

GUIDE

TO MANAGING DIVERSITY IN THE **WORKPLACE**

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Institutional presentation

The Directorate General for Immigrant Integration presents a new publication under the European Community Programme known as PROGRESS.

This document is the final product of the GESDI project “Managing Diversity in the Workplace”, developed by the **Spanish Observatory for Racism and Xenophobia**. The aim is to improve equal treatment and diversity management in the workplace by reinforcing the positive image of the integration of immigrants and ethnic minorities in companies and business in general.

Attention and management of diversity, specially cultural diversity is still in many cases, in an early stage. International entities such as the United Nations or the European Union and several countries, have been continuously producing regulation and some other initiatives that, in the field of equal opportunities, non-discrimination and awareness-raising, lay the foundation and contribute to promote respect for diversity.

We consider that managing diversity within an organization may increase the possibilities to detect talent; it adds value to the organizational culture and it is a competitive advantage.

With this publication we hope to achieve improvements in this line, by understanding the experiences and case studies mentioned and analysed according to five groups of indicators which cover a wide range of diversity management: Equal treatment and non-discrimination, Human Resources, Communication, Organizational Processes, Organizational Commitment.

In the methodology applied, a group of representatives working on diversity management at work in the diverse areas involved, have been providing feedback and validation: public authorities, enterprises and business associations, trade unions, universities, civil society, etc. Alongside with those bodies, a panel of experts on the subject elaborated and selected the indicators, assessed and analyzed the case studies and proposed the recommendations which are presented over four chapters of this Guide.

In this respect, we hope the cases studies and the methodology employed avail us and specially those involved in managing diversity as a key tool for development, competitiveness, social cohesion and peace.

Estrella Rodríguez Pardo
Director General for Integration of immigrants

1

INTRODUCTION AND PRESENTATION OF THE PROJECT

The General Directorate for the Integration of Immigrants under the State Secretary of Immigration and Emigration and the Spanish Observatory of Racism and Xenophobia (Oberaxe) is leading a project on “Managing Diversity” or GESDI Project. This project is co-financed in the frame of the Anti-discrimination Progress Project by the Directorate-General for Employment, Social Affairs and Equal Opportunities of the European Commission. The GESDI project has been developed between December 1, 2010 and November 30, 2011.

The main objective of the project has been to improve equal treatment and diversity management in the workplace, reinforcing the positive image of integrating immigrants and ethnic minorities in companies and business in general.

The general objective is broken down into four specific objectives:

- Working directly in labour environments such as companies, enterprise organizations and other key agents which are working or have an interest in implementing processes of diversity management within their organizations.
- Identifying success cases and good practices of integration and ethnic and cultural diversity management in business, both on a national and European basis.
- Producing tools to support organizations in the analysis of the working conditions of immigrants and ethnic minorities and facilitate the diagnosis of cultural diversity.
- Communicating and disseminating the experience by raising awareness in business and in other bodies.



The main objective of the project has been to improve equal treatment and diversity management in the workplace, reinforcing the positive image of integrating immigrants and ethnic minorities in companies and business in general.

For the purpose of analysing diversity management, the GESDI Project has taken into account three starting points:

1. There are many studies, articles and experiences related to diversity management in different environments, as the policies for gender equity conducted by most organizations or the integration of disabled people in business. However, the analysis of diversity management of immigrants and ethnic minorities has been poorly developed within organizations. In this respect, the GESDI Project takes, as the basis for development, the analysis of diversity management in organizations, focusing on immigrants and ethnic minorities. Numerous and diverse materials¹ including good practices and proposals for diagnosis indicators have been used for this purpose. Additionally, annual reports, job offers, strategic plans, communication campaigns (external and internal) and some other documents that the organizations under study have provided the GESDI Project for analysis.
2. Diversity management is different in the public sector than in the private sector. Not only by the differences motivated by the specific nature of the public or private organizations, but also by other reasons such as the legislation regulating the access to civil service. Similarly, different realities and organizational models must be taken into account within the private sector. We have been working with foreign multinational companies with one or more offices in Spain, with Spanish multinational companies, with SMEs (small and medium-size companies with staffs ranging from 0 to 249 employees), with micro-enterprises (from 0 to 9 employees).

According to the *Directorio Central de Empresas (DIRCE)* or Spanish Central Business Directory, SMEs represented on January 1, 2010, 99.88% of the business fabric².

SPANISH COMPANIES BY EMPLOYEE STRATUM AND TOTAL PERCENTAGES, 2009

Without employees	Micro-enterprise 0-9	Small 10-49	Medium 50-249	SME 0-249	Big 250 and over	TOTAL
1,772,355	1,352,363	136,843	21,934	3,283,495	3,879	3,287,374
53.91%	41.14%	4.16%	0.67%	99.88%	0.12%	100.0%

Source: National Statistics Institute (*Instituto Nacional de Estadística*, INE) DIREC 2010, (data up to January 1, 2010)

3. Finally, it is also important to take into account the business line of the organization. For the GESDI Project different realities of organizations have been regarded, such as the economic sector (Pharmaceutical, Hotel and Restoration, Construction, Services, Agriculture, Third Sector, ...) as well as

¹ See References at the end of the chapter.

² *Retrato de la PYME 2011* Directorate General of Small and Medium Enterprises, Ministry of Industry, Tourism and Trade.

the size of organizations (from companies with two employees to organizations with more than hundred and thirty thousand).

A mainstream concern in this Guide is the fact that different realities have been taken into account (small companies, medium-sized, multinationals,...) including organizations from the Third Sector and some others which are of quite different nature. In this section of preliminaries it is important to clarify that we sometimes refer to companies and sometimes to organizations, being the latter, as a whole, the main objective of the GESDI Project.

BUSINESS LINE DISTRIBUTION OF SPANISH COMPANIES AND TOTAL PERCENTAGES, 2009

Industry	Construction	Commerce	Other services	TOTAL
229,537	510,909	796,746	1,750,182	3,287,374
7.0%	15.5%	24.2%	53.2%	100.0%

Source: INE DIREC 2010, (data up to January 1,2010)

4. Diversity management is a key issue for organizations. Numerous researches and studies confirm the benefits of implementing policies on diversity management. The European Commission³, in the study Cost and Benefit of Diversity (2003: 3) outlines the five most significant advantages that companies with active diversity policies apply to Diversity:

- Reinforcement of cultural values within organizations
- Enhancement of the company reputation
- Attract and retain high-talented people
- Increase of the employees' motivation and efficiency
- Increase innovation and creativity among employees.

A strategy for global growth lies in the strong belief that diversity adds value to companies and that its eventual economic impact is minimum. Several studies have confirmed this fact. Studies conducted in the US by Mc Kinsey & Company⁴ and the annual studies "Women matter", sustained a relationship between the presence of women in the government structures and an improvement on the performance of those institutions. Cedric Haring⁵, (2009), published a study concluding that, having analysed the performance of more than five hundred US companies, those with more "racial" diversity and a considerable mixture of

3 See also *Manual de Formación en Gestión de la Diversidad*, VVAA (2007), Internacional Society for Diversity Management www.idm-diversity.org

4 Mc Kinsey & Company, «*Women matter, la mixité levier de performance pour l'entreprise*» available in: http://www.mckinsey.com/locations/paris/home/womenmatter_french.asp

5 "Does Diversity pay? Race, Gender, the Business case for Diversity. American Sociological Revue, 2009.

different nationalities, proved to get better results in several segments: economic results, number of clients, etc. In France, the study of Goodwill Management⁶ and the IMS-Enterprende pour la Cité, between 2009 and 2010, accounted for the benefits and costs of diversity in French companies and the results confirm minimal costs for companies if diversity is well managed.

In line with the **objectives and phases of the project**, this Guide has three great sections. First, **four articles of a theoretical nature are presented in which different experts tackle key aspects related to managing diversity**, starting with the reasons why we are dealing with managing diversity, its dimensions, the development of policies and current challenges and debates, covering the anti-discrimination regulation in Europe and Spain, giving special emphasis to discrimination in the workplace, coming to an overview about managing diversity in business as a requirement and an opportunity and, finally, taking communication as a key tool to foster diverse environments.

The second section comprises the practical application of the current approaches related to diversity management of immigrants and ethnic minorities in the workplace. There are two proposals in this section, on the one hand, a system of indicators created and agreed under the frame of the GESDI Project and, on the other hand, a set of good practices and experiences of organizations on this subject, selected according to the proposed indicators.

In the **third section**, there is a chapter dedicated to **conclusions and recommendations** whose aim is to identify the strengths and weaknesses of the experiences concerned, so that it helps communicate and inform about the experience by raising awareness in the business fabric and other bodies.

Finally, there is an Annex including some of the most relevant European experiences based on diversity management.



A strategy for global growth lies in the strong belief that diversity adds value to companies and that its eventual economic impact is minimum.

⁶ The companies under a partnership system participating in this study are AXA, L'Oreal, Orange, Vinci. Available in:<http://www.goodwill-management.com/publications/diversite-et-performance-economique.html>

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http://www.mckinsey.com/locations/paris/home/womenmatter_french.asp
- RED ACOGE, Guide to Managing Cultural Diversity in Business, Action Plan and Good Practices
(http://www.redacoge.org/diversidad/burgos_15_octubre_2009.html)

2

A HARD AND TOUGH JOB: FROM DIVERSITY TO INCLUSION

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2.1. WHY WE SPEAK TODAY ABOUT DIVERSITY MANAGEMENT

Though the first hints to diversity into organizations come from the US during the 70s, its origin goes back to the fight for the civil rights in the US in the 50s/60s. The initial focus was, therefore, placed on race relations (especially Afro-American population) and, to a more limited extent, the sex concerns that the feminist movement had uncovered. The US Department of Defence and its Racial/Ethnic Bureau, was a pioneer in delivering the first training sessions on diversity to personnel⁷. These awareness sessions were usually led by a couple with different race origins (White/Caucasian and Afro-American) who confronted prejudices and stereotypes in a sincere and honest debate between the participants of both groups.

Over time, the concept of diversity broadened field of action to include other identity groups: other ethnicities like the native American Indians, religious groups, *differently abled* people, sexual minorities (gays, lesbians, bisexuals and transsexuals), etc. At the end of the 80s and beginning of the 90s, the publication of several reports about the workforce⁸ drew attention about the deep social and demographic changes the US society had undergone, showing its inherently heterogeneous and multicultural nature and awakening for the first time, the interest of organizations, specially companies, in diversity⁹. Until then, the most common perception was that diversity was an obligation rather than a resource with strategic potential.

Harvard David Thomas and Robin Ely summarized the evolution in the perception of diversity, specially corporate diversity, in the following paradigms¹⁰:

1. Discrimination and Justice
2. Access and Legitimacy
- 3 Learning and Efficiency

The **first paradigm** was addressed to amend what was thought to be an unfair and discriminatory situation, permitting and fostering access to groups traditionally underrepresented (mainly women and ethnic minorities). However this view turned out to be a “colour blind approach”, as it disregarded the individual

7 DAY, H. R. (1983). *Race relations training in the military*. In D. Landis & R. Brislin (Eds.), *Handbook of Intercultural Training*, Vol. II: Issues in training methodology (pp. 241-289). New York: Pergamon Press.

8 LODEN, M. & ROSENER, J. (1991): *Workforce America!: Managing Employee Diversity as a Vital Resource*. Business One Irwin, Homewood, Illinois.
JOHNSTON, W.B. & PACKER, A.E.: (1987): *Workforce 2000: Work and Workers for the 21st Century*. Hudson Institute, Indianapolis, Indiana.

9 KELLY, E. & DOBBIN, F. (1998): *How affirmative action became diversity management*. Princeton University.

10 THOMAS & ELY (1996): “*Making differences matter*”, Harvard Business Review.

features of people within each group and provided a limited stereotypical vision of social groups, nurturing conflict among them.

The **second paradigm** represented a step forward as it was focused on praising the differences, though its main contribution was to relate, for the first time, the advantages of a diversified workforce with increasingly more diverse and heterogeneous markets. Its constraint was precisely the exaltation of the differences, evading the necessity to find a common or integrating approach that guaranteed a step ahead of the organization towards a common mission, determined by strategic priorities.

The merit of the **third paradigm**, that recent publications consider even more “ambitious” for most organizations¹¹ was to emphasize the need to leverage individual differences to align them with the general objectives of the organization. Those differences for the service of some common ends have a dynamic and shifting potential, as they involve the organization into a continuous learning process that contributes, at the same time, to guarantee economic sustainability.



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11 ERICKSON, T.J. (2011): *Level Three Diversity*. Diversity Executive Magazine. January 16 2011.

It is necessary to realize that not all organizations are ready to shift to this last concept. Thomas & Ely list **8 requirements** for an organization *to learn* from individual differences:

1. Managers:
 - a. should respect different opinions and points of view and
 - b. should bear in mind the challenges and the opportunities that diversity provides.

2. Organizational Culture:
 - a. should expect high performance from individuals
 - b. should encourage the career development of individuals
 - c. should foster openness
 - d. should assure that employees feel they are valued
 - e. should have a clear mission understood by everyone.
 - f.. should have a relatively egalitarian and non-bureaucratic structure (flat hierarchy).

In our country, the corporate trend is leading towards the second and, to a lesser extent, towards the third paradigm due to its higher potential to bring arguments ahead among top management. The legal compliance emphasised by the first one, is taken for granted.



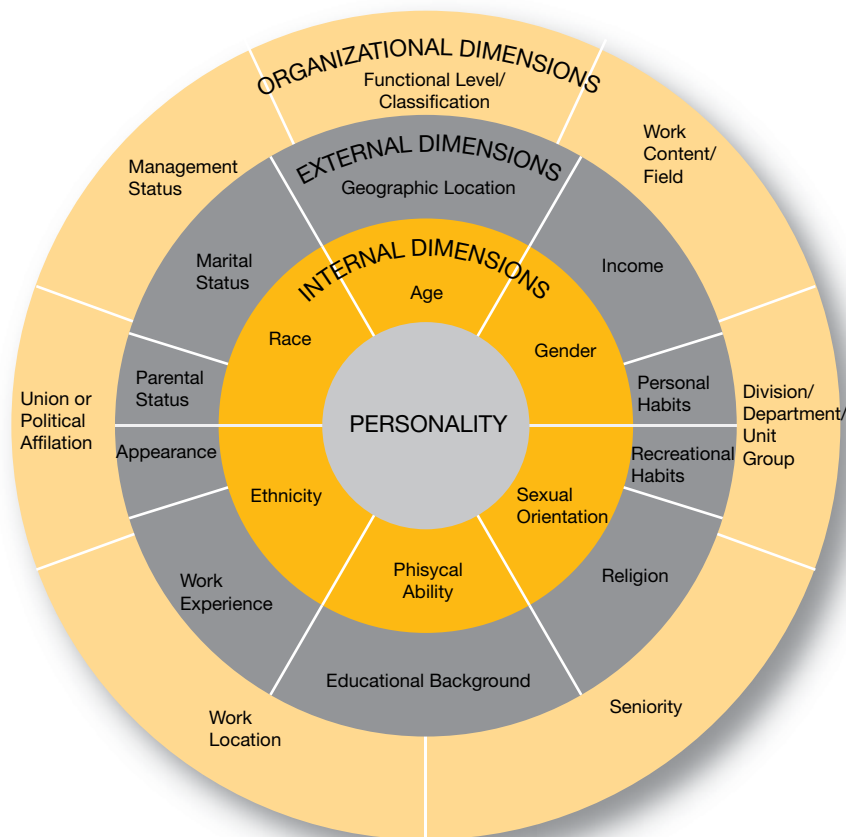
The merit of the third paradigm, was to emphasize the need to leverage individual differences to align them with the general objectives of the organization.

2.2 DIMENSIONS OF DIVERSITY

Diversity is synonymous of Difference. Gardenswartz and Rowe¹² are the authors of one of the classic models to analyze differences by **4 levels or dimensions** of diversity.

It should be remembered that¹³:

- 1) An individual can obviously belong to more than one category.
- 1) Belonging to an identity group is not a permanent or unchangeable circumstance.
- 1) Each group is heterogeneous.



(Image:
Gardenswartz, L.,
Cherbosque, J.,
Rowe, A. (2008):
Emotional Intelligence
for Managing Results
in a Diverse World.
Davies-Black,
Mountain View,
California)

12 GARDENSWARTZ, L., CHERBOSQUE, J., ROWE, A. (2008): *Emotional Intelligence for Managing Results in a Diverse World*. Davies-Black, Mountain View, California.

13 KIRTON, G. y GREENE, A.M. (2010): *The Dynamics of Managing Diversity. A critical approach*. Butterworth-Heinemann (Elsevier). Oxford , UK, pp. 13 y ss.

Internal dimensions:

They represent the classic dimensions or “usual suspects” (age, ethnic origin,...). Present in the UE legislation, they are usually elected, in whole or in part, as priorities by most organizations (as the British Council)¹⁴. However, it is necessary to evaluate if they provide information, when considered in isolation, about the individual characteristics - it would be something similar to judge the content of a book just by having a look to the cover.- For this reason, it is necessary to regard another internal dimension: personality. Thus, those personal characteristics that leaders of organizations consider positive or disappointing, are a key element in assessing the possibilities of success of employees and come from the following dimensions:

Age

Generational diversity is a subject of special relevance in Spain and in Europe due to the significant ageing of population and consequently, of workforce. The financial press and specialized literature on diversity management have dealt with this concern¹⁵, taking into account the previsions that the Spanish population will be the most elderly by 2050¹⁶.

Gender

Though this is probably the aspect which has undergone more advances in the last years -generally regarded the only mainstream dimension- some factors as the salary gap, the glass ceiling or the few numbers of women in the upper rungs of the corporate ladder (Boards of Directors), show that there is still a long way to go.

Sexual Orientation

Organizations usually feel uncomfortable when enquired about this dimension. “Why should we have any interest in what people do in their private life?” But the question is that there is not a clear boundary between working and private life. Organizations where sexual minorities can openly chat about their private life without fuelling gossiping around the coffee machine, are usually mature with respect to the other dimensions.

Ability

Though the original model only mentions differences related to physical abilities (for instance, reduced mobility), we would also include cognitive differences (people with Down Syndrome).

14 See Chapter 8 (p.107-109).

15 FERNÁNDEZ, T. (2011): *Manejaré la diferencia generacional en mi empresa*. Expansión y Empleo, 3/82011.

16 ARCE, E., BETÉS, F. (2007): *El Mayor Activo: cómo gestionar la valiosa aportación de los mayores de 55 años en la empresa*. Almazara, Madrid.

Ethnic and Race Origin

Though pioneer countries in the treatment of diversity as the US usually refer to race or race origin (for historical reasons), in the context of the European Union the broader term of “ethnic or race origin” is used¹⁷.

In Spain there was already ethnic and race diversity before the arrival of immigrants in the 90s: the Roma People (Roma ethnicity) But, besides ethnic traits (as in the case of people coming from sub-Saharan countries), the phenomenon of immigration is also characterized by other cultural aspects such as language (Quechua spoken by Peruvians and Bolivians) and religion (people coming from Pakistan, a Muslim-majority country.) Today the development of cultural competence is essential for organizations, both for companies (specially those undergoing globalization processes) and for Public Authorities and NGOs that have to meet new requirements and provide support to new citizens.

External Dimensions:

They differ from internal dimensions in that they can change throughout the life of a person-people get married and divorced, they change their academic and professional status, etc).

- **Geographical Origin:** To what extent may geographical origin imply certain assumptions? (e.g. “Andalusian are lazy”).
- **Socio-economic status:** exerts a multiplying effect upon the other differences making them more noticeable. It includes, for instance, clothing styles that determine the perceptions and expectations about the level of competence and/or “eligibility” for senior positions).
- **Free-time habits and hobbies:** they are important because they permit the establishment of informal relationships and have, therefore, an effect on the visibility of the person within the organization (for instance, playing golf or attending bullfighting).
- **Education:** e.g. the importance of credentials, the attendance to a state or private university, prestigious degrees or minority ones, etc.

17 The Royal Spanish Academy defines ethnic group as “a human community sharing a common language and culture, while race, refers to the different biological traits of people.”

- **Physical Appearance:** its relevance comes from the “Halo effect” that make us attach positive characteristics to good-looking people (a study of the University of California states that people who stick to traditional canons of beauty earn 12% more than their peers¹⁸).
- **Marital status or family situation:** the importance of this dimension becomes evident with the existence of policies on flexibility and reconciliation of work and private life.

Organizational Dimensions:

The last layer of diversity has to do with the organization itself, specially with aspects such as the functional or departmental division, line of business, hierarchy of managers, etc. Analyses of working environments make it clear¹⁹ that the best indicator of the degree of commitment of people with their company is not the salary or the working conditions, but the relationships with their line managers. Then, to the extent that team managers represent a behavioural model of conduct regarding the treatment and respect for differences, this speaks volumes of the degree in which those differences will be valued or, otherwise, considered as something to evade, ignore or even leave out.



Those personal characteristics that leaders of organizations consider positive or disappointing, are a key element in assessing the possibilities of success of employees.

18 Why do nice people earn more at work than their counterparts? El Pais, August 14, 2007.

19 EL-GHANDOURI, L. (2007): *El despido interior: cuando nuestra infelicidad laboral nos lleva a convertir nuestro trabajo en una prisión*. Publishing: Alienta, Madrid.

2.3. IMPLEMENTATION OF POLICIES ON MANAGING DIVERSITY

There are three major reasons to conduct policies on diversity management²⁰:

1. Compliance with legal enforcement and/or guidelines coming from the parent company.
2. Ethical or moral arguments related to policies on social responsibility.
3. Strategic or business factors (business case): being the most important the unavoidable demographic changes and their effect on clients and on the labour market.

In the case of immigrants and ethnic minorities, some of the most significant **barriers** they have to face in the workplace are: stereotypes and prejudices, individual or systemic discrimination, limited access to networks and relations that may support their access to a job, social exclusion, etc. That is why, when **designing policies** on managing ethnic diversity, organizations usually go through the following **stages**²¹:

1. **Being aware** of the existence of such diversity. In this first stage, the emphasis is placed on adapting the minority to the organization, making practical adjustments (for instance, translating the Internal Code into the languages spoken by the minorities).
2. **Making room** for diversity in the organization and for this purpose it is necessary:
 - a. change the attitude of the majority
 - b. change the behaviour of the majority
 - c. change the internal rules and procedures

An example of this in one of the organizations participating in the study would be the adaptation of the Welcome Handbook for the women working on Home Care Services organized by **ASISPA**²², after finding that the changes in the staff had reduced their efficiency.

3. Creating an **environment of equal** treatment and opportunities for minorities:
 - a. Active recruitment and promotion of minorities
 - b. Turning from “accepting diversity” to “be aware of diversity”.
 - c. Reaching the mainstream on diversity management, including decision-making.

20 PIN, J.R. (2007): Libro blanco sobre la gestión de la diversidad en las empresas españolas: retos, oportunidades y buenas prácticas. IESE, Madrid.

21 TARAN, P. & GÄCHTER, A. (2003): Achieving Equality in Intercultural Workplaces. An Agenda for Action. International Labour Office (ILO), Geneva.

22 See Chapter 8 p 137.

An example would be the entities of the Third Sector that, when hiring, give preference, under equal terms and conditions, to individuals from minority groups, as the Fundación Secretariado Gitano (FSG) and Fundación de la Organización Nacional de ciegos españoles (ONCE)²³.



There are three major reasons:

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2. Ethical or moral arguments.
3. Strategic or business factors (business case).

In the case of immigrants and ethnic minorities, some of the most significant barriers they have to face in the workplace are: stereotypes and prejudices, individual or systemic discrimination, limited access to networks and relations that may support their access to a job, social exclusion, etc.

²³ See chapter 8 p 113 and 120 respectively.

2.4. SOME CURRENT CHALLENGES ASSOCIATED TO DIVERSITY MANAGEMENT

During the last years a new term has been coined that goes hand to hand or replaces the word diversity (or diversity management). The new expression is “inclusion”. Thus, we can find that in other countries they often speak of initiatives or policies on “diversity and inclusion”. The differences between them can be summarized as follows²⁴:

- **Diversity:** has to do with the existence and treatment of difference within organizations (for instance, promotion and/or selection policies aimed to increase the representation of different socio demographic groups).
- **Inclusion:** attempts to go a step forward and places the focus on the elimination of the barriers that hinder the full participation of individuals into organizations. It is not, then, a question of assimilating or making the differences matter, but of integrating and leveraging them, for example fostering the participation of employees (the so called affinity groups), assessing their level of commitment, etc.

