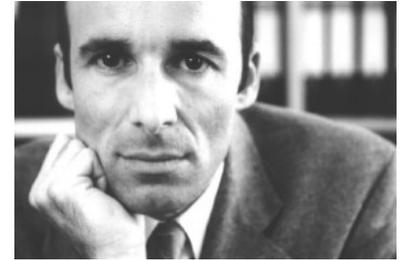


EMEA DIVERSITY NEWS 46 EDITORIAL

by Michael Stuber, Owner Manager



DIVERSITY IS MANAGING COMPLEXITY

‘Broad and inclusive’ – experts nowadays agree that the concept of Diversity embraces many if not numerous or even all kinds of differences. But when it comes to concrete implementation and active promotion of distinct dimensions, more or less **rigorous choices** are being made. A couple of years ago, those choices were made regarding what to include in a Diversity framework; today the question is what gets concretely addressed. The bottom line can look quite the same in either case: A few issues (or only one?) will be prioritised, analysed, represented, strategized, funded, measured, celebrated and reported. Some more topics might be tackled in special projects or with task forces, and a few others will get merciful permission to self-organised programmes for which small budgets will be granted case by case. We have gotten used to this mechanism as it is directly related to the way the business is being run. But in addition to sound **business reasoning, political pressure and personal preferences** are factored in when creating the portfolio of activities. But do we, at times, review this portfolio to check if it’s also still in line with the proclaimed ambition of Diversity to be inclusive? If priorities result in drawing all too harsh lines between ‘in focus’ and ‘out of focus’, cynicism can arise easily – just as it happened in the early years of Diversity when conceptual inclusion was discussed. In the meantime, many have come to accept that there has to be some form of **ranking or hierarchy** in order to be able to cope. And the competition that is created can be healthy as well, as it may stir innovation. But Diversity Management must role model itself and has to be able to do both: prioritise and be inclusive, to be business focused and have a social consciousness, to deliver short-term and have long-term vision, and – neither last nor finally – be able (and willing!) to integrate very different topics, groups and people. This increases complexity but it also exemplifies the **nature of Diversity** and therefore cannot or should not be reduced or eliminated. Of course, complexity won’t make our lives easier but it is our test case for Diversity. The good news is: if we all learn to get our heads and arms around the complexity of a truly broad Diversity concept, implementation will be much smoother – and more efficient. For the fundamental dynamics of biases are similar in many of the areas. The question how to start seems to bring us back to square one. Why not remember the **six core dimensions**, which are also consistently regulated across the EU and factor in group size and business case? Many of our Diversity programmes would look different...

In this light: Enjoy our diverse edition of EMEA DiversityNews!



Michael Stuber

EMEA DIVERSITY NEWS 46 PUBLIC EDITION

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DIVERSITY DIMENSIONS

'Leading economies': Alarming low numbers of women in science & technology

For the first time, a study maps the opportunities and obstacles women face in developing their careers in science across the US, the EU, Brazil, South Africa, India, Korea and Indonesia. It was conducted by experts in international gender, science and technology from 'Women in Global Science & Technology' and the 'Organization for Women in Science for the Developing World', and funded by the Elsevier Foundation. The researchers found that numbers of women in the science, technology and innovation fields are not only alarmingly low in the world's leading economies, but are actually even declining like in the United States.

Despite efforts by many of these countries to facilitate better access for women to science and technology education, research reveals a severe under-representation of women in degree programs, particularly in the areas of engineering, physics and computer science – the number is below 30% in most countries examined. Moreover, even in countries where the numbers of female students in science and technology have increased, this has not translated into more women in the ICT/MINT workplace. In fact, the numbers of women actually working in these fields are declining across the board.

“These economies are operating under the existing paradigm that if we give girls and women greater access to education they will eventually gain parity with men in these fields”, comments the lead researcher, Sophia Huyer. The report recommends to turn what has dictated the common approach for over a decade into one part of a more comprehensive, multi-dimensional policy framework. For women's parity in those fields is tied to multiple factors: The most influential determinants being higher economic status, larger roles in government and politics, access to economic, productive and technological resources, quality healthcare and financial resources. Findings also show that women have greater parity in countries with government policies that support health and childcare, equal pay, and gender mainstreaming.

