



DIVERSITY AND EQUAL OPPORTUNITIES AT THE WORKPLACE

A TOOLKIT FOR MANAGERS



Facts and figures
& good practices



With the support of the European Commission

CEC-European Managers

Rue de la Loi, 81A
1040 Brussels

Tel. : +32 (0)2 420 10 51

Fax : + 32 (0)2 420 12 92

info@cec-managers.org

www.cec-managers.org



TABLE OF CONTENTS

INTRODUCTION	3
PART I: TOOLS	
TOOLS FOR MANAGING DIVERSITY	5
– GENDER	7
– AGE	8
– SEXUAL ORIENTATION	9
– RACE, ORIGIN AND ETHNICITY	10
– DISABILITY	11
PART II: BACKGROUND INFORMATION	
FACTS AND FIGURES ON EQUAL OPPORTUNITIES AND DIVERSITY	12
FACTS AND FIGURES ON GENDER EQUALITY	13
ACTIONS PROMOTED BY THE EUROPEAN UNION	14
CEC STATEMENT ON GENDER EQUALITY AND DIVERSITY	16
SOURCES	19
USEFUL LINKS	19



INTRODUCTION

CEC believes that one of its missions **as a European social partner** is to promote the unifying ideas of an enlarged Europe.

Promoting diversity plays a key role in bringing to life these ideas. Arguing and fighting against any sort of discrimination is an indispensable contribution to the European project and the achievement of a **full social cohesion throughout our continent**.

2007 is the **European Year of Equal Opportunities for All**. The promotion of diversity and anti-discrimination on the ground of gender, age, race, origin, sexual orientation, religion or belief will be actively supported throughout 2007 within the networks of social partners, enterprises, citizens and Member States.

CEC's ambition is to fully participate in the process, focusing in particular on the topic of gender equality and diversity on the workplace and enriching the debate from the **managerial point of view**.

Indeed, despite extensive European legislation on guaranteeing equal opportunities on the labour market, some categories of the population are still confronted with **discrimination with regard to the access to employment or in their career** (elderly, ethnic and religious minorities, gay and lesbian people, people with disabilities, etc).

Moreover **women** are still confronted with numerous obstacles in their career (pay gap, stereotypes, work and family life balance, etc.) that limit their access to decision-making positions.

Managing our diversity by ensuring fairness and equality is becoming crucial in today's changing and complex society. In order to remain successful organisations must understand these changes, see the **benefits of promoting diversity** and take the necessary actions.

This toolkit has been developed to provide guidance and assistance in implementing the necessary measures.



CEC wishes to raise awareness on the advantages of promoting gender equality and diversity policies in the companies. This shall be achieved through a focus on good practices on equal opportunity in the workplace and on the **role of executives and managerial staff** both as **promoter** of diversity **and as potential victims** of discriminative behaviour.

The **CEC conference “Better Performance through Diversity - Equal Opportunities as an Asset for Tomorrow’s Management”**, held in Stockholm on 7-8 June 2007 and supported by the European Commission in the frame of the European Year 2007, has represented the concrete outcome of CEC everyday commitment in this field.

This toolkit for managers is meant to document the work brought out so far by CEC at this concern, as well as the tangible evidence of the results achieved in Stockholm.

Facts and figures, initiatives launched at European level in the field of gender equality and diversity, remarks on what still has to be done. But above all, this publication aims to be **a practical toolbox for managers** to help them to concretely put into practice fairness and tolerance for everyday life in the workplace.

Together, we shall try to demonstrate that diversity is a wealth for the continent, for its citizens, for its States and for its enterprises.

Creativity and innovation are better in teams that include people of different sexes and origins. Europe needs creative talents and innovators and in such perspective **diversity** represents **a formidable leverage for growth, job creation and prosperity**.

Europe is made of its differences. It is not a matter of fashion, but a real vital need.



TOOLS FOR MANAGING DIVERSITY

Let's talk about you...

10 questions to raise a manager's awareness on Equal Opportunities



A manager who proficiently puts in practice Diversity at the workplace should be able to give concrete answers to the following questions.

If it is not your case, you just need to go ahead in reading this booklet, get inspired and start dealing with this issue in your everyday work...

1. Do you know your rights and obligations regarding discrimination at work?
2. Do you think you have already been victim of discrimination at work (intentionally or unintentionally, directly or indirectly)? If yes, what was your reaction?
3. Do you think you give equal opportunities to all the members of your team?
4. If not, what could you do yourself to avoid discriminative behaviour?
5. Would it be a good idea to raise the subject in a team meeting?
6. What would you do if you are confronted with discriminative practices at work?
7. Does the HR department of your company have a special policy for this issue?
8. Are women well represented in the top management of your company?
9. Do you have sufficient diversity in your team?
10. Do you think that a training in equal opportunities issues could help you deal with this issue?



