

# Factbook Diversity 2024

**Positions, numbers, arguments**



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# Introduction

About this Factbook



# About this Factbook

Would you like to know more about Diversity, Equity and Inclusion (DEI) in the world of work? Are you looking for current figures on the topic? Do you still need strong arguments to initiate diversity management in your workplace? Or concrete examples of how companies and institutions are already implementing DEI?

The Factbook offers you exactly that: a quick introduction to the topic and the most important facts. Up-to-date, practice-oriented, holistic. If you would like to delve deeper, we have listed further sources for you. We update and expand this Factbook every year to mark German Diversity Day.

Diversity is one of the most important success factors for the world of work. We need the joint commitment and support of every individual to ensure that it continues to progress: Your #VoteForDiversity counts.

## Overview 2024

- 23.05. 75th anniversary of the Basic Law
- 28.05. [German Diversity Day](#)
- 09.06. European elections
- 28.06. 55th anniversary of the Stonewall Riots
- 01.09. State elections in Saxony and Thuringia
- 15.09. International Day of Democracy
- 22.09. State election in Brandenburg
- 03.10. Day of German Unity
- 05.11. Presidential and congressional elections in the USA
- 09.11. 35th anniversary of the fall of the Berlin Wall
- 18.-21.11. [Conference DIVERSITY](#)

## Outlook 2025

- 27.05. German Diversity-Day
- 28.09. German federal election

You can find more events, festivals and public holidays in our [diversity calendar](#).

## Current legislative changes

- [Promoting an inclusive labour market](#): Since January 1, 2020, stricter regulations have applied to companies that do not sufficiently comply with the employment of severely disabled people. Among other things, the compensatory levy has been increased.
- [Self-Determination Act](#): Trans\*, inter\* and non-binary people will find it easier to change their gender entry and first name in future. The law was passed by the Bundestag in April 2024 and will come into force on November 1, 2024.

- [More sick days for working parents](#): in 2024/2025, the number of days per child and parent will increase from 10 to 15 per year.
- [Continuing education law](#): New work content, new technologies, new tools - companies need skilled workers who are familiar with them. From April 1, 2024, the training guarantee, Continuing Education Act and qualification allowance will help companies to keep pace.

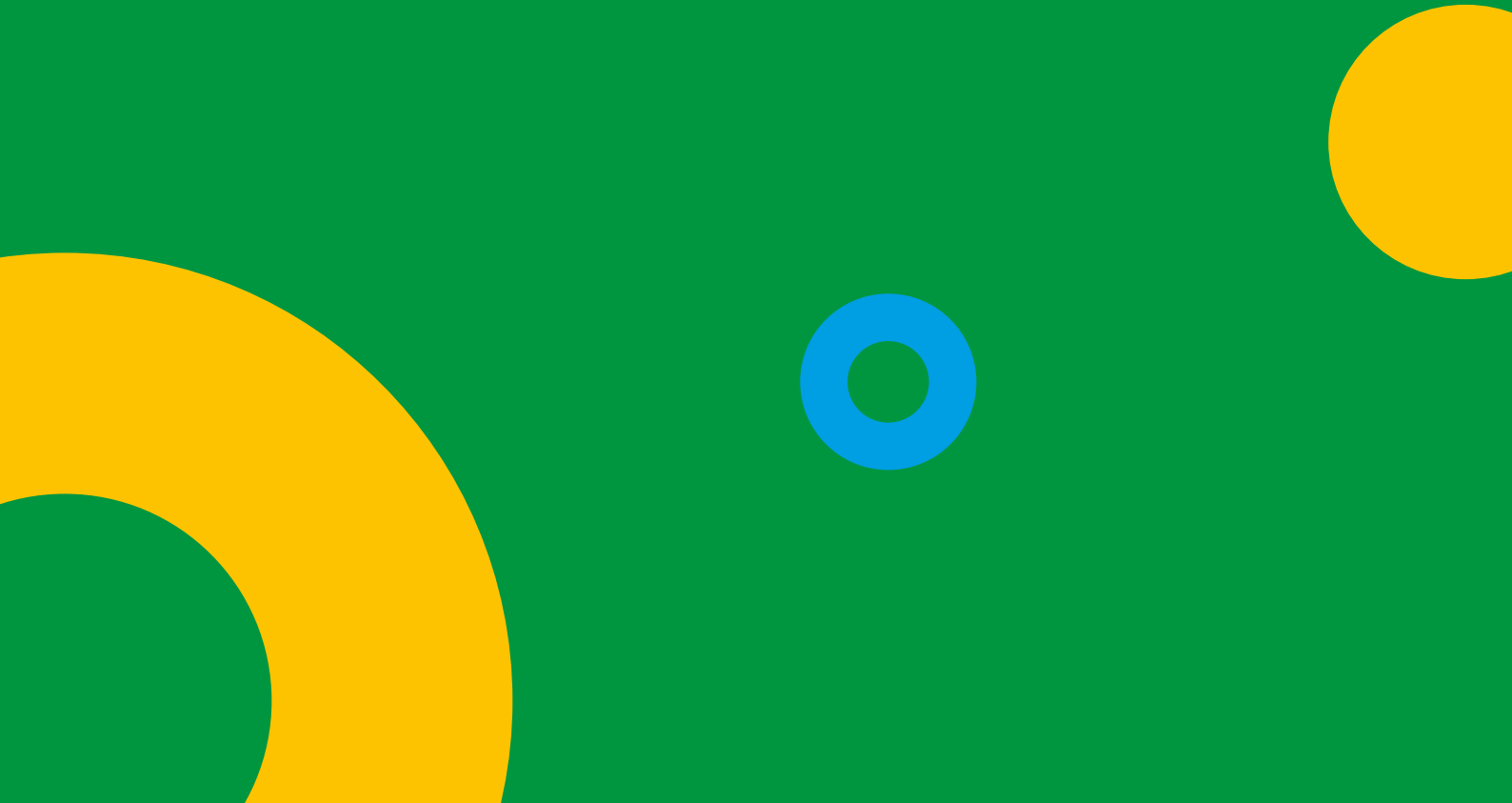
- [Barrierefreiheitsstärkungsgesetz](#): The law makes digital accessibility mandatory for private companies as well as public institutions. Micro-enterprises are exempt from the regulation. The law comes into force on June 25, 2025.
- [Extension of the integration subsidy until 2028](#): Anyone who hires people who need more support due to their age, disability or prolonged unemployment, for example, can receive a subsidy for up to 36 months.
- [Skilled Immigration Act](#): Anyone with two years of professional experience and a qualification in their home country can come to Germany as a skilled worker. From March 2024, people who take part in qualification measures in Germany can receive a longer residence permit of up to three years.
- [Qualification allowance](#): From 01.04.2024, companies affected by structural change are to receive financial support for the further training of their employees.

