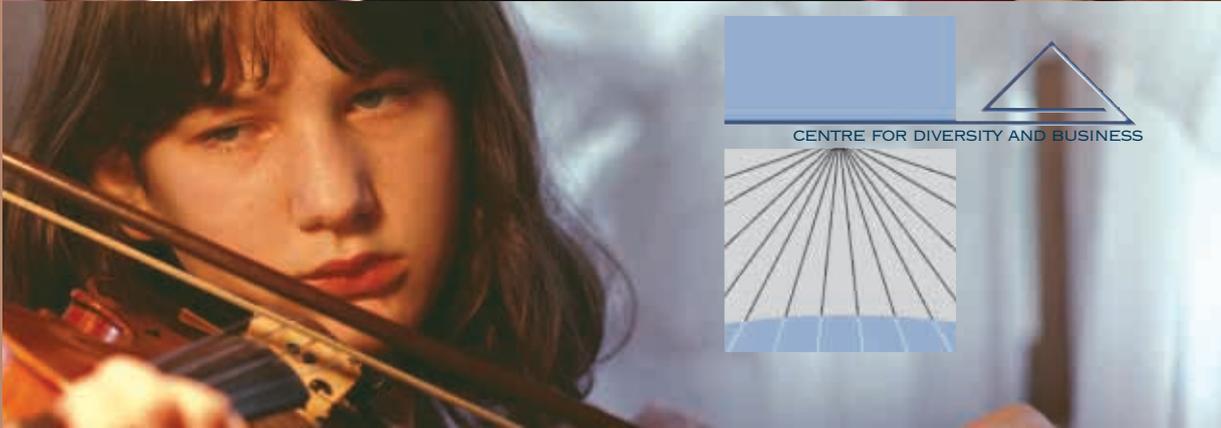




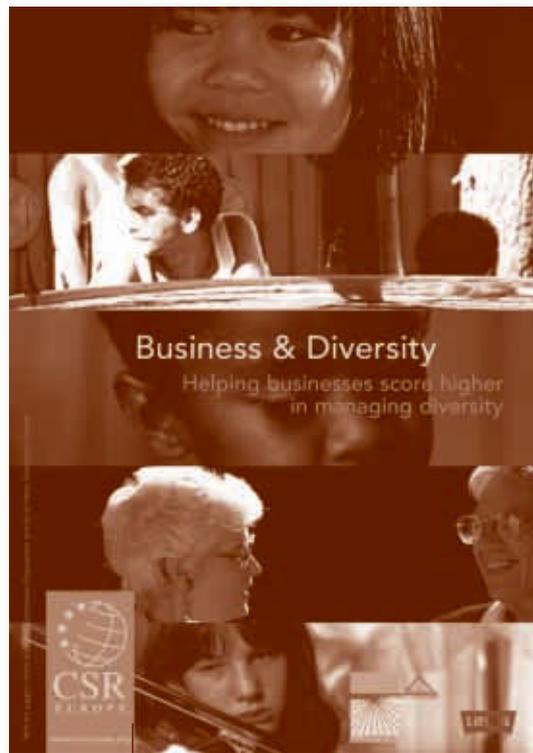
Business & Diversity

Helping businesses score higher
in managing diversity

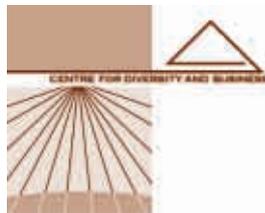


With the support of the European Commission-Employment and Social Affairs Directorate General





This report has been developed by **CSR Europe** in association with **Centre for Diversity and Business**,



supported by **Levi Strauss**



TABLE OF CONTENTS

Acknowledgements	6
Foreword	7
Executive Summary	8
Section one: Organisational Commitments to Diversity	10
Section two: What participating Companies said	12
Section three: A definition of Diversity - A new European Landscape for Business and People	
• Extracts from Article 13 Directive "Equal Treatment in Employment and Education"	16
• Aspects of diversity in Europe	21
• Changing demographics and the search for talent	22
• Connecting demographics and culture	23
• Making Diversity a Reality in P&G	24
• The impact of diversity initiatives	25
• The Business Case for Diversity – The Employee / Customer Satisfaction Chain	26
Section four: The Diversity Benchmarking Programme	
• The objective of the Benchmarking Project	28
• Principal outputs of the Benchmarking Project	28
• The Diversity Assessment Tool	29
• A note on Benchmarking	30
• Principal Activities during the Benchmarking Programme	33

**Section five:
The Results of the Programme**

- Who participated in the Benchmarking Programme? 36
- How did different companies use the Diversity Assessment Tool? 37
- Summary of participation in the Assessment Process 38
- Initial results from the assessment process 38
- Illustrating raw data from the Assessment Process 38
- Identification of current practices : some examples 43
- Wrapping up and Moving on – The March 2002 Workshop 80
- Benefits for organisations participating in the Benchmarking Programme 82

**Section six:
Future Developments**

- Some challenges to take forward diversity practice 84
- The work of the CSR Europe Diversity Programme 86

**Section seven:
The Programme Partners 88**

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FOREWORD

Diversity is becoming a key item on the agenda of Europe's leading companies as they are coming to terms with demographic change, social expectations, organisational developments, new ways of employing people and organising work, and relating to customers and other stakeholders.

CSR Europe's member companies fully recognise the business importance of diversity. Alongside businesses, governmental organisations and civil society at the national and European level are also playing their part in reinforcing the need for diversity in today's business world. The new EU legislative framework on discrimination (Racial Equality Directive 2000/78/EC of 27 November 2000 and Equality in Employment Directive 2000/43/EC of 29 June) is just one example of this changing context.

These challenges have also been identified by the last year's European Commission Green Paper which refers to diversity as a potential business opportunity: "A major challenge for enterprises today is to attract and retain skilled workers. Therefore relevant measures could include greater workforce diversity, equal pay and career prospects for women, management of employees who are off work due to disabilities or injuries, and non-discriminatory recruitment practices."

CSR Europe's member companies, led by ABB, Procter & Gamble, An Post, Manpower, Group 4 Falck, Nike and Levi's, believe that working on diversity is not only the right thing to do, but also a business imperative for today's "employers of choice". For this reason, we have launched a programme that helps companies understand the benefits involved in addressing diversity issues and gives them practical advice on how to incorporate these practices into their companies.

This report illustrates the first phase of our work within the Diversity Programme. It shows not only how some of our members are approaching the subject, but also the way in which a business-to-business network can play a vital role in helping organisations develop and benchmark their diversity practices internally.

To support this exercise, we used the Diversity Assessment Tool (DAT) developed by the Centre for Diversity and Business, which has proven to be a very valuable basis for our members to focus on the business case surrounding the subject. It also offered them a clear and simple measurement system for companies to assess what they were doing well, but also what issue they have not yet addressed.

We hope you will find the results of our work stimulating and look forward to further debate as we build on this work for the next phase of the CSR Europe Diversity Programme.



Alan Christie

Chair of the General Assembly
and Board of Directors, CSR Europe
Vice President Corporate Affairs,
Levi Strauss Europe



Graham Shaw

Director
Centre for Diversity and Business

EXECUTIVE SUMMARY

Reflecting the concerns of our member companies about the changes in the external social and political environment, CSR Europe in 1997 made “diversity” a key area of our work. “Benchmarking Diversity” describes how a number of CSR Europe member companies came together in 2001-2002 to participate in a Diversity Benchmarking Programme. These companies wished to measure their diversity activities both in relation to a model of international best practice and in relation to each other. The report outlines the programme’s development, its key results and the basis for future development and challenges in the area of diversity in business.

Section 1 provides some insight into the way in which some of the companies describe their vision of diversity and its relationship to their organisation. Section 2 gives an opportunity for the key personnel involved in the Diversity Benchmarking Programme to identify their own feelings about the benefits of participation.

In Section 3 the report provides information about the various issues involved in diversity, some of its parameters and why these are of concern to business. The context within which business operates contains a changing mix of employees, customers and stakeholders, which has a strong impact on how they do business. Acknowledging diversity and addressing its consequences are vital to business objectives.

Section 4 describes the 2001-2002 Diversity Benchmarking Programme, especially the experience of using the Diversity Assessment Tool from the viewpoint of participating companies ABB, Procter & Gamble, Manpower, Group 4 Falck and An Post. This involved gathering information from within their business, identifying progress against the standards set by the DAT, exchanging materials, approaches, problems and solutions with other participants.

Section 5 describes how the different companies used the Diversity Assessment Tool and some of the initial results obtained. For the five main participating companies we briefly identified their reasons for addressing diversity, their reflections on current practice in relation to the DAT, and some of the highlights of their current practices.

One of the key outcomes of the programme has been to identify and exchange resources that are already used by the participants. The report brings together original documentation from companies grouped under six key themes, namely:

- Making a commitment
- Developing policy
- Goals and accountability
- Addressing specific groups
- Developing competence
- Communicating commitment

Finally, this section also identifies some of the reported benefits from participation in the Diversity Benchmarking Programme.

Section 6 outlines some of the future challenges on diversity and business that were identified by participants in the Diversity Benchmarking Programme – challenges that form the basis for continuing work by CSR Europe and the Centre for Diversity and Business. These challenges revolve around a series of “How-to” questions that seek to not only encourage recognition that diversity is a business issue but that it requires active management to ensure competitive advantage.

Organisational Commitments to Diversity

SECTION ONE

"Equality initiatives have played an important part in a wider change management portfolio, which is helping An Post prepare for the business challenges posed by liberalisation of the postal sector and developments in information technology, as well as driving change into the 21st century."

John Hynes, Chief Executive, An Post.

"Diversity is an important issue for every global organisation. It can be a great opportunity to gain competitive advantage, in particular when incorporating different viewpoints and cultures into business activities. Today, ABB's Mission & Values see diversity as a priority".

Ugo Pitton, ABB, Senior Vice President, Head of Local Group Function Human Resources, Italy

"Developing and managing a strong, diverse organization is essential to achieving our business purpose. We value the different perspectives that the diversity of Procter & Gamble people bring to the business. At Procter & Gamble, we operate on the fundamental belief that individual differences are good and such difference will produce genuine competitive advantage".

Procter and Gamble, World Wide Statement on Diversity

"As a value-based organisation, Manpower understands the role diversity plays in the success of our company. Working with minority suppliers, embracing the diverse backgrounds of our employees and reaching out to our community are not just the right things to do; they are also parts of an essential business strategy. In order to realise our vision of being the best worldwide provider of higher-value staffing services and the centre for quality employment opportunities, we must embrace diversity - in our workforce, in our strategic partnerships and in our communities."

Manpower Inc. Commitment to Diversity

"People are what makes us successful as a global business. Operating in more than 80 countries we understand that embracing diversity is at the core of sustaining and enhancing our business success. Our security, safety and public services must be responsive and flexible enough to serve the diverse needs of the world community. Encouraging and promoting diversity within our workforce is crucial to this."

Anders Wallin, Human Resources Director, Group 4 Falck.

What Participating Companies said

SECTION TWO

"As a national company we still need to benchmark against international standards. The Diversity Assessment Tool gave us a common language to measure ourselves across the organisation. It's focus on the "business case" enabled us to engage with business units and build on previous audits and surveys. The Tool showed us what we had done well and broadened everyone's understanding of just why diversity is so important today."

Ben Kenny, Corporate Employee Relations Manager, An Post (The Irish Post Office).

"Environmental and social responsibility are key features of our corporate strategy. The Diversity Assessment Tool provided a valuable new component for our dialogue with different stakeholders about our progress on internal and external issues."

Antonio Giacomucci, Sustainability Manager, ABB, Italy.

"Corporate citizenship and social responsibility are integral to our company agenda. Promoting diversity is central to this. Our Corporate Citizenship Task Force - composed of senior managers - used the Diversity Assessment Tool to increase and enhance their understanding of diversity. It provided us with a useful forum for developing best practice within our operational units. It also gave us a clear framework for improving our diversity planning systems. We used it to focus on the methods by which we can effectively measure and scrutinise how policy is put into practice throughout our global business."

Nick Metcalfe, Human Resources Manager, Group 4 Falck : Global Solutions, United Kingdom.

"Using the Diversity Assessment Tool across four countries enabled our diversity managers to involve about 200 people in the assessment of our progress. Half our senior team also took part. The Tool promoted a greater awareness of diversity and of our current initiatives, supporting our internal marketing strategy. The Tool also helped us build some new energy around our diversity planning process and pointed to the need to build systematic management commitment as our next big challenge."

Helena Josue, Corporate Human Resources Manager, Procter and Gamble, Switzerland.

"Working with our international business units the Diversity Assessment Tool helped us to think more clearly about assessment and measurement. It contributed to identifying current practices and sharing knowledge between business units. Most importantly it provided a "reality check" of our values as a business. We have many practices designed to ensure we comply with legislation and beyond and we support many local initiatives."

Helen Kerrison, Manager, Community Relations EMEA, Manpower Inc, Brussels.

"At NIKE, we always struggle between people's perception of diversity vs. reality of diversity. It is very difficult to define and measure. This tool helps us to gain better insight and has proved to have many uses. To start, it is a great way to gain a better understanding as to what the organization thinks and sets a baseline to help organizations evaluate the effectiveness of their actions. The tool provides a way to get focused on where the organization should put its energy first as opposed to trying to solve it all at once. Additionally, it gives different levels and targets, which organizations can strive for. Finally this tool provides fact based information to senior management and the organization as a whole on progress against diversity initiatives helping to link the corporations actions with any real progress"

Susy Bobenrieth, Learning & Development, Nike Europe, Middle East & Africa:

**A changing definition of
Diversity - A New European
Landscape for Business and
People**

SECTION THREE

In 1997 the European Business Network for Social Cohesion (in 2000 EBNSC changed its name to CSR Europe) published a short book – Gaining from Diversity. This was one of the first attempts to look at the “state of the field” at a European level. Through a series of case studies from companies and organisations we identified some of the first steps in addressing diversity issues. Since 1997, CSR Europe has made “diversity” a central part of its work on corporate social responsibility.

Comparing the approach of 1997 with that being developed in the current CSR Business and Diversity Programme we can see a step change. Many books and articles later we can discern a growing understanding of how addressing diversity needs to be a business issue, rather than simply a “nice to do”. Well known companies are beginning to put diversity on their agenda and trying to translate senior management awareness into operational goals and actions. This is driven (but made all the more difficult) by the increasing pace of global interconnections, technological change and social demands. Complicated by the needs to be “global” and “local” at the same time, with a whole series of implications for management, the workforce, customers, suppliers, shareholders and the wider community.

What is the context for these new developments?

European businesses face **new challenges**. Globalisation, European integration, mergers and acquisitions, changes in business practices, impact at many levels. At the same time a new workforce, customer and supplier base is emerging. Profound demographic changes, mobility and migration are all having an **impact** across **European society**. The expectations of employees and the wider society are changing as new generations and groups enter the marketplace, as employees, customers and suppliers.

In this global market, companies face challenges to

- Recruit and retain talented people.
- Innovate products, services and market approaches.
- Open and expand new markets.
- Create responsive cultures and teams.
- Operate effectively across borders and cultures.
- Enhance brand reputation and value.
- Meet new regulatory and social responsibilities.

These challenges are faced almost regardless of local and national conditions. The ability of individuals and organisations to meet these challenges is linked directly to the **creation and management of diversity of the workforce and other stakeholders**. In a global marketplace, knowledge and intellectual capital cannot be bounded by factors that exclude potential employees, customers and suppliers.

Companies are required to manage and **value a wide variety of employees and customers**. These can possess a complex mix of demographic characteristics (age, gender, ethnicity etc.); personal and social needs (disability, “work-life” balance etc.); experience, skills and attributes; and cultural values that affect their working life, attitudes and perceptions.

It is this context that CSR Europe launched its work around diversity with the aim of building the capacity of its members to link diversity to business objectives. More specifically:

- To create **greater understanding and wider acceptance** of Diversity as a major business issue within companies.
- To **share business practices, develop and use tools** to manage Diversity and Equal Opportunities in the different organisational processes.
- To **bridge** European, national and local policy and practice both for private and public sector actors.

Underpinning this work is the **changing legal context** at the European level. While the European Union has always had the power to take action on issues of sex discrimination under the Treaty of Rome, there was for many years no equivalent legislation covering other areas of discrimination. The **Article 13** of the Treaty of Amsterdam covers discrimination in terms of sex, race and ethnic origin, religion and belief, disability, age and sexual orientation. In the next few years we will see member states **bringing their legislation into line with these directives**.

But whilst legislation drives many companies to change an increasing number are starting to explore **diversity as series of actions that support organisational development**, especially in a rapidly changing, global market.

Surveys of current experience suggests that there are **qualitative** and **quantitative benefits** to be gained from understanding the need to effectively manage diversity, for example:

- Increase in overall market shares due to selling more products to more clients.
- Decrease in recruiting costs.
- Full utilisation of the personal potential of individual employees.
- Increased team effectiveness.
- Improved personnel retention.
- Lower co-ordination costs.
- Easy entrance to additional and niche market segments.
- Improved image and reputation.
- Improved customer satisfaction.
- Enhanced creativity and innovation.
- Increased staff motivation.
- More openness to change.
- Easier integration of new staff.
- Smoothing of Merger & Acquisition activities.
- Better management of crisis or risk situations.
- Optimising of TQM, Re-Engineering and other processes.

The CSR Europe Diversity Benchmarking Programme was an attempt to explore these and other issues with a small group of companies. This report sets out the major outcomes and lessons learned from this interesting exercise.

Figure 1: Extracts from the "Article 13" Directive of the European Union : Establishing a General Framework for Equal Treatment in Employment and Occupation

Chapter I: General Provisions

Article 1: Purpose

The purpose of this Directive is to put into effect in the Member States the principle of equal treatment as regards access to **employment and occupation**, including promotion, vocational training, employment conditions and membership of certain organisations, of all persons irrespective of **racial or ethnic origin, religion or belief, disability, age or sexual orientation**.

Article 2 - Concept of discrimination

1. For the purposes of this Directive, the principle of equal treatment shall mean that there shall be **no direct or indirect discrimination whatsoever between persons** on any of the grounds referred to in Article 1.
2. For the purposes of paragraph 1:
 - (a) **direct discrimination** shall be taken to occur where, on any of the grounds referred to in Article 1, one person is **treated less favourably** than another is, has been or would be treated.
 - (b) **indirect discrimination** shall be taken to occur where an **apparently neutral** provision, criterion or practice is **liable to affect adversely** a person or persons to whom any of the grounds referred to in Article 1 applies, unless that provision, criterion or practice is objectively justified by a legitimate aim and the means of achieving it are appropriate and necessary.
3. **Harassment** of a person related to any of the discriminatory grounds and areas referred to in Article 1 which has the purpose or effect of creating an intimidating, hostile, offensive or disturbing environment, shall be **deemed to be discrimination** within the meaning of paragraph 1.
4. In order to guarantee compliance with the principle of equal treatment for **persons with disabilities, reasonable accommodation shall be provided**, where needed, to enable such persons to have access to, participate in, or advance in employment, unless this requirement creates an undue hardship.

