

Diversity in Germany

Study marking ten years of
the Diversity Charter



charta der vielfalt




Building a better
working world

No person shall be favoured or disfavoured because of sex, parentage, race, language, homeland and origin, faith or religious or political opinion. No person shall be favoured or disfavoured because of disability.

Article 3, Paragraph 3
Basic Law for the Federal Republic of Germany

Trusting in diversity

Merriam Webster: Diversity, the quality or state of having many different forms, types, ideas, etc.



The German Diversity Charter was set up 10 years ago. At that time, diversity was hardly a topic in many Germany companies. The intention of the initiators was to change this state of affairs. 10 years feels like a good time to take stock and assess the status of the topic of diversity.

We do not intend to use this study to make judgements about specific approaches. Every participant in the study has answered the questions from their own personal point of view and based on the individual situation of their organisation. We present the findings, provide interpretations and highlight as yet unresolved questions.

The idea that there could be a single, perfect way to deal with diversity in the workplace would be a contradiction in terms.

Hamburg, Frankfurt, Berlin, October 2016
The study team

A small thought experiment:

A person has a specific problem to solve, and comes up with three possible approaches.

How many different approaches would be proposed by ten people who have exactly the same way of thinking as this person?

And how many approaches would be proposed by 10 people who think in completely different ways and offer completely different perspectives?

I put my faith in diversity.

Ana-Cristina Grohnert

Methodology

The study looks at the topic of diversity from three perspectives:

1. Cross-section of German companies

Companies and organisations that have not yet signed up to the Diversity Charter. We selected 250 managers at random and asked them anonymously over the telephone about their experiences, assessments and activities in their organisation. They gave us an honest, realistic and occasionally critical picture of the status of diversity in Germany.

2. Signatories to the Diversity Charter

We then put the same questions – also anonymously – to 349 diversity representatives from companies and institutions that have signed up to the Diversity Charter. The responses show in which areas they set different priorities or come to different conclusions.

3. Non-profit association Charta der Vielfalt

In 18 expert interviews, we questioned board members of the membership organisation about their experiences and opinions regarding the topic. Two-page abridged versions of the expert interviews are included in this study paper to serve as background information and inspiration. The full versions of the interviews are available at www.charta-der-vielfalt.de.

Figure 1 Sample distribution

	Signatories to the Diversity Charter	National cross-section
Number	349	250
Method	Online survey, voluntary participation	CATI, random sample
Management levels		
Junior management	9.0%	
Middle management	34.0%	48.0%
Senior management	43.0%	52.0%
No management responsibility	14.0%	
Gender		
Female	58.2%	58.8%
Male	41.5%	41.2%
Other	0.3%	

Survey period: June to August 2016

Interview method – National: 250 CATI, representative, anonymised

Interview method – Diversity Charter: 349 anonymised online interviews

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Germany as a whole is a diverse country and a great deal of our performance capability is derived from this diversity. We must see it as a chance to realise our potential.

Dr. Angela Merkel



Dr. Angela Merkel
*Federal Chancellor
Patron of the Diversity Charter*

Foreword

The Diversity Charter has now been in existence for ten years. I personally remember a conference held in 2007, a year after it was set up. By then, around 200 companies had signed up to the charter. Ten years on, it is more than ten times that number. We are therefore moving in the right direction.

I followed this initiative from the very beginning, as I like the idea that companies should take responsibility for creating a working environment that is free of prejudice and in which respect for others is part and parcel of the corporate culture.

The conference back then was entitled "Diversity as Opportunity". In ten years, nothing about this approach has changed. Germany as a whole is a diverse country and a great deal of our performance capability is derived from this diversity. We must see it as a chance to realise our potential.

Thank you to everyone who has signed up to the Diversity Charter, everyone who is involved and everyone who promotes diversity.

A handwritten signature in black ink, which appears to read "Angela Merkel". The signature is written in a cursive, flowing style.

Dr. Angela Merkel

Diversity, as challenging as it might sometimes appear, is ultimately the foundation for the adaptability of an organisation.

Ana-Cristina Grohnert



Ana-Cristina Grohnert
*Managing Partner Talent &
Partner EMEA Financial Services
EY*

*Chairperson
Charta der Vielfalt e. V.*

Foreword

Every company is in itself diverse, and so is every business environment. For decades, however, the route to efficient corporate management was perceived as being through avoiding, standardising or at least ignoring diversity. Everything had to run in a streamlined fashion, systems were focused on blind automatism, and people just had to fit in. Increasing globalisation, the corresponding pressure to change and adapt and an increased focus on the individualisation of client and employee perspectives has changed the situation: It has become clear that the natural principle of diversity can no longer be viewed as an irritating burden but must instead take centre stage in all entrepreneurial considerations.

Here at EY we have been tackling the topic of diversity management for many years. Our internal figures show that the teams that are put together based on principles of diversity are often the ones that get the best results. We know for sure that diversity makes us better - both internally in our performance process and externally in identifying customer needs.

Together with the Charta der Vielfalt association, we are now examining the question: What is the current status of diversity in Germany? We questioned signatories to the Diversity Charter and a representative cross-section of companies. 18 board members also talked to us about their experiences of diversity and their own personal motivation for this topic. I am especially grateful for their openness, their constructive dialogue and the valuable impetus provided by our candid discussions.

I hope that we can provide new inspiration with this study. There is nothing less than a paradigm shift at stake here. Diversity, as challenging as it might sometimes appear, is ultimately the foundation for the adaptability of an organisation. Those who disregard it will lose the natural capacity to react in a period of massive change. Those who promote it will anticipate new developments and be able to take decisive action. Those who understand the principle of diversity will also understand why diversity management is a strategic task.

Diversity management is not a project or a series of individual measures. It is a journey and should be a factor in every decision.

Aletta Gräfin von Hardenberg



Aletta Gräfin von Hardenberg
CEO
Charta der Vielfalt e. V.

Foreword

The Charta der Vielfalt association has been promoting the topic of diversity in Germany for 10 years. An office established in 2011 now provides content-related support for the initiative. During this time – and not just in the business world – diversity as a topic has grown in relevance and evolved considerably. However, there are areas in which diversity management is sometimes still in its infancy.

10 years of the Diversity Charter is a good time to take stock – for us as an initiative that has now been committed to by more than 2,400 companies and institutions with 8.1 million employees, and also for organisations in Germany, with regard to the question: What role does diversity play in your company?

