



Diversity Charters, a tool for the Diversity Journey

Isabelle Pujol
Independent expert
Focus Consultancy



Research on Diversity Charters

Key Objectives & Outputs

- Explore the promotion of voluntary agreements such as Diversity Charters at national and EU level
- Explore the experiences of existing Diversity Charters in France, Germany and Brussels
- Provide report on current state of Diversity Charters and feasible ways forward



Existing Diversity Charters

- Diversity Charters have been established in France, Germany and the Brussels-Capital Region
- Research was conducted with the EBTP and, through a separate survey, with 62 signatories in total in Germany, France and Brussels
- In addition, 20 interviews were conducted for further information
- Diversity Charters were discussed finally at a workshop/focus group in Brussels on 26th June 2008, in which Charter signatories and non-signatories participated



Benefits of Diversity Charters

- Research has suggested that the signing of Diversity Charters has led to real qualitative change within companies
- All signatories witnessed improvements in (in order of importance):
 - staff recruitment and retention
 - work/life programmes
 - staff training and development
 - commitment to D&I within the company
 - reputation – brand value



Challenges facing existing Charters

- Key challenges:
 - Lack of legal status
 - Lack of funding and resources to generate income to cover Charter on-going costs and activities
- Need for a dedicated organization to support the Charter?
 - Oversee the implementation of commitments at company level
 - Generate activities and events to meet the needs of signatories
- Associated problem is the extent to which signatories agree to being evaluated periodically to certify that they are meeting their voluntary commitments as stated in the local Charter code



Extensions at National and EU level

- The views of signatories regarding an EU-level Charter were mixed.
 - Half of companies suggested they would be interested in signing an EU-level Charter
- The value of an EU Charter lies in the fact that national Charters are not recognised in other countries.
 - Most signatories suggested an EU-level Charter would represent a brand (trademark) recognised in all countries



Extensions at National and EU level

- The value of national – or even regional – Charters lies in the ability of that Charter to suit local conditions.
- A few companies also suggested they would value signing both an EU level and a national Charter, for the same reasons.
- Overall, it would seem that companies prefer the extension of Charters at national level, as this would provide the opportunity for communication and networking at EU level.



Recent Developments in Spain in 2008

- During the year there were rumours that Diversity Charters were being established in several European countries.
- In Spain project partner EIMD has been contributing towards the development of a Spanish Diversity Charter.
- Sponsoring companies/organisations include: Telefonica, Barclays Bank, Merck Sharp & Dohme, Repsol, Sodexo, Banesto, Transportes Metropolitanos de Barcelona, and the Universidad de Cadiz, FAFPE, Foundation ALARES.



Similarities and differences between the French, German and BCR Charters

- French and Brussels Charters grew out of political process and company activity; German Charter more the result of just company activity
- Single Charter for private, public and charity sector organisations in France and Germany; in Brussels a separate Charter exists for each sector
- Brussels Charter provides signatories with financial assistance to develop a diversity agenda
- French and German Charters focus on all non-discrimination grounds, although there is a focus in the French Charter on 'ethnic origin', in particular regarding recruitment; Brussels Charter focuses on just gender, age, ethnic and racial origin, and disability
- French and Brussels Charters explicitly mention anti-discrimination; German Charter talks more about diversity and inclusion
- French and Brussels Charters include more activity around evaluating company activities



Conclusions

Although opinions are strongly divided over the value of an **EU-level initiative** – with a large number of companies simply unsure about where they stand – it would seem that the general preference is for **extending Charters at national level** (and, within countries, perhaps even to regional level).

The vast majority of companies and SMEs operate at **regional** and even just **local** level. Diversity initiatives are thus most valuable when they speak to issues and concerns relevant to those levels.

Continuing the Diversity Journey:
Business Benefits, Perspectives & Practices

The Diversity Charter in Germany - A Business Initiative

Presenter: Hans Jablonski, Business-Diversity
Conference Brussels, 11 & 12 December 2008

1. The Diversity Charter in Germany

A. Content

1. The Diversity Charter is a **voluntary commitment** of companies on “Diversity & Inclusion” along their Business Strategies & Activities.
2. The Charter describes the advantage of “Diversity & Inclusion” in the business and that promoting **Diversity on all levels** and having an **inclusive corporate culture** benefits all.