Article 3 - Material scope

This Directive shall apply to:

1. conditions for **access to employment**, self-employment and occupation, including **selection criteria and recruitment conditions**,
2. whatever the sector or branch of activity and **at all levels** of the professional hierarchy, **including promotion**;
3. **access to** all types and to all levels, of vocational **guidance**, vocational **training**, advanced vocational training and retraining;
4. Employment and working **conditions, including dismissals and pay**;
5. **membership** of and involvement in an organisation of workers or employers, or any other organisation whose members carry on a particular profession, including the benefits provided for by such organisations.

Article 4 - Genuine occupational qualifications

1. Notwithstanding Article 2(1) and (2), Member States may provide that a **difference of treatment** which is based on a characteristic related to any of the discriminatory grounds referred to in Article 1 shall not constitute discrimination where, by reason of the nature of the particular occupational activities concerned or of the context in which they are carried out, such a characteristic constitutes a **genuine occupational qualification**.
2. Member States may provide that, in the case of public or private organisations which pursue directly and essentially the aim of ideological guidance in the field of religion or belief with respect to education, information and the expression of opinions, and for the particular occupational activities within those organisations which are directly and essentially related to that aim, a difference of treatment based on a relevant characteristic related to religion or belief shall not constitute discrimination where, by reason of the nature of these activities, the characteristic constitutes a genuine occupational qualification.

Article 5 - Justification of differences of treatment on grounds of age

Notwithstanding point (a) of Article 2(2), the **following differences** of treatment, in particular, **shall not constitute direct discrimination on grounds of age**, if they are objectively and reasonably justified by a legitimate aim and are appropriate and necessary to the achievement of that aim:

- (a) the prohibition on access to employment or the provision of special working conditions to ensure the **protection of young people and older workers**;
- (b) the **fixing of a minimum age** as a condition of eligibility for retirement or invalidity benefits;
- (c) the fixing of different ages for employees or groups or categories of employees for **entitlement to retirement or invalidity benefits** on grounds of physical or mental occupational requirements;

- (d) the fixing of a **maximum age for recruitment** which is based on the training requirements of the post in question or the need for a reasonable period of employment before retirement;
- (e) the establishment of requirements concerning the **length of professional experience**;
- (f) the establishment of age limits which are appropriate and necessary for the pursuit of **legitimate labour market objectives**.

Article 6 - **Positive action**

This Directive shall be without prejudice to the right of the Member States to maintain or adopt measures intended to prevent or compensate for disadvantages concerning persons to whom any of the discriminatory grounds referred to in Article 1 apply.

Article 7 - **Minimum requirements**

1. Member States may **introduce or maintain provisions which are more favourable** to the protection of the principle of equal treatment than those laid down in this Directive.
2. The implementation of this Directive shall under no circumstances constitute grounds for a **reduction in the level of protection** against discrimination already afforded by Member States in the fields covered by this Directive.

Chapter II: Remedies and enforcement

Article 8 - **Defence of rights**

1. Member States shall ensure that **judicial and/or administrative procedures for the enforcement** of obligations under this Directive are available to all persons who consider themselves wronged by failure to apply the principle of equal treatment to them, **even after the employment relationship has ended**.
2. Member States shall ensure that **associations, organisations or other legal entities may pursue** any judicial and/or administrative procedure provided for the enforcement of obligations under this Directive on behalf of the complainant with his or her approval.

Article 9 - **Burden of proof**

1. Member States shall take such **measures** as are necessary, in accordance with their national judicial systems, to ensure that, when persons who consider themselves wronged

because the principle of equal treatment has not been applied to them establish, before a court or other competent authority, facts from which it may be presumed that there has been direct or indirect discrimination, it shall be for the **respondent to prove** that there has been no breach of the principle of equal treatment.

2. Paragraph 1 shall not prevent Member States from introducing rules of evidence which are more favourable to plaintiffs.
3. Paragraph 1 shall not apply to criminal procedures, unless otherwise provided by the Member States.
4. Paragraphs 1, 2 and 3 shall apply to any legal proceedings commenced in accordance with Article 8(2).

Article 10 - **Victimisation**

Member States shall introduce into their national legal systems such measures as are necessary to **protect employees against dismissal or other adverse treatment** by the employer as a reaction to a complaint within the undertaking or to any legal proceedings aimed at enforcing compliance with the principle of equal treatment.

Article 11 - **Dissemination of information**

1. Member States shall ensure that adequate information on the provisions adopted pursuant to this Directive is provided to vocational training and educational bodies and is **adequately disseminated within the workplace**.
2. Member States shall ensure that competent public authorities are informed by appropriate means as regards all national measures taken pursuant to this Directive.

Article 12 - **Social dialogue**

1. Member States shall take adequate measures to promote the **social dialogue** between the two sides of industry with a view to fostering equal treatment, **through the monitoring of workplace practices, collective agreements, codes of conduct, research or exchange of experiences and good practices**.
2. Member States shall encourage the two sides of the industry to conclude, at the appropriate level, including at undertaking level, agreements laying down anti-discrimination rules in the fields referred to in Article 3 which fall within the scope of collective bargaining. These agreements shall respect this Directive and the relevant national implementing measures.

Chapter III: Final provisions

Article 13 - Compliance

Member States shall take the necessary measures to ensure that:

- (a) any laws, regulations and administrative provisions contrary to the principle of equal treatment are abolished;
- (b) any provisions contrary to the principle of equal treatment which are included in collective agreements, individual contracts of employment, internal rules of undertakings or rules governing the independent occupations and professions and workers' and employers' organisations, are declared null and void or are amended.

Article 14 - Penalties

Member States shall lay down the **rules on penalties** applicable to infringements of the national provisions adopted pursuant to this Directive and shall take all measures necessary to ensure that they are implemented. The penalties provided for **must be effective, proportionate and dissuasive**. The Member States shall notify those provisions to the Commission by the date specified in Article 15 at the latest and shall notify it without delay of any subsequent amendment affecting them.

Article 15 - Implementation

Member States shall adopt the laws, regulations and administrative provisions necessary **to comply with this Directive by 31 December 2002**. They shall forthwith inform the Commission thereof. When Member States adopt those provisions, they shall contain a reference to this Directive or be accompanied by such a reference on the occasion of their official publication. Member States shall determine how such reference is to be made.

Figure 2: Aspects of diversity in Europe

Social Category or Demographic Diversity

Visible demographic characteristics - gender, race, age....

Informational Diversity

Underlying attributes - work experience, educational background, functional background, skills.....

Value Diversity

Different views about tasks, targets, goals, mission....

Levels of female employment in the 25 - 49 age group continue to increase in a significant, regular and systematic way. More and more women have continuous careers that are not interrupted by motherhood. The direction of the slope is the same everywhere, even if the end results are different. It is mothers who have produced the increase in the European working population. In the 25-49 year old age bracket, female employment has really taken off. Amongst women in this age group, mothers have increased their employment rates the most.

In a recent report KPMG estimated that Europe's ethnic minorities have an estimated income of \$461 billion a year and paying \$153 billion in taxes.



For the last 10 years or so, net migration has accounted for two thirds, or even three quarters (1999), of the EU's total population growth. Without population gains attributed to migration, the number of people in Germany, Greece, Italy and Sweden would be declining and the population of Austria would be showing hardly any increase.



Persons with disabilities constitute a significant and growing portion of the EU population. Studies within some EU countries show that as much as 10 - 20 percent of the EU population, corresponding to 20 to 40 million people between the ages of 16 and 64, have some form of disability that restricts them in their daily life.

Companies that incorporate domestic cultural diversity are well positioned to assess foreign clients' needs and determine global business opportunities more effectively. This, undoubtedly, will increase the probabilities of succeeding in foreign markets. Managers who are successful in understanding and cultivating foreign clients will stand a better chance of succeeding in global markets, and companies that have successfully implemented diversity already have in place the tools necessary to understand and cultivate their foreign clients.

Mohamed A. Zainuba (School of Business, Texas Southern University, Houston, USA), "Diversity: A Tool for Globalisation," *Journal of Communication Management* 4 (2): 121-135 (November 1999)

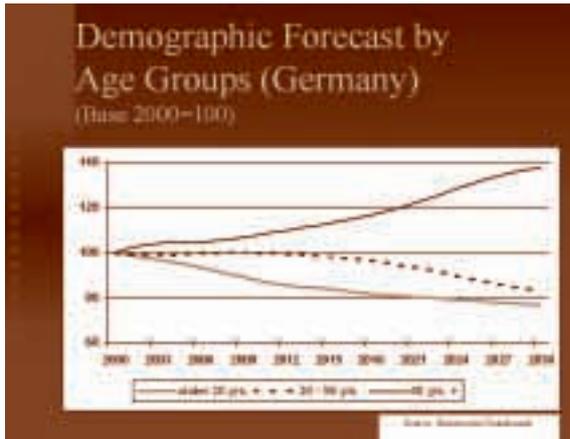
Figure 3: Changing demographics and the search for talent

Work Force

An ageing population

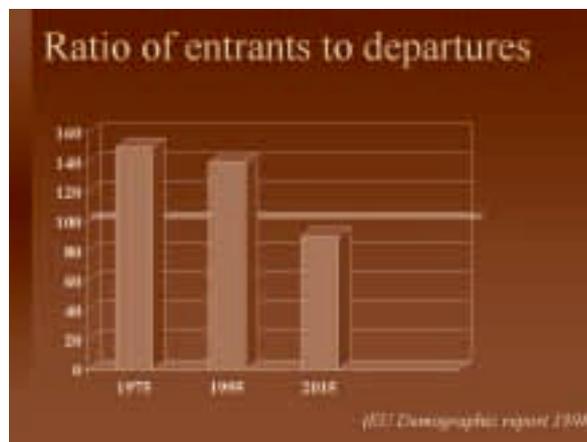
+

A falling birth rate



=

Renewal problems



The talent that companies need to give them competitive edge comes from sources that until recently had not been tapped. At many levels and in many sectors, the issue is quickly moving from "Please look beyond my disability/race/religion/age/... and hire me, since I am the best person for the job", to "Are you the company I would want to work for?" Secondly, the answer to the latter question, is very heavily influenced by organizations' reputations as fair employers. Failure to take heed of this fact can cost an organization dearly.

Tyrese Wilson, Global Diversity at Work (forthcoming book)

Companies will be progressively faced with a new age-pyramid in the labour force. Ageing workforces are less homogeneous. This will mean that HR policies by companies and employment policies by governments will face new challenges in their efforts to maximise the value of human resources.

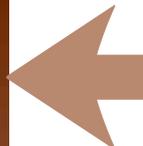


Figure 4: Connecting demographics and culture

As the workforce is made up of different generations with different value-sets, business is challenged to look at how it attracts, recruits, develops and treats its employees to meet their expectations.

And of course these values are also cross cut by those connected with gender, ethnicity, religion.....

	Veterans	Boomers	X'ers	Y's / Nexters
• Outlook	Practical	Optimistic	Sceptical	Hopeful
• Work ethic	Dedicated	Driven	Balanced	Determined
• View of authority	Respectful	Love / hate	Unimpressed	Polite
• Leadership by	Hierarchy	Consensus	Competence	Pulling together
• Relationships	Personal sacrifice	Personal gratification	Reluctant to commit	Inclusive
• Turnoffs	Vulgarity	Political incorrectness	Cliché / hype	Promiscuity

Generations at Work, Zemke et.al., 2000.

Figure 5: Making Diversity A Reality in Procter and Gamble

Headline: Diversity is our asset

2 messages: **P&G:** Diversity is a business need, the world outside is diverse, we need to be diverse (all ads), P&G is a forerunner in Diversity.

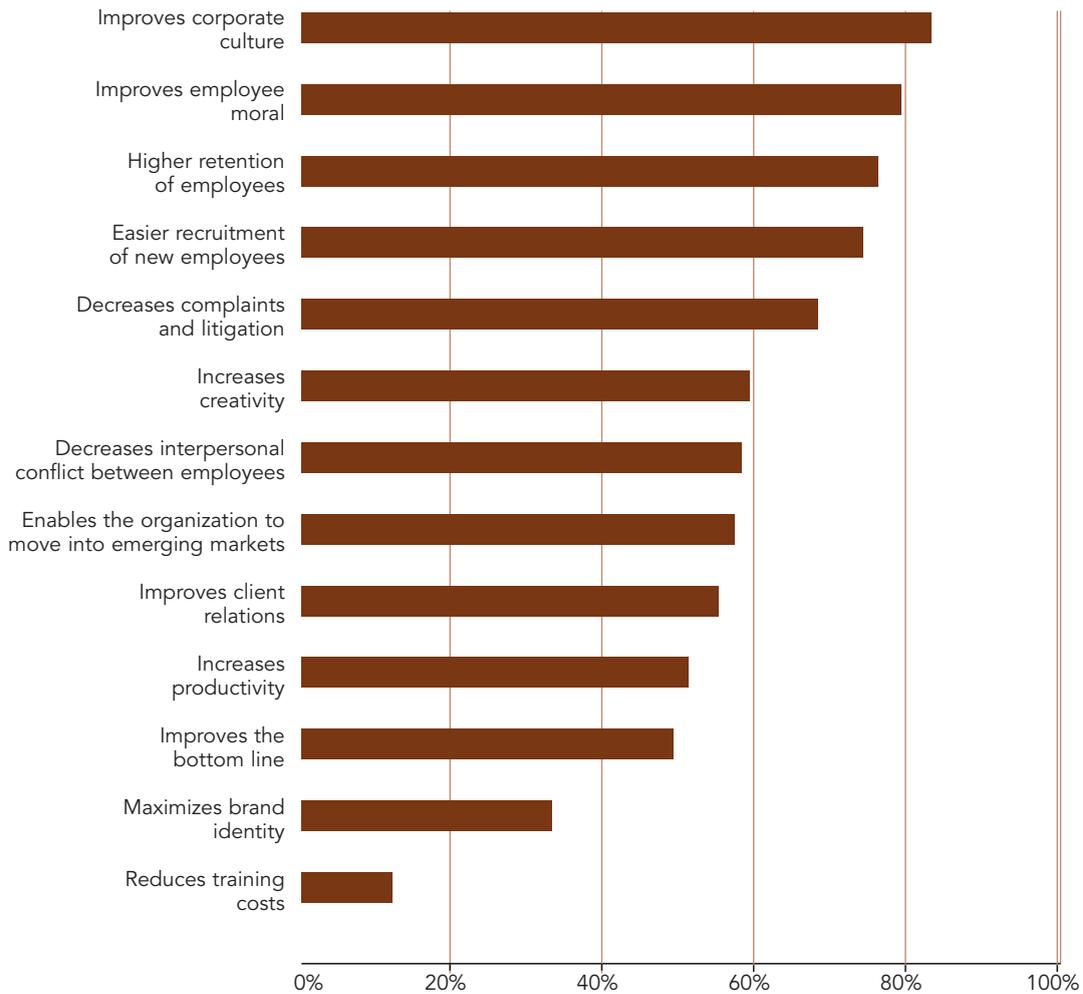
Employees: "What's in for me" - personal win for employees

Gender (Women/career)	Gender (Women/career)	Time for family (Kids and job)	Time for family (Kids and job)	Dual career (relationship/caree)	Time for myself (Life/Work balance)
Person: Woman no kids; Single woman, over 30	Person: Woman no kids; Single woman, over 30	Person: Man kids Father, 30 or 32	Person: Woman kids Mother, 32	Person: couple Couple, 35	Person: man no kids 45, plus: woman no kids, 45
what's in for me:	what's in for me:	what's in for me:	what's in for me:	what's in for me:	what's in for me:
Sex at Work Seminars Career advancement	Mentoring Up Career advancement	Flexible work arrangements	Family leave or Telework	mobility, career advancement together	time for myself, sabbatical
what's in for the business:	what's in for the business:	what's in for the business:	what's in for the business:	what's in for the business:	what's in for the business:
Mixed Teams perform better (Study P&G,cbd)	Companies including women in top management perform	Family Competence, skills contributes to mgt skills	Woman is the most critical P&G customer (check P&G material)	Higher Retention Rate & Loyalty, keeping valuable knowledge	work/life balance students study nr. 1 im Ranking

Figure 6: The impact of diversity initiatives

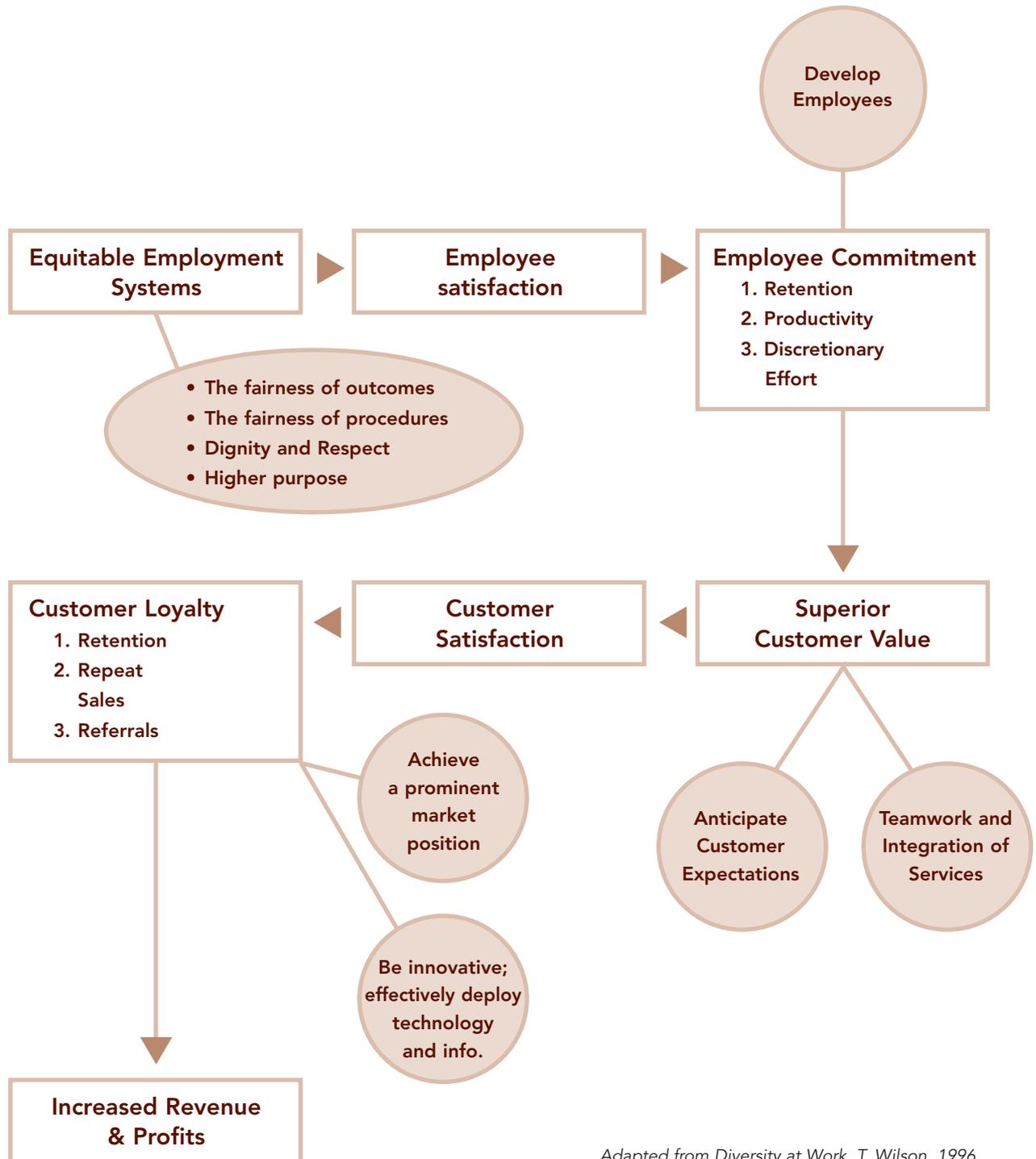
Building a Business Case for Diversity

How diversity initiatives help an organization keep a competitive advantage



Source: Society for Human Resource Management/Fortune

Figure 7: The Business Case for Diversity – The Employee/Customer Satisfaction Chain



Adapted from *Diversity at Work*, T. Wilson, 1996.

