

# NEXT Diversitat

# GAU catering

Financiado por



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## 1. Diversitat I Empresa Program

This document, hereinafter the “Pla de Diversitat”, is part of the “Next Diversitat I Empresa” Program, coordinated by PIMEC (The Management of Small and Medium Companies of Catalonia) and ECAS (Catalan Social Action Entities). It has been prepared by Foundation Formació i Treball and Guau Catering S.L, with file number STC008/22/000012, due to the joint work between both institutions, through a series of meetings and workspaces. This plan is voluntary and arises from the company's willingness to move towards improving its social footprint.

The “Pla de Diversitat” Program has special interest in the diagnosis and proposal of measures in the recruitment of people belonging to groups in vulnerable situations. It will be discussed from 4 axes: Diversity Management Commission, Reception Plan, Communication and Staff Recruitment and Selection Measures.

The “Next Diversitat i Empresa” Program aims to promote organizational changes in Catalan SMEs aimed at incorporating the diversity perspective or improving the management of this perspective, through integrated diversity management projects and support for the labor insertion of people belonging to vulnerable groups with greater difficulties of insertion. Likewise, the program aims to promote the recruitment of these groups, especially people in long-term unemployment and in a situation or risk of exclusion, and people with mental health problems in order to facilitate their labor insertion.

Consequently, it contributes to the achievement of the strategic objective of Investment 4 "New territorial projects for rebalancing and equity", included in Component 23 "New public policies for a dynamic, resilient and inclusive labor market", framed in policy area VIII "New care economy and employment policies" of the Recovery Plan, transformation, and resilience.

Regarding the applicable regulations, the “Next Diversitat i Empresa” Program is part of Order EMT/248/2021, of December 27, which approves the regulatory bases for the granting of subsidies of the “Next Diversitat i Empresa” Program, within the framework of the Recovery, Transformation and Resilience Plan promoted by the Department of Enterprise and Labor (DOGC no. 8573 published on 12/29/2021).

## 2. Preamble

This “Pla de Diversitat” wants to become a tool that helps the company and the people who relate to it to move towards a more responsible management of diversity. A management that will facilitate the implementation of structural improvements, playing a leading role in the process of awareness and inclusion of society in general and the labor market in particular.

The business tissue of Catalonia also has a social responsibility and as such must try to adapt to the new social currents that, from the European Union to local entities, are being promoted. In this context, SMEs represent 98.9% of Catalan business as a whole. Although until now social responsibility has been addressed mainly by some large companies, SMEs, which constitute the bulk of the productive tissue in the territory, cannot remain on the sidelines.

For this reason, the European Union promotes initiatives such as the implementation of “Plans de Diversitat” always with the help of expert entities in the business field, especially with a deep knowledge of the reality of SMEs, as is the case of PIMEC. In addition, this “Pla de Diversitat” has the support of ECAS, the main federation of Catalan social action entities, which contributes its experience in the accompanying and guidance of groups in vulnerable situations and works to improve their employability. Adding the company to this program, the result is a powerful tandem that brings together employers, social entities and private companies that join forces towards a fundamental social objective, such as the inclusion of all people in society, whatever their situation.

## 3. Legal framework

This “Pla de Diversitat” will always be subject to current legislation, without prejudice to other regulations that may be applicable in each case. All recommendations and guidance included in the Plan must avoid conflicting with current regulations and, in the event that any doubt may arise, the latter will always prevail.

Although a priori it may seem that there is no legal framework that regulates diversity in the company, we are facing a great regulatory development in this regard. The concept of diversity is very broad; therefore, it includes many social and labor dimensions that are regulated at different levels (international and national).

Below is an informative compilation that includes the different regulatory sources related to diversity in the company:

Field	Legislation
International	Declaration of Human Rights
	International Labor Organization Convention
	International Covenant on Civil and Political Rights
European	Community Directive 97/80 EC of 15 December on the burden of proof in cases of discrimination based on sex.
	Community Directive 2000/79 EC of 27 November establishing a general framework for equal treatment at work and in employment.
	Charter of Fundamental Rights of the European Union of 7 December 2000
	Community Directive 2002/73, EC of 23 September, amending Council Directive 6/207/EEC on the implementation of the principle of equal treatment for men and women as regards access to the labor market, training and career advancement and working conditions.
	Directive of the European Parliament 2006/50 EC, of 5 July, relative to the application of the principle of equal opportunities and equal treatment of men and women in matters of work and employment (refunded).
National	Spanish Constitution
	Penal code
	Workers' Statute
	Aliens Act
	Law 15/2022, of July 12, comprehensive for equal treatment and non-discrimination.
	Law 62/2003, of 30 December, on Fiscal, Administrative and Social Order Measures.
	Law 51/2003 of 2 December, on Equal Opportunities, Non-Discrimination, and Universal Accessibility for People with Disabilities (LIONDAU).
	Royal Decree 901/2020, of 13 October, regulating equality plans and their gender
	Organic Law 3/2007, of 22 March, for Effective Equality between Men and Women.
	Royal Legislative Decree 1/2013, of 29 November, approving the revised text of the General Law on the Rights of Persons with Disabilities and their Social Inclusion.
	Royal Legislative Decree 8/2015, of 30 October, approving the revised text of the General Social Security Law.
	Law 31/1995, of 8 November, on the Prevention of Occupational Risks.
Royal Legislative Decree 5/2000, of 4 August, approving the revised text of the Law on Infractions and Sanctions in the Social Order.	
Auton	Law 17/2015, of 21 July, on effective equality between men and women.
	Law 19/2020, of 30 December, on equal treatment and non-discrimination.
	Law 11/2014, of 10 October, to guarantee the rights of lesbians, gays, bisexuals, transgenders and intersexuals and to eradicate homophobia, biphobia, and transphobia.
	Royal Legislative Decree 1/2013, of 29 November, approving the revised text of the General Law on the Rights of Persons with Disabilities and their Social Inclusion.