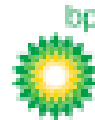
1. The Diversity Charter in Germany

B. Initiative

Daimler, Deutsche Bank, Deutsche BP und Deutsche Telekom have taken the initiative to compose the Charter (2006) and established these in the business community in Germany.

DAIMLER

Deutsche Bank 



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Sponsor is the Chancellor Angela Merkel and the Chancellors office signed with the initiating companies.

Target number for the first year 2007 has been 150 subscription.

2. Benefit for Companies to subscribe (Business Case)

- Being recognised as an employer of choice to diverse talents
- Improving company's image and reputation on being open and broad minded
- Company will be recognised in different "Diversity Communities"
- Positive image on customers and other stakeholders perception
- Internal awareness of commitment on Diversity Management initiatives
- Company could be recognised as a role model on Diversity & Inclusion in their branch
- Company will be recognised as a good corporate citizen along Corporate Social Responsibilities

3. The „Diversity Charter“ in a Societal and Political Context

- The Chancellors commissioner for Migration has taken the responsibility for the process of subscription (ceremony for delivering the document).
- Charter objectifies discussion on “Integration” & provides a positive perspective Diversity.
- Diversity Charter engage CSR activities in the light for a positive development of the society
(Diversity & Inclusion as an societal value beside the Business Case).

4. What is the Diversity Charta in Germany about?

Preamble

„We can be economically successful only if we recognise and utilise the diversity that exists in our society. This applies to the diversity not only in our workforce but also in the variety of needs of our customers and business partners.“

„We are convinced that practising diversity and valuing the differences will have positive effects on German society.“

4. What is the Diversity Charta in Germany about?

Commitment along the following items:

1. Create a valuing Corporate Culture
2. Ensure fair and meritocratic processes
3. Ensure internal representation
4. Internal and external communication
5. Employee involvement
6. Yearly progress report

5. Who did sign the Charter?

More than 400 employers (Large, Small, Medium) with more than 1,1 Million employees (June 2008) - 500 expected by end of 2008

- **Companies** (Excerpt): Adolf Würth, Addidas, Allianz, Arcandor, Axa, Bank of America, BASF, BAT, Bertelsmann, Booze Allen Hamilton, Bosch, BP, Campells, Carlson Wagonlite, Coca Cola, Commerzbank, Daimler, Deutsche Bank, Deutsche Bahn, Deutsche Post, Deutsche Telekom, Dresdner Bank, FedEx, Ford Werke, Fraport, Henkel, IBM Deutschland, IKEA Deutschland, KPMG, Kraft, L'Oreal, Metro Group, McDonalds, 02, Opel Deutschland, RTL, RWE, SAP, Sanofi, Aventis, Sodexo, TUI, UBS, Vodafone, Volkswagen, WDR, ZDF
- **Chambers:** HWK für Schwaben, HWK Köln, IHK zu Köln, HKW Stuttgart, ZDH
- **Ministries, Cities** (Excerpt): Augsburg, Bonn, Köln, Hamburg, Frankfurt, Stuttgart, Bundesagentur für Arbeit, Bundesministerium für Arbeit und Soziales