The Benchmarking Programme

SECTION FOUR

4.1 The Objective of the Benchmarking Programme

The Benchmarking Programme 2001-2002 was a practical manifestation of the aims of the CSR Europe Diversity Programme, illustrating in a very positive way not only its commitment to the issue but also its desire to establish "learning communities" amongst its members.

The objective of the Benchmarking Programme was to provide **an opportunity** for CSR Europe member companies to use the Diversity Assessment Tool for the purpose of undertaking **initial benchmarking on diversity issues** in Europe:

- In relation to a model of international best practice.
- In relation to other participating companies.

The use of the model of best practice developed in the Diversity Assessment Tool (see below) was an important element in providing the framework for benchmarking – **creating a common "vocabulary"** for a "conversation" between companies and individuals at different stages of development and with different priorities.

4.2 Principal Outputs of the Benchmarking Programme

At the start of the programme three principal outputs were foreseen:

1. Participating companies would produce **an analysis of their current position** using the framework of the Diversity Assessment Tool, including a **collection of "evidence"** (practices, programmes, initiatives, policy statements, reports, leadership statements etc.) arising from the use of the Tool. This would provide a useful **basis for future actions** within the organisation.
2. CSR Europe would bring together **individual company assessments** and evidence in a single document to enable all participants to understand how others are approaching diversity issues.
3. The **process of participation** in the Benchmarking Programme was also to be a very positive outcome for those involved. Not only would the participating companies work at the **internal level** they would take the opportunity to **collaborate, exchange and learn** from others taking the same journey.

4.3 The Diversity Assessment Tool

In recognition of the increasingly important issues of workforce and customer diversity in a changing, globalised marketplace, representatives from organisations in the private and public sector in Europe and North America produced the **Diversity Assessment Tool**. The Tool is an internet based, software tool for multiple users, designed to be used in a variety of contexts. It is easy-to-use and adaptable to your needs. It is a key resource for organisations wishing to :

- Benefit from the link between diversity, human resource and business strategies.
- Benchmark organisational processes and practices against a clear model of best practice of diversity.
- Develop standards for the measurement and reporting of diversity initiatives.
- Engage in a common framework for discussion between different parts of the same organisation, including those operations in different countries.
- Create a clear “leadership framework” for diversity that can operate across the organisation.
- Identify key areas for the development of new strategies and initiatives for best practice.

The Tool combines the following five elements:

- A **five level** continuum to help companies move from legal compliance to a business benefits model (see Figure 4 – the Equity Continuum).
- Eight business activity areas through which to analyse **human resources** and other **business operations**.
- Six business process areas derived from a common **management cycle**.
- The power of software and the internet to provide cost effective **information flow**.
- Both auditing of the **current state and a planning tool** for future action.

The basic structure of the Diversity Assessment Tool is shown in Figure 5.

The Diversity Assessment Tool provides organisations with an **opportunity to benchmark** themselves against a **model of international best practice**. The Tool is internet based and so provides a cost effective technique to bring together the assessment results and reports of users from across occupational grade, demographic group, business unit, functional area, etc.

4.4 A Note on Benchmarking

“Benchmarking is perhaps the best means for servicing the human asset by continuously supplying new ideas to sustain superior performance levels.

Benchmarking is relevant to any organisation committed to the ethos of continuous improvement Depending on the resources committed, and pace of achievements, benchmarking can lead to:

- incremental improvements to existing performance standards
- quantum leaps by instigating new practices and ways of working
- the road to excellence: creating the learning organisation.”

(Effective Management of Benchmarking Projects, Mohamed Zairi, 1998)

Much of the literature on benchmarking identifies three types of benchmarking:

- Strategic
- Process oriented
- Operational

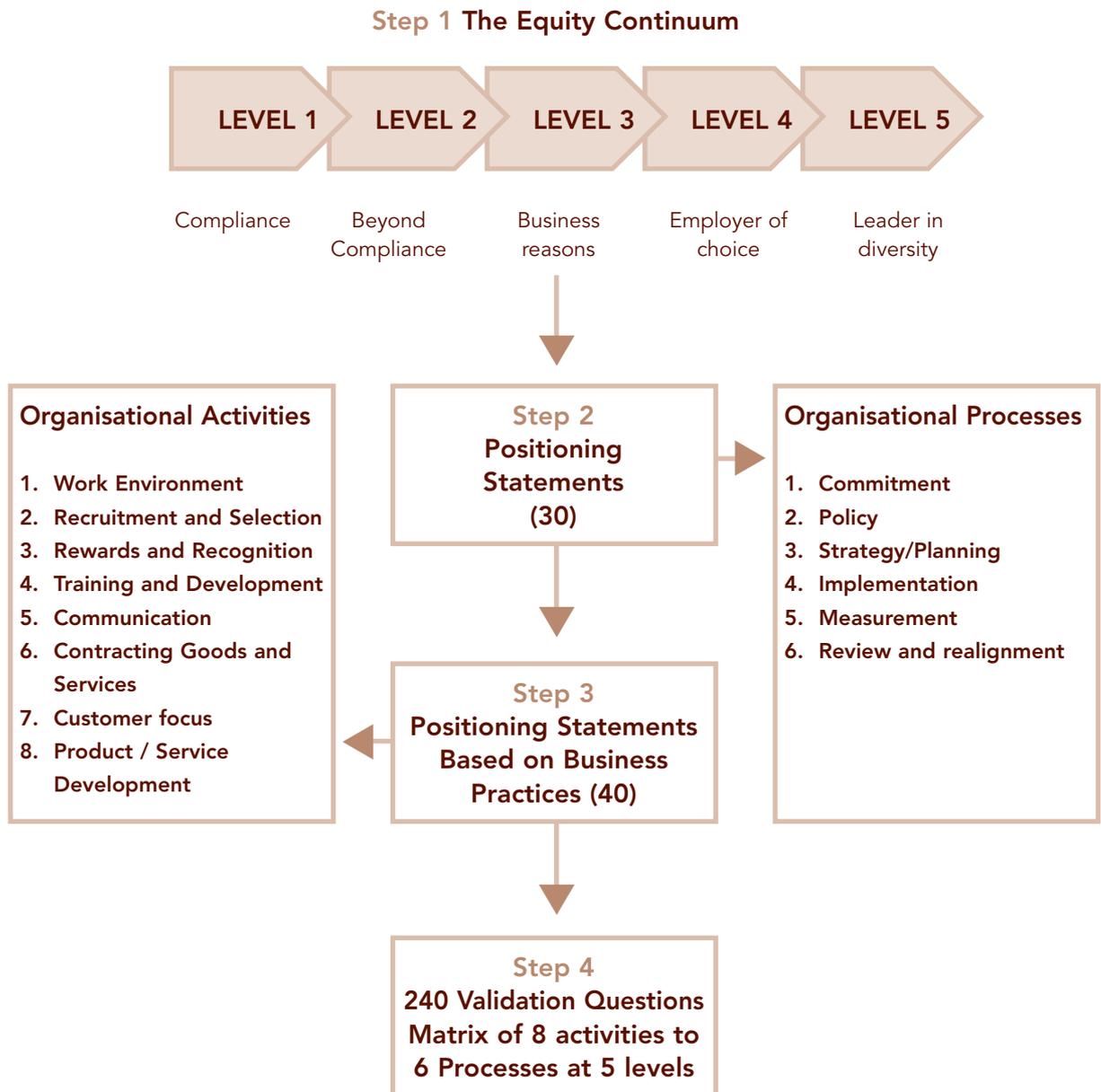
In establishing the benchmarking programme on diversity CSR Europe was attempting to address these type of issues.

The Diversity Assessment Tool represents a “standard”, constructed by research and testing, against which participants can test themselves. It represents a structure combining an overall strategic vision of diversity within the organisation; within which there is a more detailed breakdown of processes and operational concerns. The “imposition” of an externally constructed framework (based itself on a model of continuous improvement) was key to gaining a consensus on the scope of diversity issues within organisations. In fact the Assessment Tool sets a context within which effective benchmarking can take place. By “giving permission” to the participants to discuss common areas, the programme was able to move from general discussions, able to “drill down” to identify specific practices and exchange the associated materials.

Figure 8: The Equity Continuum

Level 1	<p>Compliance</p> <p>These organisations are motivated by compliance. Their aim is to meet their legal or other obligations (e.g. collective agreements, labour laws, contracts), to avoid the negative consequences of non-compliance. These organisations focus on equality (treating everyone in the same way), rather than diversity (respecting people's differences). Initiatives generally stop if the external requirements driving the initiatives change or fall away. Organisations at this level have primarily a reactive approach to implementing equity initiatives.</p>
Level 2	<p>Beyond Compliance</p> <p>These organisations recognise the value in going beyond simple compliance. They aim to support groups that have been historically disadvantaged, recognising the benefits to their internal and public image. Equity in these organisations means being seen to "do the right thing for disadvantaged groups". Initiatives that go beyond compliance generally stops if the leadership or public interest driving those initiatives changes or falls away. These organisations are likely to have one or more diversity initiatives in place, but these are isolated efforts that typically support high visibility programs or the promotion of disadvantaged group members into visible positions. No plan is in place to integrate diversity into all aspects of human resource management nor the larger organisational culture.</p>
Level 3	<p>The Business Case</p> <p>These organisations understand that certain diversity initiatives can improve organisational efficiency, recruitment, employee retention, team effectiveness or market related opportunities. They evaluate diversity initiatives qualitatively and quantitatively to identify programmes that will positively affect the future viability of the organisation. Representation numbers at this stage are a means to an end rather than the focus of the diversity strategy. Initiatives can survive the loss of employee or public interest if the business case driving the initiatives remains valid. These organisations use an inclusive definition of diversity with the vision of creating an environment that is equitable for all.</p>
Level 4	<p>Employer of Choice</p> <p>These organisations have internalised diversity as a core organisational value. Diversity is viewed by key opinion leaders as an essential element of continued growth. Diversity is integrated into all aspects of the organisation and all employees consider themselves responsible for creating an environment that is fair and equitable for all. The commitment to diversity is not affected by economic trends. The focus on diversity only modifies to align with changes that occur in the organisation's core values. Level Fours are viewed by a wide range of people as an "Employer and Supplier of Choice".</p>
Level 5	<p>Leader in Diversity</p> <p>These organisations have achieved their internal vision of equity for all and now seek to foster diversity beyond their own boundaries. Their motivation stems from the principle that diversity is an organisational, community, national or even global imperative. Diversity needs no special internal consideration as its value, importance and necessity are firmly integrated into all aspects of organisational life. They recognise that diversity contributes to a strong economy, which benefits all participants including the organisation. They encourage other organisations to move along The Equity Continuum™ and stop only when they recognise that others are not committed to diversity.</p>

Figure 9: The Structure of the Diversity Assessment Tool



4.5 Principal Activities during the Benchmarking Programme

The **main activities** during the project included:

1. A **one-day introductory workshop in April 2001** designed to provide further information on the background and development of the project as well as initial training in the **use of the Diversity Assessment Tool**. This enabled company representatives to articulate the specific nature of their internal benchmarking "project". Organisations attending this first workshop included: Kingfisher, Deutsche Telekom, Nike, Pricewaterhouse Coopers, L'Oreal, Intermailing Manpower, Randstad, ABB, EDF GDF Anney, Volkswagen, An Post, Bracco Spa, Eircom plc, BP Amoco plc, ORSE, Levi Strauss, Shell International, Randstad Interlabor, Group 4 Falck, Procter and Gamble, Business in the Community in Ireland, Stakes Consortium.
2. Having secured internal agreements and involvement from other personnel in the organisation, programme participants were given **Password protected access** for the company representative to the Internet-based Diversity Assessment Tool. The numbers, status and geographical location of the personnel given access in each organisation varied between the organisations. How this was accomplished is outlined below in the "Results" section of this report.
3. Personnel from the participating companies then used the Diversity Assessment Tool as a **framework for analysing their own organisation**. They collected "evidence" of policies, procedures, practices, initiatives, programmes etc. and to produce written and verbal reports from this information. They engaged in discussion with personnel in different parts of their organisations.
4. During September 2001 the participating companies used the Diversity Assessment Tool to produce an **on-line scoring** of their performance. They also began the **process of collating the "evidence"** for the reasons for making a particular scoring in the process and activity areas of the Diversity Assessment Tool.
5. The second workshop of the programme, held in October 2001, enabled participants to **share their results**. They focused on the overall scoring, why they had made their particular scores and presented some of the "evidence" for some of the process and activity areas. They also reported on some of the **broader issues** raised in the exercise. A summary of the main points of this are dealt with in the "Results" section.
6. From November 2001 to February 2002 participants then undertook to **complete their record of "evidence"** across all the process and activity areas identified in the Diversity Assessment Tool. This process served to **identify a number of key pieces of material** that were illustrative of the work being undertaken and that could be shared between the participants to help in the **process of benchmarking**. Despite the great variation in the perceived level of progress between the participating organisations five companies produced a wide range of material – a **"resources bank"** – that they were willing to share with each other and a wider public. This is summarised in the highlights of practices that can be transferred for each of the companies (see below) and some examples are also outlined in more detail.

7. A **final workshop** was held in March 2002 to enable participants to undertake a **final exchange of ideas, perceptions and materials**, focused on three areas:

- Developing accountable senior management commitment
- Integrating diversity into the organisation - the "business case" and management accountability
- Communicating diversity awareness through the organisation

There was also discussion about **how to improve the programme** and in what ways CSR Europe/Centre for Business and Diversity could **continue to support** the participating companies. Key points from this discussion are also shown in the "Results" section of this report.

8. The final stage of the project has been to **prepare this report** for circulation to CSR Europe members and a wider audience in the various EU member states and institutions; as a prelude for launching a **new phase** of the programme.

The Results of the Programme

SECTION FIVE

5.1 Who participated in the Benchmarking Programme ?

There were **three levels** of participation:

Companies that attended meetings but did not (for various reasons) engage in the assessment and benchmarking process, either because they decided to **develop their work in a different direction**, or because they felt they were **"not ready" for participation**. Nevertheless this should not be regarded as a failure since, especially in the latter case, presentations about the Benchmarking Programme and the Assessment Tool were made to groups within the companies and **laid the basis for future participation**. Companies in this category were General Motors (Saab), Randstad (Belgium and Netherlands), Deutsche Telekom, Kingfisher and Nike. BP attended the first workshop but pursued the use of the Diversity Assessment Tool as part of its developing own diversity strategy rather than take part in the Benchmarking Programme.

The final group of companies (Manpower, Procter and Gamble, Group 4 Falck, ABB and An Post) **undertook all the elements** of the Benchmarking Programme, including the collection of documents and materials for the "Resources Bank" while Electricite et Gaz de France undertook the assessment part of the Benchmarking Programme".

Thus **thirteen companies** were in some way associated with the Programme during the year. In addition during the project other CSR Europe member companies expressed interest in participating in future benchmarking exercises and the Diversity Programme as a whole.

5.2 How did Different Companies use the Diversity Assessment Tool ?

As part of the Programme personnel from participating companies were granted **access to the on-line Diversity Assessment Tool**. Six companies used the Tool to make a **scoring of their perceived level** within the "Equity Continuum" across a number of business processes and activities. Their decisions about **who these "users" would be**, were based on a number of criterion:

- The level of interest and commitment to diversity within the organisation.
- The position of people within the company.
- The people that may be interested in giving the time to the project.
- The existing organisational networks, groups and lines of decisions making.

The key point here is that the **flexible nature** of the Diversity Assessment Tool could accommodate their particular situation, degree of commitment, time and resources. Two companies used the Assessment Tool **across different countries**. One company involved **external stakeholders**.

All the participating companies **designated and named "users"** that were given access to the Tool, although the information for making scores was, in some cases, made up of aggregates from **other forms of internal discussion** with personnel (such as focus groups).

The assessment process in **Manpower** was led by members of the EMEA region Community Relations team working out of Brussels, in conjunction with HR personnel in the UK, Sweden, Norway and Germany. Personnel in each country undertook assessments and reports at Steps 2 and 3 of the Assessment Tool.

In **Procter and Gamble** the involvement in the programme was led by a senior human resources manager located in the company's European headquarters in Switzerland. Procter and Gamble used the Diversity Assessment Tool in the most extensive way of all the participants. Diversity Managers in the UK, Germany, Italy and Switzerland undertook work with focus groups of HR and operational employees from the different countries. Information and assessments from using Steps 2 and 3 of the Assessment Tool were fed "upwards". In addition members of the senior management team also took part in the assessment process. In total nearly 200 people took part in one-way or another.

Group 4 Falck used a body of senior managers to test the assessment process. This was the Corporate Citizenship Task Force, which is led by the Director of Human Resources and consists of heads of key operations within the company. The taskforce undertook Step 2 and Step 3 of the Assessment Tool.

An Post established a small, but more "expert" group of personnel, led by a senior human resources manager, and involving four other members of the HGR team from various parts of the business. This group decided to tackle Step 4 of the Assessment Tool – the more detailed audit of the organisation.

EDF-GDF established a French team of seven personnel, created for the project and including regional HR managers and corporate social responsibility department. They undertook Steps 2 and 3 of the Assessment Tool.

ABB Italy also provided an interesting model of the use of the Assessment Tool. Having established a series of "stakeholder dialogues" the project leader (the Sustainability Manager) used members of the dialogue group to undertake the assessment process. This involved not only company personnel but also external stakeholders. They undertook Steps 2 and 3 of the Assessment Tool.

Figure 10: Summary of Participation in the Assessment Process

Company	No of participants	HR / CSR participation	Operational Management participation	Other Workforce participation	External stakeholder participation	Countries involved
ABB	40	✓	✓		✓	Italy
Group 4 Falck	6	✓	✓			United Kingdom
Procter and Gamble	200	✓	✓	✓		UK, Germany, Italy and Switzerland
An Post	5	✓				Ireland
Manpower	10	✓	✓			UK, Sweden, Norway and Germany

5.3 Initial Results from the Assessment Process

Results from the assessment process were necessarily, in some cases, relatively limited as the sample of personnel involved was not that great (as against the potential if the Assessment Tool is used as an internal, full blown assessment tool). Nonetheless as an introductory exercise in using the Assessment Tool the Benchmarking Programme was generally successful.

