

## EMEA DIVERSITY NEWS 47 EDITORIAL

by Michael Stuber, Owner Manager



### ANGLO-SAXON DISCONNECT ?

With UK just mentioning the mere possibility of leaving the EU, the world was reminded of the ever existing gap between the ‘rest of the Empire’ and the ‘most of Europe’. Diversity is just one of the many areas where fundamental cultural differences between the Anglo-Saxon world and other worlds have been existing. And although these have been apparent and acknowledged to some degrees, the different assumptions and cultural backdrops have always played out in distinct approaches that can be found on both sides of the British Channel and both side of the Atlantic as well. While we are inclined to say that this has to be so, connections, coherence and consistency internationally has become much more important as business models and organisations are going global.

This globalisation and international mobility have kept suggesting that the world is becoming smaller and that the universal business culture has created consistent behavioural codes. A reality check quickly reveals a different picture. The Anglo-Saxon world has been way more successful in exporting their models (and people) ‘overseas’ (as they say) than the other way round. And the talking-listening-shares continue to be unequally distributed. 100% Anglo-Saxon teams in so-called European projects or the dominance of Anglo-Saxon CDOs in continental European multinationals are but two examples for discrepancies. More concretely, in quite a few organisations a disconnect of ‘global’ D&I concepts and local realities prevails, and it creates disruption, de-motivation and even can be a show-stopper.

Obama’s call for a North-Atlantic single market, which is for sure a slap in Cameron’s separatist face, can be seen as a positive move for more integration of the different business worlds. Yet both sides would have to make sure that this happens on a par with each other and that mutual learning and development is fostered. This will require the Europeans to finally go beyond harmonisation to aim at real commonalities and unity, also in economic terms. And the Anglo-Saxon side would have to be prepared to do things differently. Not sure which of the two will be more difficult...

We as Diversity practitioners can contribute with inclusive approaches and integrative models that are still a bit rare, even in our sphere. Let’s start by saying that we are very grateful for the Diversity concept to have been created in the US and since then developed further in many countries around the world. Our EMEA share is provided through our research, communication and consulting projects, and this EMEA DiversityNews is one of the elements supporting you.

Enjoy reading! Yours

A handwritten signature in black ink, appearing to read 'Mich Stuber'.

Michael Stuber

# EMEA DIVERSITY NEWS 47

## GENERAL EDITION

Winter 2013  
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## DIVERSITY DIMENSIONS

### Gender Gap Report: 7<sup>th</sup> International number crunching

The latest Gender Gap Report, a ranking of numerous countries on four gender scales, presents a few surprises mainly constant results. A number of European countries keep dominating the top ranks, and beyond this a few remarkable drops and rises can be noted. This observation leaves us with the question of the purpose of an annual counting of female parliamentarians, birth rates, women in management positions and girls at school. That value of counting – or rather the effort of doing this well – is also challenged in the context of an all too detailed D&I monitoring.

Although European countries occupy seven of the top ten ranks, a remarkable newcomer, Nicaragua, has appeared in that group. The country went from rank 27 on to number 9. This happened mainly due to the fact that Nicaragua has increased the number of women in its politics over this past year: Today 46 percent of ministers and 40 percent of parliamentarian are women. Another surprise is the ranking of a newcomer in the report: Cape Verde made it to rank 35 in its first year. This result is mainly based on the fact that the country is among the top twenty in the enrolment in its secondary education and that there are many women in ministerial positions.

Some major changes among the European countries include Luxembourg which has raised from rank 30 to 17. This has to do with the closing of their wage gap and an increase of the percentage of women in parliament. Based on the performance of the last seven years, Luxembourg is among the top climbers of the 111 countries that have been included in this analysis since 2006. Conversely, Spain went from rank 12 to 26, mainly due to a decreasing percentage of women in ministerial positions. The top three countries have not changed with Iceland showing a full gap closure in Education and in Political Empowerment. Norway and Finland have switched ranks as Finland has increased the number of women in its Educational Attainment. Iceland, Finland, Norway and Sweden have closed their gender gaps by over 80% compared to a global average of 60%. Among the top four global economies, the US, Japan and Germany have improved their economic gender gap, whereas the same indicator has slightly declined for China.

The analysis of risers and losers clearly shows that the main (short-term) impact on changes comes from political moves, which are based on elections, list compositions and appointments. Structural improvements, in education, health systems or management development, will not influence counting results within a space of one, two or three years. This is maybe an important lesson from this extensive exercise.