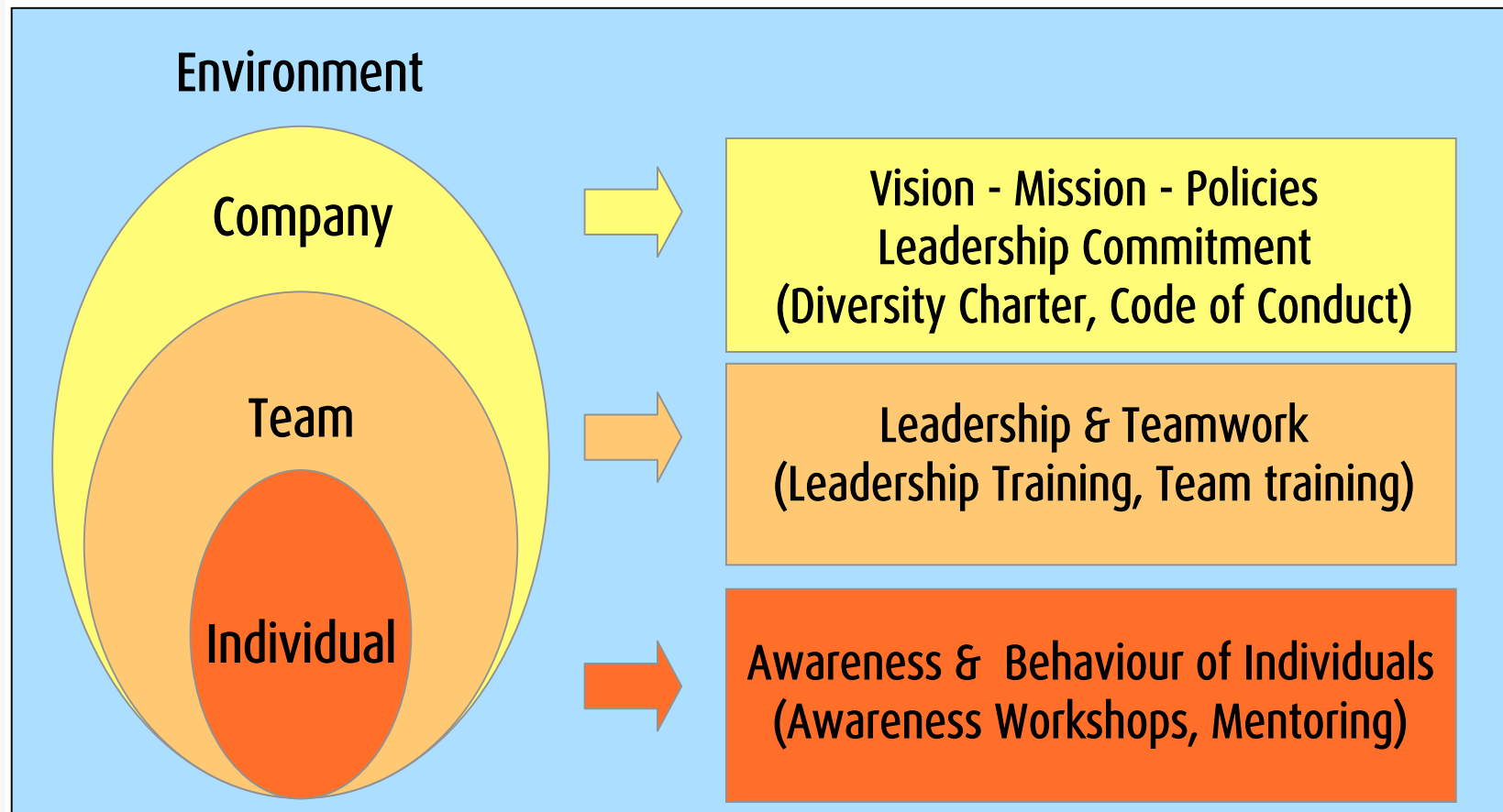
6. Success Factors for the Diversity Charter in Germany

- Initiative driven by companies from the business.
- Voluntary commitment of each company.
- “Joint Venture” of companies and government & sponsorship of the Chancellor.
- Broad approach of Diversity is more attractive than focus on one/some Diversity criteria.
- Subscription ceremony along with sharing good practices.

7. Challenges for the future

1. Infrastructure to finalised for subscription process
2. Promotion of further subscriptions
3. Sharing experiences and good practices along all Diversity strands needs to be ensured
4. A need for local support for companies especially SME
5. Common measureables needs to be agreed, monitored and assessed
6. Ensuring Quality and Sustainability of the Charter

8. Companies have started Diversity initiatives on all levels



The Diversity Journey

TELEFONICA S.A.



Part one

Why Telefónica helps to develop the
Diversity Charter of Spain*

* together with BBVA and ENDESA

For Telefónica, diversity is a strategic case because it drives our...



Innovation

Different people have different ideas and see things in a different way. The flexibility, creativity and ability to innovate are enhanced by the existence of dissimilar mindsets

Customer understanding

Different people can give companies a better understanding of the spirit of times and what the customers really need

Sustainable growth

Provide career opportunities to students, financially disadvantaged or people with disabilities is a very important way to foster diversity, develop society and increase the number of potential consumers

Employee motivation

Getting to work with diverse colleagues motivates people with new learning opportunities and possibilities of an international career

... our vision chooses a broad view centered on the theme of inclusion...