## Diversity in politics

- The [German Bundestag](#) is more diverse than ever before:
  - Younger: Almost 30 percent of MPs are under 40 years old. Compared to the Bundestag elected in 2017, their share has doubled.
  - More female: the proportion of women has risen to 35 percent. In addition, two trans women entered the Bundestag in 2021.
  - In March 2024, the coalition was joined by the first deaf member of parliament through a succession procedure.
- When it took office, the federal government appointed a [Queer Commissioner for](#) the first time, an [Anti-racism officer](#) and an [anti-ziganism officer](#).
- It also works with action plans. Action plans are strategic programs of the government to set goals and implement them. The following have been adopted and are currently being implemented: the ["Queer Life" action plan](#), the action plan for implementing the [UN Convention on the Rights of Persons with Disabilities](#), the action plan for [accessibility in the healthcare system](#), as well as action plans against [racism](#), [antiziganism](#) and [anti-Semitism](#).
- A further [package of measures](#) was added to the existing action plan against right-wing extremism in February 2024.

# Influencing factors & trends

Socio-political developments



# Increased awareness of diversity

Diversity is essential for Germany. We can only be successful as a society if we recognize, value and further promote diversity. This also means that we are committed to a vibrant democracy. Always and everywhere. Promoting democracy and diversity also plays a crucial role in the workplace, where people come together every day in all their diversity.

And increasingly so: anti-democratic movements are also gaining ground in Germany. Our society is increasingly having to deal with extremism and other challenges that call fundamental values into question - and threaten them. This was also made clear by CORRECTIV's [publications](#) in January 2024: they uncovered a secret meeting between leading AfD politicians, neo-Nazis and well-known entrepreneurs who discussed plans to expel people from Germany en masse.

is also growing. And with it, commitment.

- In response to CORRECTIV's research, a total of around [1.98 million](#) people took part in demonstrations for democracy and against right-wing extremism across Germany in February 2024.
- Newly founded and already established [alliances and initiatives](#) are actively committed to democracy and diversity.
- [The world of work is taking a stand](#): board members and managers are increasingly assuming political responsibility for democratic values by taking a stand for democracy and against extremism both publicly and within the company.

However, awareness of the relevance of diversity

# Anti-democratic movements

This year is also known as a super election year because new governments are being elected in three German federal states and in the European Parliament - and there are fears of a strengthening of right-wing populist parties at all levels. Other local elections are also taking place in Germany. Right-wing extremist and misanthropic views endanger democracy and diversity in all its dimensions - ideologically and in the form of real violence.

- In [May 2024](#), the entire AfD was confirmed as a suspected far-right party. The party's youth organisation was already classified as confirmed right-wing extremist by the Office for the Protection of the Constitution in 2023.

- The Office for the Protection of the Constitution has been reporting an [increase in numbers](#) of right-wing extremism and violence-oriented right-wing extremists for years.

- In 2023, right-wing motivated crimes accounted for almost half of all cases registered by the police in the area of [politically motivated crime](#). With an increase of 23.21 percent, 28,945 cases occurred in Germany.

- Attacks on politicians in particular are on the rise: authorities recorded [2,790 cases](#) in 2023. This corresponds to a near doubling compared to 2019.



## Socio-political developments - Anti-democratic movements

This development can also be seen in the digital space:

- More than half of those surveyed in a [study](#) stated that they were less likely to express their own political opinion online (57 percent) and less likely to take part in discussions (55 percent) due to fear.
- Online hate is [particularly common](#) among people with a visible history of migration (30 percent), young women (30 percent) and people with a bisexual (36 percent) or homosexual (28 percent) orientation.

Existing headwinds can also be interpreted as a sign of progress. Sociologist Aladin El-Mafaalani expresses it as follows in his book *The Integration Paradox* (2018):

*“We are therefore in an intermediate phase: fewer and fewer people are excluded from public discourse, more and more groups are able to create a public sphere and at the same time there is still discrimination. While at an earlier stage it was still about a place at the table and a slice of the cake, at an advanced stage, when some minority members are already sitting at the table, the table order and the cake recipe become an area of conflict.”*

(El-Mafaalani, Immer weniger Diskriminierung?, taz 2021, translation from GE)

### Conclusion:

As the number of challenges increases, so does the need for active engagement. According to a [recent study](#), employers enjoy a particularly high level of trust from their employees. Especially employees who perceived society to be very divided, trusted their employer to "do the right thing". The world of work is therefore needed as a social authority that is committed to diversity and democracy. Diversity management can play an active role in shaping the intermediate phase in the world of work referred to by Professor El-Mafaalani. With the help of concrete measures, awareness-raising and education, the workplace can act as an important place to strengthen diversity and democracy.