The Gender Gap report was published for the 7th time by the World Economic Forum. The prestigious event itself only has 17% of women among its participants. There is a theoretical expectation that participating organisations send at least one women for every four male delegates.

## Report requires pro-active Inclusion of young people with disabilities

Young people that are disabled or are having health problems have been unnoticed by both employment policy and practices. This is a key result of a current report from the European Foundation for the Improvement of Living and Working Conditions ('Eurofound') discussing the active inclusion of these youngsters. The main aim of the research was to analyse the implementation of policies to move young people with health problems or disabilities from inactivity into employment. In this study, the situation of young people with health problems or disabilities in 11 countries (Denmark, Finland, France, Germany, Ireland, the Netherlands, Poland, Portugal, Slovakia, Spain, and the United Kingdom) and at EU level has been examined. Assessing the implementation of active inclusion policy at national level was the emphasis of the report.

A range of policies are relevant for the situation of young people with health problems or disabilities. The most appropriate strategy seems to be 'active inclusion' with its emphasis on joint actions across the pillars of flexible income support, inclusive labour market measures, access to social and health services and lifelong learning. A trend towards dealing with the needs of people with health problems or disabilities in mainstream rather than specialist services has been identified by the report. The targeting of young people with disabilities or health problems by these measures still varies considerably across EU member states. The report showcases 44 innovative case studies from across the EU Member States. They show how to strengthen the integrated approach to skills development, training and job placement. The cases underline the value of rapid placement in a real job to ensure momentum is maintained.

In the current crisis, nearly all EU member states are experiencing high levels of unemployment and economic inactivity amongst young people. The social and economic disadvantages associated with ill-health or disability are reflected in the employment rates of people with very severe or severe degrees of disability, currently at 20% and 44% respectively, the report says. To combat this, an increasing number of them have been entering disability or social assistance schemes.

Fortunately, several countries have been paying more attention to this issue, including Norway, the UK, Denmark, Finland and most of all the Netherlands where the dramatic increase was quite evident due to a separate benefit scheme for youngsters. The new report says that until now public policies have not given enough support to the implementation of positive and pro-active approaches such as supporting recruitment, acknowledgment and retention of staff with disabilities.

## ORGANISATIONAL STRATEGIES

### Back to basics: Report claims work-life balance necessary in Bosnia to bring women to the top

In order for women being able to reach executive positions, work-life balance programmes are helpful says the 'Women in Business' report from Deloitte in Bosnia and Herzegovina. The auditing

firm interviewed around one hundred men and women in executive positions in the most successful companies throughout the country. In total, they found that more flexible work options and performance evaluation systems are needed to neutralize the effects of women taking parental leave.

The findings and the discussion sounds familiar and refers back to numerous international studies, and it raises two questions: First, do experts rightly or wrongly assume that work/life integration is and should be a concern for both genders – also to avoid reinforcing stereotypes about female parenting roles. This would point to more a comprehensive understanding of barriers for women's advancement, specifically including basic assumptions and corporate culture. Second, how does the result relate to earlier findings in the 1990s and 2000s that said that work/life integration was not as much of an issue in former socialist countries, given the (formerly) high employment rates of women and the related infrastructure.

A reality check reveals that in 2010 the employment rate of women in Bosnia and Herzegovina was 23.3% compared to 42.2% of men (according to the National Agency for Statistics). Most recent data show that the labour market has not improved significantly in the following year when the employment rate remained at a low 28.7%; the female participation in the labour market was only at 41.2%.

The Deloitte study also looked at qualitative aspects and found that women are seen as professional, possessing broad(er) knowledge, exceptional ethics, multitasking capabilities and focus on detail. The profile corresponds with the traditional perception of financial executives, manager and chief operation officer roles. On the other hand, men were found to be better in finding their way around the risks inherent to strategic planning and governance. The interviewees described them as good strategists and role catalysts (and hence with a function as change agents).

Regardless of the newest finding, Bosnia and Herzegovina will just like other countries need to consider on a holistic effort including work/life balance, an according legal and policy framework, institutional arrangements to foster the respective measures and probably a national Gender Action plan as well.

## **Study shows lack of international diversity on German executive boards**

What role does cultural Diversity play in the context of business management and diversity management in major corporations in Germany? This was the key question that business economist Insa Harms, former associate of European Diversity, followed when starting her analysis of the DAX30 company websites and executive director profiles, and she came to some amazing, or rather worrying results.