As we can see, both expressions correspond respectively to the second and third paradigm mentioned at the beginning of this chapter. In any case, the general conclusion of experts and authorities responsible for diversity is that heterogeneity in organizations is **no guarantee** of more innovations, commitment, etc. On the contrary, it may sometimes cause conflicts that reduce the efficiency of the actions taken (for instance, the case of companies recently globalized that have to manage the relationship between the executives coming from the parent company and the local employees.)

Another aspect to consider, in this case on the national debate on this subject is the usual confusion between **social responsibility** (CSR) and diversity management, two different but highly interrelated areas. In our country the debate and the use of social responsibility is prior to diversity management and then, has a greater acceptance and diffusion into the business community. Truly enough, when an organization is aligned with the social, environmental or economical expectations of their stakeholders, (being this the ultimate objective of the social responsibility policies), conveys the positive integration or inclusion of differences, of cognitive nature (working styles, approaches, etc) or of identity (by belonging to an affinity group mentioned in the internal dimensions.) In this respect, it would be desirable to integrate both outlooks into the strategy of organizations beyond mere declarations of intent or “occasional “deeds which do not affect the real and daily behaviour of their members.

24 ROBERTSON, Q. M. (2004): Disentangling the Meanings of Diversity and Inclusion. CAHRS Working Paper Series. Paper 12.

Some weeks before the elaboration of this article, the Forbes²⁵ magazine grabbed our attention towards the possible greater challenge of diversity and inclusion policies today: being genuine and authentic. In other words, it is not just having employees that understand consumer preferences or improving the coexistence of the 4-5 generations working together: the real challenge is to turn diversity into a **growth driver** for organizations. For instance, acquiring the cultural competence that will make us operate efficiently in a global world and market. Needless to say that all this will not be feasible unless the “good” intentions are accompanied by the necessary resources.

The **future of diversity** will depend on its being deeply integrated into organizations, from an internal perspective, covering all functional areas, and from an external one, by being disseminated all through the value chain and / or scope of action. The aim is, regardless of costs, to improve the quality, efficiency and sustainability of our deeds.



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3

EQUAL TREATMENT AND NON-DISCRIMINATION OF IMMIGRANTS AND ETHNIC MINORITIES IN THE WORKPLACE

José Manuel Fresno

President of the Spanish Council for the Promotion of Equal Treatment and Non
Discrimination on the grounds of Ethnic or Racial origin

Discrimination consists of treating some people in a different and less favourable way than others. It is rooted in the belief that not everyone has the same rights and dignity and, consequently, some people can be treated in a different way, even in disadvantage, with people who are considered to be superior. Discrimination is, therefore, against one of the main principles of the Declaration of Human Rights that sets down that every individual is born free and equal in dignity and rights. *All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood.*²⁶ It also breaks one of the basic democratic principles, the necessary equality and dignity with which all individuals have to be treated.

This chapter contains, first, a description and clarification of concepts associated to discrimination and equal treatment. Second, it follows an in-depth analysis on some basic norms related to discrimination and equality, of a general character and specific ones, affecting to immigrants and minorities with special emphasis on the workplace. Third, based on statistic sources, there is a description of the discriminatory outlook on training and employment of immigrants and ethnic minorities in Spain, along with the most usual forms of discrimination; the case of Roma will be specially analysed as it is of great relevance in our country due to the high levels of discrimination these individuals are enduring.



Discrimination consists of treating some people in a different and less favourable way than others.

26 UN, (1948) Universal Declaration of Human Rights. Available in: <http://www.un.org/es/documents/udhr/>

3.1. SOME MISLEADING CONCEPTS

In the field of discrimination and equal treatment, the concepts used may sometimes have a legal dimension and in other occasions, sociological connotations. In this chapter we will briefly develop some of them, that will be also mentioned again in the next chapters.

Equality and Diversity

The European Council launched in 1995 the campaign 'All different - all equal'²⁷ framed under the first European year against racism. That motto, which was kept over time as a key message for subsequent campaigns, expresses clearly and neatly, the two major thrusts on which respect and co-existence in our societies must be based: all individuals are equal before the law, are equal in dignity and consequently have the same rights. But, at the same time, each individual is different, has his own individuality and forms part of different groups, cultures and traditions that make them different.

Diversity is therefore a fact to acknowledge and respect and an asset for our societies as they become more plural; equality, otherwise, is a right. As previously mentioned and to insist upon later on, diversity in business is more frequent today and we should know how to manage it appropriately so that it can bring added value. Being different is, under no circumstance, an excuse for treating individuals under different parameters.

Equal Rights and Material Equality

'All animals are equal, but some animals are more equal than others' says, George Orwell in *Animal Farm*, obviously referring in this case to the social status and opportunities of individuals in society. Article 14 of the Spanish Constitution states that *Spaniards are equal before the law*,²⁸ and this equality before the law requires law enforcement to be truly effective. However, it is necessary to specify that, as the Constitutional Court has set up on several occasions, *equality in Article 14 refers to equality before the law, but it does not necessarily implies a real and effective material or equal economic conditions*. It rather means that, to the same factual circumstances, the legal consequences to be applied must also be the same.

Nevertheless, constitutional provision is not limited to the legal equality of the individuals, but it goes beyond by providing public authorities with the responsibility of establishing the optimal conditions to make social participation effective and, *to settle the participation of citizens in the politic, economic, cultural*

27 See: European Council, 'All different - all equal'. Available in: http://www.coe.int/t/dg4/youth/coe_youth/adae_campaign_EN.asp.

28 Spanish Constitution. Article 14.

*and social contexts;*²⁹ that is, ultimately settling equal opportunities. We are aware that societies live in a context of growing economic disparity, but this is a justification to prevent people from having equal rights. Incidentally, ensuring effective equality and the right to difference and diversity, are essential for social welfare.

Poverty, Social Exclusion and Discrimination

Discrimination is tightly linked to social exclusion, though they are not the same thing. The former affects to people's fundamental rights and then it must be approached from the point of view of justice; and the latter affects to social conditions and sustenance and must be consequently approached from the perspective of social policies and social protection. In many cases the two processes are interdependent in such a way that, those enduring higher levels of discrimination have more possibilities to be socially excluded and vice versa. An example: a black young man can be denied access to a nightclub because of the colour of his skin, even though he may be rich, but if he were also poor and marginalised, then the chances to be denied access are even higher.

That is why policies on equal treatment are, in practice, ineffective unless there is compensation for the disadvantages. In this respect, positive actions are specially important as compensating elements of structural disadvantages or circumstances that certain groups of people are enduring. Those positive actions imply different treatment addressed to prevent, delete or, if applicable, compensate any form of discrimination in their collective or social dimension. Those measures will be applicable as long as discrimination persists and makes them necessary. They will have to be reasonable and proportionate according to their development needs and objectives. A positive action in the example above would be awareness-raising.

Terminology related to Discrimination and Racism

When talking about discrimination and racism some terms are used that can be confusing and have nuances. Some of them are:

- **Racism:** a race or culture is considered inferior to another one (implying rejection and inferiority). Racism is increasingly cultural.
- **Xenophobia:** form of racism that is expressed in the rejection or hatred of the foreigner.

29 Spanish Constitution. Article 9.2.

- **Hatred of the Poor:** hatred or rejection of the poor, many times it is a symptom of racism as in the typical expression used in gypsies relocations: *we are not racist but we do not want to live close to those (miserable) people.*
- **Mysophobia:** rejection to social mixtures and inter cultural co-existence and, then, advocate of *uncontaminated societies.*
- **Discrimination:** non-equal treatment and consequently, harmful and disadvantageous treatment.
- **Prejudices:** pre-judgement to another person or group with three components: cognitive *-I think Moroccan are lazy-* affective *-I can't stand Moroccan,* behavioural *-I wouldn't hire Moroccan-*.
- **Stereotype:** es un componente del prejuicio (puede ser predador *los búlgaros son violentos* o trovador *los gitanos son alegres y flamencos*).



When talking about discrimination and racism some terms are used that can be confusing and have nuances.

Legal Assumptions related to Discrimination

In the European context, the definitions and scope of the concept of discrimination have been specified. Many of those concepts have been coined in the community directives and are gradually incorporated into the regulation of each Member State of the Union. Some of them are:

- **Direct Discrimination** consists of providing a less favourable treatment to a person in comparison to another one in a similar situation because of race, ethnicity, religion, convictions, disability, age or sexual orientation and gender.
- **Indirect Discrimination** occurs when a disposition, criterion or action seemingly neutral, can be a disadvantage to some people on the grounds of race, ethnicity, religion, convictions, disability, age or sexual orientation unless such disposition, criterion or action can be objectively justified with a legitimate purpose.
- **Discriminatory Bullying** is understood as an unwanted behaviour aimed to damage a person's dignity and create an intimidating, hostile, degrading, humiliating or offensive atmosphere whether intentionally or not.

- **Discrimination by association:** takes place when a person is related to someone who is enduring some kind of discrimination and then he also becomes a victim of discrimination.
- **Discrimination by error:** on the grounds of an incorrect perception regarding the characteristics of the person enduring discrimination.
- **Multiple discrimination:** when different types of discrimination concur or interact triggering some kind of discrimination.



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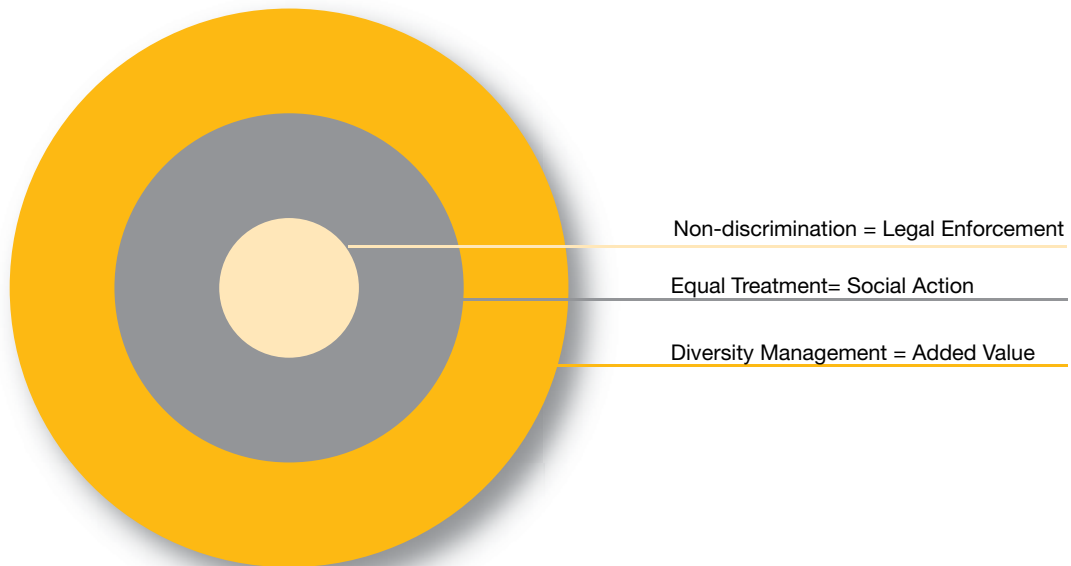
Discrimination, Promotion of Equal Treatment and Diversity Management

The concepts of discrimination and equal treatment are gradual in the practice and are closely interrelated. In general, policies contain three complementary levels:

- **Non-discrimination:** as a universal right concerning the compliance of legal dispositions enforcing individuals in the public and private sphere. To be more concise, it is the red line nobody should cross so as not to break the law.
- **Equal Treatment:** related to the social actions that can be taken to guarantee equal opportunities for all. Many of them are related to compensation for disadvantage, positive action, affirmative action, awareness-raising and *target* programmes.

- **Diversity Management:** has to do with the added value and the wealth provided by diversity to societies and organizations. For companies whose main asset is workforce, an appropriate management of diversity will bring value and good trends.

Figure: Relationship between discrimination-equal treatment- diversity management



3.2. ANTI-DISCRIMINATION REGULATION IN EUROPE AND SPAIN

In this chapter we will carry out a brief description and explanation of the legal dispositions related to discrimination and equal treatment which are in force in Spain and in Europe. As legislative acquis in this area is large and dispersed, we will focus on the most relevant, referring directly to discrimination in education, employment and labour relationships.

Anti-discrimination Regulation in Europe

The Treaty of Lisbon reinforces how the European Union combats discrimination and sets up a new framework related to policies on equal treatment and non discrimination.³⁰ Article 3 sets down that *The Union shall combat social exclusion and discrimination and shall promote social justice and protection, equality between women and men, solidarity between generations and protection of the rights of the child.* Furthermore, the Treaty gives full effect to two legal instruments: The Charter of Fundamental Rights has the same legal value as the Treaties and the possibility that the EU adheres to the European Convention for the Protection of Human Rights and Fundamental Freedoms.

The Charter guarantees social rights to all residents in the EU Title II is entirely devoted to the principle of equality, Article 21 says: *1. Any discrimination based on any ground such as sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation shall be prohibited. 2. Within the scope of application of the Treaty establishing the European Community and of the Treaty on European Union, and without prejudice to the special provisions of those Treaties, any discrimination on grounds of nationality shall be prohibited.*

For the purposes of discrimination in employment of immigrants and ethnic minorities, there are two European directives from 2000, enforceable in Spain and of particular relevance: Directive 2000/43/EC related to the application of the principle of equal treatment of people regardless of their race or ethnic origin and Directive 2000/78/EC related to the establishment of a general framework for equal treatment in employment and occupation. **Below there is an explanation of the fundamental precepts of these directives:**

- **Prohibitions:** direct and indirect forms of discrimination are forbidden and bullying is also discriminatory.

30 See Treaty of the European Union: http://europa.eu/lisbon_treaty/full_text/index_es.htm

- **Areas of application:** a) access to employment, self-employment and vocational practice, including selection criteria and recruitment and promotion conditions regardless of the activity and throughout all levels of the professional scale; b) access to all kinds and levels of vocational guidance, vocational training, superior professional training and refresher courses, included practical expertise; c) conditions of work and employment, including termination and compensation; d) membership and participation in associations of workers or employers or in any organization whose members perform a particular profession, included the subventions granted to them; e) social protection, including social security and healthcare; f) social benefits; g) education; h) access to the offer of products and services available to the public, including housing.
- **Scope:** Prohibiting discrimination of natural and legal persons in public or private spheres. Protecting natural persons and organizations with the role of legal person as long as that organization or its members are suffering from some kind of discrimination because of race or ethnicity. Protecting any person who is in a Member State irrespective of the nationality represented by the person and excluding, particularly discrimination on the basis of nationality.
- **Legal Capacity:** Associations and organizations with a legitimate interest can help the victims of discrimination or take legal action on their behalf.
- **Dialogue with civil society:** Urging Member States to promote dialogue with social interlocutors to stimulate labour agreements, codes of conduct, etc.
- **Burden of proof:** Regulating the reversal of the burden of proof cannot be transferred to criminal proceedings and is not limited to judicial proceedings, but extends to administrative proceedings.



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Anti-discrimination Regulation in Spain

In Spain the right to equal treatment is based on Article 14 of the Spanish Constitution:³¹ *“Spaniards are equal before the law, and may not in any way be discriminated against on account of birth, race, sex, religion, opinion or any other personal or social condition or circumstance.”* Likewise, Article 9.2 entrusts public authorities to promote conditions ensuring that freedom and equality of individuals and of the groups to which they belong are real and effective, to remove the obstacles preventing or hindering their full enjoyment, and to facilitate the participation of all citizens in political, economical, cultural and social life.

31 Article 14 of the Spanish Constitution 1978.

In the criminal field, the code considers illegal the actions of organizations that *promote or incite race discrimination*; includes as generic aggravating circumstances the motivations based on race, anti Semitic or other kinds of discrimination related to the race, ethnic or nationality origin of the victim in the crime commission (Art 22.4); includes the offence of discrimination in employment (Art 314); punishes incitement to racial discrimination (Art 510); criminalizes the denial of a benefit to a person, entitled to receive it, on the grounds of race, ethnic or nationality reasons by public services or other kind of associations or foundations (Art 511); includes the offence of denial of benefits committed in the exercise of professional or business activities (Art 512).

Additionally, the Organic Law 4/2000 of 11 January about the rights and freedoms of foreign nationals in Spain and their social integration describes as discriminatory in Article 23 all acts *which, directly or indirectly, involve a distinction, exclusion, restriction or preference against a foreign national base on race, colour, ancestry, national or ethnic origin, or religious convictions and practices, and which have as their object of effect the destruction or limitation of the recognition or exercise, in conditions of equality, of human rights and fundamental freedoms in the political, economic, social or cultural spheres*. Those acts of discrimination according to Article 24 of the mentioned Law, may be contested through summary procedure that Article 53.2 of the Constitution provides for effective judicial protection of rights and freedoms of citizens.

There are also other applicable rules on the labour sphere for immigrants and minorities, as the Organic Law 8/200 of 22 December, elaborated by the Regulation approved by the R.D. 557/2011 of 20 April. Beyond the labour field, the Law 19/2007 of July 11 against violence, racism, xenophobia and intolerance in sports should also be mentioned.

As a **summary** of the legal framework mentioned above, it is important to point out, that in all aspects related to employment, any kind of discrimination to immigrants and minorities is prohibited in our country and it is considered a criminal offence. It is necessary, in this respect, to draw attention on some beliefs that are still present in business, by which the employer has the right to decide how to treat employees, as this a private context.

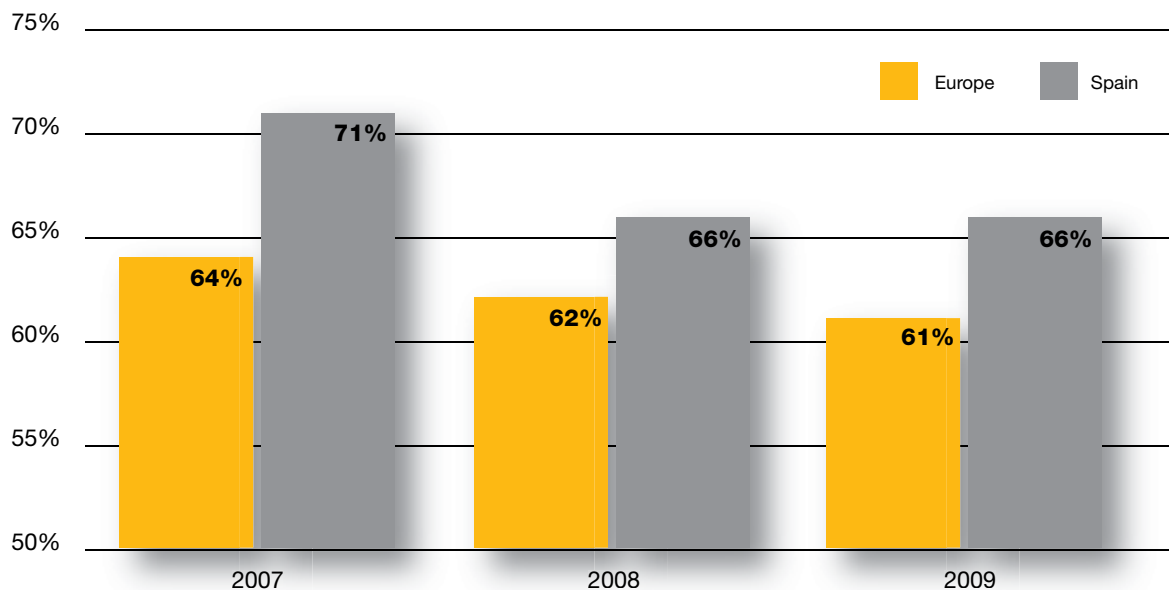
National or international laws do not interfere in the way companies have to manage human resources. However they make it clear that companies are not allowed to commit discriminatory treatment, with people of different race, ethnic origin or nationality and this includes bullying or any other kind of discrimination. This behaviour affects all aspects of labour relations, i.e., the conditions to access a job, including the selection and hiring of individuals, performance at work, functions, wages (including all kinds of benefits), etc.

3.3. DISCRIMINATION IN THE WORKPLACE: FREQUENCY OF OCURRENCE AND REASONS

Perception of Citizens and Perception of Immigrants and Minorities

An important percentage of Spaniards (66%) think that racial or ethnic discrimination is quite widespread in our country. This perception, by the way, is five points higher than the average European citizens. That is, Spaniards think discrimination has a higher presence here and this could be interpreted in two ways: a positive one being more sensitive to discrimination, or a negative one implying that we tend to be more discriminatory than in other countries.

Figure: Percentage of respondents that perceive that racial or ethnic discrimination is widespread in their country. Eurobarometer on discrimination (2009)³²



Source: Panel on racial or ethnic discrimination (2010): perception of potential victims

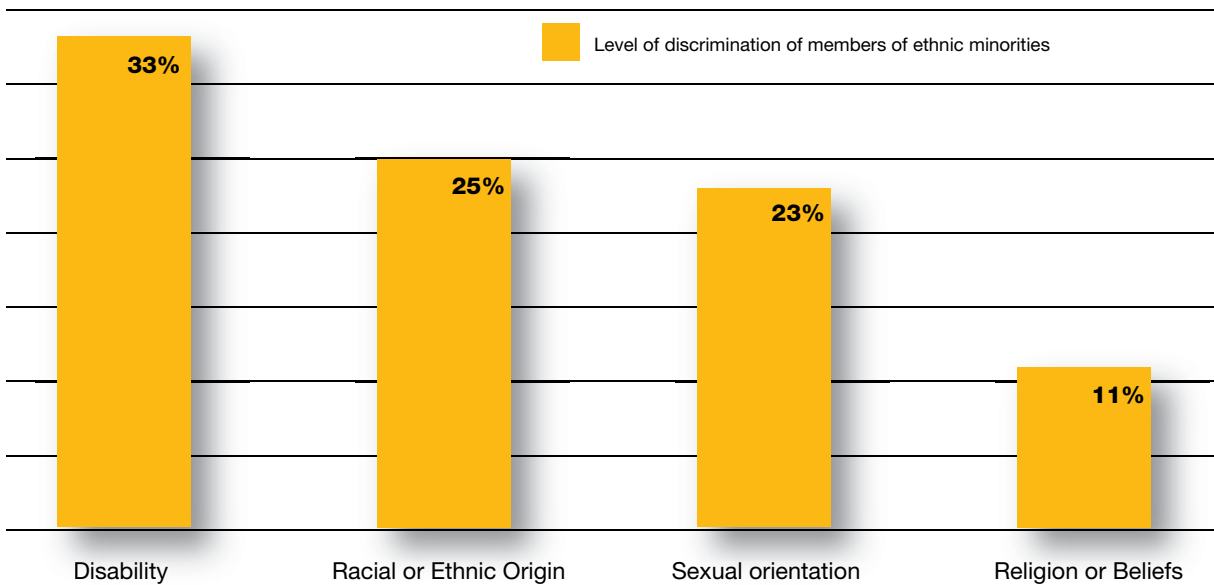
16% of respondents in the Eurobarometer (2009) stated they have endured some form of discrimination or bullying twelve months before the survey was conducted; 3% of them on the grounds of race or ethnic origin just behind the discrimination to disable people (6%). In the workplace, discrimination tends to be more frequent and it is related to age, clothing styles and physical appearance. It should be mentioned that the respondents identified as members of any ethnic minority, assured to have been victims of discrimination, specially Roma.

³² Panel on race or ethnic discrimination 2010: perception of potential victims. Council for the Promotion of Equal Treatment and Non-discrimination of individuals due to race or ethnic reasons.



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Figure: Level of discrimination of members of ethnic minorities Eurobarometer on discrimination (2009)



Own elaboration on the basis of eurobarometer n.317 on "Discrimination in the EU" 2009.

On face-to-face interviews with immigrants and Roma, the perception of discrimination is much higher. Actually, the Council for the Promotion of Equal Treatment conducted a study in 2010 which revealed that 37% of participants had suffered from discrimination in the workplace.³³ Discrimination at work has the higher percentage, followed by housing with 34,1% and much lower by healthcare with 9,6%. It is also important to mention that the people who said that they had not suffered from discrimination at work, when they were presented with different possibilities and circumstances of discrimination, 34% recognized to have been actually discriminated.

Forms and Targets of Discrimination

The panel on discrimination (2010) clearly shows that among immigrants, the group that perceives a lower level of discrimination in employment are the Asians; from the ten possible options of discrimination, Asians scored the lowest in all of them except in one;³⁴ Nevertheless, 8.2% of the Asian population assures to have been denied a contract during the last year, 4.2% say they have been rejected in interviews because of their features, 4.1% say they have been forced to do jobs they were not responsible for and 4.1% have been denied access to training.

