

GLOBAL DIVERSITY IN THE WORKFORCE

Corporate Diversity Practices in Europe – Comparing
European and US-owned companies

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The Grand, Amsterdam

Leading International Expertise & Experience

■ Profile

- Specialised in Diversity since 1997
- Inclusive – international – innovative

■ Practice

- Proprietary research & publications
- Knowledge management & networks

■ Portfolio www.diversity-consulting.eu

- Research: Data & Analysis
- Communication: Concepts & Tools
- Interaction: Learning & Experiencing

■ Partial client list

- Air Products, BP, Credit Suisse, Deutsche Bank, Deutsche Post, Deutsche Telekom, E.ON, Ford, Hewlett-Packard, Johnson Controls, Kraft Foods, Motorola, UBS, Volkswagen AutoUni, Volkswagen Financial & Not-for-profit clients

Michael Stuber

- Researcher
- Author
- Consultant
- Lecturer



Background

- Industrial engineering & management degree
- 20 yrs international experience
- Leadership & management development
- Change strategies & process management
- Marketing & communication
- Gender, age, culture, work/life and other issues

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Introduction

■ Survey Design

- 60 potential participants identified by Internet / Press research, Networking, relevant contexts
- 1st round November 2000, 2nd round May 2001
- Total of 20 respondents (10 US-owned, 10 European)
- 12 pages questionnaire, follow-up telephone interview, emails, reviews of information material / literature

■ Participants

- Air Products Europe, Air Rianta, American Express Europe, Bausch & Lomb, British Airways, British Telecom, Cable & Wireless, DuPont Europe, Ford of Europe, GE Plastics Europe, General Motors Europe, IF / Skandia, Kraft Foods Europe, Lucent Technologies Europe, Deutsche Lufthansa, Procter & Gamble Europe, Sara Lee / DE, Royal Dutch Shell, Telia, Virgin Retail

Overview - Table of Content

This survey aimed at framing Diversity for the first time on an pan-European level. For this purpose, a small sample of innovative companies was chosen to explore:

- **Understanding Diversity**
- **The Business Case**
- **Aims, Strategies & Change**
- **Organisation & Evaluation**
- **Mainstreaming Diversity**
 - HR
 - Marketing & Sales
 - Corporate Responsibility
- **Successes & Perspectives**

- **How to read the slides:**
 - The top-down order reflects the overall survey result (ranking)
 - The colours show whether criteria were given very strong (green) or very little importance (orange)
 - Red stands for “not at all mentioned”
 - US+ or US++ indicates that American companies put much greater emphasis on this item than their European peers

Defining Diversity

Differences (many or all)

Business nexus, economic rationale

To be inclusive, to value, to respect

Individuality, uniqueness

Business attitude, way of doing business

Part of managerial tool-kit

Dimensions of Diversity

Gender

Race/Ethnicity

Disability

Age

Sexual Orientation

Religious Beliefs

Dimensions of Diversity

Work style

Education

Parental status

Lifestyle

Language(s) (Eu ++)

Organisational dimensions (50 %)

The Business Case (I): Macro-Economic / Business Trends

Ongoing organisational change

International shifts

Strategic necessity

Increased M&A

Technological innovation

Productivity, cost, markets, shareholders

The Business Case (II): External Drivers - Demographics

Changing Role of Women

Potential of ethnic minorities

Ageing of society

Changing impact of disabilities

Increasing religious diversity

Visibility and pride of homosexuals

The Business Case (II): External Drivers - Culture

Values of the young

Strive for self-fulfilment, flexibility

Alternative Lifestyles on the rise

Changing values, roles

More single parents

Smaller households

The Business Case (III): Expected Business Benefits - External

Access to labour markets (EU+) *

Customer intimacy (US+)

Enhanced employer image (EU+)

Entering new markets

Increasing market share

Improved investor relations, ratings

The Business Case (III): Expected Business Benefits - Internal

Improved team effectiveness

Increased individual productivity

Improved morale (US+)

More openness to change (EU+)

Effectiveness of complex organisation

Better integration of new staff

Aims: What Companies are Trying to Achieve with Diversity

To have a diverse workforce

To have an inclusive environment

Workforce to reflect customer base

To have a Diversity image / reputation

An Approach to Change

Addressing the Head

Data, survey results

Addressing the Heart

Training, workshops, mentoring

Addressing the Hand

Policies, accountability

An Approach to Change

EU: Divisional & National

Buy-in from businesses, managers

US: Divisional & Functional

Differences in Europe

Spreading Ownership, Ensure Commitment (I): Involving Individual Employees

Networks, special issues (US)

