

WP2: CPD Programme



Inclusion and Diversity Management

Module 1: Inclusion and Diversity Management

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Introduction

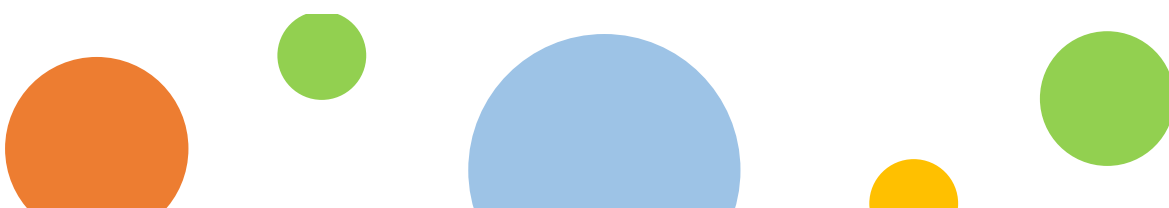
The digital transition has been the main objective of all economic activities for years now. Most organisations are implementing new technologies and new efficient and innovative production methods in their business.

While companies are evolving fast on this side, a new challenge awaits them. As we will see in this chapter, many studies have shown that the workplace greatly influences both the well-being of employees and the earnings of the company. Cases of discrimination in the workplace are unfortunately very common in workplaces, especially in SMEs. This affects both the development of the company and society in general. This is why the themes of workplace inclusion and diversity management are at the heart of this module. SMEs will first need to become aware of diversity and inclusion issues in the workplace because they themselves will be able to gain great and durable benefits from them.

Relevant data, problems and possible solutions that SMEs in Europe can implement to improve themselves and the environment in which they operate will be outlined.

Learning Outcomes of the Module

- Define key terms related to inclusion and diversity management in the workplace.
- Demonstrate an understanding of corporate culture and the benefits that diverse perspectives can bring to an organisation.
- Recognise the different types of discrimination and barriers to inclusion that exist in the workplace and identify strategies for addressing them.
- Promote inclusion and diversity in the workplace, including setting measurable goals and identifying potential challenges.
- Can explain the importance of inclusive leadership building inclusive workplaces.
- Recognise the role of leadership in promoting diversity and inclusion and understand how to create a culture of inclusion that starts from leadership.
- Build awareness of the impact of cultural differences and their effect on a diverse workforce and company culture.





Theoretical Chapter

1.1 Discrimination

Before introducing the concepts of inclusion and diversity management, it is necessary to start with the underlying problem of discrimination.

When thinking about “**Discrimination**”, everyone considers only ethnic race or religion. This concept also includes gender identity, age, disability, sexual orientation or national origin. This phenomenon happens very often in the workplace, for example between co-workers who are treated differently, between employer and employee or between employees with different ages, gender and religion. This is why it is necessary to promote inclusion in the workplace and set measurable and sustainable goals.

This process should necessarily start with the leaders who will then have to transfer these concepts to their employees and the entire company. Leadership in this context plays a key role, which is why "Diversity Management" should be analysed and implemented.

1.2 Inclusion in the workplace

To better understand the meaning of inclusion that concerns this module, it is necessary to start from its main definition provided by the vocabulary, which is: "The act of including someone or something as part of a group, list, etc., or a person or thing that is included – (*Cambridge Dictionary*). In the work context, the topic of inclusion takes on a similar but equally important meaning. It is defined as *“the culture in which the mix of people can come to work, feel comfortable and confident to be themselves and work in a way that suits them and delivers the business needs. Inclusion will ensure that everyone feels valued and importantly, adds value.”*¹

The phenomenon of globalisation has made the issue of inclusion in the workplace of crucial relevance. From this point of view, Europe is quite far ahead in this respect. According to the **D&I index** - *an index on the level of workplace diversity and inclusion*

¹Inclusive Employers, What is inclusion? Retrieved April 21, 2023 from <https://www.inclusiveemployers.co.uk/about/what-is-workplace-inclusion/#:~:text=Inclusion%20is%20the%20culture%20in,valued%20and%20importantly%2C%20adds%20value.>





compiled by Refinitiv (a global financial markets data and infrastructure provider) - Europe is the continent with the highest levels of diversity and inclusion in the workplace.

