



# SUSTRAINY PROJECT



## **SOCIAL** TOPIC N°2 DIVERSITY, EQUALITY & INCLUSION

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# Table of Content

<b>Introduction to the topic</b>	<b>4</b>
<b>Chapter 1 – Gender equality</b>	<b>5</b>
1.1 The concept of Gender equality	5
1.2 Gender equality in the workplace	6
1.3 Gender equality in EU Policy	8
1.4 Gender equality – Examples and best practices	10
<b>Chapter 2 – Cultural, religious and linguistic diversity</b>	<b>11</b>
2.1 Cultural, religious and linguistic diversity – Concepts	11
2.2 Key advantages in promoting diversity in business	12
2.3 EU Policy In terms of diversity	13
2.4 Examples and best practices of Cultural, Religious and Linguistic Diversity	14
<b>Chapter 3 – Diversity and inclusion in the workplace</b>	<b>16</b>
3.1 Diversity and inclusion in the workplace – an introduction	16
3.2 Shortages and challenges to be addressed regarding diversity and inclusion actions in workplaces	17
3.3 Measuring impact	20
3.4 Diversity in the workplace : Best practices	21
<b>Chapter 4 – Inclusion of disabilities</b>	<b>23</b>
4.1 Inclusion of disabilities – The concept	23
4.2 The drivers and benefits of disability inclusion	25
4.3 Disability inclusion : what can you do	26
4.4 Inclusion of disabilities : Examples and best practices	27
<b>Chapter 5 – Generational diversity and inclusion</b>	<b>28</b>
5.1 Generational diversity and inclusion – The concept	28
5.2 Fighting ageism and discriminations related to age	29



<b>5.3 The benefits of intergenerational collaboration in the work environment and in society in general</b>	<b>30</b>
<b>5.4 Examples and Best Practices</b>	<b>31</b>
<b>Chapter 6 – JOIN THE MOVE</b>	<b>33</b>
<b>Chapter 7 – TO GO FURTHER</b>	<b>34</b>
<b>Chapter 8 – PRACTICAL ACTIVITIES</b>	<b>35</b>
<b>Conclusion: This is a beginning – My action</b>	<b>37</b>





# Introduction to the topic

**Equality** is the right of different groups of people to have a similar social position and to receive a similar treatment (Cambridge dictionary).

This concept comes usually associated with the concept of **Diversity** which is, sociologically speaking, the mixture of races and religions that make up a group of people (Cambridge dictionary). Such concepts can also be related to the one of anti-discrimination and **inclusion**.

In Europe, the European Commission embraces the concepts of equality, diversity and social inclusion in a pro-active manner. The aim is to instaurate a culture where everyone is valued and respected. This can be done through a serie of policies, measures and legislations.

Chapter 3 of the **EU Charter of Fundamental Rights** is dedicated to equality and include the following concepts (Articles 20 to 26) : anti-disctimation ; cultural, religious and linguistic ; gender equality ; the rights of children, the rights of seniors and the rights of persons with disabilities.

At the **supra-national** and **national** levels, European countries have signed inclusion and diversity charters. These charters affirm the commitment in favour of diversity and inclusion of people, which must benefit from equal treatment and opportunities, irrespective of any ground such as sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation. In order to support in the implementation of the European Charter for Diversity and Inclusion (July 2017), the European Commission has created the **EU Platform of Diversity Charters** and **released a specific communication on a better workplace for all equal opportunities towards diversity and inclusion** (2017).

Regarding equality, at the national and supra national level, laws and directives have been applied for years in order to protect people's rights and fight against injustice. A list of relevant European directives on equality is at the disposal of the Citizens of the European Commission **dedicated page on equality**. As an entrepreneur, you can also act in favour of diversity and inclusion, this module will dive deeper into this subject in order to guide you.



# Chapter 1 Sustainable Development

## 1.1 The concept of Gender equality

Equality between women and men is one of the European Union's founding values. It goes back to 1957 when the principle of equal pay for work of equal value became part of the Treaty of Rome. Over the past few decades, the EU has notably worked for:

- Equal treatment legislation;
- Gender mainstreaming (integration of a gender perspective into all policies);
- Specific measures for the advancement of women <sup>1</sup>

Promoting equal economic independence for women and men, closing the gender pay gap, advancing gender balance in decision making, ending gender based violence and promoting gender equality beyond the EU . Although inequalities still exist, the EU<sup>2</sup> has made significant progress in gender equality over the last decades. This is the result of equal treatment legislation gender mainstreaming, integration of the gender perspective into all other policies specific measures for the advancement of women. Encouraging trends are the higher number of women in the labour market and their progress in securing better education and training. However, gender gaps remain and in the labour market women are still over-represented in lower paid sectors and under-represented in decision-making positions. In this chapter you will get to know how the gender equality term applies in different aspects of our society.



Source: **Gender equality is the 5th of the 30 Sustainable Development Goals**

1 (2020). [Ebook] Retrieved from The European Union and Gender Equality - Observatory of the European Charter <https://charter-equality.eu/the-charter/the-eu-and-gender-equality.html>

2 [https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality\\_en](https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality_en)

## 1.2 Gender equality in the workplace

### Gender and employment in the EU

Despite encouraging signs for a more equal society and labour market, progress towards full gender equality remains slow. Economic independence is a prerequisite for both women and men to be in control of their lives and to make genuine choices. Women's employment rate is 64% on average in the EU, while it is 76% for men. More women than men work part-time; women account for over 75% of part-timers. Women also work in less valued jobs and sectors. Nearly 60% of EU university graduates are women, but they account for less than 33% of scientists and engineers across Europe. On the other hand, women represent nearly 80% of the total workforce in the health, education, and welfare sectors.

The impact of parenthood on labour market participation is still very different for women and men - only 65.6% of women with children under 12 work, as opposed to 90.3% of men. This reflects the unequal sharing of family responsibilities, but also often signals a lack of childcare and work-life balance opportunities. (Eurostat 2013).<sup>1</sup>

### Equal pay

Women in the EU earned on average 16% less per hour than men in 2017. Still, there are huge differences between the EU countries. Women in the EU even earned 39.6% less than men overall in 2014. One of the reasons is the fact that on average women spend fewer hours in paid work than men: Whereas only 8.7% of men in the EU work in part-time, almost a third of women across the EU (31.3 %) does so.

The reasons for the gender pay gap go beyond the simple issue of discrimination. They are a consequence of various inequalities women face in access to work, progression and rewards.

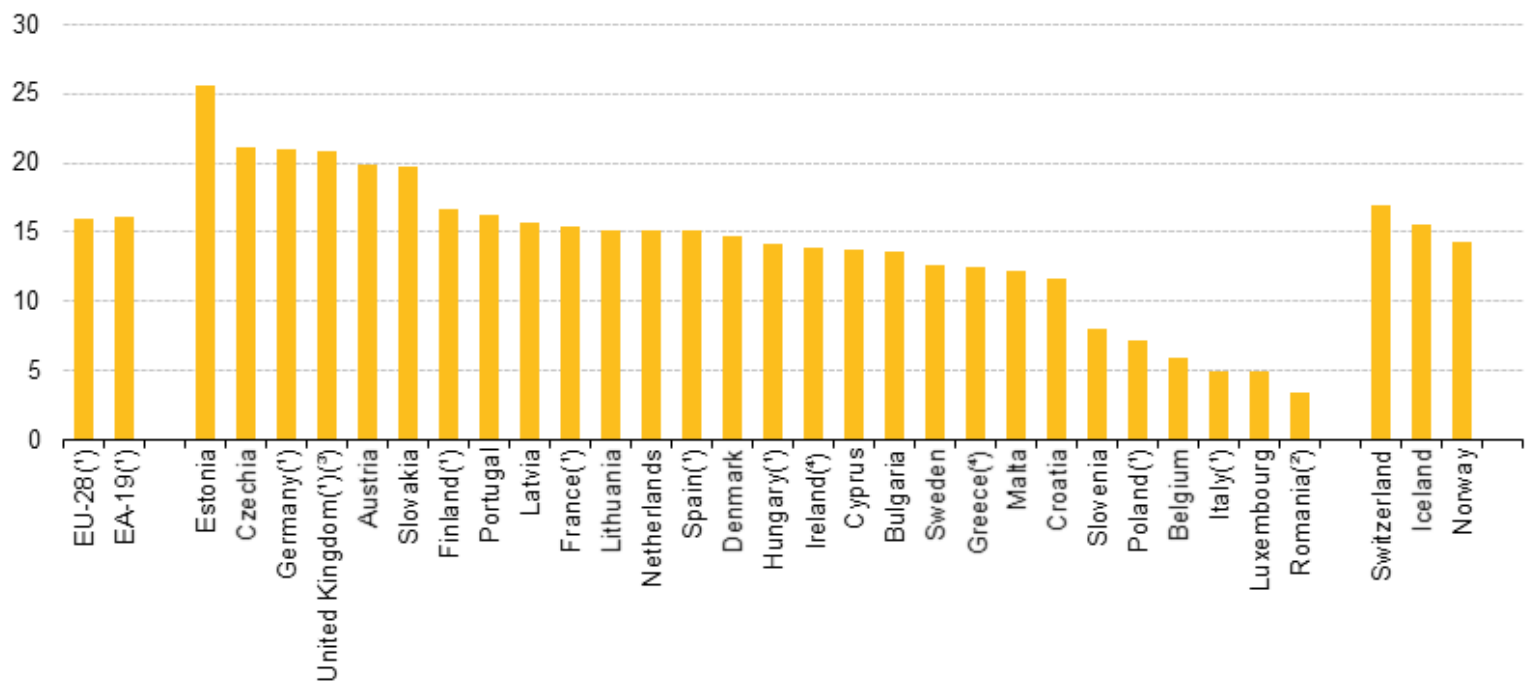
- **Sectoral segregation:** Around 30% of the total gender pay gap is explained by the overrepresentation of women in relatively low-paying sectors, such as care and education. On the other hand, the proportion of male employees is very high (over 80%) in better-paid sectors, such as science, technology, engineering and mathematics (STEM).
- **Work-Life Balance:** Women spend fewer hours in paid work than men on average but more hours in unpaid work. In total, women have more work hours per week than men, what might affect their career choices.
- **The glass ceiling:** The position in the hierarchy influences the level of pay: less than 10% of top companies' CEOs are women. The profession with the largest differences in hourly earnings in the EU were managers: 23 % lower earnings for women than for men.
- **Discrimination:** In some cases, women earn less than men for doing jobs of equal value. However, the principle of equal pay for work of equal value is enshrined in the European Treaties (article 157 TFEU) since 1957.