The group of immigrants who suffers from higher levels of discrimination at work are sub-Saharan. Actually, their perceptions are that, 40% have been disregarded for job interviews because of their features, 31% have been denied a contract, 25% are not allowed to work in front desks, 22% have been forced to do jobs they were not responsible for, 15% have been insulted or have had problems with their colleagues and 12% think they were fired without justification.

Regarding other groups of immigrants, people from the Maghreb are also highly discriminated and in some aspects they are quite close to sub-Saharians; the most usual forms of discrimination these individuals are suffering from are: being disregarded for job interviews because of their features 31%, being denied a contract 19%, being forced to perform a different job 16%, having conflicts with colleagues and managers 15% and being left apart from working in front desks 13%. Immigrants from the East Europe are less discriminated but they also are forced to do different jobs, they are disregarded for hiring or rejected for job interviews. Latin Americans are, by far, the least discriminated after the Asians; the most usual types of discrimination have to do with labour conflicts, with being denied a contract or being rejected for job interviews.

33 Panel on race or ethnic discrimination 2010: perception of potential victims. Council for the Promotion of Equal Treatment and Non-discrimination of individuals on the grounds of racial or ethnic reasons.

34 Notice that this study examines discrimination as perceived by respondents but it is not necessarily proven.

So, the most frequent types of discrimination immigrants are suffering from are: 1/ being rejected for interview because of their features, especially in the case of sub-Saharan and Maghreb population. 2/ being denied a contract, usual among sub-Saharan, East of Europe and Latin American populations. 3/ Being denied working in front desks, especially in the case of sub-Saharians. 4/ Conflicts at work with colleagues or supervisors, more frequent among sub-Saharan, Maghreb and Latin American populations. 5/ In the top ranking is the fact that they are forced to perform jobs they do not wish.

The Special Case of Roma Population

Special mention and analysis requires the case of the Roma population, that according to all European reports, is the ethnic minority more highly discriminated. In Spain, despite the fact that most Roma live under better conditions than their European counterparts, reports show that they are still the population suffering from the highest levels of discrimination and social exclusion, being only overcome, in some aspects, by Maghreb people. It is widely known that the rejection to the Roma- translated into discriminatory behaviours- is historically and sociologically ingrained in our country.

In particular, in relation to the labour market and the indicators previously mentioned, Roma population ranks among the more rejected in all of them. This ethnic minority has been the most disregarded for job interviews because of their distinctive features -45% of all the cases-, it is also the minority who has been more frequently denied a contract -37%, and the minority with less chances to access to education and training, 10%. Though in other indicators they do not rank the first, they are placed in the top positions, and thus, they have been forced to perform undesirable jobs in a 22% of the cases and have been kept away from working in front desks in 21% of the cases. Lastly, it is important to notice that these kinds of discrimination, not in all cases, but in most of them, usually have gender implications so that women are usually suffering from highest levels of discrimination than men do.



Special mention and analysis requires the case of the Roma population, that according to all European reports, is the ethnic minority more highly discriminated.

Figure: Frequencies and types of discrimination according to ethnic groups. Discrimination Panel 2010

	Ethnic Group/Population						
	Eastern Europe	Sub-Saharan	Maghreb	East Asian	Latin American, Andean	Roma	Total %
Disregarded in interviews due to ethnic features	21,6%	40,3%	31,1%	4,2%	17,4%	45%	27,4% (530)
Rejected to be hired	23,8%	31,9%	19,5%	8,2%	20,2%	37,5%	23,8% (529)
No Front-desk positions	6,9%	24,7%	13,4%	2,0%	5,7%	21,3%	12,3% (529)
Insulted and abused by managers or colleagues	8,8%	15,1%	15,1%	2,0%	16,5%	7,5%	11,8% (532)
Forced to perform unwanted jobs	22,5%	22,2%	16,1%	4,1%	20,2%	22,5%	18,9% (530)
Required to remove a religious symbol (veil, etc.)	1%	1,4%	8,5%	0,0%	1,8%	1,3%	2,8% (529)
Refused to be paid by vacation, dismissal or others entitlements	12,7%	8,2%	11,8%	0,0%	13,8%	3,8%	9,6% (532)
Bullying/Harassment at work	5,9%	6,8%	5,0%	2,0%	8,3%	3,8%	5,6% (533)
Denied access to training	2,0%	4,1%	3,4%	4,1%	4,6%	10,0%	4,5% (531)
Unjustified dismissal	6,9%	12,3%	11,8%	0,0%	0,9%	0,0%	0,6% (533)
Other problems	0,0%	0,0%	1,7%	0,0%	0,9%	0,0%	0,6% (533)

Source: Panel on discrimination on the grounds of racial or ethnic origin (2010): the perception of potential victims.

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4

OVERVIEW OF DIVERSITY MANAGEMENT IN BUSINESS

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The business arena is characterized by an increase of diversity in organizations. Business survival requires an adequate management of diversity adapting to the needs of clients, employees, suppliers and, in general, to a society increasingly more diverse. However, managing diversity does not only address the need to adapt business to the environment, but it is also an opportunity for the development of the efficiency and innovation necessary to ensure success in the long run.



Business survival requires an adequate management of diversity adapting to the needs of clients, employees, suppliers and, in general, to an increasingly diverse society.

This chapter describes the causes of the increase of diversity among the agents participating in the development of the business activity, along with the importance of providing them with adequate management tools. It will be likewise reviewed, the current practices of Spanish companies in relation to managing diversity and the main challenges they are facing.

But first of all, it is important to clarify what we understand by *Diversity and Diversity Management* in business.

Diversity in organizations implies the acknowledgement of differences, either socio-demographical (age, sex, ethnicity, nationality, training, expertise, function, education ...) or human capital (knowledge, cognitive schemas, experiences, values, ...), which make people unique and groups heterogeneous.

Managing Diversity in companies is a “corporate strategy leading to the creation of an environment that supports inclusion of different profiles of people so that the business process efficiency is optimized”³⁵. Managing diversity in business includes:

- Attracting, retaining and fostering diversified profiles who provide new points of view, creative solutions and knowledge of the cultural and economic diversities of markets.

- Design of an organizational model that maximizes the positive effects of diversity at the time that minimizes its negative effects.
- Creation of a culture where corporate values and preferences take tune with priorities and requirements of employees.
- Fostering a climate that optimizes the efficiency of the business process through inclusion.
- Encouraging innovation through mechanisms that make interaction of people with different cultures, origins and competence more dynamic.
- Creating and upgrading products and services that meet new needs and enhancing customer loyalty with increasingly more diversified profiles.
- Interacting with different suppliers from other regions and cultures to increase efficiency in the supply chain.
- Providing programmes to contribute to the satisfaction and reconciliation of all employees for the full development of his career, family and private life.



Managing Diversity in companies is a “corporate strategy leading to the creation of an environment that supports inclusion of different profiles of people so that the business process efficiency is optimized”.

4.1. COMPLEXITY AND DYNAMISM IN BUSINESS: INCREASE OF DIVERSITY

During the last decades we have witnessed important social, economic, technological and cultural changes in a global scale which have contributed to increase the complexity and dynamism in business. Being technological breakthroughs the drivers to development and globalization in the twentieth century, the key drivers in the present one are those individuals with the necessary talent to make progress and sustainability possible in a world with no distances where diversity becomes a challenge.

Amongst the key factors contributing to the increase of diversity in enterprise, the following should be mentioned:

- **Reinforcement of women's talent and skills in the workplace.** Since 1995 there are more women than men studying a degree at university. At this moment, women create two out of three new businesses in Europe and generate more than 70% of new jobs. Women also take about 80% of purchase decisions³⁶.
In Spain, during the last thirty years, the number of women at work has increased around 30% every decade: from 3.8 million in 1978 to 9.3 million in 2007³⁷.
- **Ageing of the population and coexistence of different generations.** Increased life expectancy and longer working life have resulted in the coexistence into organizations of five different generations (Traditional, Baby boomer, Generation X, Generation Y and Millenium) with different ages, family live cycles and attitudes regarding work, entertainment, family, commitment and use of time.
- **Increase of foreign workforce** as a result of migratory flows. During the last fifty years Spain has gone from being a sending country to a receiving one with 5.7 million of foreigners registered in 2011, representing 14% of total population, and nearly half of them (2.4 million) being EU citizens. This new workforce provides different ways of thinking and behaviour that contribute to the development of both, the sending and the receiving countries.
- **The globalization of companies**, as an opportunity to enter new markets and a challenge to achieve the scale and necessary capabilities to keep on being competitive.

36 European Institute for Diversity Management (2011).

37 Alonso Raya, A. y Martinez Heres, G. (2009).

In this global environment, with no frontiers and new paths for development, a flow of talent occurs by which companies compete at an international level in a race to innovation and to guarantee their survival in the long term and, consequently, require staffs with more diversified profiles. All this, together with the need of geographical mobility that requires expatriation and repatriation policies to assure the success of globalization processes, poses considerable challenges to the management of human resources in companies.

Furthermore, society, clients (current and potential), suppliers and co-workers in companies constitute more diverse profiles, partly due to the fact that they work in new markets or because they recruit individuals coming from other countries (immigrants or expats) that bring with them their cultures, habits and traditions or partly as a consequence of the social changes mentioned above.

In essence, diversity in business is today an irrefutable fact for both, the internal agents (employees and shareholders) and the external agents (vendors, clients, co-workers, competitors and society) that take part in the business activity. We should then regard the threats and opportunities arising from this situation and the reasons by which it is necessary to implement diversity management policies in organizations.



Amongst the key factors contributing to the increase of diversity in enterprise, the following should be mentioned:

- Reinforcement of women's talent and skills in the workplace.
- Ageing of the population and coexistence of different generations.
- Increase of foreign workforce .
- The globalization of companies.

4.2. NEED TO MANAGE DIVERSITY IN BUSINESS

Diversity is a crucial feature of our reality that, not only requires tolerant and respectful attitudes to guarantee coexistence, but also implies an opportunity for the development and sustainability of society in general and of companies in particular. However, to maximize the opportunities and benefits offered by diversity at the time that its negative aspects are minimized, it is necessary to manage it in an efficient way.



To maximize the opportunities and benefits offered by diversity at the time that its negative aspects are minimized, it is necessary to manage it in an efficient way.

In fact, when diversity is not properly managed, it can lead to conflicts resulting in considerable costs for the company. But, when companies are provided with the most adequate organizational processes and values to manage diversity, this brings creativity and personal and professional welfare, promotes innovation and yields in significant improvements in business efficiency.

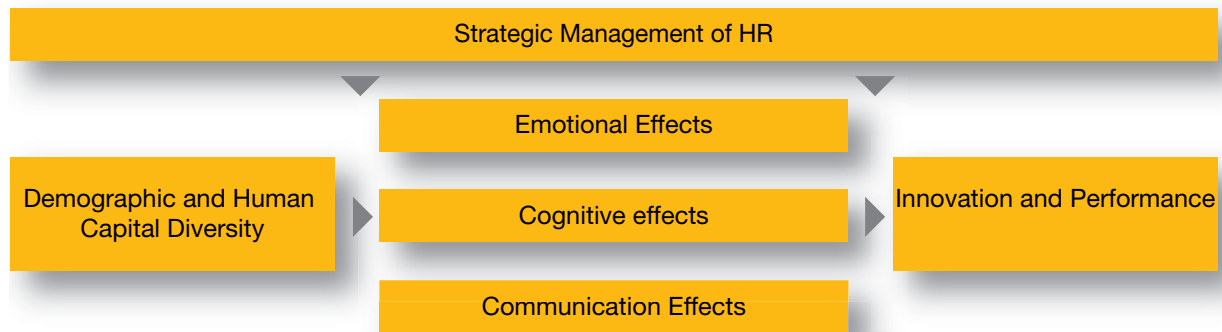
And this is so because diversity triggers cognitive effects –such as the way groups perceive stimuli, process information and make decisions–, affective effects –levels of cohesion, satisfaction and commitment by using prejudices and stereotypes), communicative effects –quality and frequency– and symbolic effects –interpretation of external agents– that have an influence, either positive or negative in the working atmosphere and in performance.

In this way, the effects of diversity in business will depend on the capacity to:

- 1°. Promote inclusion, commitment and cohesion of groups.
- 2°. Implement processes for open decision-making by consensus.
- 3°. Improving internal communication and facilitating social interaction, both formal and informal.

All the above can only be possible if managing diversity becomes a strategy and it is incorporated into the values and culture of the company, taking the necessary measures to disseminate it throughout the entire organization.

Figure: Model of Diversity Management in Business



Source: Adapted from Sánchez Gardel, G. (2011).

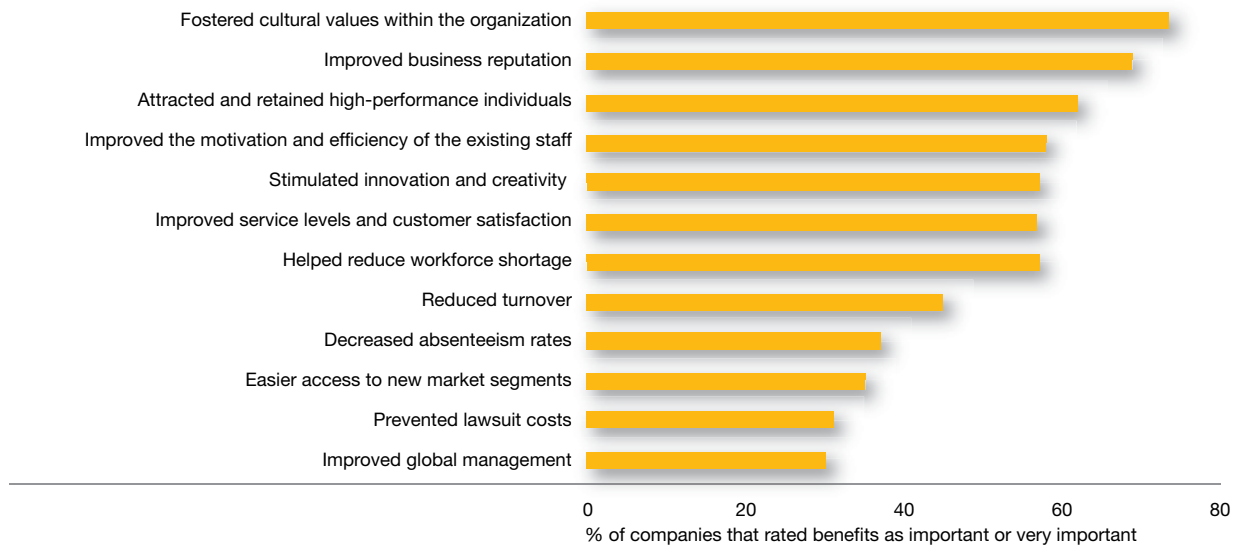
4.2.1. Benefits of Managing Diversity

An effective management of diversity produces important benefits for businesses, internally -related to employees and organizational processes-, and externally - related to external agents as clients or vendors-. The principal benefits of diversity management are:

- **Concerning employees:** improving of talent attraction and retention, increase on the level of satisfaction and commitment with the company, reduction of absenteeism and rotation and finally, promotion of intercultural competence development.
- **Concerning internal processes:** increase of creativity and innovation, reduction of conflicts and negativity, improvement on the efficiency of communication and integration, reduction of downtime and increase of flexibility.
- **Concerning external agents:** easier access to new markets, better relationships with clients as their requirements are better met, improvement in the communication and relations with suppliers and co-workers and finally, creation of a stronger reputation for the company.

Overall, managing diversity in business increases productivity, encourages innovation, improves brand image, contributes to enter new markets, reduces costs and increases the benefits and the value for all stakeholders involved in the process.

Figure: Benefits identified by Companies with active diversity management policies



Source: European Commission (2005)

4.2.2. Costs of Evading Diversity Management

Teamwork are groups of different individuals working together. Their diverse cultures and ways of perceiving and interpreting information may lead to conflicts that produce unnecessary rivalry, slow down performance and reduce the potential advantages of diversity. Then, when diversity is not efficiently managed, it can cause some negative effects in the organization such as:

- Communication problems that brings about a decrease in the frequency and quality of internal communication, and also lack of the necessary feedback for the development and coordination of business activities.
- Decrease of cooperative attitudes in the company and increase of interpersonal disputes and attitudes of rejection by some employees.
- Poorer efficiency in the allocation of responsibilities and tasks due to the absence of intercultural competence and occurrence of stereotypes.
- Decline in employees' motivation, which may increase absenteeism, rotation and brain drain.

All these aspects are translated into higher costs for the company due to the lost of efficiency and effectiveness in the organizational processes, (that will affect the competitiveness of products and services and the image of the brand), and to other specific aspects such as hiring, training, legal costs, etc.

To sum up, diversity management has become a priority for most organizations, not only as a requirement for the company survival but as an opportunity to generate competitive advantage that encourages innovation and improves effectiveness and efficiency in the business processes.



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4.3. CURRENT SITUATION AND CHALLENGES OF DIVERSITY MANAGEMENT IN SPANISH COMPANIES

The implementation of diversity management policies in Spanish companies is a relatively new event in comparison with other European countries. Actually, as the EU reports, while in northern European countries 63% of companies consider that diversity management is a positive aspect, in Spain this only happens in one out of 100 cases³⁸.

In general, diversity management is not a well-known concept for Spanish companies that, in most of the cases, only conduct occasional activities not integrated into their strategic plans and without mechanisms of monitoring and control of results.

At the same time, most initiatives to managing diversity in Spain have responded to the need to comply with legislation on equality (gender and disability, mainly). This first stage, addressed to combat discrimination and in favour of promoting the inclusion of diverse groups in the workplace under equal conditions, is necessary but it is not sufficient. The main challenge is to move from simple acceptance to strategic management of diversity in companies.

Besides, we still find important differences between large companies and SMEs in relation to the scope of diversity management policies and the extent to which they have been consolidated in companies.

Large companies have more competence and consolidation on diversity management policies and in many cases, teams are responsible for their implementation. This is especially evident in the case of multinational companies where a higher international exposition revealed the need to develop inter cultural competence to manage diversity of staffs and markets.

But there are also differences among multinational companies depending if they are Spanish subsidiaries of foreign companies or globalized Spanish companies. In the former, diversity management is usually determined by the parent company, particularly if the countries have already a baggage on this subject as is the case of the US, UK or France. In these cases, however, the adoption of policies on diversity management to the Spanish reality is essential to become efficient. Sometimes we even find that good practices in Spanish subsidiaries bring innovation to the whole organization as is the case of the British Council³⁹.

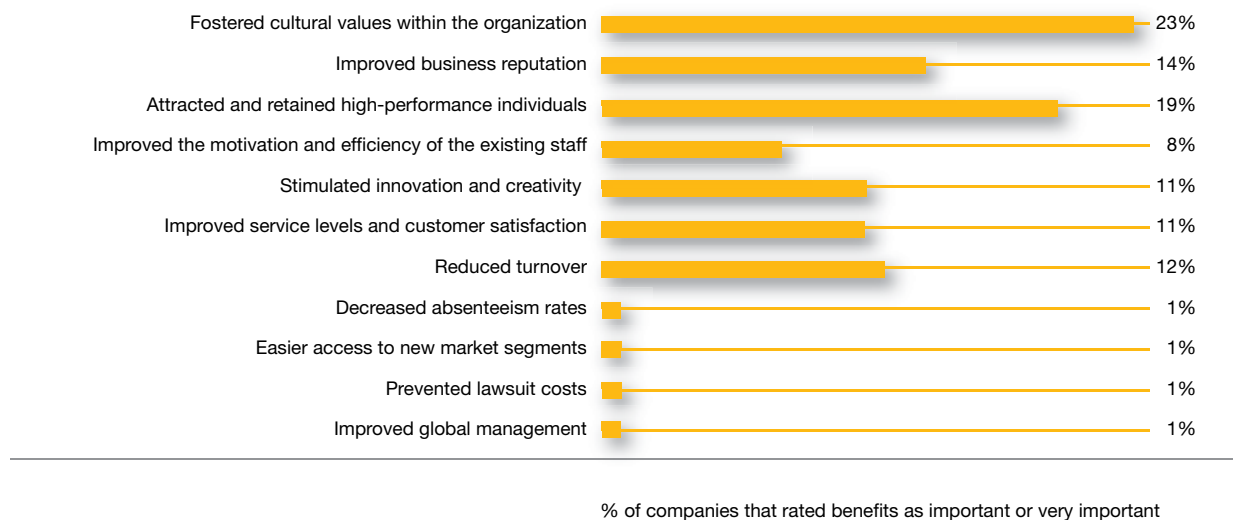
38 European Institute for Diversity Management (2011).

39 See Chapter 8 (p.107-109).

In turn, those big Spanish companies which have understood diversity from a strategic point of view, beyond legal compliance and CSR policies, and have incorporated it into the organization, reveal that, by managing diversity, they encountered a source of competitive advantage⁴⁰. Regarding SMEs, there is a greater ignorance about the importance of managing diversity and consequently, these companies are at risk of failing to adapt to the needs of its customers, suppliers and, of course, employees. This is especially so in Spain where SMEs offer 80% of employment and confirm to be hiring people representing different nationalities in 71% of the cases⁴¹ as the companies which have employed more immigrant workers.

However, those small and medium-sized companies that confess to understand the relevance of diversity in the current scene, also perceive difficulties and economic constraints on its management. They mainly report problems of communication, of compatibility of working cultures and planning of functions and responsibilities when teams are formed by people of different origin.

Figure: Major problems identified by Spanish SMEs in managing people representing different nationalities



Source: Beyond Diversity Project, European Commission (2010).

40 See, for instance, the cases of Ferrovial (Chapter 8 p) and NH (Chapter 8).

41 Beyond Diversity Report, European Commission (2010)



Some SMEs are conducting new and efficient initiatives to adapt themselves to diversity, though they initially do not make any institutional statement or standardization.

These experiences are genuine examples of good practices.

It should however highlight that some SMEs are conducting new and efficient initiatives to adapt themselves to diversity, though they initially do not make any institutional statement or standardization. These experiences are genuine examples of good practices, for their effectiveness, their development and implementation with limited resources.

More precisely, though still quite few, there are some SMEs that have made diversity a source of differentiation, adding it to their corporate values and implementing it successfully throughout their value chain as in the case of Agromartín⁴².

Under these circumstances the main challenges of Spanish companies are: first, raising awareness on the relevance of managing diversity and second, developing the necessary know-how and engagement into organizations so as to maximize the benefits of diversity management and minimize the conflicts that may arise. For these reasons, there are some imperative requirements:

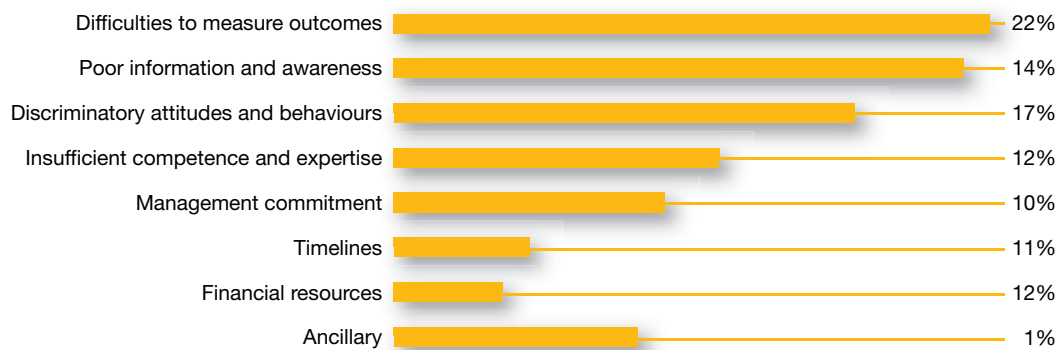
- Top management commitment and incorporation of diversity management in the strategy of the company.
- An adequate planning and control of the process of diversity management including: elaboration of a diagnosis about diversity in business, establishment of clear and measurable objectives, allocation of teams and budgets according to the pursued objectives, establishment of monitoring mechanisms for the defined programs and results. It is, then, important to set up the indicators to measure and assess the impact on the implementation

42 See Chapter 8, (p.102-104).

of diversity management policies (labour climate, absenteeism, turnover, drop-out rates in the expatriation-repatriation processes, legal costs, recruitment costs, customer loyalty, terms and conditions with vendors, etc.)