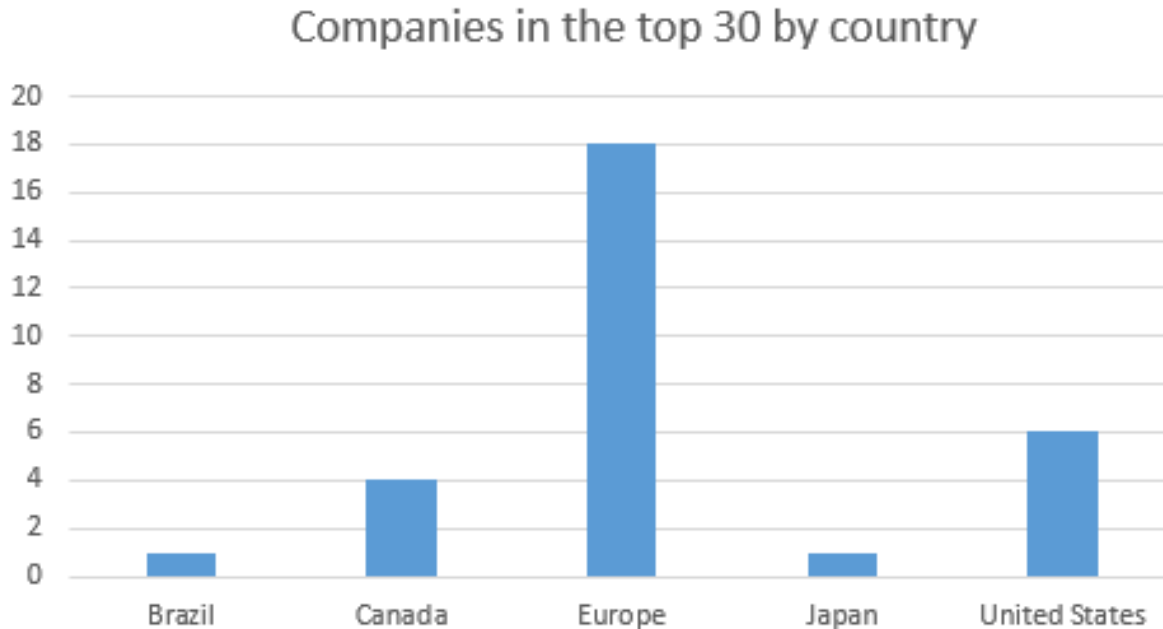


Figure 1: the world's top 30 most inclusive quoted companies

18 out of 30 companies are in Europe. The first, with the highest index, is "Accenture Plc" with 86.75 points. It is in Ireland and deals in Software and IT services.

However, these data should be taken with caution: this index comes from the largest companies worldwide where there are obligations and constraints to be met to ensure a good level of inclusion and diversity management. It is a very different matter for European SMEs, where resources are limited, and awareness and knowledge are often lacking.

1.3 Diversity management

In this increasingly digitised and globalised world, the mix of cultures, ethnicities and religions has made the diversity of crucial importance also in work contexts. While inclusion is a process that involves all individuals in a company from the bottom up, diversity on the other hand must be managed from the top. Diversities are connotations that make each person a unique individual and, as such, a bearer of values in the social and work and professional spheres. This is why it is important to analyse diversity management, i.e., a real plan that aims to optimally manage diversity





by taking it as an opportunity to increase profits, enhance corporate reputation and much more.

There are mainly two types of diversity management:²

- **Intranational diversity management:** Refers to a single national context where minority groups of people are included in the workplace through initiatives and support.
- **Cross-national diversity management:** This is more difficult to manage because it comprises citizens and workers from different countries. It is necessary in this case to create a “Diversity Management Plan” in order to achieve and measure objectives.

The diversity management process should start with the company leaders. Leaders should be aware that having their employees work in an inclusive environment makes them happier, more productive, and more efficient. For this reason, the OECD, in its report "*Diversity & Inclusion Framework*" of 2020, describes the 5 pillars of the D&I index:

² Bob, DE&I, What is the meaning of diversity management?. Retrieved April 20, 2023 from <https://www.hibob.com/hr-glossary/diversity-management/>



