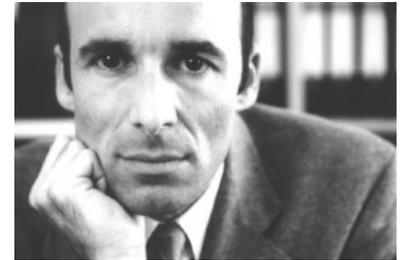


EMEA DIVERSITY NEWS 43 **EDITORIAL**

by Michael Stuber, Owner Manager



DIVERSITY FINALLY EMBEDDED IN BUSINESS?

Stand-alone Diversity initiatives have become difficult to justify in recent years. Instead, business was expected to own D&I, to lead the change process and to mainstream Diversity and Inclusiveness into their way of doing business. But what could Diversity practitioners offer to the business to assist the ‘embedding’ approach? Depending on their involvement, managers will need different help support:

As council members, business heads rightly expect a rigorous analysis of the ‘as is’ situation along with scenarios, different options to pursue and pre-selected models or tools to implement. Do you have all of this ready along with a robust storyline and business case?

As leaders of their own business entity, managers expect a ready-to-implement business model for D&I, including analysis templates, KPIs, implementation and related measurement tools, along with various options to tailor all the above to their specific situation. Do you have this at hand?

As individual managers wanting to implement D&I, they will ask for step-by-step support tools supporting them in addressing Diversity in team meetings or management, in performance appraisals and objective setting, project management, talent identification and promotion or other people management and leadership tasks.

While each of these approaches not only seem possible, but also have been implemented or prepared by different companies, it is less obvious how we can ensure that the holistic nature of Diversity – which is at the same time a pre-requisite to realise the business benefits – shall be maintained. Although they may feel insular or even outdated, the specific, targeted stand-alone D&I initiatives still have their merits. In order to sustain credibility and ensure comprehensive inclusion, they need to be integrated into business-focused approaches. They can, however, be lead in a more business-related manner as a few gender, multi-cultural and GLBT initiatives have shown in recent years.

What everyone in the field has to accept, though, is that the game plan for D&I has changed. The expectations are more professionally pronounced than ever before. Hence, quick and easy solutions or blueprints won’t be accepted – and they often are not effective anyway. Nevertheless, expectations also include budget restrictions, which leads back to involving the business more, and more concretely – e.g. through staff that is partly dedicated to D&I. The good news here (for many of us): Our jobs continue to be multi-faceted and certainly not boring – just like this new edition of EMEA DiversityNews.



Michael Stuber

EMEA DIVERSITY NEWS 43 PUBLIC EDITION

Spring 2012
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DIVERSITY DIMENSIONS

What Family or Work means to Men or Women Internationally

Tools to support the navigation of work and private life have become household components in international D&I over the past two decades. Large surveys (e.g. WLPS), however, clearly showed a gap in the utilisation rates by gender, with men consistently showing less interest in work/life-programmes than women. This seems paradoxical as recent studies reveal an increasing amount of stress experienced by men. In addition, the latest Families and Work Institute report, ‘The New Male Mystique’, indicates men now experience more work-family conflict than women. To make things worse, men’s job security and earnings have declined during the economic crisis more noticeably than in prior downturns, and so has their health and education. But they still earn more than women, who now hold the majority of U. S. college degrees and are gaining parity in several high-paying professions. Women could hence contribute more – in economic terms – to family sustenance, and give men additional options to the traditional role of primary breadwinner. But what has prevented men from enthusiastically broaden their scope and strengthen the competitive advantages of their organisations at the same time?

The traditional explanation looked at women to be more identified with personal and family matters, while men would see themselves more related to work. To test this, the researcher of the study sent a questionnaire to more than 2,300 employees in six countries: Brazil, China and India (‘emerging countries’), Germany, the United Kingdom and the United States (‘developed countries’). Using two distinct measures of work and personal/family identity, the study found that **work identity** differed by gender in only two countries – India and Germany – where women actually scored higher on this dimension than men! As for the personal/family identity scale, men and women did not differ except for India, where women once again scored higher than men. Roughly two out of three employees in emerging countries and one out of three in developed countries reported they either directly experienced or believed they would experience repercussions for using work-life policies.