Feedback structures, participation (EU)

Training

Spreading Ownership, Ensure Commitment (II): Holding HR Accountable

Reviewing and aligning HR systems

Provide support / guidance

Monitoring (data) (US)

Spreading Ownership, Ensure Commitment (III): Holding Management Accountable

Training

Score Cards

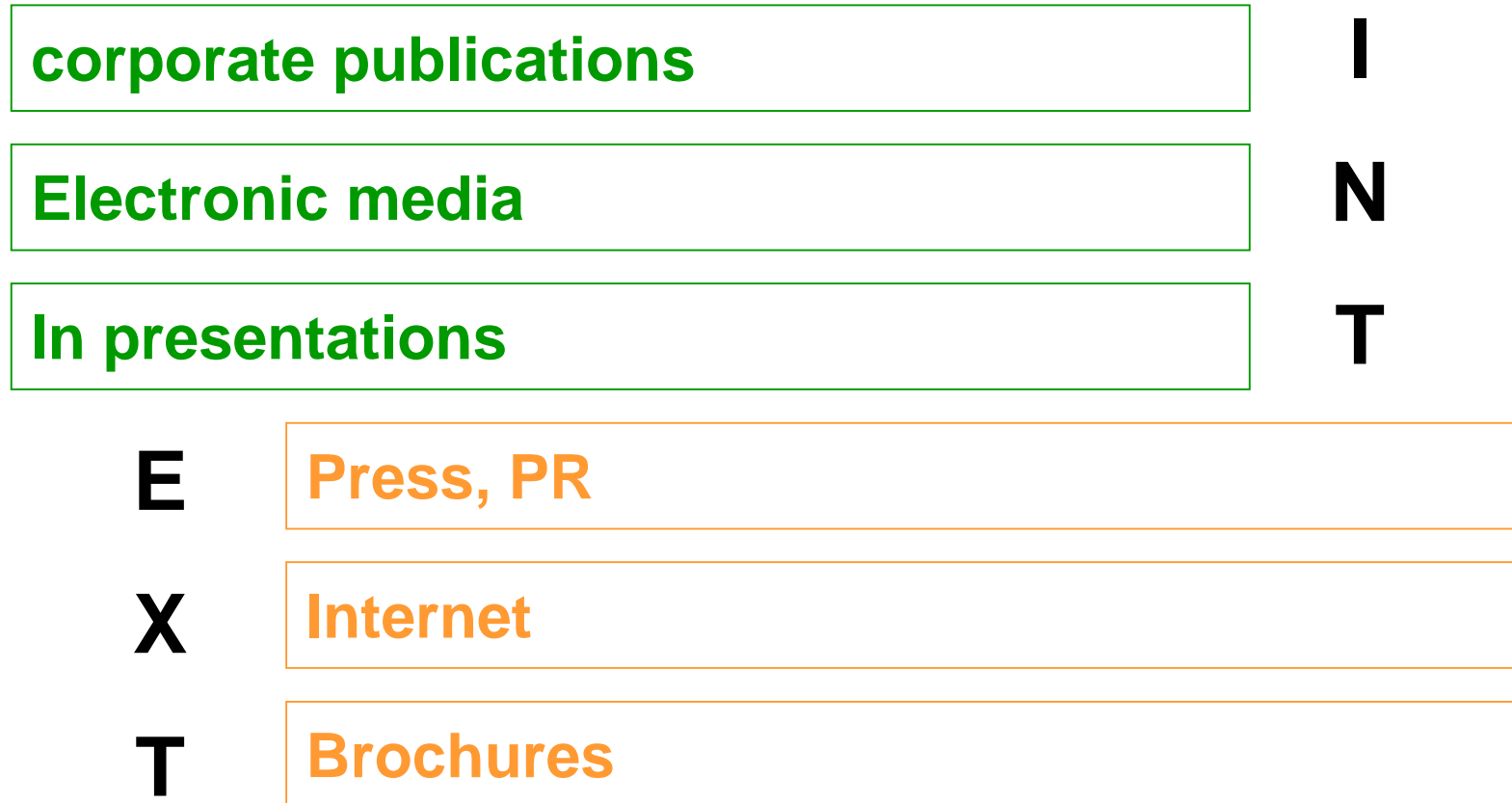
Feedback, Meetings, Councils

Spreading Ownership, Ensure Commitment (III): Holding Senior / Top Management Accountable