Almost all of the companies analysed state on their website that they have implemented a Diversity Management strategy. The main reasons that they give alongside their commitment include to focus their customers' needs, to increase the success of their organisations, and to create a strategic competitive advantage. Regarding topical emphasis, almost half of the blue chip players put one

focus (out of two or more) on cultural diversity. Here, a striking detail is that only one (!) company explains this choice by the growing cultural diversity of German society. For many decades, the country has seen an increase of citizens with a ‘migrational background’, the phrase nowadays used in Germany due to both historical reasons and for the sake of political correctness. The facts that only half of the major corporations explicitly focus on cultural diversity shows that they have not yet connected Diversity Management with their global business models, with global talent markets (c.f. business case story below) or let alone with local societal trends and related market opportunities.

Especially with regard to the intense export orientation and the dramatic globalisation of German firms, internationality has become a strategic priority. Research clearly suggests that the executive boards should in this case be also composed inter-culturally, according to markets, footprint and future expansion. This is unfortunately not at all the case, since 70 percent of all the Board Members analysed are German (by nationality), 7 percent come from the US, and 4 percent from Austria. Strategically important countries like China or Russia are not represented on any board of managing directors. Also Turkey, which is both the largest ethnic group in German society as well as a key foreign growth market, is not presented among the 194 board positions considered.

But evaluating nationality only can be hefty error in many European countries. This is due to the fact that the concept of nationality can inter-relate with ethnicity, race, culture, religion, and mother tongue(s) in complex ways. Even a team that only consists of one nationality might have great variety in several of these dimensions.

The DAX30 also publish some of their tools relate to cultural diversity, the predominant being inter-cultural training, which could be simplistic profile comparison...

Overall, the study shows that cultural diversity is half-heartedly acknowledged as a strategic dimension. Despite globalisation and skill shortages, changing systems and cultures that were successful in the past seems challenging due to communication barriers and fearing cultural conflicts. But progress is also made, though slowly, in this area.

## **POLICY DEVELOPMENT**

### **LGBT agenda advanced by Court rulings – even over religious preference**

On 15 January 2013 the European Court of Human Rights ruled that the right to act in accordance with one’s religion may be limited in order to protect others from discrimination based on sexual orientation. This judgment was made in the case *Eweida and Others vs. United Kingdom*, where two employees refused to provide services to same-sex couples based on their religious beliefs. In two other cases employers imposed restrictions on wearing visible crosses at work.

The groundbreaking decision of the Court has been welcomed by the International Commission of Jurists (ICJ), the European Region of the International Lesbian, Gay, Bisexual, Trans and Intersex Association (ILGA-Europe) and the International Federation for Human Rights (FIDH). “Article 9 of the European Convention protects the right to manifest one’s religion in public, but this right is not unlimited,” stated Ali Jernow, Senior Legal Advisor of the International Commission of Jurists, and adds “With today’s judgment, the Court upholds the importance of protecting others from discrimination”. For ILGA, the case has an even wider scope. The organisation has already since long strived for the equal treatment of same sex couples in all respects. Their current European Executive Director, Evelyne Paradis, therefore claims “This decision should help to guide national governments on the balance between freedom of religion and the right to non-discrimination on the ground of sexual orientation”. To prevent this, ILGA has also identified education as key area of attention. Hence, ILGA-Europe is striving to increase the understanding for LGBTI among European youth in many different ways in order to make a headway towards safer and more inclusive schools. A current milestone for this agenda is the first ever EU conference on homophobic and transphobic bullying in schools hosted by the Irish EU presidency in partnership with ILGA-Europe. The conference brings together EU, UNESCO and national policy makers, unions, teachers, and NGO’s to jointly debate and look for methods of tackling these forms of bullying.

A lot of Diversity work could be propelled if the European Union were to adopt a horizontal anti-discrimination directive, which is difficult political terrain. But on LGBT, legal progress is going fast with the French marriage bill (as reported in the previous newsletter) and a recent ruling of the German constitutional court that affirmed the right for partnered same-sex couples to be allowed to adopt the child(ren) of one of the partners. Also, the Luxembourg Juridical Committee has just decided to open marriage for gays and lesbians.