TOOLS FOR MANAGING DIVERSITY

**Let's talk about you...
How can you start it all today?**

1. Go to www.cec-managers.org and read the presentations of the speakers of CEC Conference 2007, to have a general overview on the subject.
2. Inform yourself about your rights and duties as being responsible for your team. Get information from the HR department on the company policy as far as equal opportunities and diversity are concerned.
3. Ask the employees representatives if they have addressed this subject. Ask them what they expect from you. Be proactive and ready to cooperate with them.
4. Initiate regular meetings to speak about diversity and gender issues with your team. Find out their views and expectations. Communicate the outcomes to the central management.
5. In case a discrimination problem occurs in your department you should take the lead in collecting all the facts.
6. Make sure nobody is mobbed and get professional help if the problem become complex.
7. Encourage your company to publish a Charta on diversity, gender equality and equal opportunities.
8. If you work in a small company and no corporate policy on this issue exists, you can set on these standards by yourself. Put them down in writing. Discuss the draft with your line manager and workers representations.
9. Join CEC Managers' Network and exchange views, experiences and best practices in the field of equal opportunities with other managers across Europe: www.cec-managers.info/english/managers-network.php
10. Keep an eye on other enterprises and learn from your competitors. Good practices are excellent lessons in this domain, exactly like in the hardest business.



GENDER



Tools for raising awareness

1. Promote female entrepreneurship within the company.
2. Encourage women to take up responsibilities in workers representation.
3. Support men to assume work positions traditionally considered more suitable for women.
4. Be sensitive to the issue of childcare.

Tools for increasing cohesion

5. Develop career paths for all members of your team, while keeping an eye on a balanced representation of both men and women.
6. Arrange flexible working hours for both women and men, in a way that does not undermine their long term participation and position on the labour market.
7. Encourage the creation of community links, such as internal and external women's networks.
8. Promote active fatherhood by the men of your team, combating prejudices and stereotypes related to paternity leave.

Tools for enhancing the competences of your staff

9. Adopt gender neutral recruitment/promotion criteria.
10. Set up a transparent gender neutral pay system.
11. Be sensitive towards maternity initiatives and create "keep in touch" programs during maternity leave.
12. Put a high premium on women's management skills, like communication and interpersonal skills.

AGE



Tools for raising awareness

1. Keep the issue of age-discrimination on the agenda: during meetings, trainings, work-shops and beyond.
2. Make everybody conscious of the fact that age discrimination concerns both younger and older employees.
3. Raise awareness of the top management for the necessity of designing the work places in accordance to the needs of older employees. Pay particular attention to the issue of health protection.
4. Stress the fact that age diversity is synonym of greater flexibility, synergy and improved work satisfaction.

Tools for increasing cohesion

5. Provide help in reconciling family and work life. Make working time more flexible (job shares, part-time work, care leave).
6. Make teleworking arrangements possible for people who take care of children or elderly parents.
7. Pay attention, while managing your team, to negative attitudes and prejudices against the older and younger workers.
8. Promote family friendly policies and initiatives targeted on older women, in order to encourage them to remain.

Tools for enhancing the competences of your staff

9. Consider opportunities offered by redeployment and internal mobility, in order to maximise the value of every path career.
10. Be alert during the phase of employment exit and transition to retirement of the older members of your team.
11. Be sensitive to hidden psychological factors (such as fear of failure) that might be removed easily through targeted counseling.
12. Develop mentoring for younger employees and plan trainings to fill the skills gap of older workers, for example with regard to information and communication technologies.

SEXUAL ORIENTATION



Tools for raising awareness

1. Draw attention to the size of the group of gay/lesbian/bisexual/transgender (GLBT) people in the society: they represent 5 to 10 percent of the population, as much as persons with disabilities.
2. Note that the acceptance towards this group is already well-rooted in certain areas of society.
3. Raise awareness on the fact that the effects of sexual discrimination may ultimately lead to performance losses for the company.
4. Learning to be tolerant on the workplace is acquiring a crucial soft skill: remind it to your colleagues, at all levels.

Tools for increasing cohesion

5. Be ready to intervene in case of mobbing, support the coming-out.
6. If needed, call on expertise in legislative hearings on issues of discrimination.
7. Be a real leader of your team: it is up to you to decide which working philosophy has to shape your team.
8. Get profit from networking opportunities (professional associations, companies, unions), be oriented to knowledge sharing.