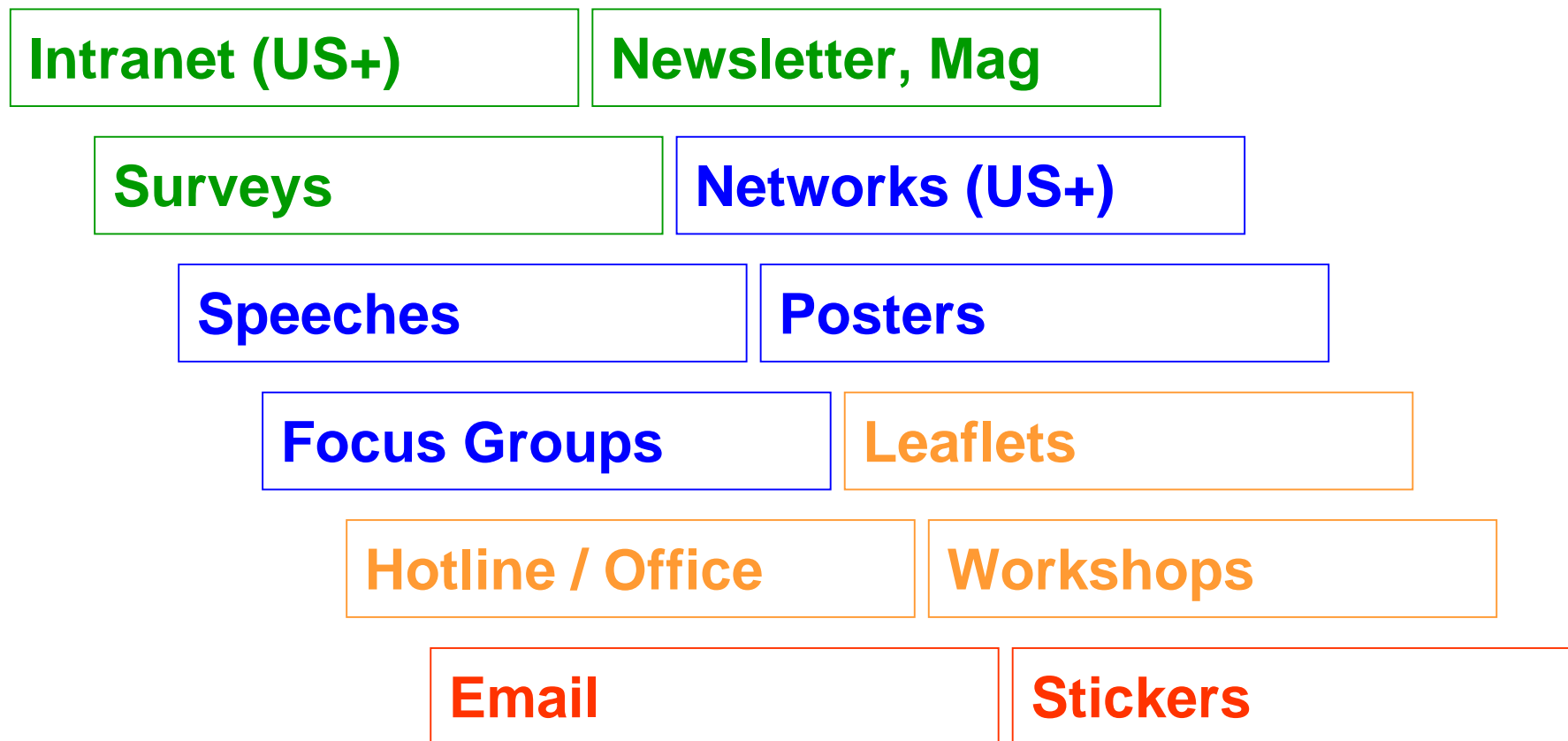
Target setting (US+)

Training (US+)

Diversity Statements (US ++)



Communicating Diversity



Mainstreaming Diversity into Communication

Management speeches (US+)

