



**DIVERSITY MANAGEMENT
IN BULGARIA:
PERCEPTIONS, PRACTICES
AND EXPECTATIONS**

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This publication is part of a series of studies which assess the state of play and future perspectives of diversity management in Bulgaria. This report provides a needs assessment of the local business community in relation to diversity management and diversity strategy at company and at national (collective) level in Bulgaria. The report covers the following issues: overall level of awareness of diversity management among local businesses, their perceptions of diversity as a concept, their internal diversity policies and practices, and their expectations as to the launch and implementation of a national Diversity Charter. The report is part of the initiative *DIVERSE.BG: Launch and Implementation of a Diversity Charter in Bulgaria*.

Authors and contributors:

Petar Terziev, Analyst, Center for the Study of Democracy

Dr Tatyana Novosiolova, Research Fellow, Center for the Study of Democracy

Dr Alexander Gerganov, Senior Analyst, Center for the Study of Democracy

Editorial board:

Dr Ognian Shentov

Ruslan Stefanov

Dimitar Markov



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Sofia 1113, 5 Alexander Zhendov

tel.: (+359 2) 971 3000, fax: (+359 2) 971 2233

csd.bg csd@online.bg

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EXECUTIVE SUMMARY

This current report is part of a series of studies which assess the current conditions and future perspectives of diversity management in Bulgaria. The report provides **a needs assessment of the local business community in relation to diversity practices**. The main findings of the report provide the basis of assessing the possibility of introducing a Diversity Charter in Bulgaria.

The **level of awareness** of the concept of diversity at the workplace **remains low** (35%) among companies in Bulgaria. In terms of representation, diversity is most **strongly associated** with the representation of employees in different **age groups**, and with the representation of men and women in the company. The concept of diversity is **least associated** with the representation of employees with a different **sexual orientation** or different **religious affiliations**.

Diversity is strongly associated with the **equality of employees**, regardless of their sex, age, ethnicity, religion or sexual orientation. In terms of equal opportunities, such as access to career development and leadership, diversity is most strongly associated with the equality between men and women, and employees from different age groups. Equality of opportunity at the workplace is least associated with employees with a different sexual orientation.

Diversity management is understood by businesses mostly with regards to **practices** such as **provision of accessible work environment to all employees**, and guaranteeing the equality among employees regardless of their gender, age, ethnicity, religion or sexual orientation. Standard international diversity practices such as active search for employees from less represented groups are not usually associated with diversity management.

90% of companies approve of a diverse workplace, as opposed to only **2%** which do not. This shows that the business sector understands the positive implications of possessing a diverse workforce. Some 71% of companies value diversity as useful, though only 1% perceived it as “very useful”. On the other hand, only 2 companies perceived diversity in the workplace as harmful and no company perceived it as “very harmful”.

The **majority of companies do not have active diversity policies** towards the employment of particular social groups and the promotion of diversity in career development. The most significant support is towards employees on the basis of age (aged up to 25 years old or over 55 years old) and gender. These are the groups that are already significantly represented in the labour force in the coun-

try. The absence of adequate company diversity policies is **primarily evident towards ethnic minorities**, people with disabilities, people with Muslim or other religious denomination, but most of all **towards employees with a different sexual orientation**.

The recruitment policies of companies are mostly oriented towards age groups, in particular the active search **for employees under 25 years old**. A small share of companies also has active policies towards the employment of more employees aged over 55 years old (22%). 21% of companies have active policies for the employment of more women. **Less than 10% of all companies have diverse representation of both Turkish and Roma employees**, as well as workers from other minority groups.

Companies do not actively search for the improvement of the diversity of employees in terms of religion, disability and sexual orientation. The **least searched for diversity effect concerns employees with different sexual orientation** (6% of companies). These groups are also least addressed in terms of promotion and career development. Career development policies are most commonly directed towards employees aged up to 25 years old and employees over the age of 55 years. Career development policies towards women is practiced by 38% of companies. Some 94% of companies are taking measures for equal pay for the same type of work.

Overall Bulgarian companies **understand the importance of diversity** for competitiveness and for access to scarce labour resources **but fail to implement coherent diversity policies**. Most of the diversity policies in the country concern the most rudimentary elements of diversity, the ones relating to employing and promoting younger employees and women. Bulgarian businesses struggle to come up with adequate policies to engage some of the most underrepresented members of the Bulgarian labour market, the Roma and Turkish minority. In this respect, **there is a clear need to more assertive collective effort** to realise the full potential of the country's labour market. **The introduction of a Diversity Charter could help spread the pioneering efforts of some companies** in the country and of the Bulgarian government and the European Commission in implementing rich diversity management policies to encourage wider and more productive participation in the labour market. This would help alleviate the most critical challenges both Bulgaria and Europe face, namely aging population and lack of access to enough qualified human capital.

INTRODUCTION

The population of Europe is becoming increasingly diverse. Companies will have to progressively rely on a more heterogeneous workforce to thrive, which also demands the adoption of more diversity-friendly management practices. Diversity charters make an important contribution promoting an inclusive treatment at the workplace. Diversity charters aim at fostering a culture of inclusion and respect to the idea of diversity, by cultivating companies that already have such values and further attract companies that aim to move in that direction. Signatories of the charters pledge to provide a diversity friendly environment for all of their employees. The charters oversee if companies take active policies towards diversification and it also provides training, and insight, into the process of making the workplace more diverse. Promoted by the European Platform for Diversity Charters, these business-oriented self-regulation practices have been implemented in 24 Member States. Initiated in 2009, the platform has supported the development of diversity charters throughout the EU, through the sharing of experiences and good practices in the development of diversity charters¹.

This study is part of the process of developing and implementing a Diversity Charter of Bulgaria by the Center for the Study of Democracy and the Bulgarian Business Leaders Forum². Aimed at being completed by 2020, the process of development of the Charter includes assessment of the current situation of diversity management in Bulgaria. The current study is a needs assessment, which provides an analysis of the attitudes and needs of the local business community in relation to diversity management and diversity strategy at company and collective/national level. In addition to the current report, the regulatory, institutional and policy arrangements for promoting diversity management in Bulgaria are examined in the complementing report: “Diversity Management in Bulgaria: Politico-legal Prerequisites and Self-Regulation”³. Besides the two studies, the process of development of the first Diversity Charter will be further supported by a study of other EU Member States’ experiences in the development and running a diversity charter.

¹ The website for the EU Platform for Diversity Charters is: https://ec.europa.eu/info/policies/justice-and-fundamental-rights/combating-discrimination/tackling-discrimination/diversity-management/eu-platform-diversity-charters_en.

² To ensure that results are accessible to all interested audiences both now and in the future, a dedicated website has been developed, the website of the Diversity Charter of Bulgaria: www.diverse-bg.eu.

³ Novosiolova et al. 2019. *Diversity Management in Bulgaria: Politico-legal Prerequisites and Self-regulation*. Sofia: Center for the Study of Democracy.

The purpose of this needs assessment is to collect reliable information about the attitudes and needs of the local business community in relation to diversity management and diversity strategy at company and collective/ national level in Bulgaria. The needs assessment has been conducted through a telephone survey among companies registered in the country. The survey sought to collect data about the general level of awareness of diversity among local businesses, their perceptions of diversity as a concept, their internal diversity policies, if any, and their expectations as to the launch and implementation of a national diversity charter. Annex I provides a detailed overview of the survey methodology, including a copy of the questionnaire that was used.

The structure of the current report is set into three parts. **Part I** provides a socio-economic analysis of the labour market in Bulgaria. It further looks into the current situation of discrimination and diversity at the workplace in Bulgaria. **Part II** reviews the results from the conducted survey and in-depth interviews. It first covers the general findings from the survey, such as the demography of the surveyed companies and the levels of diversity within them. Subsequently, it analyses the **awareness** of the concept of diversity, then the **perceptions** towards it. This is followed by an overview of the existing diversity policies within companies. **Part III** provides a needs assessment of businesses for the development of a diversity charter. On the basis of the findings and analysis, the report concludes with policy recommendations towards both the future development of a diversity charter, but also towards companies and institutions. A complete overview of the methodology and the questionnaire is available in the annex sections.

1. SOCIO-ECONOMIC ANALYSIS OF THE LABOUR MARKET IN BULGARIA

Prior to looking at workplace diversity it is important to analyse the socio-economic context and the condition of the labour market in the country. This will set the stage for interpreting the quantitative results of the survey.

As of 2019 Bulgaria has reached an unprecedented, for its modern history, level of economic development. Yet, this progress has been associated with many social tensions and issues, as well as with many economic constraints. Bulgaria has also remained the least prosperous country in the European Union. On key macroeconomic indicators, the economy has been outperforming its development in comparison to the pre-2008 crisis levels. The Bulgarian economy has been growing for six consecutive years after 2012, and in 2017 for the first time it surpassed the landmark of a GDP of 100 billion leva⁴. In 2018, the country's GDP grew by 3.1%, compared to the previous year. The average annual growth rate for the period 2012-2018 was 2.37%, which is higher than the EU28 average⁵. The economic growth after the financial crisis has also been visible in the labour market. By 2018, the employment rate has reached an all-time high of 67.7% (See Table 1). In the private sector, employees grew from 1.859 million in 2013 to 2.114 million in 2018 (See Table 1). Furthermore, the unemployment rate continued to decrease, reaching 5.2% in 2018, which is the lowest level in 10 years (See Figure 1). It is expected to decrease even further in the next two years⁶. Long-term unemployment has halved since its peak in 2013, from 7.4% to 3.4% in 2017⁷. Significant growth is visible also in the salaries. The average monthly salary has reached an all-time high. The average salary in the economy has increased by 37% between 2014 and 2018 (See Figure 2). The growth rate of salaries in Bulgaria is among the fastest in the EU28. The improvement of the employment rates and the increase of remuneration has allowed for the growth of personal consumption's contribution to the GDP. This comes on the back of severe labour shortages fuelled by aging population and large migration from the country to Europe. Bulgarians enjoy free movement of labour throughout the EU since 2014.

⁴ National Statistical Institute. 2019. GDP – Production Method. National Level, http://www.nsi.bg/sites/default/files/files/data/timeseries/GDP_1.1.1_ESA_2010.xls.

⁵ Estimations based on Eurostat. 2019. Real GDP growth rate – Volume [tec00115]. The data for Bulgaria for 2018 is preliminary.

⁶ European Commission. 2019. European Economic Forecast: Spring 2019, https://ec.europa.eu/info/sites/info/files/economy-finance/ip102_en.pdf.

⁷ National Statistical Institute. 2019. Unemployed and unemployment rates - national level; statistical regions; districts, <http://www.nsi.bg/en/content/6503/unemployed-and-unemployment-rates-national-level-statistical-regions-districts>.

TABLE 1: LABOUR FORCE DATA ON BULGARIA FOR THE PERIOD 2013-2018

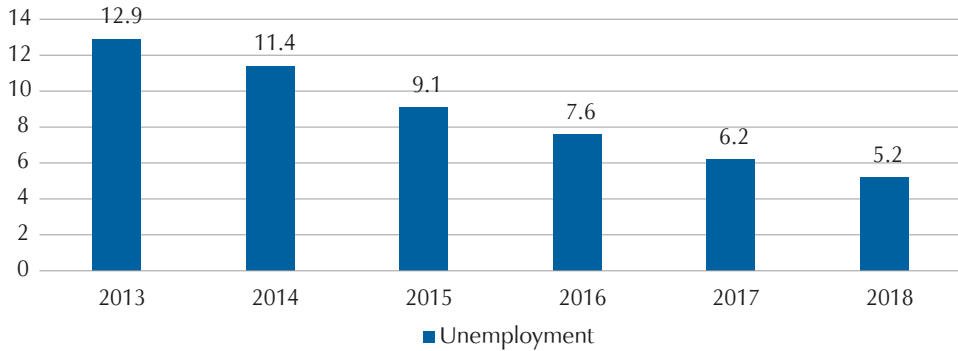
		2013	2014	2015	2016	2017	2018
Employment Rate % ⁸	15 – 64	59.5	61.0	62.9	63.4	66.9	67.7
	15 +	46.9	48.0	49.1	49.3	51.9	52.4
Total Employment ⁹	15 – 64	2935	2981	3032	3017	3150	3239
	15 +	3371	3366	3337	3264	3357	3326
Employees in private enterprises	15 – 64	1859	1904	1968	1982	2102	2114
Self-employed	15 – 64	222	238	237	228	235	227
	15 +	337	352	345	336	350	344
Employers	15 – 64	115	114	108	107	115	117
	15 +	115	114	108	107	115	117
Unpaid family workers	15 – 64	20	21	20	19	25	23.5
	15 +	20	21	19.5	18	25	23.5
Sex¹⁰							
Male	15 – 64	1518	1543	1572	1569	1639	1637
	15 +	1797	1799	1782	1749	1797	1787
Female	15 – 64	1372	1384	1402	1385	1435	1432
	15 +	1575	1567	1555	1515	1560	1539

Source: Eurostat, Note: Excluding Employment Rate, all values are in thousands

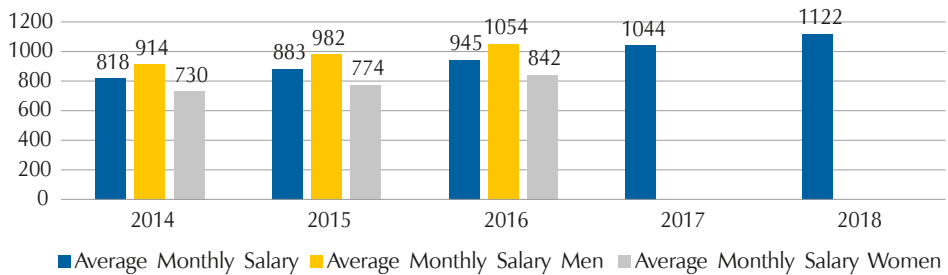
⁸ Source: Eurostat Employment rates by sex, age and educational attainment level %, code [lfsa_ergaed], http://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=lfsa_ergaed&lang=en.

⁹ Source: Eurostat Employment by sex, age and professional status, code [lfsa_egaps], http://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=lfsa_egaps&lang=en.

¹⁰ Eurostat employees by sex, age and occupation, code [lfsa_eegais], http://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=lfsa_eegais&lang=en.

FIGURE 1. UNEMPLOYMENT RATE BULGARIA 2013-2018

Source: Data from National Statistical Institute, <http://www.nsi.bg/en/node/17060>

FIGURE 2. AVERAGE MONTHLY SALARY (IN BULGARIAN LEV)

Source: National Statistical Institute, Data for average monthly salary for men and women is available till 2016.

Demographic challenges

Bulgaria faces a significant demographic challenge. The worsening of the demographic situation in the country, in particular the continuing decline of the working age population is the main challenge for the stable functioning of the labour market in Bulgaria. The population has shrunk by 558 000 for the period 1992–2001 and by further 564 000 by 2011, and is expected to continue to shrink in the next decades¹¹.

¹¹ Burdarov G., Ilieva N. 2018. Horizons 2030: Demographic tendencies in Bulgaria. Sofia: Fredrich Echbert, https://www.fes-bulgaria.org/fileadmin/user_upload/images/publications/Horizon2030_Demographic_Tendencies_in_Bulgaria.pdf.

Three phenomena explain the current demographic condition¹²:

- **Negative emigration pattern.** For more than 30 years negative emigration pattern is observable, primarily that of the working age population. In the last decade the ratio of replacement of people entering retirement and exiting the labour market by that of those entering employment in the labour market changed from 100:124 to 100:62. In other words, 62 young people enter the labour market for every 100 who exit. The decline of the active working population, primarily that of the young and educated population limits the talent pool within the labour market. This also poses a danger to the future capacity for the functioning of the social and pension systems in the country.
- **Declining fertility rate.** The emigration pattern also has negative impact on the fertility rates, by limiting the number of children born in Bulgaria. The declining fertility rate is also explained by factors such as the changing value systems towards raising children and life choices regarding careers. An issue that impacts the fertility rate is that of the extent to which women are able to balance between career choices and raising children.
- **High-mortality rates.** Bulgaria has one of the oldest populations in Europe, but the more significant issue that explains the declining population is that Bulgaria also has one of the lowest life expectancies in Europe (74.7 years). Other factors that contribute to the high-mortality rates are the poverty inducing factors such as long-term unemployment, low wages and the access to quality healthcare.

Actors on the labour market can help ease all of the above issues. In order to address the issue of declining fertility rates it is important for employers to form work-life balance policies towards parents, and particularly women. The high-mortality rates can be addressed through active policies towards the employment of people who have been in long-term unemployment and by the increasing of the wages to levels that lift people above the poverty line. In order to tackle the current emigration pattern it is important that the state and businesses collaborate towards providing an opportunity for a good quality career for the younger population¹³. This can be achieved through:

1. Improving the quality of education and matching it with the demands of the labour market and innovative businesses;
2. Providing more opportunities for a prospective career, supported by training and higher remuneration.

¹² Ibid.

¹³ Ibid.

The impact of the demographic change is visible in the contradiction between the increasing employment rate and the declining size of the workforce (See table 2). In 2018, the employment rate reached a peak of 67.7%, with almost all sectors of the economy reporting more workers than the year before. It becomes increasingly visible that businesses experience shortage of workers. The job vacancy rate in Bulgaria is among the lowest in the EU28, but is steadily increasing, growing from 0.7% in 2014 up to 0.9% in 2018¹⁴. Some 19 thousand jobs remain vacant. The health and social services sector experience the most significant shortages. A forecast by the Association for Industrial Capital in Bulgaria predicts that, businesses will have a labour shortage of around half a million workers in the next five years, distributed across all sectors of the economy¹⁵. 38.3% of businesses in the industry sector and 33% of those in the construction sector report labour shortage as their biggest obstacle for business development¹⁶.