In this section, we will make special mention of the Law 31/1995, of November 8, on the Prevention of Occupational Risks, which establishes that the company has the duty to protect employers against occupational risks. In this line, the company must guarantee the safety and hygiene at work of the employers who make up the workforce and, for this purpose, proceed to the evaluation of the occupational risks of each position, as well as to arrange preventive measures aimed at effective

protection. In this sense, the staff has the right to be informed and to participate in OSH matters and, even, to constitute a representative body in this area.

In order to guarantee the safety and health of the employers at its service, the company can count on an external occupational risk prevention service, and proceed to guarantee the safety and health of employers in accordance with the following actions:

- Assess risks.
- Analyze possible emergency situations and take the necessary measures.
- Organize prevention and work, integrating prevention into all company activities, taking into account the capacity of employers.
- Provide adequate work equipment and personal protective equipment.
- Inform and train employers.
- Ensure a service of periodic monitoring of the health of employers.
- Consult and allow the participation of employers.

Taking into account the objective of the preparation of the “Pla de Diversitat” and its scope, when defining and executing the prevention of occupational risks, the evaluation and definition of job positions likely to be covered by people who may enter to work under the umbrella of this “Pla de Diversitat” is recommended and, to the effect, proceed to carry out a specific evaluation of the job and the conditions of each person to have and implement all those preventive, safety and health measures and those protocols that, taking into account the work tasks, competences, skills and individual characteristics and needs of the employer, may be essential to guarantee the purpose of safety and health at work.

## 4. What the diversity management is

Change and progress as a social constant has its echo and influence on the labor market. In recent years, society has made its way with force asking for visibility and equity for the various ways of living, feeling and being in a globalized world. A world that understands the similarities and differences which exist between people in dimensions such as gender, age, socioeconomic factors, culture, abilities, functional level, or others.

In this context, the company cannot be left behind. It needs to adapt its structure and organization to respond to the new needs and demands of the society with which it lives, assuming a Corporate Social Responsibility (CSR) which, in turn, can bring many benefits to the company itself.

Corporate Social Responsibility is the organization's commitment to the needs of its stakeholders, taking into account the labor, social, environmental, economic fields, as well as governance. The involvement and actions carried out must be voluntary and go beyond current legislation. The socially responsible actions that a company can carry out are many, here are some examples:

- **Labor:** To promote good working environment and promote continuous training.
- **Social:** Promote social cohesion and commitment to the community and work with people that come from different realities.
- **Environmental:** Responsible use of resources, circular economy, use of environmentally friendly products and services.
- **Economic:** Incorporate social responsibility criteria in purchasing decisions, betting on local purchasing and the use of local resources.

- **Governance:** Implement responsible and sustainable management models, focus on transparency and good governance.

Getting inside the way of the Corporate Social Responsibility improves the image and projection of the company, enriches work teams, and makes it more competitive, improves cohesion and the work environment, promoting the attraction of talent while acting as a loyalty agent and can help in opening up new markets.

On the other hand, managing diversity in the work environment for the incorporation of people means valuing people for their individuality, taking into account their personal and social characteristics, without falling into prejudices, stereotypes and generalizations derived from belonging to certain groups. This assessment should result in the company having to offer the employers an adapted treatment that allows all of them to develop their employment in the best possible conditions. The management of diversity under these criteria will always bring benefits to the company, positively affecting productivity, the work environment and more aspects that are included later in this Diversity Plan

## 5. Objectives

The elaboration of the “Pla de Diversita” aims to provide the company with a versatile tool, full of recommendations adapted to its needs, which allows it to have an effective starting point towards the awareness and management of diversity within its company.

The “Pla de Diversitat” must become an aid for the adaptation of the organization to the current needs of society, so that it allows promoting organizational changes in SMEs aimed at incorporating or improving the perspective of diversity in their structure, organization, processes, and communication.

In this sense, the following specific objectives are defined:

- Ensure equal treatment and opportunities for all employees.
- Transversally integrate the perspective of diversity management in the company.
- Promote the incorporation into the company of employees belonging to groups in vulnerable situations.
- Adapt the internal and external communication of the company, from a perspective of respect and recognition of diversity.  
Facilitate the continuous evaluation of diversity management.

