Training Manual
for
Diversity Management

by

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For Diversity
Against Discrimination

www.stop-discrimination.info

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General Introduction: How to Use this Manual

This training manual for diversity management has been prepared for the European Commission in the framework of the "Anti-Discrimination and Diversity Training VT 2006/009" project, set up and funded by the European Commission.

The manual is designed to accompany and support the diversity management component of the project. This component targets companies in all the 27 countries of the European Union and in Turkey, as well as managers and staff of employers' organizations. In addition, there is a broader audience of trainers, consultants and others interested in Diversity Management for which this manual can be of use.

The reader will find in section 1 an introduction to diversity management as a discipline. In Europe Diversity Management is still a young discipline. The manual gives an overview of the subject, offers a definition of the subject and describes the benefits accruing from implementing Diversity Management.

Section 2 focuses on practical applications of Diversity Management by showing how companies can initiate change processes towards optimum diversity management. A self assessment tool, the Diversity Audit, enables a company to check itself. The example of a Charter of Diversity shows how companies can network around the topic Diversity. Real case studies illustrate steps undertaken by several European companies in the right direction. To assist readers the manual also proposes ways of conducting company internal workshops for different target groups on the topic of Diversity Management.

Section 3 gives further information in the form of a suggested reading list and websites dealing with Diversity Management in Europe.

Section 1 – Introduction to Diversity and Diversity Management

1.1. A Story about Diversity: The Giraffe and the Elephant

In a small suburban community, a giraffe had a new home built to his family's specifications. It was a wonderful house for giraffes, with soaring ceilings and tall doorways. High windows ensured maximum light and good views while protecting the family's privacy. Narrow hallways saved valuable space without compromising convenience. So well done was the house that it won the National Giraffe Home of the Year Award. The home's owners were very proud.

One day the giraffe, working in his state-of-the-art wood shop in the basement, happened to look out of the window. Coming down the street was an elephant. "I know him," he thought. "We worked together on a PTA committee. He's an excellent woodworker, too. I think I'll ask him in to see my new shop. Maybe we can even work on some projects." So the giraffe poked his head out the window and invited the elephant in.

The elephant was delighted; he had liked working with the giraffe and looked forward to knowing him better. Besides, he knew about the wood shop and wanted to see it. So he walked up to the basement door and waited for it to open.

"Come in; come in," the giraffe said. But immediately they encountered a problem. While the elephant could get his head in the door, he could go no farther.

"It's a good thing we made this door expandable to accommodate my wood shop equipment," the giraffe said. "Give me a minute while I take care of our problem." He removed some bolts and panels to let the elephant in.

The two acquaintances were happily exchanging woodworking stories when the giraffe's wife leaned her head down the basement stairs and called her husband: "Telephone, dear; it's your boss."

"I'd better take that upstairs in the den," the giraffe told the elephant. "Please make yourself at home; this may take a while."

The elephant looked around, saw a half-finished piece of work on the lathe table in the far corner, and decided to explore it further. As he moved through the doorway that led to the shop, he heard an ominous scrunch. He backed out, scratching his head. "Maybe I'll join the giraffe upstairs," he thought. But as he started up the stairs, he heard stairs begin to crack. He jumped off and fell back against the wall. It too began to crumble. As he sat there dishevelled and dismayed, the giraffe came down the stairs.

"What on earth is happening here?" the giraffe asked in amazement. "I was trying to make myself at home," the elephant said.

The giraffe looked around. "Okay, I see the problem. The doorway is too narrow. We'll have to make you smaller. There's an aerobics studio near here. If you'd take some classes there, we could get you down to size."

"Maybe," the elephant said, not looking very convinced.

"And the stairs are too weak to carry your weight," the giraffe continued. "If you took a ballet class at night, I'm sure we could get you light on your feet. I really hope you'll do it. I like having you here."

"Perhaps," the elephant said. "But to tell you the truth, I'm not sure a house designed for a giraffe will ever really work for an elephant, not unless there are some major changes."

(from R. Roosevelt Thomas, (1999) *Building a House for Diversity.* New York, et.al.: American Management Association, pp. 3-5.)

> **The question in Diversity Management is: How can we build together a house – our company – where all diversity is respected, finds its space and is actively used?**

Much can be derived concerning our understanding of diversity management from the R. Roosevelt Thomas' fable about the giraffe and the elephant concerning diversity and diversity management.

1.2. What is Diversity? What is Diversity Management?

Over the past decades European business has experienced greater participation of women, minorities, migrants, older people and different nationalities in the workforce. Gradually a changing composition of the workforce up into the highest management levels is becoming apparent. The emergence of these groups as customers and clients present equally new challenges. Increasing diversification of consumer needs requires more creative retention strategies and product innovation. Processes, products and services must be customized to meet these specific needs.

Still many companies pose the question: Why should we concern ourselves with diversity? The usual answer is that discrimination is wrong, both legally and morally. But today more and more a second notion is gaining ground: A more diverse workforce, many maintain, can increase company effectiveness to achieve its objectives. It can lift morale, bring greater access to new segments of the marketplace, and enhance productivity.

The understanding of diversity has been evolving since the 1970s when the term was mainly used to refer to minorities and women in the workforce. For a long time it was common for managers to assume that workplace diversity is about increasing gender, national or ethnical representation, that it is concerned with recruiting and retaining more people from socalled underrepresented "identity groups". Based on new

Constitutional Amendments in 1974 and 1975, the US government put companies under pressure to hire more minorities and women and give them more opportunity to move up in the company hierarchies.

Soon diversity experts started voicing doubts about this so-called affirmative action (AA). They noticed that it often remained isolated and in the HR department and could not move out into the whole company and its environment. In the beginning there were very creative recruiting and hiring methods developed to change the human mosaic in the company. Often, however, staff turnover was high and in fact minorities and women were not progressing up the ladder as had been hoped. The intended beneficiaries had often been stigmatized by others in the workforce as being unqualified. The "dominant culture" of white Anglo-Saxon men perceived equal opportunity to be a covert form of reverse discrimination. As a result, equal opportunity programs in companies were often dismantled or neglected.

The need to move beyond the HR department (and at the same time include it) is evident in study by the European Commission (2003: 3), *The Costs and Benefits of Diversity.* According to this study, the five most significant advantages "companies with active diversity policies" themselves ascribe to diversity are:

1) strengthening cultural values within the organization
2) enhancing corporate reputation
3) helping to attract and retain highly talented people
4) improving motivation and efficiency of existing staff
5) improving innovation and creativity amongst employees.

What is significant in these companies' self-espoused benefits is that these concern the whole company and not just one department, as well as all levels, escpecially leaders and top management.

What is Diversity Management?

Diversity Management is clearly something more than Diversity as such. The main question is how a company can actively and strategically deal with Diversity. To be more concrete, what activities need to be placed into motion, in order to implement effectively a company strategy which integrates diversity as an asset into its identity? Spoken in the words of the fable about the elephant and the giraffe: first, the company as a house needs to know whether and why it needs an elephant (ex. strategy). Second, the company needs to examine its house in terms of accomodation (ex. strengths and weaknesses - SWOT analysis). In other words, in order to accommodate certain differences the company has to respect and acknowledge them. Third, the integration of the elephant will inevitably be accompanied by tensions which should be accepted and resolved in a positive way (change management). Fourth, probably the whole house has to change somehow; otherwise, the elephant will not stay (cultural change). And finally, if the company succeeds, it attracts more species and more individuals from the same species of animals!

Once the focus of a company is on recognizing relevant differences and similarities within the company and in its environment, the next question is how to manage all of this. "Sensitivity" to differences is necessary but by itself not sufficient to make positive things happen.

Consequently, Diversity Management is all about integrating the ideas and practice of diversity into the day-to-day managerial and learning processes of a company and its environment. In an atmosphere of trust, acceptance and appreciation, business decisions need to be taken. Thomas and Ely sum up this point clearly: "Yet this new model for managing diversity lets the organisation internalize differences among employees so that it learns and grows because of them….We are all on the same team *with* our differences—not *despite* them." (1996:10)

Managers need to get results. They are normally not interested in aesthetically pleasing grand theory. In order to achieve their objectives and gain advantage over their competitors, managers need to understand their external environments, including the market, and the company's mission, vision, strategy and culture. And now the "issue becomes, 'Which diversity mixtures have the potential to give us a strategic advantage or to hinder our ability to meet our goals?' These are the mixtures that must be addressed. The other diversity issues can safely be ignored" (Thomas 2006:122). Such a decision for a specific diversity mixture is a **strategic** decision, crucial to the survival of a company. Other questions become relevant: Why this mixture of people and not another? Is this diversity mixture worth creating and maintaining? Does it add value to the company? If the answers to the last two questions are yes, then the managers have to make it happen. Once the decision to adopt this chartered course is taken, then strict adherence is expected. It applies to all levels and all departments and divisions of the organisation, to the HR department, to marketing and advertising, to R& D and pro-duction, to top management, project management as well as to the diverse teams, joint ventures and M&As.

Keeping all of the above in mind, we can define Diversity Management as follows:

> **Diversity Management is the active and concious development of a future oriented, value driven strategic, communicative and managerial process of accepting and using certain differences and similarities as a potential in an organisation, a process which creates added value to the company.**

Last but not least, that Diversity Management can not exist without its being embedded in a moral and legal climate. The ethics and law concerning anti-discrimination are not just a part of the company's environment; the company's identity itself has to reflect our human rights traditions.

