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APPENDIX B

PROJECT METHODOLOGY

1. PROJECT STRUCTURE

The project has been undertaken in three parts. Set-up activities made up the first phase. The second phase was the main fieldwork, and the main report was produced in the third, and final, phase.

In the original project design, the second (fieldwork) phase was organised around a series of consecutive stages, each designed to complete a discrete task. Specifically:

- **Stage One** – identification of existing indicators (and methods of measurement) used by companies to measure the costs and benefits of workforce diversity policies.
- **Stage Two** – assessment of the relevance and effectiveness of existing indicators for companies in a European context, including a review of key areas of the socio-cultural context in the EU that might affect the appropriateness or feasibility of existing indicators.
- **Stage Three** – development, if necessary, of new means of measuring the costs and benefits of diversity policies in companies that are relevant and effective in a European context.
- **Stage Four** – development of a strategy to disseminate the information gathered on the cost and benefits of diversity policies to the main actors for diversity policies in companies.

At the interim review stage of the project it was agreed to modify these tasks. Findings from the initial review of existing indicators and of the business case for diversity suggested that the project scope should be amended, such that more emphasis was placed on understanding wider obstacles to investment in diversity policies and on identifying mechanisms for improving the business case and promoting workforce diversity. A number of changes in fieldwork coverage were agreed:

- A limited review of the socio-legal environment in the EU would be undertaken to identify direct obstacles to the effective measurement of costs and benefits of diversity policies by companies. This would focus on a review of legal restriction on the processing or holding of sensitive data by companies.
- Because socio-legal factors could also act as more general obstacles to investment in workforce diversity policies, there would be a limited review of this issue. Findings could contribute the development of ideas for stimulating greater use of workforce diversity policies.

- There was no need to develop new indicators. As will be shown in the report, there is an extensive range of existing indicators, based on the experience of companies in the EU and the USA. Of greater importance is the need to develop a systematic framework for performance measurement. Development of such a framework would be undertaken as part of the project.
- A review of dissemination strategies would be carried out. This would have two objectives. First, it would provide ideas for the dissemination of the report's findings. Its second objective would be to identify ideas for promoting greater use of diversity by companies and for overcoming obstacles to investments in diversity.
- There would be a limited review of potential obstacles to the adoption of diversity policies from the perspective of companies. This would be carried out through a small-scale survey and would also provide an opportunity to identify possible priorities for the improvement of the business case for diversity.
- Development of a limited number of ideas for recommendations for future work that needs to be undertaken by academics, research institutes and governments to help build the business case for diversity.

2. WORK UNDERTAKEN

2.1. SET-UP PHASE

The following tasks were completed in this phase:

- A set-up meeting with the Commission was held. This reviewed the terms of reference and key issues, and agreed the strategy, methodology, and main tasks to be carried out.
- On the basis of the issues raised in the set-up meeting, a revised work plan was produced and agreed with the Commission. This sets out the agreed methodological approach for the project.
- A small number of “stakeholder advisers” were appointed.

The stakeholder advisers have provided the project team with informal technical assistance and support. This has included: ideas about existing indicators of costs and benefits used by companies; sources of information about the socio-legal context; contacts in companies, business organisations and other stakeholders; sources of information about programmes to promote workforce diversity; and comments on the content of the interim report.

Stakeholder advisers were chosen from different types of organisation: large companies with experience of diversity policies; Corporate Social Responsibility organisations; trade unions, and social NGOs (Exhibit 67).

Exhibit 67

Stakeholder Advisers	
Name	Type of Organisation
BP	EU-owned multi-national company
CSR Europe ¹	CSR organisation – supported by business
European Platform for Social NGOs ²	NGO
Irish Congress of Trade Unions	National Trade Union Federation

2.2. FIELDWORK

2.2.1. Identification of Existing Indicators, Business Case and Performance Measurement Framework

These findings are the result of an extensive programme of research. Specifically, we undertook the following tasks:

- **Discussions with large companies** – we completed discussions with 10 large companies (Exhibit 68). These are predominantly EU-based companies, although one US-owned company, with extensive experience of diversity policies in the EU and the USA, was also interviewed. Companies who have contributed to the discussions cover a wide range of manufacturing and service sectors, and a number of different EU countries (Austria, Belgium, France, Ireland, Italy, Netherlands, Sweden, and the United Kingdom).

Using a structured discussion guide, we examined existing diversity practices; the rationale for investment in diversity (the “business case”); costs and benefits; and indicators and methods of measurement of the cost-effectiveness of diversity policies (Appendix C).

Exhibit 68

Discussions with Large Companies		
Company	Country	Sector
ABB Italia	Italy/Sweden	Engineering
AnPost	Ireland	Postal Services
Barclays	UK	Banking
BP	UK	Energy

¹ Support was provided by CSR Europe for the initial part of the project and the Centre for Diversity and Business, an expert organisation that works with CSR Europe, for the remainder.

² Six NGOs have contributed to the project: ENAR (racism); MPG (immigrants); European Womens Lobby (gender); ILGA (sexual orientation); Age (older citizens); and European Disability Forum (disabled).

EDF	France	Electricity Generation and Distribution
Ford ³	USA	Automotive
Rabobank	Netherlands	Banking
Randstad	Belgium/Netherlands	Business Services (temporary manpower)
Siemens	Austria	Software
Six Continents	UK	Hotels and restaurants

- **Discussions with small companies** – we completed discussions with 4 smaller businesses (Exhibit 69). Three of these are fast-growth companies, whilst the fourth is a small, ‘traditional’ SME. The structured discussion guide used for the interviews with large, multi-national enterprises was also used for these interviews, although some of the questions were less relevant because of the scale of the companies involved.

Exhibit 69

Discussions with Small Companies		
Company	Country	Sector
Dolphin Integration	France	Software
Laboratorios Indas	Spain	Medical Equipment
Lesages Champignons	Belgium	Agriculture
Proffice	Sweden	Employment Services

- **Discussions with business organisations** – we completed interviews with 7 business organisations: CEEP, CSR Europe, Growth Plus, The Conference Board, UEAPME, UNICE, and UNIZO.

CEEP, UNICE, and UEAPME are Brussels-based, EU-wide organisations who represent the interests of public sector organisations, national business organisations, and SMEs respectively. The Conference Board focuses on multi-national businesses throughout Europe but also has branches in the USA and Canada. CSR Europe is a business-funded organisation that promotes corporate social responsibility at EU-level. Growth Plus is the organisation, based in Brussels, which brings together Europe’s fast-growth entrepreneurs.

³ These discussions also covered diversity practices and the business case for diversity at the BBC (UK media), and Littlewoods (UK retailing) because of the previous experience of Director of Diversity for Ford of Europe.

UNIZO, in contrast, is a regional business organisation responsible for supporting SMEs in the Flanders region of Belgium.

A structured discussion guide was used in all of the interviews (Appendix D). This covers the costs and benefits to businesses of compliance with anti-discrimination legislation; the business case for diversity policies in companies; and, the costs and benefits, and methods of measurement, of diversity policies.

- **Discussions with other experts** – we also held a series of discussions with experts in two areas: the use of diversity policies within companies (Centre for Diversity and Business); and human capital investments (The Centre for Business Relationships Accountability, Sustainability in Society, Cardiff University)
- **Literature Review**⁴ – an extensive literature review was undertaken. This focused on: the costs and benefits of diversity; indicators and methods of measurement of the costs and benefits of diversity policies; the “business case” for diversity; costs and benefits of “compliance-based policies”; performance measurement within companies; the “business case” for corporate social responsibility; investments in intangible assets in general, and human capital in particular; and the “business case” for investments in intangibles, specifically innovation and new forms of work organisation.

The review covered academic literature published in the EU Member States and the USA; studies undertaken by professional organisations (such as consultancy firms); studies undertaken by governments; and other materials, including business surveys and reports produced by governments and other organisations to promote diversity.

A list of the main sources consulted during the literature review is included as Appendix A.

2.2.2. Review of Socio-legal Factors

Our limited review of the impact of socio-legal factors is based on the following different types of evidence:

- **Interviews with stakeholders** – detailed discussions were held with 12 different stakeholders. These included EU-level NGOs (representing immigrants, people with disabilities, gay and lesbian citizens, older people, women, and people from different ethnic groups); European Trade Union Congress (ETUC); business organisations; and large companies.

⁴ Dr. Juanita Elias of the BRASS Centre at Cardiff University carried out part of the literature review for CSES. The BRASS centre is an Economic and Social Research Council funded centre. It is a collaboration between Cardiff University’s Department of City and Regional Planning, Business School, and Law School.

Exhibit 70

Stakeholder Discussions	
Organisation Name	Type
Age	NGO – EU (older citizens)
BP	Company
CEEP	Business organisation – EU (public sector employers)
Conference Board	Business organisation – EU/USA/Canada (large companies)
ENAR	NGO - EU (racism)
ETUC	Trade Union – EU
European Disability Forum	NGO – EU (disabled)
European Womens Lobby	NGO – EU (gender)
Ford	Company
ILGA	NGO – EU (sexual orientation)
Migration Policy Group	NGO – EU (immigrants)
UEAPME	Business organisation – EU (SMEs)

A copy of the interview guide is included in Appendix D.

- **Review of legal analyses** – we carried out a brief literature review of legal analyses undertaken for different directorates of the European Commission. Specifically, we obtained reports from DG Markt and DG Employment and Social Affairs. Brief discussions were also held with DG Enterprise and DG Information Society to establish the presence, or otherwise, of other reports. The review focused on legal protection of sensitive data and anti-discrimination legislation.
- **Literature review** – a limited literature review was carried out to examine the potential impact of national socio-cultural factors on decisions by companies to invest in workplace diversity policies. This covered a wide range of different sources including opinion surveys, labour market analyses, and sociological, legal, and cultural research.

The principal sources consulted are included in our bibliography (Appendix A).

2.2.3. Review of Obstacles from the Perspective of Companies

2.2.3.1. Methodology

The purpose of the pilot survey was to obtain some quantitative insights about the obstacles to workforce diversity policies, and the reasons for non-use, from companies in selected Member States. Data on the perceived costs and benefits of workforce diversity policies was also obtained.

The CSES team managed the survey. Research and Marketing Limited, a specialist market research company, carried out the interviews.

We developed a standard questionnaire that could be used for all companies. It was designed for use in a telephone interview lasting 15 minutes. The questionnaire was based on “closed” questions with pre-coded answers.

The questionnaire was designed for interviews with the senior manager responsible for Human Resource or Personnel Policy (usually the Personnel or Human Resource manager).

The questionnaire contained some questions that were common to all respondents, and others that were specific to different groups (particularly “Non-users” versus “Users”, for example).

It was checked for length and feasibility with our market research advisors. We then carried out a small-scale pilot in the UK, in advance of the main fieldwork, in order to fine-tune the questionnaire. The pilot was successful. It showed that the questionnaire took, on average, around 15 minutes to complete and that respondents were able to answer the questions without difficulties. Some minor changes were made to the questionnaire as a result of the feedback from the pilot.

The final questionnaire is contained in Appendix G.

The survey was carried out in 4 countries (Austria, France, Sweden and UK) with a total sample of 200 companies (completed interviews). We chose these countries because our research in the initial stages of the fieldwork indicated that they might represent different cultural approaches to diversity.

It should be noted that this was a pilot survey, and therefore the sample size was not large. Whilst care should be taken in the detailed interpretation of the data, it nevertheless provides some useful indicative findings, and may form the basis of a wider survey as part of a subsequent project at a later date.

The sample was drawn by the professional Market Research Agency from leading directories of companies (e.g. Dunn and Bradstreet). This is a reasonably comprehensive, independent list of companies in each country, commonly used by leading Market Research Agencies for sampling purposes in Europe, as the lists are generally up-to-date, and avoid repetition of entries. The sample was selected on a random basis. Quotas were then established to ensure that we completed sufficient interviews with organisations of a sufficient size, and in a spread of sectors (Manufacturing and Services).

The survey was focused on organisations with more than 50 employees in the private sector. We chose to focus the survey on companies of 50 employees and above because our research in the initial fieldwork of the project indicated that formal workforce diversity policies were likely to be less applicable to small organisations with less than 50 employees.

The achieved sample is shown in Exhibit 71 below. This meets the proposed sample agreed with the European Commission at the interim stage of the project.

Exhibit 71

Survey of Organisations: Sample Achieved		
Country ⁵	Austria	51 (25%)
	France	52 (25%)
	Sweden	50 (25%)
	UK	50 (25%)
Sector	Manufacturing	107 (53%)
	Services	96 (47%)
Size	SME (50-249 employees)	104 (51%)
	Large (250+ employees)	99 (49%)
Grand Total		203

2.2.3.2. Usage of Active Diversity Policies

In this survey we defined Workforce Diversity Policies as those designed to *actively* recruit, retain and develop employees from groups who may face discrimination in the workplace such as women, ethnic or religious minorities, disabled people, gay or lesbian workers, and older people.

We used the “Equity Continuum”⁶ developed by the Centre for Diversity and Business as the basis for splitting companies into three main groups:

- **“Compliance Only”**: These organisations aim to comply with legal obligations to ensure equal treatment for all employees.
- **“Some Initiatives”**: These organisations aim to comply with legal obligations and also have some individual initiatives in their organisation to support disadvantaged groups.
- **“Integrated Approach”**: These organisations have identified a strong business case for significant investment in diversity programmes. In some, diversity has become a core organisational value and is integrated into all aspects of the organisation. Some even actively seek to promote this approach amongst other organisations.

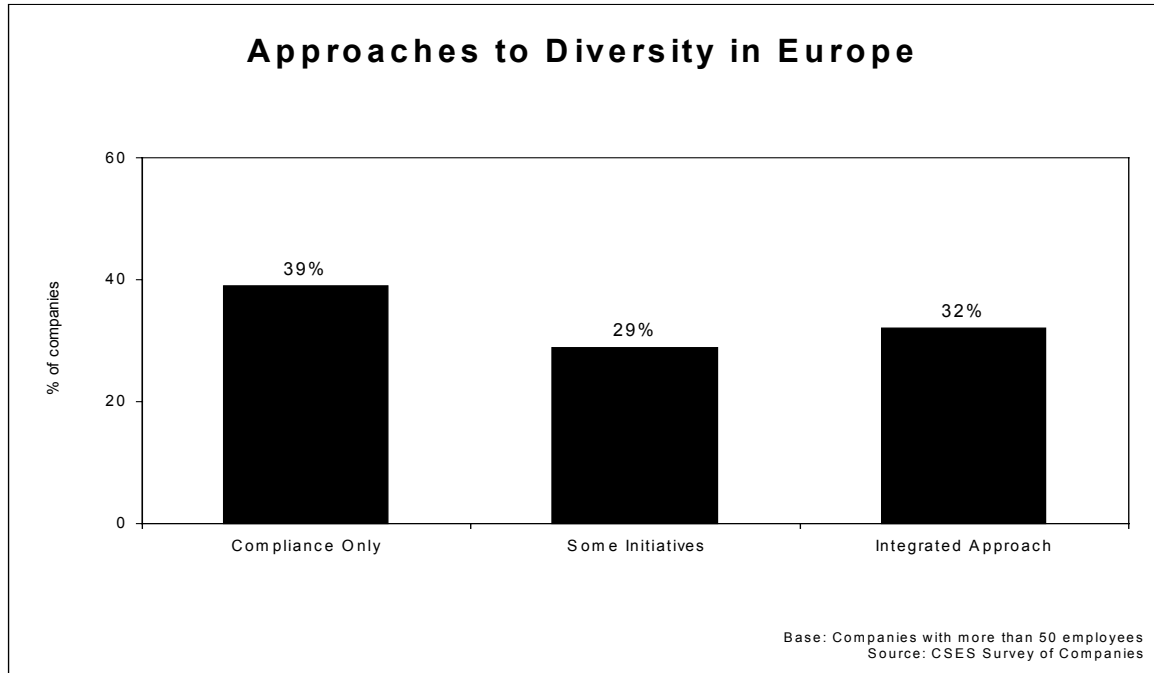
The primary purpose of the survey was to gather information about the reasons for non-use of Workforce Diversity Policies and the obstacles faced by those who do introduce Diversity policies.