The issue with labour shortage goes beyond the quantitative side. It is also a qualitative issue, as a lack of qualified personnel is reported by businesses too. This shows that, in addition to the negative demographic effect, the mismatch between the qualifications possessed by the unemployed and the skills demanded by the employers. In order to stabilise the labour market in Bulgaria and adapt it to the demographic and socio-economic challenges in the country, The European Parliament has suggested that steps are taken towards:

- Activation of working-age population to participate in the labour market.
- Overcoming the mismatches between the qualifications of the labour force and the skills needed by the employers.
- Reducing of the income inequality and the share of the people living in poverty, or at risk of social exclusion.
- Overcoming the delayed reforms in education and training¹⁷.

All of these policy suggestions demonstrate that fostering a stable labour market in Bulgaria requires that the existing human capital is more optimally used. There is a particular need for improvement of the representation of specific social groups into the labour force. While unemployment rates continue to decline, reaching the

¹⁴ NSI, Job Vacancies Statistics, <http://www.nsi.bg/en/content/6414/job-vacancies-statistics>.

¹⁵ See Lilia Ignatova, "[The labor market is starting to stumble](#)" [In Bulgarian], Capital [website], March 2019.

¹⁶ NSI, Business Conjuncture, April 2019, NSI business surveys. Sofia: NSI, http://www.nsi.bg/sites/default/files/files/pressreleases/Economy2019-04_en_U9NYYP.pdf.

¹⁷ European Parliament, Bulgaria: Recent Developments in Employment and Social Affairs, 2017, Directorate-General for Internal Policies, Brussels, [http://www.europarl.europa.eu/RegData/etudes/IDAN/2017/607358/IPOL_IDA\(2017\)607358_EN.pdf](http://www.europarl.europa.eu/RegData/etudes/IDAN/2017/607358/IPOL_IDA(2017)607358_EN.pdf).

point of “**almost full employment**”, high unemployment rates, poverty and social exclusion are concentrated among certain social groups, such as the Roma and Turkish ethnic minorities, and people with disabilities. In addition, the existence of discrimination further prohibits the full involvement of these social groups in the labour market. The National Strategy for Reducing Poverty and Promoting of Social Inclusion 2020 acknowledges that the high levels of poverty and economic inactivity are mainly due to the exclusion from the labour market¹⁸. By providing representation to these groups into the labour market through diversity and anti-discrimination policies businesses will have an expanded pool of talent from which to choose, while also lead to decline in poverty and social exclusion.

Structure

Despite the declining unemployment rates, the country faces significant challenges in including all social groups into the labour market. In terms of gender structure of the labour market in Bulgaria, the representation of men is slightly higher than that of women. The gender employment gap in Bulgaria is lower than the EU-28 average, but the employment rate of women is slightly lower than the EU-28 average. This points towards the possibility of increasing both men and women employment rates to compensate for labour shortages in the future. Yet also this option has its clear limits. Although the employment of women is not a visible labour market challenge, at 12.7% in 2017, the gender pay gap remains a more pressing issue¹⁹. Significant differences exist in the gender pay gap on a sectoral level. Women are underpaid in comparison to men in sectors such as: health and social services (28%), manufacturing (24.7%) and financial and insurance services (23.6%), while women are overpaid in comparison to men in the administrative and support service (-24.3%)²⁰. The sector with the lowest gender pay gap is transportation and storage (2.9%)²¹.

Currently, labour shortages are addressed primarily through internal migration within the country, from smaller towns and villages towards the four biggest cities: Plovdiv, Varna, Bourgas and most of all the capital Sofia, where economic growth is concentrated. This pattern of internal-migration de-populates regional labour markets from its active age population, which in turn forces businesses to divest from there. The internal migration only increases the exclusion of particular social

¹⁸ Government of Bulgaria, n.d., *National Strategy for Reducing Poverty and Promoting Social Inclusion and 2020*, https://www.mlsp.government.bg/index.php?section=POLICIES&lang=_eng&P=279

¹⁹ NSI, 2019, *Gender Pay Gap*, <http://www.nsi.bg/en/content/6457/gender-pay-gap>.

²⁰ Ibid. Based on 2017 data. The indicator has been defined as unadjusted (i.e. not adjusted according to individual characteristics of employees that may explain part of the earnings difference - age, length of service, full-time/part-time employment, education, occupation etc.).

²¹ Ibid. Based on 2017 data.

groups from the labour market. This occurs due to the preference of companies to hire staff who already possesses the needed professional skills and expertise, rather than trying to reach out to local marginalised groups.

One of the social groups that can be used for improving the labour market shortages is that of people of up to 25 years. Youth unemployment is a significant issue for the whole of EU28, especially after the 2008 economic crisis²². As of January 2019, the youth unemployment rate in the EU28 is 14.9%, while in Bulgaria it is slightly lower at 11.8% or 18 thousand people²³. A declining rate of youth unemployment is visible in Bulgaria since 2013 when it reached a peak of 28.4% of the active population aged 18-24²⁴. A more significant issue that currently the country faces is the engagement of young people who are neither in employment, nor in education and training (NEET). In 2018, NEETs in Bulgaria account for 19.1% of all people in the age group 20-34²⁵²⁶. Despite the significant decline of NEETs since 2013 (26.1%), the rate remains among the highest in EU28. Both issues of unemployed youth and NEETs are approached through the Youth Guarantee Program initiated by the European Commission. In Bulgaria, the share of those positively affected by the program remains low²⁷. Other programs such as vocational trainings are also directed towards these groups. The development of diversity policies by companies can be a potential long-term solution to both the quantity and quality shortages on the market.

Understanding the current conditions of the labour market and factors such as poverty, inequality and educational attainment provides insight into the types of groups that are most negatively affected and who can be expected to benefit the most from diversity policies. The Roma and Turkish ethnic minorities are two

²² B. Stanicek, 'The Impact of the Financial Crisis on the Employment and Social Inclusion of Young People. What Should be Done?', Foundation Robert Schuman, [website], 2011, <https://www.robert-schuman.eu/en/europeanissues/0220-the-impact-of-the-financial-crisis-on-the-employment-and-social-inclusion-of-young-people-what>.

²³ Eurostat, "Euro area unemployment at 7.8%", 2019, News Release Euro Indicators 37/2019, <https://ec.europa.eu/eurostat/documents/2995521/9628005/3-01032019-BP-EN.pdf/fdee8c71-7b1a-411a-86fa-da4af63710e1>.

²⁴ Eurostat, Youth unemployment rate - % of active population aged 15-24, <https://ec.europa.eu/eurostat/tgm/refreshTableAction.do?tab=table&plugin=1&pcode=tipslm80&language=en>.

²⁵ Eurostat, Young people neither in employment nor in education and training by sex, age and labour status, http://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=edat_lfse_20&lang=en.

²⁶ Eurostat, Statistics on young people neither in employment nor in education or training, data from 2017, https://ec.europa.eu/eurostat/statistics-explained/index.php/Statistics_on_young_people_neither_in_employment_nor_in_education_or_training.

²⁷ Liliya Yakova, "The Youth Guarantee in Bulgaria and Its Uptake among Roma Youth", 2018, Sofia: Center for the Study of Democracy, https://csd.bg/fileadmin/user_upload/publications_library/files/2018_10/The_Youth_Guarantee_in_Bulgaria_and_Its_Uptake_among_Roma_Youth.pdf.

particular groups that are negatively impacted by poverty and inequality which in turn constrains them in their position in the labour market.

In 2012, 12.2% of all those unemployed in Bulgaria²⁸ identified themselves as Roma. By 2016, this share of unemployed Roma has increased up to 15.6%, 2/3rd of whom are long-term unemployed. The data indicates that despite the macro-economic stabilisation and the significant decline of unemployment, unemployment among the Roma minority has comparatively increased. Some 19.5% of the Roma population aged between 15 and 64 were registered as unemployed in 2012. This share had increased up to 20.5% by 2016, while for the rest of the population the unemployment rate almost halved from 11.6% down to 6.7%.

One key challenge that constrains the Roma minority from entering the labour market is the high levels of illiteracy among this particular community. More than half (55%) of the Roma aged 15-59 registered in the employment offices do not have a school diploma. The school dropout rate is high among the Roma minority (67% dropout rate, compared to 13% for the rest), which in turn limits their capacity to develop the professional skills and qualifications required by employers, and that would lead to an improved standard of living²⁹. The low public expenditures for education in Bulgaria, compared to the rest of EU28, decreases the egalitarian effect of the public school system, which further creates inequalities in educational opportunities. The challenge is further exacerbated by the ethnic segregation that exists in Bulgarian schools³⁰.

The placement in the labour market is highly dependent on the social origin on the individual³¹. Social and economic inequality further creates obstacles to improving of the life chances of particular groups. The risks of poverty and social exclusion in Bulgaria are considerably higher than in the other EU-28 countries. In 2018, 22% of the Bulgarian population lived under the poverty line³², although significant differences exist on the basis of ethnicity. While 15.6% of Bulgarians live under the poverty line, the share rises to 31.6% of ethnic Turks, and up to 68.3% of the Roma. For ethnic Turks, the majority of the population that lives under the poverty line is in retirement (33.7%). The working poor represent 26.5%

²⁸ For 2012, the total number of unemployed was 346 000.

²⁹ Boyanov G. & Zahariev B., 2018. *Tracking school dropouts in Bulgaria*. European Social Policy Network.

³⁰ European Agency for Fundamental Rights, 2018, Second study on the condition of minorities and discrimination in the European Union [In Bulgarian], https://fra.europa.eu/sites/default/files/fra_uploads/fra-2016-eu-minorities-survey-roma-selected-findings_bg.pdf.

³¹ Rumiana Stoilova, Kaloyan Haralampiev. 2008. Stratification in Bulgaria. Measuring the Impact of Origin, Age, Gender, and Ethnicity on Educational Attainment and Labour Market Placement, <http://kaloyan-haralampiev.info/wp-content/uploads/2010/03/Godishnik-Stoilova-Haralampiev.pdf>.

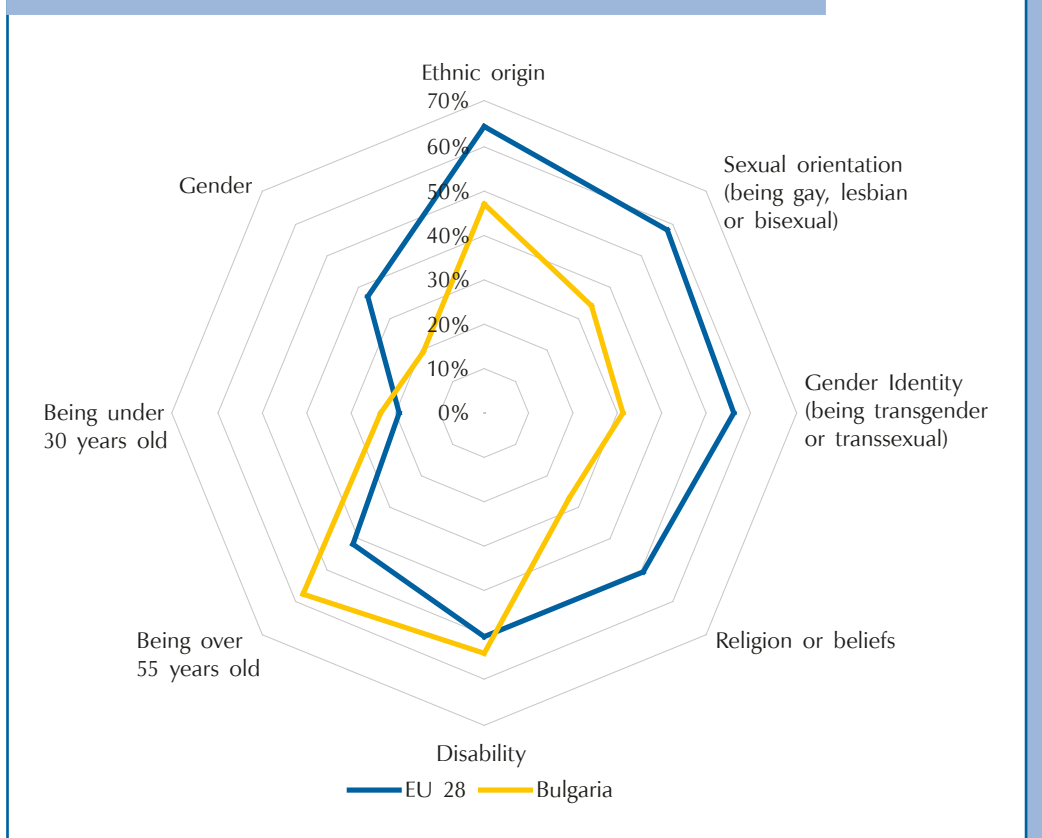
³² HCU, 2019. Indicators for poverty and social inclusion in 2018 [In Bulgarian], http://www.nsi.bg/sites/default/files/files/pressreleases/SILC2018_U9NYPP.pdf.

and the unemployed living in poverty are 24.1%. Regarding the Roma the majority that lives under the poverty line are the unemployed (39.2%) while the working poor represent 28.6%. The study by the National Statistical Institute concludes that the main indicator increasing the risk of living under the poverty line for the two ethnic minorities is the level of participation in the labour market and the pre-existing poverty. Yet, the inequality and the lower chances for educational attainment sets further constraints for these minorities to fully participate in the labour market in the first place. It is important to note that the discrimination tendencies and negative stereotypes towards the Roma remain a significant constraint for their prosperity too.

2. DIVERSITY IN BULGARIA: STATE OF PLAY

Labour market diversity is highly dependent on the inclusion and labour market participation of workers from different social groups. Inclusion in the labour market is dependent on the level of discrimination towards workers and the tolerance of different social groups³³. Quantitative studies of discrimination and diversity in the Bulgarian labour market remain limited. According to the results from the Special Eurobarometer 437 “Discrimination in the EU in 2015”, the pattern of discrimination in Bulgaria is, in some respects, different to that of the rest of the

FIGURE 3. COMPARISON BETWEEN BULGARIA AND EU 28 AVERAGE.



Source: Special Eurobarometer 437: Discrimination in the EU in 2015

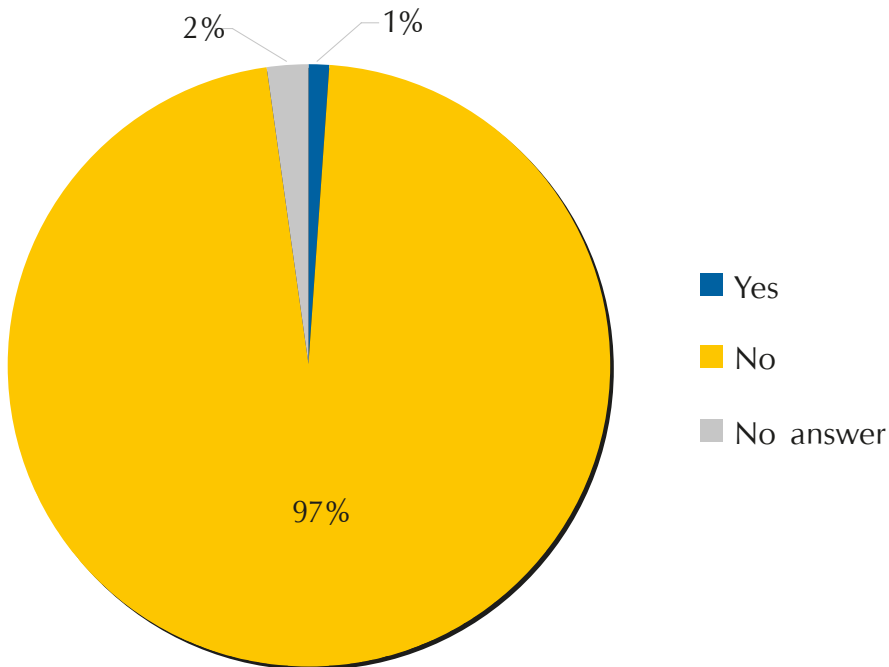
³³ See: Shore L. et al., 2011. Inclusion and Diversity in Work Groups: A Review and Model for Future Research. Journal of Management.

EU-28. For most forms of discrimination, the perceptions of the occurrence of discrimination in Bulgaria show lower levels than the average for EU 28. This is most probably related not with actual lack of discrimination but rather by lower sensitivity towards such issues in the Bulgarian labour market. For the EU28, the most widespread form of discrimination is towards ethnic origin (64%), while in Bulgaria 47% of respondents perceive that this form of discrimination is widespread. The highest levels of discrimination in Bulgaria is towards people aged over 55 years (57%), followed by discrimination on the basis of disability (54%), both of which are above EU average.

Respondents to the Eurobarometer perceive that the least spread form of discrimination in Bulgaria is on the basis of gender (19%), with the results being some of the lowest in the EU. Another less spread form of discrimination in Bulgaria is towards people aged under 30 years old (23%). Perception of the occurrence of discrimination on the grounds of religion and sexual orientation are

FIGURE 4. PERCEPTIONS OF DISCRIMINATION

Does your business sector often face discrimination issues?



all below the EU28 average. The Needs Assessment study also examined the perceptions of the occurrence of discrimination but in the business sector. The results indicate that only 1% of companies perceive the presence of discrimination in their sector (See Figure 4), whereas this is clearly a wider spread phenomenon. The low levels of perceptions of the occurrence of discrimination can be also attributed to low levels of reporting. The Eurobarometer shows that in Bulgaria, in comparison to the rest of EU-28, people are least likely to know their rights in the event of discrimination., people are least likely to know their rights in the event of discrimination. Only 31% state they know their rights, while the average for EU28 is 45%. This indicates that social groups that are less tolerated in the work environment would not be able to report or act against discrimination and would most probably remain excluded from workplaces, which, in turn, reduces the flexibility of the labour market.