1.3 The Question of Law in Europe

The new reality of EU legislation banning discrimination on grounds of racial or ethnic origin, gender, religion, disability, age and sexual orientation has had a major impact on businesses across the EU. Redefining Article 13 and implementation of the two directives into national law was completed by all member states in December 2006. For companies their legal environments have now changed. Article 13 of the EC Treaty states:

> *"Without prejudice to the other provisions of this Treaty and within the limits of the powers conferred by it upon the Community, the Council, acting unanimously on a proposal from the Commission and after consulting the European Parliament, may take appropriate action to combat discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation."*

This is not a direct prohibition, but rather an empowering provision which enables the EU to take action against the forms of discrimination listed. Prior to these developments, there was extensive EU legislation and case law on the prohibition of discrimination on grounds of nationality and gender.

In 2000, the EU has, pursuant to Article 13, adopted two Directives to combat discrimination:

- **A Directive to implement equal treatment irrespective of racial or ethnic origin** (Council Directive 2000/43/EC) which prohibits racial discrimination in the fields of employment, education, social security, health care and access to goods and services.

- **A Directive establishing a framework for equal treatment in employment and occupation on the grounds of religion or belief, disability, age and sexual orientation** (Council Directive 2000/78/EC)

Each member country has now developed its own national anti-discrimination law.

1.4 The Business Case for Diversity [1]

Whilst the aims and projected benefits of diversity policies and approaches vary considerably, companies tend to see improvements on a number of key fronts, including: effecting culture change; improving workforce diversity and cultural mix; enhancing market opportunities; external recognition and image. This is reflected in the functional areas that their diversity initiatives are targeted towards (Table 5).

- *Effecting culture change and enhancing organisational capital*

In line with the importance companies increasingly place on shared corporate values and philosophy, the efforts of many companies focus on achieving lasting culture change. In promoting organisational environments that respect diversity and practice anti-discrimination, businesses are very aware of the need to achieve active employee support for their equality initiatives.

The EBTP consultation (the European Business Test Panel) highlighted discriminatory attitudes and behaviours in the workplace as a key obstacle in promoting diversity approaches and practices. For many companies therefore, strategies to raise awareness and understanding about diversity issues and policies is a fundamental part of the process of implementing equality initiatives. This desire to raise awareness and win

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[1] European Commission, (2005) *The Business Case for Diversity: Good Practices in the Workplace,* pp. 20-25.

'hearts and minds' is evident in the titles and slogans of many company diversity programmes. Examples include: 'Everyone is Welcome at Tesco', 'Open Minds, Open Markets' (UBS), 'Getting Older, Thinking Younger' (Pfizer Deutschland), and 'Success Through Inclusion' (Barclays PLC). Diversity policies that contribute to the creation of environments that promote respect and inclusiveness are seen by many companies as essential to business success, Can you not insert the table so that it does not cut the sentence?

Table 5: Areas covered by diversity initiatives
Helping to attract high quality recruits and reduce operating costs through lower staff turnover and absenteeism. Based on independent research into the consequences of bullying and harassment, Royal Mail (UK) for instance estimates that it has achieved a £7m saving from the introduction of anti-bullying and harassment policies and procedures.

To Which Of The Following Areas Does The Diversity Initiative Relate
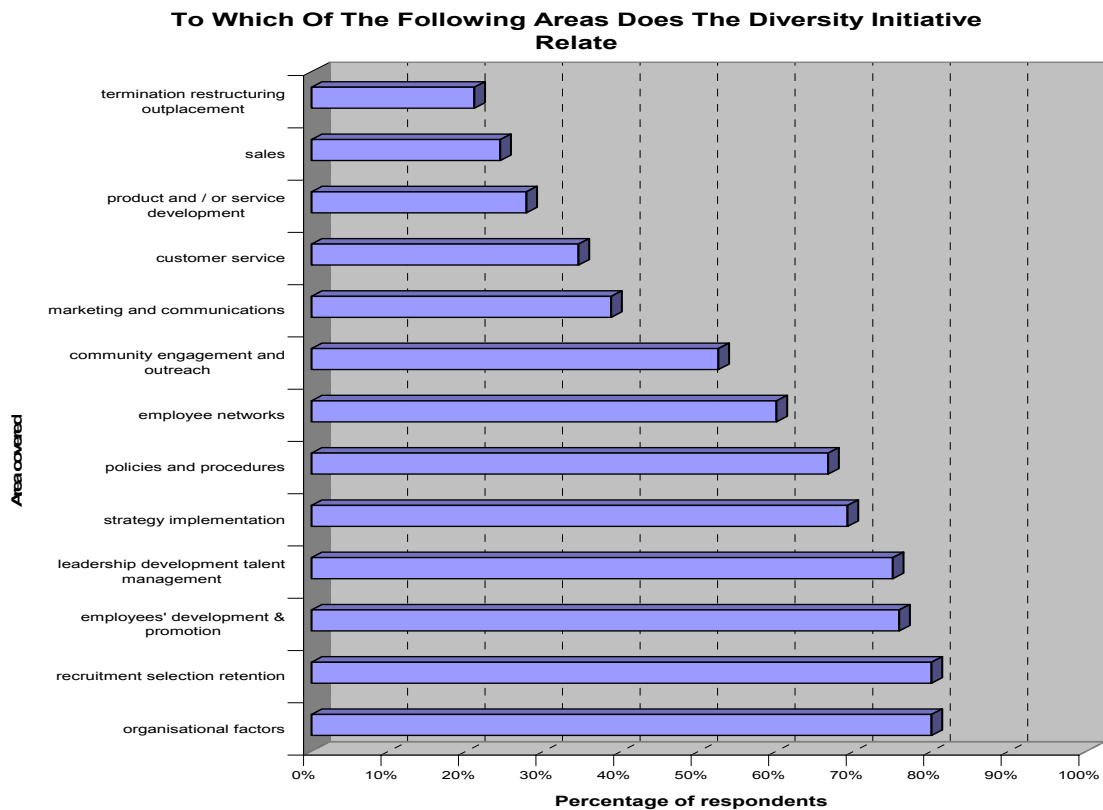
TNT, which has a global business network, has a worldwide diversity and inclusion strategy with many examples of good practice across its different businesses. TNT Austria, which has won a number of diversity awards, calculates that as a result of effective management of diversity and inclusion, it has seen a reduction of yearly staff turnover from 25% in 2000 to 10% in 2003, and a similar reduction in absenteeism. It has also saved €15,000 in taxes from the employment of disabled employees.

Communication programmes and awareness raising campaigns aimed at staff and customers accompany many initiatives. Increasingly companies also conduct annual employee attitude surveys that seek to access the views and opinions of staff on equality and diversity issues, as well as to measure changes in staff perceptions/satisfaction with company policies and practices.

Changes in the wider society and in labour and product markets are often accompanied by increasing diversity, requiring companies to adapt. To achieve sustainable growth, it is imperative for businesses to become skilled at managing and harnessing the full potential that diversity can offer. One of the pioneers of comprehensive change management in the face of diversity is Royal Dutch Shell, which has a three-level diversity and inclusion management programme to facilitate its change process. The programme focuses on systematic change, and is underpinned by a belief that change must occur simultaneously at personal, interpersonal and organisational levels.

Some companies have found that initiatives to implement and embed diversity policy and practices have a wider knock-on effect and cultural impact, by improving communication and information-sharing channels across companies. Improved communication capabilities in turn enhance the ability to foster shared cultures, norms and values across companies and groups of companies.

Similarly, diversity and inclusion practices are credited with having a beneficial impact on improving managerial styles, skills and performance in areas such as communication, people management, goal setting and planning.

▪ *Improving workforce diversity and cultural mix – human capital benefits*

A highly skilled, innovative and diverse workforce is important for business success, as has been emphasised in earlier sections of the report. Indeed, resolving labour shortages and recruiting and retaining high quality staff from diverse backgrounds are key reasons for companies to implement diversity policies. More than 40% of all the companies in the EBTP survey gave this as the primary business benefit.

Achieving greater workforce diversity is a key aim for many companies. The EBTP consultation highlighted the fact that increasing access to a wider labour pool and developing the ability to attract and retain high quality employees from diverse backgrounds is one of the most important reasons for companies to adopt diversity policies and practices (Table 6). Some companies also suggest that increasing their recruitment efforts to target particular communities has resulted in an improved standing within those communities at a much wider level.

To achieve such changes in their staffing profiles, companies undertake a wide range of initiatives. These include specially targeted advertising to reach disadvantaged and socially excluded communities, and the establishment of partnerships with community and statutory agencies to enhance their recruitment efforts, as well as to support local/regional social and economic development goals. The previous section highlighted some of the targeted positive action strategies aimed specifically at under-represented groups such as ethnic minorities and disabled people adopted by many companies,

including: supporting access to work experience, vocational skills training and access to higher education.

Internal human resources policies that support recruitment aimed at increasing workforce diversity often complement such outward facing activities. In some companies person specifications have been changed to try to actively welcome and attract diversity, for instance, by requiring applicants to have an open outlook, the ability to speak more than one language, cross cultural experience, ecological sensitivity, commitment to equal opportunities, etc.

Table 6: Perceived benefits of diversity

Based on your experiences and/or expectations, which of these benefits can a diverse workforce bring to business? *(number of respondents)*

Benefit	Number of respondents
Access to new labour pool	~342
Benefits related to company's reputation	~307
Commitment to equality and diversity as company values	~284
Innovation & creativity	~211
Improved motivation & efficiency	~196
Legal compliance	~189
Competitive advantage	~137
Economic effectiveness	~134
Marketing opportunities	~128
Enhanced customer satisfaction	~124
Other	~22

Some companies in countries or sectors facing severe labour shortages have signed trade agreements with foreign and local labour departments to hire and train specific numbers of workers from abroad. Grupo Vips (Spain) for example has such arrangements with countries including Romania, Bulgaria, Morocco, Ecuador, Columbia and the Dominican Republic. It supports such recruitment efforts with preparatory training for potential employees, often done in their countries of origin, and which includes teaching Spanish. The company stresses that once recruited, these foreign workers are guaranteed equal opportunities in all aspects of their employment

and further development.