- Training on inter cultural competence and diversity management at all levels of the company to guarantee the inclusion of diverse profiles.

Figure: Major constraints highlighted by Companies to implement policies on diversity management



% Percentage of companies that ensure to have problems for the implementation of policies on managing diversity

Source: European Commission (2005)

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5

COMMUNICATION AS A KEY TOOL TO BOOST DIVERSITY

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We have reviewed the benefits of diversity in business from a theoretical and a practical perspective. We asked questions and we tried to answer them. What diversity is and the successful ways to manage it shall help us deal with an essential aspect, communication inside and outside companies and institutions that are committed to it.

How do we raise awareness and communicate diversity into organizations? Communication is inherent to the ongoing process and it is essential to understanding the role it plays pursuant to objectives. The world is not something alien to us that only appears in the media, but we build it every day, everywhere. Taking part in the changes implies to have a thorough knowledge of what is going on, understanding and providing know-how and expertise to enrich those changes.

Indicators used

Under this circumstance, the indicators used in this report are particularly important to quantify the communication of the actions on diversity management by the respondent organizations. Three of them refer to external communication and one of them to internal communication, but all of them add value to the pursued objectives. How they communicate externally what they do, what kind of internal communication has been implemented, if they have a welcome policy and if they provide detailed information about the structure of their staffs are all indicators that shall give us the patterns on the role played by communication in each case, and shall state clear the extent to which they have committed to report those values.



When we talk about communication, we talk about transmitting a series of values, experiences, methodologies and culture that each new group brings and will certainly contribute to.

5.1. TARGET OF DIVERSITY: MOVE THE FOUNDATION TO CONSOLIDATE

Diversity implies having an open mind, and the challenge to assume the shift it involves cannot be reduced to the implementation of initiatives or to the development of case studies. Its dissemination and spread is another fundamental way to contribute to the success of the initiative.

A strategy on diversity does not only involve different groups- employees, clients, suppliers who have made us endeavour and act accordingly. Strategy on diversity shall "affect" all agents nearby, even on an occasional basis, by the company or institution promoting it.

Beyond the responsibility for integrating people from different ethnic groups, origin, age, religion, sex or sexual orientation, we are operating in a world which is going through the same circumstance of having to face the challenge of new diverse markets.

When we talk about communication, we talk about transmitting a series of values, experiences, methodologies and culture that each new group brings and will certainly provide.

Recognizing the actions and motivations by which decisions have been made, programmes have been elaborated and specific actions are taken, is also a way of promoting dialogue and of consolidating a platform that gives way to a balanced development of the necessary actions to transform the workplace into a space of inclusion and collaboration.

A strategy based on inclusion will place us in an unique situation to contribute to local, regional or international scenes and we shall be supported by spontaneous allies that acknowledge the benefits and excellence of a diverse organization. To meet the challenge of globalization, all these are advantages and opportunities, skills to achieve greater competitiveness.

5.2. INFORMATION, UNDERSTANDING, COLLABORATION

Conveying the goals of any process of diversity management is an obligation and a must. We have been working in a model, process and method to be successful and those who have been involved –staff, vendors, clients- should learn about the corporate culture that determined the implementation of this process.

The conveyance of values promoting diversity will work as enhancers for each of the strategies, reinforcing criteria and consolidating practices. Diversity then, will no longer be a strategy but a established fact incorporated as a way of life.



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The conveyance of values promoting diversity will work as enhancers for each of the strategies, reinforcing criteria and consolidating practices.

5.3. FIRST VALUES, THEN COMMUNICATION

Were not genuine and shared values be used by most of the members of the organization, it would be difficult that communication at its different levels worked. If there is consensus and clear objectives and targets, participation will be assured: critical views and contributions will be encouraged, greater commitment, objectives and the best way to reach audiences will be understood and it will be easier to be in the same boat.

Loreto Marchant Ramírez⁴³, in *Actualizaciones para el Desarrollo Organizacional*, mentions a key issue when dealing with communication, as “the ability to know the best way to get, touch or catch the ‘specific essence’ of the individuals or groups that constitute the organizational population. Such awareness, she says, goes beyond our understanding as it implies at the same time certain comprehension of the other culture which would be the ‘key’ to transmit in an effective way, all the messages relevant to the objectives pursued.”

Altogether, if values are defined and are authentic and shared, messages have to be clear and efficient to make challenges be taken on by everyone. In the meanwhile, this will determine an unwavering commitment by those who design actions and programmes and at the same time, by those who are in charge of that transformation.

In every case, messages have to be reliable and for that purpose they must be embedded in the business culture. It is not sufficient- and probably inefficient- to implement a plan with the counselling of experts on communication if the top management, or line managers, are not convinced of the benefits that this implies for the company culture and wealth.

Yanire Braña⁴⁴, MET program Director in IE Business School, said in one of her articles that diversity is an important component of innovation which is necessary to reinforce diversity.

Therefore, investment in diversity is a must to meet the needs of clients whose diversity is increasingly higher, to talent shortage and to the need to take full advantage of the capability of the staff and of the improvement of results through the multi-disciplinary management of teams. That is why, many companies are been obliged to cultivate their own peculiarities, searching for new forms of developing the values and views that make them be unique.

43 MARCHANT RAMÍREZ, LORETO, Strategic management for cultural diversity in organizations (Universidad de Viña del Mar, Chile) L. Ed. (2005) *Actualizaciones para el Desarrollo Organizacional*, Primer Seminario Electronic edition. Fully available in www.eumed.net/libros/2005/lmr/

44 BRAÑA, YANIRE *Innoversity: de la diversidad intangible a la innovación empresarial* (IE Business School, España). Revista Ideas/Verano 2008. www.ideas.ie.edu

She also dealt with an intangible diversity –sometimes associated to different genres, profiles and nationalities– that really contributes to a change of culture and a new way to perceive business. *“Having a positive or negative impact in the company performance will depend on strategic, cultural, organizational factors and on the measures taken to manage human resources. Thus, a first step to the development of innovative policies on diversity is communication and competence on diversity management, that should be in any case linked to the business of the company.”*



Messages have to be reliable and they must be embedded in the business culture.

Investment in diversity is a must to meet the needs of clients whose diversity is increasingly higher, to talent shortage and to the need to take full advantage of the capability of the staff and of the improvement of results through the multi-disciplinary management of teams.

5.4. LEADING BY COMMUNICATING

Esteban R. Villamayor⁴⁵ in his work “*Camino hacia un nuevo liderazgo*” (A new path to leading) provides some guidelines about how to face drawbacks in a positive way. Most are fully applicable to communicate in diverse scenes and thus is why we have adapted them:

- 1) Focusing on the message and testing its effects on people. This will make us see an advance as a small change and gradually, spread or not the outreach to the whole organization.
- 2) Dealing with superior levels, interacting with colleagues. Involving them in projects by communicating the mission to accomplish, as a policy of comradeship to gain followers to this new way of “working”.
- 3) Starting from bottom levels that is where the shift and transformation have to occur and stay. Talking to groups about tasks in an inter functional way beyond formal communications.
- 4) Opening the playfield to incorporate new “players” to help on the transmission of the message. The objective is to broaden horizons, going beyond routines and processes, seeking support from persons or groups that can bring in something else.
- 5) Analyse the strategy adopted in relation to the participants without taking for granted that it will be a success just by our enthusiasm and determination. Human beings are a set of attitudes and prejudices, motivations, power struggles, channels of influence with different individual perceptions and complex mechanisms of action. Learning how they think or feel will be useful to determine the support they are prone to provide and then be more accurate in the way of conducting communication.
- 6) Use the power-or leadership of communication- in a careful but effective way to avoid resistance. Sharing success and fears with people will make them perceive the support and partnership in the task they have been involved.
- 7) Communication in action is not a lab test but it works with people and acts on culture. It is important to check the situations that may affect and which are its priorities to motivate it in a positive way being part of the transmission of the message.
- 8) Active communication requires the identification of participants and their alignment with the ongoing process of change.
- 9) Surveillance is necessary to adjust whatever is not working and to provide support to the areas with more problems.

45 VILLAMAYOR, ESTEBAN, *Camino hacia un nuevo liderazgo*, 9 al 12 de junio de 1998, (Santo Domingo, República Dominicana). www.cemla.org

In any company or institution, communication has today different dimensions whose importance is increasingly reckoned. In a diverse environment, the challenge is bigger because new factors are added that make “standard” communication more complex.

All means are valid –communications, whiteboards, memos, e-mails, video conferences, websites, intranets, newsletters, internal or publicity campaigns, dossiers, occasional encounters or specific events organized for the purpose– but the impact will be lightly higher and will be permanent as far as recipients perceive the engagement and conviction of all the actors and do not see it as a temporary or concrete marketing campaign or a strategy to gain reputation.

5.5. NO FRONTIERS: WE ARE WATCHING US AND THEY ARE WATCHING US

Globalization opens frontiers for sharing experiences. What it is useful on one part of the world can also be so overseas if it is providing competence to a phenomenon which tends to expand. Regardless of the size and location of companies, the economic, politic and social crises make us question ourselves and find new answers. The way problems are solved or solutions are found can lighten new roads.

In the last ranking of companies that Cable News Network (CNN)⁴⁶ has been conducting during the last 5 years on employees’ assessment of values such as diversity, leadership and communication, the case of **Cassidian Systems** stands out among the ranking of *Best Companies 2011*. This is a company of the EADS Group, manufacturer of military air systems and advanced radar technologies, which was ranked first in **Comunicación** with the campaign *‘Portrayal of values’*.

The strategy that placed the company with fewer than 500 employees in the first place was the result of a six-month work with turned out to have an excellent output: 92 points out of 100 in understanding values.

The internal campaign undertaken- *‘A Company with value/s’* was led by three directors –**Lizbeth Miles, Alejandra Meza and Elizabeth Guerrero**– who decided not to appeal to professional models but to choose, from 101 employees, the persons who would represent the values they wanted to promote: **reliability, shared resources, accountability, customer satisfaction and respect for people.**

The challenge assumed to make staff aware of the importance of feeling the global values of the Company was a success.

⁴⁶ <http://www.cnnexpansion.com/super-empresas-2011/2011/05/04/cassidian-systems-retrata-sus-valores>.

Another case was **Scotiabank**, that fostered the communication of values with the campaign “*DI, VE y DA*”, referred to diversity, gender equity and non-discrimination, inviting the staff to provide ideas in a quiz for the best phrases and photos on the subject.

Finally, we could add the recent experiences of two other multinationals that provided ‘communication formulae’ to transmit values with particular actions. On the one hand **–Dow–** creating specific spaces where the value of inclusion is the key and on the other hand **–Nokia–** fostering internal communication with participatory encounters to inform but also to listen:

- **Dow** created three communities to promote the inclusion of homosexuals, women and people with different capabilities: GLAD, Gays Lesbians and Allies ad Dow; WIN, Women Innovation Network y DEN, Disability Employees Network that achieved a huge impact on communication.
- **Nokia** implemented a strategy based on creating emotional ties and practices on communication as occasional breakfast sessions with directors where all employees had first hand information and could raise their suggestions to improve the company.



When the policies and programmes implemented are working and results are positive, we can infer that competence and communication are tools that provide feedback to experience, reinforcing it and achieving, with the logic changes and adjustments, a switch from an occasional experience into a culture with long-term prospects.

5.6. COMMUNICATION, TOOLS, COHERENCE AND TRANSPARENCY

Among the successful experiences, we have gathered multiple tools that indicate that communication is again in a merger position. But, at the same time, they also transmit the certainty that it is almost impossible to talk about success and motivation if there is no coherence.

They all state that communication is effective to the extent its contents are honest and transparent, as the only way to generate trust and involve those who receive messages as target of our communication.

Regarding teamwork communication, Gonzalo Sánchez Gardey⁴⁷, comments that when the level of diversity is high, the frequency of communication decreases as people tend to interact with those they perceive as their peers.

Taking this warning into account, when the policies and programmes implemented are working and results are positive, we can infer that competence and communication are tools that provide feedback to experience, reinforcing it and achieving, with the logic changes and adjustments, a switch from an occasional experience into a culture with long-term prospects.

47 SÁNCHEZ GARDEY, GONZALO, La diversidad en los grupos de trabajo: efectos potenciales y posibilidades de gestión (Universidad de Cádiz, España) Revista *Investigaciones Europeas de Dirección y Economía de la Empresa*, Noviembre, 2005.

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6

METHODOLOGY AND INDICATORS

Because of the nature of this project, it was essential to conduct a methodology that made use of different research tools. Thus, we have been able to gather information from many organizations in a participatory way and we have ended with the development of a set of indicators aimed to assess the case studies under analysis in an objective way. This twofold objective is, actually, the **specific contribution of the GESDI Project**.



One of the main characteristics of the methodology of the GESDI project has been its participatory nature.

6.1. PARTICIPATORY METHODOLOGY: GROUPS OF WORK

One of the main characteristics of the methodology of the GESDI project has been its participatory nature. Two groups of work have been defined, coordinated by the Spanish Observatory for Racism and Xenophobia (Oberaxe) that have been participating throughout all the phases of the project, since the initial proposal of organizations until the validation of the indicators proposed:

A **panel of experts** formed by: Marta Muñiz Ferrer, Department of Enterprise Globalization, Diversity and Career Development of the Universidad Pontificia Comillas; Sonsoles Morales, Enterprise Consultant on Diversity Management; José Manuel Fresno, President of the Spanish Council for promotion of the Equal Treatment and Non Discrimination because of ethnic or race origins, Mercedes Wullich, Founder of www.muheresyacia.com and Cidalia, a consultancy on Diversity and, finally, members from Oberaxe.

The panel of experts has regularly met throughout the project. As shown later, their functions were among others: advice, recommendations and methodological proposals, collaboration in the selection of indicators and mechanisms of evaluation of successful cases.

A **numerous group of validation**, with representatives from business organizations, unions, experts on diversity management and communication as well as key agents working on cultural diversity in professional fields:

Public Sector: Subdirección General de Régimen Jurídico de la Secretaría de Estado de Inmigración y Emigración (*Deputy Directorate General for Legal Affairs under the Secretary of State of Immigration and Emigration*); Consejo Estatal de Responsabilidad Corporativa de las empresas de la Secretaría de Estado de Empleo y Dirección Provincial de Madrid del Instituto de la Seguridad Social del Ministerio de Trabajo e Inmigración (*State Council on Corporate Social Responsibility under the Secretary of State for Employment and the Provincial Directorate of the National Social Security Institute in Madrid, Ministry of Labour and Immigration*); Secretaría de Estado de Igualdad, Dirección General de Política Social, Familias e Infancia, (*Secretary of State of Equality, Directorate General of Social Policy, Families and childhood*); Consejo para la Promoción de la Igualdad de trato y no discriminación de las personas por el origen, racial o étnico del Ministerio de Sanidad, Política Social e Igualdad (*Council for the Promotion of Equal Treatment and Non Discrimination on the grounds of ethnic or race origins of the Ministry of Health, Social Policy and Equality*); “Fundación Pluralismo y Convivencia” del Ministerio de Justicia (*Foundation for Pluralism and Coexistence of the Ministry of Justice*); Oficina de Derechos Humanos del Ministerio de Asuntos Exteriores y Cooperación (*Human Rights Office of the Ministry of Foreign Affairs and Cooperation*); Dirección General de Políticas Migratorias de la Junta de Andalucía (*Directorate for the Coordination of Migratory Policies of Junta de Andalucía*); Dirección General para la Inmigración de la Generalitat de Catalunya (*Directorate General for Immigration of Catalonia*); Dirección General por la Mujer y la Igualdad de la Generalitat Valenciana (*Directorate General of Women and Equality of the Community of Valencia*); Oficina para la no discriminación del Ayuntamiento de Barcelona (*Office for Non-discrimination of the city of Barcelona*); Federación Española de Municipios y Provincias, FEMP (*Spanish Federation of Municipalities and Provinces*); International Organization for Migration, IOM; British Council in Spain.

Trade Unions: Unión Sindical Obrera (USO); Comisiones Obreras (CCOO); Unión General de Trabajadores (UGT); Unión de Pagesos de Cataluña.

Business Organizations: Coordinator of farmers’ and livestock farmers’ organisations (COAG); Spanish Federation of Hoteliers and Restaurateurs (FEHR); Madrid Chamber of Commerce and Industry; Forética- enterprise and professional association on social responsibility in business; Confederación Española de la Pequeña y Mediana Empresa (CEPYME Spanish Confederation of small and medium companies).

NGOs: Fundación Secretariado Gitano (FSG); Asociación por la integración de los inmigrantes profesionales (INPROIN) -*Association for the integration of immigrant professionals*-; Voluntariado de Madres Dominicanas (VOMADE-VINCIT); Asociación de Cooperación Bolivia-España (ACOBEB) -*Association for Bolivia-Spain cooperation*-; Red Acoge; Fundación Ideas; Spanish Red Cross; IBN BATUTA; Asociación Comisión Católica Española de Migración (ACCEM) -*Spanish Catholic Commission on Migration*-; Asociación de Servicio Integral y Sectorial para ancianos (ASISPA) -*Association for Comprehensive Senior Care*-; Consorcio de entidades para la acción integral con inmigrantes (CEPAIM) -*Consortium of Entities for Integral Migrant Action*-; ARI-PERÚ; Entreculturas; Fundación para la Diversidad -*Diversity Foundation*-; Fundación San Ezequiel Moreno; Asociación de mujeres profesionales por la integración (AMPI) -*Association for the integration of professional women*-.

Companies: Ferrovial; Talent Global; Empieza Consultora; Securitas Aviation; Ecooo; IKEA; ECO 45; Improvingworklife; Marco Aldany; Puentes Global; Cidalia consultancy in diversity.

Universities and Study Centres: Center for diversity of IE Business School, Centro para la Empresa en Latinoamérica (*Center for Business in Latin America*); Universidad Pontificia Comillas; King Juan Carlos University.

Media: El Universo de Ecuador en España.ngworklife.

6.2. PROJECT PHASES: OUTCOMES

The project has been developed through a continuous process of counselling from a panel of experts and a validation group, through the development of indicators to evaluate the case studies. To achieve the goals of the project, the following methodological phases have been developed:

- **Meetings of the validation group.** The first meeting was held on March 9, 2011. The aim was to present the project and collect suggestions and recommendations from attendants about their experiences on diversity management. For that purpose a questionnaire was designed and distributed with enquiries about the organizations they thought were a good example of diversity management and why. From **this query to the validation group, over seventy organizations and experiences** were gathered. The second meeting was held on July 6 and the main objective was to present the proposal of indicators elaborated by the panel of experts and, eventually, those indicators were validated. It is important to highlight that the panel of experts **elaborated indicators on a participatory basis** and were reviewed by the validation group according to three criteria: suitability, versatility and adaptation to reality (i.e., whether an indicator can be used for all the organizations participating in the process) and its prioritization (or level of importance-high,medium-low), (see chapter 8.4).
- **Development of Fieldwork.** The starting point was the matrix of organizations elaborated by the validation group and the panel of experts. Oberaxe with the collaboration of the panel of experts tried to contact most of them so as to gather more information and learn first hand about the experience. As a result **thirty-one interviews were conducted**, covering almost half of the companies proposed. Fieldwork was undertaken between June and July 2011 on the grounds of a questionnaire of approximately 90 minutes long which contained 46 questions to collect information for the elaboration of the indicator system.
- **Elaboration of a panel of indicators** related to diversity management in companies that provided the systematization of information of the different organizations under analysis and established a set of evaluation criteria to make the selection of successful cases and good practices easier. The indicators system had a twofold objective. On the one hand, it had to be an objective **evaluation tool** for the policies on diversity management developed by organizations. And on the other hand, it had to **become a diagnosis tool**, which supported companies in the elaboration of policies on diversity management. The proposed indicators have been applied to the group of thirty-one participant organizations. A matrix with the validated indicators was elaborated prior to the consensus on prioritization (high, medium, low) and experts individually evaluated the thirty-one experiences to later expose in a meeting their own evaluations and then choose the eight case studies that were more remarkable in general and those that were more remarkable on each section.

The set of indicators proposed contribute to one of the objectives of the GESDI Project “create tools to support organizations in the analysis of the working conditions of immigrants and ethnic minorities”, as a part of PHASE 4 thereof: “elaboration of a diagnosis and analysis tool on managing cultural diversity in the workplace.”



The project has been developed through a continuous process of counselling from a panel of experts and a validation group, through the development of indicators to evaluate the case studies.

6.3. STARTING POINTS IN THE USE OF INDICATORS

An indicator is a variable or feature, a sign by which we come close to learn about a circumstance, property or objective that we can not be directly evaluated. It is, then, an instrument of relative (non-absolute) measure that permits the description of an existing situation or the changes or tendencies over a period of time.

According to the INTI Project⁴⁸ 2006, indicators should account for the following characteristics (SMART Criteria)

Significant: Relevant to facts under discussion

Measurable: in the field and the collective

Adequate: or directly related to the process of the project, programme, intervention, etc.

Realistic: limited to the objectives.

Feasible: existence of information and verification sources to extract, tackle and analyse them.

For the purpose of an adequate and efficient use of indicators it is necessary to count on an appropriate selection of data, availability and easy access to verification sources and costs, as well as a careful selection of those indicators in relation to the objectives to be accomplished, that is, managing diversity in business.

It is also necessary to take into account **some of the constraints that the use of indicators involves:**

- Indicators are but signs that allow to capture and represent aspects of a complex and diverse reality, they are not directly accessible to the observer.
- They are an instrument of limited scope, but of widespread use due to their synthetic nature and their possibilities to guide in decision-making.
- The politic nature of the use and interpretation of indicators has been the subject of much criticism as it tends to magnify the role that these instruments can play in the reflection on the process of integration of immigrants or their influence on the public opinion, perceptions or attitudes of native towards immigration.

⁴⁸ See Report on “Indicators about Immigrant Integration: proposal of elaboration of a common system of indicators for integration”, promoted by the State Secretary of Immigration and Emigration, Ministry of Labour and Social Affairs, Government of Spain and European Union, project co-financed by the EC, INTL programme. Available in http://www.wodc.nl/images/1365_espanol_tcm44-80243.pdf.

6.4. INDICATORS OF THE GESDI PROJECT

For the **GESDI Project** a total of **24 indicators** have been set up and prioritized in three levels of importance (High, medium, low), so that we could talk about principal indicators (high importance), recommended indicators (medium importance) and ancillary (low importance). They have been also grouped in **5 large sections**:

SECTION 1	Equal Treatment and non-discrimination
SECTION 2	Human Resources
SECTION 3	Communication
SECTION 4	Organizational commitment
SECTION 5	Organizational processes

Ultimately, indicators try to show if, and in which context, the participant organizations are complying with the legislation on equal treatment and opportunities and non discrimination, and the starting point of organizations concerning diversity management of immigrants and ethnic minorities. They also deal with how human resources are organized (selection policies, promotion, wages, training); how communication is handled (external and internal); the level of commitment of the organization with diversity management and the actions taken to support management.

The following are the indicators for each of the sections, along with the importance given to them.



For the GESDI Project a total of 24 indicators have been set up and prioritized in three levels of importance (High, medium, low), so that we could talk about principal indicators (high importance), recommended indicators (medium importance) and ancillary (low importance).

Indicators of Section 1: Equal Treatment and non-discrimination

This first section has **four indicators, three of them of high importance and one of them of medium importance.**

The aim of the section is to know how organizations are complying with legislation on equal treatment and opportunities and non-discrimination, the way they are stimulating diversity and combating the discrimination that may be occurring in the organization.

The following are the indicators of section 1:

Indicator	Equal Treatment and non-discrimination	Priority
1	<p>Job offers reflect that the company promotes equal treatment and opportunities</p> <p>EXAMPLE: “the organization X is committed to the promotion and defence of equal treatment and diversity”.</p>	High
2	<p>Selection processes have been adapted and/or modified to prevent possible cultural prejudices</p> <p>EXAMPLE: “job offers are neutral and objective”.</p>	High
3	<p>Internal policies on human resources management have been adapted to meet the diversity of the company</p> <p>EXAMPLE: “The organization has taken action regarding equal treatment and opportunities for all members of the staff”.</p>	Medium
4	<p>There are internal and/or external mechanisms to claim for eventual discriminations</p> <p>EXAMPLE: Employees’ mailbox, anonymous systems for claims and suggestions that are also used to report possible discriminatory events under other circumstances.</p>	High

Indicators of Section 2: Human Resources

The management of human resources has become a key issue to develop diversity management policies for immigrants or ethnic minorities.