In terms of attitudes at the workplace towards specific social groups, Bulgaria is less tolerant than the average for EU28. In the EU28 63% of respondents are comfortable in working with Roma people, while only 43% are in Bulgaria. In terms of age discrimination, 76% of respondents from Bulgaria indicate they are totally comfortable with working with someone aged over 60. This is slightly below the average for the EU28. For age discrimination against younger people the results show that 83% of respondents in Bulgaria are totally comfortable with working with a person under 25, which is slightly higher than the average for the EU 28 (81%). Religion is another aspect that Bulgarian respondents are slightly more prejudiced at the workplace. In Bulgaria, 65% of respondents claim to feel comfortable with working with a Muslim, while the average for EU is 71%. The Bulgarian respondents are also less comfortable working with people with disabilities (68% feel totally comfortable, while the average for EU28 is 77%). The biggest divide though is in the area of transgender or transsexual people (25% of Bulgarians feel totally comfortable, while the average for EU28 is 56%). In terms of discrimination at the workplace on the basis of sexual orientation, Bulgaria is one of the least tolerant Member States (27% feel totally comfortable with working with gay, lesbian or bisexual, while the average for EU28 is 63%). Overall these minor or more serious prejudices and negative discrimination towards a wide range of social groups indicates that Bulgaria has not created an inclusive business environment, but still, one that would benefit from the implementation of more diversity policies.

In addition to the measurement of the attitudes towards certain social group at the workplace, the Eurobarometer survey measured the perceptions if gender, ethnicity, religion, disability or sexual orientation put applicants for a job at disadvantage during the recruitment process. For most categories, Bulgarian respondents indicate that belonging to one of these social groups does not put the

candidate at a disadvantage. Bulgaria has the lowest rate of respondents who claim that gender is an important factor during hiring (17%, with average for EU28 27%). Similarly, below EU28 level are factors such as: religion (22% think it would be disadvantageous, while the average for EU28 is 33%), ethnicity or skin colour (38% compared to 46% for EU28), sexual orientation (26%, compared to 28% for EU28). The factor that is perceived to be most disadvantageous in Bulgaria, during job application is the candidate's age (if he or she is over 55 years old) (59% of respondents, compared to 56% in EU28). The second most disadvantageous factor is perceived to be a disability (49% of respondents, compared to 46% for EU28).

The results from the Eurobarometer study show a contradiction between perceptions of levels of discrimination and actual workplace attitudes. On the one hand the general perceptions towards the levels of discrimination are lower than the EU28 average, and the perceptions towards disadvantages at the recruitment process are also in most cases also lower than the EU28 average. The attitudes towards working with these social groups on the other hand are among the least tolerant in the EU28. This difference potentially indicates an underestimation of the occurrence of discrimination at the workplace. In order for diversity policies to work at company level businesses should be oriented at conducting awareness raising campaigns.

3. DIVERSE.BG SURVEY RESULTS

3.1. Demographic Profile

The telephone survey consisted of 403 responses with companies operating in Bulgaria, with the planned ratio of 200:120:80 (Small/Medium/Large) companies. The survey covered 163 thousand employees or close to 8% of the employed population in the private sector. Over $\frac{3}{4}$ of the employees are in 81 companies. The majority of companies operated in larger cities (45%) and in the capital Sofia (14%), while $\frac{1}{4}$ of responses were from companies operating in small towns. Only 9% of surveyed companies operated on a national level and 7% in village areas. Furthermore, in terms of geographic location, there is no specific concentration of responses in terms of NUTS 3 regions. The highest response rate is from companies from Sofia-city (71 companies), Varna (43 companies), Burgas (35 companies) and Plovdiv (34 companies) provinces, which are also the ones with the highest population in the country. In terms of representation of specific social groups in the surveyed Bulgarian companies, the following conclusions can be drawn on their diversity characteristics:

- Larger companies are more diverse than companies of other sizes.
- Diversity is not concentrated in specific sectors of the economy.
- Gender and age diversity are most common.
- The least represented group is of employees with refugee status.
- Bulgarian companies seem least prepared to benefit from diversity in relation to Roma minority as well as to people with different sexual orientation.

The full analysis of the organisational profile of the surveyed companies is available in the Annex.

3.2. Awareness of the Concept of Diversity

For this study the applied definition of diversity is based on the one established by the European Commission:

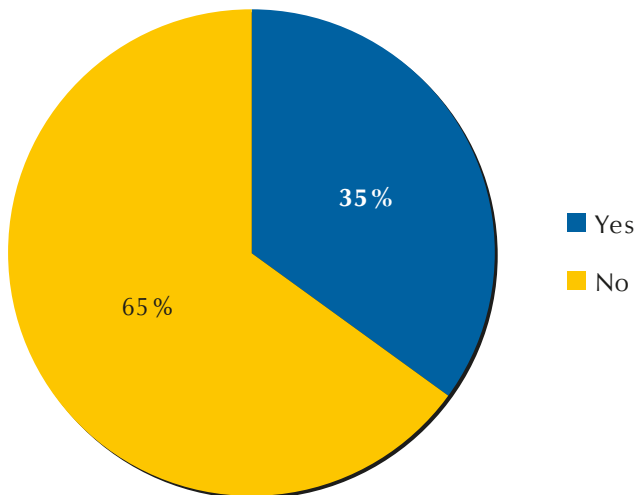
“Workforce diversity” within companies is associated with policies designed to recruit, retain, and develop employees from diverse social groups. This leads to a change in the mix of people employed in some

cases, and, in other instances, to changes in the type of people employed in specific managerial or technical positions. In all cases, such policies go beyond compliance with antidiscrimination legislation.”³⁴

One of the key aims of this study is to assess how aware are Bulgarian businesses of the concept of diversity and what aspects do companies inscribe to it. According to the survey results slightly more than one third of the surveyed companies have reported to be aware of the concept of diversity in the workplace. This indicates that a significant share of companies in Bulgaria will encounter challenges into the development of diversity policies, due to the lack of awareness of the concept and the practice. This pattern is similar among all company sizes. Awareness of diversity is not concentrated in companies operating only on a

FIGURE 5. AWARENESS OF THE CONCEPT OF DIVERSITY IN THE WORKPLACE

Are you familiar with the concept of diversity in the workplace?



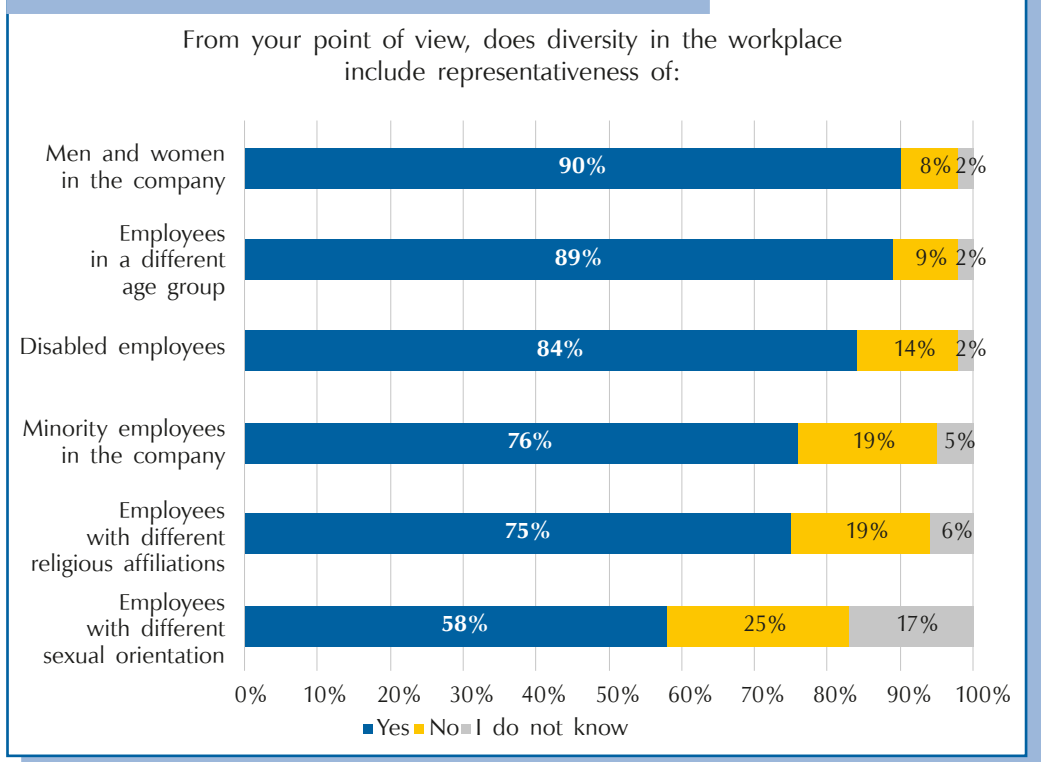
Source: Center for the Study of Democracy

³⁴ European Commission, *The Costs and Benefits of Diversity: A Study on Methods and Indicators to Measure the Cost-Effectiveness of Diversity Policies in Enterprises*, 2003, Directorate General for Employment, Industrial Relations, and Social Affairs, Brussels.

national level, or in Sofia, or big cities. This shows that geographically the diversity awareness raising should be aiming at companies in all regions.

Looking particularly into which social groups are associated with the concept of workplace diversity, Bulgarian companies associate it primarily with the representativeness of three groups: women, people from different age groups and people with disabilities. Fair gender representation is among the most widespread diversity practices, supported by legislations on both national and EU level, and supported actively by the UN and the International Labour Organization (ILO). The support towards equal representation of women at the labour market might explain the strong association with the concept by the responding companies. Policies and support towards fair treatment and equal representation of other social groups is significantly less common. The issue that arises is that concentration towards the fair representation of some social groups might lead to the lack of awareness of the absence of representation of other social groups. Fewer com-

FIGURE 6. CONCEPTUALISATION OF DIVERSITY AND REPRESENTATIVENESS OF SOCIAL GROUPS

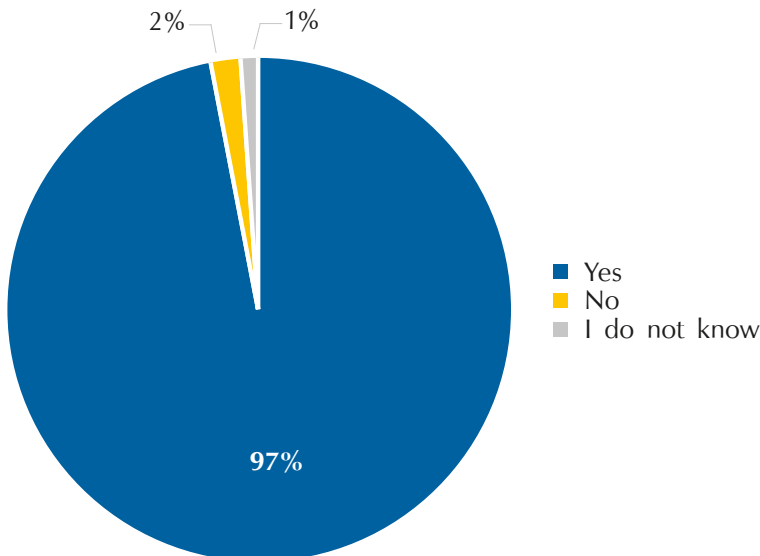


Source: Center for the Study of Democracy

panies associate workplace diversity with the representation of people from minorities and with different religious affiliations. Many Bulgarian companies do not associate employees with different sexual orientation with diversity, which underscores the overall negative perception towards this social group in the country. Upon comparing with their organisational profile it becomes evident that companies associate the concept of diversity with social groups that are most represented in the company already. This indicates that companies concentrate on the strong representation of some social groups, while others are more likely to be ignored. This requires awareness raising campaigns to be directed towards informing companies and the public regarding the lack of representation of certain social groups such as: ethnic and religious minorities and people with different sexual orientation.

FIGURE 7. EQUALITY IN THE CONCEPTUALIZATION OF DIVERSITY

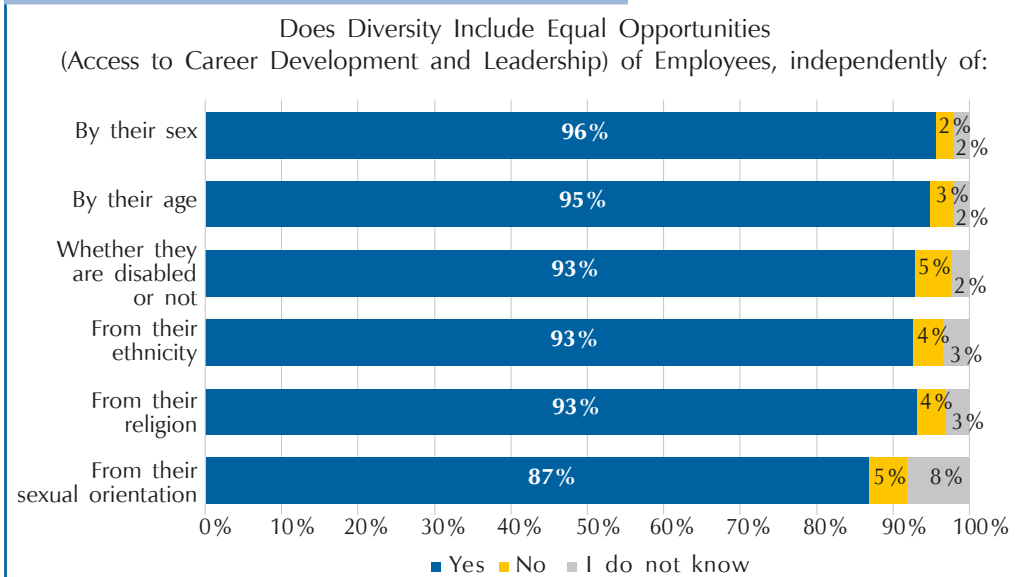
Does Diversity Include Equality among Employees,
Regardless of Their Sex, Age, Ethnicity, Religion or Sexual Orientation?



Source: Center for the Study of Democracy

The understanding of diversity in the workplace is not only related to representativeness of different social groups but also strongly associated with equality among employees regardless of their sex, age, ethnicity, religion or sexual orientation. Discrimination produces unequal effects where its victims are put into a situation of disadvantage, thus limiting their opportunity for employment, fair treatment at the workplace and equal possibility for career development. Equality, between different social groups, at the workplace refers to the absence of discrimination and fair treatment of workers from all backgrounds³⁵. The absence of equality at the workplace can relate to aspects such as hiring, career development and promotions, job assignments, compensations, working conditions and even harassment³⁶. The results from the survey clearly show that almost all companies (97%) associate diversity at the workplace with equality (See Figure 7).

FIGURE 8. DIVERSITY AND EQUAL OPPORTUNITIES



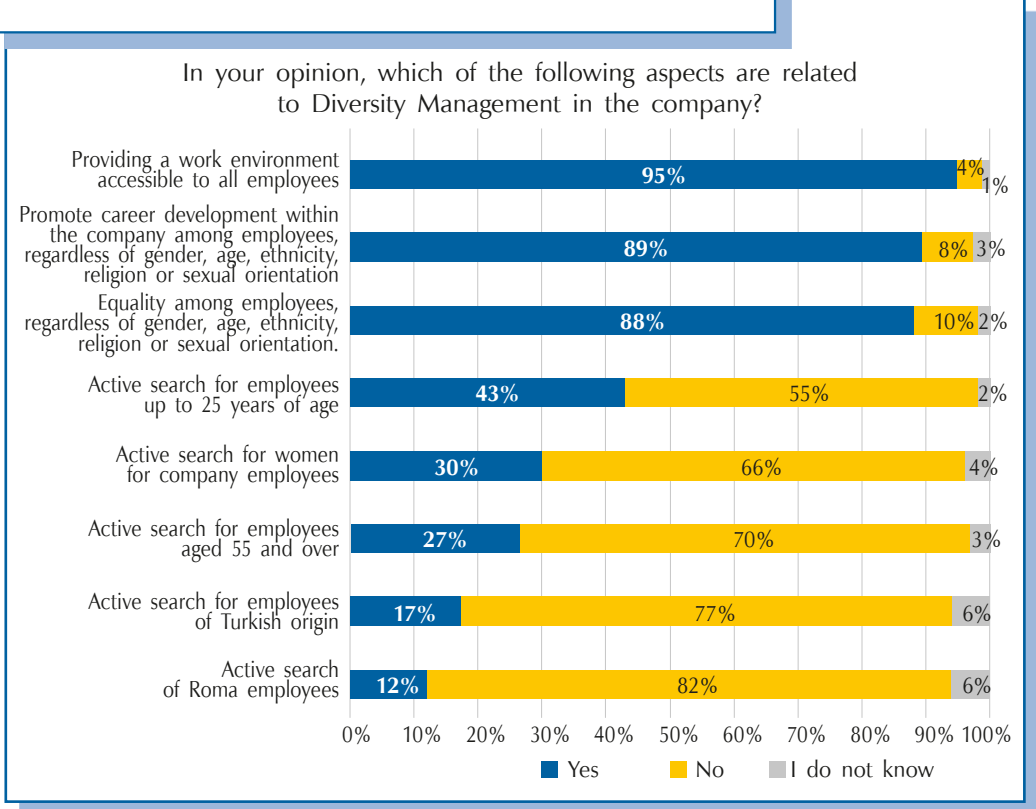
Source: Center for the Study of Democracy

³⁵ ILO. 2007. *Equality at work: Tackling the challenges*, Global Report under the follow-up to the ILO Declaration on Fundamental Principles and Rights at Work, Report I(B), International Labour Conference, 96th Session, Geneva, 2007. Available at: https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---webdev/documents/publication/wcms_082607.pdf.