Some employment companies, like Manpower, Randstad and Adecco also play an important role in supporting their business customers' efforts to increase workforce diversity and address the under-representation of disadvantaged groups. They all have innovative and proactive initiatives to address social exclusion, enhance skills development and bridge the gap between employers and diverse communities. For example, Randstad, which has consistently been rated as one of the best employers in Belgium for the past three years, has a special Diversity Division that encourages employers to apply the principles of equality in their recruitment procedures, as well as helping companies to realise the potential benefits of diversity.

Multinational companies in particular are seeking to enhance their global management capacity through initiatives to ensure they attract and retain a diverse and culturally competent workforce able to work across national, linguistic and cultural boundaries. They are also seeking to recruit employees representing local communities and country contexts at all levels of operations and management.

As well as improving workforce diversity, companies also need the skills to effectively manage it and create environments that ensure respect and equity for all. Companies have responded to this need by implementing a range of Human Resource policies and programmes aimed at enhancing the work environment and experience of staff. These include: anti-bullying policies, flexible working and home working policies, grievance, complaints and safety at work policies and procedures, together with recording and management information systems to measure progress against equality goals.

A large number of programmes are also aimed at employee development and awareness raising to cover a broad spectrum of staff development needs. These include: diversity awareness training, cross cultural competence and exchange programmes, legislative and compliance issues, building leadership/managerial commitment and skills, language and integration programmes for migrant workers, fair recruitment, selection and appraisals processes, and change management programmes. Many companies also provide managers with a series of performance planning frameworks, diversity checklists and toolkits to support them in policy implementation.

A diverse workforce with high quality people skills also helps companies to more easily accommodate the demands of their diverse customer base, improving customer service. It also provides additional resources for accessing new markets and market intelligence. Many companies currently support a range of special interest employee resource groups to improve two-way communication processes, and to assist companies in their consultation and information seeking strategies.

▪ *Enhancing market opportunities*

Diversity strategies to enhance market-related benefits aim to achieve better market segmentation and improved customer satisfaction. They also aim for an increase in repeat business and referrals to potential new customers through existing satisfied clients and customers.

Companies committed to diversity see many opportunities for expansion of their services and products. Research for the Compendium uncovered a range of examples of targeted marketing and product developments aimed at increasing revenue by catering for new market segments and traditionally excluded groups. Some of these developments aim to enable more people to access existing products and services. For socially progressive companies, such initiatives are not driven solely by the desire to increase revenue, but with a commitment to tackling social exclusion and disadvantage faced by particular groups. They also contribute to enhancing the company's image and making them more attractive to society in general.

Examples include the design and marketing of products for visually impaired customers, such as the Internet Driver's License (IBM Germany) and voice texting (BT). The Internet Driver's License is a talking web browser that helps overcome barriers to accessing particular technologies by enabling people with visual impairments to surf the Internet and communicate electronically by e-mail. Similarly, the BT product enables them to access the text function on mobile phones by allowing them to send and receive SMS (text) messages in voice format.

Some companies like Bertelsmann have initiated and developed unique practical working and living aids to benefit people with disabilities in their working environment. These aids are also made available to society in general. Another such example is BT's Big Button Telephone. Originally designed by an employee who had arthritis, it has found a wider customer base, attracted to its ease of use as compared to the increasingly smaller alternatives available in the marketplace. Similarly, a Volvo car designed by women has had wide cross-over appeal because of its many user-friendly features, originally designed with women drivers in mind. These companies see such inclusive thinking and approaches simply as a matter of good design that makes it possible for everyone to use a product.

Depending on their sector of business, good practice companies also contributed a wide range of examples of targeted marketing campaigns with strong diversity and inclusion messages, to promote uptake of their products and services by particular groups such as the elderly, women, gays and lesbians, and ethnic minorities. These include Tesco's introduction of multicultural food ranges in different neighbourhoods to meet local customer food preferences and Deutsche Bank's retail banking unit's targeted marketing campaign to increase its gay and lesbian customer base. The bank achieved a directly traceable profit and business success with its pilot in Berlin, and is now in the process of extending the campaign to other major cities in Germany. Other examples include the Dove soap marketing campaign by Unilever, underpinned by a clear diversity philosophy and message, which resulted in a 700% increase in sales of the product line.

Coco-Mat and Manchalan both show that applying equality and diversity principles to mainstream industrial performance is compatible with business success. Since its creation in 1999, Manchalan has increased its revenue from €332,475 to €2.7m, and its staff from 56 to 236 in 2004. Similarly, Coco-Mat, founded in 1989 by three former refugees, has grown dramatically and has a current turnover in excess of €12.3m and

stores in Greece, a number of other European countries and China.

Media coverage in general is seen as essential in helping raise the public profile and image of businesses by promoting their equality and diversity values and commitments. But beyond that, it is also equated by some companies with revenue savings equivalent to the advertising costs of marketing campaigns.

- *External recognition and image*

Good practice companies recognise the importance of corporate image and reputation, and undertake a wide range of outward-facing activities and initiatives that help raise their external standing in society, and contribute to an understanding of the principles and values they wish to project.

Such external activities include developing partnerships and links with academic and research institutions, participating in research studies and benchmarking exercises, entering for equality and diversity recognition awards, philanthropic giving to tackle social exclusion, supporting access to education and training opportunities, sports development activities, presence/sponsorship of community festivals and financial support to NGOs and the charitable sector.

Good practice companies also seek external validation of their diversity efforts, using diversity awards as an important form of external recognition. They are often keen to enter their companies for a broad spectrum of these awards, and to measure their progress against the various standards and levels of performance set by them.

Many good practice companies also stress the importance of participating in external networks and forums, and for their senior leaders to speak externally at conferences, employer networks, to the media and to other platforms concerned with equality and diversity.

The Compendium highlights the activities of companies that positively seek to embrace their social responsibilities. As a media company Bertelsmann used its capacity and communications infrastructure to launch an initiative to raise internal and external awareness, and promote education about disabilities within the company and among the public at large. It estimates that 64 million people watched the TV spots that formed part of its campaign. Similarly, Grupo Santander (Spain) sees its support of marketing campaigns around social issues (cooperating with such NGOs as the Red Cross, Doct-ors without Borders, and UNICEF) as an important part of its effort to enhance its customer base and corporate image.
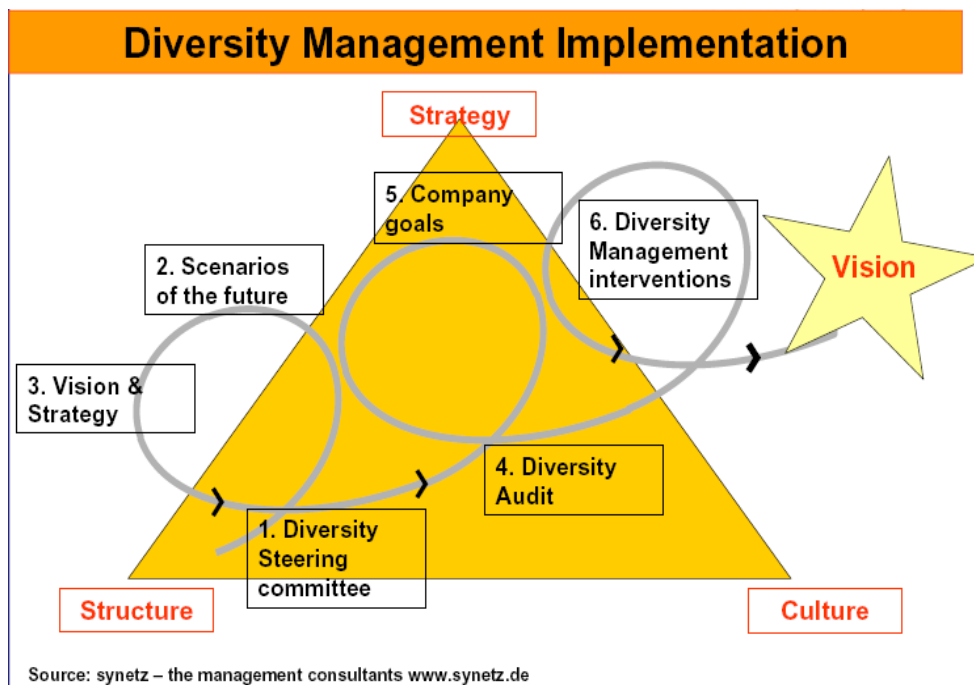
2.1. Grasping the Whole Picture: Description of DM Change Processes

The increasing complexity in the company's environment in terms of diversity of the stakeholders, customers, suppliers, colleagues, and shareholders and the changing political and economical context requires conscious steps to actively manage this diversity.

This section offers practical managerial tools. First you will find the description of a change process for implementing Diversity in your company. This will be followed by an eight step approach tailored to the needs of SMEs and a step by step procedure to facilitate the use of diversity as a resource. Thirdly, the reader will be introduced to some principles to be kept in mind when implementing DM. Next, the Diversity Audit will be presented as a tool to analyse and assess the progress of your company in the implementation process. Finally, you will see what companies can do using the signing of a charter in order to further networking and commitment to diversity in their businesses.