One more key finding is that few countries collect consistent and reliable sex-disaggregated data in all of these areas, which inhibits their ability to design and implement effective policies and programmes. Researchers state that the absence of any one of these elements creates a situation of vulnerability of those economies that want to be competitively positioned in the global knowledge economy. To that end, countries and societies seem to be carelessly wasting resources by educating women without following through and are missing out on the enormous female potential that is available.

New Antidiscrimination Practices Database to be launched in November

A new anti-discrimination practices database will be launched in November 2012 by the Dutch knowledge centre on discrimination Art.1. The new tool, which was realised in co-operation with MOVISIE, offers an overview and concise information on various anti-discrimination practices in the Netherlands aimed at combating discrimination and/or the promotion of equal treatment. The practices have been selected for being inspiring and for offering lessons learned for future projects and policies in the field of antidiscrimination. The practices presented cover the following aspects:

- **Discrimination grounds:** The database includes practices aiming at the prevention or combating of discrimination based on religion/belief, race/ethnic origin, gender, sexual orientation, disability/chronic disease or age. Practices may also involve multiple discrimination grounds (multiple/intersectional discrimination).
- **Social areas:** Practices in the database concern different social areas, such as the labour market, education, sports, housing, catering industry or neighbourhood.
- **Types of practices:** All sorts of practices can be found in the database, ranging from training or information provision to educational programmes and dialogue initiatives. Some are directly aimed at the prevention or combating of discrimination; other practices pursue anti-discrimination in a more indirect way (for instance by promoting mutual acceptance of certain groups or by tackling prejudice).

The database is accessible to anyone interested and can be visited from November 2012 at www.databank-antidiscriminatie.nl.

ORGANISATIONAL STRATEGIES

EuroStoxx 50 pro-actively communicate Diversity through various channels

93.9% of the Euro Stoxx 50 companies cover Diversity in their 2011 CSR Reports, 77,6% in their Annual Reports and 94% on the corporate Websites. These are the impressive numbers from the third comprehensive analysis of its kind evaluating corporate communication of European Blue-Chip companies, initiated by European Diversity Research & Consulting.

The study shows, however, that on average companies put more emphasis on presenting their D&I work and achievements in the context of CSR reporting or as part of their online employer branding. And there is still a big gap in the scope of the coverage as well: Only seven companies publish one page or more in their Annual Reports compared to 25 dedicating one page or more within their CSR reports. But then, CSR Reports tend to have more space (pages) for general free-

text information. The general findings correspond with two previous studies of Stoxx 50 corporate reporting. Due to the economic context, the focus was this year put on the Euro Stoxx.

The study's regional comparison shows that only in the Italian-Spanish cluster all companies cover Diversity in their CSR reports; and they do so covering three or more dimensions. These companies are also most likely to report concrete achievements from their D&I work (80%) than the average sample. In previous studies of the Stoxx 50, only UK companies showed a 100% coverage, which are not included in the Euro-zone analysis.

Regarding differences across sectors, the Industrial cluster boasted the only 100% coverage of Diversity within Annual Reports, while Automotive, Financial, and ITC clusters showed 100% coverage in CSR Reports and on corporate websites.

Overall, a remarkable group of 30 companies cover at least 4 core dimensions (including Work Life Balance) in their communication and the vast majority, 22 companies, include concrete achievements of their D&I implementation in their Annual Reports. This level of specific information beyond statements of commitment and description of programmes is in line with previous findings of the Stoxx 50 analyses of 2009 and 2007 Corporate reports.

In 2012, 70% of the companies position Diversity in combination with Inclusion and/or Equal Opportunities. This points to an increasing breadth and comprehensiveness of the concept of Diversity Management, which is, however, not supported by the number of dimensions covered. Focus areas continue to be Gender followed by Ethnicity and Disability.

Over the years, the studies analysed the corporate communication of 80 large multinationals and overall confirm that Diversity has become an integral part for a vast majority of global players. This also increases the peer pressure on the few which have not yet included Diversity in their strategic agenda and, as a consequence, in their communication with key stakeholders: Investors (Annual Reports), Public (CSR reports) and candidates/labour market (websites / career sections). The nature of the reporting underscores the confidence companies have gained about the effectiveness of their work. The research also shows, however, that the journey continues.