There were **three main aspects** to this success:

1. The **assessment results** themselves (assessment scores and identification of key issues)
2. The **experience of the process** (the involvement of personnel in the diversity “debate” and the identification of current practices)
3. The identification of broad **areas for future investment** in improving practice around diversity issues

The next section summarises the main points for each company using three key questions:

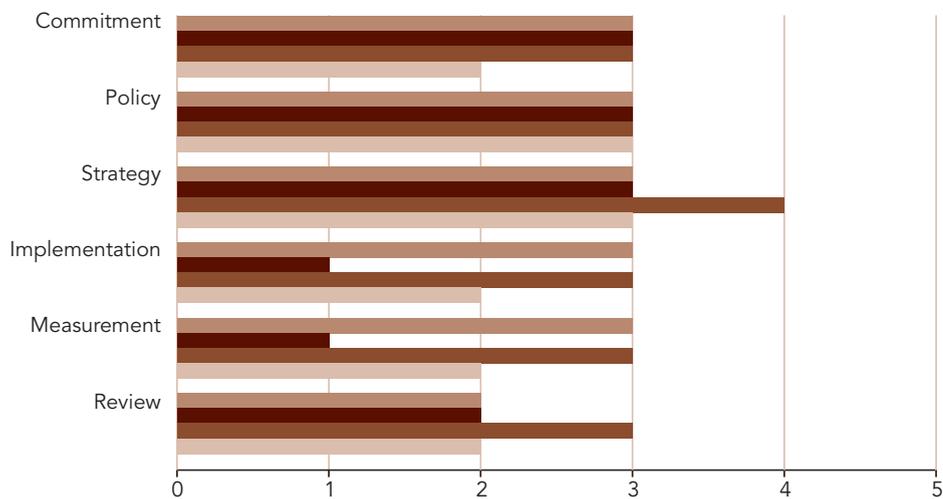
- What is putting diversity on the agenda?
- In general, what did the use of the Diversity Assessment Tool show about current practice?
- What are some of the highlights of current practice that have some transferability to other companies?

Figure 11: Illustrating Raw Data from the Assessment Process

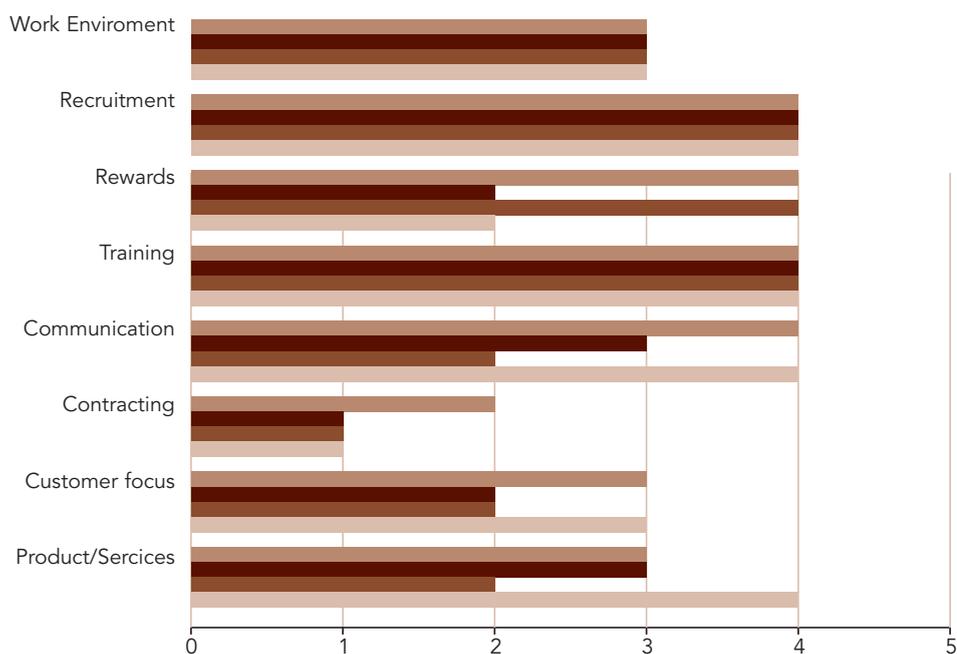
The Diversity Assessment Tool can provide a simple overview of the scoring made by a whole range of personnel. Each can be assigned a series of categories (such as level, function, gender, location, business unit etc.) so that results can be analysed across these categories. The results can be presented pictorially, for example, using a series of tables showing the individual scores for the processes and activities in Steps 3 and 4 of the Assessment Tool. The data can provide information on the general trends for different parts of the organisation and groups as well as potentially identifying areas for future investment and development.

The charts below are a simplified version to illustrate how 4 people (in this case from four different business units) scored their organisation across the processes and activities.

Summary of Process Scores



Summary of Activity Scores



What is putting diversity on the agenda ?

The overall business context is characterised by the shifts around public sector organisations being increasingly required to operate in the private sector market. The associated changes in business methods, culture, working practices, employment patterns etc.

An Post has been a microcosm of an Irish society that has (until recently) been largely heterogeneous in its demographic make-up. But social changes mean that the company has to be more and more reflective of these changes. This relates directly to maintaining the organisations reputation in the marketplace.

In general, what did the use of the Diversity Assessment Tool show about current practice ?

The DAT provided confirmation that the organisation is successful at meeting it's legal expectations. However the assessment group was fairly consistent in it's belief that An Post was generally seeking to move beyond this across all of the "process" areas and most of the "activity" areas. However, there was a recognition that outside the traditional HR areas (customer focus, goods and services, contracting) more work was needed to develop this work. The key issue was seen to be the development of a "business case" mind-set across the organisation and the working out in detail of the various business case elements across the process and activity areas of the Assessment Tool.

What are some of the highlights of current practice that have some transferability to other companies ?

During the assessment process representatives from An Post identified a number of practices currently in operation. For example:

- An Employee Code of Conduct
- A Bullying and Harassment Policy
- A written Equality Policy
- A Health and Safety Management System
- The collection of data on gender and recruitment
- Equality Employee Attitude Survey
- A policy for integrating disabled employees and dealing with disabled customers
- A regular company newsletter for key staff on equality and diversity issues
- An Equality Video



GROUP 4 FALCK

What is putting diversity on the agenda ?

The company was formed recently by the merger of two well established companies, one based in the UK and one in Denmark. Now as a global company with 150,000 people in over 80 countries diversity is increasingly recognised as integral to competitiveness. Along with its core business in the security field it is involved with partnerships with the public sector and is subject to public sector contracting arrangements. At the same time new regulatory pressures (such as European human rights legislation) have implications for management and operations.

The company recognises that it needs to ensure that the safety, security and public services respond to the needs of communities worldwide. It stresses that people are fundamental to the business and should be treated with dignity and respect. There is a commitment to ensure that discrimination does not take place and promote a culture that welcomes diversity.

The company wanted to use the tool to see how far its values and commitment are realised in practice and to use it a means of enhancing performance and measurement systems.

In general, what did the use of the Diversity Assessment Tool show about current practice ?

The assessment process highlighted the strong values and commitment within the company. It also demonstrated that corporate citizenship is one of the key elements to explain the success of the merger between Group 4 and Falck in July 2001. It showed that more work is required to ensure that these strong values are clearly demonstrated in practice. The company participants highlighted the need to enhance measurement and performance review systems and to examine what further incentives can be put in place to reward best practice.

What are some of the highlights of current practice that have some transferability to other companies ?

During the assessment process representatives Group 4 Falck identified a number of practices currently in operation. For example:

- CEO and Board statements on diversity and corporate citizenship
- A detailed human rights policy that puts diversity at its core and which demonstrates how policy must be put into practice
- Commitment and leadership from the top reflected in the establishment of the group Corporate Citizenship Task Force at an early stage after the merger
- A group commitment to group standards which recognises the need of local operations in countries to address local issues
- A commitment to partnership at work with employees and the development of partnership arrangements to promote diversity
- A recognition that improvement must be demonstrated by actual outcomes.

What is putting diversity on the agenda ?

Diversity issues are a key agenda item for the company – it is a global player with offices throughout the world working at the interface between individual (potential) employees and organisations of all types and sizes. In addition the company has spent time and resources consulting with employees and developing a series of value statements – “People, Knowledge and Innovation” being identified by employees as central to the type of company for which they wished to work.

In general, what did the use of the Diversity Assessment Tool show about current practice ?

The assessment process operated at two levels. Working with participants in four countries the “central team” identified the EMEA region as making progress beyond “compliance” towards a more “business case” mentality. Particular strengths were identified in relation to widespread policies supporting diversity management, along with strong activities around training and communication. The assessment of individual country operations highlighted internal differences and practices. The Swedish business unit highlighted widespread work on recruitment campaigns with ethnic minorities, the monitoring of salaries and allocation of resources to diversity work. The Norwegian operation was also working on CSR issues and partnerships with sectors such as telecommunications. In Germany the business unit places great emphasis on working with legal demands to integrate disabled personnel. A range of internal and external actions led UK personnel to perceive a more “business case model” through training and up-skilling activities; public sector partnership projects; job creation activities for disadvantaged groups; and integration of diversity into day to day operations.

This “cross-country” use of the Assessment Tool highlighted differences in practices and laid the basis for exchanging useful solutions.

What are some of the highlights of current practice that have some transferability to other companies ?

During the assessment process representatives from Manpower identified a number of practices currently in operation. For example:

- A company values statement
- Participation in local employment programmes in various countries (such as the Skills and Employment Forum in the UK)
- Actions to ensure non-discriminatory practices in the employment of staff
- Recruitment campaigns directed towards specific groups (such as ethnic minority personnel in Sweden)
- The establishment of a Global Learning Centre for staff development
- A Partnership Project to improve communications between the company and temporary workers.
- A customer satisfaction survey that includes diversity related information



PROCTER AND GAMBLE

What is putting diversity on the agenda ?

As a global company Procter and Gamble has a long standing commitment to diversity issues. These commitments are translated into public leadership and accountability by senior management and a series of policies and practices, particularly directed towards recruitment, development and the work environment. Driving this commitment are factors such as the necessity to operate across most countries throughout the world; the necessity to ensure that the wide number of brands and products sold by the company “play” in particular markets; the necessity to attract and retain the best talent from all sources; a belief that good employment practice is related to performance; a belief that a diverse work force brings more creativity to the business; a recognition that expectations, especially those of future employees needed to maintain the company’s talent base, had undergone significant change; and, in some areas, a belief that social responsibility is the “right thing”.

In general, what did the use of the Diversity Assessment Tool show about current practice ?

Assessment scores reflected the company’s widespread commitment to developing the business case for diversity across its various operations. Assessment across most of the process areas highlighted a series of activities – leadership at the highest level; communication’s strategies that take into account different cultural requirements; a resourced diversity policy development framework from the “centre” down to business units; and systems for reviewing and reporting progress against defined objectives.

In relation to activity areas the company was strong business case model in the traditional HR areas (recruitment, training etc.) However it was recognised that other areas such as contracting, customer focus and product development there is scope for further development.

The assessment pointed to moves towards becoming an “employer of choice” and “leader in diversity” as key targets, with strategies for developing management accountability at all levels being an important element of this work.

The assessment process was assisted by the fact that the company has managers responsible for diversity programmes in each business unit.

What are some of the highlights of current practice that have some transferability to other companies ?

During the assessment process representatives from Procter and Gamble identified a number of practices currently in operation. For example:

- Regular statements by the company’s European President of the business importance of diversity to the company
- A company Code of Conduct relating to inter-employee relations
- A European wide policy on flexible working with publicity and guidelines for each country
- The designation of managers responsible for diversity issues across the main business units
- A European diversity action plan alongside which there are country based action plans
- Monthly reports to President level on progress on diversity issues
- A programme of ensuring job opportunities are posted throughout the company and directed towards encouraging diverse applicants
- Various awareness raising and training programmes
- A communication strategy involving, for example, a company intranet and poster campaign on diversity issues
- Communicated leadership committed to mentoring
- Commitment to diversity is part of senior management performance measurement

What is putting diversity on the agenda ?

The global nature of ABB is clearly a major factor in driving its interest in diversity issues. In general terms the company has identified several key aspects - the need to ensure that a wide range of cultures and viewpoints are present in the work of employees; linked to the additional possibilities this creates for product and service innovation; alongside a belief in the need to extend the market for the recruitment of talent; and ensuring flexibility at the individual and organisational level. The company has recently made commitments to adopt more "sustainable" practices and highlighted the importance of social responsibility mechanisms. In the Italian context this has taken the form of a series of stakeholder dialogues representing another level of pressure and expectations on the company at a national and local level.

In general, what did the use of the Diversity Assessment Tool show about current practice ?

The tool allowed to group to highlight the potentialities of diversity. It also suggested possible actions and indicators to evaluate the corporate positioning and offered clues to look in depth at the opportunities offered by the managing of diversity.

What are some of the highlights of current practice that have some transferability to other companies ?

During the assessment process representatives from ABB Italy identified a number of practices currently in operation. For example:

- A policy on the social responsibility of the company and the implementation of the SA8000 auditing standard
- The institution of a series of "stakeholder dialogues" involving company personnel with external organisations (public sector, ngo's, suppliers, customers etc.)
- A Global Diversity Survey
- Programmes for the integration of employees from disadvantaged groups
- A "Women in ABB" programme to encourage the development of women in the organisation

5.4 The Identification of Current Practices : Some examples

During the benchmarking programme the participating companies were able to identify a number of **current practices** taking place in their own organisations. We are in no way suggesting (nor did the participants !) that they are in any way examples of the best practice, however we publish them here to illustrate what is happening in some companies and to provide an initial resource. They are reproduced with text un-edited, that is they are the **work of the companies themselves**.

These, and several other similar materials, will form the core of the new **Diversity Resource Bank** to be developed as a follow up to the Benchmarking Programme 2001-2. This will provide members with real **examples of key materials** for use in developing their own work on diversity.

Making a Commitment to Equal Opportunities and Diversity

We have provided two documents as examples of how organisations can state their commitment to equal opportunities and diversity. ABB Italy (1) has linked it's commitments to the developing idea of sustainable development. Procter and Gamble makes a direct statement about why diversity is important (2), coming from the highest levels of management.

Developing a Policy for Equal Opportunities and Diversity

We make no apologies for publishing, in it's entirety, the policy being developed by An Post as an example of the range of issues that can be covered by work in the field within an organisation (3). Group 4 Falck links its policies on diversity with the wider issues of human rights (4).

Developing and Implementing a Strategy with Goals and Accountability

Procter and Gamble have developed a regional programme for Western Europe that then form the basis for action plans within countries and business units. To illustrate the nature of their approach we feature two documents – the Western Europe plan (5) and the UK/Ireland plan (6).

Addressing the Opportunities of Specific Groups in the Workforce and Wider Society

Procter and Gamble have developed a special programme to address issues of gender and opportunities for women through its sex@work.shop programme (7); and Manpower are focusing on the involvement of disabled people in Belgium through "Manpower Unlimited" (8).

Developing Skills, Competence and Expertise

Manpower have established a Global Learning Centre to encourage wider access to training and development opportunities in a flexible fashion (9), whilst An Post have developed a short guide for managers about the companys Bullying and Harassment policy (10).

Communicating Commitment and Programmes

Communication is vital if diversity policies and programmes are to be understood internally and externally. Procter and Gamble's flexible working programmes are available to all staff across Europe. The company website outlines the programmes and is available in all national languages (11). Group 4 Falck have been able to outline the impact of human rights legislation to an external audience through a magazine article in the UK "Employers Law" magazine (12).

Equality of Opportunity as a Key Part of Sustainable Development

As an active participant in society, through our business activities and their economic, environmental and societal impact, ABB recognizes social performance as a key to sustainable development. Along with our ambition to make a positive contribution economically and environmentally, we see social performance as the third dimension of sustainability.

We have drawn up a social policy, reproduced below, applicable to areas that ABB can directly influence. We will engage in stakeholder review and consultation on this policy, to continuously improve it.

1. ABB in society

To contribute within the scope of our capabilities to improving economic, environmental and social conditions through open dialogue with stakeholders and through active participation in common efforts.

2. Human rights

To support and respect the protection of internationally proclaimed human rights.

3. Children and young workers

To ensure that minors are properly protected; and as a fundamental principle, not to employ children or support the use of child labour, except as part of government-approved youth training schemes such as work-experience programs).

4. Freedom of engagement

To require that all employees enter into employment with the company of their own free will; and not to apply any coercion when engaging employees or support any form of forced or compulsory labour.

5. Health and safety

To provide a safe and healthy working environment at all sites and facilities and to take adequate steps to prevent accidents and injury to health arising out of the course of work by minimizing, so far as is reasonably practicable, the causes of hazards inherent in the working environment.

6. Employee consultation and communication

To facilitate regular consultation with all employees to address areas of concern.

To respect the right of all personnel to form and join trade unions of their choice and to bargain collectively.

To ensure that representatives of personnel are not the subject of discrimination and that such representatives have access to their members in the workplace.

To make sure, in any case of major layoffs, that a social benefits and guidance plan is in place, and already known to employees or their official representatives.

7. Equality of opportunity

To offer equality of opportunity to all employees and not to engage in or support discrimination in hiring, compensation, access to training, promotion, termination or retirement based on ethnic and national origin, caste, religion, disability, sex, age, sexual orientation, union membership, or political affiliation.

8. Bullying and disciplinary practice

To counteract the use of mental or physical coercion, verbal abuse or corporal/hard-labour punishment; and not to allow behaviour, including gestures, language and physical contact, that is sexual, coercive, threatening, abusive or exploitative.

To develop and maintain equitable procedures to deal with empl

9. Working hours

To comply with applicable laws and industry standards on working hours, including over-time.

10. Compensation

To ensure that wages paid meet or exceed the legal or industry minimum standards and are always sufficient to meet basic needs of personnel and to provide some discretionary income.

To ensure that wage and benefits composition are detailed clearly and regularly for workers, and that compensation is rendered in full compliance with all applicable laws and in a manner convenient to workers.

To ensure that labour-only contracting arrangements and false apprenticeship schemes are not used to avoid fulfilling ABB's obligations under applicable laws pertaining to labour and social security legislation and regulations.

11. Suppliers

To establish and maintain appropriate procedures to evaluate and select major suppliers and subcontractors on their ability to meet the requirements of ABB's social policy and principles and to maintain reasonable evidence that these requirements are continuing to be met.

12. Community involvement

To promote and participate in community engagement activities that actively foster economic, environmental, social and educational development, as part of ABB's commitment to the communities where it operates.

13. Business ethics

To uphold the highest standards in business ethics and integrity and to support efforts of national and international authorities to establish and enforce high ethical standards for all businesses.

PROCTER AND GAMBLE

Commitment to Diversity

Culture Change - The WE MDO's Business Call

Do we make diversity an integral part of our business and organisation plans? Hardly ever. When we talk about it as part of our reviews, do we conclude that we don't really have a problem in that area? Most likely.

(We all claim that we count in our midst with many nationalities, styles, and female new hires, and we all praise our token women who made it to Associate Director or even Director level positions).

Truth is that for the WE MDO to come alive and become the brands' engine in the market, we must make diversity one of our key organisational competitive advantages.

