commission's DG Justice.

Madame Yuriko Backes, Luxembourg's Minister for Gender Equality and Diversity, is the patron of the Charter.

By September 2024, the Diversity Charter Lëtzebuerg had 330 signatories across the public, private, and non-profit sectors, representing 22.9% of Luxembourg's workforce.

### Objectives of the barometer

For over 10 years, the Diversity Charter Lëtzebuerg has been raising awareness and providing training on diversity and inclusion through concrete projects aimed at employers. In addition to organising numerous events in the Grand Duchy - such as Diversity Day, the Diversity Awards, and many more - it also conducts the Diversity Barometer survey, first launched in 2014. This year marks both the survey's 10<sup>th</sup> anniversary and a continued commitment to its long-term mission.

As part of their commitments, signatories must report on their diversity management practices once every three years by completing a questionnaire administered by IMS Luxembourg. The data collected via the new online platform ([diversitybarometer.eu](https://diversitybarometer.eu)) and analysed by IMS Luxembourg in collaboration with LISER (Luxembourg Institute of Socioeconomic Research) serves as the basis for the 2024 'Diversity and Business' barometer.

This survey has four main objectives:

1. **To provide an overview of diversity and related practices** in organisations operating in the Grand Duchy of Luxembourg in 2024;
2. **To provide a self-assessment tool and inspiration for signatory organisations.** Thanks to the themes covered, the questionnaire makes it possible every three years to take stock of the actions that have been put in place and their impact on the organisation. It can also provide ideas for actions that signatories could implement;
3. **To observe the evolution of the signatories' diversity management policies** (the results for 2024 are presented in comparison with those obtained during the previous barometers in 2014, 2016, 2018 and /or 2021);

4. **To gain a better understanding of the impact of the actions taken and the needs of signatories.** The Diversity Charter Lëtzebuerg Committee can better guide and adapt future missions and actions thanks to the barometer results.

As a reminder, the Charter aims to:

1. **Support** signatories in their commitment to implement diversity management beyond legal obligations;
2. **Raise awareness** about inclusion among signatories and all employees;
3. **Develop a network** of companies taking action in the field of diversity management by organising conferences, workshops and meetings between signatories;
4. **Develop and make visible** knowledge about diversity in Luxembourg.

This survey aims to present the actions carried out favouring diversity; however, it does not measure the level of development of these actions.



The Diversity Charter  
Lëtzebuerg Committee





# B / Description of results

## Introduction

By signing the Diversity Charter Lëtzebuerg signatory organisations commit to answering a survey every three years to describe their approaches to diversity and inclusion. The Luxembourg questionnaire, which is compulsory and has been designed by the Diversity Charter Lëtzebuerg, consists of 14 questions with several single or multiple-choice sub-questions. It provides an overview of the initiatives taken by the signatories of the Diversity Charter Lëtzebuerg in this area.

This document presents the results of the national survey, with responses from 180 organisations that have signed the Diversity Charter Lëtzebuerg. This edition introduced a new online platform ([diversitybarometer.eu](https://diversitybarometer.eu)), designed to provide a more intuitive experience and improve data tracking for signatories. However, the implementation of this tool required an adaptation phase, which may have affected participation within the given timeframe. During the official survey period, from March to September 2024, 62% of organisations responded, while the

remaining ones submitted their answers after the initial deadline. The 39 signatories of 2024 do not have to complete the questionnaire due to the short timeframe between signing and the end of the completion period. It is structured around the following five modules:

- A. The characteristics of the signatory organisations,
- B. The CSR commitment of the signatory organisations,
- C. The definition of the diversity management policy,
- D. The impact of the diversity management approach / results obtained in 2024 as a result of the commitment to diversity,
- E. The role of the Diversity Charter Lëtzebuerg.

The following chapters in this section describe these elements in more detail.

## Methodological considerations

The data collected in 2024 is analysed in comparison to the previous barometers published in 2021 (and, where appropriate, in 2018, 2016 and/or 2014) to highlight the overall evolution of diversity and inclusion practices in organisations that are signatories to the Diversity Charter. However, due to the number of signatories (from a statistical point of view), the variations between the different editions of the barometer may not be significant (the confidence intervals may overlap). Having chosen not to delve into this level of detail, all observed variations should be considered trends, not statistical truths.

The 2024 results are occasionally segmented according to the organisations' size or the date when they signed the Diversity Charter, depending on the relevance of the correlations or statistically significant differences between these groups. This approach highlights specific trends for organisations by size (measured by the number of employees) and others according to the time they have been signatories to the Diversity Charter (according to whether they signed before or after January 1<sup>st</sup>, 2021). It should be noted that all categorical differences presented in this report are statistically significant at the 95% level

(i.e., there is a 95% probability that the difference observed between categories is not due to simple chance but corresponds to an actual statistical trend present in the collected data).

In line with the methodological approach used in the previous barometer analysis, the 'non-applicable' responses were considered in more detail to check whether the 'non-applicability' of specific actions was due to the organisation size or linked to its possible variation among the responses. The questionnaire was completely anonymous, so it was technically impossible to infer why respondents chose this.

In light of the methodological limitations mentioned above, and as it is materially impossible to reduce certain biases to obtain fully robust statistics, the results of this study and the conclusions drawn below should be taken with some caution.

## Characteristics of signatory organisations

### Typology of signatories

The typology of the signatory organisations of the Diversity Charter Lëtzebuerg who took part in the survey by responding to the 2024 Diversity Barometer is as follows:

- **Seniority** : The majority of signatories have been signatories to the Diversity Charter Lëtzebuerg for more than 3 years (60.5%), around a fifth of them joined the network 1 year ago (20.5%) and the remainder have been signatories for less than 3 years, but more than 1 year (19%). IMS Luxembourg organises a yearly signature session to welcome new organisations to the network. Participation in this barometer is only compulsory for organisations that became signatories between 2012 and 2023. (Fig. 1)
- **Type** : Most responding signatories belong to the private sector (75% of respondents), followed by the public and associative sectors (10% and 15% respectively). ( Fig. 2)

Fig. 1

Distribution of responding signatories by length of membership in the Diversity Charter Lëtzebuerg (%)

Source: IMS Luxembourg

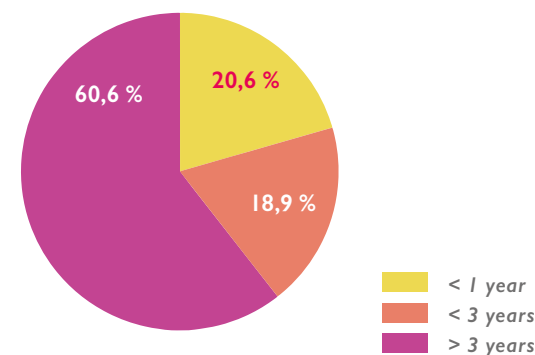
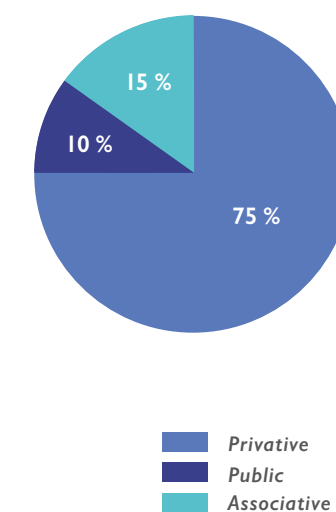


Fig. 2

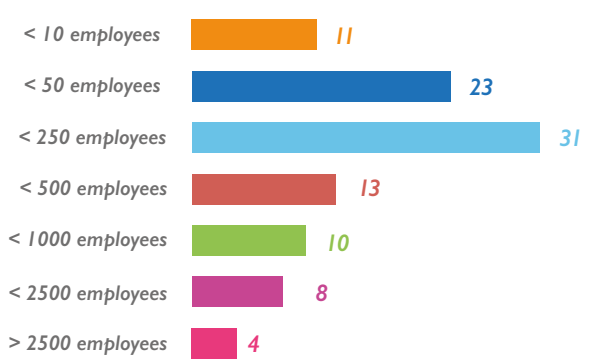
Distribution of responding signatories by type of organization (%)

Source: IMS Luxembourg



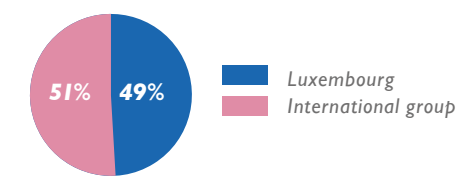
■ **Size** : As of January 1<sup>st</sup>, 2024, more than one-third of the responding signatories had fewer than 50 employees in their workforce (34%), another third had between 50 and 249 employees (31%), and the remaining third had more than 250 employees (35%). The most represented category in Luxembourg comprises organisations with between 50 and 249 employees. (Fig. 3)

Fig. 3  
Distribution of responding signatories by organization size (%)  
Source: IMS Luxembourg

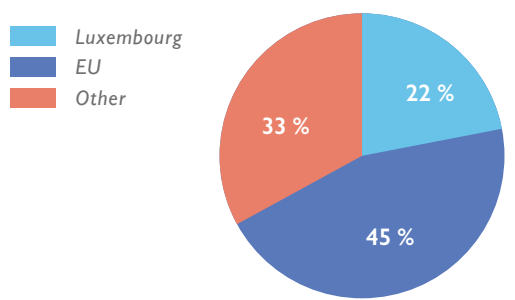


■ **Origin** : Half of the organisations responding to the 2024 barometer defined themselves as solely Luxembourg-based (49%) and the other half as part of an international group (51%). Of the latter, 22% have their head office in the Grand Duchy of Luxembourg, 45% in the rest of the European Union and 33% in the rest of the world. ( Fig. 4)

Fig. 4  
Distribution of responding signatories by country of origin (%)  
Source: IMS Luxembourg

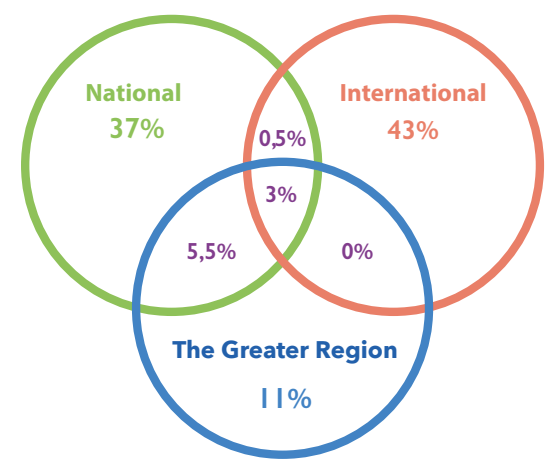


Distribution By head office among signatories belonging to an international group (%)  
Source: IMS Luxembourg



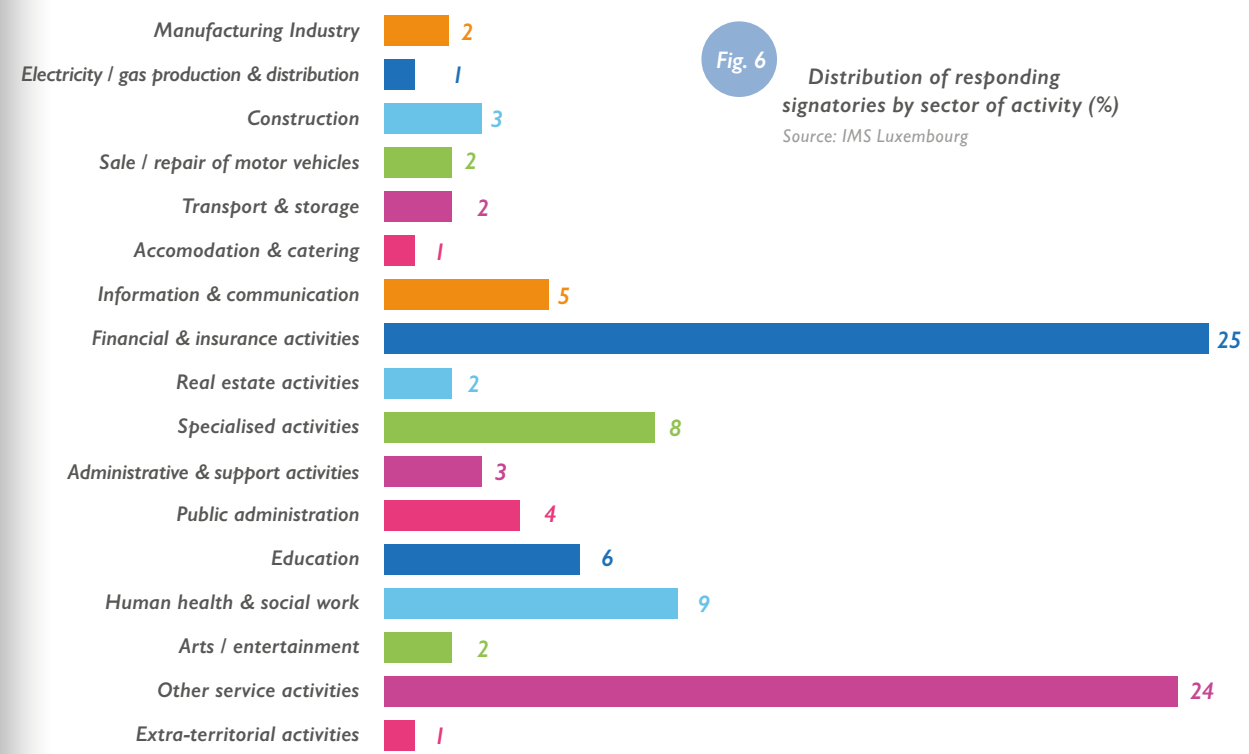
It is, therefore, fairly consistent to note that 37% of the responding signatories have a predominantly national market, 17% are concentrated on the Greater Region (including those who also operate on the national market), 44% are geared towards the international market (including those who also operate on the national market), and around 3% operate on all three markets at the same time. ( Fig. 5)

Fig. 5  
Distribution of responding signatories by market type (%)  
Source: IMS Luxembourg



■ **Sector** : Almost half of the signatories are involved in financial and insurance activities (25%) or other service activities (24%). The three other sectors moderately represented among respondents are human health and social work (9%), professional, scientific and technical activities (8%) and education (6%). (Fig. 6)

Fig. 6  
Distribution of responding signatories by sector of activity (%)  
Source: IMS Luxembourg





The information concerning the number of employees and the date of signature of the Diversity Charter is used throughout the analysis to assess the impact of these factors on the overall results. For example, if 50% of the signatories answer 'yes' to a question, it may be relevant to look at the result of the same question considering

only organisations with fewer than 250 employees. If, within this sub-category, the percentage of the 'yes' answer rises to 80%, then it is observed that smaller organisations weighed more heavily than those with more than 250 employees in the overall percentage.