You can also find specific examples of how to implement the promotion of democracy and diversity in companies in our new [practical guide](#).

# Influencing factors & trends

AI and digital change



The world of work is currently undergoing major changes due to the digitalisation of processes and the use of artificial intelligence (AI). Machines are learning to think like humans by being fed with data sets. AI is now being used in almost every area of life in the form of various programs and systems. This is also having an impact on the world of work.

More and more attempts are being made to focus on the advantages of AI: Where can the technology provide support? What opportunities does it offer to reduce the workload in the workplace?

# Opportunities through AI

Respondents to a [DGFP study](#) agree that AI will change job and occupational profiles in the next three to five years. According to a recent IMF study, AI could also affect around [60 percent](#) of jobs in developed economies. [87 percent](#) of respondents to a trend survey see opportunities to counteract the labour shortage through the use of AI. [40 percent](#) of respondents want to use AI to compensate for a lack of skills in the workforce.

A large majority of German managers ([93 percent](#)) are convinced that AI would make their work significantly easier. [Half](#) of C-level executives are already using AI to automate unpleasant tasks. One year after its introduction in Germany, [one in three](#) Germans has already tried out the AI program ChatGPT. [50 percent](#) of users also use it for professional purposes. Among young entrepreneurs, [62 percent](#) already use AI-based tools for their work. [84 percent](#) of C-level executives say they need to use AI to achieve their growth targets.

### This is because the use of AI can bring concrete benefits in the workplace:

- **Increased efficiency:** AI makes repetitive tasks easier or automates them completely. By 2030, automation through AI could influence up to [70 percent](#) of business activities in almost all professions, which, according to [McKinsey's](#) calculations, would generate several trillion dollars in profits for the global economy.
- **Improving working conditions:** The automation of repetitive and dangerous tasks not only increases safety in the workplace, but also reduces the physical and mental strain on employees. According to an [OECD study](#) from 2023, working conditions improved for both employees and employers through the use of AI programs.
- **Enlarging the talent pool:** People who were considered unemployable due to a disability can now work with the support of digital assistance systems. People with different languages can communicate with the help of translation software. Digital conferencing systems enable a global exchange at any time of day - in real time.
- **Supporting inclusion and diversity:** By reducing bias in hiring and promotion processes, AI can ensure fairer conditions in the workplace. However, it is important that AI systems are carefully monitored to avoid [unconscious bias](#) and ensure fair application.

# Vulnerabilities of digital change

Almost [33 percent](#) of respondents in a study consider AI to be an opportunity to prevent discrimination based on diverse dimensions. At the same time, [47 percent](#) assume that AI is susceptible to bias and stereotypes. In fact, [researchers found](#) that AI-based programs designed to eliminate bias in the selection of applicants contained more bias than expected. The problem: the AI adopted stereotypes or learned from the unconscious bias of its developers. There is a lack of diversity: according to a [report](#) by the New York-based AI Now Institute, 80 percent of all professors in AI research are male. The proportion of women in AI research at Google and Facebook is 15 and 10 percent respectively. Black employees make up only 2.5 percent of Google's developer team, compared to 4 percent at Facebook.

The changes in job profiles due to the use of AI technologies are causing mixed feelings among employees. For older employees in particular, the rapid development of AI and digitalisation can make them feel left behind because they no longer understand the technology. Even now, [57 percent](#) of the 65+ generation say that ChatGPT scares them - compared to just 28 percent of 16 to 29-year-olds. By contrast, only [two percent](#) of German managers believe their jobs are threatened by AI systems in the medium to long term.

Digital divide: There are also strong correlations between the level of education and the digital skills required for the use of AI. The labour market requires digital skills. The [large skills gap](#) between people with particularly high and particularly low levels of education is therefore having an increasing impact on their career opportunities. According to an [IMF study](#), the use of AI can therefore lead to increased income disparities: People with a university degree in particular have a better chance of entering professions in which they can use AI productively and therefore hope to earn higher salaries. [In a comparison](#) between men and women, significantly fewer women have above-average digital skills than men. This ["gender digital gap"](#) is also linked to fewer points of contact due to part-time work, which is more common among women.

# Digitilisation

# Conclusion

Artificial intelligence has a major impact on how we work. Diversity management offers opportunities to use digitalization to create a more diverse working world with more equal opportunities:

- Artificial intelligence will change and achieve a lot in the work context: This applies in particular to increased efficiency through the automation of processes, improved working conditions, more participation through digital solutions and more objective personnel decisions.
- The German labor shortage can also be mitigated to some extent through the use of AI.
- The data basis counts: More diversity in development teams would ensure that all diversity dimensions are included in the AI data set and that the technology can be used even more successfully to prevent discrimination in recruitment.
- Digital skills are a privilege. Through tandem programs and further training, diversity management offers opportunities to support people in the workplace who might otherwise be left behind in the use of digital services.

# Influencing factors & trends

Demographic change



# Labour shortage



There is a general labour shortage in Germany: in [2023](#), the number of unfilled vacancies was 1.98 million. Specialized skilled workers in particular [are in demand](#), but there is also a shortage of unskilled workers. This poses major challenges for the world of work.

- The healthcare sector, skilled trades and manufacturing professions as well as the STEM (science, technology, engineering and math) sector [are](#) particularly [affected](#) by a shortage of specialized workers.
- Almost [20,500 vacancies](#) will remain unfilled in the educator occupational group in 2022. In 2021, there was a shortage of over 87,000 tradespeople.