- We integrate **17 countries** with over 20 languages, and many ethnic, historical and cultural backgrounds - and need to truly leverage this diversity for superior creativity and innovation vs. getting bogged down by it as a complexity.
- The design template for the MDO is **high performance team** based - it requires us to leverage diversity of functional backgrounds, individual styles, and expertise's, as only then can these new teams become the environment where individuals want and can contribute to their fullest potential.
- The MDO's focus is to win in the **local market** - with the shoppers, customers, external stakeholders, and the top notch talent on campus. And we all know that all these are in an increasingly high proportion women.

We therefore have an urgent need to address the fact that P&G Europe has so far failed in our ability to retain women and develop them into senior managers.

Out of 100 Operations Committee members in EMEA, only 4 are women. Asia, Latin America, and North America are way ahead. Regional surveys and focus groups indicate that women are leaving us because of our lack of flexibility in managing productively individual needs in combination with the business needs, our male dominated environment which runs the risk of making our ideas uniform and promoting one sided stereotypes of success, and our organisations which as a consequence look and feel old fashioned making our results less good than they could be if we had more diversity of talent in our management ranks.

As we move into the next millennium, these will no longer remain female issues.

Futurists writing about the consumer and our workforce of the future, call our attention to the X and namely the Net generations: Their male and female representatives' values and expectations will challenge many of our assumptions of what our consumers and employees expect from us. Unlike the babyboomer generation, they are individualistic, and make it a point of being recognised in their uniqueness; they are focused on combining work and home, and are unwilling to sacrifice one for the other; and they are driven by personal success first and foremost. Diversity will therefore be high on these generations' agendas.

Now we are launching an initiative which could **start the turnaround**, stepchanging our ability to retain and develop women, and as a consequence prepare us better to deal with the employee generations of the next millennium.

We have a pragmatic, fresh approach to actually start doing something about the issue - as a business imperative, imbedded in the O-2005 culture change - aimed at driving first and foremost innovation, and instilling flexibility to drive speed, and achieve stretch.

In short, creating a synergy where business and employees come out ahead.

We are talking about a set of guidelines to make our work arrangements more flexible, in order to help women and men to cope with work life issues which vary over the span of someone's life.

These are Reduced Work Schedules, Family Care Leave, Personal Leave of Absence, Care of Dependants While Travelling, and Flexible Work Schedules.

In the spirit of continuous learning with external focus, we are also running selected experiments with three additional, in the labour market emerging forms of working: Job Sharing, Working from Home, and Compressed Week.

All materials to explain this new approaches to work, and how we can become more creative in this area to increase productivity, reflect what we want to achieve: They show the clear link to the business, are consumer friendly, attractive, and energising. There are videos, brochures, and most importantly, personal management conviction that there is truly business risk at stake without progress.

There is also a **Flexible Work Arrangements Intranet site** to disseminate the underlying regional policies, and local guides. Click on this button to get into the site:

We look forward to hearing from you via its interactive corner.

This set of guidelines is the first of several interventions of an overall programme to address, step-by-step, the insights we have gained through focus groups and the learnings from external studies.

The overall EMEA programme - Embracing Diversity - comprises, beyond the **flexibility guidelines**, the creation of **networking** opportunities to involve employees in driving the culture change. It will work **childcare** related opportunities, and **dual career** and related family needs. And it will intervene on **leadership** and behavioural change, create opportunities for **mentoring** and **mentoring-up**, and importantly, define business measures, and assess related **progress** in a year's time to understand what has been achieved and what needs to be addressed further.

And note that we are not appointing any diversity gurus to lead this work: Diversity is the WE MDO's call - and your General Manager as member of the WE MDO Leadership Team is personally leading the implementation of this strategy in your organisation - involving you all, and counting with the proactive support of your human resources contact who is the designated employee champion and agent of culture change.

..... Culture change as a business strategy, not an internal image project.

Because **it's the WE MDO's business call.**

AN POST

A Draft Equality Policy

1. Statement of Policy

- 1.1 An Post is fully committed to a policy of promoting equal opportunities.
- 1.2 As an employer, the Company recognises that the provision of equal opportunities in the workplace is not only good ethical practice, it also makes sound business sense.
- 1.3 Good quality staff are essential in today's competitive environment. To give of their best staff must have a sense of their worth and the value of their work. They must feel confident of fair treatment. An enlightened equality policy is one of the means that can be used to facilitate this and to improve employment practices generally.
- 1.4 The Company strives to create a work ethos in which all employees can realise the full potential. The provision of equality of opportunities in all areas of their organisation is essential to the efficiency and effectiveness of its work and to good relations among employees. It is a requirement for our success.
- 1.5 It is An Post policy that every member of staff is entitled to be treated fairly in an environment that supports dignity, self esteem, productivity and is free from any form of harassment.
- 1.6 The Company also recognises that its workforce will, in time, reflect the growing diversity, which exists in our society.
- 1.7 A strong commitment to equality-driven policies benefits the Company, our employees, our customers and the communities in which we operate.

2. Legislative Framework

- 2.1 Under the Employment Equality Act, 1998, discrimination is outlawed on nine distinct grounds:

- Gender
- Age
- Disability
- Family status
- Marital status
- Membership of the Travelling community
- Race, ethnic origin or colour
- Religion
- Sexual orientation

This means that treating someone less favourably than you would treat others, on the basis of any of the nine stipulated grounds, is unlawful.

- 2.2 The Equal Status Act, 2000 moves the prohibition against discrimination beyond the workplace and into the public arena. It promotes equality in arenas where the public are involved, in buying goods, using services, obtaining accommodation and dealing with educational establishments, by prohibiting discrimination on the above nine mentioned grounds.
- 2.3 The Company is committed to ensuring that no applicant; employee, client or customer receives less favourable treatment on any of nine grounds identified above.
- 2.4 As the same principles apply to the users of An Post's services, all staff should become aware of their responsibilities as service deliverers as well as internal customers.

3. Equality Policy Objectives

- 3.1 We are committed to:
- 3.2 employing a workforce solely on the basis of merit, recognising and valuing the contribution of all people irrespective of gender, age, disability, responsibility for dependants, marital status, membership of the Travelling community, racial origin, religion or sexual orientation.
- 3.3 ensuring all employees recognise the vital part they have to play in building an environment free from discrimination, harassment or victimisation.
- 3.4 developing, monitoring and reviewing appropriate employment practices and to ensure that they do not, directly or indirectly, discriminate unfairly against staff.
- 3.5 enacting policies that are fair and equitable and which ensure that entry into and progression within the company are determined solely by application of job criteria, personal ability and competence. In practice this will mean that:
- All job advertisements will state that "An Post is an equal opportunities employer. We welcome suitably qualified applicants from all sections of the community".
 - Any references on application forms to gender, age etc. may be included for the purpose of tracking the progress of the candidates. Self declaration in these instances will be entirely voluntary and failure to declare a response will not be held against the applicant. Any such information given will be treated in the strictest confidence.
 - Only those qualifications and requirements necessary to the performance of the job shall be referred to in the job specification.
 - Employment and recruitment agencies will be advised of our commitment and policy position on employment equality across the nine grounds of the equality legislation.
 - Managers will not make assumptions about the career prospects of their staff, or take decisions that would adversely influence decisions about training and development.
 - All staff will be encouraged to pursue personal and career development opportunities open to them.
 - Interview panels will contain a gender balance where practicable.
 - Panel members will receive training on good interview practice and in the prevention of discrimination.

- Interview panels will not make assumptions about the suitability of individuals for certain types of work on any of the nine grounds, on their current employment status or based on any criteria not relevant to the job.
- Candidates will be assessed against pre-defined criteria at the end of the interview. There will be an agreed objective system of rating candidates for recruitment by experience, skill, qualifications or job record as appropriate or relevant, or other objective system.
- All placements will be carried out against a personnel, performance and skills profile which will ensure that the best person for the job is selected.
- Post-interview developmental feedback will be available on request.
- The promotion process will be monitored where feasible to assess equality of opportunity in this area. [EA]

3.6 enhancing opportunities to reconcile work-life balance among employees. Employees who avail of flexible working arrangements will not be placed at a disadvantage against and will be treated equally with all other employees.

3.7 ensuring that all decisions on training and development, performance appraisal and access to benefits will be based solely on objective and essential business related criteria and on the on furtherance of equal opportunity principles.

3.8 providing a service that is accessible and relevant to our customers, and one which accommodates their diversity.

3.9 giving consideration to the needs of particular groups of customers covered under the equality legislation.

4. Dignity & Respect at Work

4.1 An Post has a duty of care towards its staff. The Company strives to create and maintain a safe and healthy work environment in which all employees are treated with dignity and respect, free from harassment or bullying. The Company's *Bullying & Harassment Policy Statement* defines what constitutes unacceptable behaviour and provides a procedural framework for dealing with complaints. Summary versions of this statement are available in the form of booklets *Bullying & Harassment: Employee Information Booklet* and *Bullying & Harassment: A Quick Reference Guide for Managers and Supervisors*. A copy of these procedures is available from the Human Resources Manager in your area.

4.2 An Post acknowledges the concerns of the disabled community and the need to challenge stereotypes that are deeply rooted in our culture. The Company will not tolerate disability discrimination. This occurs when, for a reason related to her/his disability, a disabled person is treated less favourably than other people are, and this treatment cannot be justified. Every effort will be made to make reasonable adjustments to ensure equality of opportunity for disabled job applicants and staff. *Reference to Disability Code?*

5. Combining Work and Personal Responsibilities

- 5.1 An Post acknowledges the difficulties staff experience in their efforts to balance work with the demands of personal and family life. For some this involves reconciling caring responsibilities for children and elder care with the demands of working life.
- 5.2 In order to assist staff in reconciling Work/Life balance issues access to flexible working arrangements will be made available to them insofar as business requirements permit.
- 5.3 Currently, business requirements limit the application of some flexible working arrangements to certain sectors of staff. However, within this category examples of flexibility arrangements for staff which are considered favourably as they arise include:
- Flexitime
 - Job-sharing
 - Part-time hours

Examples of flexible arrangements available to all staff without prejudice (and insofar as reasonably practicable) include:

- Compassionate leave
- Study leave
- Special leave without pay
- Career breaks
- Medical/Dental leave

These arrangements are additional to statutory entitlements, such as Maternity Leave, Adoptive Leave, Parental Leave, Force Majeure Leave, Carer's Leave etc.

- 5.4 On-going efforts will be made to consider new requests for flexible working arrangements in consultation with employees and in compliance with business needs.

6. Responsibility

- 6.1 All employees have a role to play in ensuring the effective implementation of the equality policy. This includes maintaining an acceptable standard of behaviour at all times towards colleagues and customers alike. It includes combating prejudice, harassment and undignified behaviour and to create a work climate in which such actions are not tolerated.
- 6.2 It is the responsibility of the Business Unit Directors to support and communicate the Equality Policy and to ensure that the policies/procedures for which they have responsibility are compliant with the policy. It is the responsibility of management in each Business Unit to lead by example, to ensure that best practices are maintained and to take the necessary steps to eradicate any behaviour which contravenes the policy.
- 6.3 This approach complies with An Post's aim to mainstream equality principles as the basis for developing all people management practices and business activities.

7. Complaints

- 7.1 Employees who believe that they have suffered any form of discrimination, harassment or victimisation (or who wish to seek clarification on these issues) are entitled to raise the matter through agreed grievance procedures. This means that, in the first instance, all enquiries should be made by the individual concerned to their immediate supervisor. Enquiries and complaints will be dealt with seriously, promptly. Confidentiality and discretion will be observed insofar as it is practicable.
- 7.2 These procedures do not detract from an individual's rights under statutory legislation.
- 7.3 A complainant's rights are protected under this policy and the complainant will not be penalised for making complaint in good faith. If, however, it is found that the complaint was brought maliciously, it will be treated as misconduct under the Company's disciplinary code.
- 7.4 An individual will not be victimised or treated in any way less favourably as a result of bringing a complaint or providing support or evidence on behalf of a person bringing a complaint.
- 7.5 Any member of staff who is found to have breached this policy will be subject to the Company's disciplinary procedures.

8. Monitoring & Review

- 8.1 Ongoing monitoring of the equality policy will include:
 - ensuring that the policy is communicated to all employees
 - establishing mechanisms to collect equality-related data
 - regularly reviewing policies and processes in the light of changes in employment and equality legislation and best practice in this arena.
 - ensuring that breaches of the equality policy will be investigated internally through the normal grievance mechanism and complaints will be treated on a prompt and confidential basis
 - reviewing the complaint procedure on a regular basis to evaluate its effectiveness.

9. An Post Equality Programme

- 9.1 An Post recognises that promoting equality effectively requires more than compliance with legislation and makes the following commitments to ensure the effectiveness of its Equality policy:
 - 9.2 to distribute the Equality Policy to all staff members
 - 9.3 to develop practices and procedures on foot of this policy to guide compliance with the policy

- 9.4 to consult with staff representatives in ensuring a partnership approach to policy development and implementation
- 9.5 to build an information system of qualitative and quantitative data (including an annual audit of staff) to chart progress and show business benefits
- 9.6 to raise awareness of the relevance of equality to organisational strategic objectives through the provision of appropriate training programmes, including an equality module on induction and management training courses
- 9.7 to include a section on equal opportunity in our Annual Report
- 9.8 to establish communication channels with employees for providing equality updates and for seeking consultative input/feedback
- 9.9 to review all human resource policies and practices to ensure that they effectively support equality of opportunity
- 9.10 to explore the scope for developing flexible working arrangements that enable staff to balance work and personal responsibilities
- 9.11 to take any Positive Action steps necessary to address imbalances in the workplace
- 9.12 to report annually on the implementation of the policy

Glossary of terms

Direct discrimination is overt, deliberate discrimination. It takes place where an employee or potential employee is treated less favourably than another person has been or would be treated, on one of the nine grounds stipulated in the Employment Equality Act.

Indirect discrimination may involve no intention to discriminate whatsoever. It can occur where a requirement, practice or policy which may appear to be non-discriminatory, has a disproportionate impact on/adversely affects a particular group or class of persons.

Positive action involves taking specific steps to redress imbalances and to give less advantaged groups equal opportunities for participation purposes. The Employment Equality Act, 1998 allows positive action specifically geared towards the integration into employment of people over the age of 50, people with disabilities and members of the Travelling community.

Harassment and Bullying are terms that are sometimes used interchangeably. In fact, 'harassment' is the term used in the Employment Equality Act, 1998 and the Equal Status Act, 2000 to outlaw unfavourable treatment of, or discriminatory behaviour against a person because they belong to one of the nine categories covered by the Act. The term 'bullying' is used to refer to unacceptable behaviour that is displayed towards a person, where the behaviour is offensive, intimidating and humiliating (and does not have to be related to the nine grounds specified in the Act). The prevention of bullying and the creation of a safe working environment is the part of the employer's duty of care towards an employee under the Safety, Health and Welfare at Work Act, 1989.

GROUP 4 FALCK

Human Rights Policy

Group 4 Falck Global Solutions UK Limited Human Rights Policy Statement

Respecting Human Rights is Everyone's Responsibility

Respect for human rights should be at the core of our company's day to day work. This is not simply a matter of justice. It is fundamental to the quality of the services that we provide and the value that we place on the people who for work for us. It is crucial to our business success.

Human rights laws were established to prevent abuse of power and promote equality, respect, justice, fairness and dignity. Although the laws can appear complex, there are very clear concepts behind them. Most of us should be able to understand these and implement them in our daily lives and in the workplace. Put simply they are about how we would want our family, friends and ourselves to be treated.

It is in everyone's interests to develop healthy and positive relationships based on honesty and integrity, confidence, commitment and trust. Fair treatment involves these basic virtues. It also means trying to recognise and avoid displaying behaviour that others may find rude or offensive.

Group 4 Falck's Policy

Group 4 Falck is committed to promoting best practice in human rights in its policies, procedures and practices. Our policies are guided by respect for the human rights and individual freedoms laid out in the Universal Declaration of Human Rights. We seek to promote best practice in human rights in the provision of services, as an employer and in our relationships with all of our stakeholders.

Group 4 Falck is committed to tackling institutional discrimination and to promoting understanding and respect for cultural difference and diversity. This is a central part of delivering human rights. Behaviour, conduct and manners which are socially and professionally acceptable in one culture or country may be viewed differently in another and cultures within many countries are becoming increasingly more diverse as a result of global communications. The better we understand, respect, value and appreciate the diverse cultural differences and perspectives within our communities the more successful our business will be, and the greater the sense of social cohesion, both at home and abroad.

The provision of public services

As a company carrying out public functions, Group 4 Falck has a vital role to play in helping to build a new human rights culture in the UK. The privilege of providing public services carries with it the responsibility to ensure that they are delivered according to the public interest. The public has a right to expect that public services delivered by Group 4 are ethical, accessible, timely, flexible and sensitive to the needs of a diverse population.

- The company will endeavour to ensure that its processes are and are perceived to be fair and reasonable and committed to best practice in human rights, as well as being compliant with the law.
- We shall aim to ensure that our policies, procedures and practices are open and transparent whilst respecting the needs of our customers and our shareholders to protect commercially sensitive information.
- We shall adapt our decision-making processes to ensure that human rights considerations are always considered prior to taking action. Where justifiable infringements are necessary we shall take measures which have the least adverse impact on individual rights and shall record our justification for taking such action.
- We shall investigate complaints from whatever source fairly, swiftly and effectively in a way which is neutral, fair to all and free from unjustifiable reprisal and discrimination.
- We shall use complaints as a positive means of improving our services and our business as a whole.

Employee relations

As an employer, Group 4 Falck recognises that the quality of its services relies entirely on our employees. They are often working in highly sensitive areas of public policy, in challenging and difficult conditions and with people who may be highly disturbed or have committed acts of violence. This places on us an additional onus of making greater efforts than the average employer to ensure that we respect and promote best practice in human rights in relation to our employees.

- We value all of our employees for their contribution to our business without regard to position or level within the organisation.
- We actively promote the principle of social partnership and freedom of association.
- We shall strive to maintain a work environment in which the personal dignity of the individual is respected by the company, other employees and other stakeholders.
- We shall endeavour to ensure that all our employees carry out their work in a manner that promotes human dignity and respect and that is free from unjustifiable discrimination and harassment.
- Staff can expect that the company will provide considered and objective review of their concerns and complaints and that the company will positively welcome ideas that will help to improve best practice in human rights.
- Employees throughout the organisation will need to understand the policy as it applies to their job.

Promoting human rights in our organisational culture

It is the duty of management to ensure that there are systems in place designed to promote human rights compliance and best practice in service delivery and employee relations. However, the successful implementation of this policy requires the total commitment from all levels of employee – from the boardroom to the front line of service provision. We shall take all reasonable measures to ensure that our policies, practices and procedures reflect best practice in human rights. To achieve this policy the company will:

- (i) Provide resources to promote best practice in human rights;
- (ii) Provide and maintain working systems which promote the importance of human rights;
- (iii) Integrate human rights into our existing quality systems to ensure continuous improvement in the delivery and implementation of human rights practice;

- (iv) Carry out regular audits of our human rights performance;
- (v) Ensure that systems are in place to maintain, monitor and, if necessary to improve human rights performance;
- (vi) Integrate human rights considerations into our performance management reviews;
- (vii) Clearly indicate that whilst human rights violators can expect fair treatment, violations will be treated seriously and appropriately;
- (viii) Clearly indicate that gross violations will constitute gross misconduct or a breach of contract and could result in dismissal or forfeiture;
- (ix) Issue this statement to every employee and make it generally available to other relevant stakeholders;
- (x) Regularly review this policy and the way it is operating as part of a quality review;
- (xi) Develop detailed policy guidelines, which take account of the body of human rights laws in the UK and revise these in the light of legislative or organisational changes.