One of the possible solutions to address this situation are internal peer-to-peer campaigns showcasing successful work-life models, helping colleagues to create similar success stories. While there is evidence (c.f. IBCR story below) that establishes the bottom-line contribution of work-life integration, many managers may not have had direct experience with how workplace flexibility operates. “The real challenge is to establish new ways of working together,” comments Diversity expert Michael Stuber, “and thus changing long established routines and unwritten rules”. If there are no internal champions to draw upon, external examples will help – especially when they come from competitors. Strategies to integrate work and life must of course always be focused on contributing to solving business challenges, and create competitive advantage. This goes beyond attracting and retaining talent (c.f. previous edition #42), increasing employee loyalty and engagement, decreasing absenteeism and turnover, real estate costs, utilities and health care expenses. “Work/Life initiatives help establish a work place that is future-proof”, says Michael

Stuber, “but it has to come along with a corporate cultural change, resulting from a reflection of the existing culture”. In order to do so, Diversity leaders need to more concretely connect leadership to this change process. One starting point for this is to break the myth that work/life navigation is for women only.

Age Diversity: From discrimination to strategic business development

Although Europe’s working-age population is shrinking while the 60+ age group is increasing by about two million people per year, only 37% of companies find it ‘fairly important’ to take into account the needs of older consumers when developing products and services directly aimed at them, an internal survey by CSR Europe found. A new survey suggests that age-related discrimination may well be one factor leading to such significant disconnect.

A British study has just confirmed that age-related discrimination and stereotypes are firmly embedded in British society while their scope varies. According to the research project ‘Attitude to Age in Britain 2010-11’ carried out by the Department for Work and Pensions, Britain’s ageing population poses a real challenge on the country’s future social and economic strategy. The results, that are based on an opinion survey involving 2,000 nationally representative respondents, show that the perception of ‘youth’ ends at the age of 41, and ‘old age’ starts at 59. 80% of respondents reported that age discrimination is ‘fairly or very serious’ and 34% reported that they had been shown some age-based prejudice in the last year. The figures must be evaluated against the backdrop of current statistics: As of January 2012, according to UK’s government figures, there are more than 885,000 people aged 65 and above still working either full-time or part-time. A number high enough – and likely to rise in the coming years – to serve as a wake-up call for public and private stakeholders to rethink existing frameworks for age diversity.

In order to remain sustainably competitive, European companies must successfully gear their employment and HR policies towards an ageing workforce, and B2C sectors must develop more innovative products and services for increasing numbers of older customers. These headlines are as common as pro-active implementation is scarce. A new venture co-ordinated by CSR-Europe will therefore analyse and develop concrete approaches within the collaborative project ‘The Business Contribution to Active Ageing. Active Ageing in Employment and Products & Services’. The one-year initiative is jointly led by GDF Suez, Intel, Johnson & Johnson and AGE Platform Europe, and is in line with the European Year 2012 for Active Ageing and Solidarity between Generations (EY2012).

ORGANISATIONAL STRATEGIES

Legal obligation to provide childcare in Jordan has not translated to reality, yet

If the law mandated companies to provide day care, fathers and mothers might find it easier to bridge gaps in their childcare arrangements or to worry about regular care at all. An example from the Middle East shows that legal regulations are not enough and what grass root efforts can contribute to make it happen (soon).

Article No. 72 in Jordanian Labour Law specifies that “an employer who employs at least twenty married women shall provide a suitable place under the custody of a baby sitter qualified for looking after the children of the working women whose ages are less than four years old provided the number of the same shall not be less than ten children”. Not only puts the law a peculiar focus on working women (as opposed to parents), many sources also suggest that in reality almost none of the companies complies with the law, and that a lot of women don’t know about the existing regulation and hence their rights.

A group of committed women called ‘Vital Voices Policy Advocates’ has therefore started to fight for better compliance with Article 72. As many of their members are working mums, they are convinced that once implemented, the day care centres would help women retain their jobs, increase their participation in employment and thus the business world in general. In order to pursue their goal, ‘Vital Voices’ started a campaign called SADAQA (which can be translated as ‘donation’) aiming for a better working environment for women in Jordan. As one key element of their movement, they started a broad media campaign using twitter and facebook as well as appearances on the radio and national TV. As a first milestone, they were given the opportunity to start collaborating with different policy organisations including the Ministry of Labour, the Ministry of Social Development and the National Council for Family Affairs. One mission of the new task force aims to establish new flexible day care guidelines.