Summary reports for 2011 (Euro Stoxx 50, published 2012) and 2009 (Stoxx 50, published 2010) can be ordered from research@europeandiversity.com

Implementing Diversity in a Not-for-Profit Environment

Good practices of Diversity management in the private business sector are widely publicised and discussed. For non-profit organisations (including the Public Sector), however, much less information can be found.

Have you noticed something worth including in a future edition of EMEA DiversityNews? Let us know and email us at newsdesk@european-diversity.com

POLICY DEVELOPMENT

France to unveil gay marriage but Russia ...

The French government will present legislation on the legalisation of gay marriage these days, the office of Prime Minister Jean-Marc Ayrault proclaimed. According to a spokesman the bill on 'marriage for all' would change the definition of marriage in the civil code from the union of 'a man and a woman' to the union of 'two people'. The bill will also propose that gay couples be allowed to adopt children, the spokeswoman said.

The legalisation of gay marriage was one of President Francois Hollande's election promises. Gay couples can currently form civil unions (PACS), but their rights under such partnerships fall far short of those of married couples. Several countries in the EMEA region have already legalised gay marriage and the right of adoption, including Belgium, Netherlands, Norway, Sweden, Denmark, Iceland, Spain, Portugal and South Africa.

Quite the opposite development can be found in Russia, where conservative groups have intensified their fight 'against homosexuality'. Activists from Orthodox groups have started to proclaim the US American company PepsiCo as a new danger to the people's health and values in form of the dairy products brand 'Vesyoly Molochik' (which means 'happy milkman') for some very particular reason: Packages portray a smiling milkman in front of a green meadow with a rainbow stretching across the sky. As the rainbow is considered – according to Russian interpretation – to be the 'global symbol of the sodomite movement' (sic), Russian judiciary is currently investigating claims. But this is not a solitaire exception or exaggeration: A court in the metropolis of St. Petersburg subpoenaed US pop singer Madonna for allegedly disseminating 'homosexual propaganda' during her concert in the city at the beginning of August. Madonna demanded respect and tolerance and distributed pink wristbands during her show. She is being investigated in connection with a new law passed in the city early this year (by Putin's party) which criminalises 'public behaviour that promotes sodomy, lesbians, bisexuality and trans-genderism among minors'. In fact, this law led the Canadian Foreign Ministry to issue a travel warning for gays and lesbians, urging them to avoid public displays of affection in St. Petersburg. A recent study reveals that 62% of Russians condemn homosexuality. Accordingly, for the plaintiffs Madonna has caused 'colossal moral damage' and is demanded to pay roughly €8.3 million.

Any LGBT progress made in Western societies should be seen against the backdrop of extremely difficult situations for LGBT communities in the majority of countries (!) in the world, including worsening trends like in Russia or the existence of death penalty. But even in many Western societies, suicide rates are still higher among gay youth than among their straight peers. This is hence another area where a lot more work is still to be accomplished.

First All-Female-List for City Parliament Election in the West Bank

It was the first municipal election in 36 years in Hebron, and this is not the only remarkable fact. For the first time ever, a list of eleven women, with a number of different backgrounds including journalism, engineering or business ran for the City Parliament of the Western Bank Town.

Hebron is still considered to be one of the most conservative Palestinian cities and hence strongly dominated by men and male clans – allegedly even more than the rest of Palestinian society. In this context, presenting an all-female list of candidates is an act of courage, to say the least. Accordingly it has gained the attention of local and international media but also attracted criticism from religious conservatives. The Palestinian journalist and feminist Maysoun Qawasmi lead the list despite the fact she was often advised to better stay at home rather than getting involved in politics.

It must be note thought that the Palestinian Legislative Council has included a quota system which requires a minimum amount of women to hold political positions. Most of parties therefore include a certain number of women on their election lists but expect them, once elected, to follow the decisions or directives of male leaders. This is one of the many reasons why women felt they needed their own specific list. Qawasmi specifically hoped to win a few seats in order to strengthen women's voices in Palestinian government and society. But unfortunately her list didn't get enough votes for a single seat. Instead a party backed by the Fatah movement won most of the council votes and the party will continue to select a required number of women for some positions to comply with the quota law.

Despite this defeat, Qawasmi also won in some respect: she has increased Hebron women's political legitimacy through her presence.