In this section that contains **five indicators of high importance**, the following processes have been analysed: the selection processes (job offers, selection channels, interviewers, etc), employees promotion and training processes (devices promoted by the company to adapt itself to a diverse staff, training options on diversity management, internal codes of conduct, etc.), and wages policies (existence of objective and transparent criteria, salary range, turnover rates, etc):

Indicator	Human Resources	Priority
5	<p>The organization advertises vacancies by different channels</p> <p>EXAMPLE: Job offers in generic or specific employment portals.</p>	High
6	<p>The organization has developed objective criteria for labour termination</p> <p>EXAMPLE: In case of termination, decisions are made on the grounds of objective and transparent reasons.</p>	High
7	<p>There are mechanisms to evaluate performance</p> <p>EXAMPLE: The staff is regularly evaluated with different mechanisms (satisfaction surveys, individual performance sessions, etc) based on objective criteria known by the employees.</p>	High
8	<p>Existence of training and/or awareness programmes on diversity management in all processes</p> <p>EXAMPLE: The organization offers training on an equal basis to all the members of the staff.</p>	High
9	<p>There are objective mechanisms in the wages policies known by the employees</p> <p>EXAMPLE: Beyond payment per category, and collective agreement (specific or general), the organization conducts an objective and transparent salary policy based on equal treatment and opportunities.</p>	High

Indicators of Section 3: Communication

In this chapter, a special relevance has been given to internal communication deeds conducted by organizations and related to diversity management. As already explained in chapter 5 of the present Guide, it is necessary that companies learn how to transmit adequately the activities they are developing to put them into effect, at the time they are used to raise awareness on all employees.

Four indicators has been regarded in this section, **three of them of high importance and one of them of medium importance**. Three of them make reference to internal communication.

Indicator	Communication	Priority
10	<p>The organization disseminates diversity through external communication</p> <p>EXAMPLE: Via campaigns, ads or associating the brand of the company with diversity.</p>	High
11	<p>The organization has adapted internal communication</p> <p>EXAMPLE: It has an internal communication plan to address distinctive features of the staff such as clothes styles, food habits, etc.)</p>	High
12	<p>The organization has a welcome policy for new employees</p> <p>EXAMPLE: They have elaborated a manual for new employees or a system of coaching/mentoring which reflects diversity in the organization.</p>	High
13	<p>Detailed information about the composition of the staff</p> <p>EXAMPLE: The organization discloses the diversity of its staff via website, annual reports...</p>	Medium

Indicators of Sections 4 and 5: Organizational Commitment and Organizational Processes

The last two sections (Organizational commitment and organizational processes) **comprise eleven** of a total of 24 indicators, that is, nearly one out of two **indicators** belong to any of these two sections.) It is necessary to clarify the meaning of an indicator rated as of low importance as those included in the Section of Organizational Processes. They are relative indicators, that is, they do not have a minimum (as those of high importance which prove to be essential for diversity management) but they are complementary or, in other words, they are the culmination of different actions related to diversity management conducted by organizations.

These indicators attempt to contribute to the analysis of the organization on managing diversity and the actions taking to support management. As in the former cases, they must be valid for both, small organizations and multinational companies. For instance the leader (in indicator 14) can be a President, a CEO or the owner of a SME. It is important to keep in mind that this person promotes and sponsors policies on diversity into the organization.



These indicators attempt to contribute to the analysis of the organization on managing diversity and the actions taking to support management.

Indicators of Sections 4: Organizational Commitment

Indicator	Organizational Commitment	Priority
14	<p>There is an institutional statement of “the visible head” of the organization</p> <p>EXAMPLE: An important representative of the organization speaks about diversity management on behalf of the company in different forums, events, etc.</p>	High
15	<p>Diversity appears in the mission/vision of the organization</p> <p>EXAMPLE: The relevance of diversity is reflected in some key documents of the organization (charters of the company, by-laws, etc.)</p>	High
16	<p>There is a plan for implementation and follow-up of diversity management with clear objectives, deadlines and accountabilities with a designed person as responsible</p> <p>EXAMPLE: A strategic plan for diversity management into the organization with clear and measurable objectives.</p>	High
17	<p>There is a specific budget in the organization for the promotion of diversity</p> <p>EXAMPLE: There are specific resources for training, communication or for the area of human resources</p>	Medium
18	<p>The organization has subscribed some kind of institutional commitment related to diversity</p> <p>EXAMPLE: Charter of diversity or others</p>	Medium

Indicators of Sections: Organizational processes

Indicator	Organizational processes	Priority
19	<p>There are bounties to reward diversity management</p> <p>EXAMPLE: Among the compensation packages, measures related to diversity are economically rewarded.</p>	Medium
20	<p>The organization spreads diversity management and its benefits throughout the whole value chain</p> <p>EXAMPLE: It takes the commitment for diversity management to the purchasing department (suppliers´ attachment to policies of equal treatment and opportunities and non discrimination).</p>	High
21	<p>The organization has included into its Supplier portfolio to ethnic minorities and immigrants and, on an equal basis, they are prioritized in purchases</p> <p>EXAMPLE: Ethnic minorities and immigrants are part of the organization, not only as members of the staff, but also as vendors.</p>	Medium
22	<p>Products and Services have been modified to adapt them to clients´ diversity</p> <p>EXAMPLE: It addresses the diverse demand of clients adapting products and services to the existing demand.</p>	High
23	<p>The company runs participatory processes of internal communication for employees and stakeholders related to social aspects (parties) and organizational aspects</p> <p>EXAMPLE: Regular encounters with directors.</p>	Low
24	<p>Equal opportunities are guaranteed in career development</p> <p>EXAMPLE: APolicies on diversity management are assessed to learn about their real impact (understanding the increase of salary per professional category, checking if all groups increase their salary correspondingly; analysing turnover rates and reasons,etc.)</p>	Low

As it will be later on explained in chapters 6 and 7 of the present Guide, it can be the case that an organization excels in one, several or all the indicators proposed (in general and by sections).

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7

ASSESSMENT OF EXPERIENCES IN ORGANIZATIONS

The aim of this chapter is to present the strengths and weaknesses which have been globally found in the thirty-one organizations which have been analysed by the panel of experts.

The heterogeneity in the organizations analysed under the provisions of the GESDI Project, implied the need for objective and flexible tools that made a comparative analysis possible. The indicators system proposed⁴⁹ made possible the global evaluation of the experiences that organizations have been conducting on managing diversity of immigrants and ethnic minorities, always taking into account the features and size of each organization.



The heterogeneity in the organizations analysed under the provisions of the GESDI Project, implied the need for objective and flexible tools that made a comparative analysis possible.

The analysis begins, precisely, on that question and it is certainly a key driver in the development of tools to managing diversity. In this respect three aspects may be sustained:

Firstly, a reflection on multinational companies of foreign origin, that is, those whose parent company is abroad and have subsidiaries in Spain. Here we find **three possible scenarios** related to the policies on diversity management of immigrants and ethnic minorities

- Organizations **that follow the instructions** prescribed by the parent house, that is, those limited to comply with the policies and decisions made by the organization, e.g. the parent house decides that all employees have to attend a course on managing diversity. This is an initiative scheduled by the parent house and the Spanish branch complies with it.
- Organizations **going ahead of the parent company**, that is, subsidiaries based in Spain that take as benchmark the guidelines decided by the parent company, but push additional meas-

ures of their own, e.g. the parent company decides that directors and line managers have to attend a training course on diversity management and the subsidiary widens the offer of that course to the whole staff.

- Organizations **that go a step behind the parent company**, we refer to the organizations that do not meet the requirements of the parent company. They are a minority, but there are cases where a Spanish subsidiary from a foreign multinational company considers that it is not necessary to develop the policies on diversity management to the extent that the parent company determines. Following with the example of the training, the parent company proposes training on diversity for all or part of the employees and the Spanish subsidiary does not deliver the course.

Regarding the Spanish multinational companies, we may point out that in all the cases under analysis, globalization has brought about an important thrust to the policies on diversity management of immigrants and ethnic minorities. Spanish companies have acquired strategies and tools from the international contexts in which they are operating and they have managed to apply that know-how in opportunities for business growth and improvement and organizational commitment. In all the cases they have considered necessary to trust on diversity management as the only way to adapt themselves to the international context, arranging the necessary changes in the Spanish branch thanks to subsidiary companies abroad. We can talk about multinational Spanish companies which are developing activities on diversity management as a opportunity for growth and consolidation. Thanks to the competence acquired by the need to incorporate diverse people in staffs and by interacting with those individuals and their countries of origin, the Spanish companies under analysis are definitively boosting diversity management into their organizations.



We can talk about Spanish multinational companies which are developing activities on diversity management as an opportunity for growth and consolidation.

Finally, but not less important, it should be underlined **the role played by small and medium-sized companies (SMEs)**. A great part of the participant companies are small and medium companies or even micro-enterprises with less than 4 employees. One way or another, the conclusion is that developing strategies for managing diversity in organizations is possible, regardless of the size of the organization. Though some of the SMEs interviewed were conducting policies on diversity management, the overall picture can be quite different to the results of the sample (as Marta Muñiz states in her article, chapter 4). After analysing the ways human resources, or any other area, are managed, we have found differences coming from the resources and means at hand (department of HR of a big company compared to an employer who is the only one to select, recruit, train and work side by side with the employees). In any case it is possible to take actions to favour diversity as discussed in the next chapter.



The conclusion is that developing strategies for managing diversity in organizations is possible, regardless of the size of the organization.

In the case of SMEs the analysis included companies and employers' associations⁵⁰. One of the strengths of the associations is the elaboration of awareness-raising and informative texts along with the training support required to reinforce SMEs.

As formerly underlined, special care has been taken not only in the size and nature of organizations but also in their business line.

It is remarkable how some public authorities are conducting activities for the promotion and favour of diversity that may become a model for similar organizations. Among those actions are training courses for personnel and the thrust provided by the dissemination of anti-discrimination legislation in force, ensuring effective compliance with it and promoting equal treatment and opportunities at all levels.

With regard to the different segments of the private sector under analysis, no significant differences are found in the development of policies, beyond their own specifications related to the adequacy of products and services motivated by diversity. It could be argued that there is a core of common actions on diversity management poli-

50 See chapter 8, cases of the Spanish Federation of Hoteliers and Restaurateurs (FEHR), COAG and Proexport

cies independent of the line business of the organization. This is case, for instance, of organizational commitment, assurance of equal treatment and opportunities and care for non-discrimination. As already mentioned, the main differences are in the adequacy of products and services to adapt to clients' diversification, and in internal and external communication deeds.

It is necessary to mention that, in all cases under analysis, **gender equity policies have provided, at large, a thrust to the policies on diversity management**, although as explained in the summary of the project (see chapter 2), the GESDI Projects attempts to analyse diversity management in the workplace of immigrants and ethnic minorities, this fact is obvious. And, together with policies on equal opportunities for disable people, they are, without any doubt, the most developed policies into organizations. In some of the cases under study, organizations are promoting measures from the **perspective of a possible multiple discrimination** (being a woman and immigrant or member of an ethnic minority, being a disable person and immigrant or a member of an ethnic minority).

The analysis has also confirmed that in most of the case studies, **there is a great ignorance related to diversity management of Roma population**. Only in two cases have we found organizations that promote actuations in this respect. This would be **one of the weaknesses** of virtually all the cases under study.

This is obviously inconsistent with reality, as one of the most important elements that builds ethno-cultural diversity in Spain is the presence, for over six centuries, of the Roma population⁵¹.



Globalization has brought about an important thrust to the policies on diversity management of immigrants and ethnic minorities.

As reflected by the Action Plan for the Development of the Roma Population⁵², despite of the important progress in legislation, policies and actions conducted by the corresponding Governments of the nation, it should be acknowledged that a great part of the Gypsy population is still enduring serious discrimination in different areas including employment.

51 Roma population in Spain is estimated at around 600,000 people, according to the European Roma Rights Center, Minority Rights Group, Centre de Recherches Tsiganes and UNICEF.

52 Consejo Estatal del Pueblo Gitano, Plan de Acción para el Desarrollo de la población gitana (2010-2012).

Having presented the most general issues about the type of organization, business line and size, it is time of presenting the prevailing issues on the grounds of the five sections included in the system of indicators:

SECTION 1	Equal Treatment and non-discrimination
SECTION 2	Human Resources
SECTION 3	Communication
SECTION 4	Organizational commitment
SECTION 5	Organizational processes

The actions that organizations are conducting in relation to recruitment, wages, training and promotion of employees are, generally speaking, the best sponsors of diversity. We should also bear in mind that, some of the indicators evaluated in this section have been issues related to all the stages, since the selection process, incorporation to the staff, career development and even, if it were the case, termination with the company.

It would be desirable that companies advertised vacancies by different means and channels. Additionally, relating this issue to the **question of equal treatment and non-discrimination**, organizations should explicitly announce that they are promoting equal treatment and opportunities in job offers. It is a proven fact that, with a few exceptions, most organizations do not do so and this is, an aspect that has to be improved.

There are certain occasions where diversity management, though exemplary, does not foster the dissemination of the Spanish and European legislation on anti-discrimination and equal treatment. Organizations introduce the value of diversity but they do not promote the policies that combat discrimination.

Regarding **communication**, both external and internal, **the situation is varied**. A common pattern is the failure to promote policies on diversity management in an efficient way. Some organizations are conducting excellent initiatives that are not leveraged by the organizations that conduct them on a regular basis. As previously mentioned, the communication area is particularly sensitive to the business line in which the company operates. Generally speaking, we may conclude that there are organizations that do not outsource their communication to third parties. There are cases of organizations that do not report **the good practices they are conducting** as they are considered an **intrinsic value** to the organization. In the case of external communication, the scenery is also quite uneven. Organizations try to reflect diversity on their image and message, though there is still a long way to go (see chapter 3).

The last two sections (**organizational commitment and organizational processes**) present information about whether organizations have publicly committed to diversity; whether they have made some kind of institutional declaration in favour of diversity, whether they specifically include diversity in its mission, whether they have plans with milestones and deadlines to implement policies on diversity management and whether a budget has been allocated for that purpose.

From the information above we may again draw different conclusions. On one side, many organizations have made a public declaration of intentions (adhering to some agreement on the grounds of managing diversity), while most small and medium enterprises, even without any adherence, are already conducting policies on this subject.

For the companies selected and interviewed under the provisions of the GESDI project, managing diversity has become a strategy that organizations have introduced into their mission and values, and those that still do not have it, are about to include it.

The most significant weakness is the absence, in most of the cases, of a planning for diversity management in the medium or long run. Most organizations have not a specific budget allocated on this subject, do not prepare a plan with milestones and deadlines and they do not bear in mind the evaluation of the actions they have taken or want to take.

8

SELECTION OF SUCCESS CASES

Firstly, there is a summary of the eight experiences that, on the grounds of the system of indicators of the GESDI Project, have prevailed in the policies on diversity management of immigrants and ethnic minorities: Agromartín, AXA, British Council, Ferrovial, Fundación Secretariado Gitano (FSG), Proexport, Sodexo and Transports Metropolitans de Barcelona (TMB).

8.1. SUMMARY TABLE OF SUCCESS CASES

We find organizations of a heterogeneous nature (multinational companies, Spanish multinational companies, SMEs) and different business lines (Public Sector, Transports, Hotels, Agriculture, Infrastructures, Third Sector, Insurance).

Name of organization	Type of organization	Business line
Agromartín	SME	Agriculture
AXA	Global Multinational Company	Insurance
British Council	Public Sector	Education
Ferrovial	Spanish Multinational Company	Infrastructures
Fundación Secretariado Gitano (FSG)	NGO	Third Sector
Proexport	Business Association	Agriculture
Sodexo	Global Multinational Company	Services
Transports Metropolitans de Barcelona (TMB)	Public Sector	Transport

Information was provided by organizations through in-depth interviews conducted during the months of June/July 2011 or by the documentation provided for the elaboration of the indicators proposed in the GESDI Project (see chapter 2). Wherever possible, links to websites are provided for further information.

These files have two objectives: on the one hand, they have an informative function and report about the case study conducted by the organization and, on the other hand, as all the files have similar structure, they can be observed and compared, and facilitating the transfer of good practices among organizations.

The information tries to reflect the positive aspects of the initiatives that organizations are conducting on diversity management of immigrants and/or ethnic minorities.

AGROMARTÍN S.L.

Information about the entity

Line	Agriculture.
Location	Lepe, Huelva.
Running since	1993.
Number of employees	About 12 permanent employees and in periods of campaign (from October to June), they hire seasonal workers: 750 workers (2009/2010); 425 in 2008/2009.
Percentage of employees of foreign origin and/or ethnic minorities	They estimate that about 50% of employees now are nationals and 50% foreign nationals. People working in the company come from the following countries: Bulgaria, Romania, Poland, Ukraine, Czech Republic, Morocco, Algeria, Mali, Senegal, Ecuador and Spain. There have been campaigns where the percentage of foreigners was 90%.
Percentage of women	90% of employees are women Many high-level positions are occupied by women and immigrants.

Description of the organization

Growing of vegetables, horticultural specialties and nursery plants products. Currently it deals with the production of strawberries, nectarines, peaches, plums and apricots and places its products into market for national and European distribution: France, UK, Netherlands, Belgium, Switzerland, Italy, Germany and Finland.

Ongoing initiative of diversity management

In 2004 due to the economic prosperity in Spain, most national employees working in rural areas moved to other industries like construction. As a consequence, the company was left with a labour shortage to gather the crop. To palliate this situation, companies, associations, town councils and unions of the province of Huelva joined together and resorted to hiring foreign workers. The process begins with Poland and Romania, and then extends to Bulgaria, Morocco, Senegal and Ukraine.

Due to the great amount of personnel hired from sending countries, the board of directors decides to take some "actions to foster: multicultural interaction, coexistence, integration, welfare and happiness." "The purpose is to make more pleasant the stay of those workers who have to leave their relatives and friends behind for some months. As managers confirm, the profit and welfare of workers is also a benefit for the company overall" "The objective is to have a team of motivated and well-trained workers."

Actions taken by the organization

- Development of an “Intercultural Programme of Integration” with the following objectives: fostering equal treatment, diversity and full integration of all employees while preserving their own identity; developing the talent intrinsic to each worker, having a qualified and well-trained teamwork; offering an enjoyable and profitable stay to workers, women and men, who left everything back in their countries to achieve a more prosperous life for their families.
- The working patterns set up by directors are: 1) creation of a “small town” with good conditions and infrastructures to get a good residential environment; 2) development of training programmes going ahead of those required by labour legislation and 3) organization of free time activities to stimulate interaction among different cultures.
- Managers have developed a welcome plan which starts from the arrival of immigrants covering the whole process. It is based on a first contact with the worker at arrival where there is an exchange of information between the group of immigrants and the personnel officer for mutual understanding, respecting cultural codes. After that, some basic aspects are taken into account (age, knowledge of the language, occupation) in order to place them in the different working groups. New workers are assigned a coach to teach them the tasks they have to do and training courses, both mandatory and optional are organized. The worker is also provided with a guide of basic rules including particularities about housing, working hours, code of conduct, waste, telephones of public institutions, to make their stay in the farm easier.
- Construction of training spaces and delivery of Spanish courses for immigrants, introduction to internet, first aids, health and safety training, food hygiene, family planning, road safety, pesticide handler, counselling and co-development (with the support of the NGO Cepaim). - Make the necessary arrangements to urge them recycle and respect the environment. Placement of a mail box to collect claims and suggestions to anonymously help improve the company.
- They assure they are conducting an objective compensation policy based on equal treatment and opportunities.
- Collaboration with different entities to promote inter cultural interactions: FRESHUELVA; ASOC. CITRICULTORES; U.P.A, Town Council of Lepe, Town Council of Cartaya, CEPAIM (Ngo), FUTEH, CCOO (Trade Union), Red Cross.
- Participation in regional festivals and events to promote diversity.
- Adaptations of the company infrastructures to meet the needs of the diverse staff, for example:
 - Equipping a room with computers and free internet with video conferencing so they can talk and see their families.
 - Availability of satellite television, so they can see their country channels, DVD and TDT;
 - Musical instruments; a room to pray;
 - Public telephone so there is no need to go to a call centre.
 - Construction of an inter cultural space to hold acts and events¹, equipped with sound and microphones;
 - Birthday parties for all the employees (singing Happy Birthday in all languages);
 - Celebration of the most representative festivals of each culture (Feast of Lamb, Orthodox Easter, Christmas, etc, with the participation of all the employees).



Highlights

- The manager and promoter of the various initiatives related to diversity management is the owner / director of the company, supported by his family. Managers are actively involved in leisure activities with workers. His work has been publicly acknowledged as the company has been awarded the Medalla de la Ciudad de Lepe, one of the main awards granted by Spanish towns.
- The company states that diversity is seen as an opportunity and this is evident in the actions they take to develop the cultural integration of workers among themselves and with the environment. Diversity is understood on the grounds of respect for the differences, tolerance and promotion of inter cultural coexistence and recognition of immigration as an opportunity.
- The project is a response to a specific circumstance, a staff of workers representing several nationalities and different cultures, a fact which has been used to develop an initiative of solidarity and inter cultural coexistence.
- The participation of workers in the activities and, as commented in the interview, the great harmony at home and at work is reflected in wider emotional ties with the company and the colleagues representing different nationalities .
- According to the managers of the company, the actions undertaken pay off, as 98% of workers who were hired show interest in working again with Agro Martin, SL

Website

www.agromartin.com

AXA

Information about the entity

Line	Insurance
Location	Headquarters in Paris, with worldwide presence in 57 countries and in all Spanish Autonomous Communities. Central Office based in Madrid.
Running since	Thirty years ago.
Number of employees	140,000 employees. 3,500 in Spain.
Percentage of employees of foreign origin and/or ethnic minorities	3.80% in Spain representing 25 different nationalities.
Percentage of women	55% women and 45% men. No available data on the percentage of foreign women.

Description of the organization

The AXA Group runs diverse business in different locations and markets with a relevant presence in Europe, North America and Asia-Pacific. AXA works insurance, financial protection, savings and property investment.

In the field of financial forecast and from small to large scale, AXA provides clients with solutions adapted to their needs with the aim of promoting security in the long term. The major business lines are: Non- Life, Life and Asset Management.

Ongoing initiative of diversity management

The parent office in France has created the figure of the Vice President of Diversity and Inclusion as head of the Diversity and Inclusion Board of the AXA Group- meeting every three or four months. The Board has boosted a Strategic Plan for Diversity 2011-2013. The main strategy for 2011 is raising awareness and increasing communication on Diversity. Results will be analysed in 2011. The plan includes many activities, agenda, training, meetings, focus groups, etc.

Actions taken by the organization

- A comprehensive tool for Internal Communication has been developed. All the activities conducted by the Diversity Board are published in the intranet: training plans, surveys, news.
- They are elaborating a training programme on Diversity for managers and employees. Training is a strategic matter.
- They want their selection processes to be objective and documented. They make use of the hidden curriculum (no personal data, just skills) and ensure their selection, compensation and promotion policies² are transparent and objective.
- For AXA the commitment with employees³ is a key element in the strategy of the company. They create a working environment founded on corporate values, promote diversity and equal opportunities, encourage engagement, boost career development and professional recognition and support employees' health and welfare.
- They make their suppliers stick to their own Code of Conduct⁴. A code of ethics that safeguards equal treatment and non-discrimination.
- They conduct an internal annual survey, SCOPE, by which they measure employee satisfaction. The last one had a score of 77/100. Specific criteria on diversity have not been included yet.
- During the interview, the President of the company in France mentions constantly the AXA strategy on managing diversity. Actually, Claude Bébéart, founder of AXA, was also one of the founders of the Diversity Charter in France.
- From AXA Foundation, "AXA deep from the Heart" they publish some booklets on equality (in collaboration with the Red Cross) to promote equal treatment and opportunities in the company.



Highlights

- The interview and the information provided clearly reflect the human side of the company, the working environment and the actions undertaken to raise awareness among employees and to promote equal treatment, equal opportunities and non-discrimination.
- According to the information in their website, training plans, close relationships with employees and support⁵. Training and communication plans for the staff and suppliers. There is a business academy and a customer care academy.
- Observe the evaluation of diversity management policies. The strategy plan includes analysing results in 2012.
- In the information provided, they highlight the objectivity followed in the selection processes, the usage of the hidden curriculum and compensation and promotion policies.
- Holistic management of diversity, embedded in the value chain of the organization.