Amongst others, the campaign has contributed to the creation of a day care centre at the International School of Amman. According to their principle, the initiative lifts a huge burden off the employed mothers and fundraising was started to even launch more centres.

In the spring of this year, ‘Vital Voices’ plans on creating videos demonstrating success stories of companies which have followed their call.

Companies celebrated for their GLBT agenda, but discrimination against gay candidates still exists

Several GLBT rankings in various world regions or countries celebrate new or rotating leaders in their field every year. But do the top lists mean that gay men and lesbians have achieved equal

opportunities and that they are considered a valuable part of everyday business reality? A new Harvard study puts some dark clouds next to the rainbow of achievements.

One of the GLBT rankings, Stonewall's Top 100 Employers, has just released their 2012 list of Britain's most GLBT-friendly workplaces. This year, the top group includes employers such as Ernst & Young, the Home Office, Barclays, the NHS Foundation Trust, Goldman Sachs or Accenture. All of those organisations have consistently implemented Diversity to include GLBT aspects and also made sure that a number of GLBT specific topics were covered through dedicated policies or programmes. But beyond all the great HR frameworks and 'out'reach initiatives, there is also a human factor which still may lead to biased decisions – many of which we will never know about.

Similar to a number of previous experiments (relating to gender and race/ethnicity), researchers have designed a brave study to investigate a potential GLBT bias in the (pre-)selection of candidates. Harvard social scientist Andras Tilcsik and his team sent out two sets of resumes with equal qualifications to 1,769 companies, with one set indicating that the candidate was (openly) gay. They then compared the success rates measured by invitations to interviews. The key result of the research shows that the 'gay' applicant was 40% less likely (!) to receive an offer for an interview. Moreover, interview offers for jobs that traditionally were associated with an aggressive, assertive or decisive persona were far more likely to be refused to gay candidates. "The result does not come as a surprise", comments Diversity expert Michael Stuber who has included GLBT in many of their Diversity workshop programmes. "Bias on GLBT is unfortunately more than unconscious and still stronger than for some other diversity dimensions", he adds. The strong focus on gender and 'family-friendliness' also had not helped for this topic to be embraced whole-heartedly – and GLBT is for the most part driven by gay men and lesbians themselves, as opposed to straight allies. Interestingly enough, the Harvard researchers interpret some of their results in a slightly biased way. They argue that, with regards to job-specific bias, the research showed that this bias, was 'partly rooted in specific stereotypes and cannot be completely reduced to a general antipathy against gay employees'. But who would be able to draw this line?

POLICY DEVELOPMENT

Call for meritocracy in appointing World Bank leader – heard or unheard?

Reacting to the announcement that Robert Zoellick is stepping down as World Bank President, a global coalition of campaigners has called for an open and merit-based process to elect the next World Bank leader, and for developing countries to determine the selection. Diversity aspects have been included in the discussion, which may or may not have been successful.

In the light of the World Bank's overwhelming global importance, a broad coalition was formed, aiming at influencing the appointment process of the future President. The campaigners, including Oxfam, Eurodad and the African Forum and Network on Debt and Development (Afrodad), have

publicly requested a transparent (s)election process, which should include consistent criteria. They also asked the US to announce that it will no longer seek to monopolise the Presidential position. Elizabeth Stuart of Oxfam said: “The way the World Bank picks its president needs to change. The bank only operates in developing countries, so any candidate not supported by a majority of these countries would plainly lack legitimacy.”

In an open letter to World Bank governors, the campaigners demanded that: The new President is selected not just by a majority of voting shares but by a majority of World Bank member countries, the majority of which are from low and middle-income countries. They also requested that the selection process is open to anyone to apply, with interviews held in public and with open voting procedures. The final point claimed is that there should be a clear job description and required qualifications should be set out, and that these include a strong understanding and experience of the particular problems which developing countries are facing.

In the meantime, US president Obama nominated Dartmouth College President Jim Yong Kim to become president of the World Bank. Kim co-founded Partners in Health, and led a World Health Organization campaign to treat 3 million patients with HIV/AIDS. White House officials said “Kim has support in developing countries and his experience makes him ideally suited to forge partnerships all around the world”. Clearly, US president Obama has taken action, but whether this move has acknowledged the public campaign, or whether the nomination is in the interest of the US, the World Bank or the developing countries, this is left to individual interpretation.