Training and education

We recognise our responsibility to invest in training and development for our employees to equip them to provide services in line with best practice

- Training in human rights will form an integral part of our induction training and job development training programme for all employees.
- We shall provide each employee with information, training, education and development which promotes the practical implementation of best practice in human rights and diversity issues.
- We shall work with other stakeholders to promote training and education in human rights.

Customer relations

New laws in the UK mean that for the first time our public service customers and the company could be jointly liable for human rights infringements.

- We shall do everything we reasonably can to minimise the likelihood of infringements and serve our customers' interests.
- We shall work with our customers to ensure that contractual requirements do not unjustifiably infringe human rights laws and to promote best practice in human rights.
- Where we believe that there may be a potential or actual unjustifiable infringement of human rights under the operation of the contract we shall bring this to the attention of our customer at the earliest possible opportunity and seek joint solutions with our customer.
- Where we believe that there may be other potential or actual unjustifiable infringements of human rights which involves our customer we shall bring this to their attention at the earliest possible opportunity.

Community relations, public responsibility and corporate citizenship

Group 4 Falck recognises that it has both rights and responsibilities to its customers, stakeholders, to the wider communities in which it serves and to the public as a whole. As a provider of public services Group 4 Falck has special responsibilities to ensure that its services are publicly accountable and responsive to diverse communities.

- We aim to build and strengthen our diversity policies, procedures and practices as an integral part of our human rights programme.
- We expect all our employees to act according to the highest standards of integrity and probity in accordance with our ethical policy distributed to all employees.
- We are committed to the principles of best practice in corporate governance.
- We believe that strong corporate citizenship policies lead to business success – our human rights programme is an integral part of building and developing our corporate citizenship policies.
- We shall actively promote human rights through working in partnership with other organisations and individuals to promote a positive culture based on rights and responsibilities.

Business partners, contractors, sub-contractors, consultants and suppliers

We shall endeavour to ensure that we select business partners who take practical measures to comply with human rights laws. Consultants, contractors, suppliers and other parties retained by the company are expected to conduct themselves in accordance with Group 4's policies and commitment to human rights and ethical conduct.

- We shall seek business partners who are taking practical steps to promote best practice in human rights along the lines of this statement.
- It is the responsibility of the company to ensure that its business partners are aware of the contents of this statement and that they agree to abide by the policy of respect for human rights.
- It is the responsibility of the employee engaging the services of a consultant or contractor, sub-contractor or supplier to ensure that they are aware of the contents of this statement and that they agree to abide by the policy of respect for human rights.

Communicating our human rights values

Our commitment to human rights is promoted from the very top of our organisation. We aim to communicate openly and honestly with our employees, customers, service users and others with a legitimate interest in the services that Group 4 Falck provides.

- Customers and members of the public are entitled to expect that information about Group 4 Falck services and procedures is user-friendly, accessible and understandable to all those who need it.
- Employees have the right to expect that they should be able to raise questions and concerns in a safe and supportive environment.
- The company respects the rights of the media, and of the public through the media, to know about matters of public interest whilst respecting the diverse rights of its customers and its users.
- The company is committed to providing the public and the media with accurate reports on its processes, procedures and policies and aims to be forthcoming in responding to requests for information or access.
- In principle we support freedom of information and disclosure. We shall aim to ensure that we communicate openly and honestly about our policies, procedures and practices whilst respecting the needs of our customers and our shareholders to protect personal or commercially sensitive information.
- We shall provide regular communications about the operation of this policy to our employees and other stakeholders who wish to receive it.

B A Wallin, Human Resources Director, July 2000

Western Europe Diversity Action Plan

Diversity Action Plan 01/02

Owner: H J

Objective: Improve business results by creating a more Diverse and better utilized organization

- Approach:**
- 1) Leadership & Accountability/Growth/Inclusion/Flexibility
 - Minimum floor common across BU
 - Menu developed interdependently within WE to address specific BU needs
- 2) - Put together the WE knowledge and efforts on diversity
 - Geneva site as a flagship for Western Europe

Strategies	Actions	Owner	When	Measures																																										
1. Hold leaders accountable	Agree target representation with all WE BU			40% female representation up to level V by 2005 <table border="1"> <thead> <tr> <th>Level</th> <th>4/01</th> <th>6/02</th> <th>6/03</th> <th>6/04</th> <th>6/05</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>41%</td> <td>41%</td> <td>41%</td> <td>41%</td> <td>41%</td> </tr> <tr> <td>2</td> <td>32%</td> <td>35%</td> <td>40%</td> <td>40%</td> <td>40%</td> </tr> <tr> <td>3</td> <td>30%</td> <td>32%</td> <td>35%</td> <td>38%</td> <td>40%</td> </tr> <tr> <td>4</td> <td>21%</td> <td>25%</td> <td>30%</td> <td>35%</td> <td>40%</td> </tr> <tr> <td>5</td> <td>17%</td> <td>20%</td> <td>25%</td> <td>33%</td> <td>40%</td> </tr> <tr> <td>6</td> <td>7%</td> <td>10%</td> <td>15%</td> <td>20%</td> <td>25%</td> </tr> </tbody> </table>	Level	4/01	6/02	6/03	6/04	6/05	1	41%	41%	41%	41%	41%	2	32%	35%	40%	40%	40%	3	30%	32%	35%	38%	40%	4	21%	25%	30%	35%	40%	5	17%	20%	25%	33%	40%	6	7%	10%	15%	20%	25%
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5	17%	20%	25%	33%	40%																																									
6	7%	10%	15%	20%	25%																																									
	Establish a diversity scorecard (attraction and recruitment, retention, promotions...)			Part of regular business review twice per year																																										
2. Employees involved	Diversity checks in all rating and development discussions			Bi-yearly																																										
	Women in Business networks as advisory groups partnering with HR and line management																																													
3. Retention	Sexual & Moral harassment included in on-boarding process			Deployment in WE																																										
	Women supporting Women seminar			Twice per year																																										
	Sex@ workshop sessions			All BU run at least one session per year																																										
	Mentoring program			Implemented in Geneva as leading site																																										
	Re-launch Flexible Work Arrangements			Clear Knowledge of current situation (who is on FWA and learning/experiences)																																										
	Individual assignment, top talent development and succession planning			All level IV+																																										
	Clear communication on mobility support/policies			Knowledge assessed with 01 survey																																										
	Job Bank in collaboration with other companies to give priorities to spouses placement			Partner with 5 multinational companies based in Geneva																																										

Diversity Action Plan- UK/Ireland

UK & EIRE MDO : DRAFT Diversity Action Plan 2002 / 2003

Objective: We will create a sustainable business advantage by attracting, developing and retaining a truly diverse workforce.

“Diversity is the uniqueness each of us brings to fulfilling P&G’s Purpose, Values and Principles. Our differences are physical, such as race, gender and age. They also include less visible differences such as nationality, cultural heritage, religion, sexual orientation, disability, personal background, functional expertise, position in the organisation and others. By building on our common values and goals, we are able to create advantage from our differences.” (A.G.Lafley, CEO)

Strategies	Goals / Measures	Action	Owner										
<p>ATTRACTION – We will attract a representative percentage of the UK talent pool focussing on Gender, Ethnicity, Disability and Style</p> <p>SPONSOR: R D</p>	<ol style="list-style-type: none"> Gender – maintain new hires as 50/50 split Ethnicity – 12% of applications from ethnic minorities by July 05 (targets by fiscal tbc) Disability – 5% of applications from disabled candidates by July 05 (targets by fiscal tbc) Style – We recruit a wide range of styles as measured by Myers Briggs / Hermann Whole Brain / Belbin 	<ol style="list-style-type: none"> Establish effective diversity measurement of applications and new hires. Review current universities and colleges targeted Review diversity of campus recruitment teams Develop strategic alliances with key organisations to target specific minority groups Review interview training & process 											
<p>DEVELOP – We develop each individual to their fullest potential. Progression is based solely on ability and results.</p> <p>SPONSOR: K H</p>	<p>GENDER – 35% female representation at levels 4 & 5 by 2005</p> <table border="1"> <tr> <td>01</td> <td>02</td> <td>03</td> <td>04</td> <td>05</td> </tr> <tr> <td>20%</td> <td>24%</td> <td>27%</td> <td>31%</td> <td>35%</td> </tr> </table> <p>STYLE – Diversity measurement tool shows year on year improvement that style is not inhibiting individuals reaching their full potential.</p> <ol style="list-style-type: none"> 80 % coverage of Sex@work Jan 03 Full availability of mentoring programmes, across all departments 	01	02	03	04	05	20%	24%	27%	31%	35%	<p>Develop tool to ensure individual assignment, top talent development and succession planning based solely on ability and results.</p> <p>Launch role-modelling programme - success and best practice recorded and communicated</p> <p>Develop mentoring programme to meet organisational need</p> <p>Relaunch sex@work.shop for UKMDO</p>	
01	02	03	04	05									
20%	24%	27%	31%	35%									

RETAIN - We give people no diversity related reason to leave the company

SPONSOR: J W

We have no regretted losses due to diversity related reasons

Training developed for managers and teams to recognise and leverage diversity of styles

Maximise internal communication and understanding of diversity:

1. Step change awareness of existing policies.
2. Build and communicate a robust business case behind diversity.

Redesign exit interviews to include diversity and reintroduce procedure

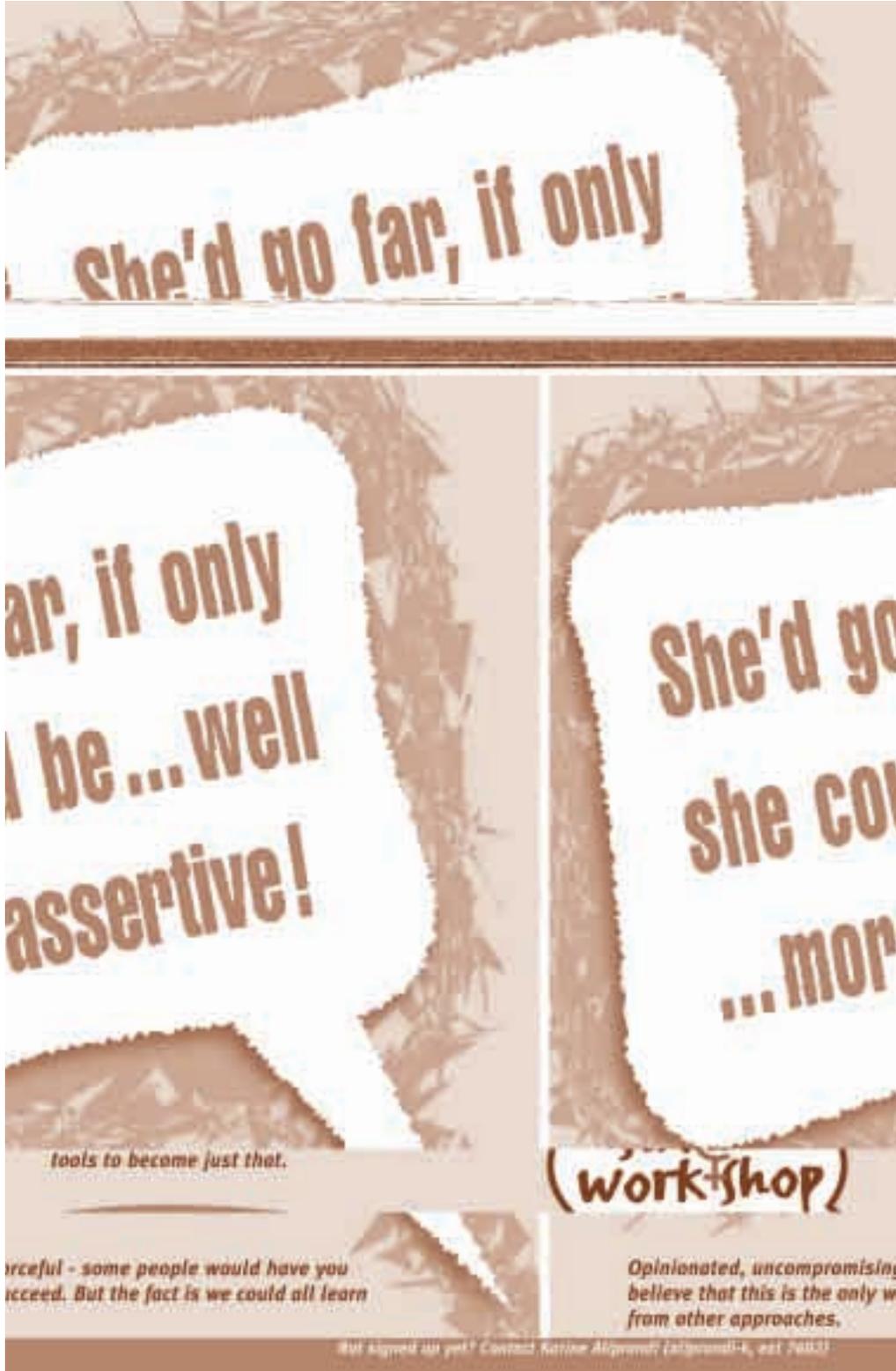
Develop annual Diversity questionnaire to act as early warning system ongoing.

Utilise key organisations eg. Opportunity Now to benchmark against to ensure we remain competitive and raise external profile

Ensure all individuals have full and frank career discussion in W&DP meetings.

PROCTER AND GAMBLE

"Sex at work" Workshops



Agenda

The business need

Characteristics of behaviours - in life
Characteristics of behaviours - at work
Dealing with differences
Where we want to be.

REAL PURPOSE OF THIS WORKSHOP:

- To raise awareness of gender differences and break down mis-perceptions.
- **This is NOT** going to provide a behavioral template, but we **WILL** give you some suggestions.
- This will encourage and support every employee to get the best out of each other to deliver breakthrough results.

THE OBJECTIVES OF THIS WORKSHOP:

At the end of the workshop you should be able to:

- Accept that gender differences exist and understand why they are important in the workplace
- Encourage and value gender differences so that you can maximise the effectiveness of your organisation.
- Teach others around you the value of gender differences and how they manifest themselves.

MANPOWER UNLIMITED

Initiative for Disabled People



in companies and the employment of disabled people

- 50% of company heads think it is important that disabled people should be able to work
- 84% of company heads who have already taken on disabled people have not encountered difficulties with their work

Source: ISTAT-Lohn Survey: 257 heads of companies in 3 European countries (France, United Kingdom, Germany), Spain, July, 1999

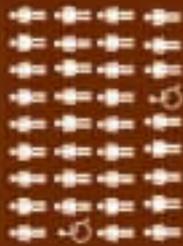



Why do disabled people have difficulty finding a job in a company?

Professional integration of disabled people is associated with problems:

- A handicap is considered to be an obstacle to recruitment. 52%
- This type of recruitment is perceived to be difficult to manage (administration, organisation etc.) 59%
- It is thought to be problematic for disabled people to carry out their duties (facilities, adaptation of work stations, management) 73%

Source: ISTAT-Lohn Survey: 257 heads of companies in 3 European countries (France, United Kingdom, Germany), Spain, July, 1999

Manpower unlimited

A unique project to encourage companies to recruit disabled people




What do company heads need, to be encouraged to recruit disabled people?

- To receive applications from disabled people looking for work (49% have never received any) 41%
- To be better informed 41%
- For the State to offer incentives to reduce the social charges 42%

Source: ISTAT-Lohn Survey: 257 heads of companies in 3 European countries (France, United Kingdom, Germany), Spain, July, 1999





What do company heads need, to be encouraged to recruit disabled people?

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- To be better informed 41%
- For the State to offer incentives to reduce the social charges 40%

Source : Journal Le Soir - 107 heads of companies in 3 European countries: France, Great Britain, Germany, Spain, 1998




Employment of disabled people in the Belgian labour market

- No precise data available about the number of disabled people currently working
- Complex legislation and administrative procedures




Employment of disabled people in the Belgian labour market

- Integration Policy
 - Managed by various institutions (AWPIPI, Fonds Bruxellois Francophones, Vlaamse Fonds voor Sociale Integratie van Personen met een Handicap, Office de la Communauté Germanophone pour Personnes Handicapées)
 - Based on financial incentives (integration houses, compensation subsidies to cover reduced productivity, financial allowances to adapt the work place etc.)




empower Unlimited, a project born out of a meeting between two men

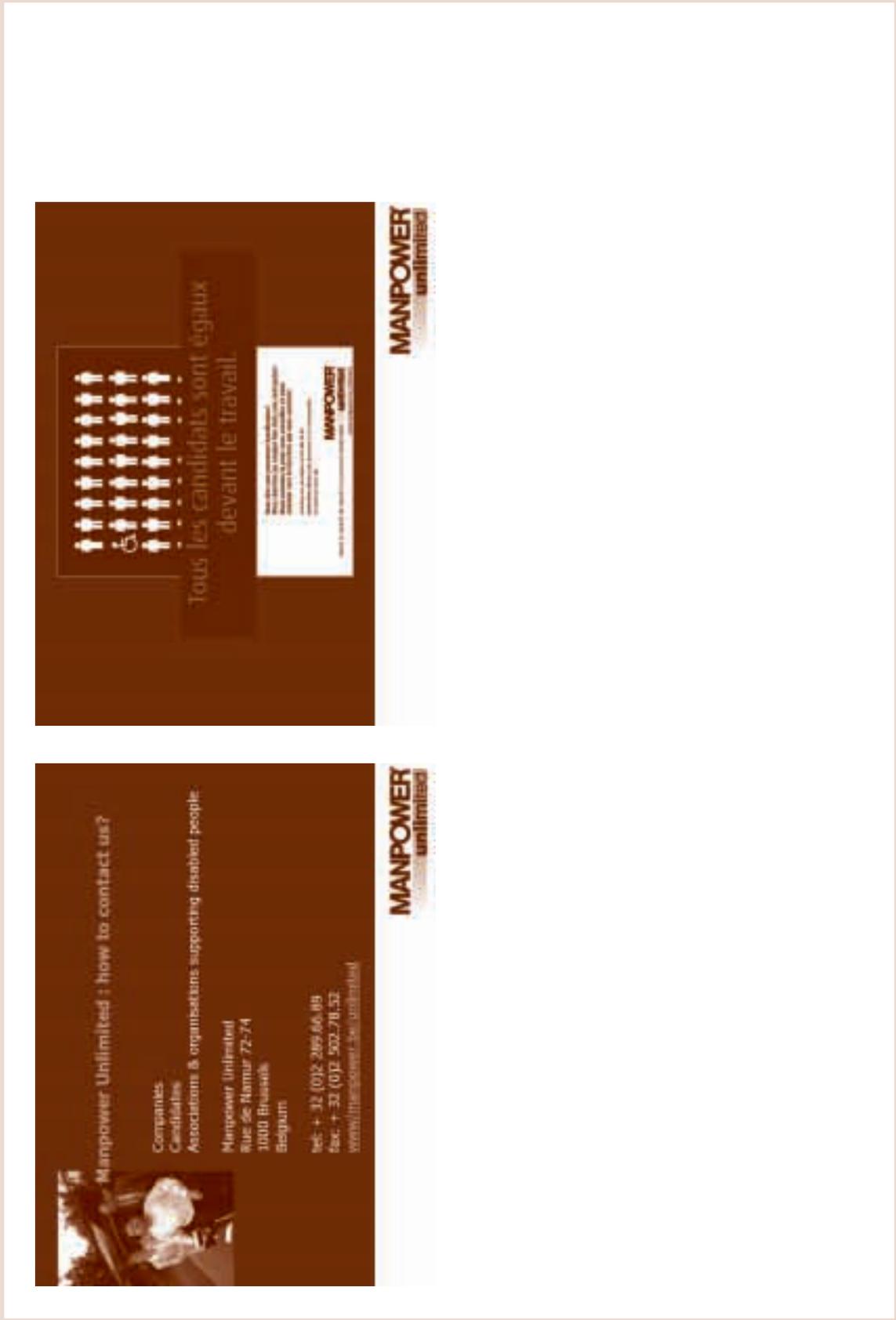
Dimit Gerasimos, disabled and working in support of the handicapped for the last 20 years