2.1.1. The Diversity Management Change Process

The process of implementing Diversity Management is crucial. It can be seen as an organizational learning process[2]. In the following, six major steps are described indetail:

Diversity Management Implementation

Strategy

5. Company goals

6. Diversity Management interventions

Vision

2. Scenarios of the future

3. Vision & Strategy

4. Diversity Audit

1. Diversity Steering committee

Structure

Culture

Source: synetz – the management consultants www.synetz.de

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[2] Developed by synetz – the management consultants, published on www.synetz.de

Step 1 Diversity Steering Committee

Since most companies have a mono-cultural background (i.e., leadership predominantly composed of men between 30 and 40 years, of the dominant nationality, etc), there is a risk that analysis of the environment will be conducted in a restrictive manner and the requirements for any change a viewed through a narrow perspective. In order to overcome these limitations a project team (Diversity Steering Committee) of committed people with diverse backgrounds could be formed by top management to widen this perspective. This Diversity Steering Committee should be given a clear mandate and aim for a clear contractual basis for its work with the top management of the company.
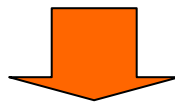
Step 2 Scenarios of the future

Together with top management, key stakeholders and representatives of various departments of the company the Diversity Steering Committee should organise a so-called Scenario Building Workshop. As a rule of thumb three different scenarios of how the business world would look like (externally and internally) 10-20 years hence should be created – with an emphasis on the impacts and effects of diversity factors. The aim is to prepare the company for various alternatives. In the end, one scenario should be selected and focused upon. (It will be important to conduct this exercise with external support such e.g. from facilitators).

Step 3 Vision and strategy

The next step should be to formulate a vision and mission of the company from the scenario selected previously. This exercise should involve top management and key stakeholders. It should focus on the strengths, weaknesses, opportunities and threats for the company emanating from the scenario. In the end, vision and mission statements should be formulated. The next step is to formulate the company´s strategy emphasizing the way Diversity Management is to be implemented. A clear strategy will allow the company to move forward. Once a vision, mission and strategy have been formulated the company should now go back to the present situation and identify its current status quo. This requires a Diversity Audit. (more about how to undertake a Diversity Audit under 2.1.5.)

Step 4 *Diversity Audit*

The Diversity Audit is a useful tool to analyse the company's current situation. Questions to be asked include: What is the attitude of top management and its workforce regarding diversity?   What is the company's culture today?   How "inclusive" are the structures and processes? The Diversity Audit is conducted through semi-structured, personal interviews with all stakeholder groups and may be accompanied by a standardized questionnaire to explore attitudes toward Diversity.
The outcome of the Diversity Audit should be taken up by the Steering Committee to present key findings about the status quo to a wider audience and to provide the starting point for outlining the appropriate "interventions" for change leading towards the adoption of a genuine Diversity Management approach.
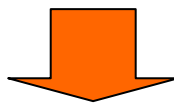
Step 5 Company Goals

As a next step, Management together with the Diversity Steering Committee should define the company overall goals for implementation of Diversity Management. These goals should be clearly related to the previously formulated overall strategy and ensure participation of all relevant divisions and departments.   Each of these should be invited to adjust these goals to its own context and define clear measurable criteria for achieving them.

Step 6 Diversity Management Implementation

During the implementation process the Steering committee plays a crucial role: it oversees, steers and accompanies the various activities. It serves as a central intersection of communication. For example, it will be responsible for :
- Top and middle management leadership development programmes on Diversity Management
- Diversity Team Building Events in each business unit
- Large Group Events for the workforce to communicate Diversity Management
- Change of Performance Management appraisals tools to foster Diversity Management and make it measurable
- Change of HR tools for recruitment and retention of a diverse workforce, etc.

In September 2006, the European Commission organised a conference "Diversity in small and medium sized enterprises" which key objectives were to respond to awareness raising, information and training needs of SMEs on diversity issues. Main materials developed for the conference participants included a broschure 'Diversity at work - 8 steps for small and medium-sized businesses':

1.   Analysis

Think about your business – its strengths, weaknesses, issues and needs

Research has shown that very few SME owners or managers have time to think about business development as they are constantly involved in day-to-day activities. Before starting to implement diversity policies, consider the following:

- What is it that makes business strong? What weakens this business?
- What problems have recently occurred within this business?
- Are we getting the most out of our managers and staff? Do we have the right mix of skills and expereince to meet operational and market demands?
- Does my management style allow others to take responsibility and be productive?
- How diverse is the market place? Is it becoming more or less diverse with demographics, technology and lifestyles change? Are we responding?
- How diverse is the workforce e.g. different characteristics, styles and approaches, working practices, new ways of looking at problems?
- How do we view equality laws (e.g. on the grounds of gender, racial/ethnic origin, age, disability, sexual orientation, religion and belief)? Are they an intrusion to the business or an opportunity for change?

2.   Recruitment

Move away from staffing decisions based on personal values and "gut instinct".

Research has shown that negative outcomes result from an overemphasis on the business owner´s personal values, attitudes and beliefs. Personal values can lead to costly recruitment mistakes and to discrimination (whether conscious or not) and this can result in legal problems that could harm the business.

How to do it (Recruitment):

- Decide on the skills, knowledge and experience that the business needs to fill a specific job or role.
- Produce a "job description" and a personal specification that outlines the skills and experience needed for the role.
- Check that the job decription does not exclude anyone from applying because of racial or ethnic origin, religious belief, gender, sexual orientation, age or dis- ability

•   Adapt your methods to allow (and encourage) disabled people to apply
•   Avoid "word of mouth" recruitment processes. Consider a range of advertising methods (e.g.: job center, national local or "community" newspapers; schools, colleges or universities; community organisations; commercial recruitment agencies; news boards in retail outlets; website/internet).
•   State that you welcome applications from all sections of the community
•   Do not give age limits or ranges in job advertisements.
•   Talk informally about the job to potential candidates. This will help to include people that may be worried about their age, gender and/or impairment, etc.

Benefits:

A better match between your business needs, job roles and staff profiles. This can also lead to better staff retention and increased innovation….

3.   New Markets

Explore new/potential markets.

Consumer diversity requires staff diversity – not simply in terms of age, ethnicity, and ability, but to reflect the changing motivations and lifestyles of the market place, in all its forms.

Research indicates that many SMEs are being constrained by focusing on their existing market base. This means that these firms are limiting themselves to a fixed, known, market and not benefiting from much broader market opprtunities. This is a result of establishing routines and a lack of internal diversity restricting new ideas.

How to do it:
•   Recognise the diversity and scale of the potential market place you can appeal to (the age range, the sexual orientation, the ethnic range, disability issues).
•   Research the needs of the different groups within the potential market place.
•   Seek feedback from clients/customers across target markets and develop advertising materials that are accessible to all.
•   Recognise the potential benefits in matching personality, age, background and style of front-line staff with customers/clients
•   Discover and utilise new media oppurtuniies (e.g. "Pod Casting", local magazines, social groups) to focus marketing on new groups
•   Consider workforce training and business accreditation in recognised qualifications and awards related to dealing with specific groups (e.g Sign Language of the Deaf).

Benefits:

Increases access to new markets with opportnities for products/service development and diversification….

4.   Client/Customer Needs

Put client/customer needs at the forefront of your business strategy and planning process.

This will ensure this broad diversity of customers/client need is reflected within the planning process; requiring your business to consider how to respond (in terms of staff profile, staff creativity, staff attitudes and staff training and development needs).

How to do it:

- Feed diversity market research directly into product and service developments
- Develop accessible external communications systems that allow for feedback and new ideas from customers/clients (both existing and new). Integrate the feedback into a regular business review process

Benefits:

An evolving business strategy that reflects the (changing) needs of customers and clients…

5.   Internal communication

Develop strong internal communication systems

Many SMEs are constrained by poor communication betwee owner mangers and staff. Strong internal communication systems should be developed to allow and promote the "free flow" of ideas, knowledge, information and solutions.

How to do it:

- Plan regular staff meetings – these can have a business or social focus – but make sure they do not exclude people either by time or location. It is also important to have structured meetings with an agreed agenda (circulated beforehand) that is facilitated to allow fair and equal discussion
- Allow and encourage staff to suggest ideas, anonymously if necessary, through written and verbal channels (e.g. bulletin boards, "drop box")
- Use the appraisal system for staff feedback
- Ensure that staff confindentiality is protected

Benefits:

The recognition (and application) of the diversity of ideas, knowledge and different perspectives held within the business and increased staff involvement and commitment.

6. Image and reputation

Use your commitment to diversity as a business tool in terms of reputation, PR and winning business (particularly from larger and public sector firms)

Research has shown that large firms and public organisations increasingly require SMEs to submit infomration on their equality and diversity policies in tenders for worl. Having these policies in place has shown to assist SMEs in winning contracts for work.

How to do it:
Through the development of formal diversity policies – but keep it simple
- Prepare a one page review with staff on what diversity targets will help them over the year (e.g. flexible working around religious holidays).
- Set out a training plan and record any training related to diversity issues.
- Specify the measures you have put in place to select and recruit new staff.
- Include diversity statements in your broshures, handbooks and company guidelines, as you might do with health and safety issues.
- Monitor and record information on your staff and customers. Start with this as a baseline for your strategy, coupled with an annual review to assess and reflect your movement towards increased diversity. For a lot of EU member states data collection of a personal nature is a very sensitive subject – indeed in many countries no such data is kept by employers.

Benefits:

Increased linkages with local/national/international supply chains and improved business opportunities.

7. Evaluation

Evaluate the potential costs and benefits of implementing diversity policies.

The implementation of diversity policies will require time and resources and the benefits need to be highlighted. Evaluation should be a joint process to help owners, managers and staff to understand why these steps are being undertaken, to sustain commitment to the process and encourage future development of these policies.

How to do it:
- Think about what you will need to put into the process (costs) in terms of management time and business resources
- Think about what the outcomes might be e.g. improved communications, better staff relations etc.
- Think about the potential benefits e.g. solutions to labour shortages;avoiding staff problems such as stress and absenteeism; access to new markets; improved performance in existing markets; access to talent; getting the most out of existing staff; increased innovation and creativity; improved reputation
- Review this on an annual basis

Benefits:

> Effective, systematic measurement of the costs and benefits of workforce policies is essential to sustain existing programmes and to build the busienss case for greater investment, especially by "non-users"….