³⁶ ILO. 2011. *Equality at work: The continuing challenge*. Global Report under the follow-up to the ILO Declaration on Fundamental Principles and Rights at Work. Report I(B), International Labour Conference, 100th Session, Geneva, 2011. Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---declaration/documents/publication/wcms_166583.pdf.

Despite the strong association between diversity and equality, companies do not associate it equally towards all social groups (See Figure 8). Most of the responding companies (86%) associate diversity with equal opportunities between all social groups, but slight differences appear between social groups. For example, equality in opportunity between sexes is most positively associated with diversity in the workplace (96%), while the least positively associated is towards equality on the basis of sexual orientation (86%). National and EU level legislation exist against discrimination towards all of the studied social groups, but the issue remains at the levels of companies and workers' awareness of the need for equality of opportunity. In order to close the gaps, companies should shift their diversity and anti-discrimination policies and go beyond addressing only gender equality. For example, practices such as awareness raising campaigns and diversity training, within companies, can inform workers about the importance and benefits from equality on the workplace between all groups.

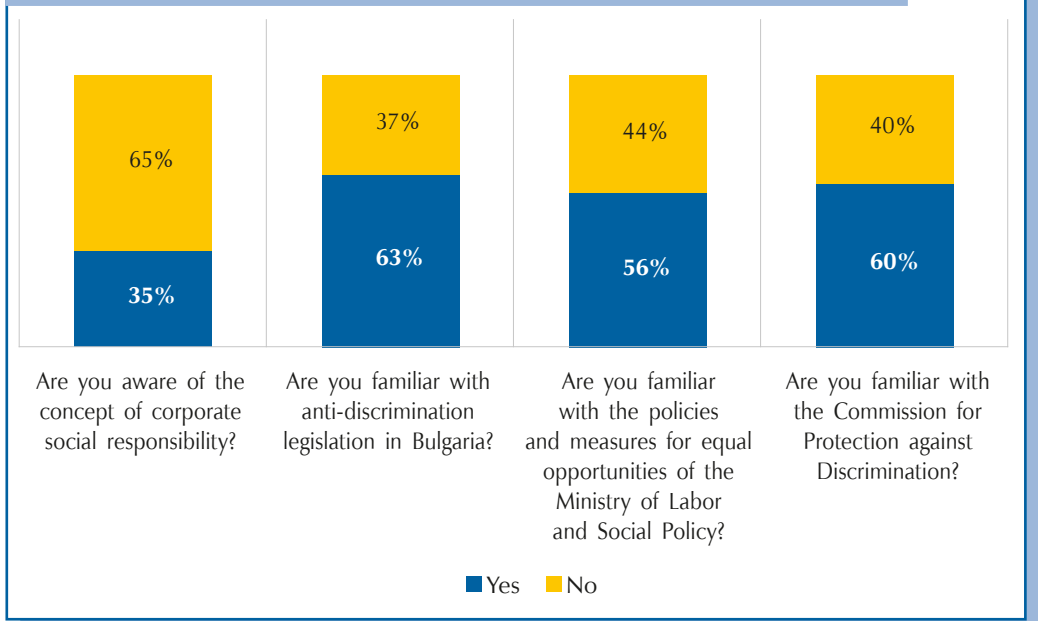
FIGURE 9. PRACTICES ASSOCIATED WITH DIVERSITY MANAGEMENT



Source: Center for the Study of Democracy

In order to understand the awareness of the concept of diversity and diversity management, the respondents were asked which policies they perceive as related to diversity management in the company (See Figure 9). The aspect which Bulgarian companies most strongly associate with diversity management is providing access to the work environment to all employees. The second aspect that is strongly associated with the concept of diversity management is the promotion of career development within the company, regardless of gender, age, ethnicity, religion or sexual orientation. A third is the equality among employees regardless of their background. This indicates that the understanding of diversity policies is associated primarily with equality of opportunity. On the other hand, Bulgarian companies do not associate diversity management with the active search of employees from a particular social group and with the improvement of representation of particular social groups in the workforce. Overall the results show that diversity management is associated primarily with improving the work environment to the existing workers, but diversity is not associated with the recruitment process.

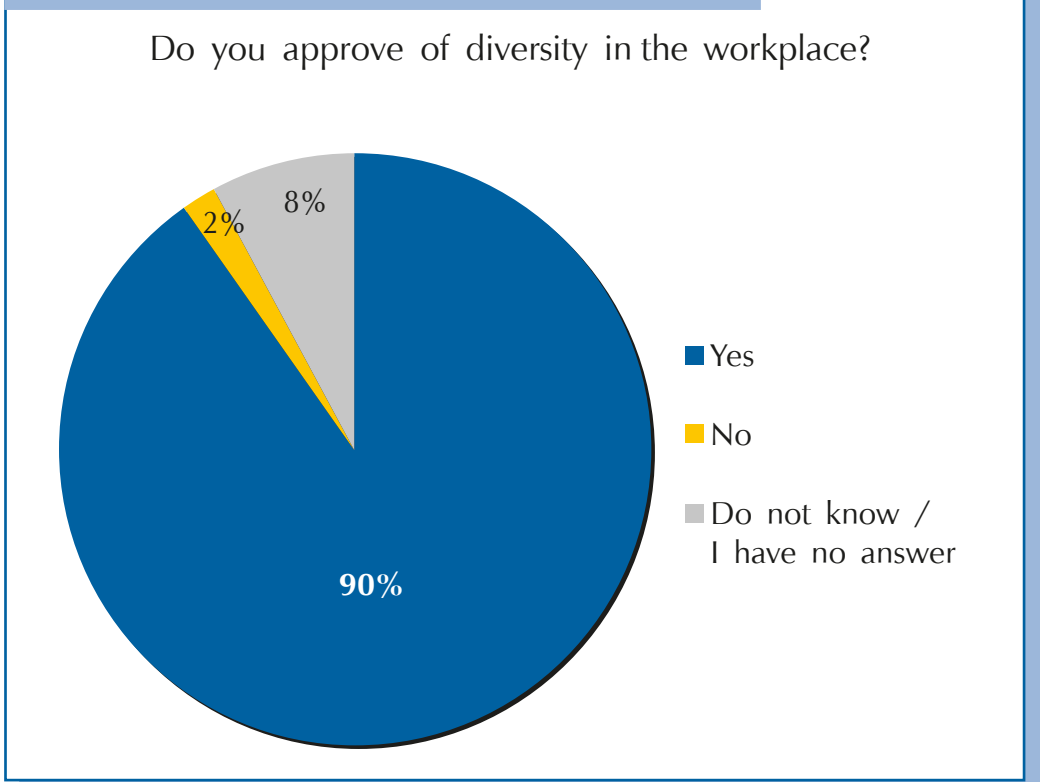
This study further aimed at measuring the awareness levels over concepts and regulations related to diversity management. Similarly, to the level of awareness of the concept of diversity, more than 1/3 of the respondents were not aware of the concept of corporate social responsibility (See Figure 10). On the other hand, there was a significantly higher level of awareness of the anti-discrimination legislation in Bulgaria. Furthermore, more than half of respondents are familiar with the Commission for Protection against Discrimination and with the policies, and measures for equal opportunities of the Ministry of Labour and Social Policy. This indicates that companies are more aware of administratively mandated ways to tackle discrimination issues, but not of voluntary policies to promote diversity at the workplace.

FIGURE 10. AWARENESS OF CONCEPTS RELATED TO DIVERSITY MANAGEMENT

Source: Center for the Study of Democracy

3.3. Perceptions Towards Diversity Management

A key part of this study was the measurement of the perceptions towards diversity in the workplace. The overwhelming majority of Bulgarian companies (90%) approve of a diverse workplace, as opposed to only 2% which do not (Figure 11). This clearly shows that the business sector is positively oriented towards possessing a diverse workforce, even though, it might not be that well aware of the whole range of options this might imply. Furthermore, participants were asked if they perceive a diverse workforce as useful or harmful (Figure 12). Some 71% of Bulgarian companies value diversity as useful, although only 1% perceived it as “Very useful”. On the other hand, only 2 companies perceived diversity in the workplace as harmful (.5% of responses) and no company perceived it as “very harmful”. Almost a third of the companies (28%) went for the “neutral” option, which suggests there is still lack of good understanding of the positive features of diversity among Bulgarian businesses.

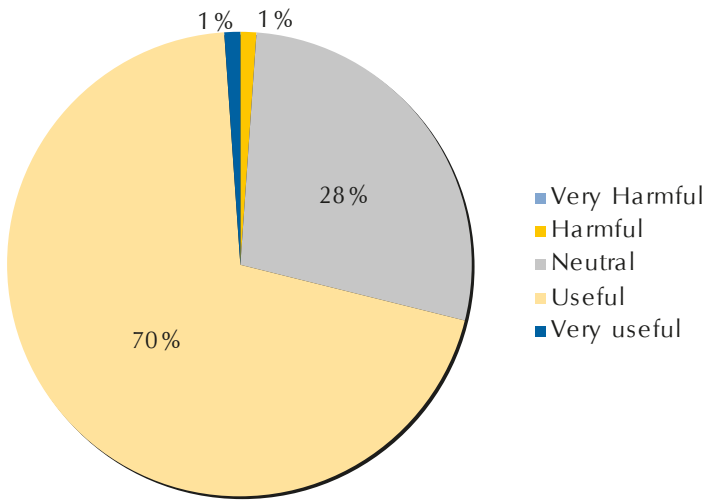
FIGURE 11. SUPPORT TOWARDS DIVERSITY IN THE WORKPLACE

Source: Center for the Study of Democracy

In addition, the study examined the approval of diversity promotion policies at the workplace. Similarly to the results from the other questions on perceptions towards diversity, an overwhelming majority of respondents approve of such policies (68%). Yet, this number is much lower than the overall approval of diversity, which might imply that companies are less willing to engage actively in diversity.

FIGURE 12. EVALUATION OF DIVERSITY AT THE WORKPLACE

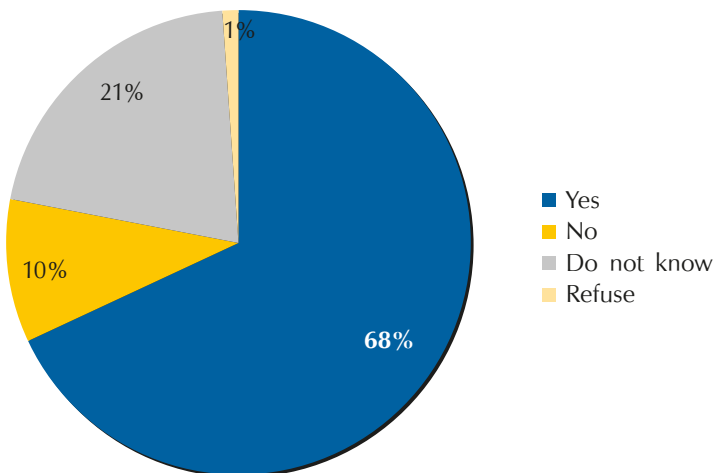
Do you think diversity at the workplace is helpful or harmful?



Source: Center for the Study of Democracy

FIGURE 13. SUPPORT TOWARDS DIVERSITY PROMOTING POLICIES

Do you think diversity at the workplace is helpful or harmful?

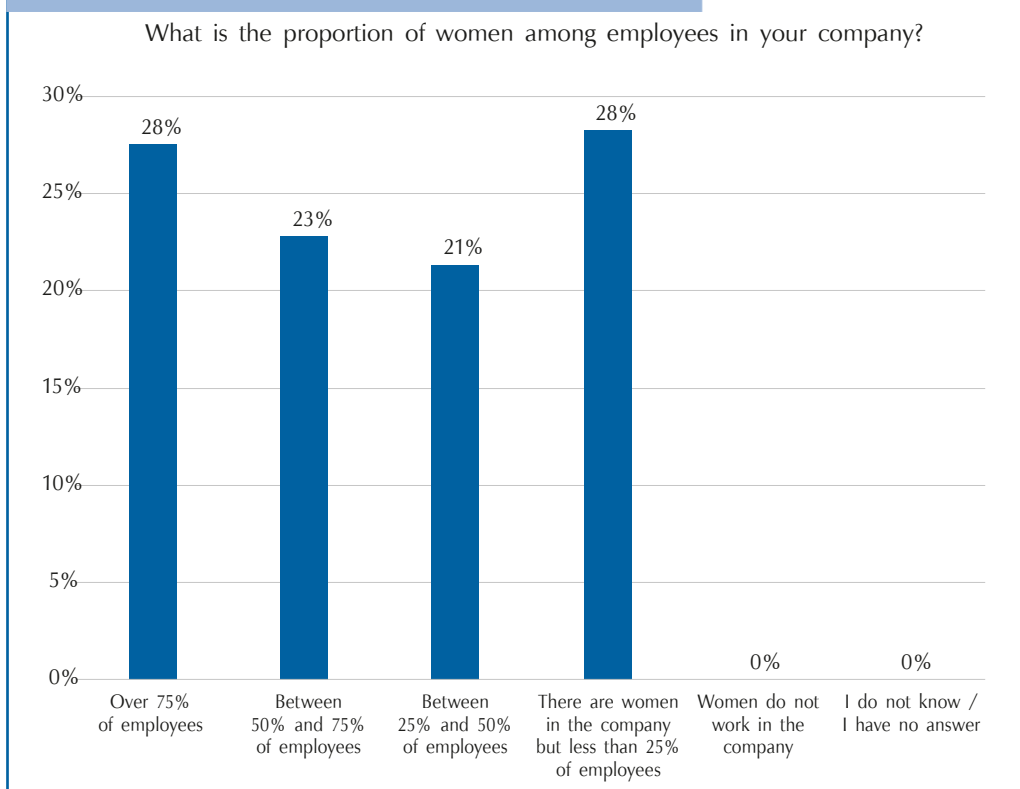


Source: Center for the Study of Democracy

3.4. Diversity in the Company

Respondents were asked to indicate the composition of their company by certain social categories, such as: gender, age, ethnicity, religion, disability, sexual orientation and refugee status. Women comprise a significant portion of the Bulgarian labour market. Out the surveyed companies, all had women employees. The companies were asked to report the proportion of employees that consisted of women. In 28% of the companies over 75% of the employees were women (Figure 14). Some 23% reported that the proportion of women was between 50% and 75% of employees. And 28% noted women made up less than 25% of all employees. The large majority of the companies that reported low participation of women was in sectors such as construction, manufacturing industry, extractive industry and transportation sector. The companies that reported the most significant share of women employees was located in the manufacturing sector, the healthcare sector and trade.

FIGURE 14. PROPORTION OF WOMEN IN THE COMPANY

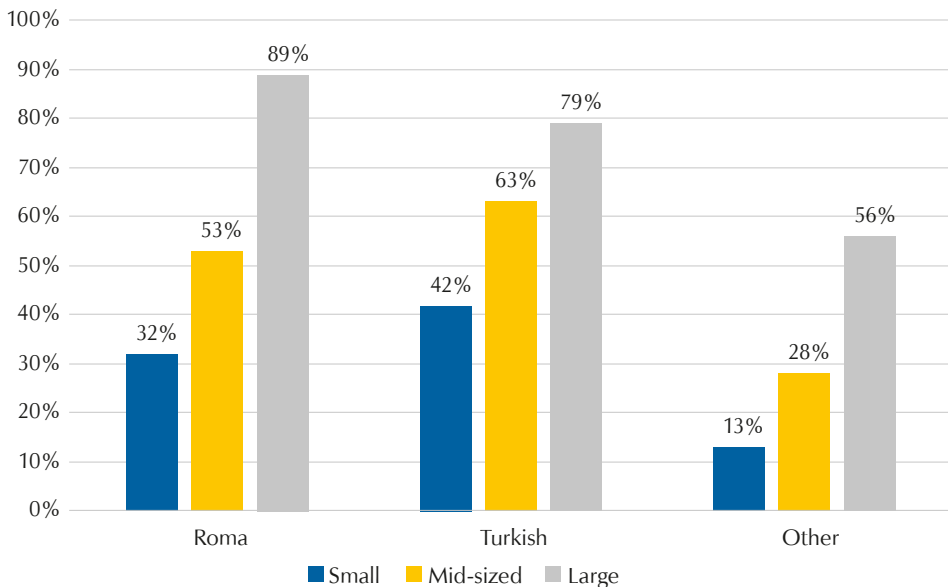


Source: Center for the Study of Democracy

In addition to gender representation, the survey mapped the representation of other social groups in companies (Figure 16). In terms of age, people aged 55 or over was the most widespread of all social groups (94% of companies). 92% of the companies from the Manufacturing industry had employees aged 55 or over. Other sectors that included this age group were: healthcare, trade and construction. Employees aged up to 25 years were reported in 71% of companies. By sectors, they were present in all economic sectors, but were reported in more significant shares of companies in hospitality sector, processing and healthcare.