Diversity Leaders also lead on talent

Beyond the micro-economic business case for mixed teams, an increasing amount of studies have looked into the macro-economic effects of Diversity and equality on a country’s welfare. The new Global Talent Index shows that leading on diversity may well also mean a country leads on talent.

The Global Talent Index provides a prediction on how countries will perform, concerning talent production, until 2015. In this complex international ranking, the Nordic countries, represented by Denmark, Finland, Norway and Sweden, are all up in the top 10 in the year 2011. For 2015, this picture is projected to be even more pronounced with Sweden climbing 3 places to join Denmark, Norway and Finland in the top 5. High government spending across all educational stages explain why the region outperforms other rivals on talent development.

The current Talent Index shows the UK down 2 places and the Netherlands down 3 ranks, while Germany rises by 2 and France by 3 until the year 2015. Although all four countries are expected to experience a decline in educational levels, a sizeable employment growth is expected in France and Germany along with relaxation of labour laws helping the talent market to adapt more quickly to the economy.

The overall performance of the Middle East and Africa relegates them to the bottom places in the regional rankings, although demographic trends favour these regions. Those rankings are expected to remain unchanged until 2015. North America and Western Europe continue to be projected top of the list concerning talent production and attraction until 2015. The US and the Nordic region outperform all other countries in 2011 and 2015 in their capacity to produce and attract talent.

Experts comment that these results show a strong correlation of leading equality and diversity policies and practices with an ability to develop and retain talent – also and especially on a country's economic level. The Global Talent Index Report can be found online at

http://www.globaltalentindex.com/pdf/Heidrick_Struggles_Global_Talent_Report.pdf

BUSINESS CASE

Flexibility 1: Why and how companies should offer mobility programmes

Companies have the opportunity to choose from several flexibility tools to retain key talent and improve company performance. Why not take decisions according to employees' preferences and customise flexible working options to existing needs?

The 2011 Global Talent Mobility Survey by Stepstone investigated about the preferences and priorities of employees when it comes to mobility. The research provides four main reasons for mobility within today's global labour market. These findings are also consistent with academic research by Tilburg University from 2008.

The primary reason given for mobility and cited by over half of the respondents is unsurprisingly the desire (i.e. preference or choice) to start an international career. It is worth noting that these respondents showed most flexibility on destination and did not express a strong preference for a specific location – many of them did not discount working in more than 10 countries. The study showed a strong link between a desire for an international career and flexibility.

The second most popular reason for working abroad, given by jobseekers, was 'a desire to work in a specific country or city'. This was chosen by one third of respondents; they selected on average three preferred countries.

The third most popular reason for employees to move abroad was in order to 'join family and loved ones in a specific country' - 10% of respondents cited this. Another 9% of respondents said they wanted to use their international career as a way of working for international businesses. Furthermore, good career opportunities were mentioned as a potential driver for mobility. Although, compensation is still the strongest criterion when it comes to choosing an employer abroad, 8% less selected this as their main selection item compared to the 2009 survey. While payment as a motivator of international working has decreased, good career opportunities have increased as a

factor from 44% in 2009 to 49% in 2011. This indicates that the global recession has created an environment where career progression is becoming as important as pay levels.

Companies can use that knowledge to implement mobility programs for career progression and personal development. With the help of those programmes, companies can adapt easily to the wishes of employees and satisfy their needs while improving the company's overall level of efficiency and performance.

Flexibility 2: Job sharing serves as simple tool to retain top talent

Work organisations are a result of the division of labour. Nevertheless, many stakeholders have difficulties getting the heads around part-time work, especially in management. Job sharing might therefore be a smooth inroad to introduce effective work models for the future workforce, the future economy and the future as a whole.

The feasibility of job sharing is underlined by the current research findings of a study conducted by the organisation 'Working Families' and 'Capability Jane'. The study was originally prompted by the increasing demand of women in senior roles to be able to combine their career development with reduced working hours. One key figure of the survey, however, may still come as a surprise: nearly two thirds (61%) of senior women surveyed responded that they would like the opportunity to job share. Furthermore, nine out of ten respondents said that having the opportunity to job share could make the difference in their decision to stay with a company or leave.