8.   External support

Seek external support to help you to adopt diversity processes and formalise Human Resources.

…..Most owners tend to refer to their accountant, solicitor or close relations. However there are many other public and private institutions that offer professional help; mostly at minimal cost in the case of public subsidised services (particularly those funded by the Eurpean Social Fund). Your local authority will be able to provide information on these. Trade organisations, chambers of commerce and profesisonal institutions are also very useful sources of information, along with mainstream union institutions. In many cases your financial institution (bank) will be able to point you to the right direction…

How to do it:
- Start with a contact you can trust and find out who is the best placed to help you
- Discuss the needs of your business openly with an external contact who will be able to see your business through new (and independent) "eyes"
- Work with the contact to identify links between the key business issues and specific HR policy areas and to develop formal HR policies and approaches
- Discuss these policies with other managers and staff members
- Engage the contact in thedevelopmetn, implementation and on.going review of these policies
- ….owners have reported positive expereinces of learning from each other, particularly within a structured programm of business-to-business support – seek these networks out in your local area or use your supply chains to gain knowledge from other businesses

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Benefits:

> The benefits of a more formal approach are highlighted throughout this document.

2.1.3. Seven Steps Using Diversity as a Resource

The precondition for becoming a successful, diversity-oriented company is a company culture which appreciates and promotes diversity consciously. The organisation develops strategies to arrive at a balance between differences and similarities and to use this balance to create value. What can companies do to develop a diversity management

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[3] Developed by synetz – the management consultants, published on www.synetz.de

which appreciates and utilizes diversity internally to its advantage and applies what it has learned systematically and effectively to the external environment?

1. To develop and maintain a strong, diverse company culture there has to be an equally **strong and clearly formulated company strategy and vision**, which includes diversity as an essential component. After all, diversity is your long-term economic resource.

2. For good diversity management a company needs an extremely transparent **performance management system** which is developed methodically in consultation with many internal stakeholders. Company wide Diversity Management guidelines need to be outlined and rankings and benchmarks set accordingly.

3. The performance **measurements are made independently** of race, ethnicity or skin colour, gender, religion, etc. This is extremly difficult, as most people are not aware of their own perception filters. Here a lot of awareness building needs to take place.

4. Take a good look at the particular **diversity constellations of your Departments, Teams and Projects** and consider the competencies, talents, experiences, personal attributes (like gender, age, migration background, etc.) and professions. This kind of detailed knowledge will facilitate the likely creation of innovative teams and generate new ideas.

5. As soon as you perceive even a trace of staff evaluation which is not performance based, in other words, when you perceive **discrimination or devaluation based on personal attributes, confront it** and use sanctions to set the record straight.

6. Develop an innovative recruitment and selection system. What kind of people with which profile and competencies do you need? The questions to ask are: Where are the exceptionally talented and diverse people irrespective of their ethnic/national origin? How to search for them?

7. Develop your leaders into genuine role models for diversity who are personally convinced that diversity serves the needs of the company and is an essential part of its identity.

No company develops automatically into a diversity champion. Constant evaluation and innovative thinking, as well as sustainable action and reflection are needed.

The implementation of Diversity Management is basically a matter of the attitude, mindset and behaviour in a company. The following principles are reminding us, what to take care of.

 Principle 1

To avoid wide scale opposition, diversity must be defined in a broad and inclusive way. The definition must make it obvious to employees that everyone is included and therefore everyone's diversity is valued.

 Principle 2

In order to value diversity, organisations must first assure that they are truly diverse at every level – not just when it comes to the secondary dimensions, but diverse in terms of the primary dimensions of diversity as well.[5]

 Principle 3

Leveraging diversity requires a fundamental shift in assumptions about the organization culture as well as changes in basic systems and practices used to support customers and employees.

 Principle 4

Change management principles can be the single most important tool in diversity implementation when artfully applied.

 Principle 5

To assure that diversity implementation is as rapid and successful as possible, the different needs and concerns of all five segments on the Diversity Adoption Curve must be factored into the overall plan.

 Principle 6

The diversity mindset is what separates effective facilitators and managers from those who play at or pay lip service to the need for change.

 Principle 7

Without making a serious investment in both time and human resources, no company can fully adopt the valuing diversity paradigm.

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[4] Modifying Loden's model of primary and secondary dimensions of diversity, the EU has defined six primary dimensions: gender, race and ethnicity, disability, age, sexual orientation and religion; secondary dimensions are education, profession, family Status, etc . See Loden, Marilyn (1996). *Implementing Diversity*

Principle 8

Dealing with backlash requires building support among those who are ready to adopt change while minimizing the involvement of those who are still in resistance.

Principle 9

It is critical that we now develop the strategic and financial arguments for valuing diversity, for building the business case strengthens the probability of full adoption.

Principle 10

While excellent training alone will not assure culture change, inappropriate training can do considerable damage to diversity implementation efforts.

2.1.5. Diversity Audit – a Self Assessment Tool for Companies [6]

With the help of the Diversity Audit your company may assess its diversity prepardness and the application of Diversity Management. Of course, strict confidentiality has to be kept regarding the results of each individual interview. The steering committee should look for patterns of responses which serve a basis for larger patterns. Normally it is enough to interview a sample of about 5% - 10% of people of a unit to gain a good understanding of the whole company´s functioning. Often, it is better to get external help to conduct such an Audit. If you decide to do it yourselves, train some people in appropriate interviewing methods. Form an interviewers' group, whose purpose is to conduct the interviews and summarize their results. Let them formulate hypotheses about what response patterns they recognized, and have them report back with their findings to the steering group and the management team.

Interviewer_____   **respondent_____**

Date:

Respondent´s:

a)   **Age:_____**
b)   **length of belonging to the company: _____**
c)   **gender: female   male**
d)   **ethnic background_____**
e)   **present position: supervisory** ☐   **non supervisory** ☐

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1. Vision and Strategy

   a.   Please describe your organization and its major challenges.

   b.   What vision is your company following?

   c.   What is your idea about the existing strategy of your company today?

   d.   If you were the boss of your company what would your decisions concerning a successful future be?

   e.   In general, what do you think about your company´s future?

2. Customers

   a.   What kind of customers is your company serving today?

   b.   If we asked your customers how would they describe doing business with your company?

   c.   What do you guess your competitors are telling your customers in order to make them change and leave your company?

   d.   Imagine 10 years from now – who will be your customers? What will they be like? How will their needs have changed?

   e.   How well do you feel prepared to serve futur´s customers?

3. Culture/Identity

   a.   What attracted you to work for this company?

   b.   What has encouraged you to stay?

   c.   What one thing would make you leave voluntarily?

   d.   What are you particularly proud of?

   e.   What have been the most important sources of fulfilment of your expectations?

   f.   What have been the major factors in your unmet expectations?

   g.   Describe your company in the following way: It is like …..

   h.   Describe any factors which limit your ability to contribute….

i. How does one gain reputation in your company?

j. What behaviour and individual attributes are not appreciated in your company?

k. What happens to new ideas, suggestions, innovations in your company?

l. What means diversity to you, personally?

m. Do you consider diversity in organizations more as a disruption or more as potential?

n. Which role plays diversity in your company today?

4. Cooperation, Teamwork,

a. How do you judge the cooperation with your management team?

b. Please describe how decisions are taken in your company.

c. How do you feel informed about what is going on in the company?

d. How satified are you with the cooperation and trust within your team/department?

e. How satisfied are you with the cooperation between your own and other departments?

f. Where are the major areas for improvement in your company?

g. What do you see as a typical conflict in the business life of your company and how does your company deal with it?

h. Are there formal feedback processes established in your company?

i. Please describe important informal communication networks in your company.

j. How is the communication style in your company: Formal – spontaneous – personal – trustfull - … What describes your companies´ communication style best?

5. Leadership

a. How would you describe the typical leadership style in your company?

b. And yours? (if supervisor)

c.   What are the unwritten rules your are expected to follow as a leader in your company?

d.   What characteristics are sought in the identification of potential executives and managers?

e.   Please characterize a person who is making a career in your company.

f.   How do your companies´ leaders deal usually with different or even controversial attitudes, opinion, suggestions, competencies or backgrounds?

g.   What do you take care of when constituting a new team?

h.   How important do you consider diversity in your team?

i.   Do you get regular feedback from your superior?

j.   How much is the established form of feedback helpful for you?

6. Human Resources Development

a.   How do you assure in your company to attract and recruit top performers?

b.   What do you see as major recruiting and/or retention challenges in the future?

c.   How will your company assure your success in the future "war for talents"?

d.   What are the main selection criteria in your assessment center?

e.   How would you rank the importance of diversity and Diversity Management within Human Resources in your company?

f.   What does diversity mean for HR? Ethical duty? Legal need? Potential business benefit?

g.   What do you see as main challenges regarding diversity in the leadership team and workforce of your company?

h.   What kind of management tools are currently in use to implement diversity?

i.   Is there a Performance Measurement System established?

j.   Do you feel evaluated in a fair way?

k.   What is the way your company promotes High-Potentials? Are women, people with minority background, other nationalities etc. sufficiently covered?

2.1.6. The Charter for Diversity – a Voluntary Initiative

In December 2006 four German companies (Deutsche Telekom AG, Deutsche BP, Deutsche Bank AG, DaimlerChrysler AG) have initiated a voluntary campaign – "Diversity as a Chance – the Charta of Diversity of companies in Germany". By signing the document the respective company declares its willingness to support, foster and further develop Diversity in the own company. Until May 2007, 70 companies have already signed up to the Charter. In France a similar initiative started in 2004 and has already found 3000 supporting companies. More initiatives of this kind may further promote diversity in the corporate world of the EU.