Hubert Buisson, General Manager of Manpower Belgium, at the centre of the world of employment and human resources



Section five

 <p>Manpower Unlimited : a new specialist division within Manpower</p> <ul style="list-style-type: none"> • A new specialisation • A recruitment and selection service for permanent jobsuits • A mobile team of specialists ready to go out and meet candidates • Initiative in synergy with our branch network for the skill assessment of candidates and to promote the idea to companies • Pilot project within the French Community (Wallonie) (Brussels) • Aim : to develop the initiative on a national scale 	 <p>Didier Gossiaux Project Manager Manpower Unlimited</p> <ul style="list-style-type: none"> • I am convinced that employment is an essential aspect of integration for disabled people
	
<p>Didier Gossiaux</p> <ul style="list-style-type: none"> • Active member of the Council for Disabled People, (Ministry of Social Affairs) 1993-2000 • Specialist consultant for disabled people within the administration of the Presidency of Wallonia since 2000 • Founder member of several associations supporting disabled people 	 <p>Unlimited : Services to companies</p> <ul style="list-style-type: none"> • Information about employing disabled people in companies • Feasibility study (work place analysis) • Recruitment & selection of candidates • Outsourcing of administrative procedures to relevant institutions • Training and assistance to facilitate the integration of disabled employees
	



MANPOWER

A Global Learning Centre

Manpower Expands its e-Learning Solution

Milwaukee, Wis. – May 15, 2000 – With an array of new courses and the addition of chat rooms and interactive live seminars, Manpower Inc, the world's leading provider of staffing and workforce management solutions has expanded the curriculum and services offered through its online university - the Global Learning Centre (GLC). The Global Learning Centre Web site (www.manpower.net) delivers free training, skills assessment and career management services to its more than two million employees worldwide.

In addition to more than 1,500 software and information technology training modules, the GLC offers more than 300 business skills courses that cover topics including finance, marketing, project management, business law, human resource management and accounting.

"For the past year, e-learning has been an integral component of Manpower's employee career development services," said Jeffrey Joerres, president and chief executive officer of Manpower. "Close to 20,000 Manpower employees, and counting, utilize the GLC to learn new skills, qualify for higher-level job opportunities and advance their careers. The GLC's new features reflect Manpower's continuous commitment to provide our employees with the best career management tool available in the industry, and to support our customers' staffing needs with the most highly skilled workers."

The GLC enables Manpower's employees to connect with mentors and fellow students through a virtual Community Center. "Our employees can use chat rooms to network with each other and obtain curriculum guidance from on-line mentors," said Joerres. "They can also personalize the Community Center desktop so that it will automatically retrieve and update information that matches their career interests and objectives."

In addition, the GLC's Community Center offers a series of live, expert-led seminars on information technology and business-related topics. The seminars are presented in video format, and enable students to pose questions in real time to the presenters. Students also have access to archived presentations, which they can retrieve and view in their original format.

To make it easy for students to access other course-related information, some GLC courses now provide Web links to additional resources.

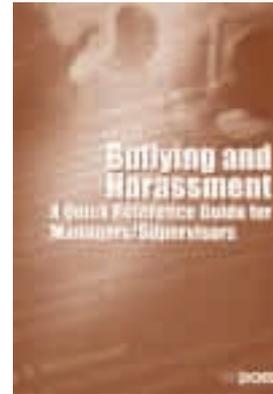
The company registers hundreds of Manpower employees for learning on the GLC each week. "The GLC empowers our employees to take control of their learning – anytime and anywhere – via the Internet, which is the most efficient training vehicle for our worldwide workforce today," said Joerres.

Manpower is currently piloting the GLC's Skillware training to some of its 400,000 customers worldwide. The GLC is one aspect of Manpower's overall strategy to utilize e-commerce to expand the scope of services it provides to its employees and customers.

Manpower Inc is the world's leading provider of staffing and workforce management solutions. The company, which annually provides employment and training to more than two million people, maintains 3,900 offices in 61 countries. For more information, visit Manpower's web site at www.manpower.com.

AN POST

Dealing with Bullying and Harassment

Bullying & Harassment**A Quick Reference Guide
for Managers and Supervisors****Letter from Group HR Director**

An Post is committed to a policy of treating all employees with dignity and respect and providing a positive and safe working environment which is free from all forms of bullying or harassment.

I am pleased to introduce the Company's policy and its procedures for dealing with complaints of bullying and/or harassment which have been agreed with the representatives of all employees and reflect the very best practice in employments generally. The procedures for dealing with complaints are also considered by the Company and the employee representatives to be the most practical and suitable for An Post.

Copies of the full Policy and Procedures are available from your manager on request.

However, from a communications point of view it has been decided to distribute a more concise and user friendly version of the policy and investigation procedure to all employees. I am of the view that this booklet, 'Bullying and Harassment - Employee Information Booklet' will be a valuable source of information for all employees and will lead to a greater understanding of how these cases arise which in turn may prevent instances of Bullying or Harassment in the future.

Furthermore, all supervisors/managers will be provided with a booklet 'Bullying and Harassment - A Quick Reference Guide for Managers and Supervisors'. This booklet will outline the roles and responsibilities of managers in this very sensitive area.

I would like to acknowledge the commitment and inputs of the employee representatives who took part in the consultative process which has resulted in An Post being in a position to take a proactive approach in dealing with this issue.

John O'Hehir, Group HR Director

What is workplace bullying/harassment?

An Post defines bullying as the abuse of power, position or knowledge by one person or group to repeatedly and persistently intimidate another individual or group, either by physical or non-physical means, thereby undermining or eroding an individual's competence, effectiveness and confidence and/or causing upset.

It is important to distinguish bullying from (a) the proper exercise of authority (including proper criticism of work performance or behaviour) and (b) normal acceptable interaction in the workplace.

When not addressed, it can harm a person's well-being, become a significant drain on resources, reduce productivity and may have legal consequences for the Company.

Effects on the employee

- stress, anxiety, sleep disturbances etc
- ill-health, severe tiredness, panic attacks, impaired ability to make decisions
- incapacity to work, reduced output and performance
- loss of self-esteem and self-confidence.

Effects on the Company

- reduced efficiency, productivity and even profitability
- increased absenteeism, sick leave, staff turnover
- poor morale
- adverse publicity, poor public image
- costs associated with counselling, investigations, recruitment and training of new staff, legal action.

Why employees don't complain about bullying/harassment?

Bullying and harassment can remain unreported for many reasons including

- people who are bullied or harassed may lack the confidence to speak up, or feel too embarrassed or intimidated to complain
- junior, temporary or part-time staff may feel a sense of powerlessness due to their perception of their position in the Company
- it is not the culture to complain about co-workers
- people are unaware of their rights or that the behaviour breaches Company policy
- peer pressure

Remember, even if a person does not complain about workplace bullying/harassment:

- they may still be offended by the behaviour
- the behaviour may still be unacceptable

Your Role and Responsibilities

Monitor existing behaviour for bullying/harassment

Unacceptable workplace behaviour may include the following:

- yelling, screaming abuse, racist or sectarian remarks, offensive language, insults, inappropriate comments about a person's appearance, sexuality or lifestyle
- isolating individual(s) from normal work interaction - 'Sending to Coventry'
- undermining work performance, deliberately withholding work-related information or resources or supplying incorrect information
- tampering with a person's personal property or work equipment
- teasing or regularly being made the butt of practical jokes
- display of offensive or pornographic material
- playing a radio/cd player etc at an unacceptably high level
- shoving, jostling, unnecessary touching, pinching or brushing against another's body
- spreading malicious rumours
- derogatory graffiti
- demand for sexual favours, lewd remarks or innuendoes.

Do

- Set a good example by treating all staff and customers with dignity and respect
- Be alert to, and correct, unacceptable behaviour
- Encourage employees to come forward if they are being bullied/harassed and try to protect them from retaliation when they do
- Ensure staff know how to raise harassment problems - have copies of the policy and procedures available
- Deal with any complaints fairly, thoroughly and confidentially, respecting the rights of all parties
- Remember that it is the impact of the behaviour, not the intent, that determines harassment
- Make a diary note of complaints received or any interventions made.

Don't

- Assume that 'no complaints' means 'no problems'
- Try to dissuade people from making complaints
- Assume that the informal approach is always the best way of dealing with a complaint
- Assume that the complainants are over sensitive or are trouble makers
- Accept 'I didn't mean any harm' as an excuse for harassment
- Allow retaliation or victimisation.

An Post Policy and Procedures for dealing with complaints

There are two approaches in An Post to dealing with bullying and harassment, one informal, the other formal. While it is preferable that complaints are settled informally, if the informal approach is inappropriate or has not worked, in that offensive behaviour has continued, a formal complaint should be made. Ultimately, it is up to the complainant to decide which approach to adopt in any particular situation.

Informal Approach

An employee who feels subjected to bullying or harassment should make it clear to the alleged offender that the behaviour is unwanted. If an employee finds it difficult or embarrassing to communicate directly with the alleged offender, he/she may request you, another manager/supervisor, a nominated trade union representative or a colleague to speak to the alleged offender on his/her behalf.

In such cases, a diary record of the request and of any action taken by you should be made. Communication with the alleged offender should be made with due regard for privacy and confidentiality and the rights of all parties involved.

Formal Approach

- If a complainant wishes to make a formal complaint, you should advise him/her of the need to present a signed and dated complaint in writing
- Where assistance in writing or dictating a complaint is required, this can be arranged by you through your local HR Manager or through the Welfare Service
- All written complaints should be forwarded promptly to your Area HR Manager or Business HR General Manager for investigation.

Whichever approach is adopted each party should be

- provided with a copy of the An Post Policy Statement and Investigation Procedures
- advised that confidentiality must be maintained and that any breach of confidentiality will be treated as a disciplinary matter.

Support and further information is available from your Area HR Manager or from your Business HR General Manager

PROCTER AND GAMBLE

Flexible Working Programmes

FWA - a commitment to responsive HR policies in WE

Early November, Dick Antoine, Global Human Resources Officer, posted a global FWA message on the P&G home page re-affirming **P&G's continued support to the appropriate use of a Flexible Work Arrangements (FWA) programme for employees**. He refers to the regional MDO's for the region specific FWA programme, as it can vary across the world based on local laws and practices.

I would therefore like to share with you where we are today in Western Europe in regard to Flexible Work Arrangements. This on behalf of the Western European Leadership Team which groups the GM's of the WE GBU's, countries, GBS and the WE functional leaders under the leadership of Paul Polman.

First and foremost, the WE LT is committed as a team, and each of its members is personally engaged in creating a flexible work environment In which all of us can contribute to our fullest potential, and all of us are encouraged to find the best way to match successfully our personal needs with the business needs. This work environment is instrumental for WE to reach our objective of restoring business growth and employee pride, as we all know that the company's and the employee's needs are inseparable. Therefore, we are continuously focused on finding contemporary ways for the company to respond to the needs of an ever changing society. Being creative also in the work arrangements we use is yet another way to find win-win solutions which ultimately will serve both the business and each of us individuals better.

Second, we are encouraged by the progress we have made in this respect across Western Europe over the past few years, namely thanks to the Flexible Work Arrangements:

You will remember that we launched in 1998, across total EMEA, Flexible Work Arrangements as a catalyst for culture change:

- It was the first time that we introduced a broad array of competitive and creative work arrangement policies, across total EMEA, which were developed with the involvement of many employees from across 25+ countries, and which were supported by a series of user friendly tools, such as **a EMEA FWA website** where these policies for all countries can be consulted by any employee, in the local language and in English. Our business leaders at the time launched the policies using testimonials of colleagues already working on FWA, and making a strong link to the business need of creating a flexible work environment in a society in which people's needs are diversifying.
- The FWA's launched at the time were five: Reduced Work Schedules ("Part time work"), Family Care leave, Personal Leave of Absence, Care of Dependents while travelling, Flexible Schedules. In addition, and in the spirit of continuously learning as the world moves on, we also wanted to experiment with three additional forms of flexible working, which at the time were emerging in the labour market: Job Sharing, Working From Home, and Compressed Work Week.
- Human Resources contacts were designated in each country to champion employees and their managers to make effective use of FWA's, with emphasis on shared accountability for the success, careful assessment of the work design, and on going coaching and support for assessing success and deciding potential mid course corrections.

Finally, we launched FWA's at the time in the context of the regional objective to increase the diversity of our European organisation, in particular the number of female employees, throughout the ranks. This because focus groups indicated that women had a particular need for flexibility at given stages of their lives and careers, and because societal trends very clearly indicated that women were the most demanding consumers in this respect, but not the only ones over time. The diversity effort

was coupled with further interventions, which have been re-launched recently, as you may have seen in the **WE diversity programme** announced by Paul Polman earlier this year. That includes Leadership Accountability, Mobility, Awareness and Styles, and Talent Development.

The reasons for implementing a FWA programme not just as a new set of policies, but as a catalyst for culture change, have been confirmed by:

1. **The continued social evolution:** We all are increasingly part of families where both parents work, or single parent families, or have elderly care obligations. Many of us find it difficult to reconcile the resulting obligations with rigid and heavy work, and travel, schedules. Yet, work and life balance is becoming more and more important for all of us, and in particular for the new generations of employees whom we need to be able to attract, develop and retain.
2. **The requirements of the new O-2005 design:** It requires flexibility of mind and in many roles the understanding of more than one country. Therefore, it puts significant pressure on mobility, and our ability to work across time zones and geographies.
3. The shifting roles of men and women at home, which mean that women are not anymore the only interested parties in using FWA's.

To address the increasing mobility requirements, we have introduced over the past years a new, additional, form of flexible work design in Western Europe: **The Virtual Work Arrangement**. It is a creative approach to regional work and role design, avoiding the need for physical moves across Western Europe, building heavily on virtual collaboration tools, and thereby enabling individuals to build skills and experience beyond their physical location. This wherever possible within our Corporate Structure. The WE MDO HQ has for example developed a significant number of opportunities which are designed in a way that individuals remain located in their home country, while they assume a regional role, and travel regularly across WE. This has been a very effective way to manage dual career needs, and remain connected with the local market realities yet be integrated in a regional HQ work context.

The three experimental arrangements have had differing success: Working from home is becoming a regular approach, particularly in the context of Flex Work as just introduced in Brussels. Job Sharing has not taken off significantly, but remains a tool to address situations in which it is possible to identify two individuals with complementary profiles for one given job. The compressed work week scheme is, at global level, moving beyond its initial experimental phase. Specific principles for its design are being developed globally. For Western Europe, we will then need to work out more in detail how to imbed those into the local practices and laws of our 17 countries. This will require some time, and we expect to have more clarity in spring of next year.

We currently have around 200 colleagues working on one or the other form of FWA across WE, 7% of which are men. In a recent survey with a cross section of all those employees and their managers, we have learned three main lessons:

1. **Work design** is key to make a FWA work: Its not simply about changing percentage of time worked, or schedule. Its about understanding how those changes impact the workflow, customers, suppliers, and how the work needs to be re-designed and re-allocated to make the arrangement effective for all involved. Support tools, namely IT, are crucial to enable the arrangement to work. We still have some way to go particularly in that last aspect.
2. **Mindset** is key to make a FWA work: FWA's are not automatically suited for all roles, and the intent is to use them when in fact they can enable individuals and business needs to be matched. Each situation is likely to be unique, and we are likely not to know upfront whether a FWA will work or not. A mindset open to experimentation and learn as we go will therefore be required to explore possibilities, vs. looking for upfront certainties.

3. **Joint accountability** between manager and employee are key to make a FWA work: The most successful cases of FWA's indicate that both employee and manager are working hard , and see it as their joint role to make the FWA work well. Using the workplan to clarify expectations, "give and take" from both sides, and an open relationship to discuss challenges and outages as they come up are key, also in this context.

We have also learned that many employees experience that management support to FWA's does still not build on the same principles across countries, business units and individual work groups. Several of you feel that it matters quite a lot who your manager is in order to be able to use effectively a FWA.

- While the WE leaders will continue to personally sponsor FWA's as an effective means to increase the effectiveness of all of us employees and our organisation as a whole, I encourage you to contact your Human Resources manager if you are interested in exploring a FWA.
- Alternatively, please do not hesitate to contact any member of the **WE diversity network** (in which all countries and Bu's are represented) for assistance. They can also share with you the detailed findings of the survey so you can learn from the factors of success. The leader of this network is Helena Josue, whom you can reach at 7728 in Geneva.

Finally, as the WE LT we are responsible to provide to all business units working in WE the appropriate tools to lead their individuals and organisations in the most effective way. We are in that context committed to develop and apply contemporary Human Resources practices which are responsive to the continuously changing needs of all employees. FWA's are one of these policies.

Our intent is to have policies that are designed to address the needs of the employee population and the changing business environment. We expect those policies to be applied in a way that addresses the specific individual situations at hand.

- Principle based policy decision making vs. rule based policy application is therefore where we want to go. I know that we are not there yet, but this is one of the areas we want to make a priority, and which will be led by the Human Resources community in partnership with management. We will increasingly use focus groups and understanding of employee insights - as the consumers of our policies - as also in this area the consumer is boss. More about this on this net later this year.
- As leaders, we commit to personally display role modelling behaviours and a flexible people oriented leadership. You can count on us.

On behalf of the WE LT, **Luisa Delgado**, Director, Human Resources, WE

GROUP 4 FALCK

Integrating Human Rights into Operational Concerns

This article first appeared in *Employers' Law*, part of the *Personnel Today* portfolio, published by Reed Business Information, 2000.

Bowing to the convention

The Human Rights Act comes into force next month. But how do you ensure all your staff are getting the message? As prison management and security giant Group 4 recognised, it's not something that can happen overnight.

It is hard to think of anywhere the Human Rights Act is going to have a greater impact than in our prisons, where conventions such as the right to privacy, the right to freedom of expression and the right to protection from torture, inhuman or degrading treatment or punishment must be balanced against public interest obligations. It is a tightrope act that every officer in every prison must learn for him or herself, as any decision made in the heat of the moment could have lasting consequences.