Disability was another social category that was measured in the company survey. 73% of companies reported to employ workers with disability. They were least represented in agriculture, construction and extraction companies. Employees with disabilities are most common in large companies (present in 95%), while they are least common in small companies (present in 45%). This might be explained by the difficulty of small companies to provide a suitable workspace for disabled employees. In this respect this is also a verdict of the lack of satisfying government incentive measures.

FIGURE 15. SHARE OF COMPANIES WITH ETHNIC MINORITIES



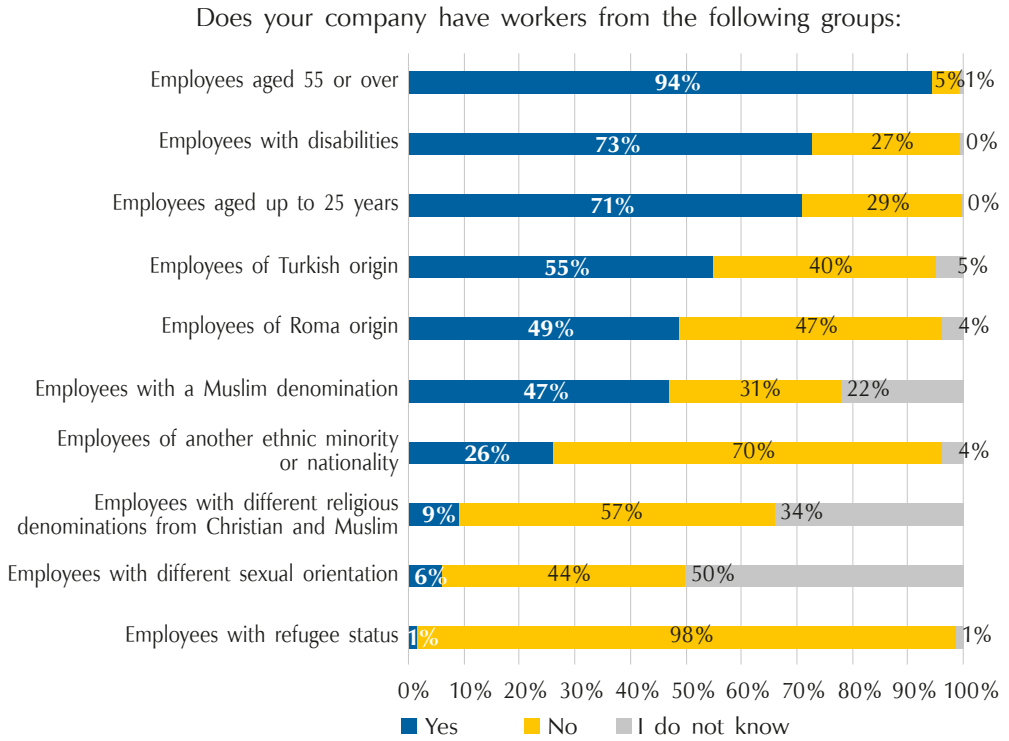
Source: Center for the Study of Democracy

In regards to Ethnicity, the survey was particularly interested in the two largest ethnic minorities in Bulgaria: ethnic Turks and Roma. Employees of Turkish origin were reported in 55% of the companies, while Roma were employed in 49% of companies. In terms of sectors, employees of Turkish and Roma origin were present in all sectors, with no sectoral concentration. Large companies had more ethnically diverse workforces. 89% of Large companies had employees of Roma origin and 79% had employees of Turkish origin, while 56% had employees from another ethnic minority. Ethnic minorities are significantly less represented in small and mid-sized companies.

Significant portion of companies reported they do not measure religious affiliation and sexual orientation about their employees. On the basis of religious affiliation, the survey had particular interest in the level of employment of Muslims, which is the second most followed religion in Bulgaria after Orthodox Christianity. 23% of companies did not know if they had employees of Muslim affiliation and 33% did not know if they had employee of religious affiliation different than Christian or Muslim. Yet, 188 companies (47%) reported that they have employees with Muslim religious affiliation. Similarly, to ethnicity, large companies reported more often that they had employees with different than Christian affiliation.

More than a half of the companies did not know the sexual orientation of their employees. This might be a result of the lack of measurement of this aspect by the company either during the hiring process or as part of internal diversity assessments. Another factor that might affect the lack of information is the strong discrimination towards this group in Bulgaria in general (See Special Eurobarometer 437 results). The survey indicates that one of the least represented group in companies is that of employees with sexual orientation different from heterosexual. Some 6% of the surveyed companies reported to have employees with LGBT+ sexual orientation, 3/4ths of which are large companies. More than half of the companies are operating in Sofia and are active primarily in the service sector.

FIGURE 16. DIVERSITY IN THE COMPANY



Source: Center for the Study of Democracy

3.5. Existing Diversity Policies

An essential aspect of this study was to provide an assessment of the existing diversity policies in Bulgarian companies. By assessing the current practices that companies engage in terms of diversity promotion and management, it will allow for revealing gaps and challenges that companies face.

Recruitment and Career Development Policies

Analysing recruitment practices that might improve the diversity of the company, it is evident that the majority of companies do not have active diversity policies towards the recruitment of particular social groups and the promotion of diversity career development. **Active employment policies are mostly oriented towards the recruitment of more workers from the youngest age groups.** A potential explanation is the effort to combat the demographic challenges by pursuing the hiring of younger, but less experienced workers. In the case of older employees, it appears Bulgarian businesses are relying on them but are not seeking their active employment as a policy to support diversity. The social group that companies take most active steps to hire is of employees up to 25 years of age. Yet, less than 40% of all companies have active policy towards this age group (Figure 20). The process of hiring is important for improving the diversity in the short term, but the implementation of policies promoting career development improves the chances for long-term diversity in the companies. Some 39% of all companies, have implemented policies for the career development of employees aged up to 25 years (Figure 21). Among the companies that actively pursue the hiring of employees from this age group, 60% also have policies towards their career development. This indicates that only a quarter of all companies have policies that will support the long-term improvement of representation of employees of that age group. Youth unemployment is a significant issue throughout Europe. This is also true for Bulgaria, despite the relatively lower and decreasing rates of unemployment recently. The implementation of the diversity policies could provide a solution both to the macro-economic problem of youth unemployment and also tackle the labour shortages that businesses face due to the demographic issues and emigration factors. Bulgarian companies would also be well advised to start seeking ways to tap into the vast European market of the youth unemployed.

A small share of companies also has active policies towards the employment of more employees aged over 55 years (22%). Policies towards the career development of employees from this age group are practiced by close to a third of all companies (28%). The use of career development policies towards this group will allow older employees to adapt to the needs of businesses. Yet, companies that use both active policies for employment of workers from this age group and

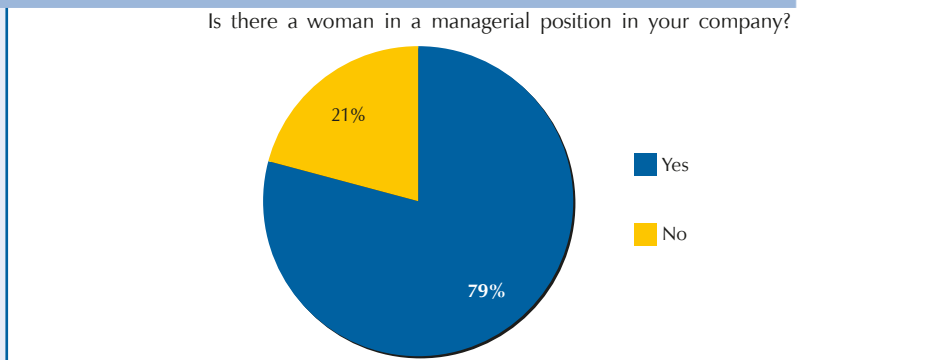
policies towards their career development are only 11% of all companies. In order to tackle the issue of aging population and the difficulty of adapting aging workers to the needs of competitive businesses, companies should pursue the combination of such policies. In view of the demographic situation in Bulgaria and in Europe,

Box 1. WOMEN IN MANAGERIAL POSITIONS

On a global level, women's participation rate in labour markets is approaching that of men. An issue that remains is that, despite the increasing participation rate, women still lag behind men in terms of representation in executive management and board membership. A study by the ILO in 2012 found that women represent 34% of all Chief executives, senior officials & legislators in Bulgaria, which is lower than their share as mid-level positions such as, Administrative and Commercial Managers (44%). This indicates that the as level of responsibility within enterprises increases, the share of women decreases.

The current survey measured the number of companies with women in managerial or board positions. The results suggest that women occupy management positions in more than three quarters of the surveyed companies (See Figure 17). This indicates that inequality of representation in high level positions exists, although in less than a quarter of companies. Upon closer look at these companies, they were mainly in the Manufacturing industry, Construction, Extraction, and Healthcare. Surprisingly, close to 1/3 of these companies, women represented more than 75% of employees. Taking this into account, a potential explanation to the high share of women in the workplace but low representation in executive positions can be attributed to **the absence of continuous support throughout their career**. The main challenge for women to get to executive levels of companies is that they do not receive the same opportunities, feedback, mentorship and training as their male counterparts along the career "pipeline". While active policies for hiring women increase women's representation in companies, it is further needed that companies support women in continuously improving throughout their career.

FIGURE 17. REPRESENTATION OF WOMEN IN MANAGERIAL POSITION



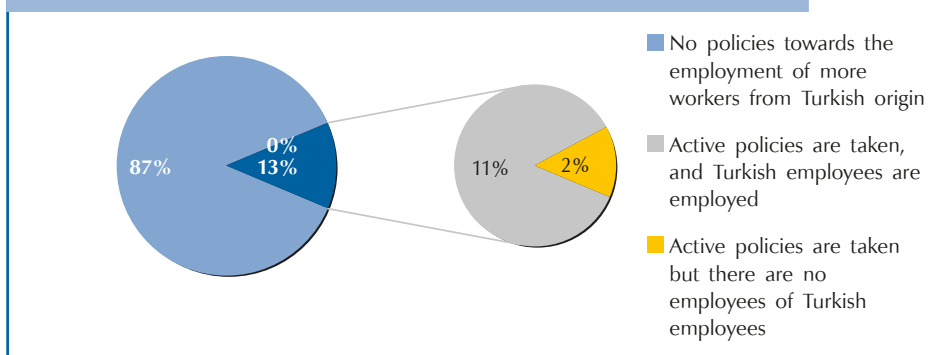
Source: Center for the Study of Democracy

Bulgarian businesses should reconsider much more active policy stance towards older workers.

A smaller share of companies (21%) has active policies for the recruitment of more women. A closer look at the companies that do not have such policies indicates that, more than 77% of these companies already have women in managerial positions in. Close to half of these companies already have more than 50% of women employees. Despite this, 57% of the companies that do not have active policies towards women, have representation of women below 50%. This also translates into 43% of all surveyed companies not having equal representation of men and women and not having active policies for the hiring of women. In order for diversity to be improved these companies should take active steps towards hiring more women. In terms of promotion of career development among women, it is practiced by 38% of companies. This shows a significant shortage in both active employment practices and towards career development of women. Companies that implement both policies are only 14% of all companies. The implementation of both policies improves the long-term representation of women in companies.

Excluding active policies towards employment by age and gender, policies towards the employment of workers from all other social categories exist in less than 13% of the companies. In terms of ethnicity, active policies towards the hiring of workers from Turkish origin are present in 13% of companies, but the majority of these companies already have employees of this ethnic background. In terms of career development policies towards workers from Turkish origin, it is implemented by 20% of all companies. The companies that have both active employment and career development policies are less than 5%. This implies that there is a

FIGURE 18. POLICIES TOWARDS EMPLOYMENT OF MORE WORKERS FROM TURKISH ORIGIN



Source: Center for the Study of Democracy

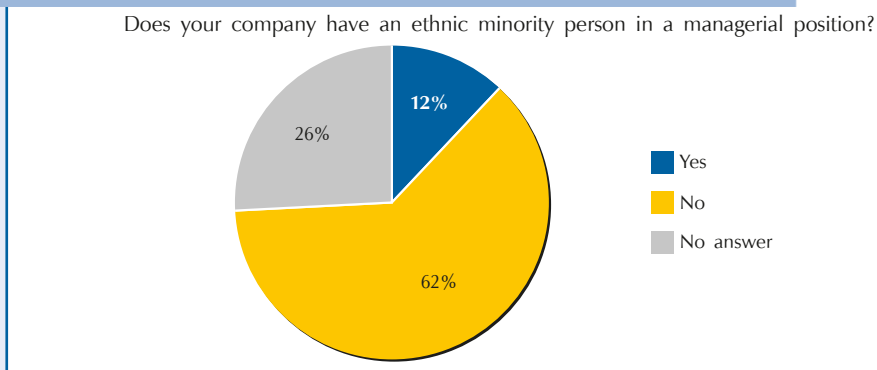
significant shortage in all forms of policies regarding the improvement of representation among workers from Turkish origin.

The active pursuit of recruiting more Roma workers is even less common among companies. Only 7% have such policies, close to $\frac{3}{4}$ of which have already employed people from this ethnic group. Only 15% of companies have career development policies towards the Roma workers. This indicates that only a very small portion of companies have policies that are oriented towards the improvement of diversity in the company in terms of representation of Roma workers. Provided that this is one of the last remaining large, untapped pools of workers in Bulgaria, this is at best short sighted. Bulgarian companies should work with social partners, such as NGOs, to try to introduce more substantial diversity

Box 2. ETHNIC MINORITIES IN MANAGERIAL POSITIONS

The study has shown that among the surveyed Bulgarian companies, diversity policies towards the recruitment of more workers from minority groups and policies towards their long-term career development are largely absent. This is particularly visible in the representation of Ethnic minorities in managerial positions within the surveyed companies. In terms of participation of ethnic minorities in leading positions in the company, the representation was significantly lower than gender representation. Only 12% of companies have employees of ethnic minorities in managerial position in the company. This indicates the absence of a long-term support for career development of workers from minority groups. As already established, workers from minority groups are more likely to originate from lower socio-economic background and more likely to be living under the poverty line, which ultimately limits their life chances. In order for minority groups to be better represented in senior and executive level positions they need significantly more support during their entire career in order for them to be on an equal footing with more represented social groups.

FIGURE 19. REPRESENTATION OF ETHNIC MINORITIES IN MANAGERIAL POSITIONS

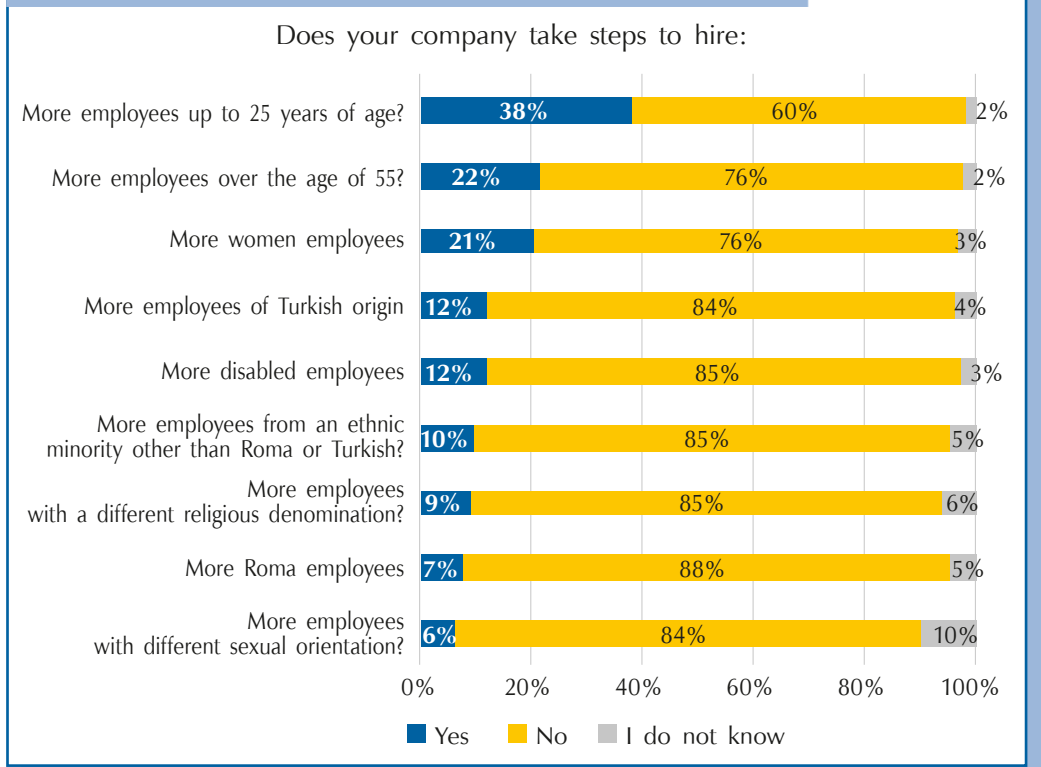


Source: Center for the Study of Democracy

policies toward the Roma. Closer analysis shows that just below 10% of all companies have a diverse representation of both Turkish and Roma employees, as well as workers from other minority groups. The very same companies are also most active in the pursuit of employment of workers from different ethnic minority groups. This indicates that in some companies the existing diversity of workers provides further stimulus for pursuing policies of diversity. The overall absence of diversity policies both towards employment and career development among people from ethnic minorities in the vast majority of companies, leaves the diversity in terms of ethnicity locked in a pocket of companies.