The Corporate Charter of Diversity for Germany

Diversity as a Chance

The diversity of modern society, influenced by globalisation and reflected in the demographic changes, is affecting economic life in Germany. We have come to realize that we can only be successful in business if we acknowledge and leverage diversity. That includes the diversity of our workforces and the diverse needs of our customers and other business partners. The diverse competencies and talents of management and staff open new chances for innovative and creative solutions.

The implementation of the Charter of Diversity in our companies aims at creating a work environment free of prejudice. We deeply respect all colleagues irrespective of sex, race, nationality, ethnic background, religion or worldview, disability, age, and sexual preference. The appreciation and promotion of these diverse potentials produce economic benefits for our businesses.

We foster an atmosphere of respect and mutual trust. This will have positive effects on our reputation and integrity with our partners and customers in Germany and in the world.

In the framework of this Charter we are committed to

1.   grooming a corporate culture characterised by mutual respect and appreciation of every single individual. We seek to create conditions such that everyone (superiors and colleagues) respect, practice and acknowledge these values. This will require explicit support from leaders and superiors.
2.   overseeing and assuring that our human resource processes will be compatible with the existing competencies, abilities and talents of our employees, as well as with our own performance standards.
3.   recognising the diversity inside and outside our organisations, appreciating the intrinsic potentials residing in it, and endeavouring to utilise it profitably for our business.
4.   ensuring that the implementation of the Charter will receive its due recognition and will make it a subject for internal and external communication.
5.   making public on an annual and regular basis our own efforts and achievements at promoting diversity.
6.   and keeping our own employees and colleagues informed and actively involved in the implementation of the Charter.

We are definitely convinced that practicing and appreciating diversity will have a positive impact on German society. We welcome and support this business initiative!

Business Organisation	**Prof. Dr. Maria Böhmer, German Minister for Migration, Refugees and Integration**

2.2. Good Practice Case Studies at the Workplace [7]

The term "Best Practices" is intentionally not used in this manual. Every effort fostering more diversity and an active Diversity Management is welcome. Learning from each other, sharing experiences and discussing opportunities and dangers seem to be a better way to implement a company´s own way of Diversity Management. Nonetheless, four examples of good practice given here are worth reflecting upon.

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[7] The source of all presented cases: *The Business Case for Diversity - Good Practices in the Workplace*; European Commission, Directorate General for Employment and Social Affairs and Equal Opportunities; September 2005

Adecco

Company Name	No. Employees:	Website
ADECCO	5 000 (France), 30 000 (global), up to 700 000 temporary staff per day (global)	www.adecco.com
Country		**Primary Business**
France / Europe	Turnover: €17.2 billion (global)	Recruitment and career services

Title of Initiative	**Disability & Skills Programme**

The Disability & Skills initiative was initially launched within Adecco in France in 1986 to facilitate the access of persons with disabilities to the labour market. Following the success of the programme in France, it has been extended to Spain, Italy, Belgium, the Netherlands, the UK and Switzerland, and will be further extended to other European countries in 2005. The programme promotes equality of opportunities only on the basis of personal skills, qualities and experience. The objective is to identify and provide work opportunities matching candidates with disabilities, whilst also helping develop additional skills to ensure sustainable employment.

A dedicated Business & Disability coordination team was set up in 2004 at international level to manage the implementation and results of the programme across the group. It is headed by a Corporate Social Responsibility/Disability & Skills project director at group level working in collaboration with a team of project leaders responsible for programme implementation at national and local levels. The coordination team ensures the transfer of know-how and mainstreaming of disability inclusion throughout Adecco's major business units.

Internally, compulsory induction training on non-discrimination and disability inclusion is provided to managers and staff to ensure understanding of corporate diversity values and personal engagement in the policy's implementation, and to help them deal with potential cases of discrimination. Evaluation of the diversity programme includes monthly, quarterly and yearly monitoring and reporting on the achievements and number of people with disabilities at work.

Results

Adecco sets targets and objectives relating to the work placement and employment of people with disabilities. In 2004, it facilitated access to work to 9 578 persons with disabilities across Europe, an increase of 9% compared to 2003, exceeding its own targets. The Disability & Skills initiative has brought organisational cultural change in a previously hostile environment through demystification of disability in the workplace. The programme benefits from the support of staff and temporary staff, disabled and non-disabled, and creates enhanced satisfaction amongst staff and clients. The commitment to disability inclusion has been a key factor in Adecco winning calls for tenders with some clients.

Specific Grounds:
Disability

Country(ies) scope:
France, Spain, Italy, Belgium, Netherlands, UK

Launch date:
1986 in France
2000 across Europe

Highlights
- Implementation in six EU Member States
- Non-discrimination and disability inclusion training to all staff
- Skills gap training offered to disabled candidates to help ensure long-term employment
- Access to work for 9 578 persons with disabilities at European level in 2004

Disability is not an obstacle to competency.

Jérôme Caille, CEO Adecco

Company Name	No. Employees:	Website
AIR PRODUCTS	5 500 + (Europe) 20 000 (global)	www.airproducts.com
Country	Turnover: €1.8 billion (Europe)	**Primary Business**
UK / Europe and worldwide		Industrial gases, chemicals, equipment and services provider

Title of Initiative	**Valuing Diversity**

Founded more than 60 years ago, Air Products serves customers in technology, energy, healthcare and industrial markets worldwide. However, its success was complicated by some prejudicial attitudes leading to a feeling of exclusion and low contribution from some valuable staff, before a training and awareness diversity programme called Valuing Diversity began in 2001.

The programme has seen improvement in staff progression and a trained and more effective workforce. It includes awareness training, supported by posters to reinforce the learning from diversity workshops and 'Coffee talks' to explain the overall initiative and its local implementation. Regular diversity reports appear in employee magazines and corporate Intranet sites. Diversity leadership teams in each major business or region drive change towards an environment in which every employee can contribute fully and feels valued and included. Employee networks, have been set up, for example Gay and Lesbian Empowered Employees (GLEE), Ethnically Diverse Employees (EDEN) and All Asian Americans at Air Products.

The increased awareness has transformed the organisation and created an environment encouraging a significant number of local initiatives, typically related to improving communication, inclusion, building trust, improving teamwork and cultural awareness. This has been achieved through the development of unique training methods tailored for each individual country and allowing for its social and cultural context. Over 5 300 employees have now been trained across Europe.

Results

In France for instance, a newly formed logistics team used the concepts of team integration, acceptance and mutual learning to achieve a forecasted €600 000 productivity improvement (exceeding a €450 000 target). Also specific efforts to recruit and accommodate Muslim employees in the Maurepas Depot have improved the standing of the company in the local community. In Spain, employees created a succesful diversity internet site and information posters, introduced a mentoring programme and training for managers, engaged in self assesment and in recruiting from the local community. The overall initiative has led to a positive impact on the working environment, shifts in management style and enhanced worker innovation Europe wide.

Specific Grounds:
Diversity training across all grounds

Country(ies) scope:
Europe

Launch date:
2001 ongoing

Highlights
- Over 5 300 staff trained in diversity across a large number of EU country operations
- Active employee-driven mentoring programme and networks

So I will continue to foster tolerance, understanding, respect, integrity and an open working environment. These are essential components of a modern, high-performing corporation and fundamental to retaining and nurturing talented people.

Bernard Guerini, President, Air Products Europe

Dublin Bus
Serving the entire community

Company Name	No. Employees:	Website
DUBLIN BUS	3 432	www.dublinbus.ie
Country	Turnover: €177.5 million	**Primary Business**
Ireland		Public transport

Title of Initiative	**Equality & Diversity Programme**

Dublin Bus employs staff from over 50 different countries and has a high public profile as a state-funded company that is proactively promoting diversity and equality and an intercultural workplace. Its commitment to diversity and inclusion started in 2001 when the company conducted an Equality Review to understand and analyse its position. This prompted strategic action with the launch of an Equality and Diversity Action Plan in 2003.

The plan's priorities, objectives and actions are set in relation to dignity and respect at work, recruitment and positive action, ethnic diversity, disability, training and participation, work life balance as well as marketing and advertising. In particular, the plan has led to the introduction of specific internal policies (e.g. Equality & Diversity policy, Dignity & Respect, Intercultural Workplace Policy).

Working groups involving management, staff and trade unions are active on many diversity issues. One such group is the Intercultural Working Group that involves staff and bus drivers from different origins and ethnic backgrounds. It has initiated various projects to raise awareness and promote an intercultural workplace both internally (e.g. policy on intercultural workplace, training for trainers for selected staff to deliver intercultural training in induction courses) and externally (e.g. an annual all nations gaelic football match).

An Equality and Diversity panel of 40 trained employees from various grades and locations has also been set up to act as a resource to the working groups and as diversity champions in the workplace, communicating diversity objectives to other staff and bus drivers at different work locations.

Results

The diversity initiative has significantly enhanced the external corporate reputation of Dublin Bus, as well as its internal people management skills and good practice in human resource processes. Since 2001, the success of its Equality & Diversity Programme has been highlighted in the Irish media. The Equality Authority in Ireland has also listed Dublin Bus as a Company of Best Practice in relation to its intercultural workplace. Dublin Bus has a high level of worker satisfaction, and employees report the company as an employer of choice which has led to increasing numbers of job applications from ethnic minorities, older people and people with disabilities.

Specific Grounds:
Ethnicity

Country(ies) scope:
Ireland

Launch date:
2001 ongoing

Highlights
- High level of worker satisfaction
- Success of the diversity programme highlighted in media
- Listed as a Company of Best Practice by the Equality Authority
- Increase in number of candidates from ethnic minorities, older people and people with disabilities

We believe that the principles of equality and inclusion enhance the efficiency and fulfilment of our employees, empower us to meet the changing needs of our customers and connect us to the entire community that we serve.