1 [https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/equal-economic-independence\\_en](https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/equal-economic-independence_en)

There are considerable differences between EU countries<sup>1</sup>.

### The unadjusted gender pay gap, 2017

(difference between average gross hourly earnings of male and female employees as % of male gross earnings)



Note: For all the countries except Czechia and Iceland: data for enterprises employing 10 or more employees, NACE Rev. 2 B to S (-O); Czechia: data for enterprises employing 1 or more employees, NACE Rev. 2 B to S; Iceland: NACE Rev. 2 sections C to H, J, K, P, Q.

(\*) Provisional data.

(\*) Estimated data.

(\*) Estimated by Eurostat.

(\*) 2014 data.

Source: Eurostat (online data code: sdg\_05\_20)

### Gender equality and entrepreneurship

In 2014 there were around 10.3 million female entrepreneurs working throughout the European Union. This may sound impressive, but you should consider that women make up about one-third of all self-employed Europeans, and less than 30 percent of startup entrepreneurs – despite comprising more than half (52 percent) of total population, which sits at over 500 million. Worse yet, global gender parity is diminishing for the first time since the World Economic Forum began measuring it in 2006. Though Western Europe has reduced the gender gap to 25 percent, an average disparity of 32 percent worldwide remains to be closed. In countries like Italy, Cyprus, Greece, Malta, and Spain, where female employment rates are below 60 percent, progress is especially slow.

<sup>1</sup> [https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/equal-pay/gender-pay-gap-situation-eu\\_en](https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/equal-pay/gender-pay-gap-situation-eu_en)



Arguably, the biggest hurdle facing women entrepreneurs is access to finance. In fact, only 15 percent of companies founded in the EU since 2017 are led by women and only 12 percent of founders at EU companies that received venture capitalist (VC) funding are female. A recent American study found that even when pitches are identical, VCs are more likely to fund a man's project than a woman's. Access to information, training, and networks also stand in the way of women hoping to establish and run a business. As a result of biological makeup and generations of assigned gender roles, females face the added challenge of reconciling both professional and perceived familial responsibilities.

Public and private European groups are introducing initiatives specifically designed to bring women to the forefront of the startup movement. The EU's Small Business Act aims to improve the approach to entrepreneurship by simplifying regulations and removing barriers to business development. The Entrepreneurship 2020 Action Plan accomplishes similar goals, with further intentions to provide entrepreneurial education and training and reignite the culture of entrepreneurship among younger female workers.

There are also several financial resources available throughout the Union for those women hoping to start a new business venture. The Commission-created EU Prize for Women Innovators provides between 20,000 and 100,000 euros for both women innovators and entrepreneurs under 30 years old that inspire other women to bring their ideas to market. Furthermore, the WES Policy Network, European Community of Business Angels, and Rising Tide Europe provide either direct financial support or access to investors who can help push nascent businesses forward.

Connecting female entrepreneurs to potential mentors and fellow entrepreneurs is another step that greatly benefits participants without incurring high costs. That's why the European Commission launched WEgate, an online gateway for women's entrepreneurship which offers learning materials for starting and growing a business, access to potential funding sources and networking opportunities, details about local support organisations and events, and other digital resources. <sup>1</sup>

### **1.3 Gender equality in EU Policy**

The EU Gender Equality Strategy delivers on the von der Leyen Commission's commitment to achieving a Union of Equality. The Strategy presents policy objectives and actions to make significant progress by 2025 towards a gender-equal Europe. The goal is a Union where women and men, girls and boys, in all their diversity, are free to pursue their chosen path in life, have equal opportunities to thrive, and can equally participate in and lead our European society.





## IN A GENDER EQUAL EUROPE...

...we are **FREE** to pursue our chosen path in life.

### Currently



**33% of women** in the EU have experienced **physical and/or sexual violence**



**22% of women** in the EU have experienced **violence by an intimate partner**



**55% of women** in the EU have been sexually harassed and women are more likely to experience **online sexual harassment** than men

...we have equal opportunities to **THRIVE** in society and the economy.

### Currently



Women in the EU earn on average **16%** less than men per hour



Only **67%** of women in the EU are employed, compared to **78%** of men



On average, women's pensions are **30.1%** lower than men's pensions



**75%** of unpaid care and domestic work is done by women

Gender Equality Strategy Factsheet – Striving for a Union of Equality: The Gender Equality Strategy 2020-2025<sup>1</sup>

**Convention on preventing and combating violence against women and domestic violence**, or takes alternative legal measures to achieve the objectives of the Convention:

- by **clarifying internet platforms'** role in addressing illegal and harmful content to make the internet safe for all their users
- by **improving our awareness and collecting EU-wide data** on the prevalence of gender-based violence and harassment and challenging gender stereotypes in society

<sup>1</sup> [https://ec.europa.eu/info/sites/info/files/aid\\_development\\_cooperation\\_fundamental\\_rights/gender\\_equality\\_strategy\\_factsheet\\_en.pdf](https://ec.europa.eu/info/sites/info/files/aid_development_cooperation_fundamental_rights/gender_equality_strategy_factsheet_en.pdf)

- by launching an **EU-wide awareness raising campaign**, focusing on youth

The key objectives are ending gender-based violence; challenging gender stereotypes; closing gender gaps in the labour market; achieving equal participation across different sectors of the economy; addressing the gender pay and pension gaps; closing the gender care gap and achieving gender balance in decision-making and in politics. While the Strategy focuses on actions within the EU, it is coherent with the EU's external policy on gender equality and women's empowerment<sup>1</sup>.

## 1.4 Gender equality – Examples and best practices

### Equality and diversity: Netlight (Finland)

**Context:** Finland has always been among the best-performing countries in the EIGE's equality index. Yet levels of segregation in the labour market are relatively high in Finland, and women spend significantly more time on housework and childcare compared with men.

**Result:** Netlight is an IT company providing a variety of services. The share of women in the company is followed in order to maintain a relatively high proportion of women across diverse roles. The number of women in consultant roles with a more technical background is also followed; the proportion of women here is 25%, compared with a total share of 30%.

**More information:** <https://eige.europa.eu/gender-mainstreaming/good-practices/finland/equality-and-diversity-netlights-cornerstone-and-strategic-objective>

### Women-ReBoot (Ireland)

**Concept:** Women-ReBoot is an intensive, active programme designed, developed and implemented by Software Skillnet, an enterprise-led skills network, led by a sector federation (Technology Ireland), in partnership with technology companies.

**Context:** The programme addresses the skills shortage in the tech industry by enabling already qualified women to re-enter the workforce after a career break. Women participants benefit from a combination of opportunities in updating knowledge and skills, work preparation and experience, one-to-one coaching and mentoring. At the same time, companies find experienced and valuable new employees.

**Results:** Whereas most tech companies have a written gender-equality policy, Women-ReBoot actively enabled companies to see the considerable business benefits of employing well-qualified, experienced women. As a measure of success, the number of companies and the number of participants has almost doubled between the first and second rounds of Women-ReBoot. The initiative is funded by the Irish government through the Skillnets Ireland body.