Companies do not actively search for the improvement of the diversity of employees in terms of religion, disability and sexual orientation. The least sought for diversity are employees on the basis of sexual orientation (6% of companies). Furthermore, these groups are least addressed in terms of promotion of career development. Out the surveyed companies career development is most actively

FIGURE 20. ACTIVE DIVERSITY POLICIES DURING THE RECRUITMENT PROCESS

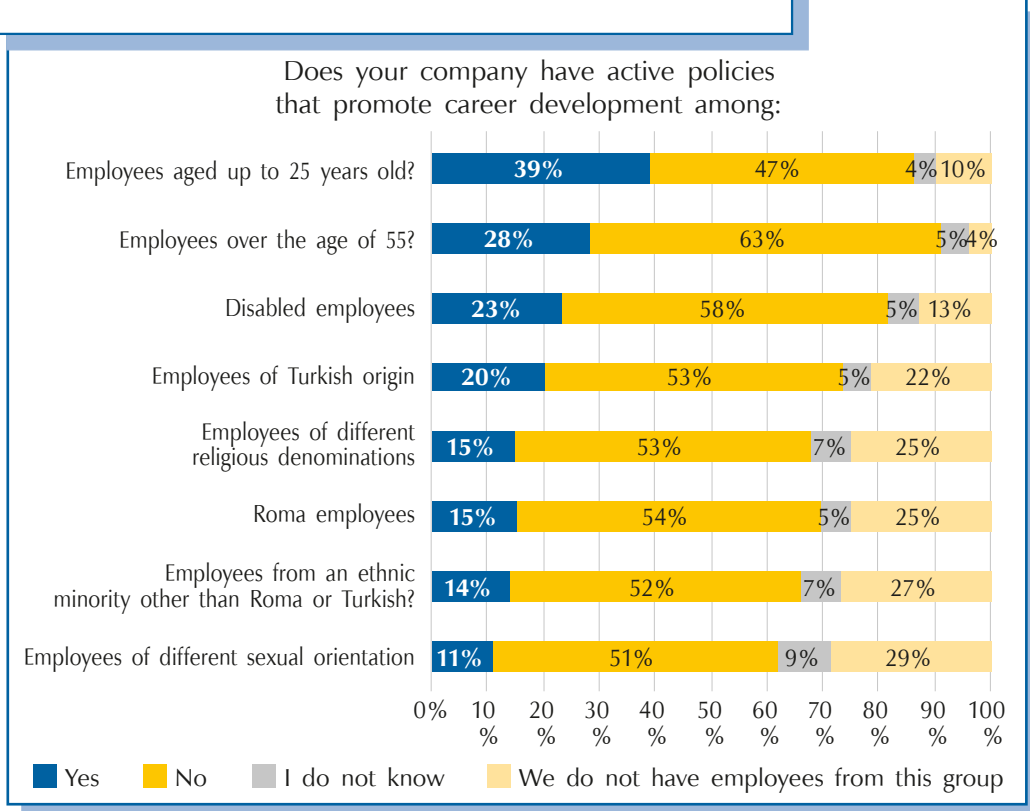


Source: Center for the Study of Democracy

implemented towards disabled employees (in 23% of companies), but the companies that combine policies is present in 30 companies (7%). The least support in terms of career development is oriented towards employees with different sexual orientation (43 companies or 11%).

Overall, the survey results clearly show that despite the strong support towards diversity in the workplace, a much smaller share of companies have actually implemented policies towards the recruitment of a more diverse workforce and towards the career development of employees from diverse backgrounds. This is more clearly expressed towards some social groups than others. The most significant support is towards employees on the basis of age (aged up to 25 years old or over 55 years old) and gender. These are groups that are already significantly represented in the labour market. The absence of policies is primarily evident towards ethnic minorities, people with disabilities, people with Muslim or other religious denomination, but most of all towards employees of different sexual orientation.

FIGURE 21. CAREER DEVELOPMENT POLICIES WITHIN COMPANIES



Source: Center for the Study of Democracy

Other Diversity Policies and Reasonable Accommodations

The survey also observed the existing policies directed at diversity policies that are not oriented towards specific social groups, but rather towards the overall improvement of diversity in the company or towards tackling a specific representational issues, which would have otherwise created an unfair/ unequal work environment. Of particular interest was if companies take action towards equality in compensation for the same type of work. All EU Member States have undertaken legislative action towards the practice of equality of compensation, particularly towards tackling the gender pay gap. On EU level, legislation towards equal pay exists since the original EEC Treaty of 1957³⁷. In EU28 the Gender Pay gap was 16% (of average gross hourly earnings for men), while in Bulgaria it was lower at 13.6% in 2017³⁸. This lower rate of gender inequality in compensation is also reflected in the survey results which indicate that the policies for equality in compensation for the same type of work are implemented by 94% of companies (Figure 22). This clearly shows that the vast majority companies take active measures towards fair treatment in terms of payment.

Another aspect that was observed was if companies are having policies for flexible work schedules. This practice provides the benefit of flexibility for both the employee and the employer, while stimulating a better work-life balance³⁹. Flexibility in the working pattern is most often associated with variation in time (flexibility in scheduling) and place of the job (such as home-working). But it also refers to career breaks (such as maternity/paternity leave), or working part-time⁴⁰. Among the Bulgarian companies from the survey 64% of companies provide flexible working hours. It is important for more businesses to engage in this practice, as it recognized as a key element in improving the adaptability of the business to the changing social and economic environment⁴¹.

Ethics Code/ Code of Conduct is another practice that can motivate both management and employees to foster a non-discriminatory diversity friendly environment. Ethics codes can establish what the ground rules for acceptable inter-personal relations at the workplace are. Out of the surveyed companies, 68% have Ethics

³⁷ European Commission. 2017. The enforcement of the principle of equal pay for equal work or work of equal value: A legal analysis of the situation in the EU Member States, Iceland, Lichtenstein and Norway. P.34.

³⁸ Source: Eurostat. [Gender pay gap in unadjusted form](#). Code: sdg_05_20. Accessed on 12 May 2019.

³⁹ Thomson P., "The Business Benefits of Flexible Work-ing," Strategic HR Review, Vol. 7, No. 2, 2008, pp. 17-22. <http://dx.doi.org/10.1108/14754390810853129>.

⁴⁰ D. Possenried and J. Plantenga, "Access to Flexible Work Arrangements, Working-Time Fit and Job Satisfaction," Tjalling C. Koopmans Research Institute, Utrecht, 2011.

⁴¹ H. Chung, "Flexibility for Whom? Working Time Flex-ibility Practices of European Companies," Tilburg Uni-versity, Tilburg, 2009.

Code / Code of Conduct. This indicates that the majority of the Bulgarian companies declare they are well prepared to tackle issues related to inter-personal relations between employees, although the presence of an ethics code does not make the workplace discrimination-proof or that it can foster diversity.

Although the absence of discrimination does not necessarily mean diversity, its absence allows for representatives from less represented groups to continue working and not face discrimination issues during their employment. Although the majority of Bulgarian companies claim that there is no discrimination in their sector, it is important for companies to have existing procedures for reporting of discrimination. Among the surveyed companies only 54 have such procedures (13%). This indicates that currently a significant share of companies does not have proper measures to detect discrimination and take it.

Some social groups require specific **reasonable accommodations** to the workplace in order to perform on an equal footing with the other workers. Reasonable accommodations includes practices/policies by companies that attempt to tackle or minimise the effect of specific barriers to employment and participation that certain social groups face⁴². Reasonable accommodations can be directed towards groups like:

- Pregnant women, by providing them with flexible working schedule, adapted to their needs.
- People with disabilities, by providing them with specialised equipment that makes the workplace accessible.
- People with specific cultural and/or religious practices.

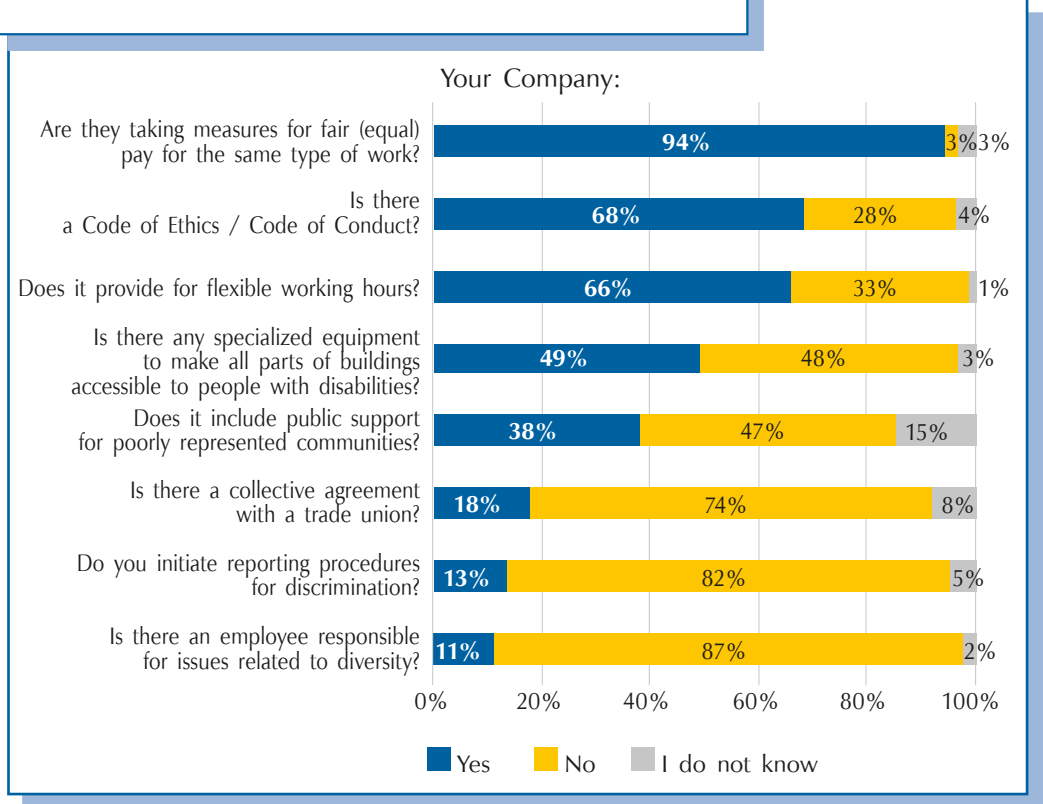
It is important to point that reasonable accommodations are adjustments to the workplace that aim at making the workplace more equal, but also remain efficient and inclusive to the other workers. This survey aimed at measuring the presence of reasonable accommodations directed towards people with disabilities, particularly if companies have installed specialized equipment for making all parts of their buildings accessible. This practice was implemented by 198 companies (49% of companies). This indicates that a significant gap remains in terms of accessibility for people with disabilities. Due to the challenges in entering the labour market and securing long-term employment, people with disabilities are particularly prone to living in poverty.

⁴² ILO. 2016. Promoting diversity and inclusion through workplace adjustments: A practical guide. Geneva: International Labour Organization. Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---declaration/documents/publication/wcms_536630.pdf.

Another aspect that boosts diversity at the workplace is the endorsement of Corporate Social Responsibility practices by companies. One of the practices observed by the survey was the engagement of companies in public support for poorly represented communities. It is evident that 39% of companies have such policy. These companies acknowledge the challenges that these communities face that prohibits them from fully participating in the labour market and in specific sectors. The public support of poorly represented communities will contribute towards their improvement of life chances and accessibility to the labour market. Such steps by companies also allow for awareness to be raised regarding the challenges that these social groups face, which in turn also contributes towards tackling stereotypes.

Often the implementation of internal company policies is dependent on the spread of these policies among other companies in the sector or in the economy. The presence of a culture promoting diversity and a network of companies that have oversight over each other in terms of following Diversity-friendly prin-

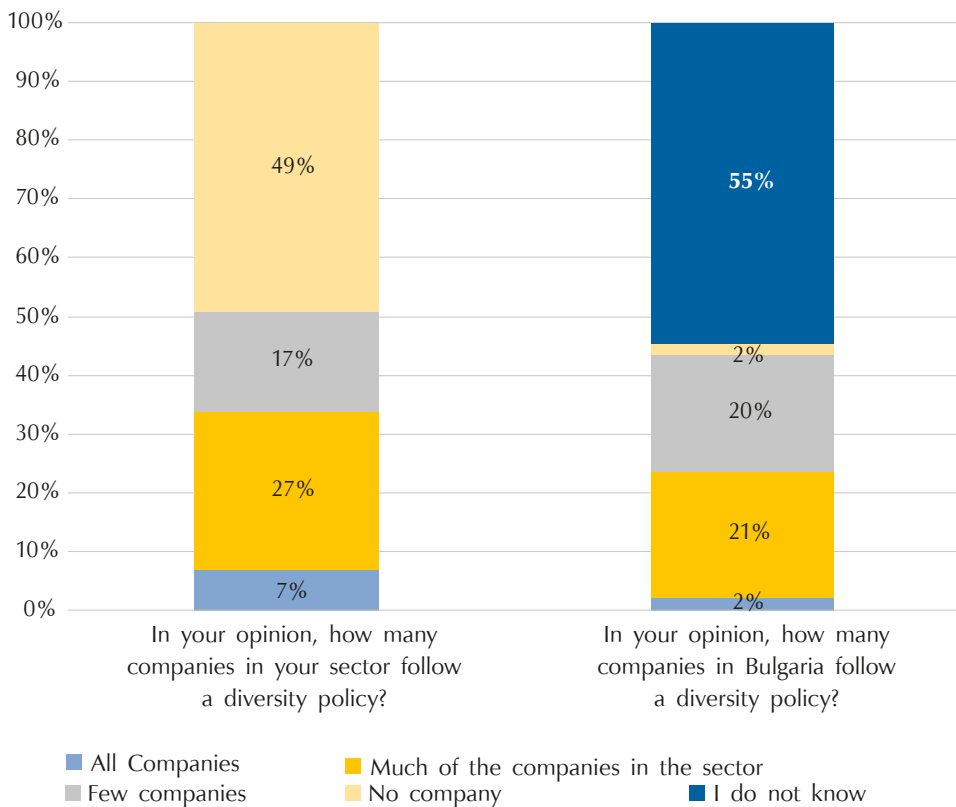
FIGURE 22. DIVERSITY PROMOTION POLICIES



Source: Center for the Study of Democracy

principles, all contribute for the long-term practice of diversity management policies. The survey considered the perception of respondents in terms of the spread of diversity policies in their sector. On a sectoral level the majority of companies perceive that no company in their economic sector is practicing diversity policies, while less than 10% of companies perceive that diversity policies are practiced by all companies. Companies were also asked what proportion of Bulgarian companies have diversity policies. The largest share of companies was either unsure or pointed that no or few companies have. Overall an important aspect of the diversity charter would be to not only connect companies that support a more diverse workplace, but also be a beacon for the promotion of diversity-friendly culture.

FIGURE 23. LEVEL OF IMPLEMENTATION OF DIVERSITY POLICIES WITHIN COMPANIES



Source: Center for the Study of Democracy

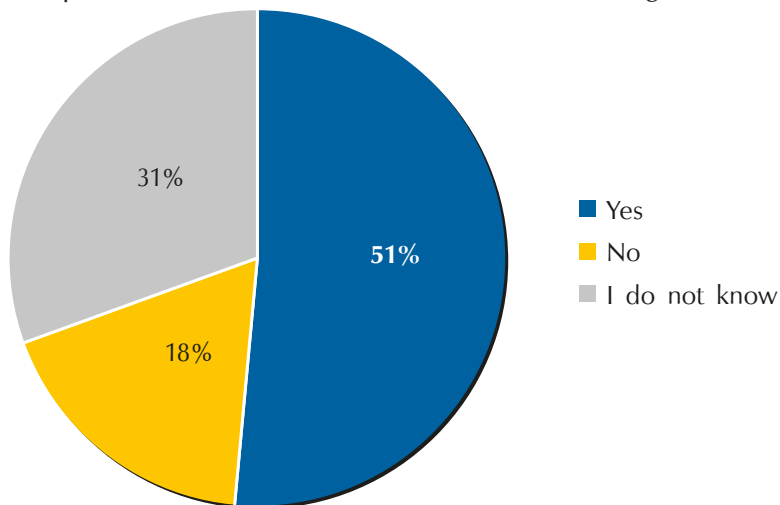
3.6. Towards a Diversity Charter

An important purpose of this needs assessment was to evaluate what the need among businesses for the development of a Diversity Charter in Bulgaria is. The **demographic assessment** of the survey indicates that Bulgarian businesses have significant gaps in terms of representation of specific social groups. Despite the overwhelming support for diversity according to the **Perceptions Assessment**, the **Policy Evaluation** indicates that companies also do not have implemented the appropriate policies for improving the representation of some social groups.

The majority of the companies perceive that the adoption of a diversity charter would have a positive effect on the business climate in Bulgaria. Only less than 1/5 of companies perceive that a charter would have a negative impact (Figure 24). A significant portion of respondents pointed out that they do not know if a Diversity Charter will have a positive effect. This indicates that some share of companies in Bulgaria might be indecisive towards the importance and relevance of a diversity charter, which also relates to the lack of understanding of diversity in practice, but taking into account the strong support towards diversity at the

FIGURE 24. EXPECTED EFFECT FROM THE IMPLEMENTATION OF THE DIVERSITY CHARTER

In your opinion, would the creation of a Diversity Charter have a positive effect on the business climate in Bulgaria?