Joe Meagher, Managing Director, Dublin Bus

Deutsche Bank

Company Name	No. Employees:	Website
DEUTSCHE BANK	65 400 (global), 27 000 (Germany)	www.db.com
	Turnover: €21.9 billion (global)	
Country		**Primary Business**
Germany / Global		Financial services

Title of Initiative	**Global Diversity at Deutsche Bank – Target Group Marketing to Diverse Groups**

Deutsche Bank aims to foster an inclusive work environment in which all employees can contribute their full potential. To achieve this, it set up a global diversity team in 1999 to supports various initiatives, such as talent and development initiatives, employee networks and diversity training. However, it initially received a reserved response among business managers. Only when the team started to connect diversity with the business did managers become more open to discussion.

Today at Deutsche Bank, senior managers of each business division act as diversity champions. Diversity management workshops are held for all managers who are also required to set personal diversity objectives. Members of the diversity team now work as business consultants to the business divisions, helping them to analyse data, develop projects and monitor their impact. One project that is being undertaken with Deutsche Bank's retail banking business in Germany is targeting potential gay and lesbian clients with the aim of gaining market share by positioning the bank as an open-minded and empathetic financial services provider.

The project started in Berlin in late 2003 when Deutsche Bank began placing advertisements in a gay and lesbian magazine. The advertisements gave the names of people to contact, providing the bank with an opportunity not only to sell its services but also to gauge individuals' responses to the campaign. Internally, Deutsche Bank has gay and lesbian employee networks in Germany, the UK and the US, and it is arguable that the gay and lesbian marketing activities would not have been considered without their influence.

Externally, Deutsche Bank supports gay and lesbian advocacy groups and the Christopher Street Day gay pride parades held annually in German cities. In 2002, its commitment to diversity was rewarded when it won the Völklinger Kreis (Federation of Gay Managers) Max-Spohr prize.

Results

Deutsche Bank is succeeding in its target marketing activities in Berlin, attracting new clients and sales revenues. Encouraged by this response, the retail banking business decided to launch a similar gay and lesbian marketing campaign in Hamburg in 2004. Together the Berlin and Hamburg projects have generated a ten-fold return on the initial investment. More recently, projects have been started in Cologne and Munich.

Specific Grounds:
Sexual orientation

Country(ies) scope:
Germany, Italy, Spain, UK

Launch date:
1999

Highlights
- Employee networks raise diversity awareness
- Gay and lesbian marketing campaigns generate ten-fold return on investment
- Max-Spohr prize winner in 2002

Diversity is key to our business growth. Our success is driven by our ability to leverage and manage our diversity in order to create outstanding solutions for our clients.

Dr. Joseph Ackermann, Chairman of the Group Executive Committee, Deutsche Bank

2.3. Examples for Designs of Internal Company DM Workshops

Very often the question arises: How do we start to spread the message about Diversity and Diversity Management in our company? The following so called workshop designs may help in conducting workshops around the topic for various target groups. We strongly recommend starting with the leaders in your company. If they understand why diversity is so relevant, they will be able to further communicate it to their workforce. On the following pages, you find four different formats tailored for leaders and all staff.

2.3.1. One day Workshop for Leaders on Diversity Management
author: Hans Jablonski, size of group: 20 - 60 participants
Goal: Awareness for Diversity amongst leaders - Target group: leaders

Time	What?	How?	Remarks
10.00	Welcome	Welcome delegates and explain goal and agenda.	
10.15	Warm up	First Contact with Diversity Management	
10.40	Input Trend & Definition Discussion	Definition of Diversity Management - European Situation (data and facts), Short Presentation and Participant´s Discussion	
11.10	Input Country	Looking into the local (Country) situation and trends	
11.45	Group work	- Discussion in Small Groups: relevance for own company - Question & Answer session	
12.00	Business Case	The Local business case as answer to the Trend, related to one's own Country and Company Contexts: Discussion in Small Groups	
12.30	Business Case	Presentation of group results: Plenary	
12.45	Lunch		
13.45	Understanding real DM	Demographic Developments and their Influence on Teamwork: exercise	
14.25	Successful DM input	Input: Explain and Discuss	
14.45	Networking and Support	Input and Discussion in Small Groups – how to network on DM? Presentation	Company Specific Materials
15.30	Break		
15.45	Transfer to own situation in company	Delegates discuss what they can and will do (as leaders) on a company level to support Diversity and next steps	
16.30-17.00	Evaluation Good by		

2.3.2. Information Workshop for Workforce on Diversity

author: Badru Amershi, size of group: 20 - 60 participants
Goal: Increase diversity awareness in the workforce

Time	What?	How?	Remarks
10:00	Welcome	Welcome delegates and explain goal and agenda	Sitting in small circles
10:15	Warm up	First contact with diversity Management	
11:00	Input / Understand-ing	Presentation: Definition of Diversity Management followed by short session of Q&A by participants	
11:20	Input: Importance for your company	Focus on the local (country) situation and trends European situation data and facts Short presentation and participant discussion	
11:40	Business Case	Explain & discuss the local business case as answer to the above trend; concentrate on what this means to them as employees in general.	
12.00	Importance for your company	Transfer to own country's and company's Discussion in small groups - participants pair up /or form groups of 3 and discuss the following questions: What do I see as important in Diversity for our company - what would be the consequences of not taking any action? (get the participants to note maximum 3 most important points for each question on a flip chart) Presentation: plenary	
12.45	Lunch		
13:45	Requirements & conditions for successful DM	Input: Explain and discuss the conditions required for Diversity Management (focus on conditions for general workforce/employees)	
14:15	Knowledge about networking and support	Discussion in small groups/pPresentation Make participants aware of materials, information, support they could use in the future	
15:00	Break		
15:15	Transfer to own situation in company and next steps	Participants … should discuss what they can and will do as employees on a company level to support Diversity Let Participants discuss in groups &	

Time		How?	Remarks
		make suggestions	
16 :00	Next step	Get commitments from the participants on what they intend to do <u>personally</u> to support diversity in their company and specific target groups a). Group work: get groups of 3 to 5 to write up their steps (maximum 4) on a flip chart. b). Plenary presentations: get selected groups to explain their flip charts. Rest of the charts for all to see	
16.30 - 17.00	Evaluation End of Workshop	Get feed back from all participants on the workshop	

2.3.3. Strategic Large Group Event Diversity

Author: Marion Keil, size of group: 80 to 300 people
Goals: Everyone in the company should become aware of the challenges for the future of their company, know what purpose DM serves and realise the strategic implications for their company.
Target group: mixed employee audience from different departments, ages, hierarchy levels, grouped in small circles of 10 people, seated in chairs
Duration: 1 day

Time		How?	Remarks
9.00	Start	welcome, goals of the day, schedule of the day	Top Management/ facilitators
9.20	Warm-up	- small group exercise: introduction to each other who am I, where am I from, what makes me unique and different from others in the company? - Brief reaction by interviews in plenary: what makes us unique?	Exercises are given on ppt/beamer Facilitators
10.00	Input on understanding DM	- Presentation of overview about challenges in market and society: demography, customer needs change, customer profile change etc. 20´ - Small groups: What did we understand, what are other challenges? - Open plenary suggestions to add to list	Top Management Facilitators
10.40	break		

11.00		**Input DM**	Input: what is diversity? Why is it important? Our Diversity Management stratgegy as answer to challenges Small groups: what is my reaction to this? Brief reaction taken by facilitators	Top Mangement
12.00		**Exercise Diversity**	Reading the story "giraffe and Elephant" by facilitator – images shown at the same time Small group work: What is the underlying issue of the story? Where do you see similarities to your working environment? What message do you take from the story? 30´ Talk show: 2 chairs empty, 2 Top Managers and one facilitator discuss the story and implications – people from plenary join them	Facilitators
13.00		LUNCH		
14.00		**Exercise Diversity Award**	Small groups work: How will our company look like regarding Diversity 5 years from now – so we have won the European Diversity Award? Results on flipchart Market presentation Or creative presentations	Results on flipcharts – if group larger than 60 market presentation and walking around. If 60 each group creates a creative small performance and presents openly
15.30		**Break**		
15.45		**CEO reaction**	Facilitator interviews CEO + all Top Management about results of Award exercise and asks for practical next steps with the results. Appreciation from Top Management Ideal: Top Management announces start of a Diversity Management Steering committee	Diversity Management Change Loop
16.05		**Evaluation**	All participants position themselves on a continuum from 0 to 100: satisfaction with today – some participants are openly interviewed about own motivation to position oneself where they are	
16.20		**End**	Facilitator and Top Management close the event officially	

Section 3 – Further Information

3.1. Suggested Readings on Diversity and Diversity Management

Adler, Nancy J. (2002): *International Dimensions of Organizational Behavior*, Cincinatti, Ohio: Thompson Learning
Important background regarding organizational sociology and change as introduction to the discipline of Diversity Management

Bentley,Trevor / Clayton, Susan (1998) *Profiting from Diversity*, Gower Publ, ISBN 0 566 07931 3. Authors are from GB and do not focus on target groups but on the mind-set for Diversity.

European Commission (2005) *The Business Case for Diversity – Good Practices in the Workplace*, Luxembourg: Office for Official Publications of the European Communities ISBN 92-79-00239-2; Extraordinary overview of DM in European companies!

Gardenswartz & Rowe, Patricia Digh, Martin Bennet, (2003) *The Global Diversity Desk Reference, Managing an International Workforce*, Pfeiffer ISBN 0-7879-6773-4; Extending the view from domestic diversity to global diversity organizations and clarifying the diversity issues people in organizations have to deal with.

Gardenschwartz, Lee and Rowe, Anita. (1998) *Managing Diversity: A Complete Desk Reference and Planning Guide* (Revised Edition). New York, et.al.: McGraw- Hill; Excellent resource book, just like in the subtitle, "a complete desk reference and planning guide". The authors lead workshops regularly. If you are interested, contact Angelika Plett (Email: Plett@mitteconsult.com).