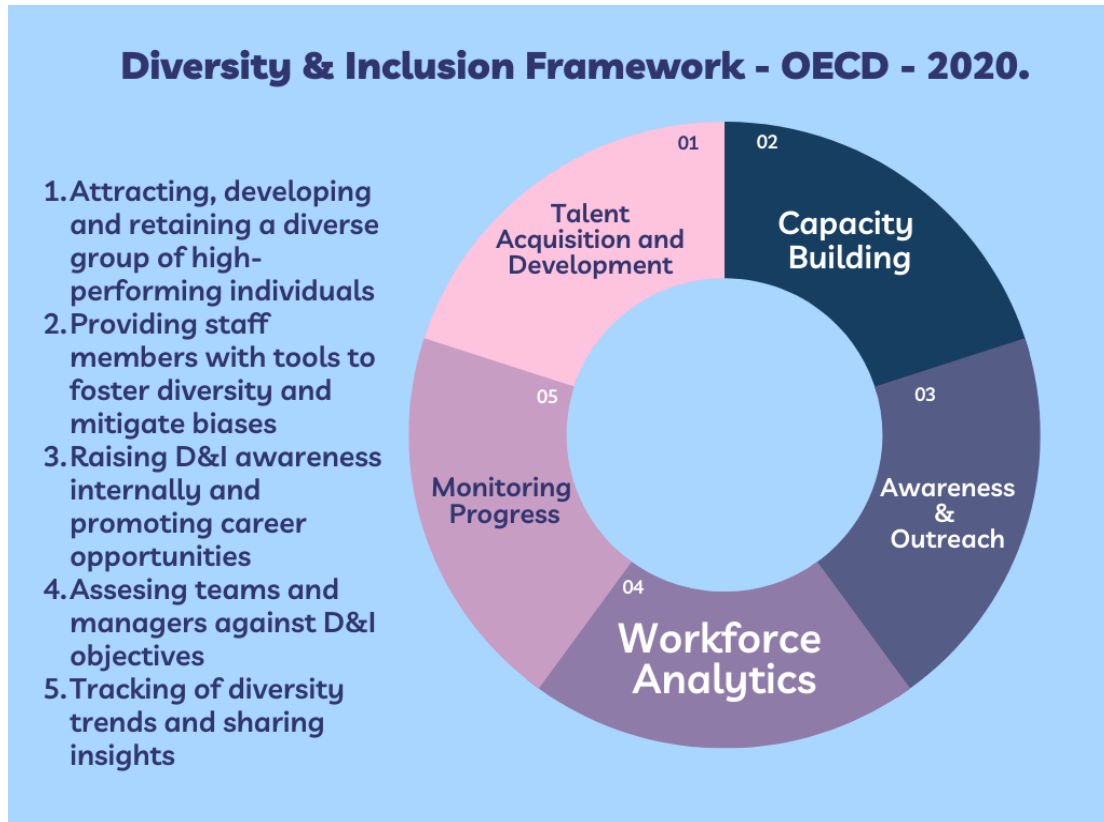
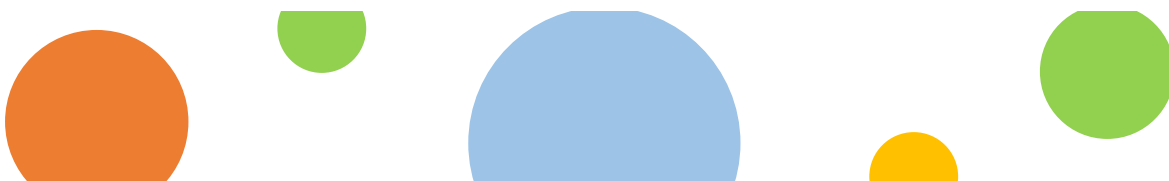


Figure 2: Diversity & Inclusion Framework, OECD, 2020.

TALENT ACQUISITION AND DEVELOPMENT – Recruitment processes should include individuals of diverse backgrounds. It is necessary to expand the recruitment network of new talent regardless of their country of origin or their physical and personal peculiarities.

CAPACITY BUILDING – It aims to identify and mitigate unconscious biases in recruitment, promotion and management practices. Capacity building starts from the managers who should introduce daily practices in their own company that promote diversity and inclusivity.

AWARENESS AND OUTREACH - This is one of the hardest areas where more effort is needed from all parts of the organisation. However, digital tools such as online events and webinars useful to discuss inclusivity and diversity are great solutions in order to achieve a good degree of awareness and outreach with very little cost. However, the importance of face-to-face exchange (story/experience) is emphasized, especially when thinking within the company (where people are available anyway).