Website

http://www.axa.es/axa_de_todo_corazon/home.aspx

<http://www.axa.es/Seguros/Particulares/seguros.aspx>

<http://www.axa.es/Seguros/Responsabilidad-Corporativa/Pilares/Empleados-Oportunidades.aspx>

2 <http://trabajar.axa.com/experto-en-Gestion.aspx>

3 <http://www.axa.es/Seguros/Responsabilidad-Corporativa/Pilares/Empleados.aspx>

4 <http://www.axa.es/Seguros/Responsabilidad-Corporativa/Pilares/Proveedores-relacion-responsable.aspx>

5 http://www.axa.es/Contador2/FicheroBinario.aspx?fichero=INCO\INCO40_201011151625450362.htm

British Council Spain

Information about the entity

Line	Education and international cultural relations body
Location	The British Council corporation has 191 offices in 110 countries and territories. The head Central Office is based in the UK, the Spanish central office is in Madrid
Running since	1934. Running business in Spain since the 40s
Number of employees	7,000 employees worldwide, 900 employees in Spain.
Percentage of employees of foreign origin and/or ethnic minorities	In the UK the percentage of employees from ethnic minorities is around 13.8%. The report corresponding to the staff in Spain does not include that information.
Percentage of women	Gender balance, though top management is mostly occupied by men. Most of them of British origin. No available data on the percentage of foreign women

Description of the organization

UK's International organization⁶ running cultural and educational relations.

They build trust in the UK through the exchange of knowledge and ideas all over the world.

They create long-term relationships with cultural, diplomatic and economic benefits for the UK but remaining independent from the Government of the UK.

Ongoing initiative of diversity management

Ingrained policy on Equal Opportunities and Diversity (EO&D) throughout the company that reaches the value chain (clients, vendors, employees, internal processes, selection and recruitment.)

The vision, mission and values of the organization clearly include a message of equality and integration. According to the information provided:

Vision: the future of the United Kingdom depends on the multicultural people who live and work together on the basis of mutual understanding, respect and trust.

Mission: The British Council creates international opportunities for UK people and people from other countries building trust among them all over the world.

Values British Council staff is engaged to work for the mutual understanding on an international basis and share the concept that cultural relationships are the means to undertake that understanding.

The organization's identity is based on 5 values: Valuing People, Integrity, Mutuality, Creativity and Professionalism.

They have a specific department of Equal Opportunities and Diversity (EO&D) in the parent office in the UK formed by 5 persons. It is the central department in charge of promoting EO&D policies all over the British Council worldwide. There is an EO&D team in Spain whose head is the director of HR and it is formed by 20 people who are implementing EO&D in the different BC business centres of the country. They are mostly managers or line managers. They hold at least an annual meeting.

Actions taken by the organization

- The company delivers compulsory training on Equal Opportunities and Diversity (EO&D) for full-time employees. Attending the course implies reviewing several material (regulation, adequate use of language, etc.) Attendance is mandatory and it is taken into account during the performance evaluation sessions with managers. In three years all employees have increased competence on diversity management.
- As mentioned in their website, they have tools, initiatives and programmes to promote and measure diversity in the company. They have, for instance, a device to evaluate performance on diversity (*Diversity Assessment Framework*)⁷ an instrument to assess if the BC centres comply with indicators.
- All interviewers are also trained in EO&D.
- All job offers take special care in promoting EO&D policies. They have an expression promoting the advocacy of the British Council to Equal Opportunities and Diversity. They make sure the shortlisting and interview panel is diverse (age, gender, origin, etc.). Job descriptions have to make at least one reference to competence in EO&D as “EO&D policy will be always observed...)
- The company assures that the selection processes⁸ are transparent. They conduct a follow-up of the situation of every candidate who receive feedback during the selection process in case of being disregarded; the selection committee is formed by two or three people trained on EO&D, who stick to strictly objective criteria and use the same interview patterns for all candidates. These are enquired about EO&D in interviews.
- According to the Human Resources Department, all employees know about the salary package which are based on objective criteria. They say salaries are above market, corroborating the fact that they only have a 2% turnover.
- They tell us that all vendors have to sign up an agreement and the British Council informs them about their commitment to EO&D policies (BC has written statements regarding EO&D, child protection, data protection and environmental policy.)
- EO&D principles are also translated to clients. The British Council even terminated a contract with a client who was showing prejudice against immigrant employees.
- They assure they are collaborating with entities such as ONCE or FSG to deal with questions related to ethnic minorities or disable people.
- All images⁹ of the British Council in projects of any subject show they promote integration and positive evaluation of diversity throughout their course offer.



Highlights

- All employees learn about regulation on Equal Opportunities and Diversity, on a corporate basis (British rules) and on a local basis in Spain.
- The British Council is well-known for promoting Equal Treatment and non discrimination within its organization. They are in the road to extending those policies at all levels and processes.
- Development of continuous evaluation to adjust the policies undertaken (eg. Equality Monitoring)

Website

<http://www.britishcouncil.org/home-diversity.htm>

<http://www.britishcouncil.org/new/society/>

<http://www.britishcouncil.org/spain>

http://opencities.britishcouncil.org/web/index.php?home_en

6 <http://www.britishcouncil.org/new/PageFiles/13001/2010-11%20Annual-Report2.pdf>

7 <http://www.britishcouncil.org/home-diversity.htm>

8 http://www.britishcouncil.org/new/about-us/jobs/folder_jobs/current-vacancies/

9 <http://www.britishcouncil.org/new/>

FERROVIAL

Information about the entity

Line	Construction and Infrastructures.
Location	Spanish multinational with presence in fifteen countries.
Running since	1952.
Number of employees	140,000 employees. 3,500 employees in Spain.
Percentage of employees of foreign origin and/or ethnic minorities	Currently 70,000 employees with over 30,000 employees in the Division of Services in Spain. 5% of employees from this Division, that is the most important, are foreigners being the most frequent nationalities Ecuadorean, Moroccan, Romanian and Peruvia.
Percentage of women	32.7% women in staff. No available data on the percentage of foreign women

Description of the organization

Ferrovial¹⁰ is a Spanish multinational company of infrastructure and services that is divided in four divisions: construction, services, toll roads and airports.

Ongoing initiative of diversity management

Its major objective is to raise awareness on equal treatment at all levels of the company.

10 <http://memoria2010.ferrovial.com/es/index.asp?MP=219&MS=0&MN=1>

11 <http://memoria2010.ferrovial.com/es/index.asp?MP=51&MS=1614&MN=3>

12 <http://memoria2010.ferrovial.com/es/index.asp?MP=51&MS=324&MN=2>

13 <http://www.ferrovial.com/es/Prensa/Mediateca-Videos&id=133>

14 <http://memoria2010.ferrovial.com/es/index.asp?MP=51&MS=1921&MN=3>

15 <http://memoria2010.ferrovial.com/es/index.asp?MP=51&MS=2259&MN=3>

16 <http://memoria2010.ferrovial.com/es/index.asp?MP=51&MS=1598&MN=3>

17 <http://memoria2010.ferrovial.com/es/index.asp?MP=219&MS=0&MN=1>

18 <http://memoria2010.ferrovial.com/es/index.asp?MP=51&MS=2257&MN=3&pag=1>

19 <http://www.ferrovial.com/es/Nuestras-Personas/Porque-Ferrovial-iguala>

Actions taken by the organization

Their web page contains multiple actions related to equal treatment and non discrimination as:

- Development of a Plan for Equal Opportunities and CSR 2013 Strategy Plan
- Creation of the Universitas Ferrovia Summa¹¹, which delivers training and welcomes new employees.
- Promotion of training and awareness-raising, specially on diversity. Three-level Training Plan on Equal Treatment for the staff: HR, line managers and employees. Training, either on-site or online, is mainly delivered to the HR Department on the subject of awareness-raising. The rest of the staff attends training including information on the procedures developed by the company to promote Equal Treatment and Opportunities: cross-cultural training, Diversity, Cultural Competence, Ethics.
- An employees' mailbox¹² is used to report and settle possible cases of discrimination. In this way employees can report abuse anonymously to the human resources department which is obliged to give a quick response to the complain.
- Policy of human resource¹³, with the outstanding message of “developing an inclusive society, training and managing workforce in a global way and transmitting the Code of Ethics of the company to the employees”. They mention that, their compensation policy¹⁴ depends on the position and it is grounded on objective criteria known by all employees.
- The initiatives on awareness-raising to employees are remarkable. For instance, the exchange plans¹⁵ of employees to other countries and the activity called “Baños de realidad” by which employees visit work sites to become aware of realities beyond their design in the office.
- Ferrovial urges its main vendors and outsourcing¹⁶ to comply with the principles of their Global Agreement in the framework contracts. Since 2005, several awareness-raising meetings have been held with suppliers related to Corporate Responsibility concerns and sustainability. In 2008, a specific clause on Corporate Social Responsibility was introduced in this type of agreements. All the contracts signed in 2009 and 2010 already contain those clauses.
- Managers release messages that promote diversity, equal treatment and opportunities¹⁷.
- They associate diversity management to the area of Communication by conducting internal communication campaigns, for example, “your opinion matters. All opinions matter.”;¹⁸ “Por qué Ferrovial Iguala+”¹⁹.

Highlights

- Their web page contains much stuff on the subject and it is an example of transparency and informative and instructive excellence.
- To be mentioned are the activities developed for the staff as the training plans and the programme “reality baths or immersions”. This is an example of how to transform a “traditional” company that has been growing to become global and, therefore, has had to assume diversity management as an essential driver of their strategy.
- It can provide clues to organizations which are starting to operate in international markets and want to gain competence in a comprehensive model of diversity management in the areas of training, awareness-raising and communication.
- Transparency and unwavering commitment for equal opportunities. For instance, they explain that the “complaints” on the employees' mailbox have considerably increased since the company stimulated awareness-raising, training and information on equal treatment and opportunity policies. It is valued as a positive aspect, since it does not indicate that there is higher discrimination but that there are mechanisms to report about them.

Website

<http://www.ferrovial.com/es/>

Fundación Secretariado Gitano

Information about the entity

Line	Third Sector
Location	The Central Head Office is based in Madrid but they work at different levels: European, involved in collaboration programmes with twelve countries; national, conducting activities all over the country; regional, working directly with fourteen Autonomous Communities and local, with presence in one hundred and eleven municipalities and seventy-six centres distributed around the territory.
Running since	2001, but running activities since the 70s.
Number of employees	Staff formed by an average of 850 employees though, depending on the different projects, they can reach up to 1,200 people.
Percentage of employees of foreign origin and/or ethnic minorities	38% are Roma employees The patronage is formed by 50% Roma members. (8 out of 16 people).
Percentage of women	70% women. In the patronage 5 out of 16 are women.

Description of the organization

It is a social non-profit organization that provides services for the development of the Roma community in Spain and Europe.

Ongoing initiative of diversity management

La Fundación Secretariado Gitano²⁰ (FSG) has an internal policy on diversity and equality applicable to all employees which is coherent with the nature of the entity and the projects they are conducting. Diversity management is handled by the Area of Management and Organization where the HR department lies.

In the mission/vision of the organization, diversity management is one of the 8 principles of their strategic plan²¹.

In the website they state that, *the mission of the FSG is the integral promotion of the Roma community, founded on the respect for its cultural identity The mission is aimed at supporting the equal access of Roma persons to the rights, services and social resources of the rest of the citizens.*

One of their lines of work is the *provision of information, training, orientation and advice services to associations, administrations and all entities that are interested in Roma issues.*

Actions taken by the organization

- There is an employees' handbook to welcome new employees and a responsible person is assigned for that purpose. One out of three employees in the FSG is Roma. They mention that all employees are aware of diversity and promote equal treatment and opportunities.
- Recruitment policies are regulated by their own collective bargaining²² and vacancies are placed in the web for internal promotion. No photo is required in the CV. They say selection is based on objective criteria, with skilled-based job descriptions. They say that, under a situation of equality, there is a policy of positive discrimination against the Roma. The responsibility for the selection processes lies in Roma and non-Roma people. This is explicitly stated by a written procedure. They deliver training on managing human resources but they do not have specific training on diversity management.
- For the FSG, workforce is one of the most strategic assets. "The competence our workers may acquire is the most important asset we may use to achieve our aims."
- According to the web, they work in several areas to take care of the human capital of the Foundation: selection and recruitment, training and development, management and human resource management, supervision, support and review of the human resources function in the territories, labour relations, policy and organization; performance evaluation, internal communications, management of trainees; management of volunteers, health and safety and hygiene.
- They conduct communication campaigns which are publicly recognized. Among others, their campaign: "El empleo nos hace iguales" (highlighting the relevance of equal opportunities)²⁴, awarded at the Málaga Film Festival as the best social advertising.
- Promotion programmes for the development of the Roma staff. The Annual Report states that in 2010 they achieved 3,716 contracts thanks to the Programa Acceder²⁵.



Highlights

- It may be a benchmark for other associations and NGOs, in some respects, as in the intercultural mediation in disputes between employees. If a conflict arises, the human resources department in coordination with the manager of the department concerned, try to settle the dispute through alternative ways such as mediating among employees.
- Campaigns of communication conducted on promoting equal treatment and non-discrimination. As indicated in their website, they take action on awareness-raising and general campaigns with the aim of insisting on the structural causes of inequality.
- All employees must learn about the legislation on Equal Opportunities and non-discrimination, competence require to perform their work. Many workers provide companies with training on diversity management
- All employees must learn about legislation on Equal Opportunities and Non-discrimination as a required skill to perform their work. Many workers are trainers on diversity management in companies.
- They have a Welcome Handbook, selection processes governed by their own collective bargaining in the website, and no photo is required in CVs.

Website

www.gitanos.org

20 http://www.gitanos.org/quienes_somos/30789.html

21 <http://www.gitanos.org/publicaciones/planestrategicoFSG09-13/>

22 http://www.boe.es/diario_boe/txt.php?id=BOE-A-2010-13460

23 <http://www.gitanos.org/iguales/>

24 <http://www.gitanos.org/publicaciones/memoria10/>

25 http://www.boe.es/diario_boe/txt.php?id=BOE-A-2010-13460

PROEXPORT

Information about the entity

Line	Agriculture
Location	Region of Murcia
Running since	In 1975.
Number of employees	8 people (so far as June 2010) Globally, the associated companies hire 20,000 employees.
Percentage of employees of foreign origin and/or ethnic minorities	37.5% of employees.
Percentage of women	The staff of Proexport is formed by 62% women and 38% men. No available data on the percentage of foreign women

Description of the organization

Association of Producers-Exporters of fruits and vegetables of Region of Murcia.

Enterprise association comprising fifty groups of companies and agricultural cooperatives. 85% of the member companies are based in Murcia. The remainder are in the neighbouring provinces of Almería or Alicante.

Ongoing initiative of diversity management

PROEXPORT develops activities and services for its members related to: labour policy and safety; food production and quality assurance, corporate communications, training on agricultural subjects, representation, international promotion, and immigration and social action.

Companies associated to PROEXPORT have promoted and consolidated diversity management models in the agricultural industry whose aim is to achieve, from the specific area of business performance, a complete socio-occupational integration of immigrants.

Innovative projects and campaigns on awareness-raising have been developed in so different areas as equality, health and safety, training or diffusion of different cultures. The objective is that their 20,000 employees of 120 different nationalities have the opportunity to work in more human environments where they can develop their personal and professional potential, regardless of their race, culture or religion.

From a business point of view (the objective is to obtain economic profitability), the aim is to take advantage of the opportunities provided by diversity itself, starting from personal, cultural or linguistic experiences.

Actions taken by the organization

- From the area of immigration and social action some programs have been developed under a comprehensive plan with the motto: “Sharing”. It develops activities aimed at employees in: “We share Creation and Job Retention”, “We share Diversity”, “We share Equality, We share Emotions; we share Health and Safety and we share the wish to spread Social Responsibility:
- The programme “Sharing Diversity” includes the campaign projects: “Sow Responsibility, harvest integration”; Welcome and elaboration of a CD about Integration, which serves as a manual for working with diverse teams.
- Through the programme “Sharing Emotions” other projects related to diversity are also developed:
 - Drawing Contest: - Favouring integration- which has involved more than 1,500 families: kids can share their drawings through the access to a web in their language where they can send drawings to relatives and friends.-
 - Intercultural career: “Our goal is integration”
 - Agrolimpiadas²⁶, is a multicultural and diverse meeting point where teams from the participant companies compete with the purpose of promoting the integration of employees. It is organized with the collaboration of the Council of Social Policy, Women and Immigration of the Government of the Murcia Region, the Ministry of Labour and Immigration and other entities.
- Creation of the blog *agointegra*²⁷, *sowing integration*, whose aim is to inform, help and be a meeting point for nationals and foreign nationals who live in the Murcia Region or in other parts of Spain.



Highlights

- Being a comprehensive initiative that introduces the value of diversity and equality in all projects and activities.
- A management model to be used in other productive and service sectors.
- Their campaigns are creative because of the positive vision of their messages: giving value to the idea of “sharing”.
- Being aware and disseminating the value of diversity as an opportunity for the agricultural and exportation industries.
- Design and development of projects that implement comprehensive, mainstream activities that can be transferred to other experiences.
- Communication and transparency of information²⁸, as full access to information is available either in the website or in annual reports.
- Development and coordination of actions and projects involving not only employers of the industry but also other stakeholders: family, social entities, and different authorities.
- Introduction of positive messages that call upon the necessity to integrate, “share” and value multicultural diversity as an opportunity.

Website

www.proexport.es

²⁶ http://www.proexport.es/comunicacion/ficha_noticia.aspx?frmid=191

²⁷ <http://www.agointegra.es/>

²⁸ <http://www.proexport.es/responsabilidadcompartida/>

SODEXO

Information about the entity

Line	Quality of Daily Life Solutions
Location	Present in 80 countries. Their Central Office in Spain is located in Santa Coloma de Cervelló – Barcelona, but they also have offices in Madrid, Bilbao, Seville and Malaga.
Running since	Multinational Corporation founded in Marseille in 1966. Operating in Spain since 1976
Number of employees	400,000 employees worldwide, 4,000 employees in Spain.
Percentage of employees of foreign origin and/or ethnic minorities	9% (around 370 people) coming from 40 countries
Percentage of women	75% of employees are women. Nearly 50% of them in senior positions. 300 women are from different countries. 70% of promotions to senior accountabilities were assigned to women in 2010.

Description of the organization

Sodexo offers Quality of Daily Life Solutions to companies, institutions, hospitals, senior centres, colleges, universities, etc. Its range of service solutions include On-site Service Solutions²⁹ (restoration and facilities management) and Motivation Solutions³⁰ (benefits for employees, bounties and rewards, public grants.)

Ongoing initiative of diversity management

The incorporation of people from different nationalities is mainstream and in some services it is a key factor, as the service provided in the Prado Museum, wherein half of the staff have different ethnic origins and speak eleven languages.

Sodexo works with Fundación Secretariado Gitano delivering training courses since 2009.

They have a Department of Diversity (gestionD&I@sodexo.com) under the accountability of the Human Resources Director.

They have introduced and spread the principles of equal opportunities and non-discrimination through Gender Equity Plan in Sodexo España S. A.³¹

Sodexo considers that the commitment with diversity management has to be associated to the changing needs of clients and customers. Diversity is, then, a value which has also been included in the relations with vendors and the suitability of the products and services demanded by clients.

A slogan of the organization reads: *“We want Sodexo to be recognized as one of “the best places to work”.*

Actions taken by the organization

- Compulsory training on diversity for all employees. They are conducting a programme called “Spirit of Inclusion” which is an educational programme aimed to raise awareness on employees about the importance of diversity and inclusion as a fundamental strategic value of the organization.
Workshops of the programme include 4 aspects:
 - 1) Getting to know ourselves
 - 2) Becoming aware of our prejudices
 - 3) Ready to change
 - 4) Respecting and giving value to the difference
- During the last 5 years they have developed a tool to evaluate the performance levels of the organization in terms of integration, reviewing quantitative and qualitative results.
- With respect to the transparency of their compensation policies, they have a programme called Sodexo Flexible³²: a salary system by which employees decide, on an annual basis (or a defined period), how they want to receive part of their wages depending on their own personal circumstances and requirements, resting the process of purchase of goods and services on the company. Through the company’s website, employees may request information about how to calculate their salaries.
- According to the company, there must be objective reasons for termination cases. Additionally and for some positions, they have standardized a kind of “farewell interview” by which the impressions and opinions of people leaving the company are analysed to learn about their experience.
- They have implemented different actions related to the communication of equal treatment and non-discrimination principles: elaboration of the file “Global Diversity & Inclusion Report” that contains the main programmes, corporate messages, internal bulletins, company website, intranet and other type of activities that, the Sodexo Observatory for Discrimination and the European Institute for managing Diversity (IEGD), found to show other business corporations, their competence on diversity management strategies.



Highlights

- Introduction of diversity and inclusion as key drivers and strategic value for the organization.
- Development of a comprehensive policy on diversity in all areas. Especially due to its organizational commitment and human resources policies.
- Explicitly setting down diversity as an asset. Because this is a key element for the training of the staff and because they develop activities and programmes through agreements with NGOs and public and private organizations to combat discrimination and disseminate and promote diversity and equal opportunities.
- Suitability of their services and internal management to the requirements of multicultural and diverse environments.

Website / e-mail

www.sodexo.com
 www.sodexo.es
 gestionD&I@sodexo.com

29 <http://es.sodexo.com/spsp/soluciones-de-servicio/soluciones-de-servicio-on-site/soluciones-de-servicio-on-site.asp>

30 <http://es.sodexo.com/spsp/soluciones-de-servicio/soluciones-de-motivacion/soluciones-de-motivacion.asp>

31 <http://www.ccoo.es/comunes/temp/recursos/1/753625.pdf>

32 <http://es.sodexo.com/spsp/soluciones-de-servicio/soluciones-de-motivacion/beneficios-para-empleados/sodexo-flexible/sodexo-flexible.asp>

Transports Metropolitans de Barcelona (TMB)

Information about the entity

Line	Urban Public Transport
Location	The Central Office is based in Barcelona. They are running several projects in Spain, Latin America, North of Africa and Europe.
Running since	In 1998 they started working with the concept of “managing diversity”.
Number of employees	7,800 employees, 4.060 of them are bus drivers.
Percentage of employees of foreign origin and/or ethnic minorities	1%
Percentage of women	50.95% of suburban transport drivers are women and just 5% of women are bus drivers. This however, has changed the traditional role previously played by women, as they only occupied positions in ticket offices and customer care.

Description of the organization

Company dealing with the³³ public transport of the metropolitan area of Barcelona. Comprehensive service of buses and metro (including monitoring and security services of public transport).

Ongoing initiative of diversity management

Diversity is considered an intrinsic element of the service delivered and a value to be reflected in the way customers are cared. The organization delivers a public service to users of many different origins. Diversity management is focused in two areas regarded “critical” and of the highest importance. 1) Security personnel, outsourced services with high levels of rotation and 2) staff working in the services supporting public transport (e.g. ticket office staff).

As stated in the web, the mission and vision of TMB reflect the respect and promotion of equality. Among their ten principles are: socially responsible behaviour, recognition and equality, integrity and honesty, and respect.

Actions taken by the organization

- To align the management to a diverse public, they are focusing on the training of the staff, emphasizing appropriate relationships with users and the principles of equal treatment and non-discrimination. One of the training materials is a documentary video showing possible situations related to diversity and attitudes based on stereotypes and prejudices that can cause discrimination (on the grounds of sex, ethnic origin, sexual orientation, disability, religion and beliefs). It presents wrong attitudes of security guards and which would be the most adequate behaviour to avoid discriminatory treatment.
- The organization indicates that the selection, compensation and promotion processes are governed by the requirements established by the profiles of each position. All the information about the recruitment process is explained in their annual report³⁴.
- Plan of Equality that has served to foster a more active policy for women recruitment and that the organization started to show data and indicators about the role of women within the organization³⁵.
- As reflected in the 2010 annual report, the development and promotion of employees in TMB is a priority. To improve the reception and adaptation of new people joining TMB, they have created a training course called "Welcome Training".
- The organization conducts activities to promote equal opportunities, welfare and dialogue among workers. For example, in the 2010 annual report there are some recommendations to encourage the use of neutral-gender language and work lunch breaks were held with the participation of ninety-seven employees.
- The Internal communication Service presented the 2010 Internal Communications Master Plan, approved in 2009, whose objective is to *"build up a corporate culture of working at TMB that serves as benchmark in transparency and good governance in the field of internal communication"*.
- Intranet for employees and a blog³⁶ containing public enquiries which are answered by the company.



