



DIVERSITY IS GOOD FOR BUSINESS

BUSINESSEUROPE



Promoting diversity is an added value for companies and society

Dear reader,

European economies and companies must cope with demographic ageing, a shrinking workforce, paradoxically coexisting with significant unemployment, and increased pressure on public finances.

At the same time, European companies need to find ways to overcome skills shortages or mismatches whilst facing increasing global competition for talents. Promoting diversity can therefore play a positive role in addressing today's and tomorrow's challenges in the labour markets and in workplaces.

The business community is active and we believe diversity can bring direct and indirect benefits for companies in the form of creativity, innovation, reputation and competitiveness. Companies are resorting to different approaches to promote diversity at all levels. These individual voluntary initiatives, such as networks and internal targets, aiming to mobilise the potential of a wide range of diverse groups in a way that is tailored to individual companies' realities.

With this document, BusinessEurope intends to showcase concrete examples by member federations or companies in the field of diversity that have already brought tangible results. These were presented to Ms Věra Jourová, European Commissioner for Justice, Consumers and Gender Equality on 4 February 2016 on the occasion of a high-level roundtable on "Business practices on how to improve diversity at all levels".

Of course, this is not the end of the story and there is no one single response to address diversity in employment and in the workplace. However, we think that companies of all sizes can join us in this agenda, along with policy-makers, governments, trade unions and other stakeholders. We trust these examples will serve as a useful source of inspiration.

Yours faithfully,



Markus J. Beyrer
Director General

Diversity and inclusion as group “DNA”

A diverse and inclusive workforce is fundamental to Solvay’s success. Developing a culture of inclusion, and strengthening the diversity of teams will enable the group’s global potential. This commitment is grounded in Solvay’s principles of ethical behaviour, respect for people, customer focus, empowerment and teamwork.

These are key success factors to an inclusive organisation:

- a strong commitment from the Executive Committee and the Leadership Council,
- a business-driven strategy where each business unit or function management team is responsible for putting the company commitment into action in its business context,
- locally owned action plans driven by entity, region and country, taking local laws, customs and priorities into consideration,
- people management and,
- specific initiatives that are fully embedded in the group DNA for building an inclusive company-wide culture.

Results

Solvay’s commitment covers all dimensions of diversity, visible and invisible. At group level, in addition to inclusion (measured through engagement survey), some areas will receive specific attention and monitoring to ensure consistent improvement across the organisation. Some examples are experience & background (team mix by leveraging experiences and backgrounds), gender mix (at all levels of the organisation), global culture (develop national/cultural talent that mirrors group’s growth opportunities) and generation mix (to optimise learning, knowledge and experience).

Link

<http://www.solvay.com/en/index.html>



Gender Diversity Network (GDN)

Infineon Technologies had to change the perception of what a leadership position should look like to achieve the goal of increasing the proportion of women in management positions to 20% by 2020. This included action on how tasks could be formulated in a way that allows for a different approach to achieve the goals.

The starting point was the establishment of the Gender Diversity Network (GDN) with strong support and participation from the management board. This process allowed to kick off an internal debate about gender diversity and why it is of such great importance for the success of the company.

Based on the work of the GDN, Infineon could develop additional projects and improve existing ones to raise awareness of diversity. Due to its success, the GDN expanded and satellites were established at the different company sites in Germany and Austria. Furthermore, the Infineon Leadership Council was expanded into a Leadership & Diversity Council, highlighting the continued support by the company's top management.

Results

The evaluation of the GDN's impact has confirmed its success. The continuous effort by the members of the network has increased corporate-wide awareness and positive perception of the network itself and its goals. While this is a positive trend, Infineon Technologies is committed to continue its work in this area.

Link

http://www.infineon.com/human-resources-report-2015/en/talents_diversity.html



The 4th edition of the National Diversity Barometer on the perception of equal opportunities reflects the greater vigilance of French employees towards discriminatory risk but also their sensitivity to efforts by companies on the topic.

Results

7 out of 10 employees recognize that the topic of diversity and equal opportunities is a priority (up 10 points from 2014) and needs actions. For 4 years, this survey has shown that employees who feel they are treated fairly are twice as likely to feel well in their company and therefore potentially more committed to it.

How to use it?

The barometer allows a company to measure the expectations of its employees but also the result of its efforts on diversity. Sharing a diagnosis of this type with employee representatives is essential for building trust, presenting the real issues in a more objective manner and monitoring the result of committed efforts.