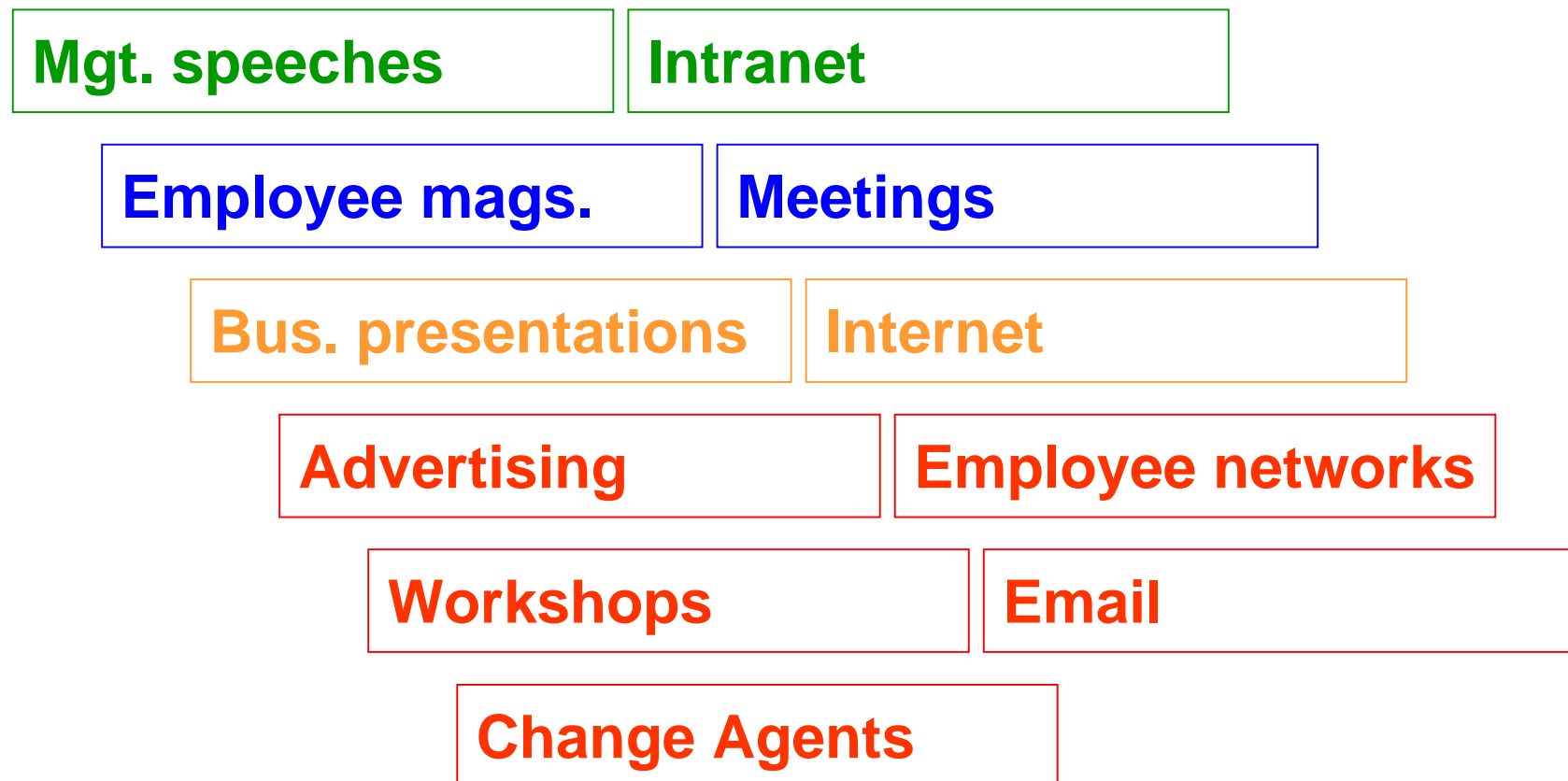
Employee magazine (US+)

Intranet (US+)

Job postings

Business presentations (US+)

Effective Communication Tools



Organising Diversity

Global / regional (US+) D-managers

Specialists for HR functions

Specialists for implementation tool

Marketing specialists

Special interest / issues

Consultants for businesses

Organising Diversity

Structures used by US companies

Champions from HR

Employee networks

In-country councils

Regional managers

Structures used by Europeans

Champions from business units

In-business or cross-functional councils

Measuring the Success of Diversity Work

Employee demographics

Employee satisfaction

Recruitment (employer) image

Public image

Specialists perception

Customer satisfaction

Mainstreaming Diversity into HR (I): Recruiting

EU: reviewing & aligning systems

Special, targeted efforts (US+)

US: concrete (Diversity) recruiting goals

Mainstreaming Diversity into HR (II): (Personnel) Development

Schemes for specific groups (US+)

Concrete development training

Review & alignment of systems (EU+)

Mainstreaming Diversity into HR (III): Employee Relations - Work / Life Balance

Flexible scheduling

Leave policies (EU -)

Counselling support

Convenience programmes

Child / dependent care

Mainstreaming Diversity into Marketing/Sales

Product development & market segmentation

targeted approaches | *integrated*

Advertising & sales

targeted campaigns | *'engraved'*

CRM & Customer Care

Languages, reasonable accommodation ...