## 6. Guau Catering S.L

As a result of the joint work sessions between the Foundation Formació i Treball entity and the Guau Catering S.L company, an internal reflection on the management of human resources has been carried out with the aim of getting to know the company better at different levels in order to adapt and implement the “Pla de Diversitat” in the most efficient way possible.

## 6.1 Characteristics and organizational structure

Gau Catering, S.L., with VAT ID B63675193 and registered address at Pintor Serra Santa Street 16, was founded in Castelldefels (Barcelona) in 2004. The company is classified under the CNAE category 6779 for Other Food Services for Catering.

It is a company that offers catering services to individuals (weddings, parties, celebrations, etc.) and businesses (fairs, congresses, meetings, etc.). Gau Catering defines itself as "a point of reference for non-conformist individuals, those who always seek something new, and those who enjoy surprising and being surprised."

Gau Catering blends the wisdom of traditional cuisine with innovation that respects and enhances the raw materials of modern cuisine, thus finding the harmony between simplicity and sophistication. The way they prepare their dishes and the combination of ingredients, as well as the care with which they work on recipes, is part of the secret of their cuisine.

After more than 17 years of experience in the market and having positioned itself as a reference in the catering sector, Gau Catering has recently begun an expansion of its business by changing its headquarters and facilities. This expansion emphasizes responsible and efficient innovation. The new project of the new facilities enables more effective, responsible, and secure work methodologies. This change aligns with the company's philosophy of creating a responsible social and environmental impact.

Furthermore, the company is currently undergoing a process of digitalization. They are updating all administrative and operational processes, including databases, invoices, customer loyalty, stock control, and agenda planning. They believe that this digitalization will allow them to work more effectively while reducing their carbon footprint.

A distinctive feature of Gau Catering is that it is currently the only company in the sector with the Biosphere Tourism Sustainability Certificate. The organization is committed to promoting environmental care through practices such as purchasing local products, recycling, reducing food waste, and engaging in corporate social responsibility.

## 6.2 Mission, vision, and values

Under the motto "Food is Memories. We believe in the power of GASTRONOMY to create memories," Gau Catering's philosophy has a single objective: the satisfaction of its clients, making it their utmost commitment. The company's mission is driven by a passion for excellence and dedication to each client, emphasizing flexibility, agility, and meticulous attention to detail.

Their vision is to establish themselves as one of the finest catering services in Catalonia, renowned for having the most sustainable facilities in the industry and promoting healthy and responsible habits. Gau Catering aims to build a team of collaborators and foster a sense of family and coexistence, emphasizing professional ethics, honesty, respect, and equality, while promoting sustainability throughout the value chain.



### 6.3 Human Resources

Gau Catering has a relatively small and agile structure, allowing it to adapt quickly to changes and reinvent itself. Within the team, both in management and the rest of the staff, the company promotes an organization where men and women have equal opportunities, and where inclusion and diversity are fundamental principles.

The company has 16 permanent professionals in its workforce, 5 of whom have training contracts as they undergo professional education in educational centers with practical experience and learning in companies. The entire team is distributed across different departments, including Management, Sales Department, Kitchen Department, Logistics Department, Service Department, and Cleaning Department. In addition to the permanent staff, Gau Catering relies on the support of a Temporary Employment Agency (ETT) for hiring temporary personnel, who must undergo prior training to ensure they understand the company's philosophy and way of working.

The management of human resources is carried out in a hybrid manner. The selection and management of talent for the permanent staff are conducted internally by the company, while administrative procedures with the Social Security and payroll management are outsourced to a management agency. As for the hiring of temporary personnel, the ETT takes care of the selection, contract, training, and administrative procedures with the authorities.

## 7. Diversity management in GUAU Catering S.L

Below is the result of the diagnosis regarding diversity management, especially in the incorporation of employers carried out by the company. In order to propose measures and recommendations, it is essential to understand what has been done so far and what are the causes that have allowed these actions to be carried out, as well as the causes that until now have made it impossible.

In this sense, the diagnosis has focused on the main axes that revolve around the incorporation of people in the company:

- Diversity Management Commission
- Reception Plan
- Communication
- Recruitment and selection measures

### 7.1 Business and diversity management

Gau Catering understands diversity as a potential source of knowledge among its employees, as it enriches the heterogeneity that translates into a wealth of backgrounds, values, interests, and different perspectives. The company's vision promotes and facilitates diversity by creating a collaborative work environment, social integration, equal opportunities, and continuous learning.

Although the company does not have a formal Strategic Plan, its Business Plan includes a section on strategy and execution, outlining short and medium-term action plans and strategies. Currently, Gau Catering is at the beginning of a phase of business expansion, leveraging its professional trajectory and experience in the sector. Therefore, its objectives are to increase the number of clients and the company's revenue. Another key goal is to establish itself as the most sustainable and energy-efficient catering company.

Recognizing that the catering industry can negatively impact the environment, Gau Catering has adopted routines, solutions, and methodologies to contribute positively to addressing pollution and environmental challenges associated with the food sector. The company has a Sustainability Plan in place that encompasses the following objectives:

- Reduce waste and food wastage.
- Use sustainable products.
- Save energy.
- Implement sustainable transportation.
- Raise awareness and educate on sustainability.
- Monitor and measure environmental impact.