**More information:** <https://www.softwareskillnet.ie/women-reboot/>

<sup>1</sup> [https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy\\_en](https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy_en)



# Chapter 2 Cultural, religious and linguistic diversity

## 2.1 Cultural, religious and linguistic diversity – Concepts

**Cultural diversity** concept refers to the diversity of forms of culture in a society composed of groups of people from many different cultural backgrounds. The UNESCO Declaration on Cultural Diversity reflects the diverse and pluralist understanding of culture and defines cultural diversity in Art. 1 as follows: ‘Diverse forms of culture across time and space which is embodied in the uniqueness and plurality of the identities of the groups and societies making up humankind and is a source of exchange, innovation and creativity.’ On 18 December 2006, the European Community ratified the UNESCO Convention. Preserving and promoting cultural diversity are among the Community’s founding principles: they are enshrined in the Treaty, under Art. 151, and in the Charter of Fundamental Rights of the European Union, under Art. 22.<sup>1</sup>

**Religious diversity** is the fact that there are significant differences in religious belief and practice. It has always been recognized by people outside the smallest and most isolated communities. But since early modern times, increasing information from travel, publishing, and emigration have forced thoughtful people to reflect more deeply on religious diversity<sup>2</sup>. Religious beliefs and affiliation to religious groups and communities were historically the cornerstones of the functioning of societal relations in Europe. Acknowledging the rich tradition of the co-existence of diverse religions in Europe, the Charter of Fundamental Rights of the European Union enshrines the right to freedom of thought, conscience and religion. Contextualising religious co-existence from a historical perspective can contribute to the promotion of a European public and cultural space and to enhancing mutual dialogue and understanding.<sup>3</sup>

**Linguistic diversity** is a way to talk about varied types of traits including language family, grammar, and vocabulary. A language family is a group of languages with related origins that share some traits<sup>4</sup>. Languages define personal identities, but they are also part of a shared inheritance.

Effective **multilingualism** policies and initiatives can strengthen the opportunities of citizens. Language skills may also increase individuals’ employability, facilitate access to services and rights, and contribute to solidarity through enhanced intercultural dialogue and social cohesion<sup>5</sup>.

1 [https://ec.europa.eu/home-affairs/what-we-do/networks/european\\_migration\\_network/glossary\\_search/cultural-diversity\\_en](https://ec.europa.eu/home-affairs/what-we-do/networks/european_migration_network/glossary_search/cultural-diversity_en)

2 <https://www.iep.utm.edu/reli-div/>

3 [https://cordis.europa.eu/programme/id/H2020\\_CULT-COOP-05-2017](https://cordis.europa.eu/programme/id/H2020_CULT-COOP-05-2017)

4 <https://study.com/academy/lesson/linguistic-diversity-definition-and-lesson.html#:~:text=Linguistic%20diversity%20is%20a%20way,origins%20that%20share%20some%20traits.>

5 [https://ec.europa.eu/education/policies/linguistic-diversity\\_en#:~:text=Linguistic%20diversity%20is%20enshrined%20in,Rights%20of%20the%20European%20Union.&text=However%2C%20Member%20States%20have%20the,minority%20groups%20to%20self%2Ddetermination.](https://ec.europa.eu/education/policies/linguistic-diversity_en#:~:text=Linguistic%20diversity%20is%20enshrined%20in,Rights%20of%20the%20European%20Union.&text=However%2C%20Member%20States%20have%20the,minority%20groups%20to%20self%2Ddetermination.)

## 2.2 Key advantages in promoting diversity in business

In this era of technology and globalisation, many companies are making an effort to succeed in diversity in the workplace.

Before we dive in to the main benefits though, what exactly do we mean when we say diversity?

Diversity in the workplace is when companies are open to hiring employees from all sorts of different backgrounds; regardless of race, religion and culture. When companies recruit and retain a diverse pool of people, it brings about different benefits to the company as well as its employees.

There are some undeniable benefits that you can achieve from having a more diverse workforce:

- Increased productivity
- Improved creativity
- Increased profits
- Improved employee engagement
- Reduced employee turnover
- Improved company reputation
- Wider range of skills
- Improves cultural insights<sup>1</sup>



1 <https://inside.6q.io/benefits-of-cultural-diversity-in-the-workplace/>

## 2.3 EU Policy In terms of diversity

### EU policies promoting cultural diversity

The European Union's action in the field of culture supplements Member States' cultural policy in various areas: for example, the preservation of European cultural heritage, cooperation between various countries' cultural institutions, and the promotion of mobility among those working creatively.

On 22 May 2018 the Commission adopted a New European Agenda for Culture, continuing the provision of the strategic framework for EU action in the cultural sector. The New Agenda proposes three strategic objectives: 1) harnessing the power of culture for social cohesion and well-being; 2) supporting culture-based creativity in education and innovation, and for jobs and growth; 3) strengthening international cultural relations. It is realised through a new Work Plan for Culture (2019-2022), adopted by the Council on 27 November 2018. This Plan for Culture sets out five priorities: 1) sustainability in cultural heritage; 2) cohesion and well-being; 3) an ecosystem supporting artists, cultural and creative professionals and European content; 4) gender equality; and 5) international cultural relations. The priorities are put into practice in 17 concrete actions<sup>1</sup>. Moreover, numerous EU programmes and initiatives were put in action in order to share and spread information about European cultures: Creative Europe, European Capitals of Culture (ECoCs), European Heritage Label, Unlawful removal of cultural objects and various prizes.

### EU policy promoting religious diversity

Since 11 September 2001, the European Union has been increasingly confronted by religious crises in a world in which globalisation is reshaping religious demography. In addition, religion plays an important role in the internal and external policies of some key EU partners. In 2013, the EU published guidelines to mainstream its approach to the promotion and protection of freedom of religion or belief (FoRB). The EU has always worked with faith-based NGOs under a non-discriminatory policy, but now it is engaging more in linking development and religious awareness through training and calls of interest for the promotion of inter-religious dialogue.

Before the Lisbon Treaty entered into force in 2009, the EU had no legal basis for developing mechanisms for analysis and dialogue with religious organisations. Therefore, the field is still quite new for the EU and its relatively newly established European External Action Service (formed in 2011). The EU did not adopt its first guidelines on the promotion and protection of freedom of religion or belief until 2013 when the EU guidelines on the promotion and protection of freedom of religion or belief were accepted.<sup>2</sup>

### EU policy promoting linguistic diversity

Every year on 26 September, the Commission unites with the Council of Europe, the European Centre for Modern Languages (ECML), language institutions and citizens across Europe to promote linguistic diversity and language learning through the European Day of Languages.

1 <https://www.europarl.europa.eu/factsheets/en/sheet/137/culture>

2 <https://www.europarl.europa.eu/pdf/djivers/EPRS-IDA-614612-Religion-EU-external-policies-FINAL.PDF>



EU Education and Culture programmes will continue their history of support for language learning projects. Through funding programmes such as Erasmus+ and Creative Europe the European Union supports language learning and linguistic diversity through for example mobility programs, cooperation projects and the support for European Capitals of Culture. Thanks to these programs, many successful projects promote learning and the visibility of regional and minority languages in Europe. Creative Europe also supports literary translation to allow wider access to important literary works and to maintain linguistic diversity in the EU.<sup>1</sup>



## 2.4 Examples and best practices of Cultural, Religious and Linguistic Diversity

### Start-up explorers project (Europe + South America)

Context: Start-up explorers is a project between 6 NGOs coming from Argentina Bulgaria, Italia, Peru, Romania and Uruguayto encourage the cooperation between European & Latin American NGOs and skill up human capital from NGOs (youth workers) by providing quality entrepreneurial education instruments, supports the employability of NEETs and enhance the international dimension of youth activities.

Results: encouraged the exchange of knowledge and best practices between youth workers who works in different entrepreneurial ecosystems, a training curriculum in entrepreneurship education for young people was created, how to facilitate the youth transition from school to work and adult life was explained.

More information: <https://startupexplorers.org/index.php/the-project/project-story>

1 [https://ec.europa.eu/education/policies/linguistic-diversity\\_en#:~:text=Linguistic%20diversity%20is%20enshrined%20in,Rights%20of%20the%20European%20Union.&text=However%2C%20Member%20States%20have%20the,minority%20gro-ups%20to%20self%2Ddetermination.](https://ec.europa.eu/education/policies/linguistic-diversity_en#:~:text=Linguistic%20diversity%20is%20enshrined%20in,Rights%20of%20the%20European%20Union.&text=However%2C%20Member%20States%20have%20the,minority%20gro-ups%20to%20self%2Ddetermination.)

## People matters(Spain)

Context: PeopleMatters is a Spanish Human Resources consultancy company employing 41 people. PeopleMatters' consulting activity focuses on Human Capital strategy, Human Resources Management processes, executive and management capabilities, diversity, work-life balance and equal opportunities as well as employer branding and communication. Diversity, understood in a broad sense (religion, nationality, age, etc.), has always been integrated into PeopleMatters' core corporate values and diversity management is taken into account in all processes (recruitment, integration of newcomers, performance appraisal process, compensation policy and project staffing).