Community / Society Relations Corporate Social Responsibility

Sponsoring Activities

Culture, sports

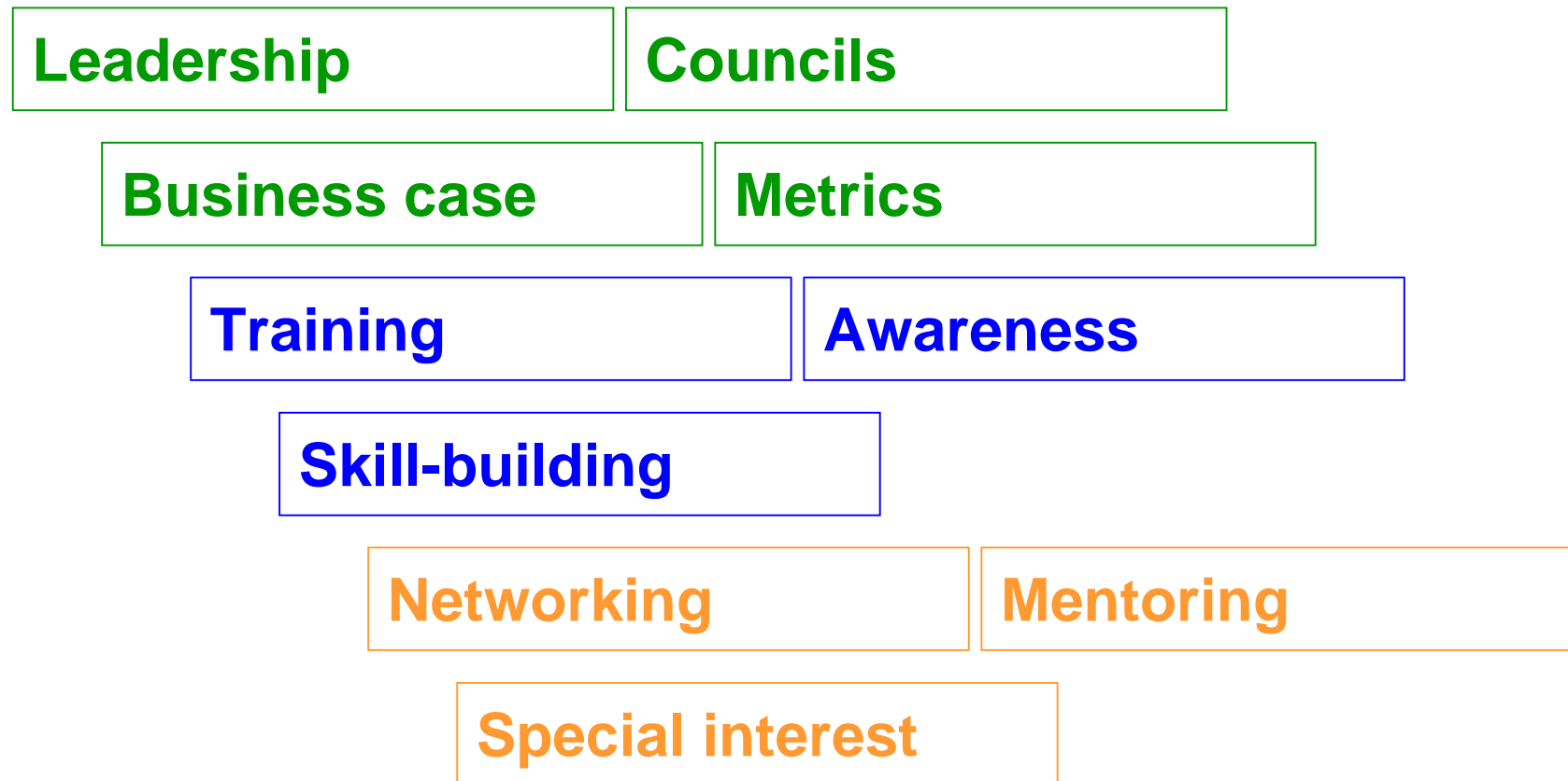
Social / charitable work

Gender, minorities, disadvantaged, medical

Mechanisms used

Event, membership, donations, programmes

The Essence: Success Stories - Internal



The Essence: Success Stories - External

Labour market

Women & minority customers

Sponsoring, social engagement

Awards, events, (PR, networking)

Perspectives: Future Aspects & Issues

Business rationale, businesses link

Customer focus

Diverse management

Cross-cultural / mixed teams

Perspectives: Future Aspects & Issues

Spreading ownership,

linked to corporate values

National and local initiatives

Work/Life

(Western) European perspectives

How You May Benefit From This Survey

- **Get an in-house presentation of all results with commentary, concrete examples and recommendations**
- **Position your Diversity work in this pan-European context**