⁶ This has been developed by the Centre for Diversity and Business and is shown in section 3.1.

However, we also obtained useful indicative information⁷ about the extent of use of active Workforce Diversity Policies.

Our survey shows that companies in our survey split into three groups in nearly equal proportions – Just over a third are “Compliance Only” companies, just under a third have “Some Initiatives” and a third have an “Integrated Approach” (Exhibit 72)⁸.

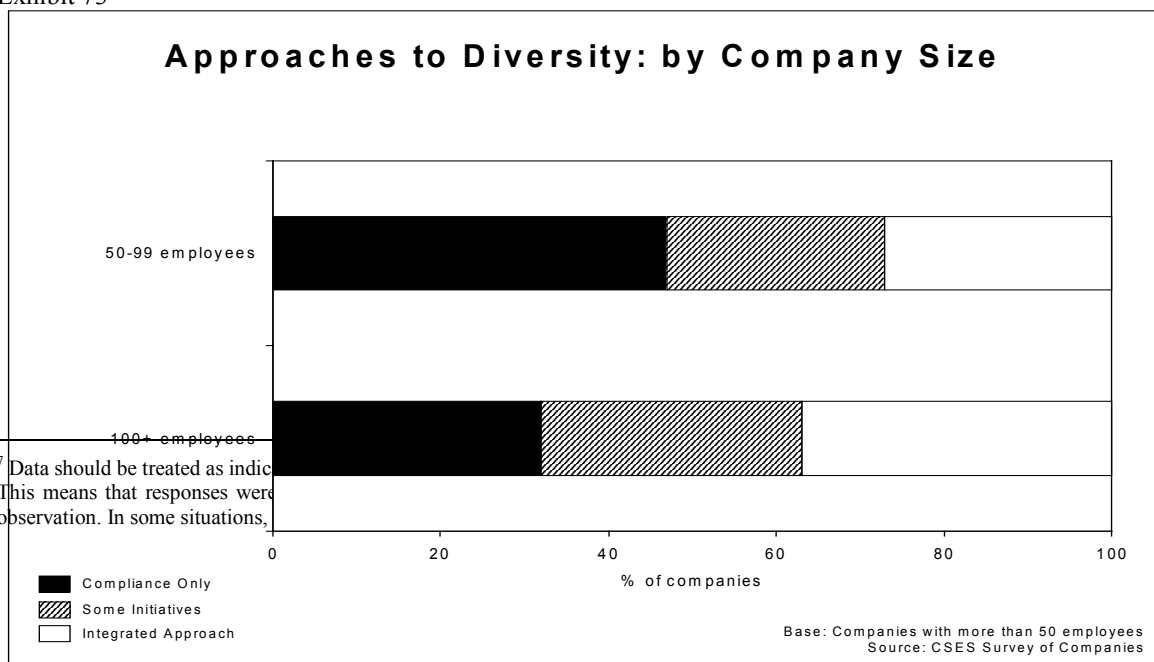
Exhibit 72



In overall terms, this finding shows that more than half the companies in our survey have introduced some form of diversity initiative, but that only a third have introduced a systematic approach that permeates the whole organisation.

Unsurprisingly, penetration of active Diversity policies is higher amongst larger organisations (Exhibit 73). In organisations with less than 100 employees, only 27% have introduced an “Integrated Approach”, whilst in organisations with more than 100 employees, 37% have done so. The survey shows, however, that penetration of active diversity policies is broadly similar in Manufacturing and Service sectors.

Exhibit 73



⁷ Data should be treated as indicative. This means that responses were based on self-reported observation. In some situations,

2.2.4. Dissemination Strategies

- **Interviews with stakeholders** – as well as focusing on socio-legal factors, we used the interviews with the 12 stakeholders to identify and review programmes that promoted the adoption of diversity policies by companies.
- **Review of existing programmes** – as well as the detailed work carried out for each case study we examined a small number of other programmes designed to promote diversity within companies. This was undertaken using literature and programme-specific materials.
- **Case studies** – a total of 8 case studies have been developed. Using a common format, these examine programmes to promote investments in workforce diversity by companies. The programmes examined cover EU-wide, national, and regional initiatives, supported by national governments, anti-discrimination bodies, companies, business organisations, NGOs, and trade unions. Six Member States were covered by the research (Belgium, Germany, Ireland, Sweden, Spain, and the UK).

In total, eight case studies were undertaken, seven at member state level and an additional case study focusing on an EU-wide scheme to promote workforce diversity within companies.

In carrying out the case study work, we tried to achieve a balance between different types of institutional mechanisms on the one hand, and different types of programmes on the other. Equally, we strove (in so far as possible) to achieve a balance between different equality strands (e.g. gender, race, age etc.). In practice, many of the schemes examined covered the full range of diversity issues and were not equality-specific. We have been selective rather than exhaustive in presenting examples. The full case studies are contained in the appendices.

All of the cases covered a common format:

- Institutional mechanisms;
- Programme objectives;
- Target audience;
- Dissemination mechanisms;
- Key messages and business case arguments;
- Business involvement;
- Outcomes; and,
- Barriers

Exhibit 74 below provides a summary of case studies undertaken.

Exhibit 74

Country	Case Study Title	Lead Organisation(s)	Institution-type	Issues covered
EU level	Europe's Best 100 Employers	European Commission	European	Broad spectrum of equality/diversity issues
Belgium	Integrating Equality into the EFQM Total Quality Management Model	Ministry of Employment and Labour	Governmental	Broad spectrum of equality/diversity issues
Germany	BDA – German Employers Federation	BDA	Employer organisation	Broad spectrum of equality/diversity issues
Ireland	Anti-Racist Workplace Week	1) Equality Authority 2) IBEC 3) ICTU	1) Statutory Equality Body 2) Employer's organisation 3) Trade Union	Racism
Spain	Collective Bargaining Agreement	1) CEOE/CEPYME 2) UGT / CC.OO	1) Employers' organisations 2) Trade Unions	Broad spectrum of equality / diversity issues with focus on <i>gender</i>
Sweden	EQUAL-funded Towns Together project	Malmö City Council	Regional government	Broad spectrum of equality / diversity issues with focus on <i>race</i>
UK	'One Step Ahead' – a policy review toolkit for employers	Employer's Forum on Age	Employer organisation	Age
UK	Best Practice Training Resource Pack	Disability Right's Commission	Statutory Equality Body	Disability

Contents of the case studies are based on interviews with participants and sponsors, literature, and programme documentation. CSES drafted the cases and agreed the contents with relevant programme sponsors. Principal contributors are included on the list of interviewees (Appendix E).

Copies of the complete case studies are included as Appendix H.

2.3. FINAL REPORT

This brings together the main findings, conclusions, and recommendations from the project. It has been produced by the CSES project team. It covers the following:

- Executive Summary;
- Project Background;
- Summary of Work Undertaken;
- Diversity Policies in Enterprises;
- Costs and Benefits of Diversity;
- Measurement of Costs and Benefits of Diversity Policies;
- The Business Case for Diversity – An Assessment;
- Obstacles to the Adoption of Diversity Policies (including socio-legal factors);
- Dissemination Strategies;
- Conclusions; and
- Recommendations

APPENDIX C**DEPTH INTERVIEWS WITH COMPANIES
DISCUSSION GUIDE COVERAGE**

Definition of ‘diversity’;

Rationale for the introduction of policies to promote diversity and to go beyond compliance with the legal framework;

Business benefits from diversity policies;

Obstacles to the adoption of effective diversity policies;

Actions taken to overcome obstacles and to achieve business benefits from diversity policies;

Overall Objectives of diversity policies – indicators and methods of measurement;

Changes in human capital ‘stock’ and in workforce diversity – indicators and methods of measurement;

Costs of diversity policies – indicators and methods of measurement;

Progress towards removing obstacles and establishing new HR policies and processes – indicators and methods of measurement;

Measurement difficulties;

Cross-country differences within the EU – causes of differences and impact on rationale, business benefits, obstacles, actions, and indicators of costs, benefits, and progress towards objectives.

APPENDIX D**DEPTH INTERVIEWS WITH BUSINESS ORGANISATIONS
DISCUSSION GUIDE COVERAGE**

EU legislation to prohibit direct and indirect discrimination in the workplace

- Overall view;
- Costs to business – nature, quantification, evidence, indicators and methods of measurement, differences in impact (Member States, sectors, company size);
- Benefits to business – nature, quantification, evidence, indicators and methods of measurement, differences in impact (Member States, sectors, company size)

Workforce Diversity Policies within Companies

- Overall view of cost-effectiveness;
- Assessment of Business Case;
- Costs to business - nature, quantification, evidence, indicators and methods of measurement, differences in impact (Member States, sectors, company size);
- Benefits to business – nature, quantification, evidence, indicators and methods of measurement, differences in impact (Member States, sectors, company size)
- Measurement difficulties
- Internal obstacles to adoption
- External obstacles to adoption

APPENDIX E**DEPTH INTERVIEWS WITH STAKEHOLDERS
DISCUSSION GUIDE COVERAGE**

Workforce diversity policies within companies:

- Rationale for investment in diversity policies by companies – economic, ethical, regulatory;
- Business benefits – short-term and long-term; impact of size differences;
- Costs of diversity policies;

Obstacles to the adoption of workforce diversity policies by companies:

- General view of reasons why more companies do not invest in diversity policies;
- Internal obstacles – awareness, attitudes, resources, benefit-cost analysis;
- External obstacles – socio-legal factors;
- Socio-legal factors – differences between EU Member States;

Programmes to promote workforce diversity policies:

- Knowledge of specific programmes and examples;
- Details of programmes;
- Ideas to improve effectiveness of programmes

APPENDIX F

LIST OF INTERVIEWS

The following people contributed to our case studies and interview programmes:

Person	Organisation	Type of Organisation
Bernadette Barrington	An Post	Company
Carlotta Bessozi	European Disability Forum	NGO
Alison Bird	Migration Policy Group	NGO
Marcello Cardoso	BP	Company
George Chuzischuili	Rabobank	Company
Maria Cid	Laboratoris Indas	Company
Kathleen Connolly	Irish government	Government
Caroline Croft	Barclays	Company
Michel Depeyrot	Dolphin Integration	Company
Patricia Dotu	CSR Europe	Business Organisation
Vera Egenberger	ENAR	NGO
Juanita Elias	Cardiff University	Academic
Gisela Erler	Conference Board	Business Organisation
Peter Flood	IBEC	Business Organisation
Antonio Giacomucci	ABB Italia	Company
Cecille Greboval	European Womens Lobby	NGO
Pascal Guy	EDF	Company
Bengt Hedenstrom	CEEP	Business Organisation
Luc Hendrickx	UEAPME	Business Organisation
Greg Heylin	Equality Authority, Ireland	Government Equality Body
Renate Hornung Draus	BDA	Business Organisation
Filiep Huysetruut	Lesage Champignons	Company
Cathal Kelly	Equality Authority, Ireland	Government Equality Body
Simone Koehler	Siemens Austria	Company
Gabriela Lauriate	CEOE – Spain	Business Organisation
Philippe Leonard	Growth Plus	Business Organisation
Anthony Lockett	DG Employment and Social Affairs	European Commission
Ester Lynch	ICTU	Trade union
Stefaan Matton	UNIZO	Business Organisation
Sam Mercer	EFA – UK	Business Organisation
Takolia Museji	UK government	Government
Ola Nord	City of Malmo	Government
Anne-Sophie Parent	Age	NGO
Vas Patel	UK Commission for Racial Equality	Government Equality Body
Tamsin Rose	European Public Health Alliance	NGO
Jeanne Schmidt	UNICE	Business Organisation
Surinder Sharma	Ford	Company
Graham Shaw	Diversity and Business	Consultancy Firm

David Sindall	Disability Commission	Rights	Government Body	Equality
Ailsa Spindler	ILGA		NGO	
Sinead Tiernan	ETUC		Trade Union	
Lise Thomson	City of Malmo		Government	
Hans Uhrus	Proffice		Company	
Andrew Van Chau	BP		Company	
Benoit Van Grieken	Randstad		Company	
Michiel Vandevoorde	Flemish government		Government	
Liliane Volozinskis	UEAPME		Business Organisation	
James Wilson	Six Continents		Company	

APPENDIX G

**SURVEY OF COMPANIES - QUESTIONNAIRE
TELEPHONE INTERVIEW QUESTIONNAIRE**

OBSTACLES TO DIVERSITY POLICIES IN COMPANIES

Section A: INTRODUCTION

Good morning/afternoon. My name is ABC, from XYZ. I am carrying out a survey on Workforce Diversity Policies, on behalf of The European Commission. My questions will only take about 15 minutes and I wondered if you could help me.

A1. Can I check that you are the person responsible for Human Resource or Personnel Policy in this organisation? (Tick one box only)

Yes CONTINUE No ASK WHO TO SPEAK TO AND CLOSE

Please be assured that anything you say will be treated in confidence and will not be identified with you personally or your organisation.

Section B: BACKGROUND INFORMATION

Firstly, I'd like to ask you a few background questions about your organisation.

B 1. How many employees are there in your company? (Tick 1 box only.)

1-49 50-99 100-249 250-499 500 or more

B 2. What is the main sector that you operate in? (Please tick 1 box only.)

Manufacturing Services Other

B 3. Are any of the shares of your company or your parent company traded on a public capital market? (Tick 1 box only)

Yes No

Section C: CLASSIFICATION OF USERS

I am going to ask you a series of questions about “workforce diversity policies”. By this we mean policies that are designed to *actively* recruit, retain and develop employees from groups who may face discrimination in the labour market such as women, ethnic or religious minorities, disabled people, gay or lesbian workers, and older people.

C 1. Which of the following statements best describes the approach to diversity taken in your company? (Tick one box only)

We aim to comply with legal obligations to ensure equal treatment for all employees GO TO SECTION D

-
- | | | |
|--|--------------------------|-----------------|
| We aim to comply with legal obligations and we also have some individual initiatives in our organisation to support disadvantaged groups | <input type="checkbox"/> | GO TO SECTION E |
| We have identified a strong business case for significant investment in diversity programmes in our company | <input type="checkbox"/> | GO TO SECTION E |
| Diversity is a core organisational value and is integrated into all aspects of the organisation | <input type="checkbox"/> | GO TO SECTION E |
| Diversity is a core organisational value and is integrated into all aspects of the organisation <i>and</i> we are actively seeking to promote this approach amongst other organisations. | <input type="checkbox"/> | GO TO SECTION E |

Section D: COMPLIANCE ONLY

D 1. Which of the following statements best describes why your organisation has not introduced workplace policies to actively recruit retain and develop employees from socially disadvantaged groups? (Tick 1 box only)

- We've never considered introducing such changes
GO TO D2
- We've considered it, but we rejected it after an informal review GO TO D3
- We are planning to introduce it in the near future GO TO SECTION E

D 2. I am going to read out a list of possible reasons why you might not have considered introducing workforce diversity policies to actively recruit, retain and develop employees from socially disadvantaged groups. After I have read out each reason, please tell me whether it is important or not important in your situation.