## Corporate Social Responsibility (CSR) approach

Diversity management is part of a more global approach known as Corporate Social Responsibility (CSR). This is a voluntary initiative in which an organisation commits to economic, environmental and social responsibility. IMS Luxembourg, which coordinates the Diversity Charter Lëtzebuerg, works concretely on the three pillars of sustainable development - People, Planet and Prosperity - and invites signatories to think holistically about their strategies.

Of the signatories to the Diversity Charter Lëtzebuerg who responded to the 2024 'Diversity & Business' barometer survey, 88% said they were active in the field of CSR, of which more than half (55%) had been so for more than 5 years, 29% between 1 and 5 years and 4% for less than a year (Fig. 7)

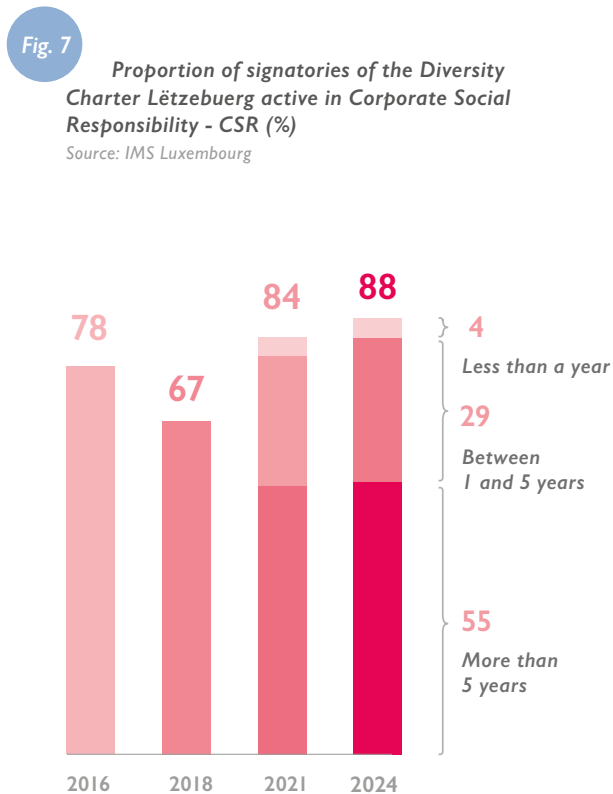
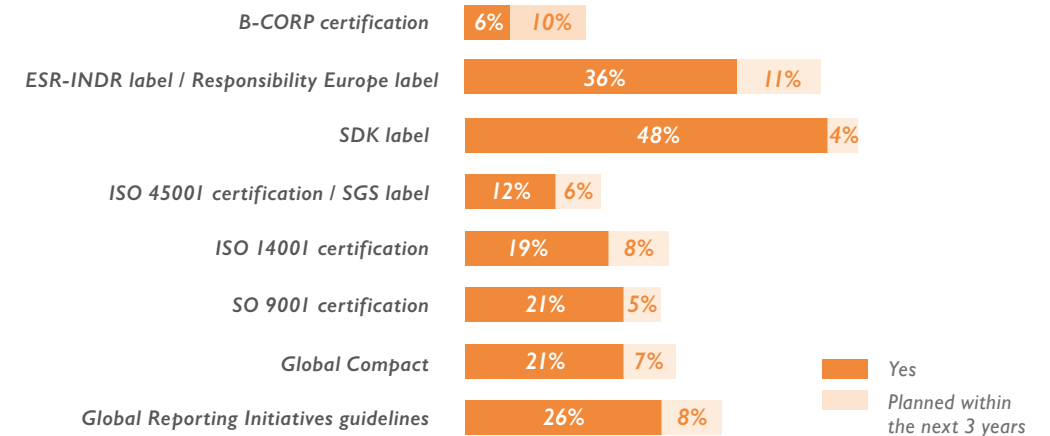


Fig. 8 Proposal of signatories of the Diversity Charter Lëtzebuerg engaged in one or more of the following CSR initiatives (%) Source: IMS Luxembourg



Initiatives such as the SDK label and the ESR-INDR/Responsibility Europe label take the gold medal in terms of responses ('yes' or 'planned within 3 years' for 52% and 47% of signatories respectively). Initiatives such as ISO 45001/Label SGS and the B-Corp label seem less well-known or less frequently used by respondent signatories.

This question aims to offer the signatories examples of CSR they could consider adopting at the national or international level, beyond those they may already be familiar with in their environment or professional circle.

Over the years, there has also been an upward trend in the CSR commitment of responding signatories, with a specific increase compared to the 2021 (84%) and 2018 (67%) barometers.

In addition, as of January 1<sup>st</sup>, 2024, the responding signatories stated that they were committed (currently or planned to) to the following CSR initiatives. (Fig. 8)

Did you know ?



The B Corp movement, growing rapidly worldwide, is also gaining traction in Luxembourg. Since October 2022, IMS Luxembourg has been the sole contact point for certified B Corp companies and those interested in the movement within the Grand Duchy.

Our three objectives are:

- To inform and promote the movement among companies and other stakeholders.
- To connect B Corp community members locally, fostering collaboration to enhance impact, in partnership with B Lab Benelux and B Lab Europe.
- To assist organisations pursuing certification by providing contacts and information.

For more information: <https://imslux.lu/feng/agir/b-corp>

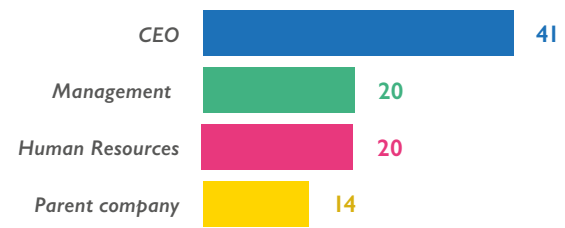
To fill in the B Impact Assessment: <https://app.bimpactassessment.net/get-started>

## Definition of a Diversity management policy

Defining an organisational policy is a key aspect of diversity management. This section examines the different aspects of this approach, based on the responses provided by signatories of the Diversity Charter Lëtzebuerg who took part in the 2024 survey of the 'Diversity & Business' barometer.

### Initiative of the diversity approach (Fig. 9)

Fig. 9 Proportion of signatories of the Diversity Charter Lëtzebuerg according to the main initiative of the diversity management policy (%)  
Source: IMS Luxembourg



The implementation of a diversity management policy is still strongly considered a 'top/down' decision, originating from management bodies. This includes requests from the director, human resources, or the parent company, which together account for 96% of responses. Moreover, the primary reason identified by 41% of signatories for initiating a diversity policy remains the manager's personal conviction. This

is even more evident in organisations with fewer than 250 employees, where 53% identify the manager as the main catalyst for the diversity policy initiative.

The influence of the parent company as a driving force behind adopting a diversity policy is also correlated with the organisation's size. In fact, if we look only at organisations with more than 250 employees, then 27% chose the parent company's request as the trigger for the process (compared to 14% for all signatories). Similarly, 51% of organisations with more than 250 attribute the process initiation to human resources or management (compared to 40% for all signatories).

This trend is also linked to the length of time as a signatory as a signatory of the Diversity Charter. For signatories with less than three years' seniority, 55% report that the process was manager-driven. Meanwhile, for those with more than three years of seniority, 49% indicate that human resources or management played a leading role in initiating the process.

### Financial resources (Fig. 10)

Fig. 10 Distribution of responding signatories by size of organization that allocate a specific budget to the implementation and monitoring of diversity action (%)  
Source: IMS Luxembourg



Having a specific budget allocated to implementing and monitoring diversity actions generally highlights a commitment to action that goes

beyond a simple declaration of intent. In total, 42% of signatories report having a dedicated budget for diversity initiatives. This budget allocation

strongly correlates with the organisation's size, as it concerns 60% of organisations with more than 250 employees. The existence of a specific budget is also linked to the international and sectoral affiliation of signatories. Specifically, 55% of organisations

that are part of an international group and 49% of those operating in the financial or service sectors report having allocated funds for diversity.

## Diversity diagnostic (Fig. 11)



Fig. 11 Actions implemented by responding signatories to establish a diversity diagnosis in recent years (Figure A, %) and according to the size of the signatory organization (Figure B, %) Source: IMS Luxembourg

Fig. A ) Actions implemented in 2024, 2021 et 2018 to establish a diversity diagnosis (%)

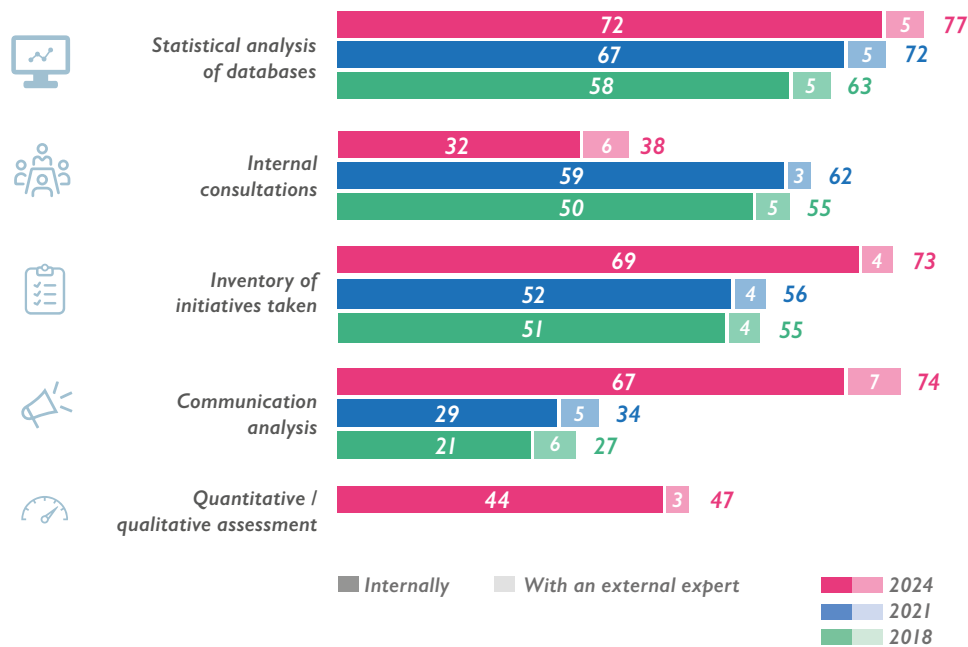
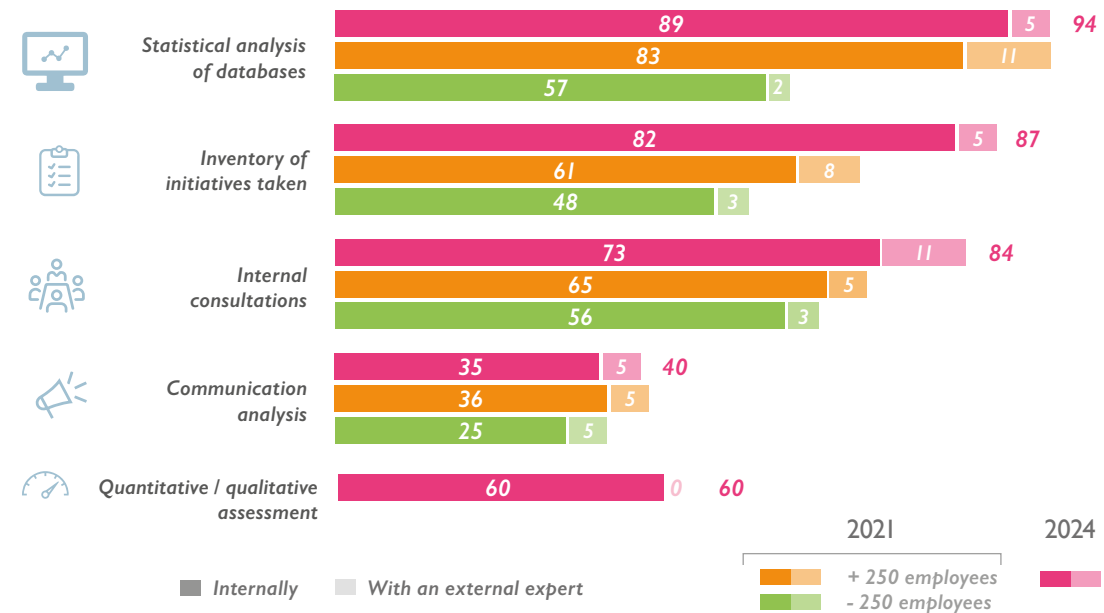


Fig. B ) Actions implemented to establish a diversity diagnosis according to the size of the signatory organisation (%)



Diagnostic actions (with or without an external expert) focusing on organisational structure and workforce composition from a diversity perspective have continued to increase since the 2018 and 2021 barometers. This reflects a growing commitment to diversity, progressively embraced by all signatories of the Diversity Charter Lëtzebuerg.