Highlights

- As indicated by the organization, mainstream and coordination between different areas / departments on managing diversity.
- Holistic view of managing diversity and promoting equal treatment and non-discrimination.
- Relations with NGOs (SOS RACISMO, FSG, etc) and public authorities (Office for Non-discrimination of the city of Barcelona) to process complaints and support mediation: SOS RACISMO, FSG, etc. The organization shows interest and concern regarding the possible existence of discriminatory attitudes among members of staff. TMB informs agencies specialized in combating discrimination of any event that may eventually cause some kind of discrimination.
- Training aimed at security officers and ticket collectors to amend racist and / or discriminatory attitudes and consisting of some written materials that reflect the best way to managing diversity.

Website

<http://www.tmb.cat/ca/home>

33 <http://www.tmb.cat/ca/documentacio-corporativa>

34 <http://www.tmb.cat/ca/documentacio-corporativa>

35 <http://www.lavanguardia.com/vida/20110705/54181215426/las-mujeres-maquinistas-ya-son-mayoria-en-el-metro.html>

36 <http://www.elbloccdetmb.net/>

8.2. SUMMARY OF THE MOST RELEVANT CASE STUDIES BY SECTIONS OF THE GESDI PROJECs

The former eight experiences have been considered as examples of best practices on diversity management. The following panel shows the main actions, taking into account the indicators, that some of the organizations under analysis are conducting, regardless of the best practices already mentioned. Some organizations may appear in more than one group of indicators.

The objective of the following table is to provide a systematization of the positive aspects that are taking place on the grounds of diversity management of immigrants and/or ethnic minorities.

1. Equal Treatment and non-discrimination

Organization	National Organization of Spanish blind people (ONCE)
Line	Third Sector
Number of employees	130,000
Other relevant information	450 immigrants, 37% of them with some sort of disability

Diversity management activities to be highlighted

- Firmly committed to an inclusion-based labour market that, from the paradigm of equal opportunities and non-discrimination, addresses the employment of disable people as an opportunity for all.
- Facing multiple discrimination: disability, women, race or ethnic origin.
- Promoting awareness of the rules and making it happen by the inclusion of disable people at work.
- There is an employee handbook to welcome new incorporations. One of the axioms for new employees is to let them know that ONCE is a diverse entity where persons are not discriminated under any circumstances.

Organization	Securitas Aviation
Line	Security
Number of employees	About 1,000
Other relevant information	58.67% of the guard auxiliary staff and 23.80% of the guards is formed by foreigners.
Diversity management activities to be highlighted	
<ul style="list-style-type: none"> • Employees have to know and respect the Code of Conduct¹. where the values and commitment of the organization to respect Human Rights are explained: <p><i>“Securitas expresses support and respect for fundamental human rights and recognises our responsibility to observe those rights when we conduct our business. Among those rights that Securitas considers as fundamental are: freedom of thought; conscience and religion; freedom of opinion and expression; freedom from any kind of discrimination based on race, creed, colour, nationality, ethnic origin, age, religion, gender, sexual orientation, marital status, disability, or other status; freedom from arbitrary detention, execution or torture; and freedom of peaceful assembly and association.”</i></p>	

¹ <http://www.securitas.com/Global/Spain/CALIDAD/Codigo%20de%20conducta.pdf>

Organization	Coordinator of farmers' and livestock farmers' organisations (COAG)
Line	Farming and Livestock
Number of employees	24 employees
Other relevant information	60% of COAG employees are women The percentage goes up to 70% in the case of seasonal immigrant women.

Diversity management activities to be highlighted

- Managing Diversity arose from the need to be able to provide the required service for both employees and farmers.
- COAG aims to provide guarantees and recruitment patterns for the sector, for immigrants who seek to be regularized by the sector (socio-labour advice, decent housing, training, etc.)
- Thrust to rights and duties by a network of links and with regional and local implementation with over 300 offices all over Spain. These offices guarantee the access of users to training related to labour and social rights. All materials are translated into five languages: French, Romanian, Arab, English and Spanish.
- COAG belongs and is an active member of International Peasant Movement².
- They are running projects such as: "Immigration and farming: a common project"³ covering all aspects related to labour relations and immigration, recruitment procedures, training and self-employment, foreigners in rural areas and in Spain, etc.
- Different studies and analysis⁴, e.g. causes of industrial accidents of the immigrants in the agricultural sector. Analysis of the number of possible differences related to occupational risks between immigrants and national workers.

² <http://www.viacampesina.org/sp/>

³ <http://www.coag.org/index.php?s=html&n=04d2b9ff492f124e4ee6bebf16ee694>

⁴ <http://www.coag.org/index.php?s=html&n=04d2b9ff492f124e4ee6bebf16ee694>

2. Human Resources

Organization	Provincial Directorate of the National Social Security Institute in Madrid (INSS)
Line	Public Sector
Number of employees	The area of action is the Autonomous Region of Madrid with a network of 27 Centres of the Social Security (CAISS).
Other relevant information	More than 40% of the staff of the National Social Security Institute (INSS) in Madrid: 420 people are working in front desks.

Diversity management activities to be highlighted

- Training session on “Front Office for culturally diverse public in the INSS -National Social Security Institute- “ promoted by the Provincial Directorate of the National Social Security Institute in Madrid and aimed at personnel who works with the public at information desks.
- When detecting training needs for the 2010 Training Plan, the problem affecting Front Desks in some Centres of the Social Security (CAISS) arose, as numbers of immigrants had considerably increased during the last years. Communication deficiencies when interacting with people of different culture was an extra effort, not always successfully resolved, which could affect quality of service.
- Delivering the training to meet that need seemed the best option to ensure an improvement on communication interactions that guaranteed the right to access services. The learning objective of the course tries to cover two needs: the citizens’ needs who expect the most appropriate solution to their requirements from their own cultural identity and the informants’ needs that, by reinforcing their professional competence in the subject, may perform their functions without extra effort and preventing the appearance of undesirable conflicts.
- It is a four-module course which follows a participatory and interactive methodology, including some practices that will provide participants with the necessary skills and knowledge to improve their interactions with a cultural diverse public.
- The first module provides an outlook on the analysis and comprehension of the cultural factor: the importance of culture for people and how it affects them in the way they understand and act in the world around them; a first step to understand cultural diversity and be more sensitive to differences.
- The aim of the second module is to reinforce the idea that intercultural skills are an essential element to become better qualified in our jobs, a transversal competence. In the same way as we change our know-how and capacities under new regulation and computer programmes, we also should adapt ourselves to the changes affecting our clients.
- The third module has to do with the most important element: communication Relations between clients and professionals depend entirely on communication. And beyond the difficulties that the use of a different language may suppose, other elements such as use of gestures, physical or psychological distance, use of time or others, add variability to interactions.
- The fourth module of the course is based on how to face possible conflicts that may arise when communicating with people from different cultures, through the use of techniques and skills that diminish the negative effects and can redirect them to a positive interaction for both: citizen and informant.
- From 2010, four sessions of this course have been delivered with the attendance of 60 informants.

Organization	ISS Facility Services España
Line	General Services
Number of employees	30,000 employees in Spain, 520,000 worldwide.
Other relevant information	13% of the employees are immigrants, coming from 80 different countries.

Diversity management activities to be highlighted

- First service company compliance with the R. S. SA 8000 Certification that includes an audit by a third party on issues of human rights and basic rights of workers.
- ISS conducts a people-based management and works in specialized centres with disable people. It has been also working with people at risk of social exclusion for more than 15 years. They work to create emotional ties in people relations, the so called “intangible” related to the enterprise slogan that reads “the magic is in people”.
- They use different and varied channels of selection as word-of-mouth, informal procedures. They also consult immigrant associations, municipal bodies. They contract local people and have been working during more than 15 years with people at risk of social exclusion together with *Fundación Secretariado Gitano, Obra Social La Caixa and Integra Foundation*.
- There are reporting mechanisms for claims or bullying; defence of the employee through labour mediators who settle possible conflicts. A mailbox in the intranet to report abuse or discrimination. There is an employee’s mailbox⁵ in the web.
- Adaptation of services to different languages and nationalities represented by employees.
- Code of conduct with clauses that instruct *on the ways to treat clients, colleagues, and co-workers with respect; employees shall not accept or promote behaviours that involve an abuse of rights, moral abuse or sexual harassment*.
- They inform suppliers and clients about their Code of Conduct. They have approved a document called *“Requirements for suppliers and outsourcing” where it is stated that companies providing products and services to ISS must meet at least the Universal Declaration of Human Rights and the conventions and recommendations of the International Labour Organization (ILO)... not allowed in any case... discrimination on the grounds of race, nationality, religion... When hiring, paying, training, promoting, dismissing or retiring... establish a channel of communication to report claims and suggestions... set up a fair payment system*.

⁵ http://www.es.issworld.com/recursos_humanos/pages/formulariodesugerencias.aspx

Organization	Securitas Aviation
Line	Security
Number of employees	About 1,000 employees
Other relevant information	58.67% of the guard auxiliary staff and 23.80% of the guards are foreigners.

Diversity management activities to be highlighted

- Training Plan on Security and training sessions for all employees on “Social Skills”, including topics on racism, non-discrimination, prejudices and stereotypes.
- Through an anonymous employee portal in the intranet, they have set up a protocol to report cases of sexual harassment or bullying to foreign colleagues.
- The department of HR shows a special interest in working diversity as something usual. They value diversity as a key strategy for the organization.
- The department of Human Resources realizes the relevance of diversity and introduces it as a key element for the employees commitment with the organization.
- The company reveals that, as for Securitas Aviation is concerned, diversity is regarded as a key driver to the organization as they operate in a sector (airport services) where clients come from so many different countries and origin. A service intrinsically associated to multicultural diversity. The value of professional work is the work itself regardless of the person.

Organization	Ecooo
Line	Renewable Energies
Number of employees	9 employees
Other relevant information	Although with few employees, more than 20% are people with a migration background
Diversity management activities to be highlighted	
<ul style="list-style-type: none"> • Diversity management is assumed by the board of directors who want to transmit it to all employees. • Commitment of the organization to promote diversity. In the web page⁶ an added value of the company is to have a diverse and equal staff as a reflection of the current society. The mission⁷ reinforces this idea: "Our staff is characterized by their professionalism, commitment with the environment and personal values. Its diversity and parity is currently a clear reflection of the present society". • The diversity of the staff is remarkable. Although it is a small company, the will to show gender equity is praiseworthy, as shown by the image of the staff⁸. • They try to gain their suppliers commitment to protect workers from abuse or discrimination. 	

6 <http://www.ecooo.es/2/Empresa/>

7 <http://www.ecooo.es/12/2/Empresa/Misión/>

8 <http://www.ecooo.es/2/Empresa/>

3. Communication

Organization	Coordinator of farmers' and livestock farmers' organisations (COAG)
Line	Farming and Livestock
Number of employees	24 employees
Other relevant information	60% of COAG employees are women The percentage goes up to 70% in the case of women immigrants

Diversity management activities to be highlighted

- It conducts multiple information and awareness-raising campaigns to promote equal treatment and non-discrimination:
 - 2009. Campaign “Un Paso Adelante”⁹ for the promotion of prevention campaigns and objective 3 of the Spanish strategy on health and safety in the farming industry.
 - Year 2008. Elaboration and distribution of an informative leaflet on housing for seasonal workers and an informative session on migration flows aimed at the staff and employers¹⁰.
 - Year 2007/2008: Elaboration of a audiovisual documentary entitled: “Immigration and farming industry. Different realities. Common Project”¹¹.
 - Awareness-raising programme aimed at employers with the objective of promoting diversity management in companies. - co-financed by European Social Fund.
 - Year 2005/2006. Publication of a Dictionary-Guide of situational conversation for immigrants in rural and farming environments. Guide written in five languages (Spanish, English, French, Romanian and Arab.)¹²
 - Programme aimed to labour integration co-financed by the European Social Fund “ Basic Guide of awareness-raising and information about the recruitment of immigrants in the agriculture industry”¹³.
 - Year 2003/2004: General System. Programme of information and counselling to immigrants about labour subjects and health and safety procedures. Awareness-raising and information aimed at farming employers and rural population in general on the recruitment of immigrants. TAS 640/2003 of 17 March. Completion year 2004¹⁴.

9 http://www.coag.org/rep_ficheros_web/6270e5b075dfe76575ef97ffb8c852d2.jpg

10 http://www.coag.org/rep_ficheros_web/3a4420692b73751c4a8e61837a427933.pdf

11 <http://www.coag.org/index.php?s=html&n=f5b187574370814fc167a5ca0cbd0b63>

12 http://www.coag.org/rep_ficheros_web/23e79d51e66fc3f213d9fc8b98453817.pdf

13 http://www.coag.org/rep_ficheros_web/90accfe4d53cd50cb63b675d46135f14.pdf

14 <http://www.coag.org/index.php?s=html&n=04d2b9ff492f124e4ee6bebfa16ee694>

Organization	NH-Hoteles
Line	Hotel & Restoration Industry
Number of employees	18,294 employees.
Other relevant information	13.6% are immigrants representing 134 different nationalities. 13.6% of employees work in countries which are not their country of origin.

Diversity management activities to be highlighted

- Transparency and accessibility of data and processes related to human resources.
- The following internal materials have been created:
 - Employee Code of Conduct under a framework of respect and equality. In 2009 they have been working in the development of a Policy on Diversity that is in process of consensus and internal approval.
 - Work climate survey.
- Among their major principles are: ethics and absolute integrity, constant respect for individuals and their environment and equal rights and opportunities.
- In the last Work Climate Survey¹⁵, available in the web, one of the questions that got higher levels of satisfaction, 93,4%, was related to the respectful attitudes in the office/hotel to the differences of culture, language, religion, age and sex.
- NH Hoteles works since late 2008 in the implementation of a strict and exhaustive procedure about evaluation and selection of new supplier¹⁶ on the grounds of social, ethical and environmental criteria. The goal is to get an in-depth input about the behaviour and practices of suppliers, selecting only those who, in addition to offering the best trading conditions, also share their principles and values.
- In the Strategic Plan 2010-2013¹⁷ in declarations of the NH Hotels Corporate Director of HR, diversity is said to be a key element of management and strategy is based on promoting the gender equity perspective while maintaining the nationalities represented by the staff.
- The employees intranet has served the purpose of sharing the most relevant messages by internal materials such as a Policy on Diversity. Both, the web and the Annual Report point out the importance of internal communication using several tools.

15 <http://corporate-information.nh-hotels.com/wda/esp/empleados.jsp>

16 http://corporate-information.nh-hotels.com/wda/esp/proveedores.jsp#gestion_proveedores

17 http://corporate-information.nh-hotels.com/wda/esp/empleados.jsp#gestion_diversidad

Organization	Fundación Pluralismo y Convivencia (Foundation for Pluralism and Coexistence)
Line	Public Sector
Number of employees	10 employees
Other relevant information	The target population of the Foundation does not identify by origin but by creed. Among their direct beneficiaries would be the believers from the different religious denominations established in Spain and specially the believers from minority denominations as they have to face more difficulties to exercise the right of freedom of religion in its various manifestations. It is estimated that the number of believers from minority religious denominations in Spain goes up to 2,760,000 citizens. The number of worship places listed in the directory of the Observatory of Religious Pluralism in Spain was of 5,002 in June 2011.
Diversity management activities to be highlighted	
<ul style="list-style-type: none"> • Elaboration and distribution of didactic materials to promote religious diversity in different spheres. • Different publications elaborated or promoted by Fundación Pluralismo y Convivencia related to religious pluralism and promotion of freedom of religion. • Training courses on management of religious diversity aimed at organizations. • Creation of the Observatory of religious pluralism in Spain¹⁸ Among the different resources they are elaborating, there is a collection of thematic guides to support the management of religious diversity. These guidelines contain norms of reference, information about specifications and demands from religious communities and criteria and advice for good management. • Their contents are verified prior to publication by the corresponding public authorities, the Counsellor Board of Fundación Pluralismo and Convivencia and by other religious communities quite ingrained in Spain. Apart from the Guides, the Observatory provides users with experiences considered as good practices in the management of religious diversity in different sphere¹⁹. One of the guides currently under elaboration by the Observatory is the <i>Guide to support the management of religious diversity in the workplace</i>. UGT is responsible for the elaboration of this guide that will be likely published by January 2012. The guide deals with the analysis of the treatment given to the freedom of religion of workers in the processes of collective bargaining and proposes models to guarantee both, the right of companies to drive working activities, and the freedom of religion in all its forms as stated in the Constitution, in the Organic Law about freedom of religion and in the cooperation agreements between the Spanish government and Evangelical, Jewish and Islamic denominations. The Guide deals with key issues such as prevention of religious discrimination when applying for a job and in the workplace, possibility of having flexible working hours to respect religious festivals, dress standards or working conditions of teachers of religion. 	

¹⁸ <http://www.observatorioreligion.es/formacion/>

¹⁹ To date the following texts have been published: Handbook for municipal management of religious diversity; Guide to supporting public management of religious diversity in the field of feeding; Technical Guide to implementing and managing multi-confessional spaces; Guide to managing religious diversity in healthcare centres; Places of worship, cities and town planning. Guide to supporting management of religious diversity.

Organization	Spanish Federation of Hoteliers and Restaurateurs (FEHR)
Line	Hotel and Restoration
Number of employees	28 employees
Other relevant information	It is formed by 75 business associations distributed all over Spain.
Diversity management activities to be highlighted	
<ul style="list-style-type: none"> • They have helped SMEs assimilate the concept of managing diversity. • It should be mentioned the extensive production of FEHR materials on the grounds of Managing Diversity in the Workplace: <ol style="list-style-type: none"> 1. Good Practice Guide 2. Workshops for an Active Management of diversity in companies 3. Training Guide for immigrants (Manual of Labour Integration) 4. Conclusions of the I Congress on Immigration, Business and Diversity Management (2008) 5. In the web page²⁰ there are recommendations about the value of diversity. 6. Publication of a “Manual for the Implementation of Diversity Management Plans in SMEs and Micro-enterprises”²¹ 	

20 <http://www.fehr.es/responsabilidad-social.html>

21 <http://www.fehr.es/gestion-diversidad-manual.html>

Organization	Red Cross
Line	Third Sector
Number of employees	11,649 employees. Nearly 900,000 partners and 187,336 volunteers. 6.68% of volunteers are immigrants (13,806)
Other relevant information	72.39% are women

Diversity management activities to be highlighted

The Code of Conduct for the International Red Cross and Red Crescent Movement is the hallmark of the Institution in all areas and levels of performance. The Impartiality Principle explicitly states that:

“The Movement makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.”

This is the essence of the Movement. By recognizing the value of all human beings non-discrimination on the grounds of race, sex, religion, social status, beliefs arises.

The defence of human rights and the fight against discrimination is embedded in all its communications, publications and annual reports and in the institutional presentation of the President of the organization.

In practice, the vision of diversity management is developed in two lines:

a. Internal:

- Training of specialists from different departments on diversity management.
- Stimulating the incorporation of the multi or inter culture perspective in the activities they conduct. An example would be the self expression workshops developed with immigrants, mainly women, with the aim of including their contributions to the initiatives of job integration. During 2008 and 2009, 32 workshops were conducted in sixteen provinces with the participation of 295 attendees (www.nodiscriminación.es).

b. External: projects bound to the promotion of diversity management and boosted by Central and Regional Red Cross Offices. Some examples are:

- Empresa Aberta Project (Galicia). Between 2009-2010 five online courses on Diversity Management were delivered to Human Resources managers. Courses included a coaching service, if demanded.
- Entorno al Sur Project (Andalucía), among others, included training on cultural diversity aimed at headhunters related to Red Cross and other entities. Additionally a study was conducted about the deterrents for the recruitment of immigrants as perceived by those agents in their usual relations with companies.
- Mostrarte Navarra Contest. Aimed at workers of the region, it is a contest on three art disciplines with cultural diversity in the workplace as the topic of the pieces.
- “A diversidad suma ao teu equipo” campaign. It shows the value that cultural diversity may have in a team (www.cruz-vermella.org/galiciasuma)
- “En realidad no tiene gracia” campaign. including activities such as dialogue sessions with companies to deepen on the ways to introduce diversity management in companies. (www.enrealidadnotienegracia.org). Under the frame of this campaign, a guide in Spanish Castilian and Catalan has been issued: “Mira tu empresa con otros ojos” <http://www.enrealidadnotienegracia.org/empresas-2/>

Organization	Asociación Comisión Católica Española de Migración (ACCEM) (Spanish Catholic Commission on Migration)
Line	Third Sector
Number of employees	426 employees, 659 volunteers
Other relevant information	26.5% of employees are people coming from 32 different countries. 70% of the staff are women, 21% of them, foreigners
Diversity management activities to be highlighted	
<ul style="list-style-type: none"> • They conduct informative action plans about legislation on equal treatment and non-discrimination through their website and through training and awareness-raising programmes developed by the regional network. • ACCEM conducts an important dissemination activity²² through different publications such as the EUMIGRE bulletin, the reports elaborated by CIR DAM, guides, manuals and annual reports. • They also endeavour in other activities for the promotion of diversity such as: World Refugee Day, International Migrants Day, short film competition, film and exhibitions²³. • Diversity is an essential value of the actions taken and inter cultural relations and defence of the fundamental rights under a participatory and democratic framework are guaranteed. • They have promoted several studies related to diversity management. Available in the web/publications²⁴. • Currently they are developing, among others, an investigation project²⁵ in Asturias focused in the way companies there manage cultural diversity and take specific action on the subject 	

22 http://www.accem.es/refugiados/inmigrantes/index.php?pag=Programas&colleft=programas&tip=programas&pagid=90&pagan t=En_Detalle&botid=90&title=Programas

23 http://www.accem.es/refugiados/inmigrantes/index.php?pag=General&colleft=Col_Izq_Publicaciones&colright=Col_Der_Public aciones&pagant=index&botid=87&title=General

24 <http://www.accem.es/refugiados/inmigrantes/index.php?pag=listprogramas&colleft=programas&colright=programafoto&tip=p rograma&pagid=208&title=Proyecto%20de%20Investigaci3n%20sobre%20la%20Gesti3n%20de%20la%20Diversidad%20Cul tural%20en%20las%20Empresas%20Asturianas>

25 <http://www.fehr.es/responsabilidad-social.html>

4. Organizational commitment

Organization	Fundación CEPAIM (Consortium of Entities for Integral Migrant Action)
Line	Third Sector
Number of employees	205 employees on average, but it varies depending on the projects.
Other relevant information	36% of employees are foreigners coming from 18 different countries. It promotes networking with organizations involved in this area

Diversity management activities to be highlighted

Cepaim Foundation includes into its Strategic Plan 2008-2012 a specific strategy to promote and adequate management of diversity, specially on nationality diversity. This line of work is conducted in two levels:

- Externally, through a Diversity Management Programme, (<http://cepaim.org/diversidad/>) to support those companies and organizations that want to take an active role in the process of social integration of their foreign workers, incorporating diversity management into the doctrine of Corporate Social Responsibility (CSR). For this purpose, the organizations and companies interested are provided with: individual counselling, training courses, organization of meetings and dissemination sessions, awareness and exchange of experiences on diversity management. They mention that they have been promoting some publications on the subject, as a collection of “diverdictionaries” and arguments for companies and organizations against stereotypes grounded on cultural origin.
- Internally, the following actions have been taken:
 - In the Strategic Plan of CEPAIM (<http://cepaim.org/fundacion-cepaim/mision-vision-principios-y-valores/>), within the mission/vision section where diversity management appears as a mainstream policy of the Foundation. Among their principles and values, relying in positive actions that allow the incorporation of immigrant workers of different origin into their teams of professionals and volunteers.
 - The Collective Bargaining Agreement of CEPAIM (http://www.boe.es/diario_boe/txt.php?id=BOE-A-2009-2779), since 2008, includes specific actions to respect the diverse origin of staff.
 - In the design of awareness-raising activities in the website in favour of the advantages of a diverse society.
 - Promoting awareness in the social communication media by statements and articles with positive messages on cultural diversity from the members of patronage and the coordination and direction teams. Close cooperation with the press and media that are invited to events organized on this subject.
 - They assure that they take into account the approach of vendors to CSR.
 - They have an Equality Plan since 2010 (<http://cepaim.org/blog/cepaim-ya-cuenta-con-un-plan-de-igualdad/>) that encourages the removal of barriers that may cause discrimination in accessing employment.
 - They mention that there is an ongoing plan of reconciliation of work and family life for the staff.

