Company Network Seminar
“Managing diversity in the workplace: Competitive advantages for companies”
Paris, 14-15 June 2007
The European Foundation for the Improvement of Living and Working Conditions

http://www.eurofound.europa.eu
ERM: Continuous monitoring
Quantitative / Trend Analysis / Case Studies

How to manage change in a socially responsible way

Exchange Events
Exchanges on how others have managed change
Case Studies
Events: Good Practice Sharing

Sector Enquiry Service
Understand & Anticipate Change
Sector Research
(Drivers – Frameworks – Scenarios)

EMCC: Operational Structure
The EU Agenda on Diversity: Origins

From international agreements….


……to an EU wide commitment to anti-discrimination

- Equal opportunities
- Social inclusion
- Access to employment
The EU Agenda on Diversity

- EU Legal basis -
  EC Treaty
  Arts 2 & 3 (gender mainstreaming)
  Amsterdam 1997
  Art 13 (discrimination within and outside the workplace)
  Art 141 (equality in matters of employment & occupation)

Racial Equality Directive 2000/43/EC
Employment Equality Directive 2000/78/EC

i) More awareness at national level – legislation & dedicated organisations
   ii) Greater conscience by employers – HR practices
A European Year

- Make people aware of their rights
- Promote equal opportunities for all
- Launch a debate on the benefits of diversity for societies, individuals and organisations
Workplace Diversity

- Investment in intangible assets
  - Organisational and Human capital

- Recruit → Retain → Develop
  - Beyond compliance with legislation (the invisible)

- Globalisation → Big and small – local and global
  - migration and worker mobility
  - business internationalisation
  - participation of ‘historically excluded groups’
Diversity is not an issue…
…it is a given

- Gender
- Disability
- Ethnicity
- Age
- Sexual orientation
- Belief
Changes driving diversity policies in companies

**External drivers**
- Consumer demographics
- Competition for business
- Labour market (HR)
- Legislation

**Internal drivers**
- Creativity & Innovation
- Skills balance (hard & soft)
- HR & business alignment
- Employer of choice

**Improving performance**

**Ethical & Social Responsibility**

**Social attitudes & cultural values**
Implementing Diversity Policies

- Facilitated by
  - Top management support
  - Employee empowerment and involvement
  - Comprehensive, yet tailor-made approach

- Obstacles
  - Internal
    - lack of awareness; seen as unnecessary; lack of pressure
  - External
    - Legal restrictions (EU Data Protection); differences in attitudes and values
Implementing Diversity Policies

COSTS
- Program implementation
- Legal compliance
- Education and training
- Communication
- Support networks
- Reporting progress
  (monitoring & evaluating)

BENEFITS
- Labour shortages
- Cost reductions
- Access to new markets
- Innovation and creativity
- Improved performance
- Access to talents
- Reputation
- Cultural values
- Diversity as a competitive advantage – measurability?
- Skills & competencies needed from Diversity managers
- Integrating Diversity policies into the business strategy
- Analyse the tangible and intangible benefits
- Role of social partnerships
- Demographic change and its impact on Diversity policies
Seminar objectives

For EMCC
- Extend our qualitative analysis on diversity in the workplace
  - Evidence remains fragmented and embryonic
- Enhance our case study data base
- Create a hands-on learning environment
- Contribute to EU wide debate on diversity

For YOU
- Explore transferability elements
- Acquire first hand knowledge diversity practices
- Analyse barriers and enabling factors
- Apply lessons learned in your own work context
- Become a multiplier
European Foundation for the Improvement of Living and Working Conditions

Schneider Electric

Case studies

EMCC

Yourselves
• Moderating & Chairing:
  Professor Ursula Huws

• Reporting:
  Richard Wynne & Sarah Delaney
  (Work Research Centre)
My parents did have a mutual love of grass.
THANK YOU FOR YOUR ATTENTION &
ENJOY THE SEMINAR