Results: Participation, transparency and innovation are the three main principles behind PeopleMatters' culture. The strength of PeopleMatters' commitment to diversity resides in the fact that it is comprehensive and all-encompassing: a diversity perspective is mainstreamed into all corporate processes (recruitment, integration of newcomers, performance appraisal process, compensation policy and project staffing), which prevents prejudice-based decisions from guiding the company. As a result, PeopleMatters' work environment is nonhierarchical (there are no individual offices) and project teamwork brings together various profiles with different abilities and experiences, thus taking advantage of all talents available to the company. PeopleMatters has created a culture that encourages inclusion and takes advantage of talent diversity. All 41 employees are positively impacted by PeopleMatters' inclusive corporate culture. Because it is more than a mere one-shot programme, PeopleMatters' commitment to diversity management is comprehensive and sustainable. In addition, as a consulting company, PeopleMatters has a significant impact on SMEs: PeopleMatters transmits its values to the companies it advises.

**More information:** <https://www.peplematters.com/>





# Chapter 3 Diversity and inclusion in the workplace

Please note that this chapter is linked to the chapter on “CSR and labour standards” of the CSR module.

## 3.1 Diversity and inclusion in the workplace – an introduction

Diversity and inclusion in the workplace is a very trendy subject. It directly affects the image, reputation and even performance of companies. Rankings have been established such as the one done by the Financial Times.<sup>1</sup>

According to the European Commission, in its report *“The Business Case for Diversity – Good Practices in the workplace”* (2005)<sup>2</sup>, the most common areas covered by diversity initiatives are organisational factors, recruitment, selection and retention procedures, leadership development and talent management and employees’ development and promotion.

This study, financed by the European Commission and led by the European Business Test Panel (EBTP) concluded that equality and diversity in the workplace was becoming more and more important for companies especially in the areas of recruitment, talent retention and corporate image. A second study financed in 2008 including the ten new countries that joined in 2004, confirmed these conclusions and underlined main evolutions.

Companies started acknowledging the links between diversity and innovation and therefore its potential for improving productivity and economic growth:

*“The success of European businesses in global markets depends on Europe’s ability to harness its diversity to create dynamic companies that interact with, and creates products and services for, world consumers”.*<sup>3</sup>

Historically, the first wave of policies addressing diversity in the workplace focused on anti-discrimination, gender equality, fighting against racism and sexual harassment and the subtle issue of the unconscious bias. This wave aimed at improving the workplace environment and eliminating hostility.<sup>4</sup>

Nowadays diversity policies aim at improving efficiency, adaptability and resilience in the face of rapid changes brought by new technologies and globalization.

Diversity in the business and professional sectors is more than gender issues (see chapter 1 of this module). It also encompasses the diversity of socio-economic and educational backgrounds, political stands, cultures and religions (see chapter 2), sexual orientation and of course disabilities (see chapter 4) and intergenerational cooperation (see chapter 5).

1 <https://www.ft.com/content/bd1b4158-09a7-11ea-bb52-34c8d9dc6d84>

2 [https://rownosc.info/media/uploads/biblioteka/publikacje/business\\_case\\_for\\_diversity.pdf](https://rownosc.info/media/uploads/biblioteka/publikacje/business_case_for_diversity.pdf)

3 <http://www.iegd.org/pdf/Task 1- EBTP.pdf>

4 <https://www.bcg.com/en-us/publications/2017/diversity-at-work.aspx>





### 3.2 Shortages and challenges to be addressed regarding diversity and inclusion actions in workplaces

#### Diversity and inclusion in the workplace: a challenge that still needs to be addressed

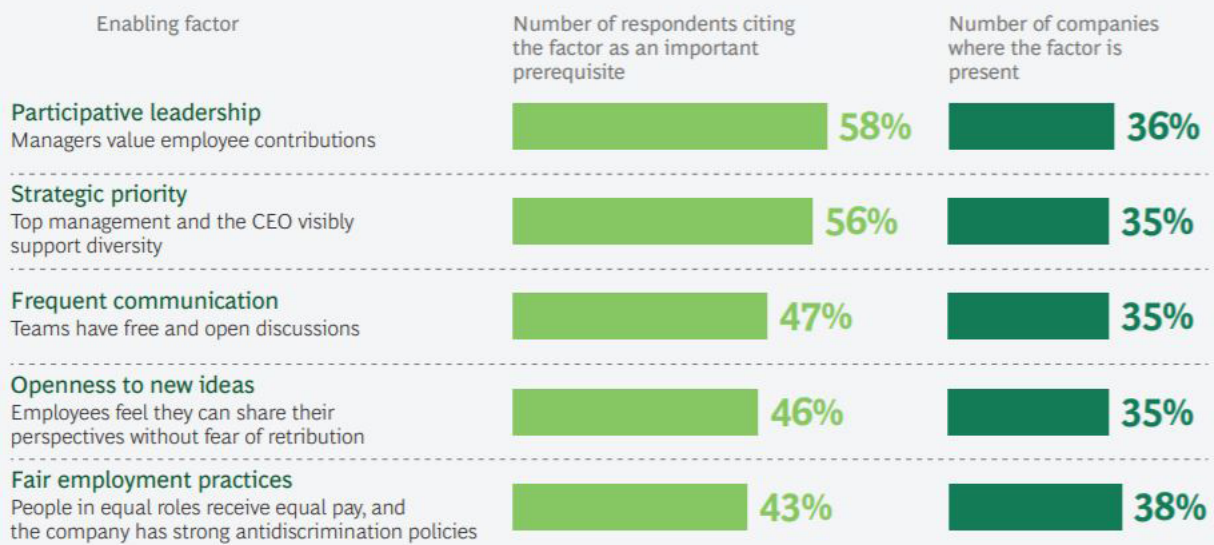
Nowadays, companies are still struggling with diversity. According to a PWC survey (2019)<sup>1</sup> answered by 379 companies in 18 countries and across 25 different industries, although diversity and inclusion are considered as priorities for 76% of respondents, 39% of respondents still feel that diversity is a barrier for employees' progression. More importantly, only 3% of programs of diversity and inclusion put into place by surveyed companies achieve a considerable degree of maturity. There is also an unsuitable internal organisation of diversity and inclusion initiatives leadership. 24% of companies don't have an inclusion and diversity leader, 31% only report to senior executives and only 17% have a diversity and inclusion leader reporting to the whole team. More than half companies (61%) use diversity and inclusion to attract and recruit new talent but only 20% of companies connect diversity to their business performance.

Training can also be improved. 39% of employees declare receiving training on how to overcome unconscious bias, 31% on non-discrimination regulation and compliance and only 20% receive training on how to manage a diverse population. Companies need to better leverage data on diversity & inclusion. If 52% of companies process data on employees demographics, only 27% measure discrepancies in compensation and only 18% measure discrepancies in promotion.

There is also a gap between employees needs and perceptions and companies putting into place effective policies. According to a BCG survey<sup>2</sup> (2017), with over 1680 respondents, 58% consider participative leadership as a prerequisite but only 36% of companies apply it. 46% consider frequent communication and openness to new ideas as a prerequisite but only 35% of companies apply it. 43% consider fair employment practices as a prerequisite but only 38% of companies apply it.

1 <https://www.pwc.com/gx/en/services/people-organisation/global-diversity-and-inclusion-survey/european-report.pdf>  
 2 <https://www.bcg.com/en-us/publications/2018/how-diverse-leadership-teams-boost-innovation.aspx>

### EXHIBIT 3 | Enabling Factors Exist in Fewer than Half the Companies Surveyed



Source: BCG diversity and innovation survey, 2017 (n=1,681).

### The importance of Diversity Charters

To answer to such challenges, the European Diversity Charters aim at fully engaging companies, especially SMEs, in actively constituting their diversity and inclusion policies with concrete actions.<sup>1</sup> Each member state has its own dedicated platform, they are all available [here](#).

Diversity Charters are usually initiated by companies themselves or a group of companies. They gather an important number of signatories among big enterprises and SMEs.

Diversity Charters allow to raise company owners' and managers' awareness on the need to respect diversity and non discrimination in recruitment procedures and in management strategies. They offer a platform for exchange, sharing best practices and communicating around their engagement. This tool favours social dialogue and representativity giving practical advice on how to implement concrete actions and how to evaluate them.

### Benefits of promoting diversity and inclusion in the workplace

We live in a globalized and connected world with an acceleration of international exchanges and more accessible communication tools. It is therefore not surprising that these tendencies are mirrored in the working place with growing diversity.

According to a survey by the European Commission, back in 2005, 83% of companies that adopted diversity practices in the workplace affirmed that they have enjoyed business benefits related to it.<sup>2</sup> Allowing for better cooperation between employees and harmonious relations can unleash creativity, innovation and most importantly productivity. A Boston Consultancy Study released in 2017<sup>3</sup> shows that companies where diversity management is applied reported 19% higher revenue due to innovation.