BUSINESS CASE

Norwegian quota decreased companies' values while accepted gender diversity adds value

After Norway introduced a mandatory 40 percent quota of women on (supervisory) boards of directors for all publicly listed firms, the value of those companies has decreased as a result for several reasons. This is one of the key findings of a study conducted by two US American Finance professors from the University of Michigan.

The researches examined a total of 248 listed Norwegian companies using stock market information. First, they found that the imposed quota caused a significant drop in stock prices following the announcement of the law in 2003. At that time, women held nine percent of board seats in total. The study also found a significant decline in Tobin's Q (key performance indicator for value) over the following years: the value of all the companies affected, decreased by 12.4 percent over the period when the female/male ratio had to be increased by 10 percent.

The main reason for the decline identified by the researchers was the fact that companies had to appoint relatively inexperienced women to the board: They were on average eight years younger than their male predecessors and had significantly less top management experience (measured by years in CEO positions). The situation was also caused by the short time span the law allowed the companies to comply with the quota.

More in-depth analysis showed that the numbers of female directors serving as chairperson or CEO remained steadfast at less than five percent. The introduction of the Norwegian quota was also hoped to improve this situation as a result of more women on the supervisory boards. “We should not jump to drastic or all too negative conclusions,” Diversity expert Michael Stuber warns. Many more studies in fact prove the superior performance of gender-mixed teams and of companies with mixed leadership teams. One from Credit Suisse Research was portrayed in a previous issue of the German edition of this newsletter, and seven more are included in the International Business Case Report (IBCR 2012-XL), which also boasts six more studies confirming a positive relation of Diversity Management and shareholder value. The most recent study on the matter was conducted among Israeli companies. It found that boards with three or more women directors were twice as likely to request further information and to take decisions leading to higher return on equity and net profit margins compared to companies with less gender diversity. Moreover, all directors were found to be more involved when at least three women directors were in board meetings.

“What characterises the cases with positive impact of Diversity is the acceptance of differences in the team, especially when the mix has been developed organically, without artificial pressure and based on meritocracy,” Stuber summarises the evidence from more than a decade of research. He has also compared progress of large public employers that have to obey to strict gender legislation against voluntary progress in the private sector. Also there, he found lower relative progress in the regulated environment compared to relative progress based on voluntary efforts – the former, however, starts and ends on a higher absolute level.

Nevertheless, EU Justice Commissioner Viviane Reding has pushed towards a European-wide mandatory women quota of 40%. And last week, the European Commission has adopted her proposal for a new law. If accepted by all National governments and the European Parliament, the directive would require some 5,000 publicly listed companies to have women represent 40 percent of their (supervisory) boards by 2020. But the Corporate European landscape has evolved significantly since the Norway bill triggered extensive discussions. As a result, the boards of most listed companies have (gender) Diversity on their radar and look into a business-driven approach to implementation. A promising perspective.

Find out more about the business case for gender diversity and diversity at large at

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

Inclusion of disabled people is good for business

Each year, Austria's enterprises pay a total of more than €70 million as an annual compensation fee for not employing as many disabled people as the law requires. Those companies not only lose money, they also miss out on the opportunity to get valuable insights from employees with a distinct perspective, also on the needs of customer with a disability. This was the core message stated by the Head of the Federal Social Welfare Office of Austria at the Kick-Off event 'Profit Recruiting' which is part of a series of seminars launched by the online job platform Career Moves and CM Creative Marketing Services.

The series aim at highlighting the various benefits that come from the inclusion of disabled people. At WISAG, a facility management company, they already profit from a better working atmosphere, highly engaged employees and better satisfied clients "who will maybe be motivated to also hire disabled people" Edith Steirer says. Some 100 Austrian companies participated and the event will be offered in a number of cities over the coming months.

People with disabilities and often special needs provide an important element in a holistic framework and in the credible implementation of Diversity management. They are increasingly key to effective labour market management as the segment will be growing in the future – also in the aftermath of the ageing of many societies of developed countries. Co-organiser Gregor Demblin from Career Moves states that "there is no industry that could not provide job opportunities for disabled people". Demblin is co-founder of the online job platform which was launched in 2009 to provide disabled people a better access to job opportunities. Job advertisements published on the platform provide additional icons that specify the respective company to welcome the employment of disabled people. The unique international initiative received awards for its significant contribution to remedy existing inequalities in the labour market, social prejudices and taboos.