There are many reasons for this. The main factors lie in the demographic changes to the overall population in Germany. People are getting older and the birth rate remains low. The corresponding ageing of society is also making itself felt in the world of work: the average age of employees is rising and the proportion of the working population is falling.

- The workforce is getting older: In 2050, the number of people in the workforce of the ages 60 to 74 is expected to increase by [three percent](#). In comparison, the number of 15 to 29-year-olds is expected to fall by [one percent](#).
- More people are retiring: Germany's working-age population (inhabitants aged 15 to 74) will probably shrink to 56.1 million people by [2050](#). At the same time, the group of pensioners will grow by [29 percent](#). [47 percent](#) of SMEs (Small and Medium Enterprises) see their company's existence threatened by this age-related



# Diversity activates untapped labour



The Federal Statistical Office predicts that the population in Germany will shrink by around [25 percent](#) over the next 40 years. Only if there is a large difference between immigration and emigration would the proportion of the working population increase sufficiently. But also the diversity of the German population offers great untapped potential to counteract the labour shortage.

## Women

- The number of working women in Germany has been rising steadily for years. Yet, the gap in the employment rate between women and men has not changed since [2016](#).
- The [part-time rate](#) among female employees is around 49.2 percent, compared to just 12.7 percent of men. For [41 percent](#) of working women, personal or family commitments were the reason for working part-time, compared to only [11 percent](#) of men. One possible [solution](#) to alleviate the labour shortage is to increase women's working hours by adapting the framework conditions. In addition to statutory support, for example in childcare, workplaces can also be made more flexible and family-friendly.

## Semi-skilled and unskilled persons

- According to a [KOFA study](#) from 2023, [semi-skilled and unskilled](#) workers could reduce the skills gap by around 83,000 jobs if they were appropriately qualified. This corresponds to 23% of all vacancies for which vocational training is required and no suitably trained person is available.

## (Severely) disabled people

- According to the Federal Employment Agency, around 164,000 people with severe disabilities are looking for a job. [More than half](#) of severely disabled people have a vocational or university degree. At the same time, [around a quarter](#) of employers who are obliged to employ people with severe disabilities do not employ them.

## People with a history of migration

- Many thousands of additional workers could be gained if people with a history of migration were given more support on the labour market. Improving the recognition of international qualifications also plays an important role here.

### Conclusion:

The labour shortage in Germany can be effectively mitigated by promoting diversity in the world of work. Companies and institutions that pursue a proactive DEI strategy can not only better meet their own needs for skilled workers and employees, but also contribute to a societal development of creating a more resilient and sustainable world of work. Examples of measures and approaches for DEI strategies can be found in the chapter on diversity dimensions.

# Conceptual introduction



# Emergence of diversity as a concept

The [concept of diversity](#) derived from the US civil rights as well as homosexual and women's rights movements, protesting against discrimination and demanding more equal opportunities from the 1950s onwards.

[1964](#): Discrimination on the basis of skin color, religion, gender or origin in public institutions, government and employment is banned in the USA.

[1965](#): US companies bidding for public contracts may not discriminate against anyone on the basis of gender, skin color, origin, disability, race, age and sexual orientation (added later). The promotion of minorities (e.g. through the hiring quota) is introduced.

For a long time, [the term "diversity"](#) was used exclusively in a biological context. In the mid-1970s, US social movements then began to apply diversity to the socio-political context. This change in terminology did not take place in Germany until the end of the 1980s.

From the mid-1980s, the idea of diversity takes on an [economic function](#) as well as a political one: diversity becomes part of the corporate strategy in the form of diversity management.

[Major American corporations](#) that also have sites in Germany are bringing the idea of diversity to the Federal Republic. [Pioneers](#) include companies such as IBM and Ford. In contrast to the USA, the idea of diversity in Germany is historically closely linked to the [dimension of gender](#). The European Union created the first legal foundations in the early 2000s. In Germany, the [General Equal Treatment Act \(AGG\)](#) came into force in 2006.

2006: Founding of the Diversity Charter initiative with the aim of promoting and supporting entrepreneurial motivation for diversity.

# Diversity, equity and inclusion

Diversity means variety or multiplicity. In the world of work, the term diversity refers to the similarities and differences within a workforce based on individual personality traits and lifestyles.

Diversity therefore encompasses both visible and invisible identity characteristics that determine people's individual views, perspectives, attitudes and therefore also their actions.

The German term "Inklusion" is used particularly in relation to opportunities for people with disabilities to participate. In English, "[inclusion](#)" describes all measures designed to promote an inclusive corporate and organisational culture. The Charta der Vielfalt e. V. therefore uses "inclusion" and the verb "inclusiv" as broader

terms for the inclusion of all employees.

In contrast to "[equality](#)" - i.e. formal and legal equal treatment - the term "equity" refers to equal participation or equal opportunities. The focus is therefore on fairness and equal opportunities for all.

The terms diversity, equity and inclusion are abbreviated to "DEI".

# Arguments for diversity management



The basic idea behind diversity management is to recognize, promote and value the diversity of the workforce as a success factor and thereby increase economic success.

Diversity management is therefore a holistic management concept: the aim is to align (HR) processes and organisational structures in such a way that all employees are valued and given the opportunity to contribute their potential in the workplace.

Despite the increasing recognition of diversity as an important factor for corporate success, a 2023 [study](#) shows a gap between the commitment to DEI in the corporate mission statement and its practical implementation. 37 percent of respondents see diversity management as an essential part of their vision for the future, but 42 percent emphasize that it is not currently a priority.

There are, however, many reasons for establishing diversity as a lived practice.