To achieve these objectives, Gau Catering implements various actions, which can be grouped into four main areas:

- Reducing greenhouse gas emissions.
- Decreasing waste and using sustainable materials.
- Fostering social responsibility and employee well-being.
- Measuring and tracking results to evaluate the effectiveness of implemented actions and making necessary adjustments to reduce the company's ecological footprint. Additionally, long-term goals are set to continuously improve the company's sustainability.

Gau Catering holds the Biosphere Sustainable Tourism Certificate. It has demonstrated its efforts through the 17 Sustainable Development Goals (SDGs) based on attributes such as the use of Km0 products, recycling, and participation in solidarity projects.

The work carried out by the company through the 17 SDGs can be classified into the following blocks:

<b>ENVIRONMENT AND CLIMATE CHANGE</b>
6. Clean Water and Sanitation 7. Affordable and Clean Energy 12. Responsible Production and Consumption 13. Climate Action 15. Life of terrestrial ecosystems
<b>SOCIETY AND CULTURE</b>
1. No Poverty 3. Good Health and Well-being 4. Quality Education 5. Gender Equality 11. Sustainable Cities and Communities 16. Peace, Justice, and Strong Institutions
<b>GOVERNANCE AND ECONOMY</b>
2. Zero Hunger 8. Decent Work and Economic Growth 9. Industry, Innovation, and Infrastructure 17. Partnerships for the Goals

The company does not have an Equality Plan because it is not legally required. However, despite not having one, they are highly sensitive to gender equality and carry out various actions in this regard. With the aim of becoming a strong tool for female empowerment, Gau Catering promotes empowerment in their work systems and implements gender equality measures. The company does have a Protocol against harassment and/or discrimination to prevent and address sexual harassment and gender-based discrimination within their organization. In this way, Gau Catering demonstrates its commitment to creating safe workspaces and establishing labor relations based on freedom and respect, thereby ensuring freedom from situations of sexual harassment and gender-based issues. They also adopt specific measures in the selection of personnel, considering the gender equality perspective.

Emphasizing the heterogeneity of origin and culture and the diversity of ages in their current workforce, the company encourages equal opportunities and inclusion in the workplace and promotes the participation of employees in volunteering actions and contributions to social causes as some of the different initiatives for diversity management. On another note, Gau Catering, through SDG 16 (Peace, Justice, and Strong Institutions), advocates for transparency, sincerity, participation, and equity, while aiming to address exploitation, intolerance, and abuses inherent in the economic system. To achieve these goals, the company uses indicators to measure sustainable progress, promotes more responsible and sustainable management systems, makes its commitments, good practices, and sustainable efforts known, and utilizes indicators to measure quality.

Additionally, the company faces the significant challenge of creating decent work in any sector. Through SDG 8 (Decent Work and Economic Growth), Gau Catering strives to make the world a better place by creating opportunities for decent work. To achieve this, the company facilitates work-life balance and employment for disadvantaged groups, promotes innovation and continuous improvement among its workforce, and protects and respects the labor rights and equality of its staff.

According to Gau Catering's experience, in matters of diversity and inclusion, the key drivers with the most impact on the company are compliance with legal obligations, innovation, enhancing external reputation with clients, attracting and retaining talent, aligning the company's values and culture with diversity and inclusion, and supporting and seeking to improve the well-being of its employees.

## 7.2 Diagnosis of the 4 axis of the Diversity Plan

### 7.2.1. Diversity Management Commission

Diversity at Gau Catering is highly present, and despite not having a specific committee, the company carries out various initiatives for managing it naturally, in line with the organization's philosophy. The creation of a Diversity Management Committee is highly valued to provide more structure to these initiatives and institutionalize diversity management within the company.

One of the managers and the Commercial Director is responsible for managing all actions and initiatives related to gender equality, diversity, sustainability, and social responsibility; and she has received specific training in these areas. This same person would be in charge of this Diversity Management Committee, and it would be necessary to assess which other individuals from the company would be part of it.

Gau Catering is a very horizontal and collaborative company, even though the tasks for each job position are well-defined, there is a strong willingness to help and collaborate among all the staff. They follow a methodology of holding participative team meetings on a monthly basis with the aim of evaluating task development and considering new ideas or solutions. Suggestions and opinions from all team members are taken into account. Additionally, being a small company with a very familiar and close-knit

environment, where internal communication is fluid and direct, the management always keeps an open door to attend to any employee at any time.

### 7.2.2. Reception Plan

The company considers the existence of an onboarding plan implemented within the company as essential to accompany new professionals joining the organization. They believe that a good onboarding process facilitates the person's adaptation to the organization, introduces them to the corporation, its values, and teaches them how the company operates. The protocols established in an onboarding plan help reduce the typical stress of the first day of work, as individuals feel supported and integrated into the work environment from the very beginning. Additionally, it benefits the company by increasing the commitment of the new hire, as they feel valued, reducing the adaptation period, and fostering positive attitudes and expectations.