1 [https://ec.europa.eu/info/policies/justice-and-fundamental-rights/combating-discrimination/tackling-discrimination/diversity-management/diversity-charters-eu-country\\_en](https://ec.europa.eu/info/policies/justice-and-fundamental-rights/combating-discrimination/tackling-discrimination/diversity-management/diversity-charters-eu-country_en)

2 <https://ec.europa.eu/social/main.jsp?catId=89&langId=en&newsId=336&furtherNews=yes>

3 <https://www.bcg.com/en-us/publications/2018/how-diverse-leadership-teams-boost-innovation.aspx>

## EXHIBIT 1 | Companies with More Diverse Leadership Teams Report Higher Innovation Revenue

Companies with  
**below-average** diversity scores



Companies with  
**above-average** diversity scores



**Source:** BCG diversity and innovation survey, 2017 (n=1,681).

**Note:** Average diversity score calculated using the Blau index, a statistical means of combining individual indices into an overall aggregate index.

Diversity policies also build resilience. If your company has a diversity of employees it can benefit from a variety of perspectives and solutions emerging in the face of challenges. This variety tends to lower the chances that your company won't be able to provide a satisfying response to the external stimuli.

It also brings adaptability. If your company is diverse, you can adapt your behaviour and evolve more rapidly. It learns from experience, reacts to a changing environment and raises its chances of survival. Diversity broadens the commercial appeal of your company. Indeed, it gives a more positive image your brand. Moreover, a workforce with a diversity of profiles and skills can better adapt and accommodate customers' needs and demands improving customer service and customer satisfaction. It also enhances market shares and marketing opportunity: With its Dove campaign underpinned by a clear diversity message, Unilever increased by 700% its sells in this product line. <sup>1</sup>

Diversity also ensures that you recruit the best and most suitable candidates to your positions and that your workers feel comfortable (see recruitment tips on chapter 7).

Satisfied workers are more productive and innovative. There is also a better relationship with the company who is reflected by an increased loyalty.

The perception of diversity & inclusion policies can differ according to generations. A study released by Weber Shandwick in 2016<sup>2</sup>, points out that millenials are more comfortable talking about issues of diversity and inclusion in the workplace than other generations. If all generations recognize that employers promote diversity and inclusion to improve the workplace experience, millennials tend also to underline employees' opportunities and morale while other generations point out external pressure.

*More information about generational cooperation in the workplace will be given in chapter 5.*

<sup>1</sup> <http://www.iegd.org/spanish800/adjuntos/goodpractice.pdf>

<sup>2</sup> <https://www.webershandwick.com/news/millennials-at-work-perspectives-on-diversity-inclusion/>

### 3.3 Measuring impact

One challenge remains, the one of measuring the impact of diversity and inclusion policies.

For impact measurement you should take into consideration the complex interplay between cause and effect and the relationship between input, intermediary outcome and overall business performance.<sup>1</sup>

#### In all cases remember<sup>2</sup>:

- Set your goals precisely, your impact measurement depends on that.
- Numbers don't tell the whole story
- Don't set quotas
- Focus on individuals' perception (ie: empowerment feeling or on the contrary powerless feeling).
- Use not only survey but wider consultation and engagement methods such as community of practice, focus groups, informal consultation etc.

As for specific metrics, here are some ideas. The following table is taken from a consulting blog, Include-Empower<sup>3</sup>

Metric	Description	Strength	Weakness
<b>Representation</b>	Percentage of employees from monitored groups compared with company, labour market or industry benchmarks.	Useful for identifying groups that are underrepresented in the organisation usually as a result of conscious or unconscious prejudice, stereotypes, or discrimination across the employee life-cycle.	This measure can obscure bias related to position, earnings. Workforce demographic profiling is forbidden in certain countries.
<b>Retention</b>	Comparing average tenure for employees from monitored groups to average tenure across the workforce .	Useful for identifying groups that may be less satisfied with their workplace and less committed to the organisation as well as groups that are more likely to have their employment terminated.	Although useful for highlighting which groups of employees leave the organisation sooner than others, measures of retention, per se, do not provide information regarding the reasons why some groups of people leave before others.
<b>Recruitment</b>	Comparing the number of applicants for open positions from monitored groups against the potential pool of applicants from monitored groups or labour market representation	Useful for identifying barriers to entry for different groups, pipeline issues, and narrow or biased recruitment efforts	Does not provide information on why some groups of individuals compared with others are more likely to apply for open positions.
<b>Selection</b>	Tracking appointments of individuals from monitored groups compared with appointments of applicants who are not members of a monitored group.	Useful for identifying bias in assessment and selection.	Excludes other reasons for lack of appointment
<b>Promotion</b>	Tracking promotions awarded to individuals from monitored groups compared with promotions awarded to individuals who are not members of a monitored group.	Useful for identifying bias in assessment and selection.	Does not indicate whether members of monitored groups are self-selecting out of promotion opportunities.

1 [https://rownosc.info/media/uploads/biblioteka/publikacje/business\\_case\\_for\\_diversity.pdf](https://rownosc.info/media/uploads/biblioteka/publikacje/business_case_for_diversity.pdf)

2 <https://www.forbes.com/sites/annajohansson/2017/11/09/how-can-you-measure-diversity-and-inclusion-results-millennials-have-an-idea/#686799ab2310>

3 <https://cultureplusconsulting.com/2018/10/16/meaning-metrics-for-diversity-and-inclusion/>

<b>Development</b>	Tracking lateral moves, appointments to acting roles, training and other learning and development participation, and other stretch assignment opportunities by identity group.	Useful for identifying bias in development.	
<b>Pay and Benefits</b>	Compare financial and non-financial rewards earned by individuals from monitored groups to financial and non-financial rewards earned by individuals who are not members of a monitored group.	Useful for identifying bias in compensation and reward schemes.	Like-for-like pay equality (equal pay for an equal role) obscures inequality in opportunity.
<b>Tracking the process</b>	Identify risk areas and prioritize initiatives. Assess whether your organization is on the right path to achieving its goals. Diagnosis and measuring success. Ex: participation in mentoring programs, sponsorship schemes, participation in training programs, diversity awards, positive press.	Gives an overview and allows to evaluate the success of the strategy	Needs to be done on a constant and long term basis
<b>Return on investment (ROI)</b>	The focus is on linking your diversity and inclusion to performance measures to the financial benefit to the bottom line and innovation that adds company value. Ex: number of patents or process or service innovation, revenue was generated by new products or services, market share, cost savings, profit per employee.	Complete overview	Difficult to relate these elements strictly to the diversity policy.

### 3.4 Diversity in the workplace : Best practices

#### Google

**Context:** Google is one of the most praised companies for its diversity at the workplace and recruitment policy which they guide through data analysis. It has notably instituted an automatic system to remove some words or phrases from job descriptions that could bias the candidates. They also changed from a mentality of “cultural fit” to “cultural add” with specific training to foster this mentality among employees. In their “Retention equity program” they offer mentorship, coaching and mobility opportunities as well as emotional and psychological support.

**Result:** In their report of 2020, Google has looked at data from 6 000 job postings in the last 18 months. They have seen an increase of 11% in applications from women. Globally, in 2019, 40% of interns were women and 24% of interns in the U.S were black + or Latinx +. Among the persons hired, 32.5% were women and 48.5% asian. 84% of the participants in the retention equity program stayed in the company. For the second year in a row, women’s proportion in leadership positions grew reaching a percentage of 26.6%. There is still a long way to go but the situation is constantly improving.

**More information:** <https://kstatic.googleusercontent.com/files/25badfc6b6d1b33f3b87372ff7545d-79261520d821e6ee9a82c4ab2de42a01216be2156bc5a60ae3337ffe7176d90b8b2b3000891ac6e-516a650ecef0e3f866>



## Hasbro

Context: Hasbro is an American toy company created in 1923. It is worth 4 720 million dollars in 2019. As a company with a wide influence, Hasbro has committed to support diversity and inclusion in business and society allowing individuals to reach their full potential. Hasbro toys, marketing and design are inclusive and dual gender reflecting the modern family aspirations. It also aims to have a diverse workforce reflecting the consumers and communities it serves globally. In order to do so, it fosters a culture of inclusion and employee empowerment and follows a policy of equal pay and gender balance in leadership positions. Hasbro has an Equality Awareness Resource Team (HEART) that is an employee network giving visible and accessible resource for LGBTQ- identified employees and organizing LGBTQ pride events annually.

Result: 17% of Hasbro employees come from minority groups in 2016. Hasbro was selected as one of America's top corporations for lesbian, gay, bisexual, transgender, and queer (LGBTQ) equality by earning a 100 percent score on the Human Rights Campaign's (HRC) 2017 Corporate Equality Index. Over 50% of its workforce is female. In 2016, 37 percent of leadership roles were held by women, a 23 percent increase compared to 2012.

**More information:** [https://csr.hasbro.com/downloads/CSR\\_2016\\_Report.pdf#page=53](https://csr.hasbro.com/downloads/CSR_2016_Report.pdf#page=53)





# Chapter 4 Inclusion of disabilities

## 4.1 Inclusion of disabilities – The concept

### Definition

The Cambridge University defines disabilities as<sup>1</sup>:

(1) A physical or mental impairment

(2) The impairment has a substantial and long-term adverse effect on the person's ability to carry out normal day-to-day activities.