WORKFACE ANALYTICS - This stage aims to collaborate with other recruitment offices to easily access a wider pool of candidates and to study the different employee contracts, all of which should be tailored to their particular needs.

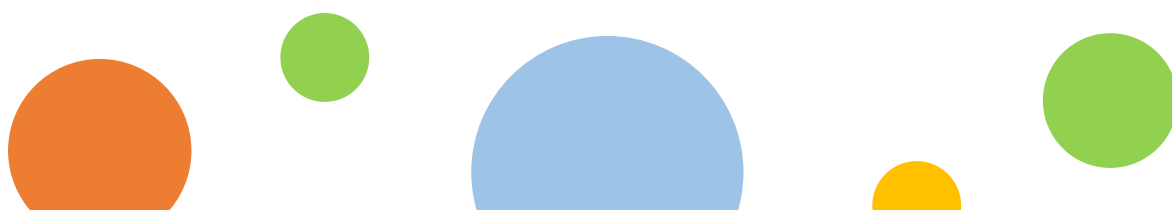
MONITORING PROGRESS - In the monitoring process, diversity management and inclusion in the workplace should be evaluated annually like all other business performance (measured by demographic indices such as gender, race, age, ethnicity and religion - by the number of languages spoken by employees - and by how they assess integration and diversity in the workplace). Each manager may also decide to use external companies to certify the degree of inclusion and diversity in their company. One example is the EDGE certification: *Economic Dividends for Gender Equality* - designed not only to help companies in creating an optimal workplace for women and men but also to benefit them directly.

However, it is always better not to involve external entities because they are not directly involved in the life of the organisation and do not know what the real problems are, as a manager does. Indeed, the objective of the TGAL project is to teach involvement, engagement and a self-learning organisation to the individuals directly involved in the organisation.

As we can see, diversity management is a sequential process that focuses on the all-round well-being of employees as the key to business success.

1.4 How to promote inclusion and diversity in the workplace

The promotion of inclusion and the application of diversity management in the workplace does not follow standard formulas and processes but always depends on the company, on the employees and their context. However, it is possible to identify which are the critical areas for action and which are the main points to focus on. The *Training Manual for Diversity Management* - prepared for the European Commission during the 'Anti-Discrimination and Diversity Training' in 2007, sets out the 10 basic principles for the application of diversity management in companies.





Principle 1: To avoid opposition and discontent, diversity must be defined in a broad and inclusive way. Every individual should feel included, and everyone's diversity should be considered.

Principle 2: To assess diversity, organisations must first ensure that they accept diversity from the smallest to the largest dimensions of what diversity means.

Principle 3: Utilising diversity requires a fundamental change in organisational mindsets and culture and also changes in practices to support customers and employees.

Principle 4: Changes in management principles could be the most important tool for implementing diversity, but they must be done in the right way.

Principle 5: To ensure that the application of diversity management is as swift and effective as possible, all the requirements involved in the adoption of diversity in the company must be considered in the overall planning.

Principle 6: A diversity-oriented mindset is what distinguishes effective managers from those who only talk about the need for change but do nothing concrete.

Principle 7: Without making a large investment in terms of both time and human resources, any company cannot fully adopt the paradigm of enhancing diversity. Indeed, many companies still use the time = money paradigm as an argument and/or excuse.

Principle 8: Facing strong negative reactions requires building support among those who are ready to adopt changes and meanwhile minimising the involvement of those who still have a negative attitude.

Principle 9: It is essential to develop strategic and financial arguments for the valorisation of diversity since elaborating a business case strengthens the possibilities for the successful implementation of diversity management.

Principle 10: While excellent training alone is not enough to bring about a cultural change, inadequate training can considerably damage diversity implementation efforts.





The basic precondition for becoming a self-oriented company is the awareness and desire to invest the necessary time and resources. For this reason, inclusiveness and diversity management should also be clear in the company's mission and vision.