The most frequent diagnostic measure is the statistical analysis of internal databases carried out by 77% of signatories (compared with 72% in 2021 and 63% in 2018). This type of analysis makes it possible to compare the representativeness of certain groups or minorities, as well as the level of various indicators between these groups: salary levels, promotions, training, levels of responsibility, etc.

The second most commonly used diagnostic approach involves internal consultation, such as surveys or direct dialogue with employees: 74% of signatories use these tools (compared to 62% in 2021 and 55% in 2018). These methods help to mobilise stakeholders by getting them more involved in the diversity and inclusion strategy.

Measures aimed at reviewing the initiatives already in place within organisations are also widespread, with 73% of signatories carrying them out in 2024 (compared to 56% in 2021 and 55% in 2018). Carrying out this type of diagnosis seems critical before implementing any diversity initiative that is intended to be effective and sustainable.

## B / Description of results

Analysing communication to identify internal or external stereotypes remains underused: only 38% of signatories say they will use it in 2024 (compared to 34% in 2021 and 27% in 2018). Nevertheless, this type of analysis is critical when planning future actions. Similarly, 47% of signatories in 2024 evaluate the outcomes of diversity initiatives from the previous year, either quantitatively or qualitatively.

As expected, diversity diagnostic actions are more widespread in organisations with more than 250 employees, which presumably require more significant resources, including budget and personnel, to allocate to these efforts. For example, 94% of larger organisations conduct statistical analyses,

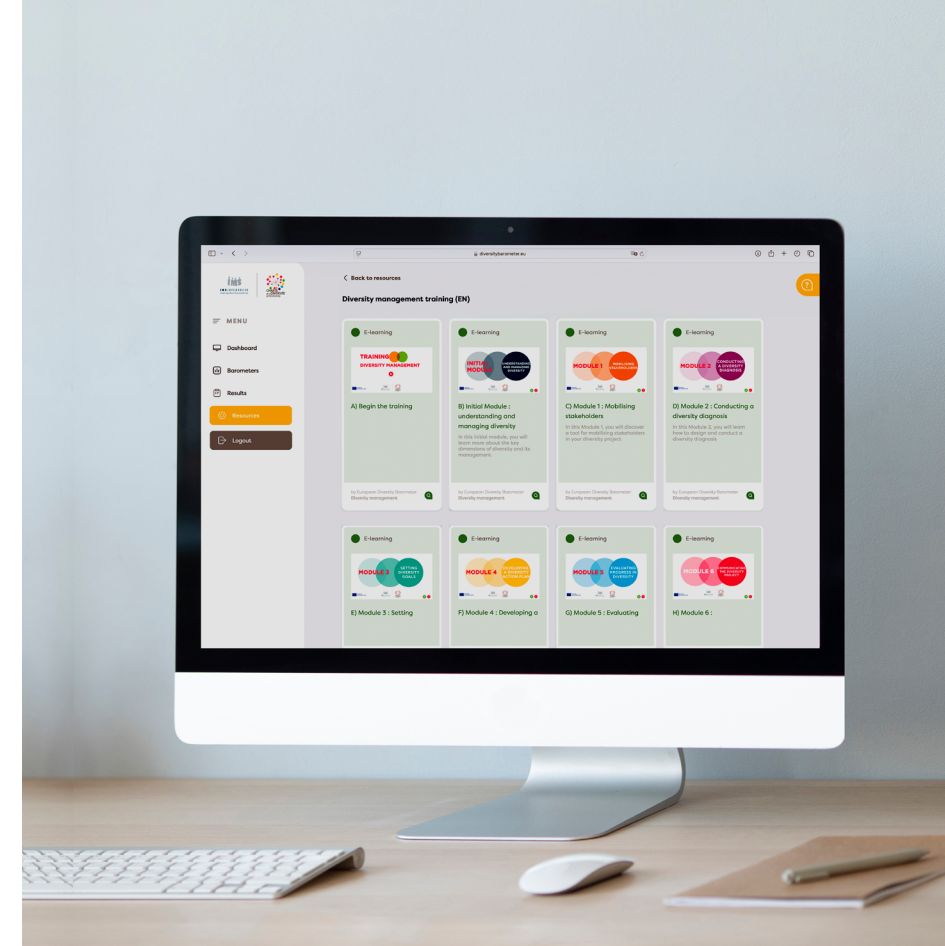
and 87% enumerate their diversity initiatives. On the other hand, smaller organisations (under 250 employees) are just as likely as larger ones to analyse internal and external communication.

The link between the budget and diagnostic actions is also quite strong: the completion rates for each diagnosis are systematically higher in organisations that declared they had a specific budget for implementing and monitoring diversity actions.

Finally, it should be noted that diagnostic actions remain more challenging to implement for smaller organisations, which may lack the necessary resources or perceive these measures as less applicable.

### Action plan

The development of an action plan is the logical follow-up to a diversity diagnosis carried out by the signatory organisations. The methodology for drawing up a diversity action plan and its seven stages is presented and explained in the practical 'Diversity Management' guide, which can be ordered from the Charter website ([www.chartediversite.lu](http://www.chartediversite.lu)). Distributed free of charge to each new signatory, this guide is designed to support their involvement in diversity initiatives.



To enhance their methodological expertise, an e-learning course is also available to all signatories on the online platform ([diversitybarometer.eu](http://diversitybarometer.eu)).

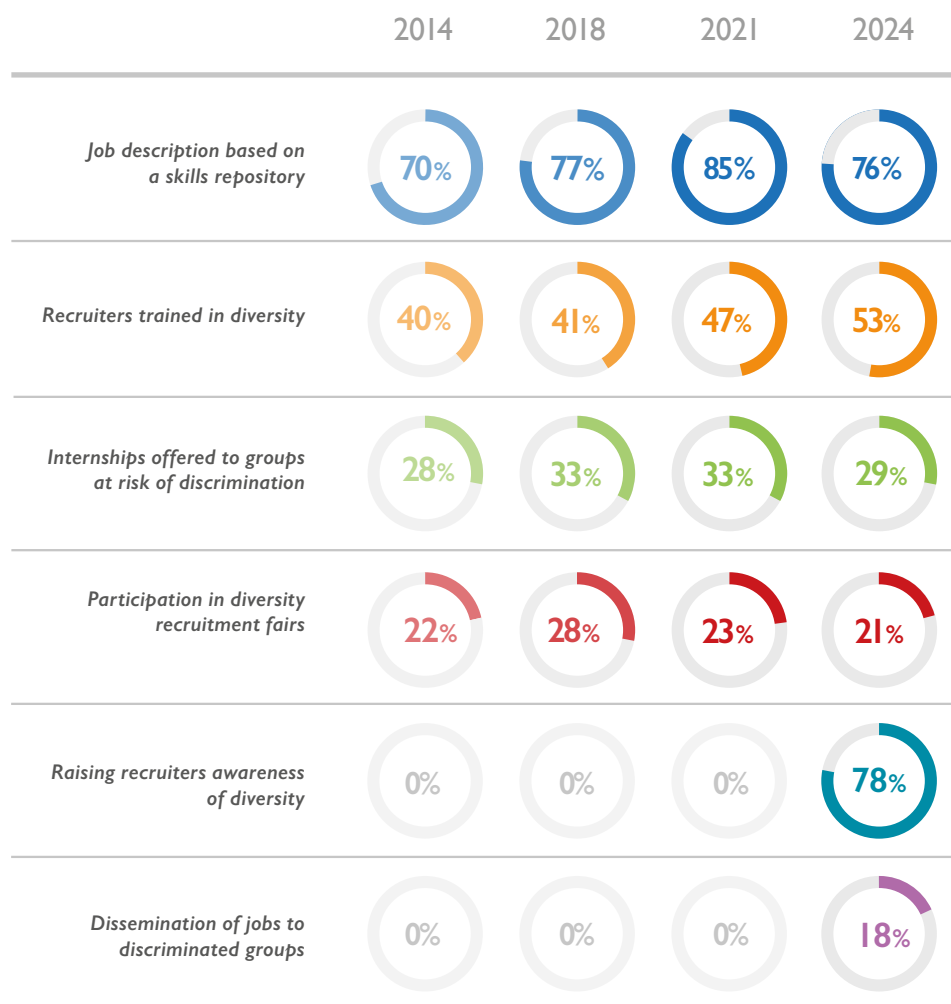


The following chapters of this section provide the elements of an action plan, particularly regarding recruitment and selection, onboarding and integration, well-being and working environment, career management, training and awareness-raising.

Fig. 12

Actions implemented by responding signatories regarding **recruitment and selection** (%)

Source : IMS Luxembourg



### a. Recruitment and selection (Fig. 12)

Recruitment measures respecting diversity appear to be adopted on a long-term basis by the signatories, particularly the measures concerning the selection of potential candidates. In fact, 76% of signatories use a competency framework in their job descriptions (a slight drop compared to 2018 and 2021), and 78% of recruiters are aware of diversity issues.

Some measures that appear less widespread among signatories are more specific to organisations with a dedicated recruitment department, such as diversity training aimed mainly at recruiters (53%; up slightly since 2021). Others, such as offering internships to groups likely to be discriminated against (carried out by 29% of signatories) and disseminating positions to structures dedicated to discriminated against groups (carried out by only 18% of signatories), would deserve to be more widespread.

Finally, 21% of signatory organisations take part in recruitment forums and fairs dedicated to diversity (for example, the Salon Emploi Handicap), which do not seem to have grown in attractiveness since 2021, despite the improvement in the health context. These last three recruitment and selection measures appear to be more difficult to implement for a significant proportion of signatories, as between 20% and 31% of respondents consider them to be non-applicable in their organisation (most often, these are also small organisations).

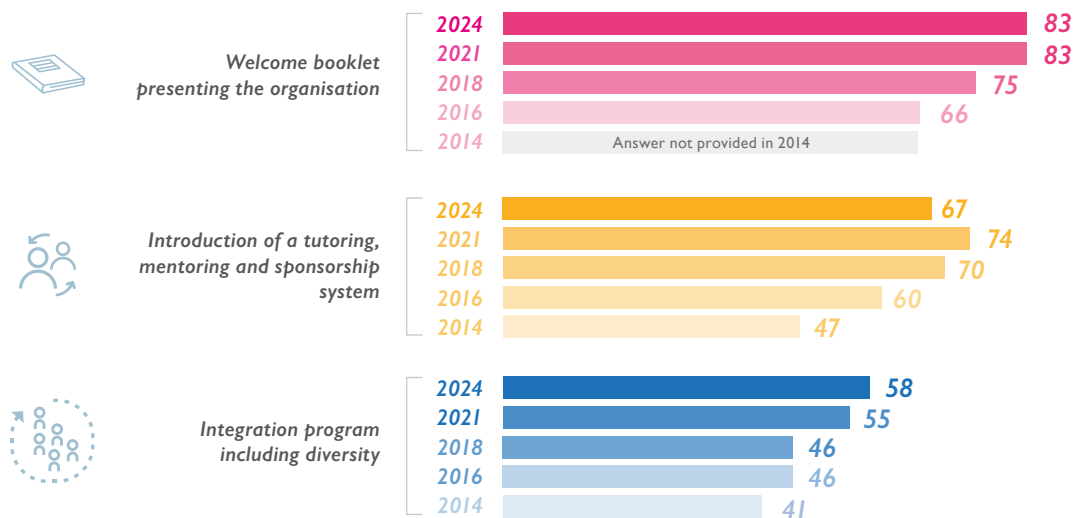
It should be noted that the adoption of these measures seems to be correlated with the size of the signatory organisations (they are systematically used more by organisations with more than 250 employees), with their budget (they are systematically used more by organisations with a specific budget dedicated to diversity) and to some extent with their experience as a signatory (the first three measures are used more by organisations with more than three years' seniority).



Fig. 13

Actions implemented by responding signatories regarding **reception and integration** (%)

Source : IMS Luxembourg



## b. Welcome and integration (Fig. 13)

The signatories overwhelmingly offer an induction booklet to their new recruits. In fact, 83% distribute it to present the organisation, the work rules and the basic principles to be respected when joining the team. This has been the leading induction practice since 2016 for all signatories. It is even essential for organisations with more than 250 employees, 90% of whom use it, as well as for organisations with more than three years' seniority as a signatory.

Tutoring, mentoring, sponsorship and job coaching systems are also widespread, with 67% (slightly down on 2021) of signatories offering them to their new recruits. This percentage rises to 74% among signatories with more than three years' seniority and 79% for organisations with more than 250 employees.