## **New European Union frameworks to address active ageing**

The ageing of the population has been an issue of concern since birth rates dropped sharply in the late 1960s, and continue to be a threat in a number of economic areas. But could the process of ageing also be seen as option to create new opportunities? This past year the European Year of Active Ageing and Solidarity between Generations put a focus on this aspect. During the whole year a wide range of stakeholders across Europe were mobilised to take action with the aim of creating new platforms, tools and formats to address ageing in a positive way. That the contribution of older people to the economy and to society is important and will be even more important in the future in this respect seems obvious, not only relating to the sustainability of the European welfare system.

The European Year has led to the implementation of hundreds of new initiatives and events of which many will be of long-term benefit at European, national, regional or local levels as they deal with employment, social participation and independent living of older people. A more fundamental outcome of the European Year is the endorsement of the ‘Guiding Principles for Active ageing and



Solidarity between Generations’ by the EU’s Council of Ministers on 6 December 2012. These Guiding Principles address the different roles to be played by different stakeholders, e. g. Member States, regions and cities, and companies. These will be further developed by the EU Member States together with the European Commission in order to foster the further improving of conditions for active ageing over the coming years.

In addition, a new Active Ageing Index (AAI) has been presented for the first time to the public at the closing conference of the European Year on 10 December 2012. The index will help EU Member States to identify challenges and unrealised potentials and to monitor progress in the area of active ageing. The Index has been jointly developed by the European Commission, the United Nations Economic Commission for Europe (UNECE), and the European Centre for Social Welfare Policy and Research in Vienna.

That Active Ageing is not just a buzz word is shown by the 10th ‘Norwegian Senior Policy Barometer’, carried out by The Centre for Senior Policy (CSP) in 2012 in cooperation with IPSOS and the Norwegian Social Research Institute (NOVA). According to their annual survey, which provides precise metrics about Norwegian society, there is a significant trend for employees wishing to stay active until a higher age. According to the latest research, the preferred retirement age has increased from 61 years in 2003 to 64.4 years in 2012. A good half of the respondents (51%) and even 64% in the 60+ age group said that they can see themselves working past retirement age; the corresponding figure was 35% in 2003. Active ageing could not be more concrete.

## **BUSINESS CASE**

### **Emerging labour markets: Where and how future talent can be found**

According to the OECD, 40% of all young people with a tertiary education in G20 and OECD countries could be Chinese by 2020. As a consequence of different development speeds in the G20, the share of tertiary graduates in the global talent pool coming from Europe, Japan and the United States will continue to decrease – as is the case in Germany. The country is hence looking at migration as a means to compensate labour market gaps, but only with partial success, the study says. And also companies must look at pro-active international recruitment as a business case.

The OECD figures are astounding: ‘In 2000, there were 51 million 25-34 year-olds with higher education in OECD countries, and 39 million in non-OECD G20 countries. Over the past decade, however, this gap has nearly closed, in large part because of the remarkable expansion of higher education in this latter group of countries.’ In 2010 there were an estimated 66 million 25-34 year-olds with a tertiary degree in OECD countries, compared to 64 million in non-OECD G20 countries. If this trend continues, the number of 25-34 year-olds from Argentina, Brazil, China, India, Indonesia, the Russian Federation, Saudi Arabia and South Africa with a higher education degree will be almost 40% higher than the total number from OECD countries by 2020. The fastest-



developing economies boast the biggest gains: China alone could go from 17% in 2000 to 29% in 2020 of all university graduates worldwide.

The economic powerhouse Germany is not a role model in this area: their share of 25-34 year olds with a tertiary education decreased by 1 percent point between 2000 and 2010, and will probably continue to decrease. The country acknowledges the need for more immigration and has hence few restrictions for skilled migrant workers, and even is among the most open countries for highly educated immigrants in the OECD. For intermediate skilled occupations, however, Germany needs to liberalise recruitment to fill a projected shortfall of 5.4 million skilled workers by 2025, the OECD says. What the study does not cover is the fact that also graduates with different skill sets and perspectives will be needed in the future and hence migration will become paramount.

The new report clearly points out German deficits, mainly the requirement of German language in companies, universities and cities. Therefore it seems important to increase the number of German speaking people also in other countries. According to the OECD, student migration to Germany would be helpful if there were more efforts made to retain them post their degrees. “German universities are the gatekeepers for a large share of skilled migration to Germany,” the report says.