IF RESPONDENT IDENTIFIES FACTOR AS IMPORTANT, PLEASE ASK WHETHER IT WAS IMPORTANT OR VERY IMPORTANT

<u>Reason</u>	<i>Not Importa nt</i>	<i>Importa nt</i>	<i>Very Importa nt</i>
Not aware of how active workforce diversity policies work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not aware of the benefits of active workforce diversity policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not used by competitors in your market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not needed to meet customer needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not needed to enhance our corporate reputation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not needed to satisfy expectations of existing employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No pressure from government to make changes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees or their representatives wouldn't support changes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No pressure from investors to change anything	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We don't have any problems recruiting the people we want	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

AFTER ANSWERING D2, GO TO QUESTION D5

D 3. I'd like to ask you some questions about the reasons why you decided not to introduce workforce diversity policies to actively recruit retain and develop employees from socially disadvantaged groups.

Thinking firstly about some of the factors outside your organisation that may have influenced your decision. I am going to read out a list of possible reasons. After I have read out each reason, please tell me whether it was important or not important in your situation.

IF RESPONDENT IDENTIFIES FACTOR AS IMPORTANT, PLEASE ASK WHETHER IT WAS IMPORTANT OR VERY IMPORTANT

<u>Reason</u>	<i>Not Importa nt</i>	<i>Importa nt</i>	<i>Very Importa nt</i>
Not used by competitors in your market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not needed to meet customers needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No pressure from government to make changes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trade Unions wouldn't support changes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regulations make it difficult to measure workforce changes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not under competitive pressure to change the way we do things	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No pressure from investors to change anything	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Changes do not fit with wider social attitudes in this country	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

D4. Now I'd like you to think about some of the factors inside your organisation that may have influenced your decision. Again, I am going to read out a list of possible reasons. After I have read out each reason, please tell me whether it was important or not important in your situation.

IF RESPONDENT IDENTIFIES FACTOR AS IMPORTANT, PLEASE ASK WHETHER IT WAS IMPORTANT OR VERY IMPORTANT

<u>Reason</u>	<i>Not Importa nt</i>	<i>Importa nt</i>	<i>Very Importa nt</i>
Benefits to the company are unclear or uncertain	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Changes did not fit with our strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Changes did not fit with our way of doing things	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees or their representatives wouldn't support changes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other managers wouldn't support changes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost of changes would exceed the benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Benefits are difficult to measure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of financial resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of internal or external expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Risks from implementation too high	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

D5. Some companies have gained benefits from investments in active workforce diversity policies. What benefits do you think your company might gain if it was to introduce active workforce diversity policies? After I have read out a potential benefit, please tell me whether it could be important or not important in your situation.

IF RESPONDENT IDENTIFIES REASON AS IMPORTANT, PLEASE ASK WHETHER IT WAS IMPORTANT OR VERY IMPORTANT

<u>Benefit</u>	<i>Not Importa nt</i>	<i>Importa nt</i>	<i>Very Importa nt</i>
Avoid litigation costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduce labour turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lower absenteeism rates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Help to overcome labour shortages	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve access to new market segments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve motivation and efficiency of existing staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enhance service levels and customer satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Help to attract and retain highly talented people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve innovation and creativity amongst employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve global management capacity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enhance corporate reputation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strengthen cultural values within the organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

D6. I would now like you to think about some of the costs that might be involved in introducing active workforce diversity policies. After I have read out a potential cost, please tell me whether it could be significant or not significant in your situation.

<u>Cost</u>	<i>Significant</i>	<i>Not Significant</i>
Legal costs		
Cost of employing specialist staff	<input type="checkbox"/>	<input type="checkbox"/>
Education and training costs	<input type="checkbox"/>	<input type="checkbox"/>
Cost of providing additional facilities and support	<input type="checkbox"/>	<input type="checkbox"/>
Cost of reforming existing employment contracts, benefit packages, and working conditions	<input type="checkbox"/>	<input type="checkbox"/>
Communication costs	<input type="checkbox"/>	<input type="checkbox"/>
Cost of designing new policies	<input type="checkbox"/>	<input type="checkbox"/>
Cost of setting up new monitoring and reporting processes	<input type="checkbox"/>	<input type="checkbox"/>
Opportunity cost of diverting management time	<input type="checkbox"/>	<input type="checkbox"/>
Cost of productivity shortfalls in the initial stages	<input type="checkbox"/>	<input type="checkbox"/>

D7. Some companies have said that it is difficult to convince people of the need to invest in active workforce diversity policies because of the lack of evidence about the costs and the benefits. What additional evidence do you think might be helpful to convince your company to invest in active workforce diversity policies? (Tick all that apply)

Testimonials from other business leaders

Detailed case studies about other companies who have invested in active diversity policies

Detailed discussions with other companies who have invested in active diversity policies

Benchmarking activities with companies who have invested in active diversity policies

Surveys of companies showing costs and benefits

Rigorous academic research showing links between diversity policies and company performance

D8 Any other comments?

THANK RESPONDENT AGAIN FOR THEIR HELP AND CLOSE

Section E: BEYOND COMPLIANCE

E1. I am going to read out a list of reasons why some companies have decided to invest in workforce diversity policies to actively recruit retain and develop employees from socially disadvantaged groups. After I have read out each reason, please tell me whether it is important or not important in your situation.

IF RESPONDENT IDENTIFIES FACTOR AS IMPORTANT, PLEASE ASK WHETHER IT WAS IMPORTANT OR VERY IMPORTANT

<u>Reason</u>	<i>Not Importa nt</i>	<i>Importa nt</i>	<i>Very Importa nt</i>
For Ethical reasons – it is the right thing to do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To comply with regulatory requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To respond to increasing levels of competition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To penetrate new market segments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To upgrade the quality of employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To overcome recruitment difficulties	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To respond to employees concerns about equality of opportunity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To satisfy investor interest in intangible assets such as human capital	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To satisfy investor interest in risk management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To respond to the need to enhance corporate reputation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To respond to competitor activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To respond to changes in wider social values	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

E2. Some companies have experienced problems during the process of implementing active workforce diversity policies. I would like you to think about some of the reasons why problems may emerge. After I have read out a reason, please tell me whether it was important or not important in your situation.

IF RESPONDENT IDENTIFIES REASON AS IMPORTANT, PLEASE ASK WHETHER IT WAS IMPORTANT OR VERY IMPORTANT

<u>Reason</u>	<i>Not Importa nt</i>	<i>Importa nt</i>	<i>Very Importa nt</i>
Lack of understanding of the business benefits of a diverse workforce	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of internal expertise or experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resistance from existing employees and their representatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Negative attitudes amongst other managers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inadequate access to high quality external expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inflexible regulations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Difficulty in changing existing culture of the organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Insufficient management expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- Failure to appreciate the scale of the changes needed
- Insufficient financial resources
- Difficulty in quantifying the benefits to sustain investment
- Other
- (specify)_____

—

E3. I would like you to think about some of the benefits your organisation has gained from investment in workforce diversity policies to actively recruit retain and develop employees from socially disadvantaged groups. After I have read out a potential benefit, please tell me whether it was important or not important in your situation.

IF RESPONDENT IDENTIFIES REASON AS IMPORTANT, PLEASE ASK WHETHER IT WAS IMPORTANT OR VERY IMPORTANT

<u>Benefit</u>	<i>Not Importa nt</i>	<i>Importa nt</i>	<i>Very Importa nt</i>
Avoided litigation costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduced labour turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lowered absenteeism rates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped to overcome labour shortages	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved access to new market segments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved motivation and efficiency of existing staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enhanced service levels and customer satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped to attract and retain highly talented people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved innovation and creativity amongst employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved global management capacity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enhanced corporate reputation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strengthened cultural values within the organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

E4. I would now like you to think about some of the costs of introducing active workforce diversity policies. After I have read out a potential cost, please tell me whether it was significant or not significant in your situation.

<u>Cost</u>	<i>Significant</i>	<i>Not Significant</i>
Legal costs		
Cost of employing specialist staff	<input type="checkbox"/>	<input type="checkbox"/>
Education and training costs	<input type="checkbox"/>	<input type="checkbox"/>
Cost of providing additional facilities and support	<input type="checkbox"/>	<input type="checkbox"/>
Cost of reforming existing employment contracts, benefit packages, and working conditions	<input type="checkbox"/>	<input type="checkbox"/>
Communication costs	<input type="checkbox"/>	<input type="checkbox"/>
Cost of designing new policies	<input type="checkbox"/>	<input type="checkbox"/>
Cost of setting up new monitoring and reporting processes	<input type="checkbox"/>	<input type="checkbox"/>
Opportunity cost of diverting management time	<input type="checkbox"/>	<input type="checkbox"/>
Cost of productivity shortfalls in the initial stages	<input type="checkbox"/>	<input type="checkbox"/>

E5. Some companies have said that it was difficult to convince people of the need to invest in active workforce diversity policies because of the lack of hard evidence about the costs and the benefits. What additional evidence might have helped in your situation?

Testimonials from other business leaders

Detailed case studies about other companies who have invested in active diversity policies

Detailed discussions with other companies who have invested in active diversity policies

Benchmarking activities with companies who have invested in active diversity policies

Surveys of companies showing costs and benefits

Rigorous academic research showing links between diversity policies and company performance

Thank you for sparing the time to complete this questionnaire. Before we finish, I'd like to ask you one final question.

E6. Would you be interested in participating in the preparation of a case study about your experience of introducing workforce diversity policies? It would be anonymous and would involve only one further telephone discussion.

- Yes IF YES, ASK E7
 No THANK RESPONDENT AND CLOSE

E7 Could I please check your name and contact details to be used in a follow-up telephone discussion

Name _____
Telephone Number _____
Organisation _____
E-mail _____

E8 Any other comments

THANK RESPONDENT AGAIN FOR THEIR HELP AND CLOSE

APPENDIX H

DISSEMINATION STRATEGIES – CASE STUDIES

1. BELGIUM

Case Study: Integrating Equality into the EFQM Total Quality Management Model	
<i>Region/country</i>	<i>Organisation</i>
Belgium - Flanders	Federal Ministry for Employment and Labour – equal opportunities division
1. Background Information	
<p>The scheme, developed by the Institute for Equal Opportunities within the Flemish Ministry for Employment and Labour, is designed to facilitate the integration of equality into the European Foundation for Quality Management's (EFQM) Total Quality Management model - a holistic approach to improving business performance.</p>	
<p>The equal opportunities division within the Ministry of Labour working on the scheme considered two possible approaches for incorporating an equal opportunities dimension into the Total Quality Management model. The first option was simply to integrate equality into the Human Resource Management criteria. The main disadvantage of this approach was that there was a risk of creating the perception that equality is essentially a Human Resources issue and not one which impacts across a whole organisation – affecting all business functions, practices, processes and procedures. The second option – mainstreaming equality across the nine different business areas was chosen as the preferred approach since it better reflected the cross-cutting nature of equality.</p>	
2. Institutional mechanism(s)	
<p>The scheme was developed by the recently formed Institute for Equal Opportunities. The Institute is comprised of staff from the equal opportunities division within the Belgian Ministry for Employment and Labour (Flanders).</p>	
3. Programme Objectives	
3.1 Overall objectives	
<p>The overall objective of the programme was to integrate a diversity dimension to the Total Quality Management model across all nine business areas.</p>	
3.2 Sub-objectives	
<p>Given that equality was not originally included in the EFQM model, a key sub-objective was to pilot the mainstreaming of equality as an integral part of the model. The expectation was that, if the scheme proved successful, the EFQM model will in future be adapted to include equality as a mainstreaming theme.</p> <p>Additional sub-objectives were to raise awareness amongst companies of the importance of workforce diversity as a driver of business performance equally as important as other core aspects of a business such as strategy and Human Resource management – and therefore an area in which businesses should also strive for excellence as part of an organisation-wide Total Quality Management approach.</p>	
3.3 Objectives with companies (awareness, changing attitudes, tools, other forms of support)	
<p>With regard to companies, the main objective of the scheme was to use the Equality Award and supporting activities as a mechanism for encouraging companies to think more seriously about the importance of diversity in the workplace and about their performance as an organisation on equality against competitors.</p>	
<p>The Equality Checklist and Audit - supported by the provision of face to face feedback on the performance of participants in the Equality Award provides companies with an opportunity to identify areas of weakness and to develop an equality action plan to tackle any problem areas. The checklist is essentially a tool for HR managers that helps to flag up areas across the business as a whole where specific actions should be taken to ensure that business functions and processes are 'equality-proofed'. Questions in the checklist primarily consist of yes/ no responses, tick box and closed</p>	

ended. The objective is to heighten awareness amongst HR managers of steps that be taken across a wide range of business processes/ functions to improve their organisation's performance on equality and diversity. Examples of questions from the checklist are provided below as an indication of the sorts of issues covered:

1. Does your HRM strategy address the following issues? a) Equal Opportunities b) Diversity Management c) Career planning for women d) Work / family balance
2. Does your Equal Opportunities Policy have measurable objectives (qualitative and quantitative)?

4. The Programme

4.1 Brief description

EFQM provides a framework for companies to achieve business excellence across nine key business areas: *leadership, policy-making and strategy, Human Resource management, resource management, process control, customer satisfaction, people satisfaction, impact on society and business results.*

In order to support and promote the mainstreaming of the equality dimension into Total Quality Management / EFQM model, the equal opportunities division of the Ministry of Labour organises an annual awards ceremony following an intensive and interactive selection and appraisal process to reward those companies that have successfully incorporated equality across the nine areas into their model.

4.2 Target audience

The main target audience is HR managers in companies, particularly large companies. Large companies are targeted primarily because they are more likely to buy in to the business case for workforce diversity. They have significant recruitment needs and recognise that when competing for talent against competitors, perceptions of their company as an employee can help to differentiate. Secondly, large companies are seen as leaders in good employment practices by smaller competitors. It is hoped that in targeting those employers regarded as leading edge employers/ best practice champions, the mainstreaming of an equality dimension to the Total Quality Management model will become widely accepted since employment practices adopted by market leaders tend to have a catalytic effect on influencing corporate behaviour.

With some exceptions, many SMEs (particularly <50 employees) lack the resources and/ or expertise to implement the Total Quality Management model. An obvious barrier for many small companies is that many do not have a dedicated HR manager. Given that the Equality Award interview checklist should be completed by an HR manager, this prohibits many small companies from participating in the scheme. Some SMEs have nevertheless participated in the award scheme, encouraged by the Ministry of Labour. In order to encourage a wider variety of organisations to participate in the award scheme, in terms of both type and size, new categories were created in 2000. The new categories were "large companies", (>250 employees), "Small and Medium Sized Enterprises" (<250 employees) and "non-profit organisations".

The Equality award itself is aimed at companies that are "aware of the fact that equality isn't merely an ethical principle, but also a business concept and a substantial factor for success." In other words, it is targeted at those companies that recognise the potential business benefits from workforce diversity and that wish to improve their performance and/ or assess performance by benchmarking against competitors.