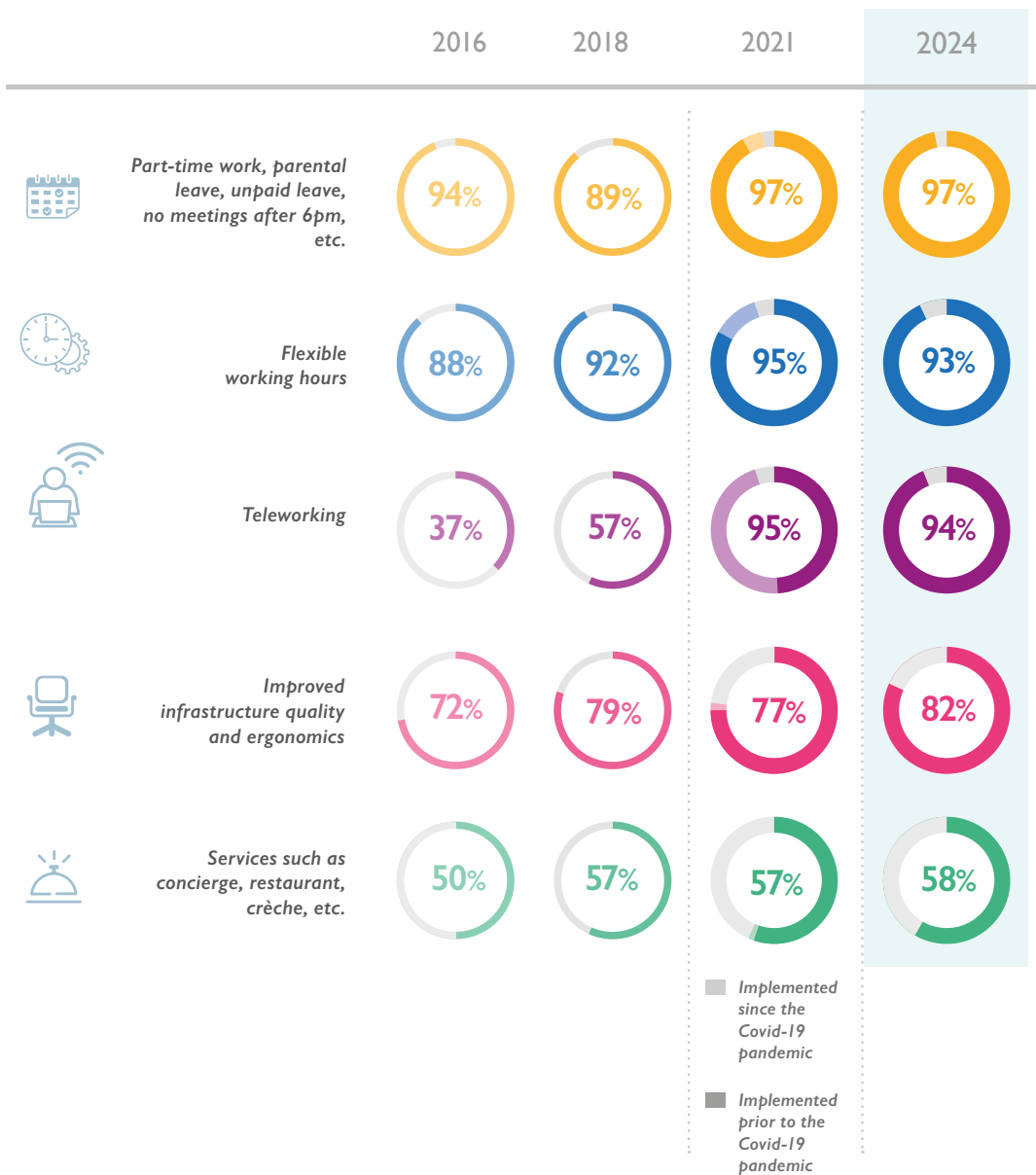
Induction programs for new recruits, including specific messages on diversity, have made further progress since 2018 and 2021, with 58% of signatories offering them in 2024. This percentage rises to 71% among organisations with more than 250 employees.

The adoption of these three support measures is correlated with the availability of a specific budget dedicated to diversity, as more organisations that have such a budget implement such measures (95%, 75% and 76% respectively) than those that do not. However, these measures are more difficult to implement for organisations with less than 250 employees, who find them more challenging to apply.



**Fig. 14** Actions implemented by responding signatories concerning well-being and the work environment (%)

Source: IMS Luxembourg



### c. Well-being and work environment (Fig. 14)

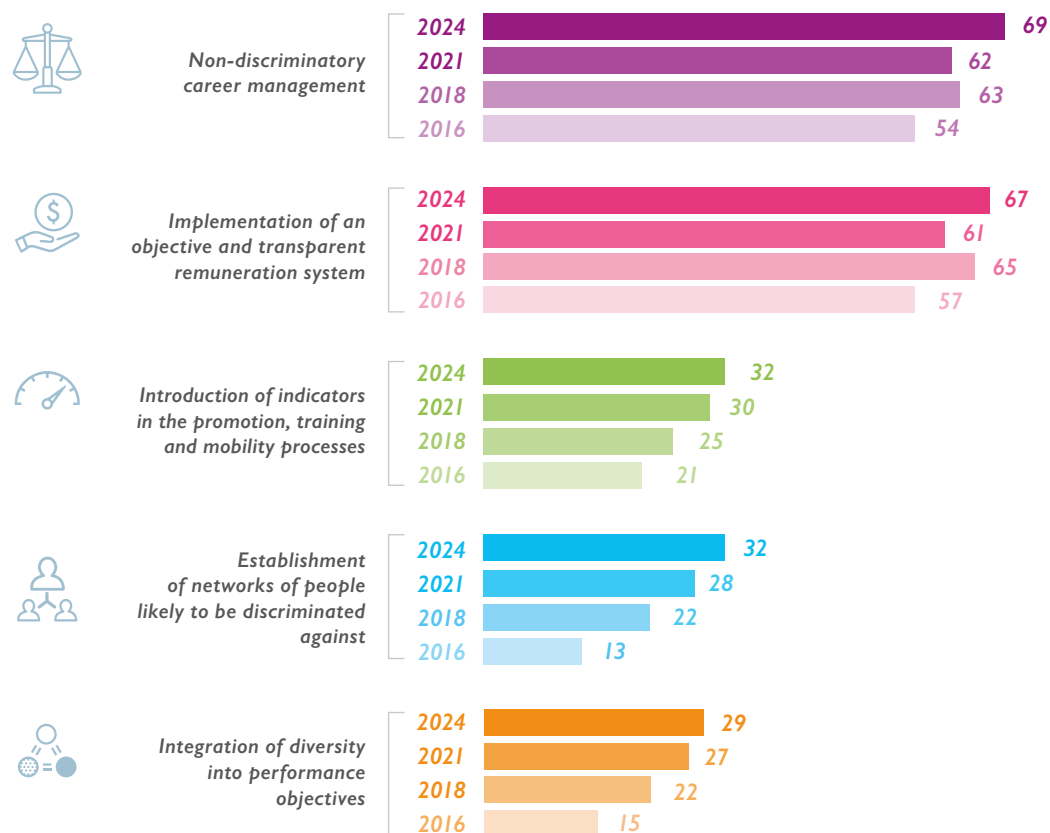
Working conditions and measures to improve them are still very much supported among the signatories, who continue to offer their employees collaborative formats and professional spaces that encourage skills sharing. The possibility of using working time arrangements to ensure the balance between personal and professional life (such as part-time work, parental or unpaid leave, or no meetings after 6 pm), teleworking, and flexible working hours have even become almost the norm, with 97%, 94% and 93% of signatory organisations authorising them regardless of their size or seniority as signatories. Thus, the widespread adoption of telework triggered as a response to the Covid-19 pandemic (especially among organisations with more than 250 employees, which prior to this crisis had made much less use of it) seems to have been maintained over time, having proved its worth in organisations of all sizes, and does not seem to be a transitory effect.

The improvement in the quality and ergonomics of infrastructures and the provision of specific services, such as concierge services, company restaurants and/or kids daycare, sports halls, changing rooms, etc., have slightly increased or remained stable compared to 2021 (at 82% and 58% respectively). The adoption of the latter two schemes remains conditional on a larger number of employees: 92% and 84% of organisations with more than 250 employees offer them, compared with 77% and 44% of those with fewer than 250 employees.

Fig. 15

Actions implemented by responding signatories regarding **career management (%)**

Source: IMS Luxembourg



### d. Career management (Fig. 15)

Two widespread practices are the introduction of non-discriminatory career management and promotion processes (69% of signatories) and an objective and transparent pay system (67% of signatories). These measures have increased since the last Diversity Barometer and seem to depend on the organisation's size (those with more than 250 employees give 86% and 84% favourable responses respectively). Still, also on the length of time the signatories have been in business (those with more than three years of experience give 77% and 78% favourable responses respectively).

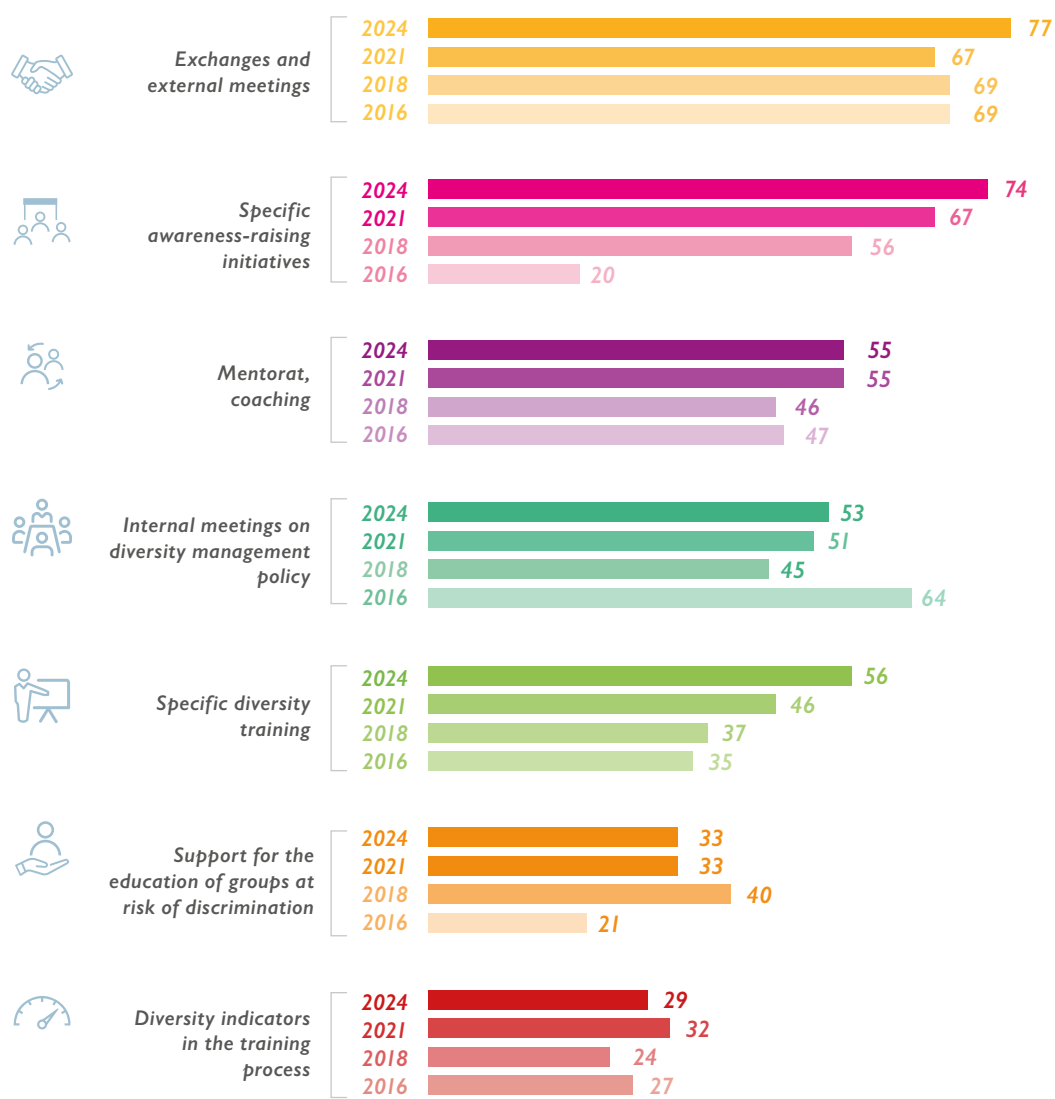
The other three practices receive less support from the signatory organisations, although there is a slight upward trend for each of them. In fact, by 2024, 32% were introducing 'diversity' indicators in their promotion, training and internal mobility processes, and 32% were setting up networks of people likely to be discriminated against (women, disabled people, LGBTQIA+ people, etc.), such as an LGBTQ+ & Allies network or an internal network dedicated to developing women's

careers, and 29% were including diversity in their objectives used to assess managers' performance. These career management measures also seem sensitive to the size effect and remain difficult to implement for a significant proportion of signatories, as between 20% and 23% of respondents consider that they cannot be applied in their company.

Fig. 16

Actions implemented by the responding signatories regarding awareness and training (%)

Source: IMS Luxembourg



### e. Training and awareness-raising (Fig. 16)

As of January 2024, the signatory organisations stated that they had put various actions and tools in place for training and raising awareness of diversity management. In particular, 77% of respondents offer their employees the opportunity to take part in external exchanges and meetings on the topic of diversity; 74% offer communication campaigns and specific awareness-raising actions on diversity, non-discrimination and equality (such as Diversity Day, for example). These actions have been on the rise since the last Diversity Barometer and seem to depend on the size of the organisation (those with more than 250 employees give 89% favourable responses for each of these two measures), but also on the availability of a specific budget dedicated to diversity (organisations that have such a budget give 88% and 89% favourable responses respectively).