For organisations, the thought process should be very similar: the new business landscape requires different skill-sets and more diversity of talent in the work forces. Hence, organisations must rethink their job descriptions and related candidate profiles. They have to broaden their recruitment scope internationally and create hiring and on-boarding schemes for talent from different cultures. Then, these have to be enabled to be successful by reviewing performance and talent management systems. And last but certainly not least, organisational cultures have to be opened up to accommodate a greater cultural variety in a productive way.

## **Full Inclusion through open source as a business principle at Ultimaker**

A lot has been published and discussed about the way of working of Generation Y – the first generation that grew up with the Internet as an integral part of their world. And many people wonder how the future workforce can be integrated in the existing system. Instant feedback is one of the obvious aspects often highlighted. But what about the expectation of being able to contribute – just like in a liquid democracy? Can this be integrated in a business setting? Free participation is already reflected in the ‘open source’ approach of software such as Linux. Now, a Dutch company, Ultimaker, has applied these principles to its business model. The firm produces 3D printers and they use an open source way of working for developing and improving their products.

At first glance it may sound unbelievable: Ultimaker put their construction drawings and software codes online. The company explains on their website that this way of working provides them the opportunity to develop innovative technology to a higher extent. But whether this information is actually coming directly from Ultimaker is not even clear as the website itself also contains open source content. It is hence possible for everyone to add, change or delete information. This details

points to one of the big question marks associated with open source working, and clearly we are not even close to a solution of this aspect. But for Ultimaker, the open source strategy seems to work at least for the moment or as a first mover: they have won several awards and are frequently invited to conferences to talk about their product and their way of working.

While open source approaches have obvious merits, the difficulties are particularly relevant in business contexts: A strategic focus does not allow contributions to go in different directions as this would either divert from the path or create losses of energy. “Liquid democracy creates the expectation that everyone can do everything they like – regardless of strength, skills or potential”, comments Diversity guru Michael Stuber, “and this cannot [yet] be integrated into our current business system which relies on efficiency, effectiveness and achievement”. The question is, to what extent the business world will be changed by the new culture.

So far, open source strategies have been used selectively, e.g. by Wikipedia, Linux, Arduino, and the DIY drones by Chris Anderson. In each of these cases, it made specific sense to give everyone the opportunity to provide ideas and opinions. In doing so, the range of perspectives may improve product, which would mean development but not innovation. Experts doubt that the approach could be used within companies, where coherence is key to ensure key processes work and gear into each other. But what if the expectation of future talent is to be able to comment on almost everything, just like on social networks?

## MEDIA & BITS

### The World’s employers from a Global graduate perspective: research shows latest trends

The employer image of companies has always been closely related to their product images and their general reputation. However, the latest graduate survey results from Sweden-based consulting firm Universum reveals the full complexity of an international labour market. Not surprisingly, large US multinationals with strong brands dominate the top list. This might also be due to the importance International career development has for global top talent.

The latest graduate preference research was carried out in the world’s 12 largest economies covering 144,000 career seekers with business or engineering backgrounds. Opportunities for international travel and relocation are seen as attractive among both business and engineering students. Against this backdrop, the following results are of specific interest: Companies from the automotive industry were climbing on the rankings compared to the previous year. Not only are they global in nature, they also have strong product brands. On the engineering ranking, seven of the top 50 companies belong to this group. The report also shows that several of the oil, gas and energy companies have gained positions on the engineering ranking. General Electric is the highest ranked and is up from place 8 to 6. Shell takes a big leap on 5 positions and also Esso/ExxonMobil and BP were climbing

and a total of five from the sector are among the top 30 for engineers. Again, all of them are global players and they are seen to be financially strong. “They also relate to the general trend of sustainability,” adds Diversity expert Michael Stuber who majored in HR Marketing.

More insight about international graduates is provided regarding their online behaviour: 14 % of all students visit online communities every hour (!) and 57 % a couple of times per day! The average time spent per visit is 23 minutes and 71 % believe employers visit their personal profile after interacting with employers on online communities. “Companies can’t expect them to fundamentally change that online behaviour on the day they start a career,” Stuber comments.

European corporations find it difficult to rival the outstanding image of global US firms. For business students, no European player is among the Top 10, but L’Oréal, BMW and Adidas made it to the Top 20. On the engineering side, BMW and Siemens are on the Top 10, and Volkswagen and Shell also among the Top 20. These results are consistent with last year’s European graduate survey.