Gau Catering has a Welcome Handbook for Employees that encompasses essential aspects of the company. This document facilitates integration and adaptation to the company, covering employee rights and responsibilities, workplace safety and Occupational Risk Prevention, internal communication methodologies and team participative tools, company policies, values, commitment to environmental sustainability through sustainable practices, measures promoting respect and equality among the team, and information about access to continuous training. This document is provided to new employees on their first day, and they are asked to sign the commitment.

One of the managers is responsible for carrying out the onboarding and support tasks for new employees who join the company. However, when Gau Catering relocates to the new premises, some modifications to the onboarding tasks will be made, although they are not yet fully defined. Similarly, taking advantage of the expansion and change of facilities, the Welcome Handbook for Employees will be updated.

The company conducts periodic follow-ups to evaluate the adaptation of new hires. However, this follow-up is carried out informally and without a strict protocol because it is a small company with direct and close communication, which allows for almost daily follow-up. Priority is given to ensuring that the new employees feel comfortable and at ease in their work. This follow-up also helps diagnose what aspects are working well and what can be improved. As a result of this follow-up, Gau Catering adapts job positions in terms of accessibility and resources to meet the needs of the employees. Furthermore, the company facilitates access to continuous training for the team, and this is generally well-received, as employees show interest in furthering their skills and knowledge.

### 7.2.3. Communication

The company's culture fosters smooth internal communication, both horizontally and vertically. The fact that it is a small company with a close and familiar atmosphere facilitates this communication flow. The company provides spaces for exchanging ideas and fostering relationships among employees.

They promote the use of inclusive language in all areas of the company. They are careful to use appropriate language regarding gender, sexual orientation, and racial, cultural, and ethnic diversity. The team has received specific training on inclusive and non-discriminatory language, and Gau Catering also has a Guide to Respectful and Non-discriminatory Language in communications, which provides solutions for the best use of non-sexist language in any communicative action of the company.

Regarding external communication, Gau Catering has contracted the services of a digital marketing company that helps them with the management of external communication and provides advice. The

company has a website, informative newsletter, and social media presence. Among the mentioned communication tools, the company has profiles on Facebook, LinkedIn, and Instagram. The digital marketing agency is responsible for evaluating the communication mechanisms used. In addition to traditional external communication tools, Gau Catering has also collaborated with influencers and content creators, such as Abril Cols and Aretha La Galleta. Although they are already working and dedicating efforts to external communication, they would like to place more emphasis on this aspect.

#### 7.2.4. Recruitment and selection measures

The company has well-defined job positions in terms of functions, skills, competencies, and tasks. However, they also know how to find a balance between the specificities of each job and the flexibility to bring the whole team together. This also allows them to analyze their staff in terms of potentials and individual needs. They encourage internal promotion of employees to retain talent. Likewise, as part of this talent retention effort, Gau Catering offers a career plan to younger employees in the company.

At Gau Catering, they seek versatile profiles with broad capabilities that can be applied to the job, taking into account the interests and preferences of each employee as much as possible. For the selection of personnel, the company has a Gender Perspective Selection Guide that includes the following measures to consider in the selection of new hires:

- Positive actions
- Non-discriminatory job offers (language, images, stereotypes, availability, physical strength, etc.)
- Application of quotas to hire women in positions where they are underrepresented
- Competency-based selection rather than other factors such as availability or family responsibilities
- Establishment of indicators of segregation in all selection, hiring, and remuneration processes
- Pre-established job descriptions and salary bands
- Blind resumes (without name, photograph, or date of birth)

The selection of new personnel is mainly carried out internally within the company. Usually, it is handled by the Management, although sometimes someone from the department where the available position is located also participates in the selection process. Those involved in the selection process have received specific training on managing diversity in the company. However, as mentioned earlier, on certain occasions, the selection is made through a temporary employment agency (ETT).

The dissemination of job offers at Gau Catering is carried out through various channels: word of mouth, events and networking gatherings, and social media, such as LinkedIn and the Job Bank of the City Councils of Castelldefels and Gavà. The company has never used specialized recruitment channels for vulnerable populations, but they are open to utilizing them in the future.

## 8 Definition of measures, procedures, and actions to be developed by the company

Based on the diagnosis made, below are a series of recommendations on measures and good practices that the company can carry out for the inclusion of people in vulnerable situations. These recommended actions should serve as a guide for the company at the time it decides to start implementing socially responsible actions, always bearing in mind that these actions must be carried out when conditions are favorable and considered convenient.

Remember that current legislation does not oblige companies to carry out corporate social responsibility actions. These actions are purely voluntary. Therefore, the company and the organization as a whole are responsible for choosing the time and how to implement them, whenever it is considered that they can provide real value inside and outside the organization.

Following this line, when defining and executing the prevention of occupational risks, it is recommended to evaluate and define the job positions that can be covered and establish the relevant health and safety protocols, taking into account the work tasks, competences, skills, and individual characteristics and needs of the worker, as set out in current legislation: Law 31/1995, of 8 November, on the Prevention of Occupational Risks.