4.3 Activities (including dissemination mechanisms)

The Ministry of Labour provides guidance on how to mainstream equality into the Total Quality Management model – the guidance is titled 'how to go about it'. As the title suggests, the guidance details pragmatic ways in which a company can ensure that each of the nine business areas is equality-proofed or takes into account equality issues. For example, in respect of *Human Resource Management*, the guidance recommends that companies develop an HR policy that explicitly guarantees gender neutrality in selection and recruitment procedures, job evaluation, pay, training and development. As a second example, with regard to *People Satisfaction*, the guidance recommends that employers engage in a process of ongoing dialogue with employees in order to monitor their performance as an employer of choice. Employment policies that should help to promote a positive working environment and favourable ratings from employees include ensuring equal terms of employment for men and women, equal pay for work of equal value, a system of open communications, the adoption and promotion of family-friendly working practices and a strong stance on sexual harassment in the workplace.

In order to encourage companies to include an equality dimension in the Total Quality Management model, the equal opportunities division at the Ministry of Labour organises an 'Award for Equal Opportunities in Businesses'. There are three stages in the awards process, as outlined below:

1. **Equality Checklist** – 40 questions to identify how well a company performs on equality. The checklist is based on the EFQM model and must be answered by a Human Resources manager.
2. **Equality Audit** – consisting of in-depth interviews, enables checks to be carried out on whether equality principles are really being applied and whether a company's performance on equality as assessed based on responses to the equality checklist matches the reality. The Audit focuses on all 9 areas of the Total Quality Management model. Following company visits, the auditors prepare a file for assessment by an equality jury
3. **Professional Equality Jury** – selects prize winners based on an assessment of company performance on equality. The jury includes experts from finance and industry, trade unions and equality specialists. Candidates are given a scoring and prize winners are awarded

Organisations participating in the Equality Award are provided with a feedback report which provides a summary of the company's strengths and weaknesses with regard to equality on each of the nine business areas. The main objective of the feedback report is to assist companies in improving their performance on equality and to help them achieve excellence in managing diversity. The report is drawn up based on the company's EFQM score – determined by its responses to the Equality Checklist. It also takes into account any statistics on equality (e.g. gender breakdown etc.) provided by the company. The feedback report provides a basis on which companies can improve their performance on equality and develop an appropriate action plan setting out key future equality priorities.

The feedback report is presented to the company at a face to face feedback meeting with a Human Resources Manager to discuss the report and explore future courses of action to improve performance. The Institute for Equal Opportunities provides consulting services to companies that wish to have further (bespoke) training or obtain further guidance on how to implement diversity policies and manage workforce diversity.

4.4 Key messages/ Business Case arguments

The rationale behind the inclusion of an equality mainstreaming dimension to the Total Quality Management model was that given that Belgian society is becoming increasingly complex and diverse, organisations can only be successful if societal complexity is reflected in the organisation's internal staff profile. In other words, traditional stereotypes about workers, particularly at managerial level – i.e. that they tended to be white, married men with children – have long since ceased to be valid.

Today, in Belgian society, there is increasing diversity – both in terms of ethnicity, increased participation rates of women in the workforce and the decline of traditional family units. Companies must therefore adapt to reflect rapidly shifting changes in the composition of the workforce. Those companies that fail to do so and continue to recruit from a homogenous recruitment pool will lose competitive advantage and face increasing difficulty identifying, understanding and servicing the needs of their increasingly diverse customer base. Companies will only achieve this if they embrace workforce diversity as part of a wider commitment to Total Quality Management. Another key message is that workforce diversity enables companies to encourage a culture of creative thinking by helping to ensure access to a wider range of ideas and cultural perspectives.

4.5 Examples of Business Involvement

In 2000, the last year in which an awards ceremony was held, winners included: Mobistar (large business category), Route Trainingscentrum (non-commercial category) and BaoBab Catering (small and medium-sized enterprise category).

CSES carried out an interview with one of the prize winners in 2000, Mobistar, a major telecommunications operator in Belgium. Prior to participating in the scheme, Mobistar already had a strong commitment to workforce diversity. The company recognised the importance of monitoring equality as an integral part of good Human Resource practice. The company has a quality department responsible for implementing total quality on an organisation-wide basis. It also has a dedicated manager responsible for ensuring that the nine areas of the EFQM model are successfully implemented throughout Mobistar.

Mobistar's involvement in the programme resulted from being sent an equality questionnaire together with an invitation to participate in the Equality Award programme. The company decided to participate because it wanted to assess how it was performing compared with similar organisations in the equality field and because the issues highlighted in the questionnaire relating to good employment practices were of interest.

While the company already adhered to the principle of equality, it was logical to participate in the award process as an external independent check of its internal performance on equality

As part of the process, Mobistar took part in an Equality Audit carried out by the Institute for Equal Opportunities. The Audit provided feedback on the company's strengths and weaknesses in integrating equality into the EFQM model. Although participating in the Audit was felt to be a useful exercise, Mobistar has not changed its employment practices or internal policies as a result of participating in the programme – it was already pursuing a proactive approach to integrating an equality dimension across business functions. For example, it already carried out an annual satisfaction assessment amongst both its employees and customers, the results of which are used to develop an Annual Action Plan for Improvement. A different topic is addressed each year in the Action Plan. In 2003, the emphasis is on encouraging internal workforce mobility, which indirectly touches on equality issues.

While participating in the programme has not led to major changes in terms of policies, practices and procedures, there have been positive indirect effects from participating in the award. The prize ceremony attracted favourable articles about Mobistar and its approach to managing diversity in the mainstream press. This helped to lift the company's corporate profile and enhance its reputation as a forward-looking employer. Following the publicity, the company received approaches from a number of companies seeking information in respect of best practices in dealing with equality in the workplace from a number of small, medium and large sized companies. In some instances, information requests resulted in site visits to Mobistar. While winning the equality award hasn't been explicitly used as part of the company's marketing material, there have clearly been benefits in terms of enhancing the external perception of the company amongst potential recruits, other companies and direct competitors.

Subsequent to participating in the Belgian scheme, Mobistar has also participated two years consecutively in the European Equality Award.

5. Outcomes

Approximately 30 businesses have taken part in the equality award since its inception in 1997. While the results of the Equality Audit undertaken to assess companies performance on equality and to determine their rankings for the Equality Award are confidential, the results provide the Institute for Equal Opportunities for women and men with information on the performance of a wide variety of businesses on equality across different business functions such as Human Resource Management, business strategy etc. This information in turn helps the Institute to develop more concrete 'products' for companies based on the real experiences of companies on the ground. In light of key findings each time the Equality Audit process is undertaken, the Institute is able to refine and adapt the Total E-Quality management model.

The holding of an equality award ceremony has helped to attract media attention. This has been helpful from the perspective in helping to raise awareness amongst companies of diversity issues in the workplace – awareness raising is one of the Institute's main objectives.

6. Barriers identified

There remains a perception amongst some businesses in Belgium, as elsewhere in the European Community, that equality is a Human Resources issue – particularly relevant at the recruitment stage. More awareness-raising is therefore needed to convey the message that equality is a cross-cutting issue which permeates across a whole organisation – practices, procedures and processes.

2. GERMANY

Case Study: The BDA – Initiatives to Support Diversity in Companies	
<i>Region/country</i>	<i>Organisation</i>
Germany – Nationwide	BDA
1. Background Information	
<p>The BDA is Germany’s largest employer’s organisation. It actively works with its members to promote workforce diversity amongst companies. Over the past three years, the BDA has supported a number of initiatives to promote diversity, some of which have focused on equality issues in general while others have focused on diversity-specific issues, such as an initiative to encourage age diversity and another to promote gender equality.</p>	
<p>As Germany’s leading employer’s organisation, the BDA has access to and a direct influence on both its member organisations and individual employers. It therefore plays an important institutional role in helping to promulgate positive messages with regard to managing workforce diversity.</p>	
2. Institutional mechanism(s)	
<p>The institutional mechanism used was social partnership between employer’s organisations, employers and Non Governmental Organisations (NGOs). In its work on promoting diversity amongst companies, the BDA has collaborated closely with NGOs, particularly those with expertise in equality-specific areas such as age or race. This has allowed it to tap into in-depth knowledge and expertise that it does not possess in-house.</p>	
3. Programme Objectives	
3.1 Overall objectives	
<p>The BDA’s overall objective in supporting a range of workforce diversity initiatives is to encourage employers and their representatives i.e. other employer’s organisations to adopt a more proactive approach to managing diversity by organising awareness-raising activities and demonstration projects.</p>	
3.2 Sub-objectives	
<p>Sub-objectives are to use its high profile amongst German employers to raise awareness of diversity issues and act as a catalyst for the promotion of workforce diversity amongst companies.</p>	
3.3 Objectives with companies (awareness, changing attitudes, tools, other forms of support)	
<p>Key objectives in working with companies are to raise awareness of the need for employers to pay greater attention to equalities issues within their organisation. To effect change, the BDA organises awareness raising events such as seminars and conferences on workforce diversity. For example, the BDA recently organised a conference in Frankfurt to showcase good practice examples in managing workforce diversity. The conference was attended by leading edge employers with a significant presence in Germany such as Deutsche Bank and Ford Automotive.</p>	
4. The Programme	
4.1 Brief description	
<p>The BDA has supported a number of programmes to support workforce diversity over the past three years. Some of these initiatives have been diversity-specific while others have focused on a particular equality issue such as age or gender.</p>	
4.2 Target audience	
<p>The BDA ultimately exists to serve the interests of its members. The key target audience for diversity initiatives is therefore primarily confined to its membership base – however, the BDA has a very extensive membership and therefore the BDA has plenty of scope to act as a change catalyst in engendering changes in attitudes towards workforce diversity amongst employers.</p>	
4.3 Activities (including dissemination mechanisms)	

<p>Details were provided on two specific diversity events organised by the BDA for its membership base. The first was a conference held in Frankfurt on Managing Workforce Diversity. The event was well attended with a number of leading German employers represented. Good practice case study examples in managing diversity were presented at the conference by leading companies such as Deutsche Bank and Ford.</p>
<p>A Best Practice Seminar was also organised in 2001 to illustrate best practices in workforce diversity. A wide range of companies were represented at the seminar, which was targeted at BDA members.</p>
<p>In terms of dissemination mechanisms, the preferred route was to host awareness-raising and best practice sharing events such as conferences or seminars for employers focusing on diversity. This had the advantage of achieving maximum impact for a relatively small input by bringing together large numbers of employers in one place at one time and has proved an effective conduit for showcasing best practice examples.</p>
<p>4.4 Key messages/ Business Case arguments</p>
<p>The interviewee stated that the BDA uses a number of main Business Case arguments to put forward the case for workforce diversity. These included the following:</p> <ul style="list-style-type: none"> • A team/ organisation that is diverse in composition is more effective than a homogenous team/ organisation because it can tap into a wider range of ideas and experiences • Better staff retention levels and reduced cost of recruitment • Workforce diversity can help to retain and motivate staff • Leading employers in Germany such as those showcased in the case studies are strong advocates of workforce diversity – they would not commit themselves unless they saw tangible business benefits over the longer term
<p>4.5 Examples of Business Involvement</p>
<p>For the purposes of the case study, we have examined how Deutsche Bank approaches the challenge of managing diversity within a large business organisation. Deutsche is one of the well-known German employers that BDA has used as a “champion” to help promote diversity amongst companies. Deutsche provided case study material, for example, at a BDA-organised seminar for employers focusing on good practices in workforce diversity in 2001.</p>
<p>Deutsche Bank has developed over the past two decades from an essentially German-focused bank into a global banking player. While global employers by definition employ a diverse workforce, Deutsche Bank recognised that in order to keep up with leading employment practices and societal changes in its European markets, it needed to adopt a proactive approach to managing workforce diversity.</p> <p>Before describing specific initiatives supported and measures taken by Deutsche to promote workforce diversity, we first look at reasons behind the Bank’s commitment to diversity. First and foremost, it is a global employer with employees in over 70 countries – it is therefore by definition dependent on a diverse workforce. Secondly, it recognises that society is changing and becoming increasingly diverse and that it, like its customers, must change to reflect the changing business landscape. A third argument is that diversity enables Deutsche to tap into a wider range of ideas and viewpoints which enhance its competitiveness. Fourthly, the Bank states that it subscribes to its social responsibilities as an employer – and lives up to these responsibilities by working in partnership with NGOs and for example, by employing severely disabled people. Finally, Deutsche’s company literature states that <i>‘Diversity is primarily a question of corporate culture, a mind-set that reflects mutual respect and openness’</i>. In other words, a global employer needs an internationally-minded, diverse workforce to reflect the business that it has become.</p>
<p>There was recognition at Deutsche that ethnic groups have traditionally been underrepresented - particularly in European markets. In order to remedy this, two specific initiatives have been supported - “Next Steps” and “I Have a Dream”. Both initiatives provide opportunities for applicants with the requisite qualifications from disadvantaged or under-represented groups such as ethnic minorities to participate in an internship programme with Deutsche. An internship is a learning and development opportunity for students that may lead to future employment. Interns receive mentoring support from “mentoring champions” - experienced executives from Deutsche.</p>
<p>Deutsche believes that its commitment to diversity should be measured – as part of a broader performance measurement framework for assessing progress against objectives. For example, specific measures were taken and initiatives launched to increase the number of women at senior management level. These included the setting up of women’s networks designed to facilitate mentoring and networking. Over the last two years, Deutsche Bank increased the representation of women at executive level from 9.4% to 14 %.</p>
<p>Deutsche Bank supports women’s career advancement and gender equality in a variety of ways: it has organised</p>

conferences for women in senior management within the company and has set up networking initiatives such as WEB – Women in European Business – which provide a forum for sharing ideas and networking. It has also supported regional networks for women and in-house mentoring programmes for women. Additionally, Deutsche has supported flexible working arrangements such as job-sharing and part-time working arrangements and cross-mentoring programs between companies. In recognition of its efforts to mainstream equality as part of a wider commitment to Total Quality Management, in 2002, Deutsche won the “Total-E-Quality” Award.

Finally, Deutsche Bank has also been active in supporting employees with disabilities and in ensuring that it has the mechanisms in place to eliminate barriers to the recruitment of disabled people. For example, it runs a scheme to employ severely handicapped individuals in collaboration with the Genossenschaft der Werkstätten für Behinderte (GDW – Association of Sheltered Workshops for the Physically Challenged).

The Bank also plays an active role in social partnership with NGOs and employer’s forums dealing with diversity issues such as the “Employers’ Forum on Disability” in the UK.

5. Outcomes

The BDA stated that keynote events it has organised such as the recent Managing Workforce Diversity conference in Frankfurt have been well attended with most leading employers represented. This suggests that workforce diversity is something that large businesses want to be associated with as a means of enhancing corporate reputation. The fact that Deutsche Bank, for example, has a department dealing solely with diversity suggests that the message is getting across. Companies are being genuinely persuaded by some of the business case arguments being put forward to support greater workforce diversity.

However, the extent to which activities supported by the BDA is responsible for helping to sell the business case to employers is difficult to assess. Certainly, however, in lining up case studies on the business benefits of workforce diversity with respected employers in Germany, the BDA has played a key role in disseminating positive messages about workforce diversity to other employers.