Diversity and Inclusion

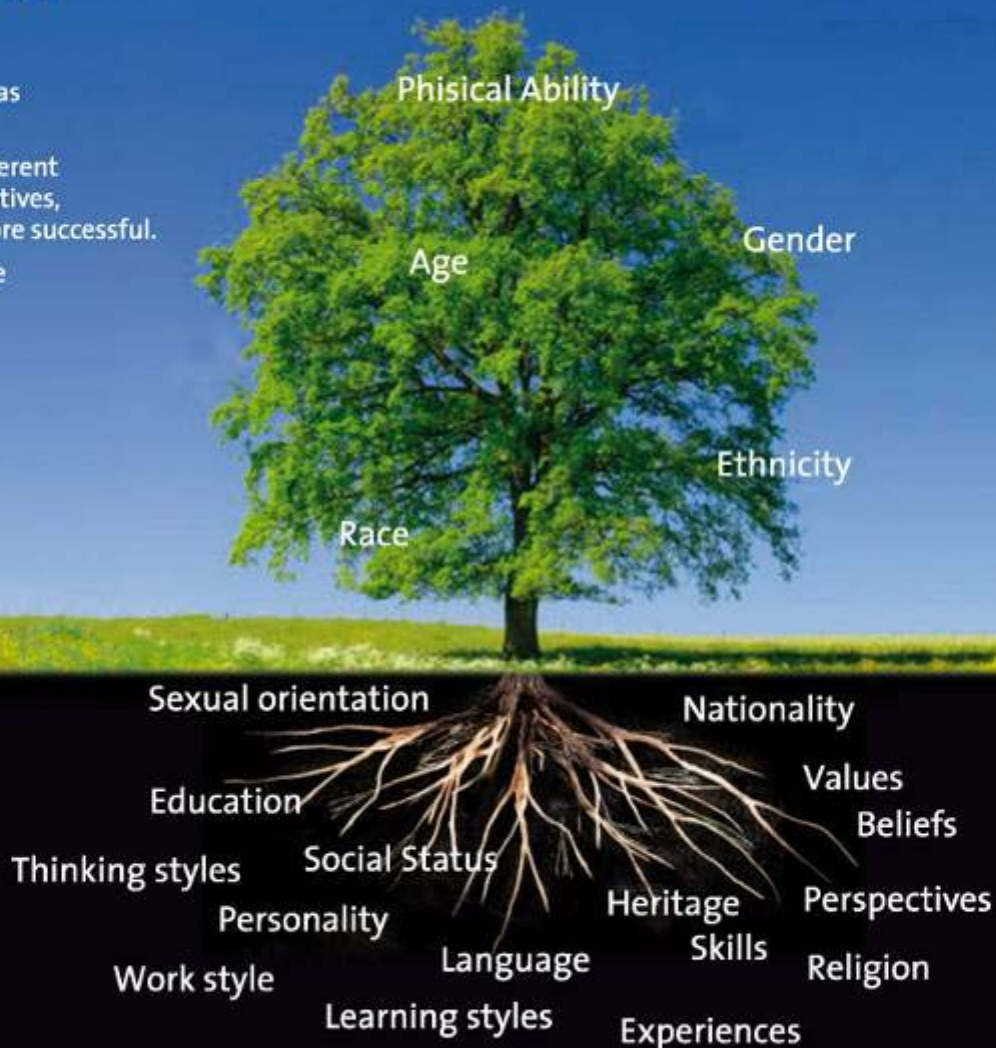
We are all different

In Telefonica we see these differences as a competitive advantage.

By recognising the strength of our different backgrounds, experiences and perspectives, we will grow together and be even more successful.

We are all accountable for making sure people feel respected and included.

This is the real progress.
Progress through inclusion.



Telefonica

And makes good business sense because...

- It improves **customer care** and marketplace **competition**
- It enhances corporate **image** and **reputation** by maintaining ethics and values;
- It helps becoming an employer of choice to **attract and retain** talent by improving people management and development and being aware of labour market factors;
- It has to do with complying with **legislation**;
- It plays a key role in recognising corporate **social responsibility** to improve relationships with communities, make economic activity more inclusive, and improve business markets.