Two out of three German companies say that diversity brings tangible benefits to the organisation. Among the signatories of the Diversity Charter, the figure is significantly higher at [97 percent](#). Due to the increasingly diverse world of work as well as the labour shortage and demographic change, respondents see a clear trend towards a continued increase in the relevance of DEI.

# Personnel: Diversity connects

- Diversity management **increases the attractiveness of companies** for potential applicants and business partners and opens up new ways of cooperation. [77 percent](#) of respondents to a survey by StepStone say they are more likely to apply to a company that presents itself as tolerant, diverse and open.
- A diverse corporate environment **retains skilled workers** and helps to attract new ones: An online survey conducted by the platform indeed in 2023 revealed that 43 percent of companies that train their HR managers in dealing with applicants without prejudice fill vacancies within two months. Only [32 percent](#) of companies without a diversity strategy achieve this. Companies that are in demand as international employers can draw from a global talent pool and promote their employees internationally. In addition, teams with a diverse leadership show a [higher degree of loyalty](#), especially in times of crisis.
- [54 percent](#) of millennials believe that their organisation should do more to promote diversity and inclusion.
- Diversity management increases the **performance, motivation and innovative strength of employees**: [82 percent](#) of signatories and 77 percent of non-signatories agree that diversity helps to ensure the organisation's openness and ability to learn. [83 percent](#) of the signatories surveyed believe that diversity promotes innovation and creativity. Diversity management therefore means preparing for and securing the future: [67 percent](#) of signatories and 63 percent of non-signatories in Germany want to make better use of human resources.

# Marketing: Diversity attracts

- Diverse workforces can better adapt to different target groups and foreign markets through intercultural skills and special know-how. Every customer needs a suitable counterpart. [17 percent](#) of respondents see diversity management as an important factor for customer loyalty and [35 percent](#) agree that diversity management contributes to a positive corporate image.
- [38 percent](#) of signatories to the Diversity Charter see diversity measures as an important advantage for gaining easier access to markets/ submarkets.



# Innovation: Diversity ignites.

- Diverse teams develop more creative ideas and solutions. They bring in different perspectives, which often lead to faster results and [innovative products](#). As a result, they are **more flexible** and can **react better and faster to new market conditions**. [52 percent](#) of respondents to a PageGroup study stated that diversity management improves collaboration in their team.

# Costs: Diversity pays off.

- Diversity management increases the **economic success** of companies: [94 percent](#) of respondents to a PageGroup study stated that the topic of diversity management is important for global corporate success. In a study by Accenture, [71 percent](#) of respondents said the same. This is also reflected in the fact that diversity is increasingly becoming a top management issue: Between 2018 and 2021, responsibility for diversity management at senior management level rose from [22 percent](#) to [30 percent](#).
- Diversity management ensures **sustainable and diverse knowledge transfer**
- For financial players and investors, various companies can appear more interesting **and even be [valued higher](#)**.
- The proportion of employees in this country who do not feel included enough is almost [twice as high](#) as managers believe. If this gap in perception could be closed through better diversity management, companies worldwide could increase their profits by a total of [3.3 trillion euros](#), according to a study.
- Diversity management can minimize the costs of absenteeism and employee turnover (dismissals, recruitment and new hires) if employees feel valued. [44 percent](#) of employees believe that their organisation should do more to promote DEI.

# Implementation of diversity management



# Implementation of diversity management

Through a structured approach, diversity management can be successfully integrated into the DNA of an organisation, leading not only to a more inclusive work environment, but also to increased performance and innovation.

**Binding company management:** Diversity management needs the backing of the company management, which starts with the implementation ("top down"). Commitment can be confirmed through including DEI in the mission statement, corporate values, a company agreement, a code of conduct and signing the Diversity Charter. In addition, board members or top management can take responsibility for promoting diversity within the company through DEI sponsorships.

**Involved workforces:** Ultimately, it is the employees who implement diversity management ("bottom up"). This only works if they recognize the benefits, get involved in the process and can provide feedback - for example in workshops, focus groups and networks.

**Holistic diversity strategy:** Diversity management is more than a collection of individual measures and should be designed as a holistic strategy. It starts with the formulation of objectives and measures as well as milestone planning. Diversity management is an ongoing process of change; a cross-sectional task that affects

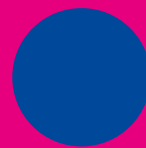
all processes in the organization, from human resources to sales and marketing.

**Clear business focus:** The diversity management strategy must be closely related to the economic goals of the organisation and must not be seen as a separate issue.

**Sufficient capacities:** Diversity is not a sure-fire success. Human and financial resources must be firmly planned.

# The diversity dimensions

The holistic approach & intersectionality



# The holistic approach

In the search for commonalities between people, [seven dimensions of diversity](#) can be grouped together that are most closely associated with an individual's personality: Age, ethnic origin and nationality, gender and gender identity, physical and mental abilities, religion and world view, sexual orientation and social background. In addition to these **core dimensions**, **external dimensions such as** marital status or income are also relevant. There are also **organisational**

**dimensions** such as work content/field or place of work. The further away a dimension is from the core of the model, the more changeable it is. However, this is irrelevant to the value of the dimension: it is important to incorporate all dimensions equally and to consider the holistic nature of diversity.

# Intersectionality

In terms of diversity, intersectionality means the in-tersection or interaction of several identity characteristics.

The term comes from academia and has its origins in the political movements of Black and lesbian women in the early 1990s, particularly coined by the [lawyer Kimberlé Crenshaw](#).