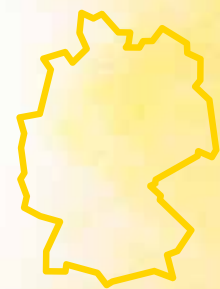
Some of the findings summarised here were as we expected. Many responses reminded us of incidents from our day-to-day work over the past few years or of conversations with diversity representatives about the challenges they face in their companies. Others, in contrast, we found surprising, puzzling or thought provoking.

We saw some results that delighted us. The extensive participation from the ranks of our signatories and the fact that they are proactive in their diversity management, the positive feedback for our work and, last but not least, the basic trend confirmed in this study: Diversity must be a factor in every strategic decision. Not only does diversity have a future: It is the future of companies and institutions.

Executive Summary

This study represents the first ever comparison between a cross-section of companies in Germany and those companies and organisations that are actively involved in diversity management and that have signed up to the Diversity Charter. The study allows basic conclusions to be drawn about the way companies and organisations approach diversity management.

The responses provided by the respondents reveal a typology with four different approaches and attitudes to diversity management: sceptics, pragmatists, communicators and strategists. This typology can serve as guidance for evaluating individual organisations and offers companies the chance to reflect on their own positioning.



Diversity management in Germany is still at a very early stage.

2/3

of companies in Germany have not yet implemented any diversity management measures and only 19 percent have tangible measures planned for the future.



When it comes to diversity management, most companies are focusing first and foremost on creating greater flexibility in the working environment.



Over 65 percent of respondents are convinced that diversity management would bring specific benefits to their own organisations.

The main benefits of diversity management from the point of view of the respondents:

Openness and learning capacity of the organisation, which will ensure it is better equipped to face the future.



In many cases, the expectations of benefits are specifically targeted at the improved use of personnel resources and the perception of the company as an attractive employer.



For respondents, diversity management functions in a top-down manner. Senior management is the most important driver for diversity management in companies.

The resistance to diversity management is manageable. However, those who advocate diversity management more strongly, encounter more resistance.



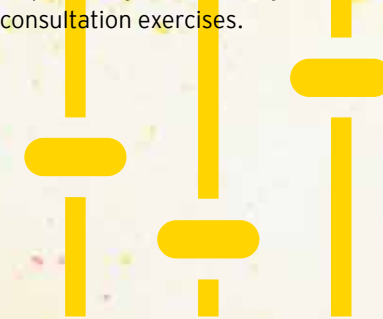
The main ways to reduce these restrictions are seen as being the commitment of senior management, training for managers and exemplary "flagship projects".



For respondents, empathy is the most important characteristic that managers need for the successful implementation of diversity management.



Most organisations consider it to be possible to measure the success of diversity measures. The most suitable way of doing this is through staff consultation exercises.



Many of the signatories to the Diversity Charter have a different view of diversity management. They are most convinced, take a strategic approach and are most strongly focused on the future.



59%

of signatories to the Diversity Charter report that respect and appreciation have become values of the organisational culture, which are also embodied by managers and employees.



Signatories to the Diversity Charter consider that the strengths of the organisation lie in improving the climate of opinion around diversity management.



All companies and organisations generally do not expect any new rules from the policy makers, but instead favour reducing bureaucratic measures that restrict diversity management.



Where do we stand?

We wanted to know – how many companies and institutions work with diversity in some way? How many of them have already put measures in place? And how many of them are currently planning further measures? We did not offer any specific definition of the term “diversity”, but instead deliberately allowed respondents to answer freely when assessing their own activities.

Diversity management in Germany is still at an early stage

The signatories to the Diversity Charter are pioneers in matters of diversity. In contrast, a look at the cross-section of the German corporate world shows that many companies have not yet done anything in this regard.

It comes as no surprise that a huge number of signatories to the Diversity Charter (81 percent) report that they have already implemented diversity measures.

In the national cross-section, in contrast, only one third have already implemented diversity measures. Two thirds of companies in Germany have not yet become active at all in matters of diversity management.

And looking to the future, there are clear differences between the two groups. While two thirds of the signatories are planning further specific measures, that figure drops to just 19 percent in the national cross-section.

Since this is the first time we have carried out this study, we do not have reliable data covering several years. We cannot therefore use it to issue a trend statement on the development of diversity in Germany.