The third most popular action in 2024 is for senior managers to speak out on diversity issues, which is the case for 64% of signatories (slightly down compared to 2021). In fact, a successful diversity approach seems to be at least partly embodied by the organisation's

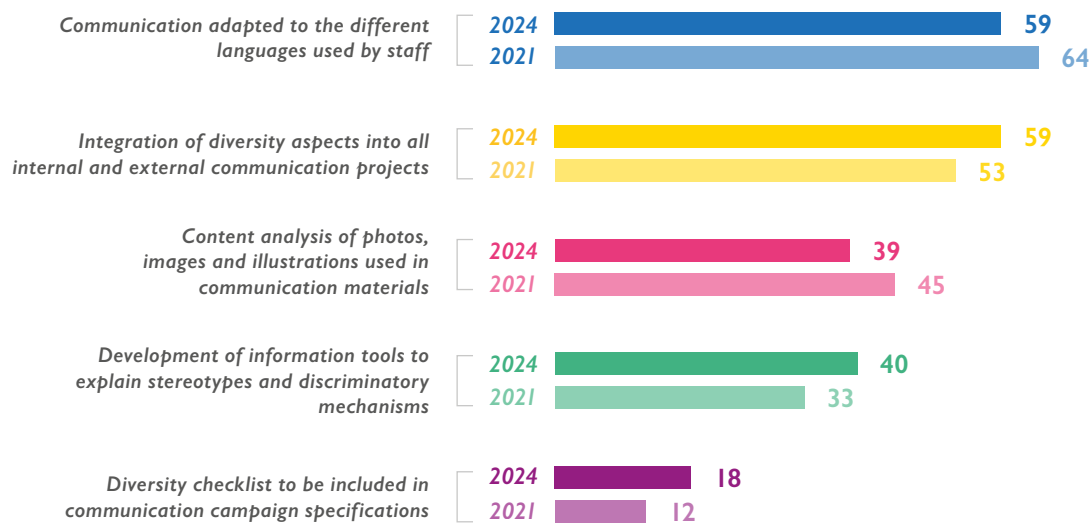
management, even if the manager's speech should not be the only vehicle for raising awareness of diversity management and this expectation of hierarchical exemplarity on diversity-related subjects seems to be declining in 2024.

Three other types of action have increased slightly since 2021 and still concern more than half of the responding signatories: specific diversity training is offered by 56% of organisations, mentoring and/or coaching programmes exist for 55% of them, and internal information sessions on the diversity management policy are held by 53% of them.

The introduction of 'diversity' indicators in promotion, training and mobility processes (29%) and support for the education of groups likely to be discriminated against (33%) are less popular among the signatory organisations. However, the trend has remained stable for each of them since 2021. Developing these practices without creating an 'affirmative action' in training and awareness-raising would be essential.

Fig. 17

Measures taken in terms of communication within the framework of the signatories' diversity management policy (%) Source : IMS Luxembourg



## Communication

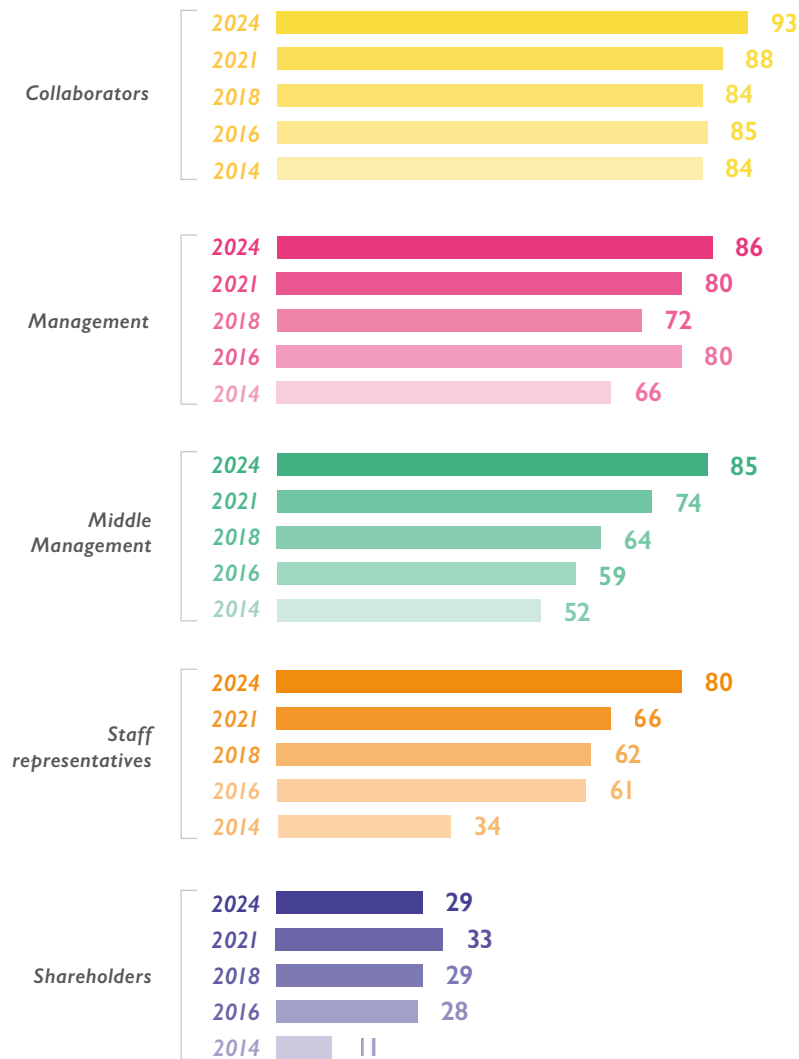
### a. Measures undertaken in relation to the diversity management policy (Fig. 17)

Designing a communication plan in line with a diversity management policy remains essential. In 2024, more than half of the signatories (59%) were tailoring their communication to the different needs of staff and customers (different languages used by staff, use of an easy-to-read language, Braille and hearing aids, for example). More than half (59%) also include aspects of diversity in all their internal and external communication projects. The most widespread measures also include the development of information tools to explain stereotypes and discriminatory mechanisms, adopted by 40% of signatories. A further 39% of signatories conduct a content analysis of photos, images and illustrations used in their various communication media.

The production of a 'diversity checklist' included in the specifications of communication campaigns remains the least popular measure among signatories, with only 18% of organisations using it in 2024 as part of their communication approach. However, this measure could prove particularly effective in drawing attention to the importance of diversity within the organisation and encouraging service providers/suppliers to reflect on their behaviour and take action.

Fig. 18

Recipients of the **internal communication** policy of the responding signatories in the field of diversity (%) Source : IMS Luxembourg



## b. Groups targeted by the internal communications (Fig. 18)

In terms of internal recipients of diversity communication policies, the employees are the priority recipients for 93% of signatories, in line with the above-mentioned, tailoring of communications to the needs and languages used by staff.

It should be noted that organisations with fewer than 250 employees were likelier to answer 'not applicable' because they do not always have all the specific departments (human resources, staff delegation, CSR or quality communication) or shareholders.

With 86% of respondents indicating senior management and 85% management as the internal communication recipients, signatories seem to encourage hierarchical exemplarity on diversity issues. Staff representatives are also targeted by diversity campaigns (80%).

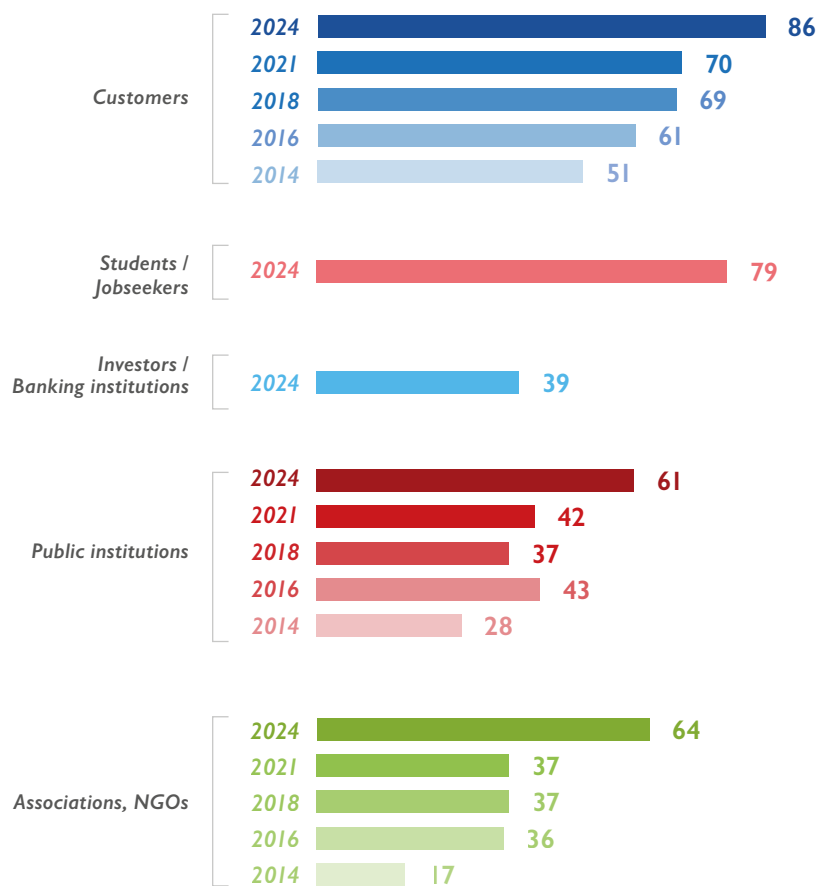
Shareholders are the least targeted category, with 36% of signatories considering it to be inapplicable. Internal communication for all target groups has increased between 2021 and 2024, demonstrating a shared desire to extend the diversity communication to a wider audience.

Quality department

Fig. 19

Recipients of respondents' external communication policy in the field of diversity (%)

Source : IMS Luxembourg



### c. Groups targeted by the external communications (Fig. 19)

The number of external target audiences has also increased, once again demonstrating the desire to disseminate diversity issues as widely as possible.

The signatories clearly prioritise customers/users and service providers as recipients of their diversity communications. More and more diversity-related information can be requested, for example, in calls for tender, where a section is often dedicated to this issue. And this is true regardless of the number of employees: customers remain the prime target.

After customers, the three other target groups for signatories' external communications are students and jobseekers (in other words, potential employees) at 79%; associations, NGOs, trade unions and the media at 64%; and finally, public institutions at 61%.

Investors and banking institutions are the category least concerned by external communications, with only 39% of signatories paying attention to them and 34% considering them to be inapplicable to their organisation.



### Impacts of the diversity management approach

There are multiple benefits of a diversity approach at both organisational and individual levels. Inclusion as a structuring strategy enables a better understanding and integration of potentially discriminated groups; it encourages more efficient collaboration and improves the well-being of employees. As a result, discrimination is reduced, and organisations benefit from greater opportunities and improved economic success.

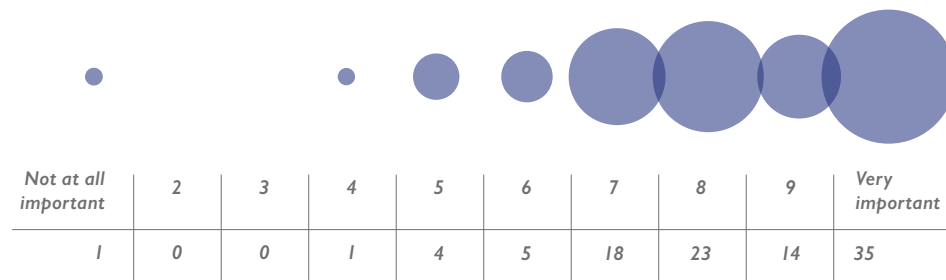
The signature of the Diversity Charter has undeniably affected the development of the diversity management policies, with an average impact of 3.3 points out of 5

reported by the responding signatories. This boost seems to be linked to the organisation's size, with an average of 3.6 points for organisations with more than 250 employees. This effect is also impacted by the existence of a specific budget allocated to the implementation and monitoring of diversity actions (the average rises to 3.53 points when the organisation has such a budget). Another factor correlated with this score is the initiative of the diversity approach: when the initiative does not come from top management, the average impact felt is 4.25 points. (Fig. 20)

Fig. 20

Distribution of responding signatories according to the perceived impact on the development of the diversity management policy after signing the Diversity Charter Lëtzebuerg (%)