Tools for enhancing the competences of your staff

9. Treat every worker as an individual and evaluate him/her on the field of professional results. Femininity or masculinity is not a matter of concern. Take care of the personality development of your fellows.
10. Pay attention to the psychologically stifling effects of hiding sexual orientation for fear of negative consequences (inability to talk openly about private life, weekends, etc.).
11. Be discrete while tackling sexual identity matters, but show at the same time an open mind in case your fellows need support.
12. Develop and enhance professional competence of your team without caring for the sexual orientation of individuals.

TOOLS FOR MANAGING DIVERSITY

RACE, ORIGIN AND ETHNICITY



Tools for raising awareness

1. Do not forget that operating in a global marketplace means dealing with many clients of different origins. In such context a multicultural team is able to assure higher performances.
2. Capitalise on team diversity and multiculturalism. Bear in mind that there is business rationale for origin diversity. Heighten creativity and innovation by exploiting the potential of multiculturalism.
3. Promote internal meetings and training of all management staff with regard to the issue and integrate it in the day-to-day actions.
4. Support employers action plans to promote equal rights and opportunities in co-operation with the unions.

Tools for increasing cohesion

5. Be attentive to identify and remediate to eventual episodes of harassment.
6. Get external professional help in case of conflict (i.e. ombudsman against ethical discriminations, associations, unions, etc.).
7. Pay attention to the working conditions, which have to be the same for every worker, independently from his/her origin.
8. Focus on the managerial culture in order to foster the inclusion of all your employees.

Tools for enhancing the competences of your staff

9. Attract candidates from unusual talent banks. Promote partnerships with universities, job-websites and recruitment forums.
10. Adopt a race-neutral criterion in the recruitment and composition of your team.
11. Make intercultural diversity management become a criterion in the assessment of your fellows' professional performance.
12. Support targeted recruiting workshops for under-privileged groups and zones. Pay attention to reverse discrimination.

DISABILITY



Tools for raising awareness

1. Raise awareness on the fact that disabled persons represent an untapped source of talent.
2. Get informed about health, rehabilitation and training/employment services outside the workplace. Get information on the activity of workplace services to this extent, particularly for SMEs.
3. Promote employee's health and identify risks of discomfort in order to create a positive working environment.
4. Be attentive when dealing with diseases surrounded by stereotypes and moral connotation such as AIDS. Make sure that information to this extent is treated discreetly.

Tools for increasing cohesion

5. Plan a differentiation and specialization of tasks, in order to allow a physical disabled person to fully suit a particular managerial position.
6. Support active and coordinated integration measures, including employment guidance services. Be attentive to attitudes of workers in your team, in order to avoid health discrimination.
7. Be particularly sensitive to chronic illness and assure to your fellows a co-agreed definition of tasks.
8. Enhance coordination between community services and the company.

Tools for enhancing the competences of your staff

9. Intervene early when an employee has suffered an injury.
10. Foresee a personalized case managing when it is matter of coordinating the return to work of a long-term absent employees.
11. Search for existing incentives to promote insertion and retention of disabled people in your company.
12. Bear in mind that most people with disabilities have acquired their impairment *after* the beginning of their working-lives, which means that they are work-experienced.

Did you know that...?

- With an employment rate of 40% compared to an EU average of 62%, older workers face considerable difficulties in getting a job.
- Only 47% of disabled people have a job, against the 68% of non-disabled. Employees with disabilities incur in a double risk of unemployment if compared to not-disable.
- Migrants and ethnic minorities living in deprived urban areas often face a double risk of being socially excluded – due to their local residence and due to their ethnicity.
- People with disabilities represent at least the 16% of the total European population in working age. In Europe, more than 45 millions of people from 16 to 64 years old are affected by chronicle illness or disability. Among young people (from 16 to 25) 7,3% are included in such figure.
- Only 6 per cent of managers women come from ethnic minorities.

(Source: Equality and non-discrimination annual report 2006 and European handbook on equality data – EC 2006 and 2007)





FACTS AND FIGURES

GENDER EQUALITY

Did you know that...?

- The rate of employment of women between the ages of 20 and 49 falls by 15 points when they have a child, while that of men increases by six points.
- Women in Europe are still paid on average 15% less than men to do the same job.
- Less than one-third of managers are women, and the management boards of the 50 biggest listed European companies had only one woman for every ten men in 2005.
- Only around one out of four women in a senior position is married; among men the figure is 70%.
- 43 % of 37 to 40-year old female academics have no children living in their household.