Gardenschwartz, Lee and Rowe, Anita. (1998). *Managing Diversity in Health Care.* San Francisco, California: Jossey-Bass;
The classic for the health care sector!

Gentile, Mary C. (ed) (1994) *Differences That Work: Organizational Excellence through Diversity.* Boston, MA: A Harvard Business Review Book
This is a collection of articles from the Harvard Business Review from the 1980s and early 1990s. They serve to focus in on particular issues in more depth. The forward is written by R. Roosevelt Thomas.

Hayles, Robert, Ph.D., Mendez Russel, Armida, (1997) *The Diversity Directive, Why some Initiatives Fail and What To Do About It*, ASTD, McGraw-Hill, ISBN 0-7863-819-2;
A step-by-step approach for implementing diversity into organizations.

Harvard Business Review *on Managing Diversity (2001) Harvard Business School Press;* Interesting overview of different aspects of diversity

Hutcheson, John D.; Kruzan, Terri W. A. (1996) *Guide to Culture Audits: Analyzing Organizational Culture for Managing Diversity*. The American Institute for Managing Diversity, Inc.
A highly informative reader with useful questionnaires and checklists on diversity management tools.

Loden, Marilyn (1996). *Implementing Diversity.* New York, et.al.: McGraw-Hill
This work is an honest, practical work with interesting tips and mistakes to beware of. A very practical handbook.

Lambert, Jonamay and Myers, Selma (1994). *50 Activities for Diversity Training.* Amherst, MA: Human Resources Development Press
Another good collection of workshop activities

O´Mara, Julie (1994) *Diversity – Activities and Training Designs,* Amsterdam, et.al.: Pfeiffer & Company.
Very good collection of workshop activities

Rasmussen, Tina (1996). *The ASTD Trainer's Sourcebook: Diversity.* New York, et.al.: McGraw-Hill
Useful sourcebook with workshop plans and exercise descriptions

Thomas, David and Ely, Robin (1996): "Making Differences Matter: A New Paradigm for Managing Diversity", *Harvard Business Review,* pp. 9-10
Excellent article on the evolution of Diversity Management

Thomas, R. Roosevelt. (1991) *Beyond Race and Gender: Unleashing the Power of Your Total Work Force by Managing Diversity.* New York: American Management Association
Published in 1991 this work serves as a good analysis of the limits of equal opportunity in the 1980s in the US

Thomas, R. Roosevelt with Woodruff, Marjorie. (1999) *Building a House for Diversity: How a Fable about a Giraffe & an Elephant offers new strategies for today's work-force.* New York, et.al.: American Management Association
Excellent introduction to DM, told through a simple fable about a giraffe and an elephant

Thomas, R. Roosevelt. (2006) *Building on the Promise of Diversity: How we can move to the next level in our workplaces, our communities, and our society.* New York, et.al.: American Management Association.
For those who want some idea of the barriers and limits of equal opportunity and diversity management from the early 1980s to last year, this work is absolutely necessary reading. After giving discerning description and analysis of the problematic side of DM, Thomas increasingly shows more sophistication and pragmatism in pointing to possible creative paths for the future of DM in business organizations.

EUROPEAN COMMISSION

- Website of the anti-discrimination unit in DG Employment, Social Affairs and Equal Opportunities of the European Commission:
  http://ec.europa.eu/employment_social/fundamental_rights/index_en.htm
- EU information campaign "For Diversity. Against Discrimination":
  www.stop-discrimination.info
- European Commission publications on non-discrimination and diversity:
  http://ec.europa.eu/employment_social/fundamental_rights/public/pubst_en.htm
- Study on methods and indicators to measure the cost-effectiveness of diversity policies in enterprises (October 2003):
  http://ec.europa.eu/employment_social/fundamental_rights/pdf/arc/stud/cbfullrep_en.pdf
- The business case for diversity, good practices in the workplace (November 2005):
  http://ec.europa.eu/employment_social/fundamental_rights/pdf/pubst/stud/busicase_en.pdf
- This website is foccusing the youth
  http://europa.eu/youth/news/index_3034_en.html

EU SOCIAL PARTNERS

- European Association of Craft, Small and Medium Sized Enterprises (UEAPME)
  www.ueapme.org
- Business Europe
  www.businesseurope.eu
- European Trade Union Confereration
  www.etuc.org
- CEEP
  www.ceep.org

OTHER INTERESTING WEBSITES

- Focus of this website is the dialogue around people with disabilities
  http://www.socialdialogue.net/en/index.jsp
- Local Government across Europe
  http://www.lgib.gov.uk/index.html
- Study on Diversity implementation in European Telecommunication companies
  http://www.etno.eu/
- Corporate Social Responsability Network Europe
  www.csreurope.org
- Informative website on Diversity Management as part of an EU Leonardo project
- http://www.diversityatwork.net/EN/en_index.htm
- Interesting website and newsletter on Diversity Management in Europe
  http://www.idm-diversity.org

This list of websites is organised countrywise. Each European country may set up its own list and/or add to this one.

Austria:
www.diversityworks.at
http://www.roomycompany.at/
http://www.equal-esf.at/new/de/index.html
http://www.chancen-gleichheit.at/
http://www.gleichundgleich.at/
http://www.esf.at/start.html

Belgium:
http://www.coedu.usf.edu/ap/5.htm
http://www.culturelestudies.be/eng.htm
http://www.vub.ac.be/english/diversity/general.html
http://www.diversito.be/nl/2007/03/tips_for_a_succesful_diversity.html
http://www.acodden.org/info/index.cfm?a=32 (in der Schule, brauchbar???!!!)

Bulgaria:
http://diversity.europe.bg
http://www.osi.hu/esp/rei/romaschools.bg.osf/en/index.html
http://www.osf.bg/?cy=100&lang=2
http://www.europeaninstitute.bg/page.php?category=101&id=200

Denmark:
http://www.interlink.dk/sw117.asp
http://www.ipmacourse.com/course_c.html
http://www.bsr.org/Meta/About/index.cfm
http://www.danishtechnology.dk/business-development/9389
http://www.pro-diversity.net/
http://www.innovatingwithdiversity.com/12203/ABOUT%20THE%20CONFERENCE
http://www.sfi.dk/sw7107.asp
http://www.iff.dk/en/tm010919.asp

Finland:
http://www.dot-connect.com/services-Diversity_Management.html
http://sockom.helsinki.fi/ceren/English/fellowshipsEn.html
http://www.humanitariannet.deusto.es/NCR/Marie_Curie/Marie-Curie.asp
http://cordis.europa.eu/improving/code/about.htm
http://cic.vtt.fi/projects/gps/renewal.htm
http://www.eaea.org/index.php?x_hakulause=Diversity
http://www.jns.fi/equal/asset/asset/intro.html
http://www.cec.jyu.fi/koulutusohjelmat/mba/dm/index.htm
http://www.vnf.fi/linjer/cultural.htm
http://www.minedu.fi/OPM/Kulttuuri/kulttuuripolitiikka/?lang=en

France:

http://www.diversityconseil.com
http://www.total.com/en/corporate-social-responsibility/Social-Responsibility-1/
http://www.unesco.org/culture/policies/ocd/index.shtml
http://www.unesco.org/culture/policies/ocd/index.shtml
http://www.gm.com/company/gmability/workplace/400_diversity/460_partnerships/index.html
http://www.syre.com/Englishpresentation.htm

Germany:
http://www.idm-diversity.org
http://www.migration-boell.de/web/migration/46_937.asp
http://www.vielfalt-ist-gewinn.de
http://www.equal-de.de/Equal/Navigation/english.html
http://www.gender-diversity.net/
http://www.ikud-seminare.de/mos/Frontpage/
http://www.mitteconsult.de
http://www.synetz.de
http://www.diversity-league.com

Great Britain:
www.focus-consultancy.co.uk
http://diversitybulgaria.org/en/
http://www.cipd.co.uk/subjects/dvsequl/general/divover.htm

Greece:
http://www.breakthrough.gr/seminar%20files/socInt.html
http//www.vfa.gr

Hungary
http://www.ilo.org/public/english/employment/gems/eeo/tu/cha_6.htm
http://europeandcis.undp.org/?menu=p_publications

Ireland:
http://www.diversity.ie/consult_train.asp
hhtp://www.impactglobal.eu
http://www.equality.ie/index.asp?locID=105&docID=691

Lithuania
http://www.lygybe.lt

Netherlands
http://www.kantharos.com

Poland:
http://tolerance.research.uj.edu.pl/?a=elem_list&group=9&lang=en
http://www.hfhrpol.waw.pl/en/index.html?http://www.hfhrpol.waw.pl/en/index_pliki/dysk.html
http://www.humanrightshouse.org/dllvis5.asp?id=1596

Portugal
http://www.iseg.utl.pt

Rumania
http://www.i-interact.ro/
http://www.see-educoop.net/education_in/pdf/ecit2001-oth-rmn-t05.pdf
http://www.dromesqere.net/
http://www.eurofound.europa.eu/publications/htmlfiles/ef0667.htm
http://www.cncd.org.ro/>
http://www.crj.ro/antidiscriminare.php
http://www.antidiscriminare.ro/
http://www.hartuiresexuala.ro/home.html

Slovakia
http://www.ark.sk

Slovenia
http://www.humus.si

Spain
http://www.iegd.org

Sweden:
http://www.scas.acad.bg/WFM/default.htm

Turkey:
http://www.ferhanalesi.com
http://www.sabanciuniv.edu/ybf/eng/?PrgEmba/Overview.html

JOURNALS
www.interculturalpress.com
www.diversityjournal.com
www.diversityonline.com
www.hrpress-diversity.com
www.diversityinc.com