Source: The Business Case for Diversity. The Chartered Institute of Personnel and Development (CIPD)

... and we already have a great number of ongoing initiatives which reassure our commitment to the cause of diversity

Human Resources

Diversity Awareness training sessions

Diversity clause within all People Policies to guarantee equal opportunities for all

Labor Integration Policies for People with Disabilities

Rotations Policies to promote the exchange of employees among the different regions

Corporate University

Corporate Reputation and Identity

Labor Integration Policy of People with Disabilities in HR and Purchases through Business Principles Office

Telefónica Ability Awards: business awards for disability from Ireland to Spain



Telefónica is also working together with some of Spain's biggest companies to strengthen the commitment to Diversity

Diversity Observatory

Creation of the observatory, a group of companies committed to create and share knowledge on best practices, HR training methodology and support of management level regarding diversity-related issues

Supporting entities

- CATALYST (Members of European board)
- IEGD (European Institute of Diversity Management)
- Business' Schools

Participants



Telefónica



Part two

How are we working to establish
the Diversity Charter of Spain*

* together with BBVA and ENDESA

We are working with a quite diverse group of people to establish the charter has diversity at it's very core...

- DELPHI Methodology to reach an agreement on the final version of the text
- 90 experts from all fields related to the promotion of a Diversity and Inclusion agenda, coming from different segments:

8 Ministries, entrepreneurial organisation & trade unions

3 Human Resource selection firms

57 Companies of different sectors & size

2 Law firms

13 Universities and Business Schools

5 Foundations and other social agents

90 experts from all fields related to the promotion of Diversity and Inclusion

Alcazar García, Angela - IBERDROLA
Adell, Ramón - Asociación Española de Directivos
Allés, Mónica - Abertis
Almagro, Juan Jose - MAPFRE
Amante, Maria Dolores - Caja de Ahorros del Mediterraneo
Anitua, Javier - Russell Reynolds Associates
Argemí, Núria - Abertis
Arizkuren Eleta - Universidad de Deusto
Balsón, Arantxa - ENDESA
Barriga, Manel - TMB
Basagoiti, Miranda Angelines - SODEXHO PASS
Beltrán, Gemma - La Caixa
Benatar, Mena - BPM Executive Search
Benavente, Javier - Grupo ALARES
Blasco Marhuenda, Amapola - Observatorio Español de Racismo y Xenofobia, MTAS
Buqueres, Ignacio - Comisión Nac. para la Racionalización de los Horarios Españoles
Cairol, Enrique - FMC Foret
Calvo, M^a José - FAFPE
Caparrós, Carolina - Dell Computers
Carrasco, Amelia - Universidad de Sevilla

Castañó, Cecilia – Univ. Complutense de Madrid
Castells, Sebastià - AEDIPE Catalunya
Catalá, Francisco - NH Hotels
Coll, Cristian - Carbueros Metálicos
Conde, Luis - Seeliger y Conde
Condé, Javier - Siemens
Cordero, Beatriz - Randstad
de Anca, Celia - Instituto de Empresa
De Barnolas, Maria Eugenia - Fundación Repsol
De Miguel, Jesús - Referral Partners SL
Di Moise, Sandra - Barclays Bank
Dinesen, Elena - Microsoft Spain
Dumenjó, Rosa M^a - Fundació Maria Aurèlia Capmany
Echevarría, Isabel - PEPSICO
Estrada, Lola - REPSOL
Filella, Miriam - ENDESA
Fornós, Ainhoa - Condis
Fuentes, Antonio - Unión Fenosa
García, Araceli - Danone
García Velazquez, M^a Angeles - DIAGEO
García Zamora, Cristina - INSA
Garnica, Gonzalo - CEOE

