

L'ORÉAL®



Make the Difference!

What you need to know
to fight discrimination
and make diversity
work in your company



The CSR Laboratory on Mainstreaming Diversity in the Company, led by L'Oréal and Facilitated by IMS, launched under the umbrella of the European Alliance for CSR, has focused on the exchange of best practices and resources among companies with regards to various aspects of diversity. CSR Europe's online Toolbox for a Competitive and Responsible Europe includes best practice examples and practical tools developed by the Laboratory. Read more at: www.csreurope.org/toolbox

"I very much welcome this practical guide on diversity as it attempts to bridge the gap companies suffer from in terms of familiarity with diversity-related matters.

Through the European Alliance for CSR, which we initiated together and with this practical guide, you are offering a strategic business response to a more diversified society, customer base, market structure and workforce. So let's pursue our joint efforts and continue to support all those who actively advocate keeping an open mind to differences."



Mr. Vladimir Spidla
EU Commissioner for Employment
Social Affairs & Equal Opportunities



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What is Diversity Management?

Diversity Management is the active and conscious development of a future oriented, value driven strategic, communicative and managerial process of accepting and using certain differences and similarities as a potential in an organisation, a process which creates added value to the company.

Keil, M. et al (2007) *Training Manual for Diversity Management*, available at http://ec.europa.eu/employment_social/fundamental_rights/pdf/train/traisem_en.pdf



Why is Diversity Management important for you?

Diversity management is not just a nice concept. It is also essential for your company's performance and long term success. Besides the legal requirements and risks associated with non-compliance, a well managed diversity policy delivers concrete benefits to your organization.

The diagram below provides an overview of some of the key aspects related to diversity.

- Racial Equality Directive 2000/43/EC
- Employment Equality Directive 2000/78/EC
- National legislation & guidelines

Compliance

- New market opportunities
- Competitive advantage
- Social climate
- Positive image
- Innovation
- Risk management
- Non financial indicators
- Corporate governance
- Social dialogue with labour unions

Business

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- Community engagement
- Change management
- Sustainability
- Fulfilling promises and expectations
- Social contract

Corporate Social Responsibility

- Skills shortage
- Anticipation of demographic change
- Attract & retain talent
 - Diversified sourcing
 - Intergenerational teams
 - Ageing workforce

Talent

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What problems do you face in your business?

Some proven efficient solutions

1. Recruitment

Hard to find new employees for some businesses? Well, have a look at what company X did. Company X diversified their sourcing by participating in a recruitment fair devoted to qualified candidates coming from disadvantaged areas. They found many new candidates who otherwise would not even have applied.

2. Retention

Difficult to retain qualified staff? Company Y revised their HR career management procedures to ensure that the potential of each qualified individual is recognized, independently of his/her age, race, gender, color...the retention rate and the employee satisfaction rate increased in the following year.

3. Legal compliance

Worried about complying to your national laws on discrimination? Company W recognized that it was risky not having policies in place to ensure non discrimination in their recruitment. They immediately implemented a full revision of their HR policies and trained their entire workforce to adhere to them. By doing this, they avoided potentially expensive legal suits and reputational damages that could have resulted.

4. Innovation

Your business is out of sync? Company Z recruited a diverse workforce from the local communities where they operated. This generated new ideas for marketing and strengthened the link between the company and its local markets.

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Do you want to find out more?

Over 30 best practice examples can be found at
www.csreurope.org/toolbox/diversity



What are the Top Ten Do's and Don'ts regarding Diversity in the workplace?

Our top ten list

1. Don't underestimate your own bias / stereotypes
2. Don't forget to obtain strong and visible top level commitment
3. Do make sure diversity management is integrated into the company strategy
4. Do ensure all levels of management are involved
5. Do assess your company's needs and priorities
6. Do set collective and individual attainable objectives
7. Don't forget to consider other diversity topics
8. Don't forget to train/ raise employees' awareness on a regular basis
9. Don't be afraid to change company culture and procedures
10. Do follow up, measure progress and adapt when necessary

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Do you want to find out more?

Additional Do's and Don'ts examples can be found at www.csreurope.org/toolbox/diversity



Do you want to know more about Diversity Management?

General and Legal Information:

European Union Institutions: <http://europa.eu/>

European Commission's website on anti-discrimination:

<http://www.stop-discrimination.info/>

International Labour Organisation:

<http://www.ilo.org/>

United Nations Global Compact:

<http://www.unglobalcompact.org/>

Sustainability Reporting Guidelines:

<http://www.globalreporting.org/>

Self-test your unconscious levels of prejudice: <https://implicit.harvard.edu/>



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Best Practices:

CSR Europe's online Toolbox for a Competitive and Responsible Europe:

<http://www.csreurope.org/toolbox>

European Commission's Equal Initiative:

http://ec.europa.eu/employment_social/equal/index_en.cfm

IMS-Entreprendre pour la Cité: <http://www.imsentreprendre.com/>

CSR Europe's MarketPlace 2007 (From L to R) :

Commissioner Spidla (European Commission),

Maryline Borri (ex-IMS), Sylviane Balustre d'Erneville (L'Oréal),

Léa Durupt (IMS)

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Stakeholder Groups:

Catalyst - Expanding opportunities for women and business: <http://www.catalyst.org/>

European Network Against Racism: <http://www.enar-eu.org/>

European Disability Forum: <http://www.edf-feph.org/>

European Older People's Platform: <http://www.age-platform.org/>

International Lesbian and Gay Association: <http://www.ilga-europe.org/>

How can I organize Diversity Career Fairs?

A guideline for running these types of fairs can be found at: www.csreurope.org/toolbox/diversity

Test your Knowledge

80% of all types of disabilities are not visible

- True
- False

Which of these questions are you allowed to ask in a recruitment interview?

- How many children do you have?
- Which languages do you speak fluently?
- Do you suffer from any disease or disability?

What is the percentage of women on the Executive Committees of European companies?

- 11%
- 32%
- 1%

What percentage of people in Europe think that it is difficult for homosexuals to be open about their sexual orientation in the workplace?

- 21%
- 46%
- 68%

In 2020, the number of people in the 20-35 age group in developed countries will be _____ the number of people in retirement age (60+)?

- Bigger than
- As big as
- Smaller than

Check your answers on the website!

www.csreurope.org/toolbox/diversity

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