On the other hand, it is recommended the implementation of a system of monitoring, evaluation and possible updating of the Diversity Plan and the derived actions on a regular basis. The monitoring of a plan serves to evaluate its applicability in different situations and times, to update it and / or adapt it according to the needs that may arise and to maintain effective communication of the actions of the plan itself.

Finally, it is essential that the different departments of the company, the established Diversity Management Committee, as well as the reference person within the company, have the time and tools necessary to be able to carry out this implementation, monitoring and evaluation, and can make the appropriate decisions together with the management team on the possible changes that arise as necessary.

### 8. 1. Creation of a Diversity Management Commission

As a guarantee of the correct execution of the Diversity Plan, it is agreed to appoint a team of people responsible for the management of diversity in the company, who will be responsible for monitoring and evaluation tasks, as well as collecting the concerns of the different parties involved. This task force will be appointed as the Diversity Management Commission.

#### a. Procedures and actions

- Establishment and selection of members of the Commission
  - The selection of the members of the Commission is recommended to be carried out by the management of the company.

- The number of participants who will form the Commission has to be determined by the structure of the companies and the number of employees. In the case of small companies, it includes the possibility for this Commission to be formed by a single person who will act as a reference.
- The employers that are part of the Commission must be committed to improving the attention to diversity of the company and work within the Commission with empathy towards people.

Participation in the Commission should be voluntary.

- Roles and responsibilities associated with the Diversity Plan
  - The Commission and the company shall act in a spirit of cooperation, in compliance with their reciprocal rights and obligations, taking into account the interests of the company and the employers. For a company to embark on a path of innovation and growth, it is necessary to work together. Therefore, all opinions should be considered valid and important, promoting coexistence, mutual knowledge, the principle of inclusion and equality of rights and duties.
  - Appointment of a person in charge to act as a reference and support person for new hires and the rest of the workers.
  - Monitor the "Pla de Diversitat" with periodic meetings between the company's managers and the Commission created by the company. The meetings shall have the following purposes:
    - Report on the evolution of the "Pla de Diversitat".
    - Analyze the degree of satisfaction of the implementation of the "Pla de Diversitat"
    - Address the problems that may arise when implementing the "Pla de Diversitat".

Agree on possible revisions or modifications of the "Pla de Diversitat".

- Reference person designated by the Commission
  - The person designated as a reference must complete training on diversity management, provided by the company. The company may offer and extend the proposed training, always with the agreement of both parties.
  - It will act as a guide and reference for the people hired during the first months to guarantee their adaptation to the new job. It will be assessed, in each case, if these accompanying tasks can be carried out by another person (co-worker, superior). That is, it is not the sole responsibility of the individual when it comes to diversity management.
  - Facilitate, if required, the support tasks of a tutor external to the company, responsible for guaranteeing the success of the adaptation process.
  - Where appropriate, establish collaborative actions with the family environment.
  - In case the referent person ceases to be, this role will have to be assumed by another person. The substitution should be as immediate as possible, always taking into account the situation and characteristics of the company. The person who assumes the position will have to receive the appropriate training for his new responsibilities.

#### b. Resource requirements

- Staff of the company itself interested in joining the Commission.
- Spaces for participation and meeting in which the Commission can carry out its tasks.

- Training resources to enable the Commission to carry out its tasks and, if necessary, to provide training to the company's workers.
- Questionnaires or material to enable self-evaluation and monitoring of the “Pla de Diversitat”.

## 8.2. Reception Plan

A reception plan is the protocol to follow to ensure an optimal adaptation of the employer to the company. The reception process must be personalized, and it is recommended that it be carried out individually, to facilitate the integration of the person. The plan must become a tool to generate links and encourage the active involvement of the workforce in the day to day of the company.

### to. Procedures and actions

- Prepare and adapt the workplace to the needs of the new incorporation in terms of accessibility, resources, physical space and any material or documentation.
- Preparation and delivery of a welcome manual that facilitates the knowledge of the company: values and mission, organization chart, information systems, socio-labor aspects, plans, and protocols implemented, human resources and others.
- Intervention of the referent. Carry out an accompaniment and advice to offer individualized support during the first weeks, seeking that the incorporated person has autonomy as quickly as possible.
- Make the pertinent presentations between the new incorporation and the rest of the staff, especially with those people with whom you must have a closer relationship for the tasks entrusted.
- Share the responsibility of reception: although there is a reference person for the new incorporation, involve the entire staff in the welcome task.
- Evaluation: to carry out a correct evaluation of the person, it is necessary to develop a tool that serves to control and monitor the assigned tasks and the evolution in the company.

### b. Resource requirements

- Reception manual: documents and material necessary to start the tasks entrusted and understand the internal functioning of the company.
- Spaces for evaluation and monitoring: time reserved for periodic meetings in which the person incorporated, the referent and the direct boss of the incorporation can analyze the adaptation of the worker.
- Training: provide training spaces to expand knowledge, skills and techniques related to the job.
- Make available to the incorporated person all the material and computer resources necessary for the development of their tasks.