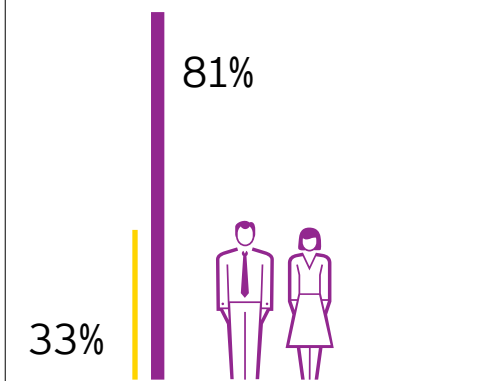


Figure 2 Companies that have already implemented diversity measures

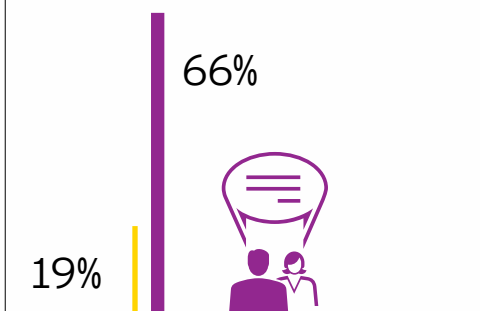
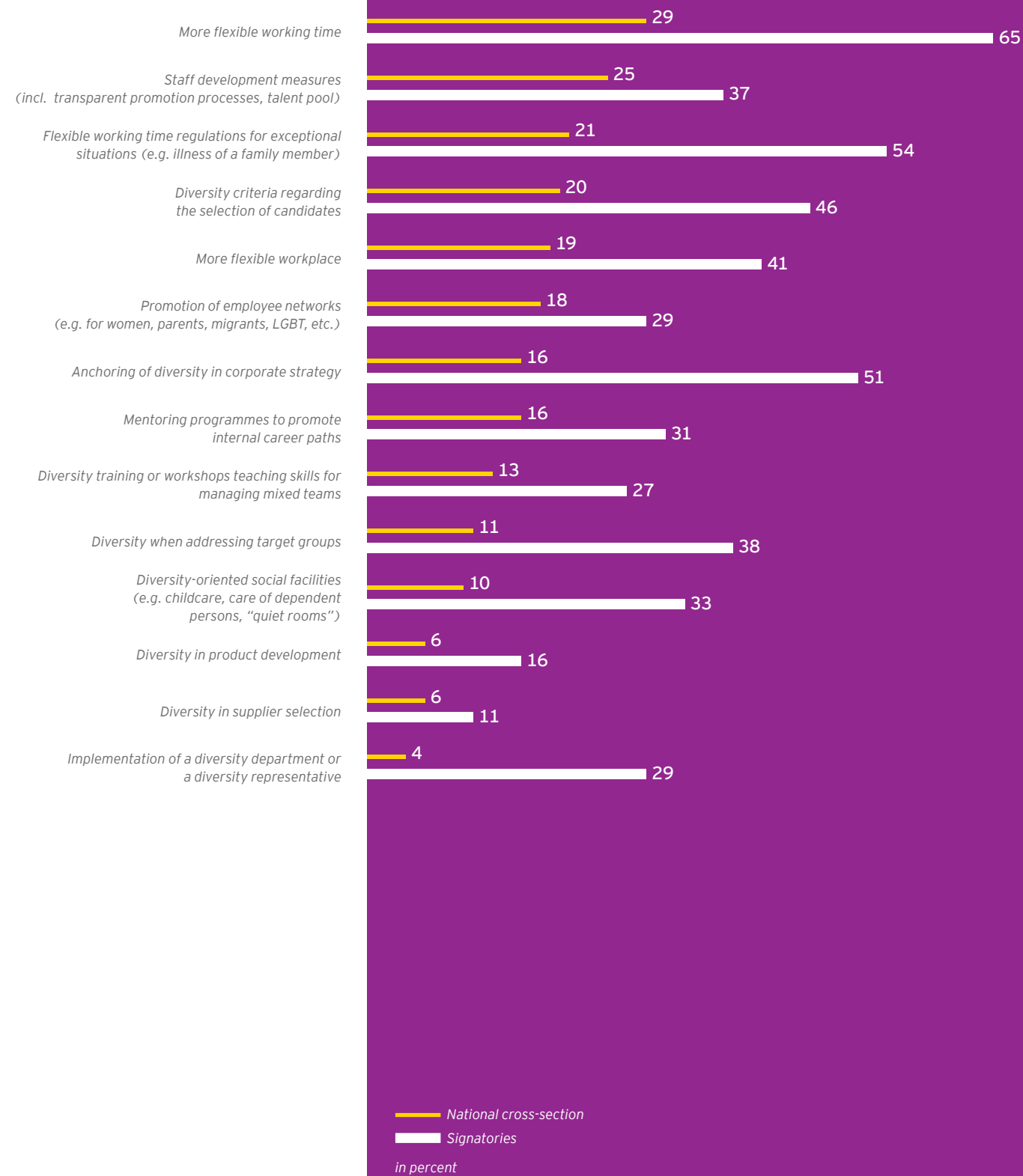


Figure 3 Companies that are planning to implement diversity measures

— National cross-section
— Signatories

What is already underway?
Greater flexibility

Figure 4
Previously implemented diversity measures



Flexibility as a priority

When asked which specific diversity measures are being implemented by organisations in Germany, a clear priority emerges:

Three of the five most important measures implemented by German companies are aimed at making the workplace a more flexible environment; these are general working time flexibility (29 percent), flexibility in exceptional situations such as an illness in the family (21 percent) and workplace flexibility (19 percent). It is already clear that organisations view diversity management primarily as a way of balancing professional and family life - with women as the main focus.

Other key measures include:

Diversity in staff development and selection of candidates. The primary objective here seems to be to increase the percentage of women in the company in general and in management positions in particular.

Diversity as a strategic task

In accordance with their high levels of commitment, signatories to the Diversity Charter are two or three times more likely to introduce diversity measures. Individual values clearly demonstrate a fundamentally different approach between the national cross-section and the signatories.

The anchoring of diversity management in the corporate strategy ranks third in the measures introduced by these companies, with 51 percent. In the national cross-section, the equivalent figure is just 16 percent. This effect is even more clear in the organisational anchoring of diversity management.

While only 4 percent of the national cross-section have a diversity department or representative, this is already the case for almost one third of the signatories.

51%



The anchoring of diversity management in the corporate strategy ranks third in the measures introduced by the signatories to the Diversity Charter, with 51 percent.

We only set ourselves the task of working with diversity two years ago and we do not yet have much experience in this area.