(Source: *Report on equality between women and men 2007 – EC 2007*)



Note: In the field of equal opportunities, the question of gender equality remains the most debated and the most crucial one. Indeed it is not matter of promoting the participation of a minority as in other cases of diversity policies, but rather of assuring that the two halves of EU population have the same rights and duties and the same opportunities at the workplace. Access to decision-making positions and pay gap are to this extent the most urgent topics to be tackled from a managerial point of view.



ACTIONS PROMOTED BY THE EUROPEAN UNION

What is the EU doing to fight discrimination?



Anti-discrimination directives

In 2000, the European Union adopted two very wide-ranging laws to prohibit discrimination based on racial or ethnic origin, religion or belief, disability, age or sexual orientation at the workplace and, as far as racial and ethnic origin is concerned, also in other aspects of daily life.

The **Racial Equality Directive (Directive 2000/43/EC)** and the **Employment Equality Directive (Directive 2000/78/EC)** require Member States to establish a legal framework to prohibit discrimination on the grounds of racial or ethnic origin, religion or belief, age, disability and sexual orientation and thereby put into effect the principle of equal treatment.

More information:

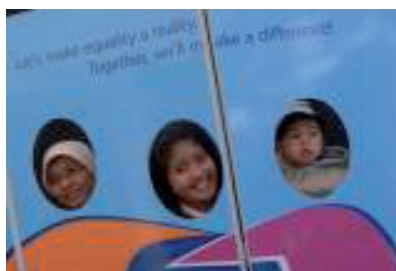
http://ec.europa.eu/employment_social/fundamental_rights/legis/lqdirect_en.htm

Raising awareness activities

Calling for equal rights and adopting laws to try and guarantee them is not enough to ensure that equal opportunities are enjoyed by everyone in practice. Incentives have to be given to bring about a change in behaviour and mentality.

This has been the aim of the 2007 European Year of Equal Opportunities: to **raise European's awareness on their rights to equal treatment** and to **launch a debate on the benefits of diversity**.

More information: http://ec.europa.eu/employment_social/eyeq





ACTIONS PROMOTED BY THE EUROPEAN UNION

What is the EU doing to improve gender equality?

With the adoption of the **Roadmap for Equality between Women and Men** on 1 March 2006, the Commission defined its priorities and its framework of action for promoting equality in the period to 2010, thus continuing its task of promoting gender equality and ensuring that all its policies contribute to that objective.

Moreover, at the European Council of 23 and 24 March 2006, Member States approved a **European Pact for Gender Equality**.

The legislative framework for gender equality improved considerably with the adoption in **June 2006** of a **Directive** which simplifies and updates existing Community legislation on the **equal treatment of women and men with regard to employment**.

The Regulation creating a **European Institute for Gender Equality** was adopted in **December 2006**. The Institute is required to provide significant technical support for the development of poli-



cies on equality between women and men.

The social partners' engagement in the field has certainly contributed to such progresses achieved during the last years. **A Framework of Actions on Gender Equality** was adopted on 22 March 2005 by the European social partners, Business Europe, UEAPME, CEEP and ETUC with the EUROCADRES/CEC Liaison Committee, defining the challenges and setting the priorities for action that matches the main points of the Roadmap.

When preparing the next EU Social Dialogue Work Programme, scheduled in 2009, the social partners will take account of this framework of actions.

More information:

http://ec.europa.eu/employment_social/gender_equality/index_en.html and http://ec.europa.eu/employment_social/social_dialogue





CEC STATEMENT ON GENDER EQUALITY AND DIVERSITY

The European society is facing several challenges. Our countries are confronted with important demographic changes affecting our labour markets.

Despite extensive European legislation on guarantying equal opportunities on the labour market, some categories of the population are still confronted with discrimination concerning the access to employment or in their career (young, elderly, ethnic and religious minorities, gay and lesbian people, persons with disabilities, etc).

Moreover women are still confronted with numerous obstacles in their career (pay gap, stereotypes, work and family life balance, etc.). This limits their access to decision-making positions.

This situation can seriously undermine European achievements and values and damage social integration in the labour force.

Diversity confronts us with new patterns of employment, consumption, and ways of thinking to which we have to adapt but also brings us an incredible richness and the business benefits that we should take advantage of.

Managing our diversity by ensuring fairness and equality has become crucial in today's changing and complex society.

CEC as a European Social Partner representing managers has a key role to play to raise awareness of all stakeholders on the advantages of promoting gender equality and diversity in the companies.