In Switzerland, the Foundation MyHandicap and chemical company Dow deepen their collaboration started back in 2010 which also aims at enhancing job opportunities for disabled people and contributing to business success at the same time. Dow financially supports the Foundation and is involved in various projects, including application training for people with disabilities. In the future, the co-operation Dow/MyHandicap plans to tap additional European countries and provide further application trainings. In addition, Dow will provide trainings for its managers to integrate and promote people with disabilities.

MEDIA & BITS

Implementation Checklist for Diversity available from EU Commission website

The European Commission has initiated several Diversity projects since the year 2002. While the biggest push for Inclusion was probably the European Year of Equal Opportunities for All in 2007,

one of the current initiatives includes the project “Support for Voluntary Initiatives Promoting Diversity Management in the Workplace”. Within that framework, a full-scale checklist for the holistic implementation of Diversity has been developed. It is based on the results of a feasibility study for a pan-European Diversity benchmarking system that was completed by European Diversity Research & Consulting in 2010, in collaboration with 30 international companies in Europe, so-called development partners. The checklist has been authored by Michael Stuber, owner manager of European Diversity Research & Consulting, for the European Commissions Directorate General for Justice.

The checklist aims at serving as a support tool for the voluntary implementation of Diversity & Inclusion in companies, mainly in larger corporations (with concrete HR structures or processes). Public entities may find most of the content useful as well. It aspires to be an impetus to verify, broaden, deepen or optimise existing approaches to Diversity & Inclusion. Therefore, the checklist provides a framework for the implementation of Diversity Management along different timelines and for a variety of corporate functions. It also presents ideas for the sustained integration and steering/monitoring of Diversity Management as an ongoing task.

Due to its comprehensive set of objectives, the check list grew to over 40 pages. Different sections of the tool have been designed for companies that are at different stages in their implementation process. The full document can be accessed through the European Commission website.

http://ec.europa.eu/justice/discrimination/index_en.htm (→ Documents)

The direct download link is

http://ec.europa.eu/justice/discrimination/files/checklist_diversitymanagement_en.pdf

HR Directors pay Lip-service to Diversity – CEOs undecided

A new survey launched by HR magazine UK reveals a huge gap between the stated commitment towards the importance of a diverse workforce and the strategic action of the UK's HR decision-makers.

Though 82% out of 271 HR directors, chief executives, managing directors and HR managers stated that diversity and equality were ‘high on their list’ (37%), a ‘top priority’ (17%) or at the core of their business (28%), only 57% had a diversity strategy in place. This is even more surprising as respondents are mostly aware of the economic imperative: Study participants consistently referred to the better attraction and retention of talented staff out of a larger pool (64%) and the increase of innovation, new ideas and better results of collaboration (55%) as the most important reasons for having a diversity strategy. However, employers mentioned unconscious bias of line managers to be their biggest challenge (69%) on their way towards a diverse workforce.

A study launched in Austria draws a quite similar picture. Researchers asked 611 CEOs to categorise the most relevant HR topics. Despite research and media reports on the increasing importance of Diversity Management only 1% of CEOs positioned Diversity to be of strategic relevance. “This indicates the need for different messaging and new forms of communication”, Diversity expert Michael Stuber comments, “we need to be more specific about how D&I adds value to the strategic business agenda and we need to disseminate briefing-style information,” he adds. But the situation is not as bad as it may seem: other CEO surveys report Diversity in the Top5.

Looking at implementation activities, the survey reports that 46% of respondents ignore sexual orientation, 37% don't address ethnic origin, 19% don't engage in disability initiatives and still 18% don't even care about gender. For long-time experts like Stuber, this hierarchy is all too familiar and it “correlates directly with the differences in size of the groups involved”. Instead, it has become fashionable to look at ‘diversity of thought’ or ‘work style’ – but which are the key differences that lead to diversity of thought, work style or perspectives? It is, to a large extent, the different experiences in life people make due to their personal demography!

Despite of promising intentions of UK employers and existing policies, the surveys point to a lack of strategic communication and business alignment of D&I. But corporate reporting is on a good way (c.f. story on EuroStoxx50 reporting).