Study participant

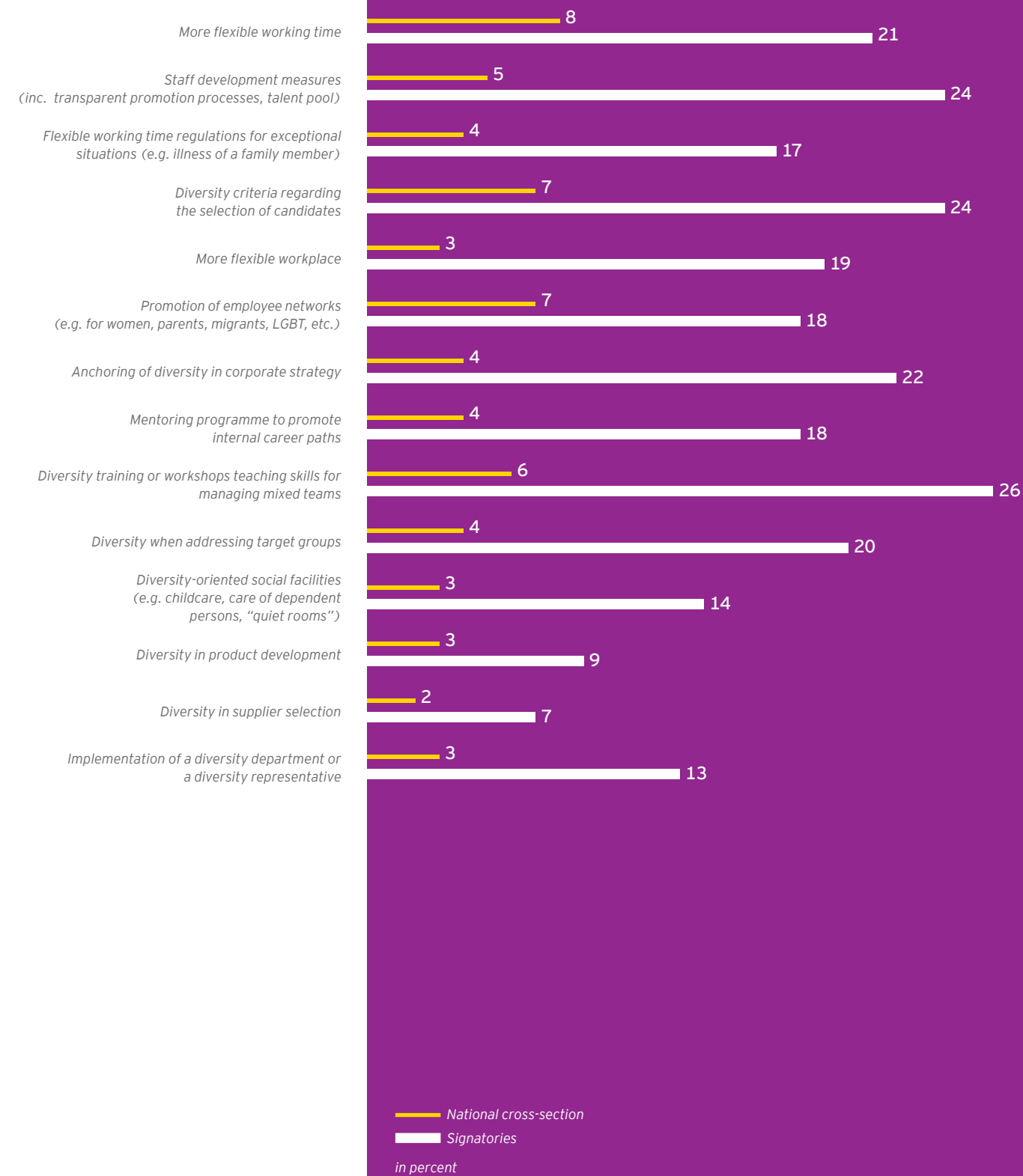


29%

For the national cross-section, diversity also begins with more flexible working time.

What is planned?
Broad field, short-term view

Figure 5
Currently planned diversity measures



Where is there a need for action?
Age is an issue

Has diversity ground to a halt?

Specific planning is still very limited in all companies and is spread over a wide range of different diversity measures. For the signatories, diversity training (26 percent) and staff development and candidate selection measures (24 percent each) are at the forefront. In the national cross-section, the focus is primarily on more flexible working times (8 percent), followed by candidate selection and the promotion of employee networks (7 percent each).

While the signatories have the advantage of a strategic approach to diversity planning, can often draw on a rich seam of experience and tend to rely on measures that aim towards further implementation, companies in the national cross-section demonstrate less certainty and clarity. Compared to the measures that have been implemented, the planning status appears almost alarming. In light of the low figures, one could even be justified in wondering whether diversity management in companies has simply ground to a halt.

The more probable explanation is that there is a certain degree of uncertainty in companies about the topic of diversity and what steps to take next. Moreover, this group may well take measures in response to spontaneously arising requirements, such as the introduction of regulations like the quota law.

It is, however, fair to conclude that for the majority of Germany companies, diversity management has not yet properly arrived. Or, to put it in a more positive way: Companies still have plenty of development potential.

Are there any taboo issues?

We asked participants to tell us what need for action exists in their company with regard to the six aspects of diversity prioritised in the Diversity Charter. While the signatories signalled a relatively equal need for action in all areas (over 70 percent in each case), a different picture emerged in the national cross-section. This was particularly clear when the reverse situation was considered: For which aspects did the companies see no need for action?

We were surprised by the response: A majority saw no need for action on either the issue of sexual orientation and identity (60 percent) or that of religion and ideology (52 percent).

This begs the question of whether this may relate to taboo issues, for which the companies have no specific courses of action and which they therefore declare to be a private matter.

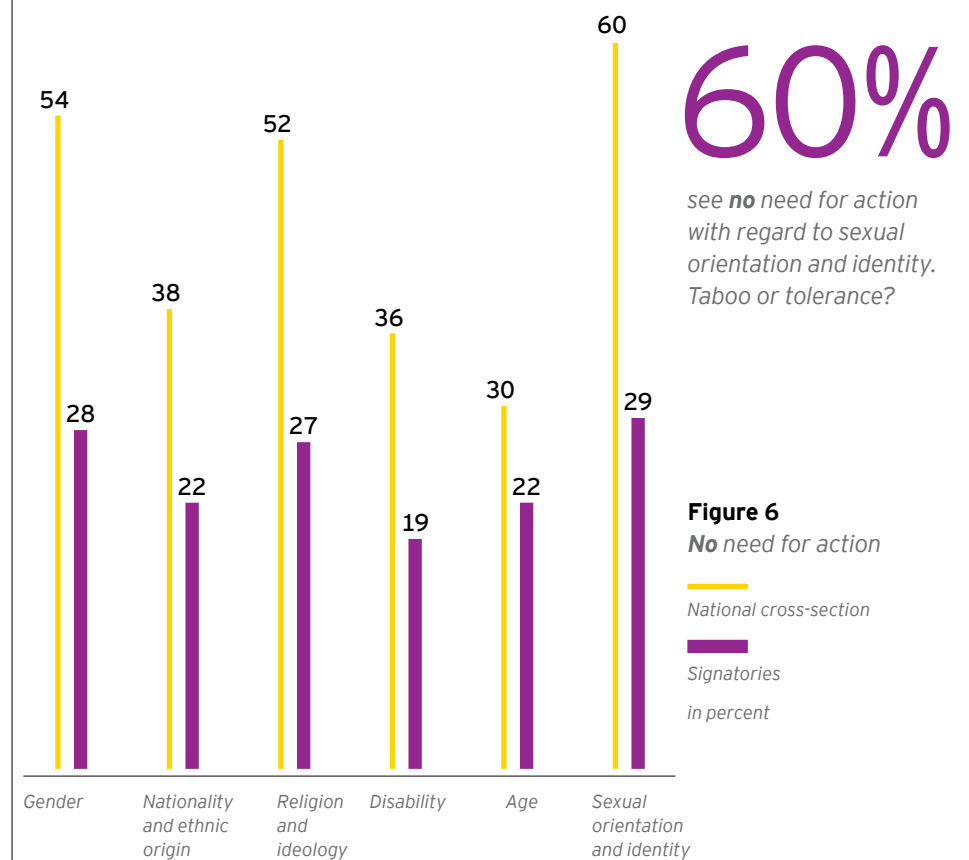


Figure 6
No need for action
National cross-section
Signatories
in percent

Mutual respect is crucial

Margret Suckale
Board member at BASF SE



What do you understand by Diversity & Inclusion (D&I)?