### 8.3. 8.3. Communication

#### to. Procedures and actions

- Communication as a tool: communicating is sharing and building collectively. It is necessary to think about a global, participatory, inclusive, transversal, and strategic communication.
- Review internal communication processes to assess whether all communications are made from the point of view of diversity.
- Promotion of non-discriminatory use in language and corporate communication: use documentary and/or training resources on inclusive and non-sexist language for the entire workforce. An inclusive language is one that avoids a bias towards a particular sex, gender, culture or collective, hence it is advisable to make good use of it and use generic forms (e.g., interested persons), double forms (e.g., technical, and technical) and concrete forms (adaptation of the discourse to the collective to which it is addressed).
- Dissemination and awareness of the “Pla de Diversitat” among employers: it is important that within a work team everyone becomes aware of the existence of the “Pla de Diversitat” and the evolution and improvement that the company will have with the application of it, promoting, among other things, the cohesion of the human team of the organization.
- Establish a communication system that allows all workers to contribute their vision and proposals regarding the management of diversity in the company.
- Demonstrate the commitment to diversity externally: having a “Pla de Diversitat” improves the projection and image of the company, which can be directed towards Corporate Social Responsibility, as well as facilitating relations with public administrations. To make this possible, not only internal communication actions must be carried out, but also look for channels to show suppliers, customers, administration, and collaborators the commitment of the company.
- Evaluation of the external mechanisms of diffusion of the company: analysis of the channels that the company has to disseminate its information and evaluate if it is necessary to add new ones.
- Communication and dissemination of vacancies in the different channels of publication of job offers, both general and specialized in certain groups. In this way, the number of candidates for the position is expanded, while the awareness of the company in terms of diversity acquires a greater social echo.

#### b. Resource requirements

- Guide to non-discriminatory use of language: training in the non-discriminatory use of language and a guide to which the entire staff has access to use the language efficiently, favoring integration. It is especially important to take into account non-discriminatory language in any communication, whether internal or external. The *Guide for inclusive communication in micro, small and medium-sized enterprises, and self-employed persons*, prepared by PIMEC and the PIMEC Foundation, is recommended
- Company communication plan: in case the company does not have a global communication plan, it is recommended to prepare such a plan.
- Internal dissemination strategy: it is recommended to develop a short and long-term strategy, using the internal channels of the company, and taking into account the principles of inclusive communication and other procedures mentioned.

## 8.4. 8.4. Recruitment and selection measures

The improvement and diversification of recruitment and selection processes are the basis of diversity management and the clearest element to visualize the commitment of the company in the application of the principle of non-discrimination and equal treatment. Since the configuration of the workforce is part of the recruitment and selection processes, these must be inclusive and respectful of all the diversity existing in today's society. To this end, a series of recommendations are detailed below.

### to. Procedures and actions

- Plan in a clear and structured way the profiles to be incorporated. This planning should arise from the most detailed knowledge possible of the current workforce. The skills required of each worker in their position, as well as the untapped potentialities and training needs.
- It is recommended to carefully define the jobs, functions, tasks, skills, and competencies necessary to develop the work efficiently and effectively, as well as the needs and adaptations that the selected person may require. See Annex 2.
- Guarantee the principles of equality and non-discrimination in the selection process. Here are some recommendations that may be helpful:
  - Previously establish explicit and specific selection criteria in relation to the aptitudes, merits and competencies intrinsically linked to the position to be developed.
  - Require blind resumes (no photo, name, date of birth or place of birth).
  - Have trained personnel to perform objectively and professionally the tasks required by the selection processes, emphasizing the non-discriminatory treatment of candidates.
- Promote diversity management training for those in charge of selection, to avoid possible stereotyped or discriminatory attitudes.
- Dissemination of vacancies through different recruitment channels, including those focused on vulnerable groups.
- Make use of labor intermediation: in the field of the third sector and the accompaniment of groups in vulnerable situations there are many entities that act as a bridge between the company and workers in vulnerable situations.

### b. Resource requirements

- Training resources in diversity management, for people in charge of the recruitment process.
- Non-discriminatory language use guide, to ensure that non-sexist and inclusive language is used throughout the recruitment process.
- Advice and accompaniment in labor intermediation. Contact with entities of the third sector of the territory.

## 9. Monitoring, evaluation, and validity of the plan

The process of cultural and organizational change will be carried out in the medium and long term since it implies structural and attitudinal changes on the part of all the people of the organization. A "Pla de Diversitat" must be dynamic and flexible, so it will require different adaptations to the new circumstances that may occur. The recommended measures that are implemented should have a defined time schedule, so that their degree of achievement can be measured over time.

The monitoring and evaluation of the "Pla de Diversitat" is the responsibility of the Diversity Management Commission. The validity of the Plan may be flexible depending on the pace of implementation of the measures by the company, but its recommendation is that it be annual.