The definition of disability does not only refer to people that are blind or have mobility difficulties, like wheelchair users. It also includes a broad range of conditions like Depression, Diabetes, Dyslexia, Dyspraxia, Asperger's Syndrome, Cancer, Multiple Sclerosis, HIV and Schizophrenia.

It also underlines that disabled people are not allowed to be discriminated.

### Historical perspective

Before the years 1970, the situation of disabled persons was considered as the consequence of a medical failure and was a purely medical question. Victims of a particular circumstance, those individuals were pitied. The change of model in Europe was inspired by a movement created in the years 1960 in the United States for an independent life of disabled persons. This new approach, a more social approach, advocated a restructuring of society, the elimination of obstacles, the promotion of positive attitudes and legislation for non discrimination and in favour of the participation of disabled persons in society. (COE,2011)<sup>2</sup>

### Present situation

It is estimated that in 2020, one fifth of the EU population has some kind of disability. The European Union and its member states are stakeholders in the **United Nations Convention on the Rights of Persons with Disabilities (UNCRPD)** which has guided their **European disability strategy 2010-2020**.<sup>3</sup>

1 <https://www.equality.admin.cam.ac.uk/training/equalities-law/protected-characteristics/disability>

2 <https://www.coe.int/fr/web/compass/disability-and-disablism>

3 <https://ec.europa.eu/social/main.jsp?catId=1137>

The priorities areas underlined are the following:<sup>1</sup>

- (1) **Accessibility**: make goods and services accessible to people with disabilities
- (2) **Participation**: ensure that people with disabilities enjoy all benefits of EU citizenship, remove barriers to equal participation
- (3) **Equality**: combat discrimination based on disability
- (4) **Employment**: increase the participation of people with disabilities in the labour market, where they are currently under-represented
- (5) **Education and training**: Equal access to quality education and lifelong learning enable disabled people to participate fully in society and improve their quality of life
- (6) **Social protection**: promote decent living conditions, combat poverty and social exclusion
- (7) **Health**: promote equal access to health services and facilities
- (8) **External action**: promote the rights of people with disabilities in the EU enlargement and international development programmes

#### Key disability initiatives

- the **European accessibility act**, EU directive 2019/882 on the accessibility requirements of products and services
- regulations on the Rights of Passengers with Reduced mobility in main modes of transport
- **EU directive 2016/2102** on the accessibility of website and mobile applications of public sector bodies
- **EU disability card**
- **EU parking card**
- **EU directive 2000/78/EC establishing a general framework for equal treatment in employment and occupation**



Source: Wikipedia

1 <https://ec.europa.eu/social/main.jsp?catId=1484>



## 4.2 The drivers and benefits of disability inclusion

### Drivers of diversity and inclusion policies

According to ILO, the main drivers for the employment of persons with disabilities are the following:<sup>1</sup>

- (1) Corporate Social Responsibility
- (2) Personal commitment of the founder or CEO of the company
- (3) Financial incentive
- (4) Pressure from society and NGOs
- (5) Legislation

### Benefits of diversity and inclusion policies

There are many benefits related to disability inclusion in your company and workplace:

- (1) Recruitment:** make sure that you have access to the right pool of persons, skills and competences
- (2) Access to the market and relation with consumers:** Disabled workers can empathize and raise the diversity of needs of a diverse pool of consumers (ie: a deaf employee can suggest product adaptations to make it more suitable for deaf individuals). According to data by the World Economic Forum (WEF) in 2019<sup>2</sup>, 66% of consumers will purchase goods and services from a business that features persons with disabilities in their advertising, while 78% will purchase goods and services from a business that takes steps to ensure easy access for individuals with disabilities at their physical locations.
- (3) Company branding:** Your company can directly contribute to social and inclusion and the fight against prejudice.
- (4) Tax benefits and state help:** to be checked in each EU member country according to the dispositions set in national laws and national policies.
- (5) Lower staff turnover:** According to data from the WEF in 2019, staff turnover was lower of 30% in companies having disability integration and community outreach programs.
- (6) Higher revenue:** According to the same World Economic forum data, revenue was higher by 28% and profit margins by 30% on average.



1 [https://www.ilo.org/wcmsp5/groups/public/---ed\\_emp/---ifp\\_skills/documents/publication/wcms\\_316815.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---ifp_skills/documents/publication/wcms_316815.pdf)  
 2 <https://www.weforum.org/agenda/2019/04/what-companies-gain-including-persons-disabilities-inclusion/>

### 4.3 Disability inclusion : what can you do

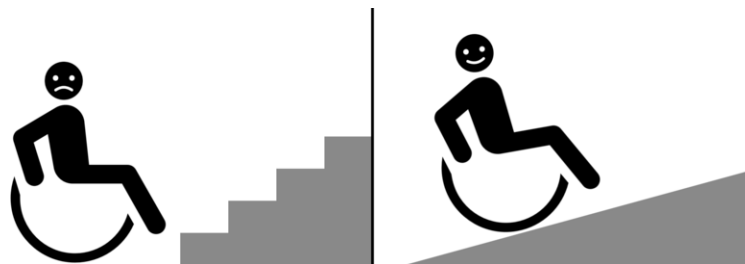
#### A lack of information for SMEs

In Britain, in June 2017, 49.2% of disabled persons weren't employed and 95% of SMEs didn't know the rights and legal dispositions.<sup>1</sup> Not only in this specific country but in Europe in general there is a need to educate and guide employers regarding the issue of disability inclusion. *You will find plenty of resources in chapter 6 of this module.*

There is also an issue concerning perception. 90% of leaders interviewed by the AACSB Business leaders NGO in 2019 expressed reluctance to hire a disabled person in a leadership position. They cite concerns such as inaccessible offices, the potential for missed work, and the cost of making accommodations for people with disabilities.<sup>2</sup>

#### The possibility to implement reasonable alterations

Nevertheless, there are several reasonable alterations you can implement in the workplace to make it more suitable for disabled workers. Reasonable alterations mean that the cost is not excessive and the changes are not obstacles. For example, adapting the premises and equipment for those with physical impairments (floor, chairs, elevator etc). For those with psychological disabilities, presenting information in other formats and allowing extra time for tasks may be necessary.<sup>3</sup> You can also make content more accessible: this includes more accessible documents, reunions, call and even conferences. Ex: adapted font, colour background, subtitles, sound etc. *Toolkits are available on chapter 6 of this module.*



Source: WikiCommons.

1 <https://www.boltburdonkemp.co.uk/news-blogs/brain-injury-blogs/lack-of-knowledge-within-smes-is-slowing-down-progress-in-disability-employment/>

2 <https://bized.aacsb.edu/articles/2019/november/diversity-and-disability>

3 <https://www.hrdconnect.com/2018/10/16/the-benefits-of-disability-diversity-in-the-workplace/>

## 4.4 Inclusion of disabilities : Examples and best practices

### Wellnea

Context: Wellnea is a beauty salon having institutes in two cities of Slovakia: Bratislava and Senec. They have 18 employees in total, 6 of them with disabilities.

Results: Wellnea is active on the national level to improve policies addressing disabilities and the inclusion in the labour market. It has received many national prizes including by the Ministry of Labour and Social Affairs. In total, it has employed and re-inserted in the market 20 persons with disabilities.

More information: [https://www.easpd.eu/sites/default/files/sites/default/files/EVENTS/2015/Zadar/eas\\_001-15\\_en\\_ok.pdf](https://www.easpd.eu/sites/default/files/sites/default/files/EVENTS/2015/Zadar/eas_001-15_en_ok.pdf) (p.18) and <https://wellnea.sk/>

### Fageda Fundacio

Context: La Fageda is a social enterprise that produces dairy products and yoghurt more specifically. La Fageda employs people with disabilities and has a support program for personal and professional rehabilitation in cooperation with physicians, psychologists and community centers. 75% of employees having a disability receive more than the minimum wage.

Results: It employs over 120 persons with disabilities, an extra 50 persons that retired from another job because of a disability and has participated in the integration of another 40 persons in other local companies. La Fageda has received many rewards from private and public institutions including the Generalitat de Catalunya.

More information: [https://www.easpd.eu/sites/default/files/sites/default/files/EVENTS/2015/Zadar/eas\\_001-15\\_en\\_ok.pdf](https://www.easpd.eu/sites/default/files/sites/default/files/EVENTS/2015/Zadar/eas_001-15_en_ok.pdf) (p.19) and <http://www.fageda.com/es/>

### The Einer für Alle programme

Context: The Einer für Alle programme is a 'social local shop' in Graz, Austria, that provides employment for persons with mental illnesses, while providing shopping benefits for people with low income and selling products for the region. They train employees notably in communication and soft skills (responsability, independence, motivation, leadership). They also offer accompaniment in order for them to achieve professional goals and a successful integration in the labour market.

Results: In 2008, over 65 persons were accompanied by the program. Over 43% of participants were successfully inserted in the job market.