Since we initiated our Senior Project Diversity+Inclusion (D+I) in 2008, we have used the image of an iceberg. This is a way of visualising our broad concept of diversity. Only a small part is visible at the top, above the surface: These are the obvious features, such as gender, age, origin, physical abilities. But there are many other aspects under the surface that make up the diversity of our teams: value systems, life experiences, attitudes, thought processes, and also family situations. Only by looking at the entire iceberg can a company find the best way to set up its teams. I'm not saying that if you only look at the top part of the iceberg you will sink like the Titanic. But you will lag well behind, and that's simply not an option in today's competitive arena.

Has your understanding of what constitutes D&I changed over time? How has it evolved?

We have conducted lots of workshops involving really simple exercises. For example, an instruction was suddenly given: "Everyone who doesn't watch the TV crime series 'Tatort' on Sundays go and stand in a corner!" That made people aware that, depending on the situation,

anyone can soon find themselves in a minority. Sometimes a person found themselves standing alone, even though they had previously felt part of the great majority. Personal experiences like this made far more of an impact on my attitude to the topic of diversity than scientific studies and concepts.

So you started to prioritise and discuss the topic in 2008 - it's now 2016. Why have things taken so long? And what's the current situation?

Implementing D&I in practice is a long journey. We are on track, but nowhere near our destination. It takes time to change mindsets. Moreover, it only works if all the management staff are genuinely behind the initiative. Our annual development meetings, which are compulsory for all employees, play an important role here. Here we also look at how individuals can play a part in their teams to the best of their ability and to their own satisfaction. For us it is important that every employee takes responsibility for his/her further development. BASF is over 150 years old and was in the past very much characterised by a scientific mindset. Diversity has changed us, enriched our teams and made us more attractive as an employer.

Do you have an example of how this diversity makes itself felt in your teams?

Plenty of examples. Just take our senior management team. This used to be made up of predominantly male, German chemists. Today we have an American and an Indian, as well as two economists and two lawyers, on the board. The situation is similar at head of department level. And irrespective of gender, nationality and academic background, our senior managers are also very diverse. That is a good starting point. And it shows that we are serious about D&I.

So would you say that this "journey" has genuinely shaped your corporate culture?

Definitely. I have been with the company since 2009 and I can confirm that BASF has already become far more open in this relatively short space of time. Employees who have been here longer have naturally experienced the positive changes even more intensively. Many problems, including outside of work, are now discussed as a matter of course: work-life balance, care of dependants, strains or challenges in family life. In every situation, mutual respect is crucial. D&I can really raise awareness in this regard.

Would you say that, as a result of diversity management, the company is now in a better economic position?

You often hear the phrase: "Diverse teams are more successful." Or: "The company is more successful if there are women on the board." I'm not a fan of such statements because they oversimplify the situation and can exert unnecessary pressure. They also attach too much importance to D&I. That inevitably leads to false expectations and consequently to disappointment. Our company success is also dependent on

Our various business units work closely with our D&I team in a specific attempt to bring more diversity into their teams. Here it's not a case of "One size fits all", but rather about customised solutions.

Margret Suckale

many parameters over which we have no control, such as geopolitical risks, the oil price, the global economy and consumer confidence. Then there are the factors that we are able to influence, such as our research pipeline, our product portfolio and our cost discipline. When it comes to our relationship with customers, having diverse teams can make a very valuable contribution. But D&I is no panacea.

Looking at your programme, will you continue with your workshops? Or do you consider that you've dealt with the topic and have integrated it fully into your regular management training?

Our various business units work closely with our D&I team in a specific attempt to bring more diversity into their teams. It is not a case of "One size fits all", but rather about customised solutions. At corporate level we also keep providing new impetus, for example through workshops and conferences. The topic of different life models is one that is particularly close to my heart. That's why we will be making this topic the focus of a major event here at the beginning of 2017. We are also providing financial support and constructive ideas to promote the initiatives of employees who have formed in-house BASF networks: Women in Business, Women in Research, LGBT, Men in Part-time Work, to name just a few examples. Then there are the various activities in the chemical industry. As the employers' association BAVC, we work closely with the trade union IG BCE and the managers' association VAA to promote D&I across the industry. We have just signed a social partnership agreement with the IG

BCE on the subject of "Work-Life Balance" and presented this at a joint congress in Berlin.

If you look at the work done over the last ten years by the Charta der Vielfalt association – of which you are virtually a founding member – do you feel that you have benefited from being part of this agenda?

Definitely. Things do not change of their own accord. We need a joint commitment and a constant exchange of ideas in order to make progress. That's often not all that easy in practice. We have already spoken about the fact that false expectations can have a negative impact on this topic. If a company with diverse leadership teams is no more successful, the disappointment is huge. Things are often a lot more complex in practice. That's why it's so important to approach the topic of diversity in a pragmatic and open way. The Diversity Charter is extremely helpful in that respect.

Diversity is about more than men and women

Dr. Hartmut Klusik
Board member for HR, Technology and Sustainability,
and Industrial Relations Director at Bayer AG



What has been your experience of the journey of diversity and inclusion in your company in recent years? How would you define D&I?

If I start with myself, I was appointed as head of HR at Bayer at the beginning of this year. Looking back over the 30 or so years that I've been with the company, I have to say that diversity has always been a topic of interest for us but it was never given an exact name. Diversity means having a variety of employees, and for us that comes from the fact that we are not just based in Germany, but are a global organisation. We have employees from over 150 countries. In other words, diversity for us has many dimensions: gender, culture, nationality but also age and sexual orientation. In our company, we therefore have a highly diverse workforce and the task facing the company is how best to harness this diversity in a productive way. The practical implementation of diversity is inclusion.

When we addressed the topic of diversity more intensively in the corporation in 2010, the gender question took centre stage. The discussions revolved around the question – also the subject of intense public debate – of women in management

positions, up to executive and advisory board level. We saw a need for improvement in that area, so at that point we set ourselves our first concrete goal: to increase the percentage of women in the top five contract levels from around 21 percent to 30 percent by the end of 2015. This truly ambitious goal marked the start of a systematic diversity management programme here at Bayer.