Self-assessment Quiz:

https://docs.google.com/forms/d/1-kiDTc8a1e7ctyCVUwMv8ac_egnMHi4Nhk5ziaY7eM/edit





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Case Study

Case Study Title	ADECCO - The pioneer of diversity and inclusion in the workplace
Image	<p>The image features the Adecco logo 'FONDAZIONE ADECCO THE ADECCO GROUP' in white text on a teal background. Below the logo, a man in a white shirt is seated at a desk, working on a laptop. A large, stylized hand icon is overlaid on the scene, with one hand on the laptop keyboard and another hand holding a white flower. The background is a mix of teal and pinkish-red colors.</p>
Learning Outcome	This case study will ensure a deep understanding to the subject in a real-world context.
Aim of activity	Enhancing the role of disabled people in society by focusing on their skills and creating the conditions for an inclusive workplace.
Introduction	<p>To make it easier for people with disabilities to access the labour market, Adecco in France first introduced the Disability & Skills project in 1986. Following the program's success in France, it was expanded to Spain, Italy, Belgium, the Netherlands, the United Kingdom, and Switzerland, and it will be expanded to further European nations in 2005. Only personal abilities, traits, and experience are used in the program to achieve equality of opportunity.</p> <p>The goal is to locate and offer employment opportunities that are compatible with individuals who have disabilities while also assisting in the development of new skills to ensure long-term employment.</p> <p>In order to oversee the execution and outcomes of the program across the group, a specialised Business & Disability coordination team was established at the international level in 2004. The coordination team makes sure that knowledge is shared, and that</p>





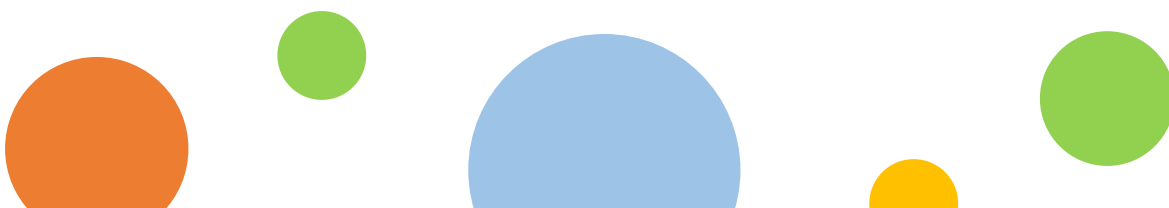
	<p>disability inclusion is incorporated throughout all of Adecco's important business divisions.</p> <p>To ensure comprehension of corporate diversity ideals and personal engagement in the implementation of the policy, as well as to prepare managers and staff to deal with potential situations of discrimination, mandatory induction training on non-discrimination and disability inclusion is given to managers and staff internally. Monitoring and reporting on the accomplishments and quantity of individuals with disabilities at work are part of the diversity program's evaluation on a monthly, quarterly, and annual basis.</p>
Challenge	<p>Offering employment opportunities to people with disabilities proved to be a very fair choice both from the point of view of brand image and competitive advantage.</p>
Assignment	<p>Do you think this model can be applied in your company?</p> <p>Do you have in your company all the necessary measures to host a disabled person?</p>





Activity Sheet 1

Activity Title	Map your life
Duration of activity in minutes	30 minutes
Learning Outcome	Gain awareness and consciousness of their own experiences of inclusion and how they have influenced their lives.
Aim of activity	The life map diversity and inclusion activity is perfect for a large and diverse workforce. This activity will help learners learn more about themselves from their background, growth and future plans. Participants will also learn how certain events have shaped their lives.
Materials Required for Activity	Post-it notes and pens
Step-by-step instructions	<p>Step 1: Take the first post-it note and write or draw where you come from. Place it on the board.</p> <p>Step 2: Take the second post-it and write words related to your experience of inclusion in your origins (both positive and negative). Place it under the previous post-it note.</p> <p>Step 3: Repeat the same steps by writing or drawing on the path of personal growth, professional growth and later on what you want to achieve in the future within five years.</p> <p>Step 4: Once you have completed all the steps in the activity stop and reflect on the positive and negative experiences you have encountered during your life journey.</p> <p>Step 5: Now ask yourself these questions: What is the most positive experience you have had in your life? How has it influenced your path of growth?</p> <ul style="list-style-type: none"> • What is the most negative experience you have had in your life? How did it affect your growth path? • Do you think that as you grew up the way you dealt with these experiences influenced the way you approached others? • How much have these experiences affected or do they affect your work environment?