## **A strong corporate statement against LGBT bullying by SAP**

Despite strong moves on LGBT equality in society and politics (c.f. above) homosexuality is still a taboo in the corporate world. Especially in management positions, a strong culture of heterosexual assumption prevails and is actively maintained through implicit dynamics. Gay executives choose not to come out of the closet as they fear of loss of management prestige. But keeping silent could even lead to painful losses of other family members.

SAP has created a new way to position LGBT diversity. The company pro-actively enters into the public sphere using a video on the diversity of sexual orientations to oppose discrimination and bullying of gays and lesbians and the wider group of so-called sexual minorities. The video is aimed at the LGBT community of the world, encouraging them not to be scared of harassment, to strengthen themselves and to adopt new self-confidence. In the 11 minute long video, SAP manager Steve Fehr talks about his son who committed suicide after being bullied for his sexual orientation for years. Also other SAP employees around the world give their opinion on discrimination against sexual orientation.

After launching the campaign in the US, the video was also shown at an event at SAP’s corporate headquarters end of November 2012. Their new CHRO, Luisa Delgado, said “It is my commitment as your board member in charge of HR at SAP that being different means being more.”

To see the video, visit <http://youtu.be/Zbh4YNwmfJM>

## NEWS ABOUT US

### Case Studies on how to embed Diversity & Inclusion in HR Processes wanted

With the renewed strong focus on workforce demographics, the importance of HR processes as they relate to D&I has become paramount. But experiences shows that many human resource functions find it difficult to understand if and how Diversity & Inclusion can be embedded in their processes. Even more difficult would be the question if Diversity could help improve the effectiveness, quality or result of their process. European Diversity Research and Consulting is now consolidating more than 15 years of experience in auditing, aligning, improving and fine-tuning all the elements of the HR value chain to produce a new type of book by Michael Stuber. The practical guidebook will only focus on the integration of the principles of Diversity & Inclusion in HR processes.

The new publication will follow a practical step by step approach along with many small examples and hands-on tips throughout the book. In addition, the manual will highlight a small number of landmark business practices as case studies. Those shall be arranged according to the individual HR processes discussed and you are more than welcome to provide your own example or refer our editorial team to good practices you are aware of. Areas to be covered by the book include:

Diversity & Inclusion in

- Employer Branding and Recruiting
- Selecting & Hiring Talent
- Performance management & compensation
- Talent management & career development
- Employment & work/life balance

In each of the areas, one or two case studies will be published. Please send your input to [research@europeandiversity.com](mailto:research@europeandiversity.com)

### Report from our partner event: 6th D&I seminar in Barcelona

Effective strategies for building diverse and inclusive organisations was the title and focus of this year's D&I seminar in Barcelona 21/22 February 2013, organised and hosted by Icon events international, and co-promoted by European Diversity as media partner. Over 50 practitioners from companies and not-for-profit organisations as well as more than 15 experts from academic and other organisations met to follow presentations on Diversity & Inclusion and discuss perspectives of D&I work internationally. Measuring and monitoring emerged as one of the key themes running through most presentations and discussions along with a strong focus on gender. From a functional perspective, recruitment was most often tackled.

Day one started with some considerations to frame Diversity and think about the trans-atlantic gap that was still seen to be there (c.f. Editorial). Unilever showed how their best performing countries had also the best gender-mixed leadership teams and how some of their D&I programmes supported market-driven activities. Finally, the company made a strong point about learning internationally from local initiatives. The power of the Harvard Implicit Association Test (IAT) and in-depth data analysis was at the core of the following consulting presentation. A panel of experts then discussed business-related ways how to enlist management buy-in.

A Shell senior executive gave insight into the dynamics of board nominations and group dynamics. SwissRe presented their global D&I approach that is built on three pillars of Inclusive Leadership, new ways of (flexible) working for potentially all managers and employees and gender diversity. Towards the end of day 1, Cisco presented their change approach using the slogan ‘more together’ as well as social media to get it across. The company also showed their successful combination of fish-bowl and other methodologies to influence leaders in the right direction.

Day 2 started on gender marketing and with a focus on gender specific product and commercial design. L’Oréal then showed their impressive framework to track activities and metrics across the many countries they operate. Orange (Group France Telecom) discussed how they address leaks in their female pipelines throughout talent management combined with support for both women and men. The presentation from National Grid focused on their impressive portfolio in securing their future workforce through outreach programmes to schools and universities.

European Diversity Research & Consulting was glad to participate actively for the fourth year in the event.

## 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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