With regard to the forecast of implementation of the agreed measures, the forecast of the calendar proposed by this Plan is as follows:

	INICIO	FIN	1	2	3	4	5	6	7	8	9	10	11	12
DIAGNOSIS														
IMPLEMENTATION														
TRAINING IN THE COMMISSION/reference PERSON														
COMUNICACION														

In order to ensure an efficient and effective implementation of the "Pla de Diversitat", a series of recommended actions are made available to the company:

- Periodic meetings between the company's governing body and the Diversity Management Committee and/or the referent person. These meetings shall have the following purposes:
  - Report on the evolution of the "Pla de Diversitat".
  - Use the results of the evaluation as opportunities to improve diversity management in the company.
  - Agree if any revision or modification of the "Pla de Diversitat" is necessary.
- Regular meetings of the Diversity Commission:
  - Analyze with criteria of effectiveness and efficiency the operation and coordination of the measures implemented.
  - Evaluate the degree of compliance with the measures applied in the management of diversity. See Annex 1 table.
  - Depending on the result of the evaluation of the degree of compliance with the measures, provide for a review of these measures in order to successfully implement the planned actions.

The training contemplated in the "Pla de Diversitat" will be given to the reference person designated by the company within a maximum period of one and a half months from the date of signing the Program Agreement.

Likewise, it is recommended to carry out a review of the “Pla de Diversitat” if any of the following assumptions occur:

- When the results of the evaluation foreseen in the same Plan so require.
- When its lack of adaptation to legal and regulatory requirements becomes evident.
- In the event of merger, absorption, transfer, or modification of the legal status of the company.
- In the event of any incident that substantially modifies the company's workforce, its working methods or organization.

## 10. General recommendations

Next, a series of general recommendations are proposed that complement the rest of the aspects collected throughout this Plan and that will help the organization and the people who form it to work on diversity as transversally as possible. Although this Plan focuses on the incorporation of people into the company, it must try to open policies to all possible organizational areas.

It is impossible and incongruous to want to compartmentalize the concept of diversity, so the following recommendations can help the company implement different measures in different spaces.

### **Strategic evaluation and analysis:**

- Perform a SWOT analysis on the situation of the company in relation to diversity management. SWOTS are a valuable tool for analyzing the situation of organizations (and people) that focuses on internal characteristics and external conditions. The threats, weaknesses, opportunities, and strengths are analyzed to contribute to the realization that will help in decision making.

### **Formation:**

- Train workers and managers in diversity management and equality policies.
- Provide transversal training in the acquisition of diversity management skills for all members of the company.
- Promote equal access to continuous training and the development of training activities, attending to the specific needs of workers.

### **Stakeholders:**

- Promote, from the organization itself, awareness in diversity management among all interested parties external to the company (*stakeholders*).
- From the point of view of customers, it is important that they feel the company is socially responsible and can identify with its values.
- Analysis of the socially responsible actions carried out by the companies with which a relationship is maintained.

### **Communication:**

- For there to be good external communication it is essential that there is good internal communication beforehand, they should not be understood as two communicative strategies outside of each other.
- Recommendations for external communication. Some of the communication tools that can be implemented are as follows: printed publications (press releases, newsletters), social networks, websites, seminars, workshops or talks, attendance at different fairs and meetings with the associative fabric and / or the environment of the territory.

**Talent loyalty:**

- Incorporation of ethics into the company: the well-being of employers must be present in decision-making. Care must be an objective of the company and appropriate actions must be taken to create an optimal work environment.
- Ensure that the professional promotion of employers is objective and on equal terms so that access to new positions is made taking into account professional skills and respect for diversity.
- Adoption of health prevention measures and occupational risks. That is, take into account the differences in exposure to risks according to the position occupied, acting accordingly, training, informing, and improving working conditions being aware that these risks may be different depending on the idiosyncrasy of the worker. Each company is unique and has particular needs and uses, so it requires specific training in terms of occupational risk prevention. At the same time, it is advisable to carry out complementary training for each job, and in this way achieve a better adaptation and a higher level of prevention.

**Work environment:**

- To make known to all the members of the organization the mission, values, and strategy of the company, as well as to transmit the information about the main novelties and projects.
- Inform workers of the existence and content of the "Pla de Diversitat", opening it to everyone and accepting proposals for improvement that may arise from this participation process.

**Annex 1**

<b>Assessment of compliance with the measures applied in the Diversity Plan</b>			
<b>Measures</b>	<b>Improvements</b>	<b>Deficiencies</b>	<b>Degree of compliance</b>
<b>Diversity Management Commission</b>			
Measure 1			
Measure 2			
Measure 3			

**Reception Plan**

Measure 1			
Measure 2			
Measure 3			

**Communication**

Measure 1			
Measure 2			
Measure 3			

**Recruitment and selection measures**

Measure 1			
Measure 2			
Measure 3			

**Other measures implemented**

Measure 1			
Measure 2			
Measure 3			

Annex 2

Job description				
DEFINITION OF THE SELECTION PROCESS			PREPARATION INCORPORATION SELECTED PERSON	
Tasks	Competences	Skills/ Knowledge	Needs identified	Adaptations to be made

The Legal Representative, as representative of the company, hereby confirms that he/she has received the Diversity Plan provided by the organization **Fundació Formació i Treball**, elaborated by the Next Diversitat i Empresa Programme:

Signature