6. Barriers identified

No specific barriers identified

3. IRELAND

Case Study: Anti-Racist Workplace Week	
<i>Region/country</i>	<i>Organisation(s)</i>
Ireland – nationwide	The Equality Authority Irish Business and Employers' Confederation (IBEC) Construction Industry Federation (CIF) Irish Congress of Trade Unions (ICTU) Know Racism – the National Anti-Racism Awareness Programme National Consultative Committee on Racism and Interculturalism (NCCRI)
1. Background Information	
Anti-Racist Workplace Week is an annual event involving collaboration between the Equality Authority, and key social partners: the Irish Business and Employers' Confederation (IBEC), the Construction Industry Federation (CIF) and the Irish Congress of Trade Unions (ICTU).	
While there have been problems with regard to discrimination and racism on the grounds of membership for the Traveller community in Ireland for many years, racism on the grounds of other ethnicities has only recently become a major issue. Although the proportion of ethnic minorities has historically been very low, the economic boom in the mid-late 1990s attracted a lot of immigration from both inside and outside Europe. Historically, Ireland has always been a net exporter of labour rather than an importer. Ireland has therefore had to make a rapid transition from a relatively homogenous society to a heterogeneous, multicultural society.	
The Employment Equality Act (1998) and the Equal Status Act (2000) outlaw discrimination in employment, vocational training, advertising, collective agreements, the provision of goods and services on nine separate grounds: gender, marital status, family status, age, disability, race, sexual orientation, religious belief, and membership of the Traveller community.	
2. Institutional mechanism(s)	
The programme is led by the Equality Authority, the statutory body responsible for ensuring compliance with the provisions of equality legislation in Ireland with the full involvement, support and participation of key social partners representing both employers (IBEC, CIF) and employees (ICTU).	
Below, we briefly provide basic background information on each of the participating institutions in Anti- Racism in the Workplace Week:	
<p>The Equality Authority is an independent body funded by the Irish government set up in 1999 under the Employment Equality Act 1998. It has statutory powers to enforce compliance with the Equality Act across the nine grounds of discrimination. Its remit is a) to promote and defend civil (including employment) rights established in equality legislation b) to provide leadership in building a commitment to addressing equality issues in practice and c) to raise awareness of equality issues and d) to celebrate diversity in Irish society.</p> <p>The Irish Business and Employers Confederation (IBEC) provides a wide range of services to over 7,000 member businesses and organisations. IBEC serves as an umbrella organisation for Ireland's leading employer associations – and represents a diverse spectrum of sectors. It seeks to shape policies and influence decision-making in a way that furthers both its own members' interests and the wider economy.</p> <p>The Construction Industry Federation (CIF) is an employer's organisation representing the interests of companies in the construction sector. It has actively engaged in Anti-Racist Workplace Week since the beginning of the programme – in part because the industry is a large employer of workers from minority groups and from outside the EU.</p>	
<p>The Irish Congress of Trade Unions (ICTU) is the single umbrella organisation for trade unions in Ireland representing almost 750,000 individuals, both in the Irish Republic and Northern Ireland. In 2001, 64 unions were affiliated to the ICTU, 48 unions with around 544,000 members in the Republic of Ireland and 36 unions with approximately 216,000 members in Northern Ireland.</p> <p>Finally, the National Consultative Committee on Racism and Interculturalism (NCCRI), is an expert body that seeks to both provide advice and to develop and mainstream strategies aimed at tackling racism and supporting a more inclusive and intercultural Ireland.</p>	

3. Programme Objectives
3.1 Overall objectives
Anti-Racist Workplace Week is a vehicle for raising awareness about racism in the workplace, combating discrimination and promoting equal opportunities. There are three key objectives of Anti-Racism in the Workplace Week, namely to:
<ul style="list-style-type: none"> • Challenge, confront and change racist attitudes, beliefs and behaviour • Contribute to a broader range of policies and strategies to address racism and / or promote equality within organisations • Promote greater inclusion of minority ethnic groups in the workplace based on the principles of equality, cultural awareness and mutual respect
3.2 Sub-objectives
The wider objectives of the programme were to change not only attitudes but also behaviour, practices, policy and ethos. In order to achieve such a transition, the organisations behind Anti Racism in the Workplace Week advocate adopting a whole organisation approach to addressing racism that ensures not just equality of access to employment, goods and services but equality of outcomes from the services provided by an organisation.
3.3 Objectives with companies (awareness, changing attitudes, tools, other forms of support)
The programme seeks to raise awareness amongst companies of issues around racism in the workplace. It also strives to overcome negative attitudes towards employees from minority background amongst employees. It provides employers with a range of prominent publicity material to display to demonstrate their organisation's support for tackling racism in the workplace. Finally, activities are organised on an annual basis to encourage employers to take a more proactive approach to workforce diversity – an example might be the provision of a seminar on the employer's premises for managers about practical means of tackling racism and issues to be aware of with regard to equalities legislation and an employer's obligation under the law. The range of activities supported varies from year to year but the ultimate objective remains the same - to engage with employers and employees and to put anti-racism on the agenda in Irish workplaces.
4. The Programme
4.1 Brief description
Anti-Racist Workplace Week has been held for three consecutive years – in order to maintain the interest of employers, Anti-Racism Week has a different thematic focus each year. In 2000, the focus was on produced a resource pack for employers, in 2001, the focus was on training. A panel of trainers was set up to assist employers to institute anti-racism policies and on good practice on anti-racism. Anti-racism awareness training challenges racism and contributes to creating the conditions within an organisation that make it more difficult for racism to exist and manifest itself. A training and resource unit was set up within the National Consultative Committee on Racism and Interculturalism (NCCRI) in April 2000 specifically to provide training and education materials for employers on combating racism. During Anti-Racism week in 2001, NCCRI provided training to private sector organisations – and encouraged them to develop anti-racism policies.
The programme has sought to encourage attitudinal changes by focusing not just on direct forms of discrimination but also on indirect forms of racism – prevailing attitudes, policies, practices and procedures within an organisation which may be resulting in discrimination against individuals from ethnic minority groups.
4.2 Target audience
The target audience includes both employers and employees. Messages are tailored depending on the target group in question. With regard to employers, the programme has sought to encourage attitudinal changes by focusing not just on direct forms of discrimination but also on indirect forms of racism – prevailing attitudes, policies, practices and procedures within an organisation which may be resulting in discrimination against individuals from ethnic minority groups.

The message to employees is that racism in the workplace will not be tolerated by firms participating in the Anti-Racist Workplace Week campaign. It seeks to ensure that racism is on the consciousness of all employees of participant firms.

4.3 Activities (including dissemination mechanisms)

Each year, a range of activities and events are organised to heighten awareness of issues surrounding racial discrimination in the workplace. In 2002, for example, the following activities were undertaken:

- A survey of 400 organisations from the public and private sectors on racism was published.
- ‘Know Racism’ emblems were distributed to workplaces
- Work Against Racism posters were displayed and leaflets distributed in the workplace
- Employers were encouraged to launch an equality policy or start the process of implementing an equality policy
- Anti-racism training event were held
- Events were organised to celebrate workplace diversity
- A seminar on migrant workers was held

A variety of dissemination mechanisms are used to maximise the impact of the annual Anti-Racist Workplace Week. Leaflets and posters are published and disseminated directly to businesses. Research is also conducted amongst employers on issues around racism/ equal opportunities – the research is then published as an awareness raising vehicle to accompany activities supported during the week. In 2001 and 2002, an extensive media campaign involving print, billboards and radio advertising was funded by the Know Racism organisation to accompany the week. The event is planned months in advance to ensure that it achieves maximum media coverage.

4.4 Key messages/ Business Case arguments

Anti-Racist Workplace Week uses a mixture of economic, social and moral arguments to persuade businesses to embrace workforce diversity in general and tackle racism in particular. A key recurring message of the annual event is that racism in all its forms should not be tolerated. Key messages are therefore based around social justice arguments – i.e. that all Irish citizens deserve to be treated equally.

However, increasing evidence is being put on the Business Case. Anecdotal evidence suggests that businesses have taken the strategic view that embracing workforce diversity will help to reduce the likelihood of additional regulation on employers from government, avoid an increased risk of employment tribunals and help prevent corporate reputation being jeopardised – the latter being a key issue for high profile large business organisations.

As Irish employers become more used to dealing with equality issues in general and anti-racism issues in particular, the focus of the message is increasingly likely to switch more towards the business case because both Ireland’s demographic composition and the composition of the Irish workforce are changing rapidly. Activity rates for women, for example, have increased rapidly with four out of ten women now in employment. This figure rises to eight out of ten for the 20-45 years age range. More people with disabilities are seeking employment and wish to be integrated into the workforce. Additionally, and of more pertinence to Anti-Racist Workplace Week is the fact that Ireland’s ethnic composition is also changing - in 2002, 18,000 work permits were issued to people from extra-EU countries coming to live and work in Ireland compared to only 6,000 in 1999.

In view of the demographic changes outlined above and greater awareness amongst Irish employers of workforce diversity issues, the focus of the message is likely to change from anti-discrimination to a more positive approach that seeks to underline the business benefits of diversity. Interviewees stated that Irish workplaces must adapt to reflect changing social, economic and demographic realities in order to recruit and retain the best qualified staff and in order to better reflect the increasingly diverse customer base they serve.

4.5 Examples of Business Involvement

The Equality Authority has collated short case study examples demonstrating good practice in managing and implementing workforce diversity. Indeed, the dissemination of examples of good practice in promoting an intercultural workplace were a specific theme of Anti-Racist Workplace Week 2001. Examples of measures to tackle racism and to promote an intercultural workplace were drawn from a range of sectors including construction, retail, IT and engineering, the leisure industry, the agriculture and food industries, healthcare, telecommunications as well as from the public sector (e.g. local

authorities, Trade Unions etc.).

The good practice guide was divided into a number of sections offering good practice examples from Irish companies including *policy and planning*, *action plans* to realise equal opportunities policies, *monitoring and evaluation*, *staff recruitment and selection*, *promoting an inter-cultural ethos*, *diversity training* and advice on how companies can provide support to black and ethnic minority employees.

Below, we provide specific examples from two companies that have worked with the Equality Authority and that were used as examples to encourage the wider adoption of good practices in workforce diversity amongst companies during Anti-Racist Workplace Week 2001:

Eircom, the Irish telecommunications company developed a comprehensive Equal Opportunities Policy and Anti-Harassment Statement explicitly covering ethnicity and race. The Policy, entitled “Dignity at Work” was informed by a survey of staff attitudes which aimed to establish a baseline on workplace characteristics and to gain feedback on attitudes towards employees from minority backgrounds. The questionnaire was comprised of eighty-five questions and included questions on all nine areas of discrimination covered by employment equality legislation. The analysis of survey results provided Eircom with a detailed understanding of their workforce composition and enabled a set of indicators and benchmarks to be compiled which enabled the company to set quantified objectives and to monitor progress against objectives. It also indicated areas of the business where action was needed to better educate staff about the business benefits of greater workforce diversity.

Dublin Bus is involved in an ongoing Equality Review. The Review identified ‘race’ as an important emerging issue for the company in the context of an increasingly diverse customer base and a similarly diverse workforce. The Equality Review also involved an audit of the ethnic background of staff. The audit found that over 47 different countries were represented amongst its bus drivers. Over 30 of these countries were from outside the EU. The review also examined the company’s internal practices and procedures such as recruitment and retention and promotion and training. As a result of the Review, the company drew up a Cultural Awareness Programme and Action Plan. The objective of the Programme and the Action Plan are to promote equal opportunities and to ensure that preventative steps are taken to address actual and / or potential racism in the workplace. The final report made a series of recommendations in relation to the Action Plan and set out an evaluation and monitoring arrangements to oversee its implementation.

The Equality Committee overseeing the Action Plan is representative of different grades in the company and currently has two members from ethnic minority groups. A sub-group was also set up comprised of a member from a Black or minority ethnic group from each bus depot. The sub-group has a consultative role in the implementation of the Action Plan and in monitoring programme outcomes.

5. Outcomes

A large number of businesses displayed Anti Racism in the Workplace material on their business premises – no impact analysis has been carried out but interviewees from the Equality Authority believe that the programme has been successful in raising awareness of racism in the workplace – both direct and indirect.

6. Barriers identified

The tight labour market has had an impact in converting employers to the Business Case for Diversity. Historically, Ireland has been a net exporter of labour. Rapid economic expansion has meant that there has been a real need for imported labour. The acid test in terms of whether Irish employers have genuinely bought in to the business benefits of workforce diversity is therefore likely to come during an economic downturn.

4. SPAIN

Case Study: Collective Bargaining Agreement (<i>acuerdo confederal para la negociación colectiva</i>)	
<i>Region/country</i>	<i>Organisation</i>
Spain – nationwide agreement	Two Spanish Trade Unions – UGT and CC.OO Two employer’s organisations in Spain – CEOE and CEPYME
1. Background Information	
<p>On January 30th 2003, a Collective Bargaining Agreement (<i>acuerdo confederal para la negociación colectiva</i>) was signed between the two main trade unions in Spain (the UGT and the CC.OO) and two key employer’s organisations – CEOE (the Confederation of Spanish Employer’s Organisations) and CEPYME. A collective bargaining agreement provides an agreed common operating framework within which employees and their representatives (i.e. Trade Unions etc.) can engage in social dialogue with employers.</p> <p>The Agreement consists of an agreed set of general principles that representatives of employer and employee organisations at national level have subscribed to – and under which negotiations can take place. The agreement builds on an earlier collective bargaining agreement (2002).</p>	
2. Institutional mechanism(s)	
The Collective Bargaining Agreement is the result of social partnership between two key employers’ organisations and the two main Trade Unions in Spain.	
3. Programme Objectives	
3.1 Overall objectives	
The overriding objective of the agreement is to improve the employment conditions of workers across all sectors of the economy. The Agreement seeks to realise this aim by establishing a set of generally accepted principles which collectively provide a framework within which employer-employee negotiations can take place.	
3.2 Sub-objectives	
A key sub-objective of the Collective Bargaining Agreement is to ensure that the equality dimension is fully taken on board by Spanish employers. Raising awareness of equal opportunities is regarded as one of the key priorities of the Agreement; <i>“el fomento de la igualdad de trato y de oportunidades constituyen elementos de respuesta a los requerimientos del cambio a tener en cuenta en la negociación colectiva »</i> . Other priorities include promoting new job creation and safeguarding existing jobs, the promotion of lifelong learning and the promotion of greater employer/employee consultation.	
3.3 Objectives with companies (awareness, changing attitudes, tools, other forms of support)	
<p>While the Agreement covers the whole spectrum of employment issues, one of its key objectives is to raise awareness amongst companies of the need to take into account diversity issues in the workplace. The Agreement sets out at a strategic level the reasons why supporting diversity in employment is important and makes business sense from an employer perspective.</p> <p>Although the agreement itself provides a strategic framework, it is sometimes difficult for companies to know in practical terms how good employment practices can be implemented. To remedy this, a parallel publication has been produced; ‘General Considerations and Good Practice Examples of Promoting Equal Opportunities between Men and Women in Collective Agreement Negotiations’ by the CEPYME (<i>Confederación Española de la pequeña y mediana empresa</i>), the Spanish organisation for SME promotion and development. The Guide contains practical case study examples of good practices that leading-edge companies have adopted. It can therefore be incorporated into HR policies and procedures by Spanish companies.</p>	
4. The Programme	