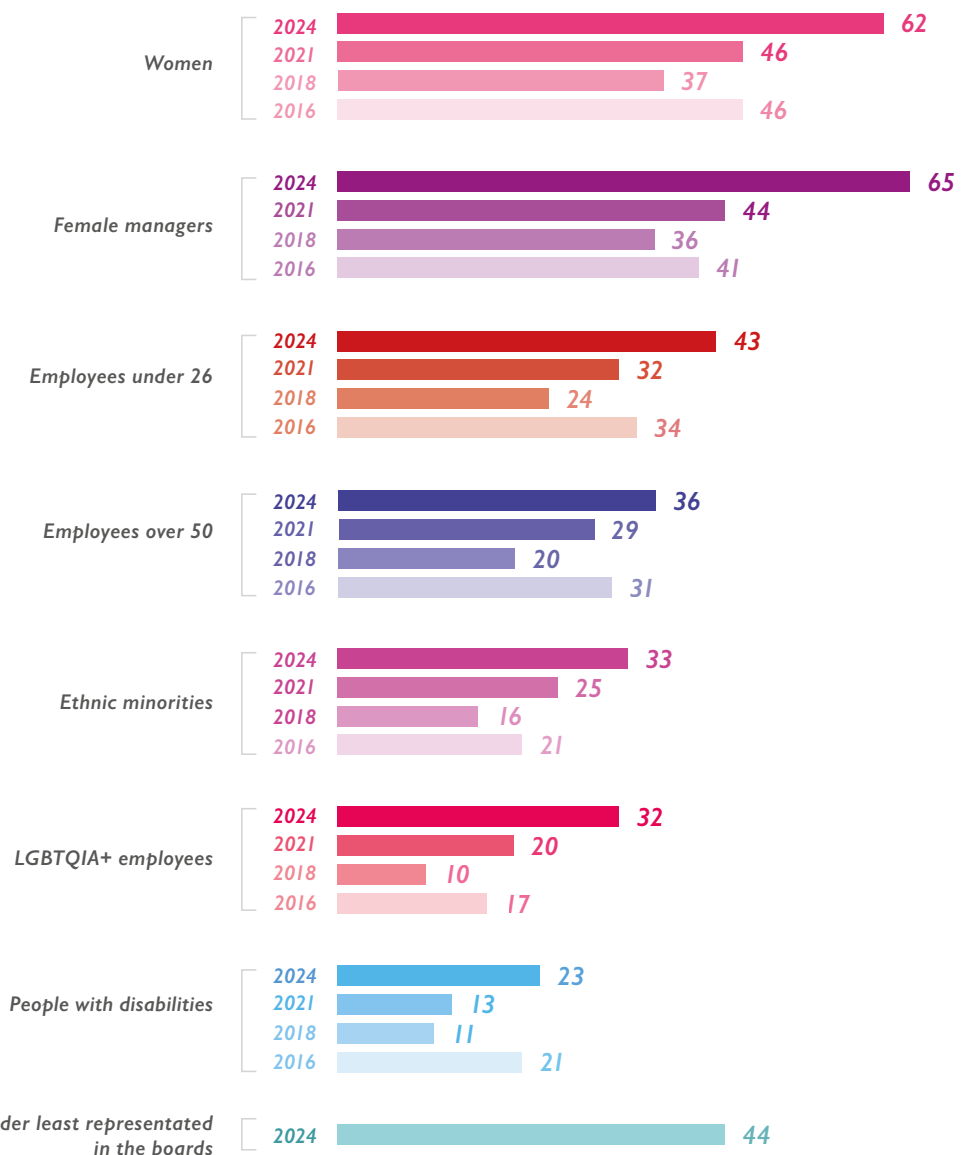
Source: IMS Luxembourg



The next chapters of this section detail the impact of the signature of the Diversity Charter on target groups likely to be discriminated against (women, people with disabilities, people from the LGBTQIA+ community, etc.), the improvements made within organisations and the progress felt in terms of the organisation's overall strategy.

\* LGBTQIA+ is an acronym that represents the diversity of gender identities and sexual orientations (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual). The "+" includes all other identities and orientations that are not specifically mentioned.

**Fig. 21** Proportion of employees belonging to target groups affected by the diversity policy (%)  
Source : IMS Luxembourg



## Impact on the target groups (Fig. 21)

As part of their diversity management policy, signatories to the Diversity Charter Lëtzebuerg may aim to increase the number of employees belonging to specific categories of employees, such as people with disabilities, older or younger employees, women in general or women managers, etc.

The diversity management policy seems to have had the greatest impact on the proportion of women among managers and the proportion of women among employees, as these are the groups in which 65% (this figure rises to 75% for organisations with more than 250 employees) and 62% of signatories note an improvement. These changes also seem to be linked to the length of time a signatory has been a signatory of the Charter: these proportions rise to 72% and 69% respectively for signatories with more than three years of experience.

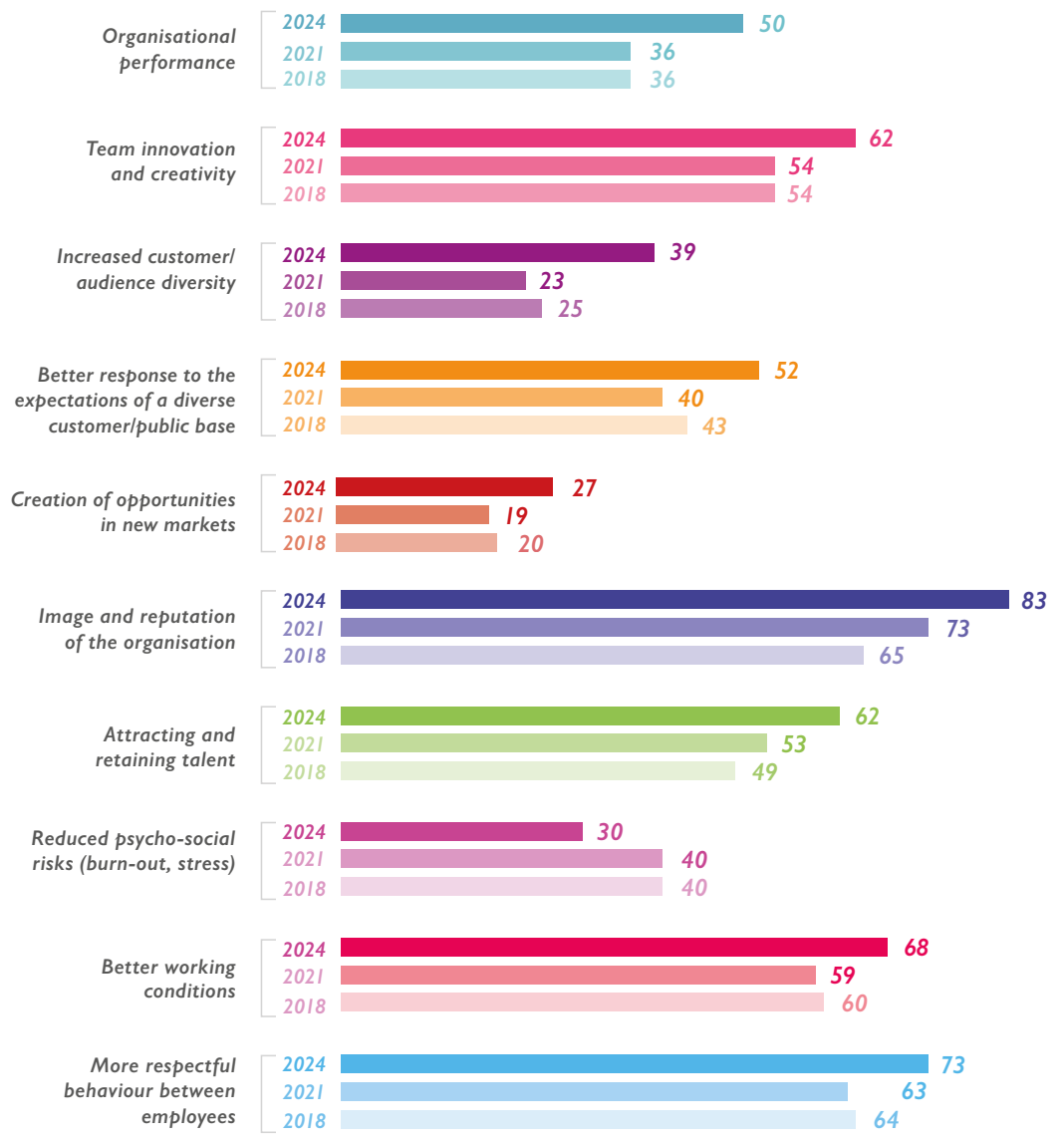
These figures seem consistent with the communication campaigns and specific awareness-raising actions on diversity, carried out mainly by signatories targeting non-discrimination and gender equality.

Although the trend has been upwards since 2018 and 2021, the organisations note that the impact is still low in terms of gender parity in boards of directors or management boards (44%), the proportion of employees under 26 (43%), employees over 50 (36%), people from ethnic minorities (33%), employees from the LGBTQIA+ community (lesbian, gay, bisexual, transgender, intersex, etc.) (32%) and people with disabilities (23%).

These trends also seem to be partly linked to seniority as a signatory, with the proportions of women among managers and women among employees rising to 72% and 69% respectively for signatories with more than three years of experience.

A fairly high proportion (between 34% and 42%) of signatories state that they do not carry out any monitoring or measures for people with disabilities, from ethnic minorities or belonging to the LGBTQIA+ community. This could be explained by the difficulty of officially identifying these people.

**Fig. 22** Organizational improvements noted by signatories of the Diversity Charter Lëtzebuerg (%)  
Source : IMS Luxembourg



## The impacts on the organisation (Fig. 22)

The signatories' diversity management policies have a recognised positive impact on the organisations implementing them. In particular, the employer brand clearly benefits from diversity and inclusion measures, with 83% of signatories observing an improvement in their image and reputation, and 62% gaining in talent attractiveness and loyalty, regardless of the organisation's size.

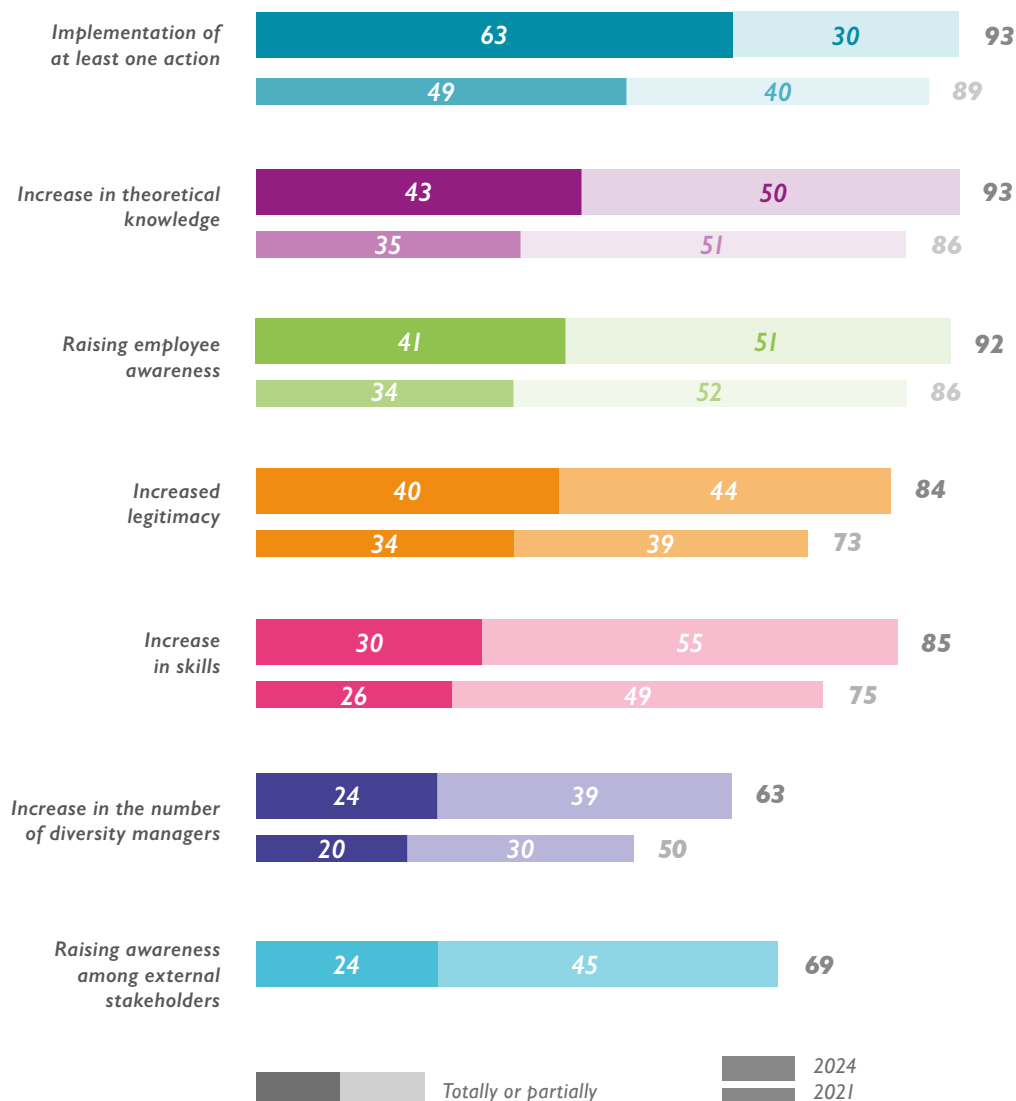
The improvement in working conditions following the implementation of the diversity policy is highlighted by 68% of signatories. For 73% of signatories, the diversity commitment contributes to more respectful behaviour, and 36% to more effective prevention of psycho-social risks (burn-out/stress).

In addition, the organisation's diversity policy seems to impact employee results positively. For example, 64% of signatories cited progress in terms of the innovation and creativity of their teams, 52% recognised that the organisation was providing better responses to the expectations of a diverse clientele and public thanks to its efforts in

this area, and 50% directly linked the company's commitment to diversity to an increase in its performance. The increase in customer diversity and the creation of opportunities in new markets are mentioned by 39% and 27% of signatories respectively.

These figures seem to increase compared to the 2021 and 2018 barometers, with some aspects correlated to the budget available for effectively implementing and monitoring diversity initiatives.