90 experts from all fields related to the promotion of Diversity and Inclusion

Gasset, Francisco - Spencer Stuart Spain

Gauchet, Anne-Marie - BNP Paribas

Ginés, María - Foment del Treball Nacional

Gómez, Blanca - Coca-Cola

Gómez, Fatima - Universidad Europea de Madrid

Gorostidi, Juan María - Grupo Santander

Gutierrez, Susana - AEDIPE Catalunya

Hernandez, Lilia – TELEFONICA

Irusta, Ana - Banesto

Iturzaeta Manuel, Rosa – Min. de Tjo y As Sociales

Jeux Conde, Carolina - EDUCATERRA

Kaufmann, Alicia - Universidad de Alcalá

Laffarga Briones, Joaquina - Universidad de Sevilla

Malvido, Uxio - Merck Sharp & Dohme

Manobens, Teresa - PEPSICO

Martín, Esther - MRW

Martín Ríos, Carlos - Universidad Carlos III de Madrid

Martínez, Antonia - Abertis

Martínez, Gastón - Consultor Independiente

Mateos de Cabo, Ruth - Universidad San Pablo CEU

Millán del Corral, Joaquin - Coca-Cola

Molinero, Carlos - PSA Peugeot Citroën

Monroy, Jesús - CEOE

Montalvo, Asunción - Norman Broadbent

Morales, Joaquin - FAFFE

Moreno Sastre, Pilar - Ministerio de Igualdad

Muñoz Morales, Dionisia - UGT - MCA

Mur, Carmen - MANPOWER

Palomino, Oscar - INNOVA-HUMANA

Puig, Pilar - Pans & Company

Navarro, Elena - INDRA

Navarro Martínez, Carmen - Ministerio de Igualdad

Perez Martinez, Bernabé - BBVA

Pi, José Ramón - IESE

Rafel, Joan - Abertis

Raich, Ignacio - Randstad

Riaño, Fernando - Barclays Bank

Rodríguez, Sagrario - L'Oréal España

Rodríguez Sánchez, Joana - SABA S.A.

Sanchez, Beatriz - Indra

Sánchez, Esther - ESADE

Sánchez-Apellániz, Mercedes - Universidad de Sevilla

Segura Lucas, Juan Antonio - CEPAIM

Tejedor, Manuel - Grupo SOS

Timmermans, Mercedes - IBM

Tiñena, Alfons - Advanced Values, S.L.

Valls, Alex - Baker & McKenzie

Some of Spain's biggest companies founders of the Diversity Charter



...and the final result is the starting point of our journey

CHARTER DE LA DIVERSIDAD



ESPAÑA

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El incremento de las diversidades es el gran cambio social del siglo XXI, que condiciona el desarrollo de las sociedades contemporáneas. Hoy en día, ningún colectivo humano puede dar la espalda a evidencias como la consolidación de la mujer en el mercado de trabajo, el incremento de la población inmigrante, el mayor abanico de culturas, estilos de vida personal o las diferencias de orientación sexual. Resulta evidente la importancia del cambio demográfico y generacional, o la progresiva incorporación sociolaboral de personas con algún tipo de discapacidad. Todas estas transformaciones no sólo plantean avances sociales, sino también un reto y una evidente oportunidad para las organizaciones actuales.

La moderna dirección de personas en las organizaciones debe romper con la noción, subyacente en muchas prácticas tradicionales, de que la comunidad de personas que trabajan en la organización constituye una categoría homogénea, indiferenciada. Por el contrario, debemos asumir que las plantillas están compuestas por individuos muy diferentes en habilidades personales, así como en otros factores demográficos y sociales. Se hace más probable, por lo tanto, la interacción entre trabajadores con necesidades, actitudes, valores, motivaciones y potenciales de contribución muy diferentes.

Las empresas que voluntariamente son signatarias del Charter de la Diversidad de España asumen los siguientes principios básicos:

1. Respeto de la legislación vigente en materia de igualdad y no discriminación:

Conocer, reconocer y asegurar el cumplimiento de toda la normativa vigente en materia de igualdad y no discriminación, tanto a nivel comunitario (Directivas de la UE)

como nacional.

2. Importancia de la sensibilización:

Es necesario recoger en el código de conducta de la empresa los principios básicos de diversidad y no discriminación, y transmitir su importancia a todas las personas de la organización. Los principios de no discriminación y de respeto a la diversidad deben estar incluidos en los valores de la empresa.

En este contexto, el compromiso de la alta dirección constituye un requisito indispensable para el éxito de cualquier programa de gestión de la diversidad.