More information: <https://www.promentesteiermark.at/> and [https://www.easpd.eu/sites/default/files/sites/default/files/EVENTS/2015/Zadar/eas\\_001-15\\_en\\_ok.pdf](https://www.easpd.eu/sites/default/files/sites/default/files/EVENTS/2015/Zadar/eas_001-15_en_ok.pdf) (p.13)





# Chapter 5

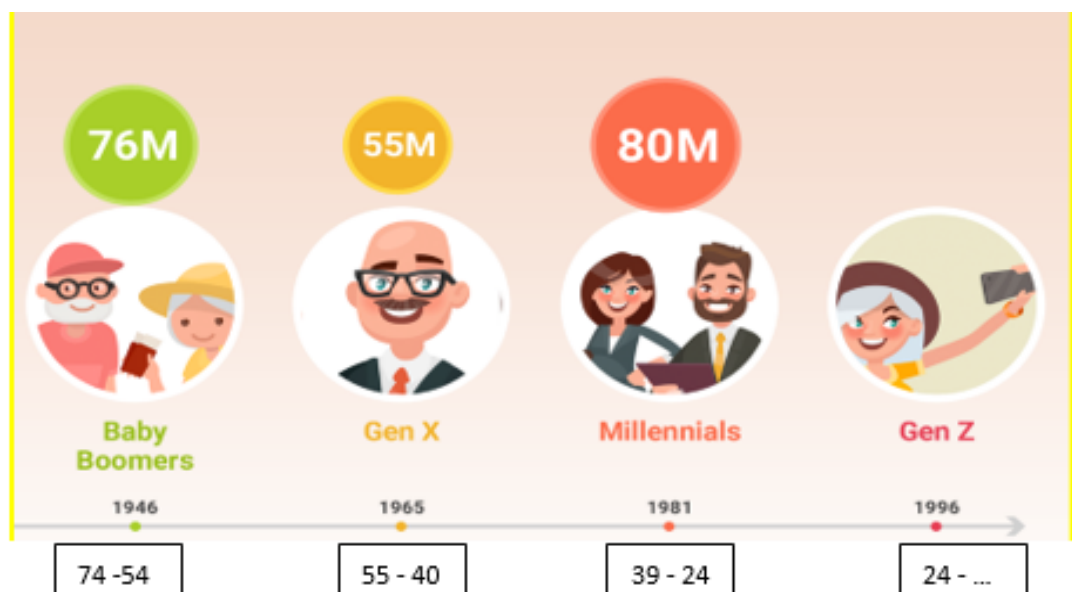
## Generational diversity and inclusion

### 5.1 Generational diversity and inclusion – The concept

We live in times of significant social, economic and demographic changes. With rising longevity and declining fertility, the world is aging rapidly. By 2050, the number of people over 60 is projected to increase by 50 per cent in developed countries and triple in developing countries, with global life expectancy increasing to 75 years.<sup>1</sup> While older adults have the opportunities to share knowledge and experience with younger generations, they are also more likely to feel set aside because of the rapid pace of technology advancements, even though they have valuable expertise.

Nowadays, the generational diversity in the workplace is growing, meaning people of a wide range of different ages work together. In just a few years, four generations will coexist within companies: Baby Boomers, Generation X, Millennials, Generation Z.

Here are different generations and their characteristics in the workforce<sup>2</sup>



**Baby Boomers** were born between 1946 and 1964. This generation is known for having a strong work ethic, placing significant importance on professional accomplishments, and for being somewhat reserved from a social perspective. Boomers are very goal-oriented and competitive. This generation prefers one-on-one communication and phone calls over email and instant messaging.

<sup>1</sup> <https://www.un.org/development/desa/youth/intergenerational-issues-factsheet.html>

<sup>2</sup> <https://harver.com/blog/generational-diversity-in-the-workplace/>

**Generation X** was born between 1965 and 1980 and is widely credited for creating the concept of work/life balance. They're known for being extremely independent and self-sufficient, valuing freedom, and shunning micro-management in the workplace. While they may not be as tech-savvy as the younger generations, Gen X-ers are actually quite technologically adept.

**Generation Y**, also referred to as Millennials, was born between 1981 and 1996 and is the largest in the workforce. Millennials thrive on new innovations and the scrappy "startup" mentality. Millennials desire work/life balance, aiming to work smarter, rather than harder—making them excellent at multitasking. This generation is often criticized for being self-involved and overly dependent on technology.

**Generation Z** was born between 1997 and today, making them the youngest generation in the current workforce. They are the first generation to grow up in a world that is completely wireless and is considered the most tech-savvy of these groups. Generation Z is known for being creative, flexible, and self-reliant, excellent multitaskers, but also easily distracted.

When several generations coexist, an accumulation of negative perceptions can lead to tensions. The digital revolution contributes to highlighting these tensions and aggravates their differences. Without being stereotypical, it is important to consider the needs and aspirations of each generation to allow them to reach their full potential, both individually and collectively. <sup>1</sup>

Making assumptions about groups is actually promoting generational segregation, which creates unconscious biases and contributes to less inclusion. <sup>2</sup>

## 5.2 Fighting ageism and discriminations related to age

### What is ageism?

Ageism continues to be a challenge in modern organizations, with an apparent dissonance between what older workers expect and how they are perceived. As organizations look at embracing digitalization at a rapid pace, an unconscious preference for younger workers may appear. They are seen as technology-savvy and more open to change. However, this could lead to a disproportionate age demographic. Great number of employees still feel that ageism is alive in the workplace. Addressing generational diversity isn't just a question of ethics. While millennials and Gen Zers bring unique traits and abilities to the workplace, older employees also have a lot to contribute. <sup>3</sup>



1 <http://amchamfrance.org/wp-content/uploads/2018/06/Multigenerational-diversity-Executive-Summary.pdf>

2 <https://www.benefitnews.com/opinion/a-new-diversity-concept-can-blend-a-multi-generational-workforce>

3 <https://www.hrtechnologist.com/articles/culture/the-need-for-generational-diversity-in-workplace/>

## Fighting ageism, the Madrid International Plan of Action on Ageing

The 2002 Madrid International Plan of Action on Ageing notes that solidarity among generations is fundamental to an intergenerational society that values and demonstrates equity and reciprocity between generations. Several General Assembly resolutions encourage Member States to promote policies and programmes to reduce the vulnerability of younger and older generations through various social protection strategies. <sup>1</sup>The latest UN review of MIPAA shows that despite the progress in the understanding of the importance of social integration and intergenerational solidarity, its implementation remains uneven across countries. Major constraints include lack of resources, political will and data. <sup>2</sup>

### **5.3 The benefits of intergenerational collaboration in the work environment and in society in general**

#### Benefits of Generational Diversity in societies

It's nearly impossible to learn something new from someone who shares your views and ways of thinking. More perspectives means better decision-making. Cognitive diversity fuels innovation, enhances employee engagement, boosts customer satisfaction and drives business success in today's rapidly changing workplace. One of the most valued forms of cognitive diversity in today's changeable world can be found in a multigenerational workplace. If you foster an environment of respect, inclusion, open communication, and freedom to create and implement ideas, it will help your organization capitalize on its generations' diverse cognitive power.<sup>3</sup>

More generally in society, according to a Stanford report (Stanford Center of Longevity, 2016) , when older adults contribute to the well-being of youth, it cultivates a sense of purpose and extends benefits both ways. Such relationships are important and can help ensure that children and teens receive the kind of attention and mentoring they often lack. These relationships also offer older adults opportunities to learn about new technology and trends, and experience the excitement of seeing the world through a younger perspective. <sup>4</sup>



1 <https://www.un.org/development/desa/youth/intergenerational-issues-factsheet.html>

2 <http://hdr.undp.org/en/content/implementing-madrid-plan-action-ageing-what-have-we-learned-and-where-do-we-go-here#:~:text=The%202002%20Madrid%20International%20Plan,Ensuring%20enabling%20and%20supportive%20environments.>

3 <https://www.inc.com/ryan-jenkins/why-generational-diversity-is-the-ultimate-competitive-advantage.html>

4 <https://news.stanford.edu/2016/09/08/older-people-offer-resource-children-need-stanford-report-says/>

## The Benefits of Generational Diversity in the work environment

Employees from different generations can bring you an unique perspectives and bring different strengths to the company. <sup>1</sup>

**Problem-solving:** Each generation has a different approach solving problems, so having a multigenerational workforce can be very beneficial when it comes to identifying potential solutions and new ways of addressing day-to-day issues. People of different ages can bring very different viewpoints, particularly in this age of rapid technological progress.

**Understanding different audiences:** By employing people from each generation, you can better understand the different target audiences trying to reach and better serve their needs.

**Learning opportunities:** Across generations, employees can teach each other new ways of approaching things and more efficient ways of doing business. The mix of employees facilitates the flow of knowledge and allows people to learn and become better at their jobs.

**Mentoring:** Having a multigenerational workforce is beneficial to mentoring. It allows employees to learn new skills, exchange information and work cooperatively alongside each other.