Gender equality

The CEC as an organisation representing managers is particularly confronted with the lack of women in leadership positions. Companies increasingly realise that the implementation of gender policies is strongly linked with economic success and sustainable development.

For CEC the priority of actions are:

- To raise awareness in management on the benefits of gender policies for companies and to involve male top managers in this topic;



CEC STATEMENT ON GENDER EQUALITY AND DIVERSITY

- To guarantee affordable and quality care facilities for children, elderly and other dependants;
- To break gender roles stereotypes starting from primary education;
- To organise networking and mentoring for women managers;
- To eliminate the gender-pay gap;
- To allow the possibility to alternate periods of high professional involvement and periods of greater family responsibility as well as flexible working time and work organisation;
- To ensure effective work and family life balance for both women and men.

All those issues should be considered from both men and women perspective as gender policies concern both men and women.

Equal opportunities for all/diversity

The debate on discrimination and equal opportunities at the workplace often remains a taboo depending on local customs and differences in the companies' core values. It is often said that many employers are reluctant to recruit 'diverse' employees.

However, this mental reservations can also come from the staff members themselves. Indeed the integration of certain groups of persons might signify changes in the work organization.

For CEC the priority of actions are:

- To break taboos and stereotypes through raising awareness activities and to stress the benefits of diversity for companies;
- To encourage companies to set up a comprehensive diversity programme in cooperation with the employees representatives.

Managers' role

Managers have a key role to play regarding those topics. Thus, their involvement is indispensable when talking about implementing a diversity policy. Managers have to show the way and deliver a positive message about diversity as a source of richness for individuals and the society as a whole.

Moreover, managers are one of the most important resources for enterprises in



CEC STATEMENT ON GENDER EQUALITY AND DIVERSITY

terms of creativity, ideas, ability to interpret and deal with rapidly changing situations. In this context, a working team characterised by diversity represents a core factor of competitiveness.

Benefits for companies of promoting diversity

An increasing number of European companies are adopting diversity and equality strategies, not only for ethical and legal reasons but also for the business benefits they can deliver.

Indeed staff diversity has a positive impact on the work environment, corporate image, creativity and thus competitiveness and productivity. It also increases motivation and loyalty of the staff. So diversity policies must be perceived as a real business benefit for companies.

Our differences are our strength. To benefit from the full wealth of skills, talents and ideas in Europe, it is vital that everyone is included. This may be one of the most challenging tasks of contemporary society and it is essential for social cohesion, quality of work and economic growth.

The CEC puts the highest priority to continue to promote these values in the future.

Adopted by CEC Steering Committee on the 7th of June 2007 in Stockholm.



SOURCES

European Commission (2003), *The costs and benefits of diversity*.
European Commission (2005), *The business case for diversity*.
European Commission (2006), *Equality and non-discrimination annual report*.
European Commission (2007), *Report on equality between women and men*.
European Commission (2007), *European handbook on equality data*.

http://ec.europa.eu/employment_social/eyeq

Presentations of the speakers intervened at CEC Conference “Better Performance through Diversity – Equal Opportunities as an Asset for Tomorrow’s Management”, held in Stockholm on 7-8 June 2007 can be found on the CEC website:

http://www.cec-managers.org/index.php?option=com_content&task=view&id=101&Itemid=62&lang=en

USEFUL LINKS

European Commission’s website on non-discrimination in the European Union:
http://ec.europa.eu/employment_social/fundamental_rights/index_en.htm

Website of the 2007 European Year of Equal Opportunities for All:
http://ec.europa.eu/employment_social/eyeq

European Commission's webpages on Gender Equality:
http://ec.europa.eu/employment_social/gender_equality/index_en.html

List of the national equality bodies:
http://ec.europa.eu/employment_social/fundamental_rights/rights/neb_en.htm

European NGOs:

AGE, the European Older People's Platform, www.age-platform.org

EDF, European Disability Forum, www.edf-feph.org

ENAR, European Network against Racism, www.enar-eu.org

EWL, European Women’s Lobby, www.womenlobby.org

ILGA, International Lesbian and Gay Association - Europe, www.ilga-europe.org



The CEC is one of the six cross-industry European social partners. Through its national member organisations and professional federations it represents 1.5 million managers in Europe.



CEC promotes and defends the specific interests of managers towards the European institutions and other stakeholders. CEC is an independent social partner in the European Social Dialogue.

Printed in Brussels, October 2007

Photo credits:

© European Community 2007

© European Commission 2007, see stop-discrimination.info

This document is available in English, French, Italian and German.

Sole responsibility lies with the author. The European Commission is not responsible for any use that may be made of the information contained in this publication.