Have you been able to use your growth to achieve the nine percent increase?

Yes. Bayer recruits several hundred young graduates each year. Despite our scientific focus, we now manage virtual gender parity in this recruitment. The graduates do not tend to enter directly into one of the top five contract levels, but many reach this level of hierarchy after a few years and are thus gradually helping us to improve the gender balance in our management structure.

Initially, the topic was, as mentioned, very focused on the proportion of women. However, diversity is about more than men and women. For global companies like ours, other aspects are just as important, such as from which countries do the members of our management team come?

Are they only male and German? What is the proportion in terms of our customers? And that broadened and changed the topic: It was no longer primarily about a strict quota, but instead we wanted to achieve a fair balance of cultures and genders at management level that reflected our global markets and customer groups. That's why, a few years ago, we expanded our original target of women in management positions to include a broader diversity goal, namely the proportion of managers who originate from outside the EU, the USA or Canada. We want this number to rise from the current 21 percent to 25 percent by 2020.

Do you consciously go to the different areas and say: "Listen, you're aware that we're all different, but we're all working together towards achieving a single goal. How about initiating a dialogue with the last five new recruits?"

I regularly meet young employees from various contract and hierarchy levels at our sites. Nowadays, when I travel to a site anywhere in the world there's always a discussion panel with young employees, junior managers or simply with a mixed group of local colleagues, and I listen to what these employees think about working for the company. Many of my board colleagues do exactly the same. We expressly encourage our senior managers to do things like taking time on their overseas trips to get to know talented employees in their areas better and raising their profile beyond their own areas. Many managers are sending out good signals by deliberately filling mentoring programmes with employees from different cultures and genders, acting as sponsors for as diverse a group of employees as possible, or ensuring a balanced selection of

For us, diversity has many dimensions: These include gender, culture and nationality, but also age and sexual orientation, and the company has to find a way of harnessing this diversity in a productive way.

Dr. Hartmut Klusik

participants in management seminars or leadership teams for high-profile global projects.

And I always give today's young colleagues a piece of advice: It's extremely important to have a broad network within the company, so that you are well known and can forge your "path" through the company. In other words, staff development is also important as a way of achieving greater diversity. For example, we support talented employees from all corners of the world by giving them short-term overseas deployments to raise their profile, which increases their chances of rising to a management position in the foreseeable future. Cross-gender and cross-border talent promotion is therefore an important tool that we can use to improve the balance of cultures and genders in our management teams.

If you look back, is there a level, a hierarchy level, where it was slightly harder to get this idea across than with others?

At first there was definitely not enough awareness of the problem in the upper hierarchy levels. In this phase, it was good to have reliable figures that brought a degree of transparency. For example, it became clear that, in some areas, we had a lot of women in low contract levels, who somehow got stuck there. What were the reasons for that? Maternity leave was certainly one factor, but there were also many others. That led on to the next

question: "Why are we failing to appoint more women with children to management positions?"

This struck me about three or four years ago during a specific selection decision. We had a vacant situation in South America. The most suitable candidate for the position was a young woman who had recently had a baby. My first reaction was to ask whether we could offer her the job, given her situation. I meant it in a caring way, but when we asked the candidate herself, her immediate response was: "Yes, of course I'll do it!" She got the position and is doing a great job. I now see that this was a typical case of unconscious bias, i.e. I believe that what I think is correct. That's disastrous. Instead, you should always question yourself: "Is that your opinion and is it the same opinion held by other people or are you perhaps mistaken?" In other words, this change of mental attitude and awareness is crucial in achieving lasting changes.

Living diversity

is the motto here at GE – diversity as a basic value of our corporate culture

Prof. Dr. Stephan Reimelt
President GE Germany & Austria



What do you understand by Diversity & Inclusion?

GE in German has adopted the slogan “Living Diversity” and set itself the goal of making constructive use of the diversity of its workforce. It is that very diversity of people in terms of their appearance, age, attitudes, sexual orientation and lifestyle that creates a valuable sense of togetherness. For us, diversity is a fundamental factor in our productivity, creativity and power of innovation.

Has your understanding of what constitutes D&I changed over time?

GE identified the topic of diversity very early on. The position of Chief Diversity Officer has existed for many years and some of our employee networks have been running for 20 years or more – for example, the African-American Forum (since 1992), the Hispanic Forum (1996) and the Women’s Network (1997); but new networks have also been set up more recently, such as the GLBTA Alliance (2005). We see a definite shift in attitudes. At the outset, diversity was a group of networks that dealt with specific subject areas. One of those is the Women’s Network (WN). It acts as a stand-alone organisation and has implemented many successful initiatives over the years – as

well as very successfully supporting many women in management positions. However, the focus has changed over the years. The employee networks still exist, but D&I has now been incorporated into the corporate culture and provides a comprehensive approach that is of relevance for all employees, and in particular all managers.

Why did your company join the Charta der Vielfalt association?

Diversity has been a topic of interest for many years at GE and was a value that we really embodied. In Germany, we recognised that this topic required a comprehensive approach and that there were also some cultural differences compared to the USA. The Diversity Charter offers just such a comprehensive approach and reflects our philosophy. As a company in Germany, we want to show our support and push diversity forwards – preferably as a joint effort. Networking always helps and the exchange of ideas is a key part of diversity – openness to others!

What hopes and expectations do you associate with the work of the Diversity Charter?

We can tackle subject areas and discuss them in a wider context. As an association

of companies, we also have a more powerful voice when it comes to politics, and can generate more visibility.

Which D&I measures have been implemented in your company?

There are networks for various diversity groups: Women’s Network, GLBTA, etc. The employees get involved in these groups and actively drive the topic forwards. The networks are very active; the Women’s Network runs over 100 events a year in German-speaking countries. Diversity is part and parcel of every leadership meeting and there are diversity targets for all managers in Germany. Diversity metrics such as the Female Referral Bonus, Generation Diversity and Disability Metrics are all integrated. In addition we have events, online communities and various external partnerships, such as those with the MINT pact and BPW (Business and Professional Women).

What are you particularly proud of (in terms of D&I achievements)?

The fact that the topic of diversity is visible at GE and attracts plenty of attention. It is a given part of any leadership meeting, it is reflected in the targets we set for our managers; the diversity calendar is full. Diversity is part of the management culture and is brought to life through very active networks.