NEWS ABOUT US

Involvement in EU Diversity Projects: High Level Event October 2012

On Wednesday 30 October 2012, a high level event on Managing Diversity practices took place in Vienna. The conference, which brought together 140 experts from some 20 countries, formed part of the project “Support for Voluntary Initiatives Promoting Diversity Management in the Workplace Across the EU” lead by Media Consulta and financed by the European Commission.

Public representatives from the host country Austria welcomed the participants, which came from a range of different types of organisations: Companies, NGOs, the Public Sector, umbrella and membership organisations and of course representatives from all eleven existing Diversity charters and three emerging ones. The youngest ‘baby charter’ – this expression was used at the event – was born in Luxembourg on 26 September 2012 with the participation of Mr. Xavier Bettel, Mayor of the City of Luxembourg, Marie-Josée Jacobs, Minister for Family and Integration, and charter's patrons the European Commission, the European Investment Bank and the ABBL. The event with 200 participants ended with an official signature session by the first 40 signatories of the Diversity Charter Lëtzebuerg representing more than 24,000 employees.

At the EU high level event in Vienna, the European Commission as the inviter and funder started the programme by setting the scene for the day with an overview of the context for Diversity Management in Europe. A multi-stakeholder panel provided updates and input according to each of

Over the first 14 years (1986-1999), only 11 studies were conducted whereas the following years saw a growth in research activities with a dip in 2004 and an all-time high in 2008 (35 studies are from that year). Since 2003, organisational effectiveness was the most frequent research perspective, except for 2007. Shareholder value and team work are the second most covered research areas. All this is consistent with the positioning of Diversity management and the key questions that underlie decisions in the area: Under which conditions will mixed teams be more successful than homogeneous ones and how much can an organisation benefit?

In some of the largest categories, gender has been the dominant research topic – particularly in organisational effectiveness and shareholder value. Labour market and customer market research on Diversity tends to focus on race / ethnicity or cultural / migrational background. Cross-dimensional research makes up the largest group of studies in three categories: Perceptual, team work and individual effectiveness. Other diversity topics are most prevalent in individual performance and macro-economic research on Diversity.

Gender and ethnicity have been of similar importance in most eras, but gender dominated the peak year 2008 and 2009. In most years, cross-dimensional research, covering more than just one diversity strand, was larger or equal to gender or ethnicity research.

Despite the US being the origin of D&I as a concept, US American research only dominated in the early years and slightly in 2007. In all other years, there was more D&I research emerging from Europe. International research only started to be relevant from 2007.

Press Release

NEW META STUDY PROVES ECONOMIC BENEFITS OF DIVERSITY & INCLUSION

The Business Case for Diversity through 135 Empirical Studies

Cologne, 22 May 2012 – Diversity Management has consistently positive effects on the economic success of companies, both internally through increased productivity and externally through improved image and market coverage. This is the result of the International Business Case Report (IBCR), a new meta study by European Diversity Research & Consulting. Researchers have evaluated several hundred research reports worldwide and selected those providing valid and reliable evidence on the business case for DMI. Europe's Diversity guru, Michael Stuber, who designed the study, is pleased with the results and concludes that "Diversity makes tangible benefits and our report clearly proves this".

The idea of IBCR is to provide readers with easy-to-understand, consolidated findings of empirical research on the effects of diversity management. In order to be used as a desk reference guide, the report summarizes each study systematically on a single page. The user report focuses on the priority topic Gender Diversity and also includes results on all other diversity dimensions and highlights following findings:

- Sales per employee rise by € 0.420 by increasing the diversity and equality management system from "average" to "strong average"
- Investors respond positively to the appointment of women to the management board
- The full potential of diversity will be released only by implementing a combination of strategic management practices that support diversity activities
- 80% of employees seek leadership support as the most important factor when considering using flexible work options

The newest study is based on two previous reports from 2007 and 2009 respectively: "It's remarkable that the total number has gone up by 50% in only two years time", Stuber says. Through the evaluation of 135 studies from around the globe, the International Business Case Report (IBCR) answers all questions regarding the economic benefits of Diversity Management. It shows that diversity is the worldwide advantage of strategically implemented.

The report is particularly geared towards businesses and their HR, leadership or corporate culture professionals.

IMPRINT

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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