Link

http://www.medef-rh.fr/La-confiance-dans-l-entreprise-ne-faiblit-pas-mais-la-crainte-d-etre-discrimine-est-toujours-la_a394.html (in French)



Orange 2020 programme on diversity

Team diversity is a significant performance factor if well managed. In a performance-based approach, diversity has to be understood more as functional diversity (modes of reasoning) than structural (representation of different categories). Structural diversity and, in particular, gender or nationality, are contributors of functional diversity.

Diversity means good management and good human resource management. The subject disappeared from the explicit list of priorities because most employees think the company has already reached a very high level of diversity as demonstrated by rankings on the percentage of women at the top of the organisation. However, even with a high degree of maturity, the issue is still not homogeneous within the company.

Results

There is a link between social performance and economic performance using a “diversity and inclusion” perspective. The current strategy of Orange requires agility and innovation, a diversity vision is one of the drivers, this will be conditional on a broader awareness of the company to the issues of diversity. The company has managed to build a distinctive positioning due to its commitment to diversity and equal opportunities, leading to inclusion, within the Orange 2020 programme.

Links

<https://orange.jobs/site/fr-mieux-nous-connaître/index.htm>
<https://orange.jobs/site/get-to-know-us-better/index.htm>



In 2011, a business-led review, the Davies Review, set FTSE 100 companies a national, voluntary target to double the representation of women on boards to 25% by 2015. Data monitoring progress towards the target was tracked with the support of Cranfield school of management. A new voluntary target of 33% of the FTSE 350 by 2020 replaced the original target to keep up the momentum generated.

The CBI has called for a further voluntary target for female representation at the level below the boardroom to help focus on developing female business leaders.

Results

The representation of women on FTSE 100 boards more than doubled to 26.1% between 2011 and 2015, and 19.6% on FTSE 250 boards.

This includes an increase from 15.6% to 31.4% of non-executive directors, and from 5.5% to 9.6% of executive directors.

The number of women CEOs remains 5. However, the number of all-male boards reduced from 152 to zero in the FTSE 100 and 15 in the FTSE 250.

Links

<https://www.gov.uk/government/publications/women-on-boards-5-year-summary-davies-review>

<http://news.cbi.org.uk/news/we-need-more-women-leaders-not-just-womenonboards/>

The Global Diversity Council is an internal advisory committee, which involves a representation of the company leaders: women and men of different nationalities and fields. Its purpose is to promote initiatives to strengthen diversity as a key lever in the digital transformation to increase women's access to management roles within the company.

Thanks to this Council, Telefónica promoted practices that give all its employees the same opportunities for growth and professional development.

Results

This project reinforced Telefónica's commitment to improve the quality of life for employees and their families and to promote the principle of equal opportunities. In addition, the Global Diversity Council promotes the good practices that favours the full employment integration of women by fostering the conciliation of work, family and personal life of the entire workforce. It also ensures that the training and development possibilities are in line with the objective of reaching equality between men and women.

Link

<https://www.telefonica.com/en/>

The Telefónica logo is displayed in white script font on a dark teal rectangular background.

Country initiatives on diversity and inclusion

In 2011, Randstad Italy introduced the Gender Equality European Standard (GEES) certification, following Randstad France, Belgium and Randstad Holding. The same year, Randstad Italy also signed the Italian Charter for Equal Opportunities and Equality in the Workplace. This charter, amongst others, aims to spread a corporate culture and human resources policies, inclusive and free from discrimination and prejudice, enabling talents to flourish in all their diversity. In 2015, Randstad Italy has become a member of the Diversity Management Lab of SDA Bocconi School of Management, to contribute to the research and debate on diversity themes.

In the Netherlands, Randstad signed the Dutch Diversity Charter. By voluntarily signing it, Randstad Netherlands made a commitment to stimulate a diverse workforce and inclusive organisation culture. In the same country, Work4women is a Tempo Team example (subsidiary of Randstad Group Netherlands) in cooperation with a well-known Dutch female lifestyle magazine. This initiative was created especially for women over 30 looking to combine family life and paid work.

In Germany, Randstad has been a member of Genderdax since 2006, which is an online platform providing information on working conditions and opportunities for women. This initiative is also part of the German Diversity Charter which was signed by Randstad Germany.

In July 2015, Randstad Holding, France, Italy and Belgium renewed their Group Gender Equality European & International Standard (GEE&IS). In comparison with the 2013 assessment, the current assessment represents an upgrade from level 2 to 3 (3 being the highest level of accreditation).

Link

http://www.randstad.com/workforce360/archives/diversity-and-inclusion-in-human-resources-a-recipe-of-multiple-ingredients_79/



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