An intersectional perspective is important, as no person can be described by just one category. Rather, people combine several dimensions in their personality and dimensions can have an intertwined effect. Unequal treatment can be linked to one characteristic. At the same time, a person can experience discrimination or favouritism on the basis of several identity characteristics and in different constellations of characteristics. This changes the individual experience of discrimination and/or privilege. The aim is not to weigh up individual experiences against each other. Rather, the focus is on developing an understanding of the [specificity and individuality](#) of experiences and making these visible.

## Practical effects of intersectionality

Example: People affected by racism have a higher risk of poverty than those not affected. This was the finding of a 2024 [study](#). While 9 percent of non-affected men and 10 percent of women were at risk of poverty, these figures were 26 percent for black men and women, 30 percent and 26 percent for Asian men and women and 41 percent and 38 percent for Muslim men and women

# Age

There are currently up to five different generations working together (so-called Traditionals, Baby Boomers, Generation X, Generation Y, Generation Z). These generations are characterized not only by their age, but also by group-specific value systems and attitudes to life and work. For companies and institutions, the dimension "Age" is therefore important in view of demographic change. One challenge is to secure experience and knowledge in the workforce through knowledge management

and lifelong learning. After all, knowledge is becoming obsolete faster and faster - in the case of job-related knowledge within two to ten years. It is important to take advantage of the opportunities offered by generational diversity and to maintain the performance of employees until retirement. Age discrimination is also referred to as ageism.



## Facts and figures

The [labour force participation](#) of 60 to 64-year-olds is increasing more than in any other age group. In 2023, it stood at 65.4 percent. In comparison, labour force participation in the 15 to 19 age group was 28.1 percent in 2023 and 70.2 percent in the 20 to 24 age group. [15 percent](#) of requests for advice from the Anti-Discrimination Agency relate to age. 76 percent of millennial

and Gen Z employees feel that their career development is restricted due to stereotypes.

# Example measures

- Equipping age-appropriate workplaces
- Creating career opportunities regardless of age
- Offering flexible work-models
- Establish generation management in certain phases of life: Parental leave support, support with caring for relatives, education on menopause, flexibility in the transition to retirement
- Introduce health management
- Bringing people of different ages together in teams
- Conducting mentoring or knowledge transfer programs/ reverse mentoring

## Best Practice:

[Clariant-Gruppe Deutschland](#)

[Deutsche Bahn AG](#)

[Konzern Versicherungskammer](#)

# Ethnic origin and nationality

People tend to assign themselves to different groups based on social, cultural, historical factors or a sense of belonging. In Germany, the issues of ethnic origin, migration and racism in particular are closely linked. A group is often ascribed more commonalities than it has in reality. The resulting stereotypes and prejudices can impair self-concept, restrict access to opportunities and cause a feeling of isolation among those affected. For example, ethnic origin does not necessarily say anything about a person's nationality, religious affiliation or world view. DEI promotes understanding, cohesion and cultural enrichment through the diversity of ethnic backgrounds and nationalities. Diversity in the workforce not only makes companies and organisations attractive in the competition

for national and international customers and markets, but can also contribute to a pool of talented professionals. The language and cultural skills of the workforce can be the key to new markets. An unprejudiced working environment is of crucial importance here.



## Facts and figures

[22 million](#) people live in Germany who have either immigrated themselves or whose parents have a history of migration. Only [21 percent](#) of people at management level in German companies are people of color. People with a migration background experience [50 percent](#) more discrimination in the workplace and earn [25 percent](#) less money than their colleagues.

Inclusive corporate culture promotes the satisfaction of all employees when fair participation of underrepresented groups is made possible.



# Example measures

- Active engagement with anti-discrimination and anti-racism through workshops and practice material, for example by using our [online toolbox "Raising anti-racist awareness"](#)
- Anonymised application procedures and programs to recruit employees with a history of migration or international specialists
- Promote a range of workshops on unconscious bias for all levels
- Offering intercultural training
- Initiating and promoting intercultural networks
- Introduce mentoring programs
- Introduce a professional advice centre/ anonymous hotline in the event of discrimination
- Composing diverse teams
- Provide support with the qualification and recognition of certificates and degrees
- Provide access to language courses and promote language training

## Best Practice:

[prego services GmbH](#)

[Clariant-Gruppe Deutschland](#)

[Wirtschaftsförderungsgesellschaft Jena mbH](#)

[HE Space Operations GmbH](#)

# Gender and gender identity

Gender identity refers to the gender to which a person feels they belong. This does not necessarily have to correspond to the gender that a person was assigned at birth. For example, gender forms include trans\*, inter\*, non-binary or cisgender. However, gender identities go beyond these self-designations. Including all people with their diverse gender identities and offering them

the same opportunities is also worthwhile for employers: Only those who feel fully accepted can fully exploit their potential. This is best achieved in an unprejudiced working environment.

## Facts and figures

The glass ceiling is still in effect: In 2024, for example, [81 percent](#) of stock exchange board members are men. Gender diversity and its positive effects begin to take effect as soon as [30 percent](#) of management positions are held by women. Nevertheless, the gender gap in the labour market, which includes differences in gross earnings as well as differences in working

hours and labour force participation, was [39 percent](#) in 2023. Note: There is hardly any reliable nationwide data on this beyond binary gender categories.