<p>4.1 Brief description</p>
<p>The collective bargaining agreement (<i>acuerdo confederal para la negociación colectiva</i>) was signed on January 30th 2003. Key signatories included the two main trade unions in Spain (the UGT and the CC.OO) and the two main employers' organisations – CEOE (the confederation of Spanish employer's organisations) and CEPYME. The agreement constitutes the basis for negotiations between employers and the authorised representatives of employees – i.e. Trade unions. The agreement provides a general framework and as such, is not sector-specific.</p> <p>The agreement covers a whole gamut of employment issues ranging from working conditions, terms and conditions of employment, relations between employers and employees as well as equal opportunities and diversity issues.</p>
<p>4.2 Target audience</p>
<p>The target audience is wide-ranging and includes all Spanish employers and Trade Unions. The Agreement provides a common framework for negotiations between employers and employees right across the sectoral spectrum. As such, it is not targeted.</p>
<p>4.3 Activities (including Dissemination Mechanisms)</p>
<p>Chapter six of the agreement deals with equal opportunities between men and women. There is also a separate chapter dedicated to teleworking – a flexible working practice that indirectly supports gender equality. Other diversity issues - race, disability, age diversity etc. are dealt with in Chapter 5 of the agreement which covers a wide range of employment issues – including equality of treatment in employment.</p>
<p>Chapter five starts from the premise that for a complex vortex of socio-cultural and economic reasons, specific, identifiable social groups such as ethnic minorities, young people and women have traditionally encountered difficulties in accessing employment opportunities in Spain. Collective bargaining can clearly play an important role in helping to overcome the labour market difficulties faced by the aforementioned groups.</p> <p>There is a declaration in the agreement that signatories accept they have a social and moral duty under the Collective Bargaining Agreement to help tackle labour market inequalities and to prevent both direct <i>and</i> indirect forms of discrimination. While equality in employment is protected under Spanish law, there is a need to ensure that protection in law translates into the removal of (indirect) employment barriers. <i>“La negociación colectiva debe contribuir a corregir los posibles fenómenos de desigualdad mediante el cumplimiento del principio de igualdad de trato establecido de manera expresa en la legislación laboral, así como a través de la promoción de actuaciones concretas encaminadas a eliminar las discriminaciones directas e indirectas ».</i></p>
<p>The equality clauses in the Collective Agreement are instruments to help combat possible discrimination in employment. The agreement specifies social groups where particular attention is needed to redress labour market inequalities and recognises that different disadvantaged / under-represented groups face specific issues. <i>“Estas actuaciones pueden verse materializadas, con carácter general en algunos colectivos, como es el caso de las mujeres, mediante su acceso al empleo y su diversificación y promoción profesional; en el supuesto de los jóvenes, mediante la promoción de su estabilidad laboral; en el caso de los trabajadores inmigrantes mediante la aplicación de las mismas condiciones que al resto de los trabajadores; y respecto a los trabajadores con discapacidad, favoreciendo su incorporación al empleo ».</i></p>
<p>The Collective Agreement also contains a chapter dedicated to equal opportunities issues between women and men. In 2002, in order to inform the gender equality component of the Collective Bargaining Agreement, Spain's major employers' organisations (CEOE and CEPYME) and Trade Unions (CC.OO and UGT) commissioned a study to look at obstacles to the realisation of gender equality. The study's findings are detailed in the section dealing with barriers to the adoption of workforce diversity.</p>
<p>The signatory organisations to the collective bargaining agreement put forward a number of general selection criteria to combat discrimination and promote equality and diversity in the workplace: Recommendations were that:</p>
<ul style="list-style-type: none"> • Employers should adopt anti-discrimination clauses in agreements with employees – either as a general principle or as an integral part of the agreement itself • Awareness-raising activities should be undertaken to remind employers about their obligations under the law in ensuring equal opportunities between women and men – particularly important in the case of maternity leave • If possible, positive action clauses should be included in agreements to encourage women's access to the labour market – particularly in those sectors where women are currently significantly under-represented
<ul style="list-style-type: none"> • Gender neutral recruitment, training and promotion criteria should be developed – criteria must be objective and based on technical grounds not on gender

- The principle of equal pay between men and women for work of equal value should be reinforced. Following the modification of an existing law, this principle is now enshrined in Spanish law
- Sexist job titles should be eradicated – these relate to the professional classification system in Spain (*La eliminación de denominaciones sexistas en la clasificación profesional - categorías, funciones, tareas*).

Turning to the issue of dissemination mechanisms, the collective bargaining agreement is the main forum through which Spain's main employer organisations and Trade Unions raise awareness of equal opportunities and diversity issues in the workplace. However, other mechanisms are also used such as the dissemination of good practices in the equalities field by Spanish employers.

As an institutional mechanism, collective bargaining and social dialogue are seen by Trade Unions and employer's organisations as an effective conduit for improving Spain's record on gender equality – "*a través de la negociación colectiva y el diálogo social, podemos realizar una importante contribución para modificar el actual escenario y avanzar en el objetivo de corregir las desigualdades que existen en las condiciones laborales de hombres y mujeres*".

4.4 Key messages/ Business Case arguments

Although there is recognition that a Business Case for workforce diversity can be convincingly made, the main focus is on the benefits of diversity and equality of opportunity at a macro-economic level i.e. it makes economic sense to tackle labour market barriers faced by disadvantaged social groups because low activity rates, a low skills base and low wage employment common to some social groups has a large impact on national and regional GDP as well as Spain's wider international competitiveness.

However, there is also a strong emphasis in the agreement on the social justice / moral case for workforce diversity. The agreement argues that it is the responsibility of key social partners i.e. the representatives of both employers and employees to engage in the collective bargaining process in order to reduce social iniquity. It seeks to persuade companies to go beyond anti-discrimination legislation stemming from the EU Directive on Equal Treatment in Employment. Otherwise, it argues, the right to Equal Treatment afforded to all under Spanish law will not translate into improved employment opportunities for disadvantaged social groups/ those that previously faced direct/ indirect discrimination in practice.

The agreement therefore reminds social partners that it is the duty of employers under Spanish law to take equal opportunities issues into account across all aspects of Human Resources – from recruitment through to training and development. The agreement states that this obligation should be seen as a positive business benefit rather than a compliance cost – the argument advanced is that it makes sense for employers to fully harness the talents of their existing employees through investment in lifelong learning, training and development.

4.5 Examples of Business Involvement

None available – the Collective Bargaining Agreement was only recently agreed.

5. Outcomes

The agreement was only approved in January 2003 – no information is available on programme outcomes. However, the equal opportunities dimension of the collective bargaining agreement will be evaluated and monitored through a follow-up study for the Equal Opportunities Commission (*Comisión Paritaria*). If deemed necessary, equality-specific working groups will be set up to look at different aspects of how the agreement has impacted the various equality strands.

While it is difficult at this stage to draw firm conclusions regarding the success or otherwise of the agreement in terms of its impact on the way in which companies tackle diversity issues, it is clear that the involvement of both Trade Unions and Employer's organisations gives the agreement genuine credibility – in that the differing interests of both employers and employees are represented in one document.

The inclusion of a separate chapter dealing with gender equality and the high degree of importance attached in the agreement to issues around diversity in the workplace more widely should at a minimum help to ensure that equal opportunities are high on the agenda in employer-employee negotiations. The high level of commitment in the document from signatories (i.e. employer and employee organisations) to equal opportunities in general and workforce diversity in particular is likely to have a trickle-down effect on how employers perceive diversity issues. By stating that equal opportunities are an important priority and should be taken into account in all employment matters, social partners are sending a powerful message to the business community that these are issues they should accord a high degree of importance.

6. Barriers identified

A study was carried out for Spain's major employers' organisations (CEOE and CEPYME) and Trade Unions (CC.OO and UGT) to examine obstacles to gender equality. The study looked at barriers faced by women in accessing employment opportunities and identified practical obstacles preventing women from progressing in certain types of jobs. The study also examined the effect of previous Collective Bargaining agreements in tackling these issues.

The study found that Spanish women faced a number of labour market obstacles – these included high levels of gender segregation in the labour market, a lack of high quality childcare provision as well as the persistence of socio-cultural factors which influence public opinion with regard to the role of men and women in Spanish life generally and in the labour market in particular. Women interviewed experienced problems accessing employment opportunities on an equal basis with men. Additionally, there were perceptions of gender differences in terms of the scope for professional development amongst those that took part in the study. Clearly, in placing equal opportunities and diversity high on the agenda in the agreement, employers' organisations and Trade Unions alike recognise the continued need to raise awareness of the importance of addressing such issues if Spain is to remain competitive and maximise its socio-economic potential.

5. SWEDEN

Case Study: Malmö City Council, Towns Together project funded by EQUAL Community Initiative.	
<i>Region/country</i>	<i>Organisation</i>
Malmö region, Sweden	Malmö City Council
1. Background Information	
<p>Malmö is Sweden's third largest city and has a population of 270,000 of which approximately 26% are from immigrant backgrounds. Malmö's population is therefore extremely diverse with circa 170 different nationalities represented. The proportion of the population from ethnic backgrounds is increasing - 50% of children under 18 have at least one parent from a different ethnic background.</p> <p>In recognition of its increasingly diverse demographic make-up, as well as the need to ensure that all citizens play an active role in Malmö's economic and social life, the City Council has placed the integration of ethnic minorities high on the political agenda. Fostering greater integration is seen as a means of reducing social exclusion in general and preventing the 'ghettoisation' of minority groups in particular. Promoting the business benefits of workforce diversity is seen as an important means of achieving this objective.</p>	
2. Institutional mechanism(s)	
<p>The Towns Together project consists of a social partnership between Malmö City Council, District Councils, regional and local authorities, the private sector, trade and industry associations, the Confederation of Swedish Enterprise, and NGOs.</p> <p>Through a process of ongoing social dialogue, the Council plays an important catalytic role in persuading employers to address both direct and indirect obstacles to labour market participation amongst the key target group - ethnic minorities.</p> <p>In terms of managerial and implementation structure, Malmö City Council has decentralised decision-making on the EQUAL project so that those at district and ward level are able to determine how resources are allocated depending on the specific needs of localities. The objective of this approach is to empower localities to solve their own specific social exclusion and integration problems.</p>	
3. Programme Objectives	
3.1 Overall objectives	
The programme's overall objectives are to increase labour participation rates amongst minority groups, to eradicate	

obstacles to labour market participation and to reduce levels of social exclusion faced by such groups.
3.2 Sub-objectives
The overall programme has a number of sub-objectives. First, it seeks to encourage private sector employers to recruit and retain more staff with an ethnic minority background through a process of social dialogue and engagement between the public and private sectors. As well as working directly with employers to promote workforce diversity, Malmö City Council and City District Councils - as significant employers in their own right - are striving to adopt recruitment and retention policies that will lead to greater workforce diversity in order to ensure that the composition of staff at Malmö Council better reflects the diverse communities they serve.
3.3 Objectives with companies (awareness, changing attitudes, tools)
The project has multiple objectives. First, it seeks both to raise awareness of private sector companies of the business benefits of diversity. Second, and to complement this, it provides employers with practical examples of steps and measures that can be taken within an organisation to implement workforce diversity policies. These help employers overcome one of the most important obstacles to investment in diversity: lack of knowledge about how to implement change.
4. The Programme
4.1 Brief description
The <i>Towns Together</i> project commenced on 1 st January 2003 and is funded under the EQUAL Community Initiative – a European Union funded mechanism to promote equal opportunities. The project involves co-operation at both European and national level. At a European level, Malmö City Council and other Swedish participants co-operate with a partner in the Netherlands. Participants at national level include the City Councils of Sweden’s three largest Cities - Gothenburg, Stockholm and Malmö. Key partners on the EQUAL partnership in Malmö include local and regional authorities, the private sector, trade and industry associations, the Confederation of Swedish Enterprises, and SIOS - an NGO that works closely with ethnic minority organisations. Swede Bank acts as the partnership promoter. Meetings are held between key partners at a regional level on a monthly basis. Meetings of the wider partnership are held annually.
4.2 Target audience
First and foremost, Malmö City Council seeks to target employers – specifically the recruitment managers of large corporates such as IKEA, Malmö Savings Bank, Swede Bank and Securitas and persuade them to adopt a more proactive approach to workforce diversity. Large employers are targeted firstly because they employ a significant share of Malmö’s total labour force and secondly because as respected and well known organisations, they can help influence the Human Resource policies of other, smaller employers.
Companies that have participated in the scheme have therefore tended to be concentrated in client-facing sectors – particularly retail and financial services. Companies in these sectors see advantages in recruiting from non-traditional backgrounds because they wish to have a staff profile that is more representative of their increasingly diverse customer base.
4.3 Activities (including Dissemination Mechanisms)
Messages about the Business Case for workforce diversity are primarily communicated through ongoing social dialogue between Malmö City Council and large employers - meetings are held on a monthly basis.
Malmö City Council and District Councils also work with industry/ trade associations and employers organisations to disseminate positive messages regarding the business case for workforce diversity. Additionally, an internet trailer has also been produced which highlights the commercial rationale behind active workforce diversity policies.
Finally, Securitas and Swede Bank, two of the EQUAL/ Social Dialogue project’s major success stories to date are used as good practice examples to persuade other employers to participate in the scheme. This is a form of “demonstration project”. It provides potential participants with evidence of short-term benefits of the adoption of diversity programmes and provides managers with access to practical advice about how such programmes are implemented successfully. Involvement of ‘blue chip’ companies also provides the programme with a credible and meaningful endorsement. In turn, this raises the profile of the project and expands participation.
In order to reduce some of the obstacles to the adoption of diversity programmes and thus support the EQUAL programme, the Council provides ethnic minorities with relevant training to improve their employability and ensure that they can access employment opportunities. It does this in a number of ways - for example, new immigrants are provided

with language training in Swedish within 6 months of their arrival. It also provides general basic level skills and training as well as higher level, sector-specific training where appropriate. The objective is to equip minorities presently excluded from the labour market with the necessary skills to improve their employment chances.

Training for all job types and at all skills levels is provided. In some instances, recent arrivals need basic skills training whereas in others, immigrants and/ or refugees already have professional skills but need to adapt and retrain in order to be able to work in Sweden. An example was the recent arrival of 1,500 Somalian refugees in Malmö in 2001. Of this group, approximately 50-60 Somalian women had nursing skills – they were therefore provided with specialist retraining - most have now succeeded in finding jobs as nurses in hospitals in Malmo and the wider region.

4.4 Key messages/ Business Case arguments

Malmo Council focuses on the business case for workforce diversity rather than the moral / social justice argument. They will buy the business arguments in a way that would not be possible if a more preachy approach was adopted. The Council has found that the most convincing argument to persuade employers to change is to focus on common sense business benefits – put simply, a diverse workforce makes commercial sense when servicing a diverse customer base. Put another way, Malmo Council emphasises short and medium-term cash flow improvements (“ROI-based arguments”) that can be obtained from investment in workforce diversity policies in the Malmo area. These include increased market penetration, and access to new labour pools. These are tangible benefits and can be illustrated to potential participants through best practice examples and demonstration projects.

Employing staff from a wide range of linguistic and cultural backgrounds is, for example, seen as critical in securing competitive advantage by larger companies with a significant presence in Malmö – their own customer profile is increasingly diverse. Examples were cited of employers that have seen direct business benefits as a result of employing staff from minority groups. For example, Malmö Savings Bank has taken on employees from different ethnic and linguistic backgrounds. It now has customers that will travel up to 100kms from surrounding areas to use the bank because they can converse with a member of the bank’s staff in their first language.

4.5 Examples of Business Involvement

In terms of activities that have involved companies directly, Swede Bank and Securitas are two of the largest companies involved in the EQUAL project. Both companies are used as good practice models as a means of persuading other employers to follow their example and recruit a greater proportion of employees from minority backgrounds. Swede Bank decided to become the lead partner on the EQUAL project after facing a specific set of problems (including verbal abuse, harassment of staff etc.) at one of its branches located in a predominantly immigrant City District. Of its 22,000 inhabitants, 80% have a minority background) Swede Bank contemplated closing the branch but decided instead to experiment by recruiting bank branch staff from minority backgrounds. It took on 5 staff each with a minority background. Collectively, the five were capable of speaking 12 different minority languages as well as Swedish. The response from customers has been extremely positive – problems at the Branch have diminished and Swede Bank’s customer base in the district has grown.