3. Avanzar en la construcción de una plantilla diversa:

La dirección de la empresa, a través de su política de selección, reclutamiento y promoción, así como mediante sus estrategias de capacitación profesional, debe fomentar la integración de personas con orígenes diversos (independientemente de su raza, nacionalidad, procedencia étnica, religión, creencias, edad, etc.). Las organizaciones deben ser un reflejo del entorno, para formar parte y estar legitimadas en la comunidad en la que se desenvuelven.

4. Promoción del principio de inclusión:

La integración a que hacía referencia el principio anterior no tiene que ser sólo nominal, sino efectiva. Las organizaciones deben elaborar protocolos claros de actuación en casos de discriminación (directa o indirecta) en el trabajo. Así mismo se asume la responsabilidad de promover la inclusión en todas sus formas, garantizando el desarrollo de las habilidades personales y el aprovechamiento del talento de todas las personas.

5. Consideración de la diversidad en todas las políticas de dirección de las personas:

La gestión de la diversidad no debe ser una política de recursos humanos más, sino un factor transversal, que se encuentre en la base de todas las decisiones que se tomen en este ámbito (políticas de acceso al empleo, promoción, formación, compensación, conciliación etc.). Cualquier iniciativa de gestión de las personas debe considerar las diferencias entre las personas que constituyen la organización en cuanto a sus necesidades y aportaciones.

6. Promoción de la conciliación de los tiempos de trabajo, familia y ocio:

Un freno a la inclusión de muchos colectivos sociales y demográficos son sus condicionantes en cuanto al uso del tiempo. Las organizaciones deben establecer mecanismos que favorezcan la conciliación de la vida laboral con la vida familiar y personal de todas las trabajadoras y trabajadores.

7. Reconocimiento de la diversidad de los clientes:

Las organizaciones deben conocer el perfil de los clientes, reconociendo que su diversidad también es una fuente de innovación y desarrollo. Y tener dentro de la organización un perfil de plantilla que de identifique con el de sus clientes.

8. Extender y comunicar el compromiso del Charter de la Diversidad hacia los empleados:

A través de los medios de comunicación internos de que dispone la organización, se debe informar a toda la plantilla para compartir el compromiso que la organización

adquiere al ser signataria del Charter de la Diversidad.

9. Extender y comunicar el compromiso del Charter de la Diversidad a las empresas proveedoras y clientes:

A través de los medios de comunicación externos de que dispone la organización, se debe invitar a las empresas clientes y proveedoras de cualquier tamaño y sector, a ser a su vez signatarias y unirse a la comunidad de empresas que en España adhieren al compromiso voluntario que promueve el Charter.

10. Extender y comunicar compromiso del Charter de la Diversidad a administraciones, organizaciones empresariales, sindicatos, y demás agentes sociales:

En el desarrollo de los compromisos derivados del Charter, la búsqueda de mecanismos de colaboración con la representación social de la empresa es fundamental. No hay gestión para la inclusión de la diversidad posible si las medidas no son validadas y difundidas a través del diálogo social.

11. Mencionar las actividades relacionadas con el Charter en la memoria anual de la empresa:

Las medidas de apoyo a la no discriminación, así como los resultados que se van obteniendo de las políticas de diversidad deben constituir un apartado específico en las memorias de responsabilidad social corporativa de las organizaciones.

Firma

Firma

There is a lot of work to be done to leverage the Charter of Diversity in Spain

First, attracting more companies and improving the quality of our members' practices

- Observatory
- Forums and Seminars
- Awareness through marketing campaigns
- Information sharing
- Other initiatives that signatory organisations may wish to promote

Second, ensuring the quality of the initiatives and the commitment of our members

- Periodic auditing and certification
- Sharing best practices

"At PepsiCo we strive to create a diverse and inclusive work environment that encourages every associate to bring his or her whole self to work; not just because it's the right thing to do, but also because diversity in the workplace unleashes creativity and the power of innovation".



Indra K. Nooyi, India-born **chairman and chief executive officer of PepsiCo**, has been named the winner of the Chicago United 2008 Bridge Award honouring exemplary leadership in support of advancing diversity and inclusion.

Source: The Times of India Newspaper - 11 Nov 2008

Thank you

Lilia Ivonne Hernández G.

Directora Compensaciones, Beneficios y Desarrollo

Telefónica S.A

lilia.hernandez@telefonica.es

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