# Example measures

- Counseling centre and/or anonymous hotline for discrimination and sexual harassment
- Consideration of names and pronouns (HR systems: adapt e-mail addresses, business cards and documents)
- Introduction of gender-neutral toilets / changing rooms
- Establishing gender-sensitive language in the corporate and institutional culture
- Leadership training with a focus on unconscious bias
- Introduce gender transition guidelines
- Creating mixed-gender teams
- Offer menstrual products free of charge
- Create and promote employee networks
- Designing recruiting and promotion processes in a gender-sensitive way
- Commitment with annual targets for a certain proportion of women in management positions

## Best Practice:

[Pilot Pen \(Deutschland\) GmbH](#)

[IBsolution GmbH](#)

[Technische Universität München](#)

[Henkel AG & Co. KGaA](#)

# Physical and mental abilities

People are often underestimated due to a disability, illness or neurodiversity and experience many hurdles in the world of work. In the DEI context, this dimension refers, for example, to people with physical and mental disabilities, chronic illnesses or neurodivergent people (e.g. autism spectrum disorder, dyslexia or ADHD). As Charta der Vielfalt e. V., we consciously pursue a positive approach that recognizes the focus on the different physical and mental abilities of people. For this to succeed, it is important for organisations to develop an awareness of different needs, combat prejudices and remove barriers in the environment. Such barriers can be, for example, poor accessibility

or sensory overload in the workplace, or a lack of digital accessibility on websites. Most disabilities are only acquired in the course of life, for example through accidents or illness. The changes in performance in different phases of life and the associated adaptation of jobs to the respective abilities play a role.

## Facts and figures

There were around [7.8 million](#) severely disabled people living in Germany in 2022. People with disabilities need [94 days longer](#) than non-disabled people to find a new job. [Between the ages of 25 and 44](#), the unemployment rate for people with disabilities is 6 percent, compared to 4 percent for people without disabilities. Only one in [ten buildings](#) can be accessed without

steps. Accessibility in construction is not only an important part of inclusion, but also helps older people, people with children and many more. In [88 percent](#) of companies, the working culture has improved since people with disabilities were employed.

# Example measures

- Active exchange and consultation of needs with people with disabilities
- Establish accessible workplaces
- Promote [non-discriminatory language](#) in the workplace
- Introduction of accessible internal and external communication, e.g. through subtitles, alt texts or plain language
- Creation of targeted recruitment programs and compliance with legal regulations such as the quota for employment of people with a severe disability
- Establishment of working groups on the topic of inclusion
- Introduce mentoring programs for people with disabilities entering the workforce
- Promoting people with (severe) disabilities in training
- Cooperating with organisations for people with disabilities
- Create and promote employee networks

## Best Practice:

[WE-EF LEUCHTEN GmbH](#)

[Verallia Deutschland AG](#)

[game – Verband der deutschen Games-Branche e.V.](#)

[Ernst & Young GmbH Wirtschaftsprüfungsgesellschaft](#)

# Religion and worldview

Religious diversity is of central importance within DEI and is also a multifaceted dimension. Various faiths, including Buddhist, Christian, Hindu, Jewish and Muslim communities, characterise religious diversity in Germany. DEI strives to promote an understanding and respect for the diversity of religious beliefs and to create an inclusive environment. Diverse religious and ideological beliefs are also reflected within the workforce.

Employers should provide space and resources for religious and ideological rites and practices, as these are important expressions of personality.

## Facts and figures

Germany is diverse in its religions and worldviews: in 2023, almost [85 million](#) people lived in Germany, of which around 55 million were members of a religious community. Islam is the second largest religious community in Germany with [8.5 percent](#). The increasing religious diversity is seen as an enrichment by [28 percent](#) of respondents. In 2023, more than twice as many [Islamophobic crimes](#) were registered than in the previous year. A

comparable increase can be seen in anti-Semitic crimes, although the number had fallen by [13 percent](#) in 2022. [Five percent](#) of requests for advice from the Anti-Discrimination Agency in 2022 related to religion and two percent to worldview.

# Example measures

- Adapted food offer and introduction of a detailed description of ingredients within an organisation's canteen
- Enable freedom of individual practice of faith
- Establishment of educational initiatives to raise awareness of religious affiliations and world views
- Using intercultural calendars
- Founding and promoting intercultural networks
- Establish rooms of silence and prayer spaces
- Take religious holidays into account, e.g. when planning holidays or important meetings and allowing time off on these days



## Best Practice:

[blu Professionals GmbH](#)

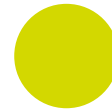
[Helmholtz-Zentrum Dresden-Rossendorf e. V.](#)



# Sexual orientation

In the diversity context, the sexual orientation dimension relates primarily to queer people in order to promote equal opportunities and reduce discrimination. Queer is a collective term for all people who do not identify as cisgender and/or heterosexual. The term is characterized by the fact that it does not sharply delineate identities. Society as a whole is also becoming increasingly aware of the diversity of all identities. This enables people to increasingly identify with an identity that corresponds to their experiences and self-esteem. An open-minded organisational culture with regard to sexual orientation makes

it possible for employees to show an important part of their personality. In addition, applicants see a queer-friendly organisational culture as an indicator of openness.




## Facts and figures

[30 percent](#) of participants, especially trans\* people, reported experiences of discrimination at work. Another [30 percent](#) of homosexual respondents stated that they do not talk about their sexuality with colleagues at work, with a higher percentage towards managers. The percentage is [55 percent](#) for bisexual people and [70 percent](#) for trans\* people.