Activity Sheet 2

Activity Title	Solo Film Club
Duration of activity in minutes	20 minutes after watching the movie
Learning Outcome	Analysing different views of labour inclusion.
Aim of activity	Sometimes people feel uncomfortable when asked to talk about diversity and inclusion. They could feel spotlighted as a minority group in the workplace. But a solo film club creates a safe space to address sensitive topics. Pick inclusive storylines with LGBTQ+ protagonists or memoirs by authors with disabilities to discuss themes that may otherwise be awkward in the workplace.
Materials Required for Activity	Movies
Step-by-step instructions	<p>Step 1: Choose one of the films indicated:</p> <p>Joy (2015) Joy is a film based on a true story in which Joy Mangano, a divorced mother of two children, became a millionaire through her ambition and creativity. As a single mother with little income, she knew the difficulties she would face in supporting a family, so thanks to an inconvenience she ran into during her work, Joy invented the Miracle Mop, an innovative cleaning tool that had never been launched in the market. The movie's main point is about the importance of hiring people from different social, ethnic, and cultural backgrounds. With her experience, Joy turned the market around by finding a solution that could help other people working within the same business. The same skills and qualities are critical for any company that wants to offer solutions to customers around the world with different cultures and needs. According to McKinsey's study, companies with a high rate of ethnic and cultural diversity have the ability to achieve up to 35% financial return.</p> <p>The Intern (2015)</p>





The number of misconceptions about older employees is endless: they are less agile, lower performing, and have more difficulty learning new tasks. These misconceptions are the main reasons why people over the age of 50 have more difficulty re-entering the job market. After watching 70-year-old Robert de Niro in *The Intern* it is expected that business managers will have a different opinion of older employees, because the film may only be fiction, but many of the themes touched upon are drawn from real experiences. Research from the [University of Mannheim](#) shows how more experienced workers make fewer mistakes, their ability to work in teams is the same as younger workers, and they can change strategy, making it successful, when things seem to be declining.

The Accountant (2016)

Imagine if there were two candidates for an accounting position: the first one with a very sociable, talkative and funny profile, the second one proves to be shy, never looks you in the eye and does not catch the irony. Which of the two would you hire?

If you had not seen *The Accountant*, you might think twice before choosing to hire the second one. The main plot of the film, starring Ben Affleck, tells the story of an antisocial, autistic accountant who works undercover for some of the most dangerous criminal organizations on the planet. Therefore, do not be fooled by the lack of empathy in this kind of profile. A recent study by the Rotterdam School of Management shows that people with autistic forms, are the best accountants: they will be less empathetic and sociable, but the hardest to bribe.

Nevertheless, workers with this personality type differ from the standard and are more challenging to hire. But why does this happen? Madan Pillutla, professor of Organizational Behaviour at the London School of Business, asked the same question. He thus found that we all have an incentive to hire people who are similar to us. The solution is simple: the best way to hire top talent is to recruit people who are different from us.

Step 2: After the watching movie, ask yourself these questions:

- What questions does the film raise in you?
- What are your first impressions?
- Do you think this transposition of inclusion into the workplace is real?
- In your personal experience, could the inclusion shown in the film be applied in your workplace?





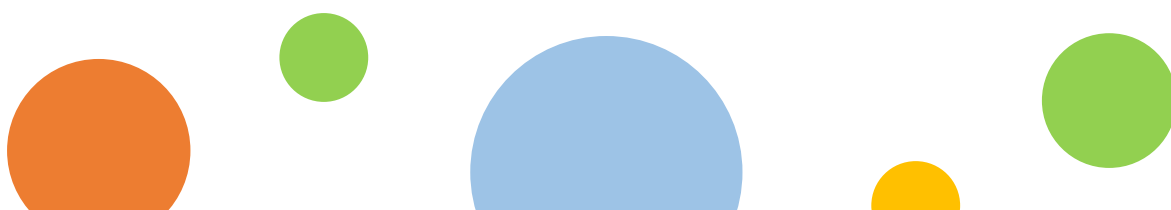
- Have you ever had similar experiences in your workplace?





Additional Learning Resource Template

Title of Resource:	European Commission (2005) The Business Case for Diversity – Good Practices in the Workplace, Luxembourg: Office for Official Publications of the European Communities.
Introduction to the resource:	It is a publication of the European Commission created in 2005 which highlights the situation of European companies regarding inclusiveness in the workplace. It describes the benefits and best practices that all companies should implement.
What will you get from using this resource?	This text explains, through various best practices, why companies should implement inclusion policies in the workplace regardless of the ethical and social factor.
Link to resource:	https://op.europa.eu/en/publication-detail/-/publication/57e667e2-d349-433b-b21d-1c67fd10ebb1





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