**Fig. 23** Impact of signing the Diversity Charter Lëtzebuerg (%)  
Source : IMS Luxembourg



## Effects of signing the Diversity Charter Lëtzebuerg (Fig. 23)

The vast majority of signatories rely (wholly or in part) on the Diversity Charter Lëtzebuerg, its teams, events and publications to:

- implement at least one action in favour of diversity (93%),
- increase their theoretical knowledge of diversity management (93%),
- raise awareness among their employees/managers/management teams (92%),
- increase their skills in diversity management (85%),
- increase the legitimacy of diversity management issues within their organisation (84%).

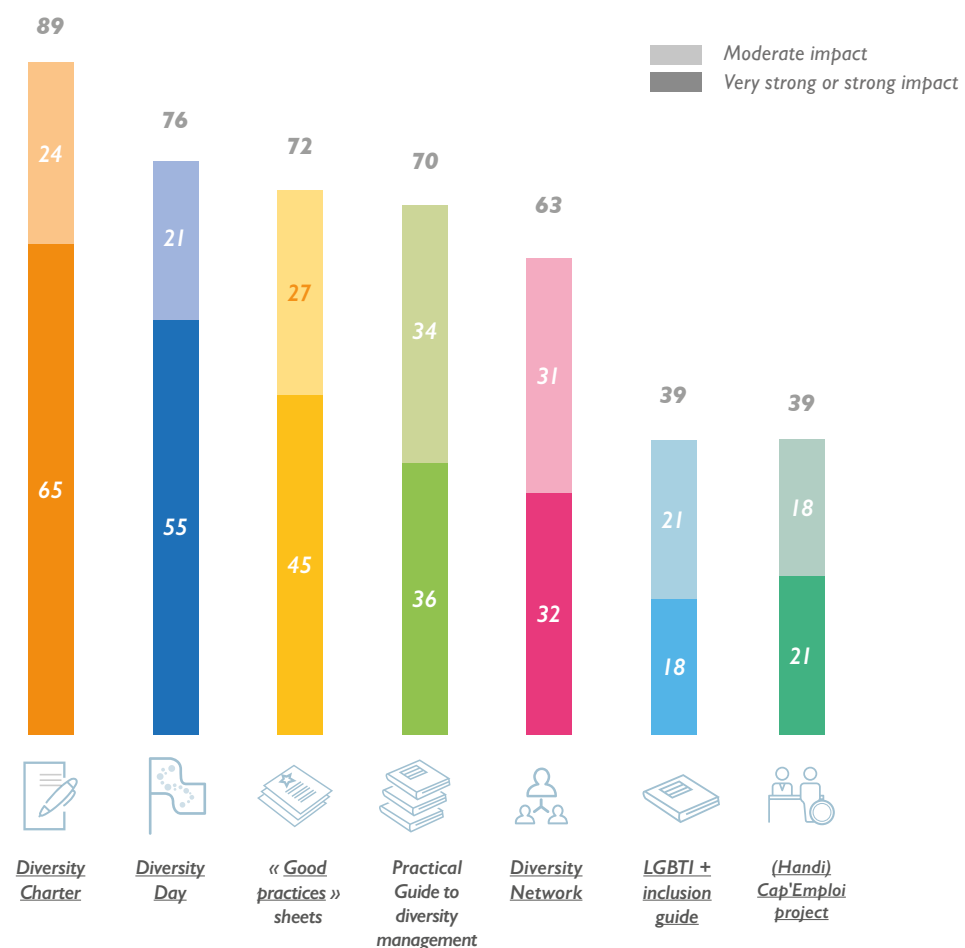
These figures show an improvement compared to the 2021 barometer.

Furthermore, 69% and 63% of signatories indicate that adhering to the Diversity Charter Lëtzebuerg and having access to its various tools has enabled them to raise awareness among their external stakeholders (customers, citizens, service providers, financial backers) and to fully or partially increase the number of people working on diversity-related issues internally. These figures have risen since 2018 and 2021, partly due to the size effect.

Fig. 24

Impact of the tools proposed by the Diversity Charter Lëtzebuerg (%)

Source: IMS Luxembourg



For more information on the the tools proposed by the Diversity Charter Lëtzebuerg, click on the links underlined

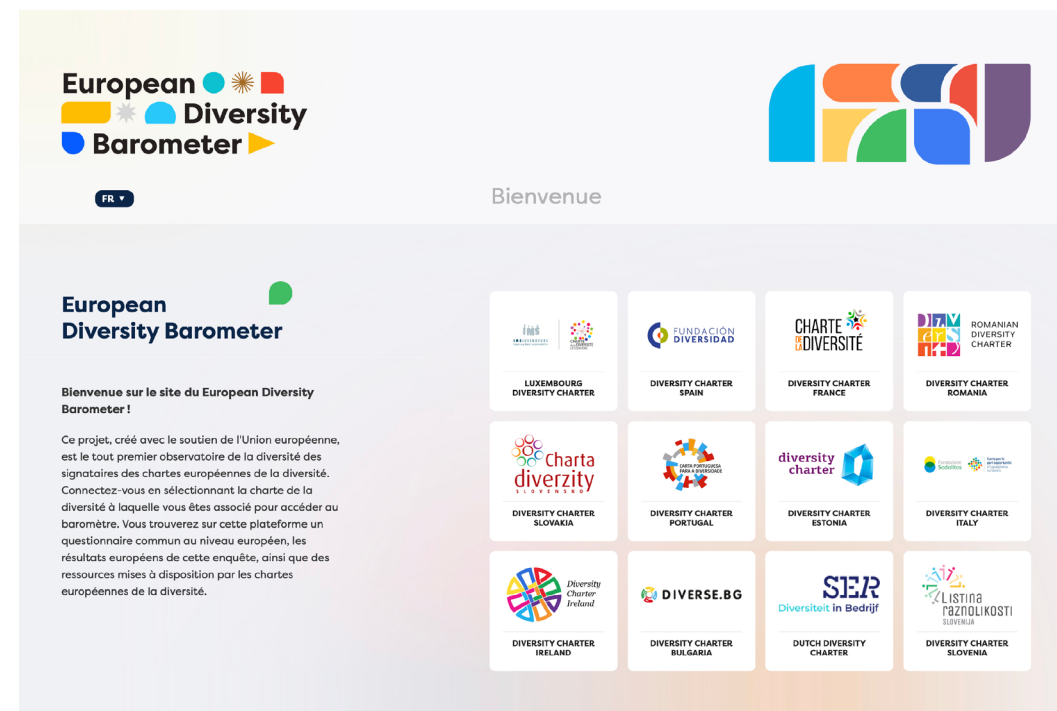
## Role of the Diversity Charter Lëtzebuerg (Fig. 24)

Various actions implemented by signatories in favour of diversity show the importance of the Diversity Charter Lëtzebuerg in supporting diversity management policy in organisations.

Nearly 90% of the responding signatories believe that the signature of the Diversity Charter Lëtzebuerg has had a medium, strong impact on the development of their diversity management policy. The tools judged to have had the greatest impact from the signatories' point of view are Diversity Day, the 'good practice' sheets, the practical guides to diversity management and the events organised as part of the Diversity Networks.

# C / Some results of the Luxembourg signatories to the European barometer

This year, in addition to the national barometer, the signatories of the Diversity Charter Lëtzebuerg had the opportunity to complete a second questionnaire. This was also distributed to the other European Charters involved in the project to create the European Diversity Barometer online platform ([diversitybarometer.eu](https://diversitybarometer.eu)). The aim of this initiative, in the long term, is to obtain Europe-wide data on the habits and aspirations in terms of DCI in the signatory organisations. This project was funded by the European Union's Citizens, Equality, Rights and Values (CERV) programme.





Importance of organisational benefits (average values) Source : IMS Luxembourg

Fig. 25

a. Improvement of the organization's reputation (in Luxembourg)

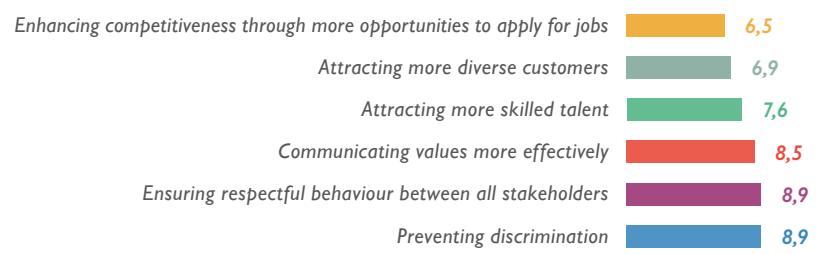


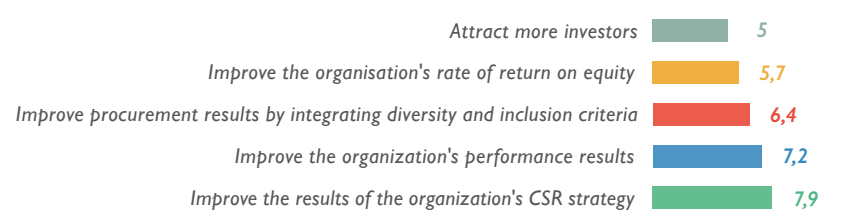
Fig. 26

b. Best HR Process / Talent Management (in Luxembourg)



Fig. 27

c. Improvement of the organization's performance (in Luxembourg)



For this first edition, 134 Diversity Charter Lëtzebuerg signatory organisations responded to the European questionnaire between January and July 2024. Some questions are also of interest at the national level and will be briefly presented in the following sections.

Delivering diversity and inclusion activities in the workplace

The first module of the European barometer concerns the provision of activities targeting diversity and inclusion in the workplace. Firstly, the organisational benefits obtained by the signatories, thanks to the implementation of diversity and inclusion activities, are of various kinds, including improving the organisation's reputation and performance and better talent management.

According to the responding signatories, the three main benefits obtained from implementing diversity and inclusion activities are linked to the improvements in the organisational reputation. Signatories attach great importance to respecting and preventing discrimination against people covered by legal protections on the grounds of equality (Fig. 25) (8.9 points on average or 87% of responses giving a score of 8, 9 or 10),

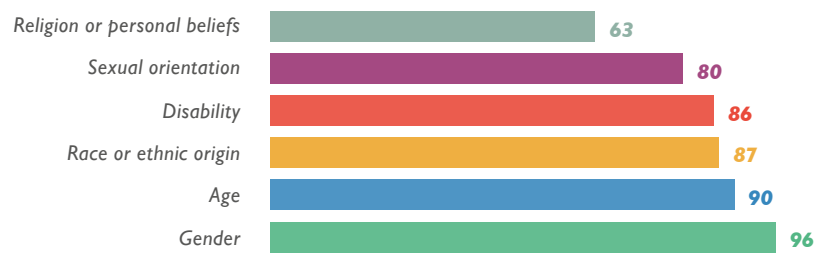
respectful behaviour between all staff and stakeholders (8.9 points on average or 85% of responses giving a score of 8, 9 or 10) and effective communication of organisational values (8.5 points on average or 81% of responses giving a score of 8, 9 or 10).

Improved human resources management processes (Fig. 26) (8.4 points on average or 78% of responses with a score of 8, 9 or 10), better working conditions for all staff (8.3 points on average or 75% of responses with a score of 8, 9 or 10) and improved CSR strategy results (Fig. 27) (7.9 points on average or 68% of responses with a score of 8, 9 or 10) follow with the rest of the aspects having less importance, but never below average.

Secondly, the dimensions of diversity addressed as a priority by the signatories' diversity and inclusion activities were

C / Some results of the Luxembourg signatories to the European barometer

Fig. 28 Dimensions of diversity addressed by the activities of the signatories (%) Source : IMS Luxembourg



Diversity and inclusion measures implemented (%) Source : IMS Luxembourg

Fig. 29 a. Your organisation's commitment

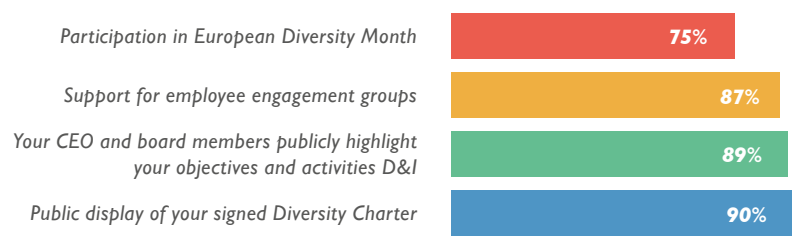
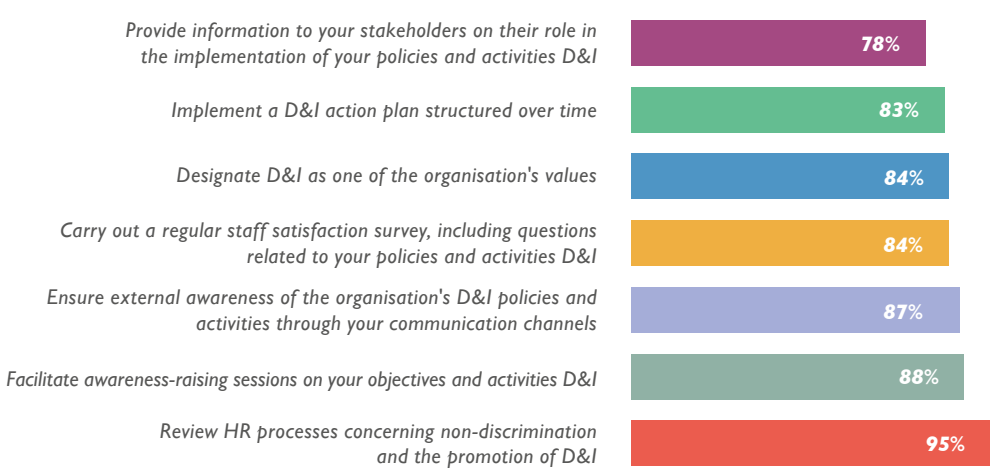


Fig. 30 b. Your diversity action plan



gender, age, race or ethnic origin, and disability at 96%, 90%, 87% and 86% respectively yet 86% respectively (Fig. 28).

