

# Diversity Management Leading Practice Scan



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# DIVERSITY MANAGEMENT LEADING PRACTICE SCAN

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## INTRODUCTION

The following is a summary of diversity management practices of 17 leading CSR companies from around the world based on 2009 CSR reports and websites. (Study sponsored by The Co-operators: <http://corostrandberg.com/pdfs/Best-Practice-Scan-2010.pdf>.)

## DIVERSITY MANAGEMENT GENERAL OVERVIEW

- Most companies have diversity management programs in place, some of which are very comprehensive and managed as an overall corporate priority with senior level engagement and oversight
- Many are comprehensively reporting on the diversity of their organization
- Some efforts embed diversity into traditional management frameworks, while other efforts are targeted and focused on key groups
- A few efforts are targeted at suppliers and customers, in addition to employees

### *Emergent Leading Practice*

*Some companies are leveraging their diversity work to conceive new products and enter new markets*

## SPECIFIC PRACTICES

### Diversity Management

#### *Diversity management a common corporate practice*

- Many companies have diversity management programs or initiatives which focus on valuing / celebrating diversity, difference and inclusion
- Priority groups include women, disabled, visible minorities, LGBT, aged, and Aboriginal

## Diversity Management

- Sometimes positioned as “Diversity and Inclusion”
- Companies are taking a comprehensive, strategic approach within an overarching management framework, e.g.:
  - Executive leadership (e.g. Global Diversity Council led by a board member with 20 senior executives from various business lines; executive steering committee which meets regularly to establish and monitor goals; Diversity Committee is composed of senior executives plus an external specialist; Chief Diversity Officer provides executive oversight and leadership)
  - Reporting directly to CEO (including instances where the initiative is chaired by the CEO)
  - Cross-company teams (e.g. Corporate Diversity Council composed of one representative from each major business area, focuses on developing initiatives to support diversity objectives; Diversity Steering Group meets quarterly to provide oversight of diversity issues)
  - Business unit integration (e.g. each business unit has a cross-discipline representative to implement the diversity objectives; individual business units have diversity leadership councils; diversity managers in each major line of business are accountable to their business’ Human Resources leader and are responsible for developing strategies to promote diversity within their businesses)
  - Specialized offices and departments (e.g. Office of Diversity and Inclusion)
  - Diversity, equal employment, non-discrimination policies; inclusion of diversity in code of conduct; diversity principles and guidelines
  - Diversity strategies, including enterprise-wide diversity initiatives and working with businesses and support groups to embed diversity into their business plans
  - Diversity objectives (e.g. all staff to take diversity awareness training)
  - Benchmarking to standards and best practice (e.g. the Employers’ Forum on Disability has a Disability Standard, a management tool for employers to measure performance on disability)
  - Integration into workplace culture:
    - Diversity information and training, including experiential programs, buddy / matching programs, dedicated intranet sites, toolkits, workshops, lunch and learns
    - Employee engagement, e.g. deaf for a day group activity where employees communicate through sign language all day
  - Targeted recruitment programs, e.g. targeted education and employment strategy, work placements and internships, partnerships with intermediary organizations, job fairs, dedicated websites
  - Funding for worksite initiatives, e.g. accommodation fund for workplace technologies and facilities and other supports such as American Sign Language interpreters on staff
  - Wage-based initiatives, such as efforts to quantify and reduce salary gaps and annual equal pay audits
  - Sponsorship of university research into diversity issues and community events, e.g. annual Pride receptions
  - Participate in business collaborations and forums to exchange ideas and best practice, e.g. World Diversity Leadership Network, Employers’ Forum on Disability, Employers’ Forum on Age, Catalyst (global research and advisory organization targeted at women in business), and various other organizations that support different diversity groups
- Comprehensive reporting on workplace diversity, includes:
  - Representation of women, visible minorities, people with disability, Aboriginal and age
  - Diversity groups by management level
  - In one instance salary gap between women and men
  - In one instance employee perceptions of the degree to which management supports diversity in the workplace and who feel they are treated with respect

## Diversity Management

- Some diversity programs apply to staff, customers, suppliers, member-owners and community involvement
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### *Support programs for targeted groups*

- Provide a range of support programs for targeted groups, some of which include:
  - Support networks and dedicated websites for knowledge on workplace rights, discussion, resources, and information-sharing
  - Mentoring programs
  - Emergency, back-up childcare
  - Information helplines
  - Fitness and childcare facilities