How does your company benefit from D&I?

As a global company, our workforce reflects the communities and countries where we operate, and thus reflects society within our company – in all its diversity and distinctiveness. And that is an important factor in our commercial success.

Have you encountered resistance to D&I? In what form?

There will probably always be an element of resistance. However, this tends to be due to a lack of information and experience or it is a hangover from the past. The main thing is to keep positioning and presenting

As a global company, our workforce reflects the communities and countries where we operate, and thus reflects society within our company.

Prof. Dr. Stephan Reimelt

the topic in its entirety. Resistance leads to discussion, and discussion creates understanding.

When and how is it possible to see that D&I is failing?

D&I can definitely fail. However, I think that it is only individual projects or initiatives that fail or that cannot be perfectly implemented. Overall, D&I should be integrated and constantly redefined little by little, so that it becomes part of the culture. That’s a lengthy process and there are bound to be setbacks along the way.

Do you have any tips/recommendations regarding strategies for combating resistance?

You should take the resistance seriously and address and define it openly. It is only when the resistance and the reasons for it have been clearly defined that you can start to break down this resistance.

There are many different concepts of D&I. What’s your opinion on the following statements?

Diversity is not a value in itself, but rather a question of the specific needs of an organisation.

I think that diversity is an attitude and therefore a value that should be translated through experience into a form of behaviour, and not one that should be defined in terms of needs.

Diversity has not yet prevailed in all companies because the power interests of individuals stand in the way.

That’s true – individual understanding is

very important and sometimes a certain degree of egoism gets in the way.

I have the feeling that nothing really changes, even when there has been a long-term commitment to diversity.

The steps may be small, but slow and steady wins the day!

Diversity will only be implemented in the long term if legislators dictate diversity measures.

Not even legislators can dictate changes in attitudes and values. If you make diversity part of your life, and that should be your aim, laws only help to a certain extent.

The basic concept of diversity cannot be taught or trained – you either get it or you don’t.

Training can help to promote and support understanding. However, basic understanding must come from individual awareness.

Diversity forms the foundation for the future commercial success of companies.

Yes – and also makes them attractive on the market.

Recognition and appreciation of diversity and individuality

Milagros Caiña-Andree
Board member at BMW Group



What do you understand by D&I?

For us, diversity means the recognition and appreciation of differences and individuality.

It is our stated goal to promote diversity in our company's global workforce. The uniqueness and diversity of employees represent a core value for us. Only when all employees can unleash their talents do new ideas emerge, bringing long-term success. This requires a working environment that is free of prejudice and that values all employees in equal measure, regardless of their gender, nationality, ethnic origin, religion, disability, age and sexual identity.

Has your understanding of what constitutes D&I changed over time?

Since as far back as 2005, the age composition of our workforce has been a particularly important topic for us (keyword demographic change). The focus has gradually expanded, particularly in Germany, to include gender diversity. In 2010, the board adopted our diversity concept, which contained a three-pronged approach: the appropriate distribution of both genders, a good age mix and the cultural diversity of our workforce.

The focus is now primarily on the corporate culture as a whole. This ultimately covers all dimensions of diversity and enables it to have an effect. We are therefore constantly working towards strengthening the values of tolerance, mutual respect and equal opportunities in our corporate culture even further.

Why did your company join the Charta der Vielfalt association?

As a well-known company, it is important for us to stand up for the values mentioned, which are also basic social values, and to send a signal - together with others. The Diversity Charter also enables us to exchange ideas with other members and to learn from each other.

What are you particularly proud of (in terms of D&I achievements)?

The topic of diversity has been very well received by our employees and managers. Our diversity events book up fast. And the percentage of women in management positions and in the workforce as a whole has risen significantly in recent years. Our worldwide trainee programme already has over 40 percent female participants. Even in the technical positions, over 20 percent of our apprentices are women.

Only when all employees can unleash their talents do new ideas emerge, bringing long-term success.

Milagros Caiña-Andree

How does your company benefit from D&I?

Diversity within teams leads to innovation and outstanding performance. These are the cornerstones of our corporate success.

The topic of diversity is also a key factor in the further development of our corporate culture. It demands a self-critical examination of one's own behaviour and reflections on leadership style and skills. Finally, a diverse workforce also means that we have a better understanding of our customers all over the world and we remain an attractive employer.

Where and to what extent do you see a need for future action?

In the coming years, we will work harder on the topics of "Cultural Background" and "Generation Management" and continue to develop our corporate culture still further. However, we will also maintain our focus on the topic of gender.

Are there any limits to D&I?

Diversity in itself is not a "value" and diversity of people alone does not drive a team forwards. It only becomes valuable when different people have a common goal and a culture in which everyone can draw on their strengths in equal measure in order to achieve this goal. This shows that you need more than diversity alone. You also need commonalities, motivation and performance.

Have you encountered resistance to D&I?

Nowadays we seldom encounter open resistance, which proves that some things have changed in our culture. But naturally there are still occasional instances of

stereotypical role models and unconscious bias, which we want to eliminate.

Are there any limits to D&I?

Diversity is successful when everyone perceives it as being enriching that very different people can pool their strengths in pursuit of a common goal and that everyone is treated with openness, tolerance and respect. In contrast, it fails when it is perceived as being a threat or a disadvantage that people are different and have to live or work together. In a company environment, it fails if, despite this perception, managers do not recognise the need for a change in culture.

The benefits of diversity

A key question for us is: Are there any tangible benefits associated with diversity for companies and organisations? The vast majority of companies have no doubts on this front and can list these benefits for themselves. Upon closer examination, however, these perceptions lead us to the conclusion that there are many different approaches to diversity. There are a number of different patterns, which can be condensed into a typology.

Diversity brings tangible benefits

Differences in the expectation of benefits are the hallmark of a typology that ranges from an operative through to a systematic understanding of diversity management.

Diversity brings tangible benefits

One of the key questions in this study is: Does diversity offer benefits for an organisation and if so, what are they? We assumed that among the signatories of the Diversity Charter we would see a high level of confirmation that this is indeed the case. However, we were not able to predict to what extent the national cross-section could see the benefits of diversity.

In light of the relatively low implementation of diversity measures in companies from the national cross-section, one could surmise that they may take a more sceptical view of diversity. However, that is not the case. Two thirds of them stated: Diversity brings tangible benefits to the organisation. A mere 33 percent are of the opinion that diversity brings no benefits.

