JUMP

Promoting gender equality, advancing the economy

JUMP Corporate Hub
24th April 2018
Assess your diversity programme and measure your level of inclusion:
What to measure? How to set goals? How to communicate them?

Summary of the session

1. Introduction

1. In Summary

This workshop welcomed a European D&I expert, Michael Stuber, to look at the different elements of the Diversity & Inclusion value chain that help companies get clarity on the different paradigms and identify what to measure. It explored activity-based and goal-based metrics. In this context, the analysis of the impact, progress and/or benefits (ROI) of the companies' diversity programme was also discussed.

Eighteen people from fourteen different companies gathered at Partena to participate in this session dedicated to assessing companies' diversity programmes and measuring their level of inclusion.

Thank you to our hosts: Katleen Clappaert (Finance & HR Director Partena Professional) and Cristelle Adam (Segment Marketing Manager, Partena Professional).

2. Welcome from Partena

Katleen Clappaert, Finance & HR Director Partena Professional

Partena is an apolitical "mutuelle" with more than a headcount of over 1700 and a revenue of 200 million euros. It is in the Partena DNA to be "women-friendly", with 68% of female employees. Partena practices flexible hours and tries to be an open-minded company with a focus on skills rather than gender. Partena is hoping to put in place targets for more women in the executive committee (currently 2 women out of the 10 members) and in the senior management team (19 women out of 59 members).

2. Guest speaker

Michael Stuber, Global D&I Engineer and Founder, European Diversity Research and Consulting

European Diversity Research and Consutling is a pan-European service and consulting firm focused on adding value in the field of Diversity Management and Marketing. Its CEO, Michael Stuber has been developing his expertise Diversity and Inclusion for the last 20 years.

For this session, Michael has developed a specific framework to help organisations thinking about how to assess and measure their D&I plans:

① **Diversity and Inclusion as a value-creation process** (i.e. measuring if and how your company is on a good path to produce added value from diversity)

- Diversity must be considered as the **starting point** of the process. In this context, diversity is about the **holistic aspect** of the person, i.e. both the visible part of the person (what we see) and the invisible part (what we need to explore). We should bear in mind that diversity do not necessarily and immediately imply benefits. There are situations where differences may lead to quarrels, conflicts, and even wars. To ensure that diversity plans do not meet obstacles, companies need develop a common ground and a company culture of openness, mindset, trust, tolerance and respect.
- It is worth noting that all those ingredients are necessary to make sure that the process works as a process of change. Business results will come from shared values around **diversity**, **open-mindedness, tolerant mindsets** and **inclusive behaviours**.
- Implications of this process for setting goals and for communicating: communications often focus on hard metrics, but these cannot be pushed into the culture. As Peter Drucker says: "Culture eats strategy for breakfast." Diversity communication also needs to include **shared metrics and shared values on diversity**. Companies often lose employees or managers when they were too strong on communicating hard metrics.
- Companies need to **be clear on what they stand for**, it is also a question of values. It's important to take the perspectives of different people, i.e. business leaders need to open up to **invisible signs** (unwritten rules and invisible norms) to create additional metrics around diversity and inclusion. In other words, a company needs to consider:
    - Measuring perceived culture: it is about what people **feel** (respected, feeling of belonging etc.).
    - Measuring inclusion/inclusiveness: it is about **observable behaviours**.
- Employee engagement surveys are often not used in D&I but with questions on inclusion and perceptions can be very useful to measure the type of culture and levels of employee inclusiveness. 360° feedback is also an important indicator of management inclusiveness and behaviours. It is important to break down the data by gender, by age, by other differences to understand the different perceptions of different groups.

⇨ Companies need to be aware of the all value-chain, including when they set objectives and when they communicate their objectives.

② **Diversity and Inclusion as an organisation development process** (i.e. how well is your company doing in a change journey)

- Companies need to start off with an analysis (data, issues, audits, culture etc.) on the situation / starting points then set the objectives it wants to achieve.
- To get from the Diversity analysis to the Diversity goals, they should implement two **interlinked elements**:

- **Introducing diversity:** This is activity-based, setting up activities such as mentoring, programmes, networks, employee resource groups (ERGs), etc.
- **Mainstreaming diversity:** This is process-based and must be monitored. Companies also must **mainstream the diversity process** into the existing structures and processes such as recruitment, compensation, HR processes etc.

- **Success measurement**: the well implementation of these two elements must be taken into consideration. That means that leaders/managers need to look at the impact of the events, trainings and at the process and types monitoring on the audience.

⇨ In conclusion, if companies do the success measurement well, it will help them to make their case for larger, better, stronger programmes.

③ **Measuring Diversity and Inclusion benefits** (i.e. the value-added: what your company get from the effort that it makes to promote diversity and inclusion)

- The benefits are the **gains** from the diversity and inclusion programme. There is no silver bullet, no one benefit that is the "measure" of success. According to Michael, many studies show the **external** (for shareholders, customers, community etc.) and **internal benefits** (individual, inter-personal and organisational) of diversity and inclusion.
- After several discussions with the audience, the most robust benefits of diversity and inclusion as a well-managed value-chain were perceived to be the ability to recruit the best talent and the observation that diversity and inclusion is good for team building and business, for decision-making and well-being at work.
- "Secondary research" on **International Business Case Report 2016** (http://www.european-diversity.com/resources/surveys/ibcr/): the report is made up of one page-summary of each relevant studies. The report has compiled 205 studies from around the world. Each study details a different aspect of which benefits can appear from diversity and inclusion programmes.

⇨ A important element to watch is the group dynamics of the dominant / minority groups or in / out groups dynamics in a company, that are an important reflection of the level of inclusiveness and the culture practices.

- Michael gave an example of Sodexo that recently releases a new report on gender balanced teams, showing how gender balance in management teams increase team effectiveness, customer retention and business unit performance. It is worth mentioning that it can consistently show that working on diversity creates more benefits and achieves higher outcomes.

3. Discussion & Best practices Sharing Session

- One key area of discussion and best practice sharing focused on whether the participating companies already have targets for one aspect of diversity and what they are doing on this front.
- One organisation explained that their company was interested in implementing targets and measures for recruitment for the executive committee and senior management. It aims to have more women engaged in the strategy.
- A company specialist on recruitment services explains that it focuses on gender diversity to add value for its clients. It already created a platform "IT diamond" to hire female talent for IT clients.

- One company recruits 50% men- 50% women, but notices that women disappear at senior level. The reason of the departure is perceived mainly as the difficulty in managing work life and family life. Its next goal is thus to retain women at senior management (nowadays: only 2 women out of 12 directors) by changing different types of functions and by building pipeline. In 2020, the company hopes that a third of women will be appointed directors. The company has already set up leadership development programme and mentoring programme to this effect. Whereas another company explained that they only measure women recruitment.

- Another area of discussion also focused on flexible working and how this can be important in retaining women. Yet it was noted that if the flexible work culture is not communicated clearly, this remains open to interpretation and each manager will implement it differently.

- A final area of discussion focused on the importance of communication. Looking at different companies, they have different messages according to their different target groups. It's critical to communicate and develop a strong employer branding, to attract talent and make the outside community aware of your initiatives.

Thank you to all participants!

Don't miss the up-coming JUMP Forum on the 22th May in Paris, hosted by Accord Hotels: "***Et si on partageait enfin le pouvoir ?***"

Sign up for the next Corporate Hub on "***Agile and flexible work models: what impact on gender equality, how to make them sustainable***" (June 7, 2018).