Certain other dimensions, such as sexual orientation or religious beliefs, may be more difficult to target explicitly. It should be noted that the organisation's size is correlated with some of these dimensions; in particular, gender is addressed by all organisations with more than 250 employees without exception, whereas personal or religious beliefs are addressed more by organisations with fewer than 250 employees.

Thirdly, 67% of organisations have an employee dedicated to Diversity & Inclusion within their structure (this percentage even rises to 74% in organisations with more than 250 employees), mainly belonging to the Human Resources department.

Finally, the diversity and inclusion measures implemented by the signatories can be grouped around the following four themes:

- **Organisational commitment** (Fig. 29): 90% of signatories publicly display their signed Diversity Charter on their premises and 89% publicly highlight (via the CEO's/Board members' speech) their objectives and activities in terms of diversity and inclusion;
- **Diversity action plan** (Fig. 30): 95% of signatories declare that they put diversity and inclusion as one of their organisation's key values;
- **Self-assessment** (Fig. 31): 76% of responding signatories say that they collect data on the results of diversity and inclusion policies and activities, and 78% use internal dashboards to monitor progress on the main diversity and inclusion indicators;

C / Some results of the Luxembourg signatories to the European barometer

Fig. 31

c. Your assessment Source : IMS Luxembourg

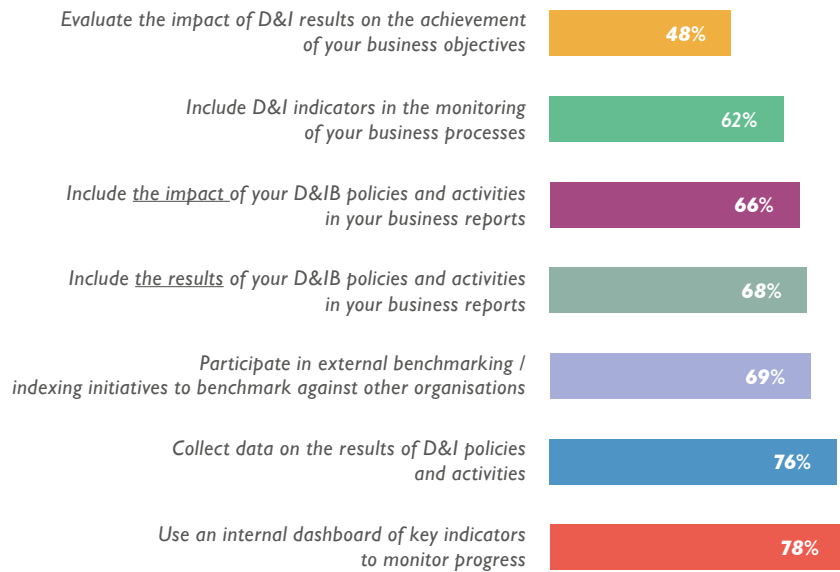
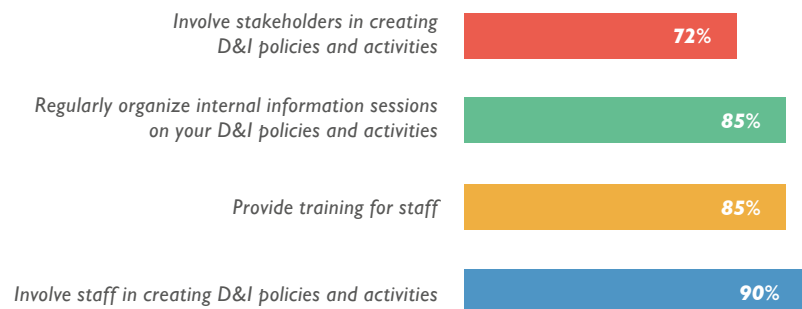


Fig. 32

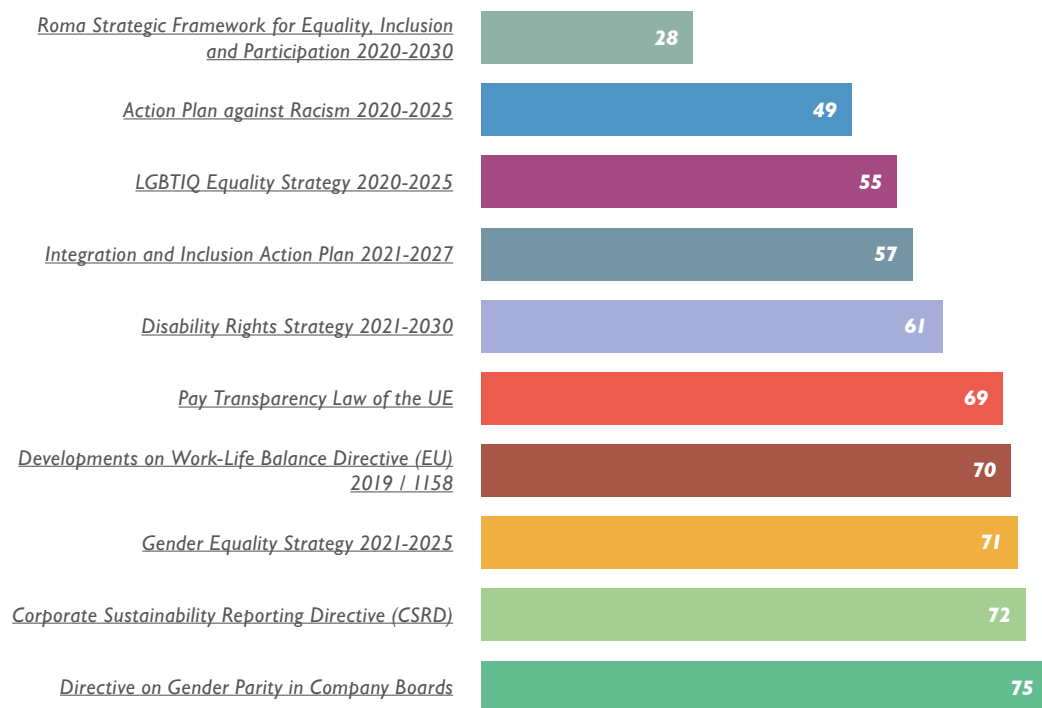
d. Internal / external communication and training Source : IMS Luxembourg



- **Internal and external communication and training** (Fig. 32): 90% of responding signatories state that they involve their staff in crafting diversity and inclusion policies and activities.

More than half of the responding signatories say that they offer internal information sessions on their diversity and inclusion policies and activities (52%) and provide training to support the effective implementation of their diversity and inclusion policies and activities (54%).

Fig. 33 Understanding of EU policies (%) Source : IMS Luxembourg



For More information on UE policies, click on the links underlined

### Understanding EU policies (Fig. 33)

The second module of the European barometer focuses on the understanding by the signatories of the Diversity Charters of the European Union's policies on diversity and inclusion in the workplace contained in the 'Union for Equality' framework and their developments.

Among the regulatory texts proposed, the respondents follow in particular the following developments (whether totally or partially):

- 75% the directive on gender parity on company boards,
- 72% the directive on sustainable corporate reporting (CSRD),
- 71% the strategy for gender equality 2021-2025,
- 70% the (EU) directive 2019/1158 on work-life balance,
- 69% the EU Pay Transparency Act.

Luxembourg's least followed regulatory text is the Roma Strategic Framework for Equality, Inclusion and Participation 2020-2030.

## KEY FIGURES AND ANALYSIS OF RESULTS

The 2024 survey of the 'Diversity & Enterprise' barometer has enabled us to highlight certain characteristics specific to the signatories of the Diversity Charter Lëtzebuerg. In addition, we were able to identify specific trends concerning the actions favoured by signatory organisations and their consequences on the organisation's overall performance. This section summarises the main results of this edition.

### A. LUXEMBOURG BAROMETER

**88%** of signatories are active in the field of CSR, more than half of them have been active for more than five years.

**78%** of signatories raise their recruiters' awareness about diversity issues and 76% use a skills reference framework to draw up their job offers.

- 53% of recruiters even receive diversity training.

For **96%** of signatories, the initiative for the diversity approach comes from top management,

(including human resources and the parent company) and, in particular, thanks to the personal conviction of the leading manager.

- This is essential for an effective diversity policy: the first reason identified by 41% of signatories for introducing one is the personal conviction of the leading manager.

Over **90%** of signatories offer working time arrangements

to balance personal and professional life, the possibility of teleworking and flexible working hours.

- Improving the quality and ergonomics of infrastructures is even present in 82% of signatories.

**69%** of signatories set up non-discriminatory career management and promotion processes and 67% offer objective and transparent remuneration systems.

**77%** of signatories offer their employees the opportunity to take part in external exchanges and meetings on the theme of diversity and 74% offer specific communication campaigns and awareness-raising actions on diversity, non-discrimination and equality.

**93%** of signatories target all employees in their internal communications and 86% target customers/users and/or suppliers in their external communications on diversity.

**93%** of signatories say they use the Diversity Charter to increase their theoretical knowledge of diversity management

**59%** of signatories tailor communication to the different needs of staff/customers and include diversity aspects into all internal and external communication projects.

- and 92% to raise employee awareness.
- Throughout the year, the Diversity Charter Lëtzebuerg and IMS Luxembourg teams offer events (conferences, workshops and networks) and publications accessible to all signatory staff to support them in diversity management.

B. EUROPEAN BAROMETER

THE **3** MAIN BENEFITS

According to the signatories, the three main benefits obtained from implementing diversity and inclusion activities are linked to the improvements in the organisational reputation.

THE MOST ADDRESSED DIMENSIONS OF DIVERSITY

(currently or in the next 3 years ) by signatories' diversity and inclusion activities are:

- **GENDER (96%),**
- **AGE (90%),**
- **RACE OR ETHNIC ORIGIN ( 87%),**
- **DISABILITY (86%).**

**87%**

of signatories attach great importance to respecting and preventing discrimination against people covered by legal protections on the grounds of equality.

**67%**

of signatories have an employee dedicated to diversity and inclusion within their organisation.

- This percentage rises to 74% in organisations with more than 250 employees; this employee in charge is mainly attached to the Human Resources department.

**90%**

**of signatories publicly display their signed Diversity Charter on their premises.**

89% of signatories publicly highlight (via the CEO's/Board member's speech) their objectives and activities in terms of diversity and inclusion, 95% state that they put diversity and inclusion as one of their organisation's key values, and 90% state that they involve their staff in crafting diversity and inclusion policies and activities.

**52%**

**of signatories report offering internal information sessions on their diversity and inclusion policies and activities,**

and 54% offer training to support the effective implementation of their policies and activities.

**More than 2 out of 3 signatories**

are following developments in several European policies concerning diversity and inclusion in the workplace contained in the '[Union for Equality](#)' framework.

*More information on this UE policy, click on the link underlined*



## CONCLUSION AND PERSPECTIVES

The 2024 'Diversity & Business' barometer results are accessible to everyone: it's an up-to-date overview and a tool for self-assessment and inspiration.

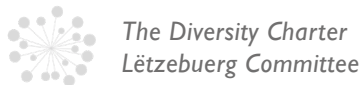
Whether organisations are signatories or not, they are invited to join the movement for the well-being of everyone. As shown again in this barometer, diversity is everyone's business (with 93% of signatories addressing all their employees in internal communications and 86% targeting customers/users and or suppliers in external communications), and it must be integrated at every level of the organisation.

This barometer is the result of a collective effort and could not exist without the efforts made by the signatories who completed a new online questionnaire. IMS Luxembourg and the Diversity Charter Lëtzebuerg intend to make the most of the insights in this barometer to offer projects, events and publications that are as close as possible to their current issues to the signatories: interculturality, a defining characteristic of living together in Luxembourg, disability in the workplace and anti-racism are, for example, pivotal actions planned by the Charter in the coming years.

A big thank you to Nicolas Poussin, Doctor of Economic Sciences at LISER, for his valuable help in data analysis and the drafting of the barometer.

Active for more than 10 years, the Diversity Charter Lëtzebuerg is widely recognised for its concrete initiatives targeting employers and for organising major events in the Grand Duchy (such as Diversity Day, Diversity Awards and many more). It evolves every year and offers signatories various opportunities.

All organisations in Luxembourg, irrespective of their size or sector of activity, are invited to sign the Diversity Charter Lëtzebuerg and actively commit to diversity. We strongly believe that collective contributions are essential in addressing diversity challenges and combating discrimination in the Grand Duchy. Together, these efforts pave the way for more inclusive, exemplary working environments, organisations, and a better society.



The Diversity Charter  
Lëtzebuerg Committee

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*A Document produced by IMS Luxembourg*

Printed in the Great Duchy of Luxembourg. December 2024  
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ISBN 978-2-919825-22-6



2024  
Edition



LE GOUVERNEMENT  
DU GRAND-DUCHÉ DE LUXEMBOURG  
Ministère de l'Égalité des genres  
et de la Diversité