# Example measures

- Internal and external communication on queer friendliness, e.g. through code of conduct, visions, guiding principles
  - Equalize life partnerships (e.g. pension provision, free account management)
  - Founding and promoting a queer network
  - Regular training and workshops for employees on the topics of queerness and anti-discrimination
  - Support for queer family planning (e.g. support for adoption and surrogacy)
  - Support for queer movements and organisations
- 

## Best Practice:

[METRO](#)

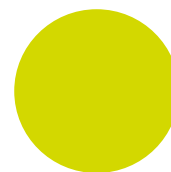
[Clariant-Gruppe Deutschland](#)

[Mercedes-Benz Group AG](#)

# Social Background

Social background is determined by the socio-economic position of the family and is made up of aspects such as family background, youth socialization, education and ethnic origin. Statistics show that social background continues to have a strong influence on educational and labour market opportunities. This is because people often do not have access to resources such as networks, wealth, education or social power due to their social background. As a result, many people do not find a job that is suitable for their talents and abilities. However, people of different origins have different skills and perspectives that organisations can use. For example, people who have experienced social

advancement may be particularly assertive and adaptable. They can also have access to different target groups and empathize more easily with people from different social groups. Employers can exploit this potential if they also make social background a topic of DEI and broaden their horizons, particularly in recruitment processes.



## Facts and figures

Studies have repeatedly shown that social background continues to be a major obstacle to social advancement. Only [27 percent](#) of non-academic children start university. Compared to the children of academics at 79 percent. A recent study also shows that "First-gen professionals", i.e. people whose parents have

not completed a bachelor's or higher degree, can create significant added value for companies: For example, they are [40 percent](#) more likely to be self-motivated.

# Example measures

- Staff selection committees in application processes as diversely as possible
- Introduction of transparent, fair selection procedures and revised criteria in the recruiting process to prevent discrimination
- Establishing preparatory programs for trainees from non-academic households
- Provide mentoring programs for people from non-academic backgrounds
- Involve organisations that work with people from different social backgrounds in the collaboration
- Include social background in diversity activities for social responsibility (CSR)
- Establish a tandem program for social climbers
- Consider hidden skills that are not apparent from applicants' CVs

## Best Practice:

[Leadec Holding BV & Co. KG](#)

[Bürger-helfen-Bürgern e.V. Hamburg](#)

[Dive connected GmbH](#)

[Deutsche Bank AG](#)

# The Diversity Charter - Agenda Setting for Diversity Management in Germany



## The Diversity Charter - Agenda Setting for Diversity Management in Germany

The Diversity Charter is a fundamental commitment to the economic and social benefits of diversity and to tolerance, fairness and appreciation in the world of work and society. Over 5,500 organisations from all over Germany have already signed the Diversity Charter - including DAX-listed companies, SMEs, foundations and public institutions. By signing, they commit to respecting all employees equally - regardless of age, ethnic origin and nationality,

gender and gender identity, physical and mental abilities, religion and worldview sexual orientation and social background.

### **The Diversity Charter**

The implementation of the Diversity Charter means:

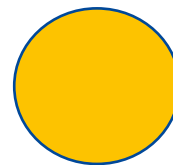
- **Maintain an organisational culture that is characterized by mutual appreciation and respect.**
- **Review of personnel processes.**
- **Recognizing the diversity of society within and outside the company and valuing its potential.**
- **Make the implementation of the Charter the subject of internal and external dialog.**
- **Provide public information on activities and progress on an annual basis.**
- **Inform employees about the implementation and involve them.**

The Charta der Vielfalt e. V. is the initiative behind the Diversity Charter. Its aim is to anchor diversity in business and society. The non-profit association supports the implementation

of diversity management in its network through publications, action measures, action days and other projects.

## DIVERSITY Conference

The conference on diversity management is jointly organised by the Charta der Vielfalt association and the publishing house Der Tagespiegel and is the only conference in Germany to cover all seven dimensions of diversity management. Invited experts from business, society, politics and science share insights and methods for everyday organisational life at the DIVERSITY conference.



## Inclusion Award

Together with its partners, the Federal Employment Agency, the Confederation of German Employers' Associations and the UnternehmensForum, the Charta der Vielfalt e. V. honors particularly good examples with the "Inclusion Award for Business". Together, the initiating organisations want to provide impulses for how the potential of people with disabilities

can be used. The prize is awarded to companies of all sizes and from all sectors.

## Publications

The association's publications include the recently published [practical guide "Commitment to democracy and diversity in the workplace"](#). This contains tools and measures on how everyone in the company can contribute to the promotion of

democracy.

The ["Antiracism" toolbox](#) provides further support on the topic of anti-discrimination and anti-racism in the workplace.

# Projects of the Charta der Vielfalt e. V.

# German Diversity-Day

The 12th German Diversity Day will take place in 2024 under the motto #StimmeFürVielfalt. The aim of the action Day is to mobilize companies and institutions to address diversity in the workplace through campaigns. Every year, hundreds of organisations throughout Germany demonstrate their commitment to diversity on this day, both offline and online. By organising their own campaigns, they actively address the issue of diversity in the world of work. The day of action is always an event that attracts

a great deal of media attention, thanks to the involvement of small and large institutions and companies. With your #GDD24 campaign, you too can highlight what has already been achieved - even if there is still a lot to do.

You can find all relevant information about #GDD24 [here](#).

The next GDD will take place on 27th May 2025.

# European Diversity- Month

May is [European Diversity Month](#), which calls on organisations in Europe to work with the European Commission to promote diversity and inclusion in the workplace and in society. As in Germany on German Diversity Day, this is to be achieved through events, campaigns and activities both internally and for the public.

Actions can also be published via the advertising presence on the European map. Participants in the German Diversity Day can use the European

Diversity Month logo and other digital templates in addition to the #GDD24 campaign materials for a more international presence. The patron is Helena Dalli, the EU Commissioner for Equality.

# Members of the Charta der Vielfalt e. V.

The Charta der Vielfalt e. V. is currently supported by 40 well-known companies and institutions and is backed by the Federal Government Commissioner for Migration, Refugees and Integration and Federal Government Commissioner for Anti-Racism, Reem Alabali-Radovan. Federal Chancellor Olaf Scholz is the patron.





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