By 2005, 1 in 5 Swedes will be of foreign background – either first, second or third generation immigrants. It therefore makes commercial sense to recruit and retain staff from minority backgrounds in order to better reflect the demographic of the bank’s customer base in that area and in order to better understand the needs of its increasingly diverse customers. In banking, it is common for children to bank with the same financial institution as their parents – the bank therefore takes the strategic view that competitive advantage can be derived from being the preferred bank of choice in poorer, predominantly foreign areas. In view of the success of the project, Swede Bank has decided to roll out the initiative to other Swedish cities such as Gothenburg and Stockholm. In piloting the scheme, Swede Bank has established an implicit link between investment in workforce diversity and improved business performance.

Rabo Bank of the Netherlands, a member of the EQUAL *Towns Together* project through its participation in the EQUAL transnational partnership, was very interested in the Swede Bank scheme. It learnt more about the scheme at a conference between EQUAL partners – and subsequently transferred good practice experience to the Dutch context.

5. Outcomes

It is too early to make definitive statements about the success of this programme. But the initial signs are promising. A number of major businesses have become involved and examples of benefits from investments in diversity have begun to emerge. Expansion of the programme to encompass a wider group of employers will, however, be important for the overall success of the programme.

There are a number of reasons why the programme has made such an encouraging start. First, the institutional mechanism is one that companies are familiar with: it is culturally appropriate. Similar mechanisms are used to promote other types of reforms in work practices in Sweden, although the territorial dimension is innovative. The second explanation concerns the decision to focus on a practical and tangible business case. This has enabled the programme to

make rapid, initial progress, and hence build up momentum. Third, the programme has combined the promotion of awareness with the provision of practical support based on best practice examples and ‘blue chip’ companies. This has enhanced the credibility and relevance of the programme. Finally, the programme provides complementary support that reduces the costs and obstacles of implementing a workforce diversity policy. Provision of language training, for example, overcomes one of the practical barriers to employing immigrants.

6. Barriers identified

During social dialogue, some companies admitted that they were initially reluctant to recruit employees from ethnic minority backgrounds – due in part to the prevailing attitude that it was ‘easier’ to employ Swedish nationals of Swedish background (reasons cited included linguistic factors, perceived cultural barriers). However, there were other more substantive considerations – large employers participating in the partnership stated that they had received very few applications from individuals with a minority background. Perception barriers and negative attitudes are however being overcome. A number of larger employers in Sweden have become enthusiastic participants in EQUAL.

Interviewees stated that during an economic downturn, it may become far more difficult to make the Business Case for workforce diversity compared with periods of economic growth when labour supply is tight. It remains to be seen whether employers that have supported the scheme to date will continue to be as proactive during a period when labour supply is plentiful.

6. UK (DISABILITY RIGHTS COMMISSION)

Case Study: Disability Rights Commission (DRC) Best Practice Training Resource Pack	
<i>Region/country</i>	<i>Organisation</i>
UK - nationwide	Disability Rights Commission (DRC)
1. Background Information	
<p>The Disability Rights Commission (DRC) was established in April 2000. The DRC is an independent body set up by Government to help secure civil rights for disabled people and to raise awareness of issues affecting the disabled - in employment, education and training and access to goods and services.</p> <p>The DRC has the power to conduct formal investigations, serve non-discrimination notices, act over persistent discrimination, provide advice, guidance and assistance to both disabled and non-disabled people, issue Codes of Practices, and provide independent conciliation in discrimination disputes. The DRC’s statutory duties are to:</p> <ul style="list-style-type: none"> • Work to eliminate discrimination against disabled people. • Promote equal opportunities for disabled people. • Encourage good practice in the treatment of disabled people; and • Advise the Government on the working of disability legislation 	
<p>The main legislation on disability in the UK is the 1995 Disability Discrimination Act (DDA). The DDA introduced new measures aimed at ending discrimination for disabled people in the areas of: a) employment b) access to goods, facilities and services c) the management, buying or renting of land or property and d) education and training</p> <p>Some of these measures became law in December 1996 while others were phased in over time. The main areas of legislation affecting employers are set out below:</p> <ul style="list-style-type: none"> • December 1996: unlawful to treat disabled people less favourably than other people for a reason related to their disability • October 1999: employers must make reasonable adjustments for disabled people, such as providing extra help or making changes to the way they provide services; • From 2004, employers have to make reasonable adjustments to the physical features of their premises to overcome physical barriers to access (with an exemption for employers with less than 15 staff). 	
2. Institutional mechanism(s)	
The DRC is one of three statutory equality bodies in the UK. The three equality commissions (the Commission for	

Racial Equality (CRE), the Equal Opportunities Commission (EOC) and the Disability Rights Commission (DRC) are funded by but independent from government. Institutionally, they are known as Non-Departmental Public Bodies.
3. Programme Objectives
3.1 Overall objectives
The Best Practice Training Resource Pack provides end-users such as HR Managers and individual trainers / consultants with a high quality training resource in both written and visual form. The main objective of the programme is to disseminate and transfer the DRC's in-house knowledge with regard to managing disability in the workforce and understanding the legal framework (i.e. the Disability Discrimination Act) to both employers and employees. The tools to facilitate this transfer of expertise are the Training Resource Pack and the licensing of trainers through DRC-accredited training courses to deliver training on disability issues directly to employers.
3.2 Sub-objectives
See 3.3
3.3 Objectives with companies (awareness, changing attitudes, tools, other forms of support)
A key sub-objective is to raise awareness amongst employers and employees about disability issues in employment and to provide employers with the necessary tools to implement practical changes to make their workplace more disabled-friendly.
4. The Programme
4.1 Brief description
In order to assist employers in complying with national legislation on disability, and to promote best practice in the employment, recruitment and retention of disabled people, the DRC has produced a Disability Training Resource Pack – for HR managers as well as trainers and consultants specialising in the disabilities field. There is a strong focus on practical implementation issues and on learning from good practices through case study examples. While the resource pack includes material of a generic nature, trainers are then able to tailor training to meet the specific requirements of companies undertaking training.
4.2 Target audience
In terms of targeting, a distinction can be made between the Best Practice Training Resource Pack itself – which is targeted at small training and consultancy providers as well as the Human Resource managers of large companies – and employees, the end-user audience for workshop sessions. Training sessions are carefully tailored to meet the needs of different target audience. A range of workshop material has been developed suitable for all levels of staff from the lowest levels through to senior management.
In recognition of the varying information needs of different audiences, workshops are tailored according to a number of factors including a) the degree of seniority of staff b) job function and c) the specific needs of the organisation receiving training support.
In order to get large organisations to buy-in to disabilities training and to engender organisation-wide cultural change, the DRC targets key influencers and decision-makers such as senior management and HR Managers – such individuals are seen as critical drivers of organisational change.
Interestingly, whereas large companies must pay £350 for the Training Resource Pack, the pack is available free to small businesses. The objective is to level the playing field for SMEs so that they too can adopt best practices in dealing with the disabled in the workplace.
4.3 Activities (including dissemination mechanisms)
The main tool used in the programme is the Best Practice Training Resource Pack. In order to become a DRC-accredited trainer, participants in the scheme must first attend and complete the DRC's Best Practice Training workshop. The objective of the workshop is to ensure that potential trainers are fully familiar with the content and purpose of the Training Resource Pack and understand how to maximise its utility etc. Secondly, the workshop helps the DRC to maintain quality standards i.e. to ensure that trainers are sufficiently knowledgeable about disabilities issues in the workplace and the provisions of the Disability Discrimination Act (DDA) before accreditation is granted.

Once the initial training course has been completed, participants receive a Best Practice Training Resource pack to facilitate training sessions with employers. The pack contains a video and CD Rom with sign language and subtitles outlining good practice examples and key issues to consider for employers in terms of how their organisation can take active steps to ensure not only that they comply with legal requirements, but that they become more responsive to the needs of existing disabled staff.

The video is divided into a number of sections. Section 3 for example deals with general employment issues on disability while section 5 probes these issues in much greater depth and offers good practice examples and practical insights as to how the disability dimension can be incorporated into policies, practices and procedures within an organisation.

The resource pack is designed to be used to deliver a series of sessions targeted at different levels of employees across all business functions. Sessions range from an hour to a whole day in duration.

The resource pack contains six workshop programmes, each containing a description setting out aims and outcomes, training resources to facilitate the workshop and in-depth background information for the consultant carrying out the training. Workshops are targeted at and tailored to different audiences. For example, Workshop 1 is designed to last one and a half hours and is designed for Senior Management Teams, Boards, Committees and other senior level groups. Conversely, Workshop 6, a two hour topic-based session, is more suitable for customer-facing staff. Workshop 3 focuses on the employment provisions of the DDA – and their practical application. This particular workshop is targeted at Human Resource Managers, Line Managers and Supervisors.

In order to help facilitate workshops, the pack provides resource material to facilitate both group and individual exercises and activities. These are supported by handouts and Overhead Projector (OHT) slides.

Good practice material is provided on key employment issues such as how employers can attract applications from disabled people, the recruitment and selection of staff, staff retention and how to adopt good practices to minimise the risk of employment tribunals. The role of the DDA in removing barriers to the recruitment, development and retention of disabled people and how this might fit in within the framework of a wider people development/ HR strategy is also considered.

4.4 Key messages/ Business Case arguments

The DRC places a strong message on the Business Case in its campaigning and awareness raising work. Its main premise is that disabled people represent an extremely large market. Research carried out jointly by the DRC and KPMG estimated that there are 8.6 million disabled people in the UK, with an annual spending power of £50 billion. Furthermore, approximately one million disabled people are unemployed but want to work. There is therefore a strong Business Case for treating disabled people fairly as both customers and employees.

The DRC also recognises that there are social justice arguments in favour of employing the disabled. The DRC's website, for example, states that *'Economic success and social justice are not separate aims, but closely linked objectives – an inclusive and fair society will lead to economic prosperity'*. However, David Sindall, the Head of Practice Development, argued that a strong focus was needed on the Business Case since ultimately businesses are motivated by the bottom-line – and will only institute organisational culture change when there are business reasons for doing so.

4.5 Examples of Business Involvement

An effort has been made by the DRC to obtain feedback from businesses using the BPTR through the inclusion of a feedback form in the pack. An evaluation was also undertaken of the usage of the Resource Pack. However, the level of feedback has been disappointing with a poor response from private sector organisations in particular. Only limited information was available. Comments on the usefulness of the pack include the British Dental Association which said that the pack was easy to use and concise and Derby City Council, which commended the video quiz section of the video as being particularly useful in engaging pupils at schools across the County. Comments from other organisations were generally favourable and emphasised ease of use and the informative nature of the material contained in the BPTR Pack

5. Outcomes

The Training Resource pack has been highly successful. The DRC only runs a small number of training schemes per year and courses are generally fully booked. Indicative of the scheme's success is the fact that there is a waiting list to get on the course.

6. Barriers identified

While the Disability Discrimination Act (DDA) requires employers by law to make reasonable adjustments to the physical features of their premises to overcome physical access barriers, the big issue for employers is cost. Small employers with <15 employees are presently exempt from the DDA. While employers recognise the need to make provisions for disabled access, the cost involved can be prohibitive – particularly for smaller businesses.

7. UK (EMPLOYERS FORUM ON AGE)

Case Study: One Step Ahead Policy Review Toolkit	
<i>Region/country</i>	<i>Organisation</i>
Nationwide - UK	Employer's Forum on Age (EFA)
1. Background Information	
<p>The Employers Forum on Age (EFA) was set up in 1997 by a group of leading employers and Age Concern England as a campaigning, lobbying and awareness raising body. Its objectives were to promote age diversity in the workplace and to heighten awareness of age discrimination – an issue which was often not treated with the same degree of seriousness by employers as other forms of discrimination (e.g. racial, sexual etc.). EFA collates extensive information on the attitudes, policy and practice of UK employers on age diversity. It also works closely with government in consultation on forthcoming legislation on age. For example, it was closely involved in the development of the Department for Work and Pensions' employers code of practice on age.</p> <p>EFA recently became independent from Age Concern and is now funded entirely through its membership. It currently has 180 members accounting for 14% of the UK workforce from both the public and private sectors. EFA members include a number of the UK's major retailers (M&S, Sainsbury's, Tesco etc.) and financial services companies (Nationwide, Barclays, RBS, Lloyds TSB).</p> <p>EFA has three key objectives:</p> <ul style="list-style-type: none"> • Supporting age diversity amongst its members – by helping them to manage the skills and age mix of their workforces to obtain maximum business benefit through the dissemination and sharing of good practices • Lobbying to remove barriers to achieving an age-balanced workforce by influencing key decision makers, notably in Government, education, training, recruitment and the trade union movement • Awareness raising and campaigning to inform all employers of the benefits of a mixed-age workforce <p>The employer's policy review toolkit 'One Step Ahead' was launched in April 2003 by the EFA following a pilot scheme. It is designed to encourage employers to consider age issues on a systematic basis across a wide spectrum of Human Resource issues.</p>	
2. Institutional mechanism(s)	
<p>The institutional mechanism used is an employers' organisation working directly with member companies to raise awareness of age diversity issues and to promote good practice for the mutual benefit of all members.</p>	
3. Programme Objectives	
3.1 Overall objectives	
<p>The main objective of the programme is to raise awareness of age diversity issues in the workplace amongst EFA members through the equality proofing toolkit.</p>	

<p>3.2 Sub-objectives</p> <p>An important sub-objective is to ensure that employers undertaking the equality proofing exercise are able to identify areas of their business that need to review practices, policies and procedures in order to ensure that their organisation is age neutral across all business functions.</p> <p>Another sub-objective of the toolkit was to raise awareness of age diversity issues outside the EFA’s core membership by producing case study examples to accompany the launch of the toolkit and by targeting the mainstream and specialist press. Research undertaken by EFA suggests that many employers have yet to consider the impact that new legislation outlawing discrimination in employment on the grounds of age will have on their organisation.</p>
<p>3.3 Objectives with companies (awareness, changing attitudes, tools, other forms of support)</p> <p>The toolkit was developed as a means of getting EFA members – which include many of the largest employers in the UK to think more seriously about age issues in the workplace prior to the introduction of legislation on age in order that they remain ‘one step ahead’ of their legal obligations and hence maintain competitive advantage over rivals not keeping pace with the evolution of best practices on age. Interestingly, the toolkit encourages businesses to think about how going beyond compliance with the law might bring added business benefits. Howard Davies, the Chairman of the EFA states that <i>‘many employers are under the impression that age discrimination legislation will require them to make only minor adjustments to their recruitment and retirement policies – they are in for a shock. We hope that the EFA Toolkit will be a catalyst for change, helping to take businesses beyond mere compliance with the new laws to the forefront of best practice.’</i></p>
<p>4. The Programme</p>
<p>4.1 Brief description</p> <p>The scheme provides employers with a toolkit to ‘age-proof’ their organisation i.e. ensure that internal policies and practices are age neutral. The toolkit is comprised of a booklet, ‘Ten Essential Age Proofing Questions’ and 20 checklists covering all aspects of employment policy as well as additional areas (such as internal communications) that the EFA considers need to be reviewed to ensure that a business will fully comply with forthcoming age discrimination legislation (due December 2006).</p> <p>Human Resource Managers and senior management within an organisation then complete the survey to assess whether current policies, practices and procedures are age neutral. Wherever issues around age and potential discrimination (often indirect and subtle) are identified through the age proofing review, employers are then advised to take steps to ensure that their organisation is age neutral.</p>
<p>4.2 Target audience</p> <p>Given that the Employer’s Forum on Age is funded entirely by its members, the main target audience of the One Step Ahead toolkit is EFA members. However, the toolkit also serves a wider purpose - raising awareness about age diversity issues amongst employers in general.</p>
<p>4.3 Activities (including dissemination mechanisms)</p> <p>Employers are encouraged to undertake a comprehensive policy review to assess whether or not there is age bias in internal practices, policies and procedures. The policy review covers the whole organisation and all business functions. There is however a focus on Human Resources issues. The way in which the toolkit is used and measures taken to remedy any problems identified is up to the individual business/ organisation undertaking the age-proofing review. However, case study examples are provided that demonstrate good practices i.e. practical ways in which an organisation can raise awareness internally of issues around age discrimination, means of implementing age neutral recruitment policies etc.</p> <p>Turning to dissemination mechanisms, the EFA uses a specialist Public Relations (PR) agency to help manage its media profile and get key messages out to employers. While the focus is on serving the interests of its members – who pay an annual sum for joining – EFA has a remit to promote age diversity amongst employers more widely. Given the small number of staff at EFA, it has adopted a high profile media strategy targeting both print and broadcast media and seeking to raise awareness not simply amongst employers but also amongst the general public about age diversity in the workplace.</p> <p>Specific initiatives have been supported as a conduit for getting across the message that age discrimination is unacceptable. Examples include the <i>One Step Ahead</i> employers toolkit on age and accompanying press releases with</p>

case study examples from leading employers that demonstrate the potential business benefits of age diversity.