## 5.4 Examples and Best Practices

### Pitney Bowes

Contex: Pitney Bowes is a technology company most known for its postage meters and other mailing equipment and services, and with expansions, into e-commerce, software, and other technologies. Pitney Bowes defines diversity broadly to encompass the visible and invisible differences that shape identity, experience and expression. These include but are not limited to geography and culture, generation, gender orientation and identification, race, ethnicity, disability, veteran status, religion, thought and communication styles.

Results: Pitney Bowes forms commercial teams with a senior, to share experience, a member of X Gen, as an advisor, and a millennial, learning how to own the client relationship.

In 1950 the National Urban League recognized Pitney Bowes for its Equal Employment Practices.

In 2010 Pitney Bowes launched its annual Next Gen Conference as a forum for young Pitney Bowes professionals to engage in discussions of company strategies.

More information:

<https://www.pitneybowes.com/us/our-company/corporate-responsibility/diversity-and-inclusion.html>

<sup>1</sup> <https://harver.com/blog/generational-diversity-in-the-workplace/>

## Citigroup

Context: Citigroup Inc. or Citi is an American multinational investment bank and financial services corporation headquartered in New York City. Citi is a global company that welcomes people of every cultural background, gender, race/ethnicity, generation, sexual orientation, and gender identity or expression, as well as military veterans and people with disabilities.

Results: Citi worked on destroying generational stereotypes, by organizing group discussions to raise awareness of generation differences and biases.

More information:

<https://www.citigroup.com/citi/diversity/our-approach.html>







## Chapter 6 JOIN THE MOVE

- The platform of national diversity charters: you can engage directly in your member state country [https://ec.europa.eu/info/policies/justice-and-fundamental-rights/combating-discrimination/tackling-discrimination/diversity-management/diversity-charters-eu-country\\_en](https://ec.europa.eu/info/policies/justice-and-fundamental-rights/combating-discrimination/tackling-discrimination/diversity-management/diversity-charters-eu-country_en)
- EU Platform of diversity charters : You can consult this page to read the diversity charter in your country and follow advice. [https://ec.europa.eu/info/policies/justice-and-fundamental-rights/combating-discrimination/tackling-discrimination/diversity-management/eu-platform-diversity-charters\\_en](https://ec.europa.eu/info/policies/justice-and-fundamental-rights/combating-discrimination/tackling-discrimination/diversity-management/eu-platform-diversity-charters_en)
- You can watch this video on how to fight the gender bias in the workplace: [https://www.ted.com/talks/sara\\_sanford\\_how\\_to\\_design\\_gender\\_bias\\_out\\_of\\_your\\_workplace](https://www.ted.com/talks/sara_sanford_how_to_design_gender_bias_out_of_your_workplace)
- The valuable 500 is an initiative destined to larger companies but it is still an interesting resource for inspiration. <https://www.thevaluable500.com/>
- Embrace difference: A pledge signed by over 50 European CEOs. We hope this can inspire you. <https://embracedifference.ert.eu/>
- Tips you can follow for recruitment respecting diversity <https://blog.recruitee.com/diversity-recruiting-strategy/>
- Concrete tips on how to get the most of diversity in the workplace <https://www.bcg.com/en-us/publications/2017/people-organization-behavior-culture-getting-the-most-from-diversity-dollars.aspx>
- You can watch this video to get tips by ILO on how to adapt your company to employees with disabilities. "Disability Smart Company". [https://www.youtube.com/watch?time\\_continue=26&v=KjwIG2HM6mg&feature=emb\\_logo](https://www.youtube.com/watch?time_continue=26&v=KjwIG2HM6mg&feature=emb_logo)
- You can use these toolkits created by the European Disability Forum notably on accessibility of websites, accessibility of webinars, accessibility of meetings, how to engage with the UN Committee on the rights of persons with disabilities. <http://www.edf-feph.org/toolkits>
- You can read this collection of cases and national good practices implemented for the equal pay and it can serve for inspiration: <https://ec.europa.eu/info/sites/info/files/equalpaygoodpractices.pdf>
- You can join the Women Start-Up Competition: <http://www.womenstartupcompetition.com/>



## Chapter 7 TO GO FUTHER

- The Business Case for Diversity. Good practices in the workplace. Report published by the European Commission in 2005. [https://rownosc.info/media/uploads/biblioteka/publikacje/business\\_case\\_for\\_diversity.pdf](https://rownosc.info/media/uploads/biblioteka/publikacje/business_case_for_diversity.pdf)

- A Union of Equality: Gender Equality Strategy 2020-2025: <https://ec.europa.eu/research/swafs/index.cfm?pg=home>

- More about religious diversity: <https://www.iep.utm.edu/reli-div/>

- The UN Committee for the rights of persons with disabilities <https://www.un.org/development/desa/disabilities/convention-on-the-rights-of-persons-with-disabilities/committee-on-the-rights-of-persons-with-disabilities-3.html>

- The Financial Times Diversity Leaders Ranking of 2020 <https://www.ft.com/content/bd1b4158-09a7-11ea-bb52-34c8d9dc6d84>

How Diversity Makes teams more Innovative. A TED Talk with Rocio Lorenzo published in 2017 [https://www.ted.com/talks/rocio\\_lorenzo\\_how\\_diversity\\_makes\\_teams\\_more\\_innovative](https://www.ted.com/talks/rocio_lorenzo_how_diversity_makes_teams_more_innovative)

- Delivering through Diversity: a Mc Kinsey Report published in 2018. [https://www.mckinsey.com/~media/mckinsey/business%20functions/organization/our%20insights/delivering%20through%20diversity/delivering-through-diversity\\_full-report.ashx](https://www.mckinsey.com/~media/mckinsey/business%20functions/organization/our%20insights/delivering%20through%20diversity/delivering-through-diversity_full-report.ashx)

- A diverse and inclusive workplace. PWC report published in 2019 <https://www.pwc.com/gx/en/about/global-annual-review-2019/diversity-and-inclusion.html>

- Diversity in the workplace: boon or distraction? Article published on 20 December 2018. <https://in-house-legal.eu/organisation-diversity/workplace-diversity/>

- Increasing disability confidence in SMEs : creating employment and support opportunities. A report by the Reed Partnership UK in 2019 <https://www.reedinpartnership.co.uk/admin/resources/reed-in-partnership-increasing-disability-confidence-in-smes.pdf>

- Disability in the workplace: company practices. A report published by the International Labour Organization (ILO) in 2010 [https://www.ilo.org/wcmsp5/groups/public/---ed\\_emp/---ifp\\_skills/documents/publication/wcms\\_150658.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---ifp_skills/documents/publication/wcms_150658.pdf)

- Combatting disability and discrimination and realising equality, European Commission in October 2018. [https://ec.europa.eu/info/sites/info/files/combattig\\_disabiliy\\_discrimination.pdf](https://ec.europa.eu/info/sites/info/files/combattig_disabiliy_discrimination.pdf)



## Chapter 8 PRACTICAL ACTIVITIES

### Activity 1 – Building my own diversity and inclusion strategy

Complete the table below in order to start building the diversity and inclusion plan of your company. You can add as many actions per thematic as you wish and even add new thematics you might find relevant.

THEMATIC	ACTION	RESOURCES TO ALLOCATE	CHALLENGE TO CONSIDER	USEFUL CONTACT OR SOURCE OF INFORMATION
Gender Equality				
Cultural , linguistic and religious diversity				
Diversity and inclusion in the workplace				
Inclusion of disabilities				
Intergenerational inclusion				

Make sure you involve your associates and employees in building your diversity and inclusion strategy. You can organize a brainstorm session in order to get their point of view on the different actions and thematics. Make sure to bring enough paper and pen for drawing and let your creativity flow!



## Activity 2: What I want you to know

When you start a project or activity with a new team or with new individuals, it is essential to get to know each other to work better together.

Many interesting ice-breaking activities have been suggested by the MIT. The activity below is one of them. You can access them all here: <https://studentlife.mit.edu/sites/default/files/Diversity-based%20Team-builders%20and%20Icebreakers%20from%20Stonehill%20College.pdf>

Purpose: This activity will allow participants to introduce themselves by giving them the opportunity to declare who they are and what they need from the group

Estimated time: 4 min per participant and 15 min debrief

Material: Paper, pen, tape

### Description:

1. Hang a sheet of paper up with the following questions:
  - What I think about me ...
  - What others think about me ...
  - What might be misunderstood about me ...
  - What I need from you ...
2. Explain that participants will be completing the four prompts to whatever degree they are comfortable. This is a written activity.
3. Allow each person time to state their names and complete all four prompts.
4. Allow each participant to tell the answers of the four prompts to the group.
5. Move on to debrief questions to get conversations about each person started.

### Suggested Debriefing Questions

1. What are 1-2 words that describe what this activity was like for you?
2. What was it like to introduce yourself in this manner?
3. Did you feel affirmed in the group? Why or why not?
4. What are some things you can do in this diversity training/workshop/activity session to make your peers comfortable and included?





## Conclusion: This is a beginning - My action

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We've given you some advice; now it is time to turn this info into action... your action!  
Write here your own remarks:





Conclusion: This is a beginning  
- My action

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