But how do prison employees suddenly become experts in human rights law? Clearly that is not going to happen. What employers must aim towards is a revolution in culture – creating a whole new mindset that instinctively considers the rights of the individual in every decision and action.

It is much more than a matter of putting every member of staff through a potted seminar on the HRA, as Jim Harrower, chief operating officer of the world's largest security organisation Group 4 Falck acknowledges.

"The new Human Rights Act impacts in a fundamental way on organisational performance. It means that public authorities need to think more before they act. They need to ask questions first, and then act. If we get this right, we are more likely to provide superior public services."

Group 4 is no stranger to controversy over human rights. The firm which recently merged with Danish company Falck, has been a pioneer in the much-criticised social policy of contracting out prisons and prisoner transportation. Though this is only one part of a global business now employing 115,000 people and turning over £1.25bn per year, it is the part that has since the early 1990s been the subject of intense political and media interest. At the centre of the maelstrom has been the Group 4-managed immigration detention centre, Campfield House in Oxford, which has led to concerns about the

human rights implications of interning unconvicted refugees.

"Arguably, we have been subject to a level of public and media scrutiny beyond that of the private sector," Harrower says. "We are dealing with highly sensitive areas of public service delivery."

This scrutiny can only increase once the HRA comes into force, he believes. "All public authorities will face increased human rights scrutiny. You only need to go to Scotland, where the act is partially in force against the executive, to see this. The newspapers carry news of potential and actual challenges on a daily basis."

Of particular relevance to Group 4's criminal justice services will be articles 3 (on torture and degrading and inhuman treatment), 8 (on private life) and 14 (on discrimination), Harrower believes.

But he also says general aspects of the European Convention and its interpretation will be of "profound importance". "I have no doubt that its introduction, coupled with other changes in the law, will lead to a greater emphasis on information disclosure and fair procedures. Fair treat-

ment will not only have to be done, but will have to be seen to be done."

Harrower rejects the argument that the Human Rights Act is a burden for business. "On the contrary, it gives companies a positive framework of rights which they can use to their advantage. It is entirely right that the privilege of providing public services should carry with it the responsibility to ensure that they are delivered according to the public interest."

Contrast this with what Gareth Hadley, director of personnel for the Prison Service Headquarters, had to say in the last issue of *Employers' Law*: "The HRA will have little or no impact on our department as our policies comply with and often exceed legal requirements. Our lawyers have already checked our procedures and practices against the HRA. The only training we have introduced is for line managers about the impact on prisoners. We are a good employer and while there may be something we have not thought about waiting to trip us up, we are confident that our practices will stand the test of this extra scrutiny."



Group 4: no stranger to controversy over intense political and media scrutiny on human rights issues



Harrower: HRA will increase political and media scrutiny of human rights in the public sector

It isn't hard to decide which of the two organisations is living in the real world.

Group 4 has been preparing for the act since last autumn. Its response has been to make sure its human rights programme is integral to corporate strategy, linked to key corporate objectives of continuous improvement and investing in people.

"We think it makes sense to have a broader human rights perspective, one which takes in all relevant laws," Harrower says. "Central to this is recognising the potential for institutional discrimination and tackling it whenever and wherever it occurs. The death of Stephen Lawrence showed how rights must be brought home for everyone, and how organisations must overhaul their policies and practices to ensure this. No organisation or institution can afford to be inactive or remain com-

placent since few, if any, are immune. It is our public and social responsibility to act."

In implementing its programme Group 4 established five guiding principles:

- unequivocal leadership from the top
- corporate citizenship
- promoting best practice
- ensuring compliance
- partnership and involvement

With visible support from the very top of the organisation, Group 4's programme is linked to a wider corporate citizenship policy. Its aim is to create a positive culture which rewards best practice and changes poor practice. It is examining its recruitment, promotion and appraisal systems. Harrower says it will reward best practice and "will make it clear that those who knowingly tolerate or manifest bad

LAW IN ACTION GROUP 4

However good the written policies that a company has, at the end of the day, it is the practice that fundamentally affects individual human rights

practice will be called to account".

A corporate citizenship taskforce, composed of senior managers across the operating companies, is steering the company's human rights programme. Audit managers are responsible for checking compliance with human rights laws and carrying out audits within the operating companies. The corporate citizenship taskforce is responsible for developing action plans for the operating companies. They, in turn, have to report back to the taskforce on progress made.

"We can never be sure that mistakes will not be made, but we are doing everything in our power to prevent them," Harrower says. "We will create the right climate in which if mistakes are made, they can be readily admitted and corrected."

"Our programme is ambitious. It is a long-term one focusing on cultural change, prevention rather than cure. We are in the process of establishing working systems to prevent institutional abuse of human rights and to promote best practice."

Harrower compares the changes taking place with those that were ushered in by the Health and Safety at Work Act in the 1970s: "It placed new responsibilities on all employers to promote safety and prevent accidents. Far from harming employers, it created a sea of change in attitude and new positive partnerships between employer and employee. A healthy workforce promotes prosperity. In a similar way it makes sound business sense to bring rights home to the workplace."

A comprehensive training and development programme has also been introduced, to meet the needs of particular service areas and employees working within them.

"Our training and development programme has to be relevant to the individuals' working practices and environment," explains Harrower. "The needs of front-line providers may be very different from those who are working on compiling the audits. We have different training programmes planned for the auditors who require more detailed knowledge of the Act and the auditing procedures. We are running human rights awareness courses based on inter-active exercises and human rights pilot training programmes focusing on individual behaviour and attitudes."

"If I should try and characterise our training programme, it is that it focuses on education and development. It rejects an "off-the-peg" approach which can often

seem irrelevant or marginal to the individual and the company. So before we do any training, we spend some time assessing the particular needs of the groups or individuals."

The training plan has been complemented by an external and internal communications plan designed to promote the opportunities created by the act to improve services and workplace relationships.

By the time 2 October comes Group 4 aims to have in place a managerial system which will provide for continual review of policy, procedure and practice and action plans for corrective action.

"This will enable us not only to get it right now, but in the future. For as case law develops in the UK, we will need to ensure that our practice is compliant. Clear managerial structures of accountability and responsibility have been built into the programme."

A comprehensive human rights and diversity audit has been carried out, to establish the human rights "health" of each company. Audit managers have been appointed within each operating company, working with external advisers and independent verifiers. The audits will be repeated at regular intervals.

"I think it is very important to identify the two key elements of the audit," comments Harrower. "First, there is the audit

of policy and procedure and second, there is the audit of practice. Both use different techniques and both are vital. However, good the written policies that a company has, at the end of the day, it is the practice that fundamentally affects individual human rights."

An audit toolkit has been designed, consisting of information, checklists for best practice and a quality system for recording and monitoring human rights issues across the organisation. The quality system is designed to ensure the company can readily adapt to developing case law and statute.

A model human rights policy has also been drawn up, along with detailed procedural guidelines.

Action plans, including the findings of the audit, are being devised, with action teams in every operating company to ensure corrective action is taken where necessary. Performance indicators and benchmarks are being used to measure performance.

So how would Harrower summarise the changes taking place?

"First, we are putting into place procedures to ensure that our policies are visible and our procedures transparent and quality assured. We understand that where we are involved in infringements of liberty, we must show these can be justified and are based on solid reasons."

"Second, we are developing more open and accessible relationship with the wider community. We were the first private sector company to join the Human Rights Consortium which is examining cross-cutting issues relating to the implementation of the act."

"Third, we believe our established investigations and complaints procedures are fair. To ensure they reflect best practice and comply with the letter and spirit of the Act, we are subjecting them to external scrutiny."

"Fourth, we will continue with our efforts to recruit a balanced workforce supported by a programme of individual development to ensure that everyone has the opportunity to fulfil their full potential."

"Our ambition is to ensure that people from all walks of life can fulfil their potential within our organisation and that our services meet the diverse needs of our customers. Our aim is to ensure that respect for human rights is at the heart of everything we do. This is not simply a matter of justice. Our very success depends on it." ■

HUMAN RIGHTS ACT – THE KEY PROVISIONS

Section 3 requires legislation to be read and given effect in a way which is compatible with the European Convention on Human Rights so far as it is possible to do so.

Section 6 makes it unlawful for a public authority to act in a way which is incompatible with a Convention right unless it is required to do so by primary legislation which cannot be interpreted compatibly with the Convention.

Section 6 (3) (b) and (5) means a body whose functions are partly public and partly private is a public authority in relation to its functions of a public nature but not in relation to acts that are private in nature.

Section 7 (1) (a) permits a victim of an act by a public authority which infringes a Convention right to bring proceedings in the appropriate court or tribunal.

5.5 Wrapping up and Moving on – The March 2002 Workshop

To **conclude** the 2001-2 phase of the project participants came together for a final workshop in March 2002. The discussion centred on some **broad issues** around diversity and how the group wished to move ahead to **continue working** within the CSR Europe framework.

Time was spent identifying some of the **key business challenges** being faced by the companies present. These included:

- Retaining people in a global company – requirements of mobility
- New legislation / EU legislation (equal pay directive)
- Handling the problems of economic recession
- Political dimension – government contacts
- Pressure from the customers – keep the sales at the same level with the high pressure
- Innovation
- Company leadership
- Reduction of cost
- Lack of customer loyalty
- Consumer concentration (increase the strength of distribution channels)
- Technology
- Skill shortages
- Branding and reputation (creation of a new culture)
- Create value for stakeholders
- Partnership with other organisations and governments
- Reduce impact of bad publicity
- Supply chain
- Better interaction with society – stability
- Communication (external / internal)
- Increasing competition

In relation to diversity issues the participants identified a number of challenges:

- Recruitment, retention and attraction of people
- Creating a diversity culture within the company
- Creating a vision
- Defining Diversity
- Developing a compelling business case
- Resistance
- Legislation
- Reaction from NGOs and activists
- Unclear link financial results from diversity actions
- Embedding diversity in the organisation (down to the supplier chain)
- Creating awareness
- Management and diversity strategy
- Risk reaction

- Identify impact on consumers (knowledge of public opinion)
- Resources issue (people and cash)
- Top level commitment
- Organisational capability to understand needs and benefit
- Senior management embracement and understanding
- Understand the benefits
- What / How to measure
- Organisation culture, link diversity with the strong culture – transition to the new change management

In relation to **continuing their work** in the CSR Europe diversity programme the participants identified two key elements:

- **Can we develop and establish an agreed definition of Diversity**
 - Single or multi- definition? Global or regional definition?
 - Where are the boundaries?
 - How does it build upon legislation?
 - Is it possible to find a general consensus on the definition ?
- **Develop and establish a network for knowledge sharing using face to face workshops and the internet**
 - Knowledge sharing
 - Cases studies and best practices
 - Show expertise
 - Provide solutions
 - Training and educational support
 - Show what others are doing
 - Forum coaching

5.6 What were the General Benefits for Organisations Participating in the Benchmarking Programme

The participants have reported a number of benefits from their participation in the project and the use of the Diversity Assessment Tool:

- Crucially the programme served to **raise awareness** of the business implications of diversity issues within their organisation; no longer can we see these issues as simply driven by morality or philanthropy.
- The Diversity Assessment Tool provided a very important **framework for assessment**, based on a **common vocabulary**, so that participants could engage in a focused collection of “evidence” and resources.
- The participation of people from across different countries and business units has served to contribute to **a more integrated approach** across business units and functional areas. The use of the Assessment Tool brought together people from different perspectives, playing a key role in **discovering synergies**.
- Possibly the greatest benefit from participation has been the work around the identification of **existing good practices** from across organisations; this has been useful both internally (within the companies) and externally (across the participating companies).
- Arising from the use of the Diversity Assessment Tool the participants have been able to identify some **priority areas for future action**; in most cases the use of the Tool was relatively limited but participants were still able to obtain some useful pointers for where to focus their investments.
- Participants also **gained expertise** in the use of the Diversity Assessment Tool for future use as an on-going assessment and planning tool; many organisations have not paid too much attention to the measurement of strategic progress and the participation in the project has given some experience in this field.
- Establish an **on-going exchange of experience** with other CSR Europe companies on diversity issues; the programme will continue along the lines outlined in the next section; in addition programme participants have developed their own network and undertaken joint activities. and exchange of materials.
- Finally, the participation in the Benchmarking Programme and the use of the Assessment Tool provides the possibility for participating organisations to **benchmark themselves over time** – looking at their progress in the areas requiring new investment.

Future Developments

6.1 Some Challenges to take forward Diversity Practice

Reflecting on the experience of the Benchmarking Programme and other developments within CSR Europe we offer some general comments in relation to **areas to be addressed** as we move to a greater understanding of diversity issues. A recent report on "The High Performance Workforce" (2001) by consultancy "Accenture", based on a survey of 500 global executives, outlines the broad parameters of the challenge:

"Accenture's research has found that companies' efforts in diversity can be categorized in three ways. At the lowest end of the spectrum are companies that are unsuccessful in cultivating diversity. Such companies, for whatever reason, don't recognize the value of diversity and put no effort behind promoting or embracing it. These companies are rapidly becoming anachronisms that eventually will discover that their lack of diversity puts them at a severe competitive disadvantage in the global marketplace.

Moderately successful companies, on the other hand, understand the intrinsic value of diversity and have mobilized some resources for achieving it. They may have launched individual initiatives with specific diversity targets, for example, increasing the diversity of its senior management team and may actively promote diversity as a corporate virtue. However, their ability to reap more substantial benefits from diversity is compromised by their lack of a more encompassing approach.

Companies that are leaders in cultivating diversity are those that not only recognize its value and promote its virtues, but also actively manage it. In other words, diversity leaders actually make diversity part of the fabric of the company to ensure that diversity efforts do not remain a well-intended but toothless statement posted in the corporate cafeteria and on the company website. But frankly, one of the most effective tools for ensuring that diversity becomes part of everyday corporate life is money. Abiding by the mantra "what gets measured gets managed", companies that excel at diversity tie tangible diversity goals to managers' compensation plans. Companies that are leaders in cultivating diversity are those that not only recognize its value and promote its virtues, but also actively manage it."

In order to make the shifts outlined above organisations will need to address a wide range of "how to's", such as:

- How to develop core values within the organisation that include diversity as a guiding principle, so that all the stakeholders understand its relevance to strategic and operational sustainability.
- How to integrate diversity into the business objectives of the organisation, through identifying the diversity dimensions of business processes, systems and behaviours, and building a series of initiatives that contribute to meeting the business objectives.
- How to find ways to understand and measure the return on investment for diversity initiatives, management and practice, especially important in the process of integrating these into the business objectives of the organisation.

- How to analyse the diversity dimensions of key business areas such as quality assurance, customer service, knowledge management, team performance, marketing, brand management, advertising etc.
- How to develop cultural competency so that managers and employees have the ability to interact with a broad range of groups and individuals with different cultural attributes, values and expectations.
- How to manage the movement between the “global” and the “local”, so that principals and standards can be maintained throughout the organisation, but ensuring that local concerns and issues are taken seriously and included in action planning frameworks.
- How to build inclusive work environments so that diversity is seen as contributing to the development of employees from across the organisation and serves to attract and retain human assets.
- How to tie management performance and accountability to include diversity related criteria, so that day-to-day decision-making is influenced by these criteria.
- How to better utilise the diversity of stakeholders to build the brand image and reputation so that, for example, the images and messages not only market products and services, but are also seen as being integral to the way in which potential employees see the organisations as a possible employer.
- How to integrate diversity issues into the external reporting processes work around social accountability, socially responsible investing etc.
- How to develop the skills to work with external organisations, such as n.g.o’s that may often be critical of the way the company operates and conducts business.
- How to establish cross company benchmarking so that diversity best practice “norms” are identified at an international level, against which organisations can measure their progress.

6.2 The Work of the CSR Europe Diversity Programme

The work of the CSR Europe Diversity Programme will continue during 2002/3 along three main lines:

- **The establishment of a new benchmarking group**

Working along the same lines as the group in 2001-2 there will be a group of at least 5 **new companies starting to look more closely at their current practices** using the framework of the Diversity Assessment Tool. This group will undertake briefings in Brussels; briefings in each of the companies with the "assessment team"; and reporting workshops in Brussels.

- **Workshops for the existing group of companies**

The feedback from the 2001/2 group suggested a number issues and ideas for future consideration. We will focus these around a framework of 4 workshops to include two main aspects:

- An aspect of "**building the business case**" to develop training inputs that participants could use in their own company.
- A "help the company" **peer consultancy sessions** where participating companies identify a specific problem and work with other participants to work on solutions etc.

- **Construction and management of the Resource Bank**

The most positive outcome of the project 2001/2 has been the collection of resources. This will become a **web-based resource for project participants** and selected others using material from the 2001/2 project as well as the new benchmarking project. In addition we will also search for materials from other member companies, perhaps by undertaking "themed searches".

The Programme Partners

7.1 CSR Europe

CSR Europe is a business driven Network whose mission is to help companies achieve profitability, sustainable growth and human progress by placing Corporate Social Responsibility (CSR) in the mainstream of business practice. Through its 45 company members, 15 national Partner Organisations, 9 benchmarking programmes and online Resource Centre, CSR Europe is a reference on CSR strategies and practices for companies throughout Europe. Responding to the Special Appeal made by European Heads of State and Government (Lisbon Summit, March 2000), Business Leader's of CSR Europe, The Copenhagen Centre, The International Business Leaders Forum and the National Partner Organisations launched the **European Business Campaign 2005 on CSR**. This Campaign is aimed at:

- **Popularise the business case** for CSR
- **Enhance the capacity** of current and future business leaders and stakeholders to mainstream CSR in their core business practices
- **Energise the dialogue** and partnership between business and stakeholders

7.2 Centre for Diversity and Business

The Centre for Diversity and Business Ltd. was established in 2000 as a virtual, networked company. It works in the following context:

"Changing expectations and demographics, coupled with the impact of globalisation, technological innovation and pressures for social accountability, are leading to the emergence of new business environments. Leveraging business performance from the changing talents, cultures and values of the existing and future workforce, customers and suppliers is becoming a key component of this new business context " .

The specific aims of the Centre are

- Developing the understanding of diversity as a key strategic issue for organisations
- Developing professional competence in diversity management
- Developing standards for the implementation of diversity in organisations
- Influencing policy making at a local, national and international level

The Centre undertakes this work through:

- Active network management
- Research and dissemination
- Knowledge management strategies
- Training and development
- Consultancy

The Centre has undertaken work with major organisations in Europe, North America, South Africa and Australia.

You can contact the Centre through **Graham Shaw**, Director, Email graham.shaw@diversityandbusiness.com

Contacts and links

CSR Europe Contacts

To find out more about **CSR Europe**, contact:
Ann Vandenhende and **Jan Noterdaeme** (Managing Directors)
Rue Defacqz 78-80, 1060 Brussels
Tel: +32 (0)2 541 16 10 • Fax: +32 (0)2 502 84 58
email: csreurope@csreurope.org • URL: www.csreurope.org

Programme Contacts

To find out more about the programme on Business and Diversity, contact:
Elena Bonfiglioli (Programme Director) – eb@csreurope.org
Graham Shaw (Centre for Diversity and Business) – graham.shaw@diversityandbusiness.com

CSR Europe Members