Although EFA's main strategy is to focus on the Business Case as the primary means of engendering culture change in relation to age diversity issues, a mixture of tactics are used. For example, EFA produced a fact sheet for employers to tie in with the launch of the government's consultation on age legislation. The fact sheet used shock tactics about age diversity to raise awareness of age issues in the workplace amongst employers. Examples included highlighting the potential cost of non-compliance with anti-age discrimination legislation. Statistics were also presented outlining shifting demographic trends – highlighting the aging population of the UK. The aim was to put across a powerful message; if your business hasn't thought about issues around age diversity yet, it will soon be forced by legislation to respond so action should be taken sooner rather than later to avoid damage to corporate reputation or expensive employment tribunals. The Business Case for age diversity was therefore made using both positive (business benefits) and negative (cost of non-compliance) messages.

4.4 Key messages/ Business Case arguments

While the EFA recognises that there are strong moral and social justice arguments to support (age) diversity in the workplace, EFA exists primarily to serve its members – predominantly medium and large employers. It therefore concentrates on emphasising the potential business benefits of an age diverse workforce. The Business Case for Age Diversity put forward by EFA is premised around common sense – age neutral recruitment, training and development policies represent good Human Resources practice. The EFA has also identified a number of specific business benefits that age diversity can bring, as summarised below:

- With the gradual aging of the UK population, age diversity can help employers to penetrate an increasingly age diverse customer base – helping companies to adapt to new commercial realities and keeping them aligned with evolving legislation and social trends
- In a tight labour market, age diversity can help employers overcome general recruitment and retention problems - greater ability to attract candidates from a wider talent pool
- Improved staff retention and morale, reduced absenteeism
- Retaining older workers means keeping knowledge capital / experience in-house
- Reduced cost of training new staff
- Market positioning – leading employers like to be associated with leading employment practices – this can bring business benefits by enhancing corporate reputation and reinforcing image of a particular business as a forward thinking employer
- Introducing flexible working practices for the over 50s can help to retain highly skilled workers that might otherwise have taken early retirement
- Recruiting young people that would previously not have been recruited on the basis of age can bring new skills, ideas and expertise into an organisation
- Finally, adopting a proactive age diversity policy now will avoid costly employment tribunals that may materialise if employers discriminate on the grounds of age once legislation outlawing age bias is introduced in December 2006

The EFA also emphasises that the issue of age diversity is far from being a standalone issue – ensuring age neutrality throughout a large, complex organisation requires looking at all aspects of Human Resources such as recruitment, retirement, pensions and statutory redundancy arrangements etc.

4.5 Examples of Business Involvement

BAA, one of the participants in the pilot, asked HR managers to complete the 10 essential age-proofing questions survey. As a result of the survey and wider policy review, a number of issues were identified. Firstly, the subtlety of age discrimination was not apparent to managers in the business – even HR managers. Secondly, processes to identify potential discrimination had focused on minority groups in the past. Lastly, the age profile of BAA's business showed that those in senior positions tended to be older. Many HR managers thought that this demonstrated that there were no problems with regard to age discrimination. However, it emerged that this was not the case.

As a result of the policy review, a number of steps were taken to help BAA embrace age-neutral policies and practices. An action plan was developed to make the necessary changes to policy and practice over the next 12 – 24 months. Changes to policy were aligned to the overall HR strategy which has Equality at its centre and supports the business strategy of performance through deploying resources in a commercially astute way. Finally, the drawing up of the age diversity action plan included making progress in the way BAA designs people friendly policies that allow post retirement working and a move to end compulsory retirement ahead of forthcoming legislation in 2006.

<p>A second case study was undertaken with Royal Bank of Scotland (RBS). Having undertaken a comprehensive policy review and age-proofing exercise using the toolkit, RBS identified a number of key issues to take forward and make improvements to internal HR practices.</p>
<ul style="list-style-type: none"> • The need for greater diversity (including age diversity) training at all levels. • The need to improve monitoring and measurement of age diversity. The policy review indicated that measurement was ‘often possible but not always carried out’. • The need to offer a more flexible retirement policy. • A requirement to ensure age neutral performance management (appraisal).
<ul style="list-style-type: none"> • The lack of awareness amongst some senior managers with regard to forthcoming age discrimination legislation • The need to improve communications across the organisation on age diversity.
<p>5. Outcomes</p>
<p>The toolkit has been a useful mechanism to heighten awareness of age diversity issues in the workplace amongst both the EFA’s core membership and employers more widely. The toolkit was piloted and case studies undertaken with a number of leading UK employers prior to its official launch. The case studies are used as a means of promoting the merits of the policy review toolkit to employers. They set out how the policy review was undertaken, problems identified, key outcomes and lessons learned.</p> <p>The equality toolkit uses a mixture of positive and negative messages to get across the message that businesses need to be thinking about issues around age diversity prior to legislation being passed. Employers must act now in order to prevent facing costly employment tribunals in future. This combined approach – putting forward positive examples of the business benefits of age diversity at the same time as emphasising the potential perils of ignoring age issues in employment practices and HR policies and procedures has been found to be a highly effective awareness-raising tool by the EFA which has compelled a number of leading-edge and respected employers to take action.</p> <p>Given that it represents the interests of a large number of significant UK employers, the EFA has been influential in terms of how the government implements age legislation. For example, EFA has facilitated social dialogue by helping to organise discussion forums between government officials responsible for implementing legislation on age from the Department for Trade and Industry and the HR managers of large employers.</p>
<p>6. Barriers identified</p>
<p>Whereas employers are generally aware about diversity issues such as racial and sexual equality, there is a low level of awareness with regard to age discrimination. A second problem is that while many employers recognise that discrimination on the grounds of race or disability is wholly unacceptable, age discrimination tends to be treated as a less serious issue. Sam Mercer, Campaign Director of EFA states that ‘age stereotyping is still seen as acceptable by too many employers. Whereas in most firms it would now be deemed unacceptable to discriminate on the grounds of race, too frequently firms do not treat age discrimination with the same degree of seriousness’.</p> <p>Clearly, overcoming negative attitudinal behaviour amongst some employers towards age diversity in the workplace poses a significant challenge – and one which the EFA is beginning to make inroads in.</p>

8. EU-WIDE

<p>Case Study: Great Place to Work – EU’s Best 100 Workplaces</p>	
<p><i>Region/country</i></p>	<p><i>Organisation(s)</i></p>
<p>European level</p>	<p>DG Employment and Social Affairs / European Great Place to Work Consortium</p>
<p>1. Background Information</p>	
<p>DG Employment and Social Affairs (EMPSOC) supported an initiative in 2002-03 to highlight those employers that have fostered a positive working environment and organisational culture - Great Place to Work – the European Union’s Best 100 Workplaces. An important secondary objective was to promote greater workforce diversity amongst companies</p>	

<p>by awarding specific prizes to employers from the Best 100 that had demonstrated particularly good practice in the area of diversity and gender equality.</p>
<p>The main aim of the Best 100 Workplaces initiative is to heighten awareness of how intangible factors – such as an employer’s commitment to workforce diversity – impact on the perceptions of employees about their organisation and how this in turn can have a direct correlation with underlying business performance. The initiative is closely linked to a previous Commission undertaking to create a European framework for Corporate Social Responsibility (CSR), as outlined in a July 2001 Commission Green Paper.</p>
<p>The Award for promoting Diversity should be seen in the wider context of the <i>Community Action Programme to Combat Discrimination 2001-06</i> which supports measures to combat direct or indirect, single or multiple discriminations based on racial or ethnic origin, religion or beliefs, disability, age or sexual orientation. One of the main objectives of the Action Programme is to promote and disseminate the values and practices underlying the combating of discrimination through awareness-raising activities.</p>
<p>2. Institutional mechanism(s)</p>
<p>DG Employment and Social Affairs sponsors the awards and has a specific funding stream to support awareness raising activities in the diversity arena. In order to carry out the initiative, DG EMPSOC teamed up with the <i>European Great Place to Work Consortium</i> which has previously carried out similar work in the USA and elsewhere into key factors that shape workplace culture.</p>
<p>3. Programme Objectives</p>
<p>3.1 Overall objectives</p>
<p>The main objectives of the EU Best 100 Employers initiative are to raise workplace standards in Europe.</p>
<p>3.2 Sub-objectives</p>
<p>Sub-objectives are to heighten awareness of lifelong learning, diversity and gender equality issues through the awarding of prizes to companies in each of those three areas. Another wider objective of the initiative was to promote the potential business benefits to employers of new anti-discrimination legislation – and to encourage employers to go beyond mere compliance.</p> <p>The scheme has also sought to shift patterns of behaviour. The first step in engendering cultural shifts within organisations is to highlight ways in which diversity can play a positive role in bringing about greater harmony in the workplace.</p>
<p>3.3 Objectives with companies (awareness, changing attitudes, tools, other forms of support)</p>
<p>The objectives of the scheme as far as companies are concerned are to raise awareness of the business benefits of workforce diversity. By rewarding companies that are regarded as exemplars of good practice and the attendant publicity that the prize itself confers on award winning companies, the scheme draws attention to the fact that both internal and external perceptions of an organisation are important determinants of successful business performance. Maintaining and enhancing corporate reputation is a key value driver – particularly for larger businesses.</p>
<p>4. The Programme</p>
<p>4.1 Brief description</p>
<p>1,000 organisations participated in the exercise and completed a survey to identify the 100 Best Workplaces in the EU. Eligibility was not confined to companies but also included organisations from the public sector, government agencies and NGOs.</p>
<p>4.2 Target audience</p>
<p>The primary target audience was HR Managers across all types of European businesses. Given that in practice, most small employers have insufficient resources to maintain a dedicated HR function, the scheme has predominantly been aimed at large employers – particularly those that see potential scope for value creation in being portrayed as a forward-thinking employer through participation in the 100 EU Best Workplaces scheme.</p>
<p>Indirectly, the target audience also included the senior management of large firms across Europe i.e. those in a position</p>

to influence corporate behaviour due to their position as change drivers within large organisations employing significant numbers of people. By giving media prominence through the diversity and gender equality prizes to those firms that actively promote diversity policies, the scheme indirectly places an onus on other large firms to improve their own performance on diversity in order to maintain leadership status as an employer in the so-called ‘war for talent’.

4.3 Activities (including dissemination mechanisms)

The 100 Best Workplaces in the EU involved a large-scale survey of approximately 1,000 employers and their employees to identify those employers that demonstrate outstanding practices in the workplace across a range of areas – such as commitment to lifelong learning, good practice in the area of gender equality and commitment to workforce diversity. A great workplace is defined as being a place where employees trust the people they work for, take pride in what they do and enjoy the people they work with. From this basic definition, the Great Place To Work® Model© was developed. The model is composed of five dimensions a) Credibility b) Respect c) Fairness d) Pride and e) Camaraderie. For the purposes of the DG Employment initiative, the methodology was adapted so that a diversity component under ‘fairness’ could be added to what constitutes a ‘great workplace’. Questions on diversity and gender equality were added to the questionnaire so that information could be collated to help select companies eligible for prizes.

The methodology behind the evaluation of workplaces is largely based on employee input from randomly selected employees at prize candidate’s workplaces. In addition, an HR manager from each workplace fills out a questionnaire, the Great Place to Work® Culture Audit©. The objective of the Culture Audit© is to explore the workplace environment through a series of questions about workplace policies and practices.

In terms of dissemination strategies, in addition to holding an annual awards ceremony, DG EMPSOC also maintains a website on the Diversity prize which it uses as a promotional vehicle to support the initiative. In each member state, GPW-Europe, responsible for conducting the research, works in conjunction with media partners that have agreed to publish the list of 100 best workplaces. The award ceremony in Brussels was the keynote event for attracting media publicity to the scheme itself and to award winners.

4.4 Key messages/ Business Case arguments

The main message of the programme was that companies should be giving more consideration to intangible factors that influence business performance – such as staff morale, working environment and their employees’ perceptions of them as employers.

The business case argument is based around the premise that a progressive workplace with a good working environment will bring business benefits such as increased productivity, improved staff retention levels and an increase in staff loyalty and morale. A second dimension to the business case is the fact that if other leading-edge companies have embraced workforce diversity as a business differentiator and competitiveness driver, other companies should follow suit to ensure that they do not lose competitive edge.

4.5 Examples of Business Involvement

In March 2003, the Commission awarded prizes in the areas of lifelong learning, gender equality and the promotion of diversity in the workplace to organisations that demonstrated evidence of outstanding achievement. Winners of the 2003 prize in the Diversity field were Ford-Werke (Germany), Grundfos (Denmark), Intel (Ireland). Prize winners in the gender equality field included Eli Lilly (Belgium), Esy (Finland), Sara Lee/DE (Netherlands) and Schering (Germany).

5. Outcomes

In terms of outcomes, the award ceremony in Brussels was a useful awareness raising tool, attracting a lot of publicity in the media – which was beneficial for DG Employment and Social Affairs in terms of getting social affairs issues such as workforce diversity discussed more extensively in the media. It was also beneficial to those companies that received recognition for being a great place to work on the basis that they are now able to use the awards for marketing and recruitment purposes. Less positively, there were difficulties in getting companies to focus on the diversity dimension of the scheme since the Great Workplace initiative was originally a Corporate Social Responsibility (CSR) initiative and relatively broad in scope.

6. Barriers identified

Despite the fact that a national list system for prize nominations was adopted, it has proved difficult in practice to get a balance in nominations between different member states across Europe – there have been particular problems with regard to southern European countries. There are indirect cultural barriers to workforce diversity in some member states and the case for diversity as a competitiveness driver is not universally accepted. The lack of participants from southern Europe meant that the awards ceremony had a Northern European skew with consequent problems in terms of pan-European buy-in and impact.

There was a perception amongst some companies participating in the exercise that workforce diversity was an imported American concept – and was therefore not relevant to their organisation. Reinforcing this perception was the fact that many of the prize winners that demonstrated exemplary good practice with regard to diversity were the subsidiaries of American companies – where there is much greater experience of managing workforce diversity.