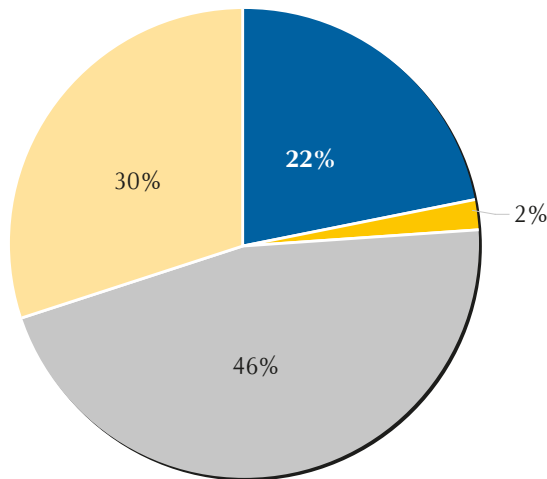
Source: Center for the Study of Democracy

workplace among Bulgarian companies, despite the lack of policies and understanding how to support diversity, it is important that the charter is tailored according to the needs of the businesses. It will also be important that the relevance of the charter is communicated to the businesses, relevant stakeholders and the wider public.

The issue of relevance of the charter is particularly visible in the responses of the question if signing such a charter would be beneficial to the companies. Responses show that the largest share of companies do not recognise the signing of the charter as neither beneficial nor harmful (46%) and further 30% do not know if it would have any relevance. Less than a quarter of companies consider the signing of the diversity charter as beneficial and only 2% perceive it would

FIGURE 25. PERCEPTIONS FOR BENEFIT FROM SIGNING THE DIVERSITY CHARTER

Would your organization benefit from signing the Diversity Charter?



- Yes, it would benefit
- It would be harmed
- It would neither benefit nor be harmed
- I do not know

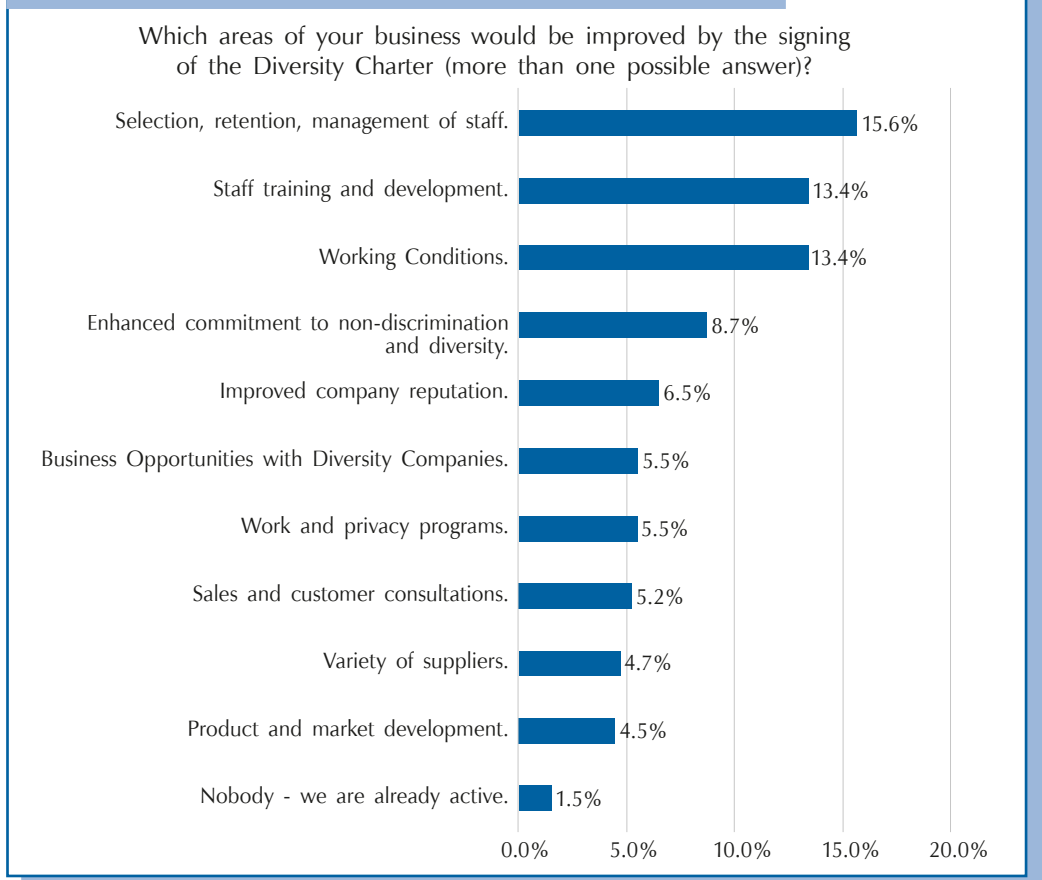
Source: Center for the Study of Democracy

be harmful. Although only a small percent of companies is negatively oriented towards a diversity charter, it is important that the benefits of signing it are made more visible.

Companies differ in their perceptions towards what will be improved in their organisation through the signing of the charter. The aspect that most companies perceive would be positive in the case of signing the charter is the improvement of the process of employment and management of the company's staff (16% of companies). A significant number of companies recognise that signing the charter would improve the working conditions (13% of companies).

A smaller number of companies perceives that business opportunities will improve with other Diversity promoting companies. An important aspect of the

FIGURE 26. AREAS OF THE BUSINESS EXPECTED TO BE IMPROVED BY THE SIGNING OF THE DIVERSITY CHARTER



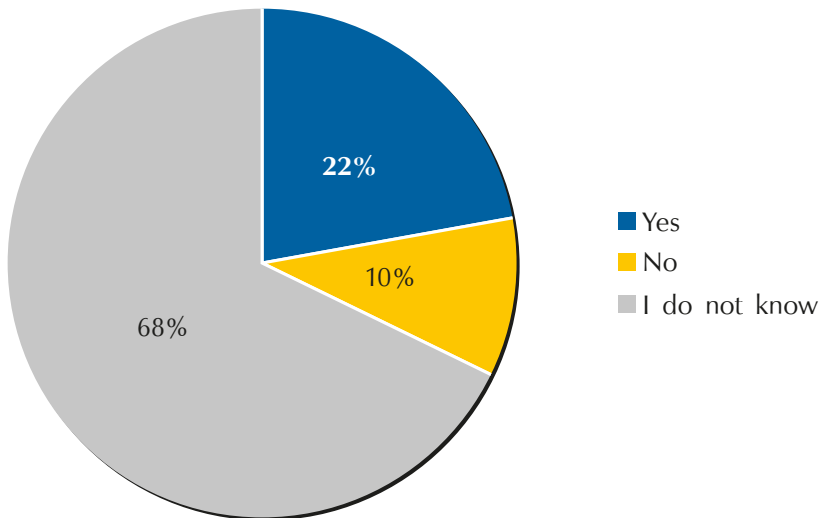
Source: Center for the Study of Democracy

charter is to improve the interconnection between companies that pursue a diverse workforce.

Overall the positions towards the Diversity Charter indicate indecisiveness. Despite the strong support for diversity in the workplace, currently, only 22% of the Bulgarian companies ascertain they would sign a Diversity Charter.

FIGURE 27. INCLINATION TOWARDS SIGNING OF THE DIVERSITY CHARTER

Would your organization benefit from signing the Diversity Charter?



Source: Center for the Study of Democracy

CONCLUSIONS AND RECOMMENDATIONS

- **The labour market in Bulgaria is facing significant demographic challenges.** With a declining population, the need for tapping into the talent pool of less represented social groups would be a necessity in order for companies to grow. In such a context, diversity management policies, would become increasingly needed.
- The **demographic assessment** of the surveyed companies indicates that businesses have significant gaps in terms of representation of specific social groups. The two groups that are most represented in the surveyed companies are women and employees aged 55 or over and employees aged up to 25 years. The **policy evaluation** indicates that, the very same groups are also the target for recruitment and career development policies. Other social groups such as, ethnic or religious minorities, people with disabilities, and people with different sexual orientation are both under-represented and less subject to diversity policies. In order to develop a more diverse workplace, companies should be oriented towards increasing the representation of these groups by shifting their diversity policies.
- **All the surveyed companies have women employees**, although they are **not fully represented on managerial and executive levels**. Companies should not be oriented only in the better representation of women in the workforce, but also should aim to tackle the “glass ceiling” limiting the opportunity for women to reach senior and executive level positions. This is achievable by the continuous support during their career development. Currently, only 1/5 of companies have career development policies towards women. By supporting women throughout the career pipeline they would have increased chances to reach senior and executive positions.
- Despite the overwhelming support for diversity the **policy evaluation** indicates that companies also do not have implemented the full range of diversity policies for improving the representation. In particular, diversity policies remain oriented towards the existing staff, through practices such as **the provision of accessible work environment to all employees**, and guaranteeing the equality among employees regardless of their gender, age, ethnicity, religion or sexual orientation, while less oriented towards the **recruitment** and **career development** process. Companies should engage in diversity self-assessment procedures that would reveal any gaps in terms of groups that are not represented in the

company and the recruitment and career development policies of the company do not cover them.

- The **level of awareness** of the concept of diversity at the workplace **remains low** (35%) among companies in Bulgaria. In terms of representation, diversity is most strongly associated with the representation of employees in different **age groups**, and with the representation of men and women in the company. The concept of diversity is **least associated** with the representation of employees with a different **sexual orientation** or different **religious affiliations**. More awareness raising campaigns are necessary towards informing the management and executive levels of companies regarding the benefit of diversity in the workplace and the necessity of implementation of diversity management practices.
- The studies on diversity at the workplace and diversity management in Bulgaria remain limited. In order to track the progress that companies make in applying diversity policies, a **diversity management index** could be developed to complement a future diversity charter. The future study of diversity would also provide an insight into the current condition of each of these aspects and prepare companies to adopt to the changes in the labour market.
- The assessment of the support towards the Diversity Charter shows that the majority of surveyed companies are indecisive in terms of signing the charter (68%) but **most companies perceive the development of the charter as beneficial for them** (51%). Companies perceive that signing the charter will primarily be beneficial for the improvement of the recruitment and management aspects of the company, but the charter's role will go beyond this. The development and the implementation of the Diversity Charter for Bulgaria will play a vital role in informing companies regarding good practices from other Member States on how to improve diversity at the workplace. Through the support of Bulgarian businesses, **the Diversity Charter can become a vehicle for solving some of the most pressing needs in the labour market**, such as optimally tackling labour shortages and making the workplace fairer for all employees.

ANNEX I: METHODOLOGY

Aims

The purpose of this needs assessment is to collect reliable information about the attitudes and needs of the local business community in relation to diversity management and diversity strategy at company and at national level in Bulgaria. The needs assessment was done through a telephone survey among companies registered in the country, which gauged the overall level of awareness on diversity among local businesses, their perceptions of diversity as a concept, their internal diversity policies, if any, and their expectations as to the launch and implementation of a national Diversity Charter. In addition, to assessing the (potential) impact of diversity management policies for the companies, which have introduced them (or plan and/or willing to do so), in-depth interviews have been conducted with the management of such companies. The in-depth interviews provide insight into the reasoning and motivations behind the company's decision-making towards diversity management policies that have been implemented. They also provide information regarding the challenges that companies face in regards to diversity management.

Telephone Survey Methodology

The needs assessment was carried out on the basis of a Computer-Assisted Telephone Interviewing (CATI). Four categories of questions have been selected to be included in the survey:

1. General questions for understanding the features of the organisation.
2. Questions covering the current level of diversity within the organisation.
3. Past and present challenges in the diversity management of the organisation
4. Existing diversity policies and strategies within the organisation
5. Questions on the need for introducing and signing a diversity charter in Bulgaria (needs assessment)

The survey for this study has been developed primarily on the basis of prior studies of diversity management within other Member States and of international experience. The first section on general questions for understanding the features of the organisation have been developed in order to position the organisation in terms of size and sector of the company. The second section on questions covering the current level of diversity within the organisation, are based on studies

on diversity such as Employee Research Report: Spain, part of the Beyond Diversity Project. This section sets to map the current level of diversity, so that it can potentially find the gaps in representation and also gaps between diversity within the organisation, and the currently existing diversity policies within it. The third section assesses how companies conceptualise the term diversity. It further tries to understand with what company policies is diversity management associated with. Lastly, it assesses with which social groups is the term associated with.

The fourth section of the survey measures perceptions towards diversity and diversity management in companies. The results from the Beyond Diversity Project Spain has also provided insight into setting up some of the key questions for the third section on past and present challenges in the diversity of the organisation. Due to the contextual differences between Bulgaria and Spain, it was particularly important to adapt the questions to the current diversity climate in Bulgaria. In order to fit the project into the context of diversity management in Bulgaria, the survey takes into account the present challenges in diversity management and the current political climate towards diversity. On the basis of expert opinion, it was concluded that the section should include questions on opposition to diversity and what issues might arise from implementing diversity policies or signing a diversity charter.

This survey questions for the fourth section on existing diversity policies and strategies within the organisation has been developed on the basis of previously conducted studies on diversity strategies and policies. This set of questions aims to understand do organisations have planned or implemented diversity policies within and what are they.

The final set of questions aims at understanding if the organisation is willing to sign a future diversity charter, does the company need a charter, and what benefits does it expect from signing it?

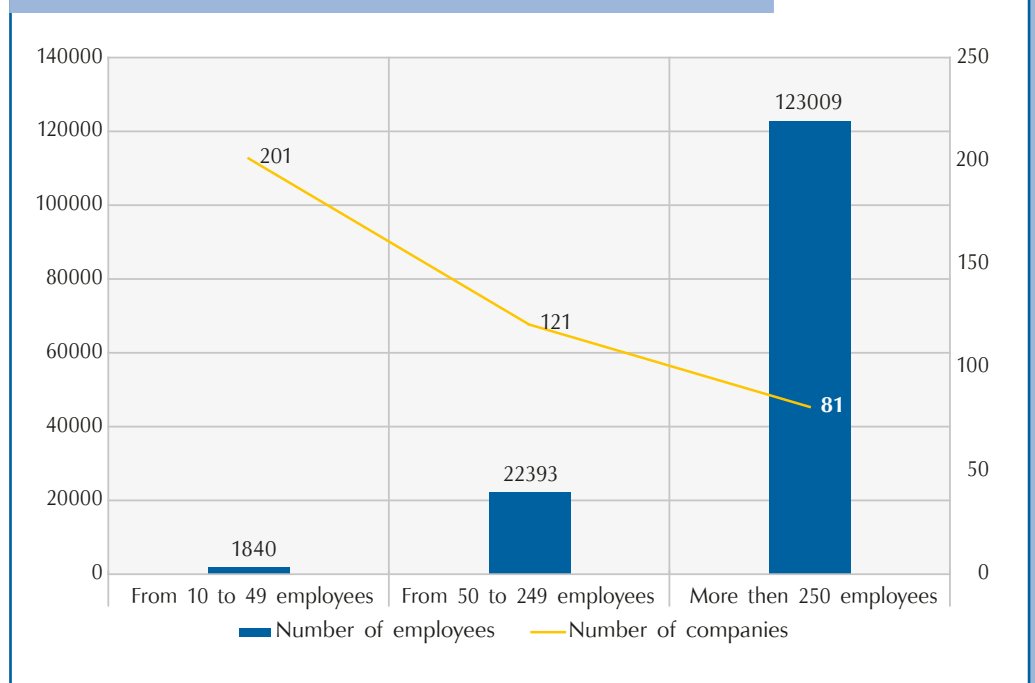
Study sample

In March 2019, telephone surveys have been conducted with representatives of 403 companies operating in Bulgaria. The sample consists of small, medium and large companies with the ratio of 200:120:80 (Small/Medium/Large). Diversity management is a comparatively new practice throughout Central and Eastern Europe, followed by mainly large, multinational companies. In order to understand what specific diversity management practices are common among the large companies, they are boosted in the sample, while micro companies are excluded from the survey. The survey is concentrated on private companies and excludes governmental institutions, state-owned enterprises or non-governmental organisations.

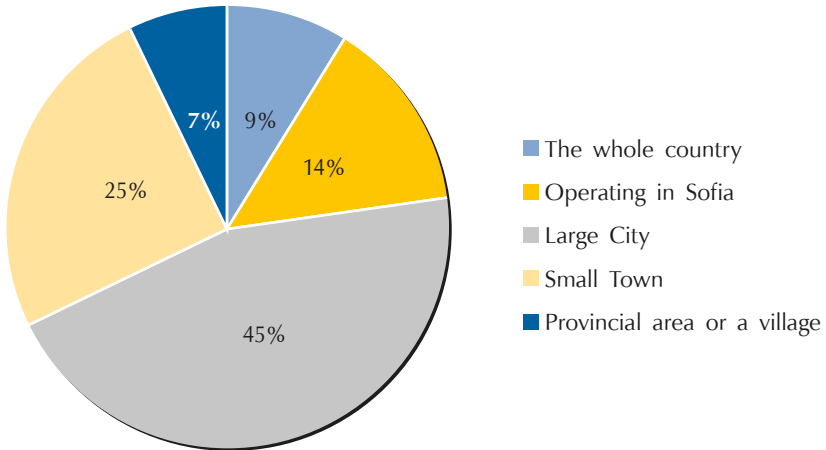
ANNEX II: ORGANISATIONAL DEMOGRAPHIC PROFILE

The telephone survey consisted of 403 responses with companies operating in Bulgaria, with the planned ratio of 200:120:80 (Small/Medium/Large) companies. The survey covered 163 thousand employees or close to 8% of the employed population in the private sector. Over 100 of the employees are in 81 companies (See Figure 5). The majority of companies operated in larger cities (45%) and in the capital Sofia (14%), while 100 of responses were from companies operating in small towns. Only 9% of surveyed companies operated on a national level and 7% in village areas. Furthermore, in terms of geographic location, there is no specific concentration of responses in terms of NUTS 3 regions. The highest response rate is from companies from Sofia-city (71 companies), Varna (43 companies), Burgas (35 companies) and Plovdiv (34 companies) provinces, which are also the ones with the highest population in the country.