5. Organizational processes

Organization	Securitas Aviation
Line	Security
Number of employees	About 1,000 people
Other relevant information	58.67% of the guard auxiliaries and 23.80% of guards are foreigners

Diversity management activities to be highlighted

- They appreciate open dialogue with people interested in the activity either employees, clients, investors, general public or their representation.
- The major values³² of Securitas are summarized in three words: integrity, efficiency and service.
- Diversity is regarded as a key driver for the organization as they operate in a sector (airport services) where clients are from so many different countries and origin. A service intrinsically associated to multicultural diversity.
- As stated in the web, the social and cultural development of our environment either local or international is among our main priorities. In this respect, the security company finances projects that favour the conditions of the most vulnerable groups.

³² <http://www.securitas.com/es/es/Acerca-de-Securitas/Nuestros-Valores/>

Organization	Marco Aldany
Line	Hairdressing
Number of employees	About 4,000 employees
Other relevant information	35% of employees are foreigners.

Diversity management activities to be highlighted

- Diversity as a principle of the organization. In their Comprehensive multi cultural programme³³ they mention that: Diversity becomes an asset for the company when it is adequately managed. They say that they are working hard to achieve a complete integration of immigrant workers. Special care is given to welcome, training and solution of possible conflicts in the workplace. If required, they provide support to find housing, legal counselling, etc.
- The web page states that the value³⁴ of the company are based on 5 different areas:
 - Ethics and conduct
 - human rights
 - social and labour integration
 - multi cultural interaction and informative transparency
 - accessibility to information
- They state that, by means of social and labour integration, they want to include workers at risk of social exclusion in staff as: disable people, immigrants and women affected by domestic violence.
- Links with countries of origin (opening hairdressers in Peru).
- Web information includes the value the company gives to multi cultural principles in selecting personnel and in the organizational management.
- They have foreign suppliers and even import some products from the countries of origin.
- Products and services adapted to diversity. Training is provided to assist diverse customers with different aesthetic needs and hairstyles. They have many foreign customers and must be trained to meet their demands. There is a training schedule for all employees.
- The company states that selection processes are objective and are based on competence (same tests for all applicants). They also mention that no photo is required in CVs. They try to conduct an open HR policy as they personally receive applications and application forms have a standard format.
- Fostering self-employment profiles: educational process in Marco Aldany Academies generating vacancies to have access to different positions within the company. They also promote franchisee, through individualized counselling. Opening of new hairdressers´ in Peru, which favours employees´ exchanges and the presence of many of them in their origin countries.
- The President involves himself on diversity management as this accountability reports directly to chairmanship through the director of Marketing and Communication.

33 http://www.marcoaldany.com/index.php?option=com_content&task=view&id=288&Itemid=284

34 http://www.marcoaldany.com/index.php?option=com_content&task=view&id=270&Itemid=289

Organization	Asociación de Servicio Integral y Sectorial para Ancianos (ASISPA) (Association for Comprehensive Senior Care)
Line	Senior Assistance
Number of employees	4,388 employees.
Other relevant information	2,800 foreign employees working at the Home Assistance Service, 40% are Spaniards and 60% foreign workers. The Coordination team is formed by 180 national workers. As for statistic data: Total Auxiliary workers: 2.813, with Spanish women representing 39.5% and 60,5% by foreign women (0.91% Africa, 58% America and 1.6% Europe).Latin American workers mainly come from Ecuador 35.6%, Peru 11.4%, Colombia 5.1% and Bolivia 3.4%.”

Diversity management activities to be highlighted

- The values of the company, as reflected in the web page, are based on:
 - Principle of equality and respect for the differences
 - Professionalism
 - Warmth (closeness / sensitivity / kindness)
 - Teamwork
 - Initiative
 - Transparency
 - Commitment with the objectives of the organization
 - Continuous improvement of the system management and performance
- Reinforcement of the social fabric and networks. Direct contact with several associations such as Red Cross, Fundación Tomillo, Integra, CEPAIM, ADRA, CANDELITA.
- They have a Code of Ethics, a manual of good practice, an Ethics Committee, a portal for employees (with individual intranet to favour a respectful environmental policy) and free access to digital technologies to all employees. Additionally a survey on diversity has been conducted, one for supervisors (or line managers) and another for the Home Assistance teams.
- Modification of the Welcome Package for women working at the Home Assistance Service. Some of the changes were:
 - Practical orientation.
 - Substitution of expressions and idioms characteristic of peninsular Castillian (difficult to understand by Spanish speakers of different geographical origins) for a more simple and accessible language.
 - Combination of visual and textual language, etc.

Organization	Como me lo como - Restaurant
Line	Restoration
Number of employees	34 employees
Other relevant information	Around 85% of employees are foreigners, 75% women
Diversity management activities to be highlighted	
<ul style="list-style-type: none"> • As the company states, they take inter cultural diversity as an organizational principle, "not as a policy for staff selection" but as an "article of faith" or a "philosophy of life". Diversity as a principle of the organization. • Their faith on diversity is evident on the recruitment of people representing different nationalities. Inter cultural attitudes as a key and visible element of everything they do. • Relationships with NGOs for advice and support to manage their human resources. They also are orientated by the Spanish Federation of Hoteliers and Restaurateurs in task definition, work profiles and salary ranges. • They mention that everyday life confirms the fact that "the more diverse the group is in the same restaurant, the best that group is". • In a blog of their website, they post their customers' opinions, suggestions and claims. • The difficulties or possible internal conflicts of the organization are directly handled by the area of human resources and decisions are made by agreement. For instance, to manage Carnival holidays for Dominican workers, an agreement was made by groups and ages. They mention that there is flexibility to decide holiday periods. (e.g. celebration of different religious festivals). 	

Organization	Magapor
Line	Manufacturing and distribution of material and technology for artificial insemination of cattle.
Number of employees	45 employees.
Other relevant information	3 employees coming from other countries (1 from Morocco, 1 Chinese and 1 Peruvian)

Diversity management activities to be highlighted

- The globalization of the company has changed the vision about diversity as a strategy asset.
- It is a small company, working in a specific technological field, that trust on a diverse staff as a growth opportunity. For instance, a Moroccan immigrant with a doctorate degree in Biology is responsible for the whole process of artificial insemination of cattle in the company; a Chinese woman handles the trade relations with China; a Spanish-Peruvian employee is the warehouse supervisor.
- They have established strategic alliances with different stakeholders:
 - with technical suppliers;
 - with foreign universities of international prestige;
 - technological agreements with universities and professionals (e.g. veterinarians that provide advice on these matters).
- Website translated into several languages (English, Spanish, Chinese) to reflect the diversity of the staff.
- The company mentions that Evaluation Performance sessions are conducted annually for all employees. By them they try to collect the attitudinal reasons that give way to decision-making, for instance, a “Dictionary of Attitudes” that define each position. Attitudes are scored 0 to 6 by the manager of the department and the manager of Human Resources. The aim is that the employee overcomes the expected score in at least 70% of the attitudes associated to each position.

9

CONCLUSIONS AND RECOMMENDATIONS

In this chapter the main conclusions and recommendations are presented in groups of three key sections:

1. major conclusions related to the project;
2. more remarkable questions about the actions conducted by organizations on the basis of managing diversity of immigrants and/or ethnic minorities;
3. finally, exposition about the main challenges that organizations should meet on this subject.

9.1. PROJECT: DIVERSITY MANAGEMENT AS A KEY DRIVER

- One of the main characteristics of the **GESDI project has been its predominantly participatory nature**, rising the total number of participants to sixty four entities between the validation group and experts and thirty one organizations which were interviewed.
- The aim of the **indicator system is twofold**. On one side, **elaborate** policies on diversity management in an objective way, and on the other side, **assess** the activities implemented by organizations.
- There are **many studies, articles and experiences related to diversity management in different environments**, as the policies for gender equality conducted by most organizations or the integration of people with disabilities in business. However, the analysis on diversity management of immigrants and ethnic minorities in organizations has been less developed.
- **Diversity management is different in the public sector than in the private sector**. The existing regulation on diversity management in the public sector for recruitment and services represents a different legislative framework with respect to the private sector.
- **Diversity management in organizations is a key issue** and it was first perceived as such in the end of the 80s and beginning of the 90s in the United States. Until then, the most common perception was that diversity was an obligation rather than a potential strategic resource. The implementation of diversity management policies in Spanish companies is a relatively new practice in comparison with other European countries.
- **In our country corporations are driven around highlighting the differences and, to a less extent, leveraging them** as a consequence of the higher shifting potential of their arguments among top management, taking for granted the emphasized legal compliance of fight against discrimination. **Not all organizations are ready to step into this last concept**.
- **Talking about Diversity is talking of Difference**. In the case of immigrants and ethnic minorities, some of the most significant barriers they have to face in the workplace are: stereo-

types and prejudices, discrimination, limited access to networks and relations to get a job and higher risk of suffering from social exclusion.

- **The debate is currently between diversity policies and inclusion ones.** The latter attempt to go a step forward and place the focus on the elimination of the barriers that hinder a full participation of individuals within organizations. The question would be then, not to assimilate or celebrate the differences, but to integrate and leverage them.
- **There is a frequent confusion between Corporate Social Responsibility (CSR) and diversity management,** two different but highly interrelated subjects. The real challenge is to turn diversity into the growth driver of organizations.
- **Discrimination is a criminal offence. It is also regulated in the workplace** through the cases provided in the revised text of the law on infringements and sanctions in the social order approved by RD 5 / 2000 of 4 August.
- The business arena is characterized by an **increase of diversity in organizations.** Business survival requires an adequate management of diversity adapting to the needs of clients, employees, suppliers and in general, of a society increasingly more diverse.
- **When diversity is not managed adequately, it can cause conflicts** that may entail important costs for the company (for example claims, low productivity, absenteeism, etc.) But, when companies are provided with the most adequate organizational processes and values to manage diversity, creativity and personal and professional welfare come along, promoting innovation and resulting in significant improvements in business efficiency.

9.2. PRACTICES IN ORGANIZATIONS: STRENGTHS AND WEAKNESSES

- **Throughout the analysis we have found important differences between large companies and SMEs** relating to the scope of diversity management policies and to their level of consolidation within the organizations. One way or another, **the result is that developing strategies to managing diversity in organizations is possible, regardless of the size of the organization.**
- A common pattern is the **failure to promote and leverage policies on diversity management** in an efficient way.
- **Multinational companies of foreign origin** can be the springboard for their Spanish branches in relation to policies on diversity management for immigrants and ethnic minorities, though there are cases where the Spanish subsidiary has overcome the parent company in the recommended guidelines and, on the contrary, cases that do not achieve the minimum requirements established by the parent company.
- Regarding the Spanish multinational companies, we may point out that **the globalization has caused an important thrust** to the policies on diversity management of immigrants and ethnic minorities. The Spanish companies had acquired strategies and tools to manage diversity from the international contexts where they are operating and they have been capable of transferring that competence to opportunities for business growth, enhancement and organizational commitment.
- One of the strengths of some **business associations is the elaboration** of awareness-raising and informative texts along with **training support**. The role these play or may play in favour of diversity is key.
- It is **remarkable** how **some public authorities are conducting** activities for the promotion and support of diversity that can become a benchmark for similar organizations. It should be specially mentioned the training sessions aimed at the staff to improve processes and services.
- **Great ignorance prevails in relation to diversity management of ethnic minorities.** Only in two cases have we found organizations that promote action plans in this respect. Results point out that Roman population is still one of the communities suffering from the highest levels of discrimination and, then, this would be one of the weaknesses that should be palliated.
- **Many of the organizations we have been working with in this project have made a public declaration of intentions** (adhering to some agreement on the grounds of managing diversity), while most small and medium enterprises, even without any adherence, are conducting policies on diversity management.

- **Diversity Management** has become a **strategic driver** that the organizations under analysis **have incorporated in their mission and values**, or it is in the process of being included.
- **One of the most significant weaknesses is the absence**, in most of the cases, **of a planning for diversity management in organizations in the medium or long run. Most organizations have not a specific budget** allocated on this subject, do not regard a plan including milestones or deadlines and they do not bear in mind evaluating the actions they have taken or want to take. To consolidate the policies on diversity management in organizations, they have to be included in corporate strategies and become a structural and not merely an occasional concern.

9.3. MAIN CHALLENGES

- **The main challenges for the Spanish companies** are: first, raise awareness about the relevance of managing diversity and second, development into organizations of the necessary know-how and commitment to maximize the benefits of diversity management and minimize the conflicts that could arise, unless adequately managed.
- **The GESDI project has developed a proposal of indicators for organizations in five strategic sections:** equal treatment and non discrimination, human resources, communication, organizational commitment and organization processes. Although the proposal of indicators may set up a general framework for organizations, **it is necessary that each organization develops its own indicators**, so that they can quantify and measure the impact of the implementation of diversity management in each case. In this way organizations could evaluate and plan their policies and collect data about the different variables related to immigrants or ethnic minorities, as for example working atmosphere, level of absenteeism, rotation, giving up in processes of expatriation-repatriation, legal costs, recruitment costs, customer loyalty, agreements with suppliers, possible cases of discrimination, etc.)
- **The axis Equal Treatment and non-discrimination is confirmed as the aspect which has to be reinforced.** With a few exceptions, most organizations do not explain in their job offers their concern and promotion of equal treatment and opportunities.
- In spite of the fact that the organizations taking part in this project are conducting activities related to diversity management of immigrants and ethnic minorities through HR, **it is necessary to consolidate the policies of equal treatment and opportunities during the selection processes as well as in the compensation and promotion conditions.**

- Although organizations also deliver different training sessions, it would be convenient to **extend training on equal treatment and non-discrimination to all organizational levels** and to all employees.
- **Dissemination and exchange of information about diversity is another key way** to contribute to the success of the initiative. Should genuine and shared values be used by most of the members of the organization or it would be difficult that communication at its different levels worked.

10

ANNEX: EUROPEAN SCENE ON DIVERSITY MANAGEMENT

The level of commitment of organizations and companies, both public and private, with managing diversity coming from immigrants and national ethnic minorities in different forms, has considerably increased in Europe during the last decade.

The wide spectrum of national and local jurisdictions in force in all countries of the European Union (EU) is a response to the demographic change and cultural diversity present in all societies.

The disapproval and fight against discrimination was no longer something anecdotal but it became a legal commitment, enforced by laws, something real no longer to be ignored by the Member States of the European Union or by organizations and public and private companies operating in Europe and all over the world.

The culmination of this shift came with the approval in November 2001 of the Unesco Universal Declaration on Cultural Diversity⁵³, raising cultural diversity to the category of “common heritage of mankind.” Finally the 2009 UNESCO World Report “Investing in cultural diversity and intercultural dialogue”⁵⁴ indicates in chapter 6 (p 22) that, “Recent research suggests the existence of a positive link between diversity and the financial and economic performance of multinational corporations”. This Report⁵⁵ is a milestone in the progress towards cultural diversity in business and organization.

Demographic shift, employment and diversity management in Europe. Commitment of the European Union with international migrants

According to an expert article on the subject⁵⁶, the EU needs an increase of active employment up to a 75% rate by 2020, it “is crucial to eliminate the barriers that hinder access to employment to international migrants,” as the European workforce is decreasing very quickly due to of the demographic shift the EU is going through⁵⁷.

One of the principles that rules the integration process in Europe is to guarantee that immigrants are entitled with the same rights and duties as the rest of European citizens. The levels and forms of discrimination endured by immigrants in the workplace and the failure to recognize their credentials and professional experience usually acquired outside the European Union, are, according to the same source, some of the obstacles that most likely will give way to the highest rates of unemployment, underemployment, and labour exploitation.

53 http://portal.unesco.org/es/ev.php-URL_ID=13179&URL_DO=DO_TOPIC&URL_SECTION=201.html

54 <http://unesdoc.unesco.org/images/0018/001847/184755s.pdf>

55 http://portal.unesco.org/culture/es/ev.php-URL_ID=39891&URL_DO=DO_TOPIC&URL_SECTION=201.html

56 http://ec.europa.eu/ewsi/en/news/newsdetail.cfm?ID_ITEMS=22035

57 See document Europe 2020 - How the strategy will generate smart, sustainable and inclusive growth in the EU”, available in: <http://ec.europa.eu/eu2020/pdf/COMPLET%20ES%20BARROSO%20-%20Europe%202020%20-%20ES%20version.pdf>

Commitments of the EU on this subject were undertaken gradually through legal instruments for the fight against discrimination in employment as Directive/2000/43/EC⁵⁸ and Directive/200/78/EC⁵⁹ or the Council Framework Decision 2008/913/JAI⁶⁰ of 28 November 2008, on combating certain forms and expressions of racism and xenophobia by means of criminal law.

The “Zaragoza Declaration”, formally adopted by the European Council in June 2010, shows in point 12 the concern to *“recognize the positive aspects of migration, especially in the context of the economic and financial downturn within Europe and to continue to promote methods that help to fight racism and xenophobia and all forms of discrimination in our societies. Clear evidence, facts and innovative experiences of creativity, solidarity and attitudes towards living together need to be emphasised in order to meet the challenges related to migration”*.

Commitment of the EU with national ethnic minorities, case of the Roma people

According to official data from the EU there are between 10 and 12 million Roma all around Europe, including Member States and potential members, that are full European citizens. It is quite widespread the social exclusion that this European people are historically enduring in almost all economic and social fields. They are victims of excessive exclusion in rural and urban areas, of spatial and residential segregation, racist violence, unemployment, poverty, very serious failure and drop-out rates and poor access to basic healthcare. However, in the EU there has been a progress during the last decade and especially in the last two years, to implement mechanisms to combat the vicious cycle of poverty, discrimination⁶¹ and barriers to access employment and reduce poor school performance specially among the youngest generations of European Roma population. For that purpose, new legislation has been implemented to protect them. The European Commission issued on April 7, 2010 a Communication about the Economic and Social Integration of Roma People⁶² which showed a scene of a painstaking fight campaign and multidimensional strategies to face the multiple problems of this European people.

There are other tools implemented by the European Commission such as the EU Platform for Roma Inclusion⁶³, which offers information resources on standardization programs and actions of social inclusion in different areas: school, work, economy and which are being developed for the inclusion of European Roma, but without excluding people of other ethnicities that can be enduring similar socio-economic difficulties.

58 <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:32000L0043:en:HTML>

59 <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:32000L0078:es:HTML>

60 <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:32008F0913:ES:NOT>

61 A survey conducted by the European Agency for Fundamental Rights, (FRA), in April 2009, revealed that half of the Roman respondents had already been a victim of discrimination at least once during the last twelve months.

62 <http://europa.eu/rapid/pressReleasesAction.do?reference=MEMO/10/121&format=HTML&aged=0&language=EN&guiLanguage=en>

63 <http://ec.europa.eu/social/home.jsp?langId=en>

Some european experiences on managing diversity

Among the countries of the European Union there are some good practice on managing diversity of racial or ethnic origin into organizations. There are different approaches to improve diversity management: companies commitment to make an effort in promoting diversity (for example by subscribing to a Diversity Charter); sharing positive experiences on diversity (e.g., by granting awards); measures that allow immigrants have an easier access to a job (e.g. by recognizing credentials or by modifying the selection processes). In particular the following experiences can be mentioned:

1. Germany: In 2006 a Diversity Charter was implemented (Charta der Vielfalt⁶⁴) under the sponsorship of the Chancellor and many companies have already committed to stick to it.

Additionally, the city of Frankfurt developed a project from 2001 to 2004 under the provisions of the European programme “XENOS – *Living and working in Diversity*”, to reinforce cultural competence of civil servants and to increase the number of immigrant employees⁶⁵.

In fact, the town council of Frankfurt has an office dealing with multicultural affairs⁶⁶.

The project consisted of campaigns and adverts to increase the number of grants that young immigrants could apply to in the town council. Additionally, selection processes were modified to assess the intercultural competence of applicants and training on non-discrimination and cultural competence was delivered aimed at the recruitment staff.

The town council organizes training courses for employees, including top management, on intercultural competence, managing diversity and legislation against discrimination.

2. Belgium: elaboration of a data base to offer information on good practices, methodology and tools to manage diversity⁶⁷.

They have additionally developed an equality and diversity distinctive label (label égalité diversité): in 2005 the Ministries of Labour and Equality decided to develop a policy for the prevention of discrimination and to encourage employers to introduce diversity among their economic, social and commercial strategies. Thus, the distinctive emblem on equality and diversity was created⁶⁸.

64 <http://www.vielfalt-als-chance.de/index.php?id=3>

65 http://ec.europa.eu/ewsi/UDRW/images/items/itpr_1098_404955913.pdf

66 [http://www.frankfurt.de/sixcms/detail.php?id=317595&_ffmpar\[_id_inhalt\]=7846492](http://www.frankfurt.de/sixcms/detail.php?id=317595&_ffmpar[_id_inhalt]=7846492)

67 <http://www.emploi.belgique.be/moduleTab.aspx?id=444&idM=241>

68 http://www.polfed-fedpol.be/presse/presse_detail_fr.php?recordID2=1180

The Federal Policy, for instance, has developed awareness-raising activities to help people with poor knowledge of national languages to pass the first selection test to become a police-officer. This measure contributed to the incorporation of some Belgian citizens that were born abroad.

3. Denmark: in 2003 the Danish Institute for Human Rights created an award called MIA (www.miaaward.info), aimed at the public or private companies that contributed with their policies to promote diversity management and equal treatment in the workplace.

4. France: in 2004 implemented a Diversity Charter: the first document of its kind in Europe that was a benchmark to inspire other initiatives. Around 2,000 organizations have already adhered to the Charter⁶⁹.

In 2008 they developed a diversity distinctive (Label Diversité⁷⁰), that certifies the commitment of organizations with the promotion of diversity. The certifying body is AFNOR that provides organizations with the distinctive label after being evaluated by a commission formed by State representatives, employers' associations, unions, National Association of Human Resources Directors (ANDRH).

5. Ireland : they have developed a "Workplace Diversity Strategy"⁷¹ and have implemented an "Action Strategy for Integrated Workplaces" to promote diversity management at work.

The Ministry for Integration (www.integration.ie) accounts for the strategy on diversity along with other institutions such as the Congress, Irish Business and Employers Confederation (IBEC), Construction Industry Federation, Chambers of Commerce and Equality Authority (www.equality.ie). This strategy includes some measures, undertaken by entities participating in the programme that have to do with training, awareness-raising and support to companies and unions for managing diversity and also, creation of networks and good practice sharing.

Furthermore, the Ministry of Integration and the Equality Authority of Ireland, under the provisions of the "Action Strategy for Integrated Workplaces" supports promotion projects on diversity management⁷².

6. Norway: trade unions are responsible for the implementation of different actions to promote equality and prevent ethnic discrimination.

In 2009 the web page <http://www.mangfoldsportalen.no> was issued with information and advice on diversity and minorities recruitment.

69 <http://www.diversity-charter.com/diversity-charter-history.php>

70 http://www.immigration.gouv.fr/spip.php?page=dossiers_det_int&numrubrique=324&numarticle=1348

71 <http://www.integration.ie/website/omi/omiwebv6.nsf/page/managingdiversity-strategies-nationalworkplaces>

72 <http://www.equality.ie/index.asp?locID=340&docID=959>

Furthermore, the Directorate of Integration and Diversity (IMDi www.imdi.no) is responsible for the Forum on Integration and Diversity established to improve the coordination and sharing of good practices. This Directorate collaborates with organizations, town councils, government agencies and the private sector in advising and implementing integration and diversity policies and encouraging the recruitment of immigrant workers.

7. Portugal: the Calouste Gulbenkian Foundation (www.gulbenkian.pt), and the “Servicio Jesuita de las Migraciones (Jesuit Service of Migrations)” have developed a professional integration project for immigrants with doctor’s degrees. The aim is creating the necessary conditions so that they can work in Portugal according to their qualifications by recognizing their credentials, related to the shortage of qualified professionals in Portugal. The programme started in 2002 and since 2008 has also been sponsored by the Ministry of Health.

8. Sweden: diversity can also be valued by the recognition of the immigrants’ credentials. In this area, the city of Malmö (<http://www.malmo.se/>) has been organizing an occupational validation centre where immigrants are granted with a certificate and are prepared to face the labour market via a Qualification Portfolio. The purpose of the programme, financed by the department of Adult Education of Malmö’s central administration, is to improve the opportunities of foreigners in the processes of selection by improving their communication skills to inform about their expertise and offering information about the Swedish labour market.



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