Beyond such compelling reasons from the talent market, job sharing is also beneficial for companies themselves. Whilst costs may be slightly higher than employing a single individual, the return on investment including retention of key personnel, absence cover and a focused and energetic team will easily outweigh these. Job sharing is already happening effectively at senior levels in large global organisations – but has not been aggressively showcased. Benefits cited by jobs sharers include: the ability to work in a big role on a reduced hours basis; career progression; the ability to switch off and hand over accountability; greater flexibility and work life balance and having two heads focused on managerial tasks. Job sharing, however, was found to be no panacea. Key characteristics of successful job shares include hard work and commitment, such as out-of-hours communication with job share partners and the need to go the extra mile in order to prove themselves.

MEDIA & BITS

More patents go to women

An exploratory study commissioned by the National Women's Business Council (NWBC) found an increasing rate of patents granted to women from 1975 to 2010. The most recent trend was marked by an incredible 35% increase from 2009 to 2010. In 2008, a total of 16,321 patents had been

granted to women growing to 17,061 in 2009 and 22,984 in 2010. While women have traditionally not made up a large portion of intellectual property owners, the increasing female patent and trademark ownership highlights the accelerated influence of female entrepreneurship, says NWBC Chair Donna James. Further, “Patent and trademark ownership is often an indicator of entrepreneurial activity,” says James. Hence, an increase in granted trademarks and patents to women could indicate a strong growth in women-owned companies and a loss in valuable key talent for companies which do not offer career progress opportunities to women. Similar tendencies have been observed for ethnic minority or GLBT staff who choose to become self-employed when they hit the coloured or the lavender ceilings.

New diverse artists platform

In early 2012 a new platform called Artistas Diversos – Diverse Artists – was launched by the European Institute for Managing Diversity. The objective of the platform is to exhibit without any bias, art coming from artists with a disability. The service is offered free of charge for the artists. Furthermore, the project wants to increase the assertiveness and self esteem of persons with a disability, showcasing their artistic achievements in a virtual gallery to the world. The platform also wants to create alliances with local organisations all over the world that promote art and disability, to combat discrimination and finally to leverage diversity.

You can visit the project accessing the following website: www.artistasdiversos.org.

NEWS ABOUT US

Global Diversity Webinar

Expanding corporate diversity initiatives beyond domestic markets requires sensitive approaches combined with clear directions and an aligned global framework. In this context, the International Society of Diversity and Inclusion Professionals (ISDIP) provides insights through a monthly webinar series which is designed to educate D&I professionals about salient issues relating to diversity and inclusion in different world regions. In April 2012, Michael Stuber, founder and CEO of European Diversity Research & Consulting will run a learning session about ‘Global Diversity from an EMEA Perspective – International D&I Strategies Revisited?’. He will also cover the differences between the US and the EMEA region in implementing Diversity management. The presentation will also look at good practices that can be found in many places but that are difficult to be leveraged internationally.

Date: April 18, 2012 Hour: 11:00 am - 12:00 pm EST, 17:00 – 18:00 pm CET

Cost: International Society of Diversity and Inclusion Professionals Members can register at no charge. Registration fees for corporations are \$125, for non-profit organisations and government agencies \$50. You may register [online](#)

International Business Case Report for Diversity: Up-scaled and Up-dated

Are you tired of explaining the Business Case for D&I again and again? Do you have to continue arguing about the economic benefits of Diversity Management? Are you in need of compelling empirical evidence? European Diversity's latest research publication, the 'International Business Case Report (IBCR) 2012-XL', offers you all of the above.

The report is a unique compilation of selected empirically robust studies that investigated the value-added of Diversity and/or Inclusion. IBCR provides the only compendium of its kind and is the result of a rigorous research and evaluation procedure, first carried out in 2007, then replicated in 2009 and most recently at the end of 2011. The result of the international research includes

- 190 pages
- 135 selected empirical study portrays, each systematically summarised on a single page
- Well organised, categorised (also by topic) and easy-to-use structure
- Recommendations for strategic implementation

The International Business Case Report (IBCR 2012-XL) can be ordered for 480 Euro (plus VAT if applicable) by fax or email. Pre-payment is required and paypal is available (at cost). An informational leaflet and order form can be found online at

<http://www.european-diversity.com/resources/surveys/ibcr/>

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Published by **European Diversity Research & Consulting**, a pan-European service provider centred on adding value in the field of Diversity Management and Marketing. With 15 years of experience helping international companies in EMEA build effective, high-impact diversity and inclusion initiatives, we have quickly become the go-to, full-service source for research, communication and training in D&I.

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