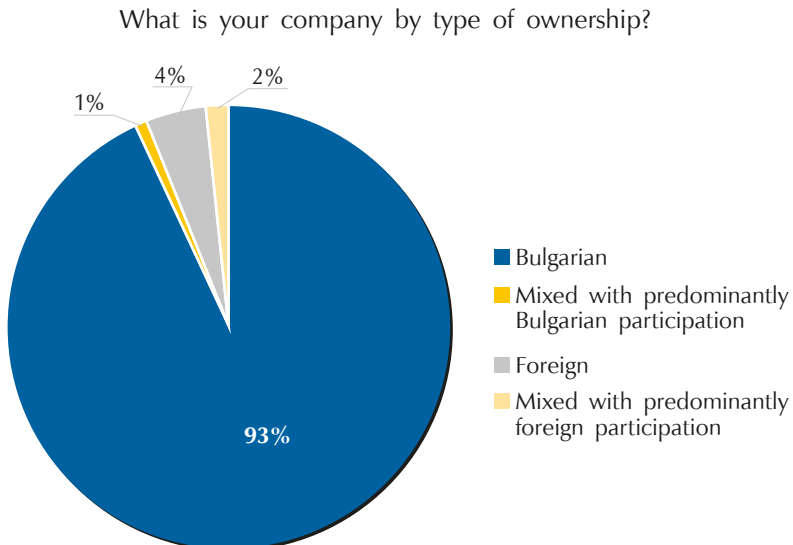
FIGURE 28. SURVEYED COMPANIES AND NUMBER OF EMPLOYEES



Source: Center for the Study of Democracy

FIGURE 29. COMPANIES BY LEVEL OF OPERATION

Source: Center for the Study of Democracy

FIGURE 30. COMPANIES BY TYPE OF OWNERSHIP

Source: Center for the Study of Democracy

The respondent companies were categorized on the basis of NUTS economic sectors. In terms of economic sectors, one third of responses are from companies operating in the manufacturing sector (33%). The second most common sector is the health and social activities sector (14%). The third most represented sector is the trade, repair of cars, personal belongings and household goods (11%). The results are not distributed as a perfect representation of the sectors.

TABLE 2: COMPANIES BY ECONOMIC SECTORS

Economic Sectors	Responses
1. Agriculture, hunting and forestry	8
2. Fisheries	0
3. Mining and quarrying	22
4. Manufacturing	131
5. Production and distribution of electricity, gas and water	14
6. Construction	34
7. Trade, repair of cars, personal belongings and household goods	45
8. Hotels and restaurants	20
9. Transport, storage and communications	26
10. Financial intermediation	3
11. Real estate and business services	3
12. Education	3
13. Health and social activities	57
14. Other activities serving the community and the personality	37

Source: Center for the Study of Democracy

ANNEX III: SURVEY QUESTIONNAIRE

QUESTIONNAIRE FOR DIVERSITY MANAGEMENT IN THE PRIVATE SECTOR

This study aims to assess the state of diversity in the private sector. In this regard, we conduct a survey on the diversity management measures that companies in Bulgaria apply.

General questions about the company (to be filled out)

COMPID: SAMPLE NUMBER OF THE COMPANY:

Date of the interview:

DAY . DAY MONTH . MONTH

INTID . INTERVIEWER NUMBER

Start the interview

BEGHOUR . HOUR BEGMIN . MINUTES Use the 24-hour interval

I. GENERAL DATA ABOUT THE COMPANY / COMPANY

Q1. POSITION OF THE RESPONDENT IN THE COMPANY:

Q2. IN WHAT AREA OF THE COUNTRY IS THE **MAIN** ACTIVITY OF THE ENTERPRISE / FIRM CARRIED OUT?

Just one answer. If the activity is done in several areas, tick the MAIN

- | | | | | | |
|----|----------------|----|------------|----|-------------------------|
| 1 | Blagoevgrad | 11 | Lovech | 21 | Smolyan |
| 2 | Bourgas | 12 | Montana | 22 | Sofia-city |
| 3 | Varna | 13 | Pazardzhik | 23 | Sofia-region |
| 4 | Veliko Tarnovo | 14 | Pernik | 24 | Stara Zagora |
| 5 | Vidin | 15 | Pleven | 25 | Targovishte |
| 6 | Vratsa | 16 | Plovdiv | 26 | Haskovo |
| 7 | Gabrovo | 17 | Razgrad | 27 | Shumen |
| 8 | Dobrich | 18 | Rouse | 28 | Yambol |
| 9 | Kardzhali | 19 | Silistra | 98 | In the whole country |
| 10 | Kyustendil | 20 | Sliven | 99 | Not Responded / Refused |

Q3. IN WHICH REGION OF THE COUNTRY IS CONDUCTED THE **MAIN** ACTIVITY OF THE ENTERPRISE / FIRM CARRIED OUT?

Just one answer. If the activity takes place in several regions, mark the MAIN.

- | | | | |
|---|---------------------------|----|-------------------------|
| 1 | Sofia | 98 | In the whole country |
| 2 | Big City (District) | 99 | Not Responded / Refused |
| 3 | Small City (Another City) | | |
| 4 | Rural area or village | | |

Q4. IN WHICH OF THE FOLLOWING GROUPS OF ACTIVITIES ON THE NATIONAL CLASSIFICATION OF ECONOMIC ACTIVITIES WOULD YOU ADDRESS THE MAIN ACTIVITY OF YOUR COMPANY?

Just one answer.

- | | | | |
|---|--------------------------|----|---|
| A | <input type="checkbox"/> | 1 | Agriculture, hunting and forestry |
| B | <input type="checkbox"/> | 2 | Fisheries |
| C | <input type="checkbox"/> | 3 | Mining industry |
| D | <input type="checkbox"/> | 4 | Manufacturing |
| E | <input type="checkbox"/> | 5 | Production and distribution of electricity, gas and water |
| F | <input type="checkbox"/> | 6 | Construction |
| G | <input type="checkbox"/> | 7 | Trade, repair of cars, personal effects and household goods |
| H | <input type="checkbox"/> | 8 | Hotels and restaurants |
| I | <input type="checkbox"/> | 9 | Transport, storage and messaging |
| J | <input type="checkbox"/> | 10 | Financial intermediation |
| K | <input type="checkbox"/> | 11 | Real estate and business services |
| M | <input type="checkbox"/> | 12 | Education |
| N | <input type="checkbox"/> | 13 | Health and social work |
| O | <input type="checkbox"/> | 14 | Other activities serving the public and the person |

Q5. HOW MANY PEOPLE ARE CURRENTLY WORKING IN YOUR COMPANY WITH A FULL-TIME EQUIVALENT:
IF YOU DO NOT HAVE THE EXACT DETAILS, PLEASE GIVE YOUR EXPERT ASSESSMENT.

Please save. If you do not have accurate data, please contact your expert assessment.

people 9999 Does not know / did not respond

Automatically to be encoded or to be filled in on a Q 5 basis for data processing.

Q6. COMPANY SIZE (PLEASE ENCODE WITHOUT ASKING)

1. Less than 10 employees
2. 10 to 49 employees
3. 50 to 249 employees
4. More than 250 employees

Q7. WHAT IS IN YOUR COMPANY BY TYPE OF OWNERSHIP:

- (1) Bulgarian
- (2) Mixed with predominantly Bulgarian participation
- (3) Foreign
- (4) Mixed with predominantly foreign participation
- (5) No answer

Situation of diversity in the company

Q8. DOES YOUR COMPANY HAVE WORKERS FROM THE FOLLOWING GROUPS:			
	Yes	No	NZ / NA
1. Employees aged up to 25 years			
2. Employees aged 55 or over	1	2	9
3. Roma officers	1	2	9
4. Employees of Turkish descent	1	2	9
5. Employees of another ethnic minority or nationality	1	2	9
6. Employees with disabilities	1	2	9
7. Employees with a Muslim denomination	1	2	9
8. Employees with different religious denominations from Christian and Muslim	1	2	9
9. Employees with different sexual orientation	1	2	9
10. Employees with refugee status	1	2	9

Q9. WHAT IS THE PROPORTION OF WOMEN AMONG EMPLOYEES IN YOUR COMPANY?
Over 75% of employees
Between 50% and 75% of employees
Between 25% and 50% of employees
Women work in the company but are under 25% of employees
Women do not work in the company.
I Do not Know / I Have No Answer

IF Q8-3= 1 or Q8-4= 1 or Q8-5 = 1, set Q10, otherwise switch to Q1 1

Q10. IN YOUR COMPANY IS THERE A PERSON FROM AN ETHNIC MINORITY IN A MANAGERIAL POSITION?
1 Yes
2 No

IF in the company work women (Q8 <> 5), set Q11, otherwise switch to Q12

Q11. DOES YOUR COMPANY HAS A WOMAN IN A SENIOR POSITION / BOARD?
1 Yes
2 No

Q12. DOES YOUR BUSINESS SECTOR OFTEN FACE DISCRIMINATION ISSUES?	
1 Yes	
2 No	

Awareness of the concept of diversity

Q13. ARE YOU FAMILIAR WITH THE CONCEPT OF DIVERSITY IN THE WORKPLACE?	
1 Yes	
2 No	

Q14. FROM YOUR POINT OF VIEW, DOES DIVERSITY IN THE WORKPLACE INCLUDE REPRESENTATIVENESS OF:			
Of men and women in the company	1 Yes	2 No	9 I do not know
Of employees from minority groups in the company	Yes	No	I do not know
Of employees of different religion	Yes	No	I do not know
Of employees with different sexual orientation	Yes	No	I do not know
Of employees in different age group	Yes	No	I do not know
Of disabled employees	Yes	No	I do not know

Q15. DOES DIVERSITY INCLUDE EQUALITY AMONG EMPLOYEES, REGARDLESS OF THEIR SEX, AGE, ETHNICITY, RELIGION OR SEXUAL ORIENTATION?	
1 Yes	
2 No	
9 I do not know	

Q16. DOES DIVERSITY INCLUDE EQUAL OPPORTUNITIES (ACCESS TO CAREER DEVELOPMENT AND LEADERSHIP) OF EMPLOYEES, INDEPENDENTLY OF:			
Of their sex	1 Yes	2 No	9 I do not know
From their age	Yes	No	I do not know
From their ethnicity	Yes	No	I do not know
From their religion	Yes	No	I do not know
From their sexual orientation	Yes	No	I do not know
Whether they are disabled or not	Yes	No	I do not know

Q17. IN YOUR OPINION, WHICH OF THE FOLLOWING ASPECTS ARE RELATED TO DIVERSITY MANAGEMENT IN THE COMPANY?			
A. Equality among employees, regardless of gender, age, ethnicity, religion or sexual orientation.	1 Yes	2 No	9 I do not know
Active search of Roma employees	Yes	No	I do not know
Active search for employees of Turkish origin	Yes	No	I do not know
Active search for women for company employees	Yes	No	I do not know
Active search for employees up to 25 years of age	Yes	No	I do not know
Active search for employees aged 55 and over	Yes	No	I do not know
Promote career development within the company among employees, regardless of gender, age, ethnicity, religion or sexual orientation.	Yes	No	I do not know
Providing a work environment accessible to all employees	Yes	No	I do not know

Q18. ARE YOU FAMILIAR WITH THE CONCEPT OF CORPORATE SOCIAL RESPONSIBILITY?
1 Yes
2 No

Q19. ARE YOU FAMILIAR WITH ANTI-DISCRIMINATION LEGISLATION IN BULGARIA ?
1 Yes
2 No

Q20. ARE YOU FAMILIAR WITH THE POLICIES AND MEASURES FOR EQUAL OPPORTUNITIES OF THE MINISTRY OF LABOR AND SOCIAL POLICY?
1 Yes
2 No

Q21. ARE YOU FAMILIAR WITH THE COMMISSION FOR PROTECTION AGAINST DISCRIMINATION?
1 Yes
2 No

Perceptions of Diversity

Q22. DO YOU APPROVE OF DIVERSITY IN THE WORKPLACE?	
1 Yes	
2 No	
3 Do not know / I have no answer	
4 Refusal	

Q23. DO YOU THINK DIVERSITY IN THE WORKPLACE IS HELPFUL OR HARMFUL?				
1 Very Harmful	2 Harmful	3 Neutral	4 Useful	5 Very useful

Q24. DO YOU SUPPORT THE CONDUCT OF POLICIES TO PROMOTE DIVERSITY IN THE WORKPLACE?	
1 Yes	
2 No	
3 Do not know / I have no answer	
4 Refusal	

Existing diversity policies in the organization.

Q25. DOES YOUR COMPANY TAKE STEPS TO HIRE:			
– More women for employees?	1. Yes	2 No	9 I do not know
– More employees up to 25 years of age?	1. Yes	2.No	9 I do not know
– More employees over the age of 55?	1. Yes	2 No	9 I do not know
– More employees of Roma origin?	1. Yes	2 No	9 I do not know
– More staff of Turkish origin?	1. Yes	2 No	9 I do not know
– More employees from an ethnic minority other than Roma or Turkish?	1. Yes	2 No	9 I do not know
– More disabled employees?	1. Yes	2 No	9 I do not know
– more employees with a different religious denomination?	1. Yes	2 No	9 I do not know
– More employees with different sexual orientation ?	1. Yes	2 No	9 I do not know

Q26. DOES YOUR COMPANY HAVE ACTIVE POLICIES THAT PROMOTE CAREER DEVELOPMENT AMONG:				
- women in the organization ?	1 Yes	2 No	9 I do not know	8 we do not have employ- ees in this group
- employees aged up to 25 years old?	1 Yes	2 No	9 I do not know	8 we do not have employ- ees in this group
- employees over the age of 55 ?	1 Yes	2 No	9 I do not know	8 we do not have employ- ees in this group
- Roma employees ?	1 Yes	2 No	9 I do not know	8 we do not have employ- ees in this group
- employees of Turkish origin ?	1 Yes	2 No	9 I do not know	8 we do not have employ- ees in this group
- employees from an ethnic minority other than Roma or Turkish ?	1 Yes	2 No	9 I do not know	8 we do not have employ- ees in this group
- disabled employees ?	1 Yes	2 No	9 I do not know	8 we do not have employ- ees in this group
- employees of different religious denominations?	1 Yes	2 No	9 I do not know	8 we do not have employ- ees in this group
- employees with different sexual orien- tation?	1. Ys	2 No	9 I do not know	8 we do not have employ- ees in this group

Q27: YOUR COMPANY:			
– does it have an employee responsible for issues related to diversity?	Yes	No	I do not know
– does it have a collective labour agreement with a trade union organization?	Yes	No	I do not know
– does it have an Ethics Code / Code of Conduct?	Yes	No	I do not know
– does it conduct Procedures to Report Discrimination?	Yes	No	I do not know
– does it have specialised equipment to make all parts of buildings accessible to people with disabilities?	Yes	No	I do not know
– does it engage in public support for poorly represented communities?	Yes	No	I do not know
– does take measures for fair (equal) pay for the same type of work?	Yes	No	I do not know
– does it provide for flexible working hours?	Yes	No	I do not know

Q28. IN YOUR OPINION, HOW MANY OF THE COMPANIES IN YOUR SECTOR FOLLOW A DIVERSITY POLICY?
All companies
Most of the companies in the sector
Few companies in the sector
No company

Q29. IN YOUR OPINION, HOW MANY COMPANIES IN BULGARIA FOLLOW A DIVERSITY POLICY?
All companies
Most of the companies in the sector
Few companies in the sector
No company
I do not know

Signing of the Diversity Charter

Q 30. WOULD YOUR ORGANIZATION BENEFIT FROM THE SIGNING THE DIVERSITY CHARTER?
1 Yes, it would be beneficial.
2 It would have been harmed.
3 It will be neither beneficial nor harmful.
4 I do not know.

If Q30 = 1, please fill out Q 31. If Q30 = 2,3 or 4, go to Q32

Q31. WHICH AREAS OF YOUR BUSINESS WOULD BE IMPROVED BY THE SIGNING OF THE DIVERSITY CHARTER (MORE THAN ONE POSSIBLE ANSWER)?	
1	Nobody - we are already active.
2	Selection, retention, management of staff.
3	Product and market development.
4	Working Conditions.
5	Work and privacy programs.
6	Sales and customer consultations.
7	Variety of suppliers.
8	Staff training and development.
9	Business Opportunities with Diversity Companies.
10	Improved reputation of co m designation number.
11	Enhanced commitment to non-discrimination and diversity.

Q32. IN YOUR OPINION, WOULD THE CREATION OF A DIVERSITY CHARTER HAVE A POSITIVE EFFECT ON THE BUSINESS CLIMATE IN BULGARIA?	
1	Yes
2	No

Q33. WOULD YOUR ORGANIZATION SIGN A CHARTER ON DIVERSITY?	
1	Yes
2	No
9	I do not know

Follow-up interview

Q34. For the purpose of the survey, we would like to invite you to participate in one-hour interview on the theme "The diversity of your company ". The interview will take place at a convenient time. If you are willing to participate, please provide us with contact information so that we further contact with you.	
	Yes
	No

In answer "1 Yes" to Q 31 please save:

Name of the company _____

Contact person _____

Contact Phone _____

Position of the person in the company _____