Among the signatories to the Diversity Charter the percentage in agreement is even higher, at 77 percent. However, it is certainly interesting to note that 23 percent still admit that - for them, at least - they see no benefits. Their commitment to diversity appears to be more the result of individual motives. Another explanation could be compliance with legal obligations.

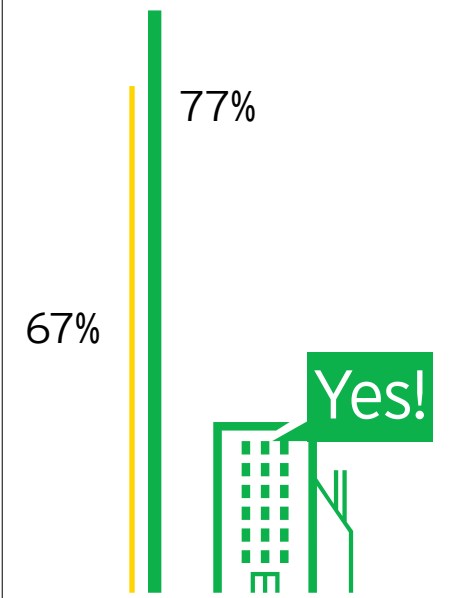
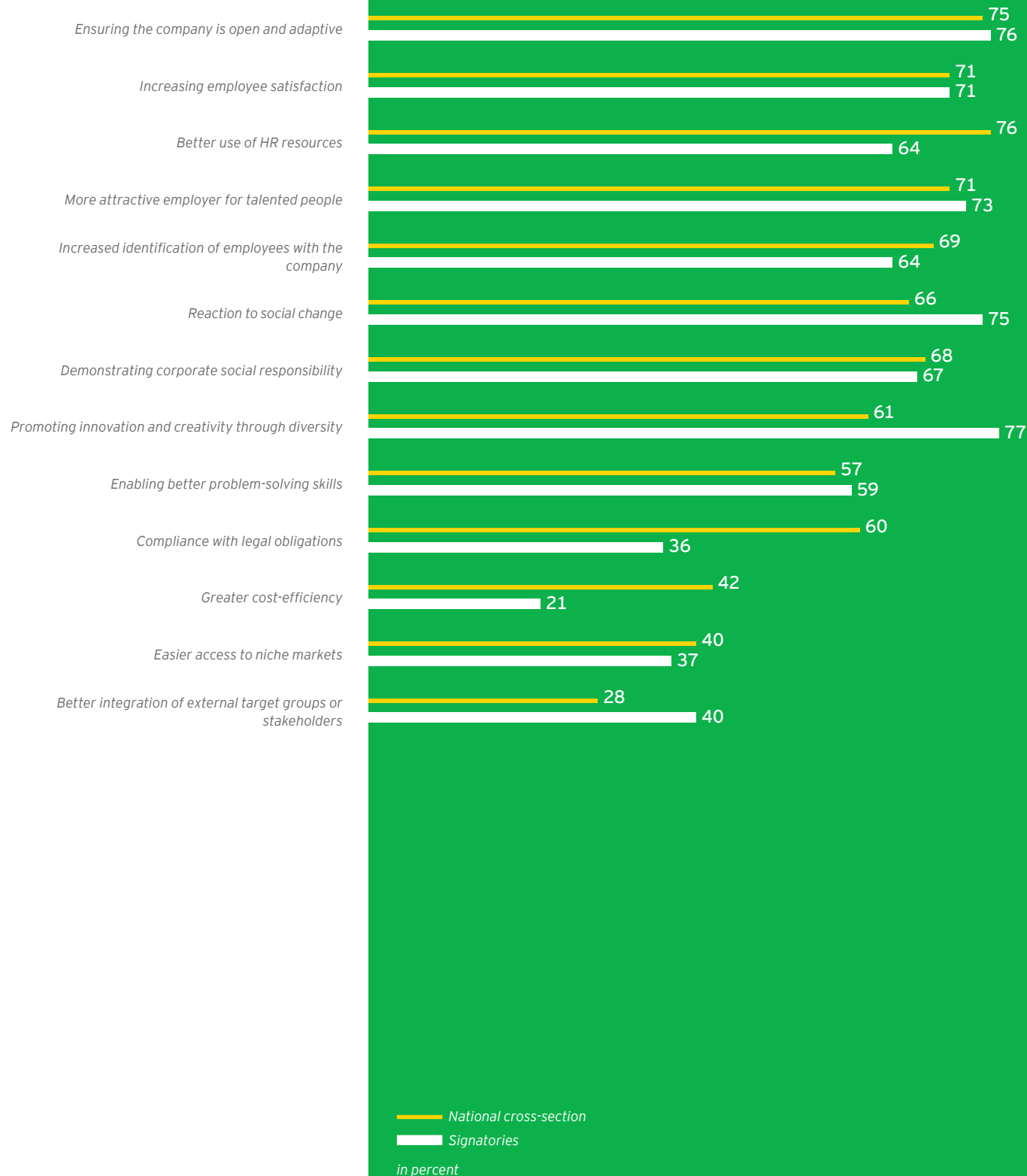


Figure 7 Does D&I bring any tangible benefits to your company/organisation?

— National cross-section
— Signatories

Where do the benefits lie?
Diversity is a programme for the future

Figure 8
Benefits of diversity



Diversity is security for the future

Beyond eliciting a mere statement of opinion, the question about the tangible benefits is also aimed at gaining insights that could provide organisations with practical help. What are the expected benefits? What benefits do companies and organisations see in diversity? The signatories and the national cross-section agree that diversity helps to ensure that a company is open and adaptive. 76 and 75 percent respectively believe that to be the case. Among signatories to the Diversity Charter, this value is only exceeded by one benefit: 77 percent think that diversity promotes innovation and creativity, closely followed by 75 percent who state that diversity makes it possible to react to social change.

Diversity management is therefore also a matter of providing for and safeguarding the future, a view shared by the national cross-section of companies. However, they sometimes have different priorities. First and foremost, they want to make better use of their HR resources (76 percent), but their attractiveness as an employer is also a major factor in the argument in favour of diversity (71 percent).

Does diversity have to bring financial rewards?

When it comes to the possible benefits of diversity, the respondents could also choose from a list of hard, economic factors. Greater cost efficiency or better access to niche markets, i.e. a cost and sales points of view, were not perceived by the majority as being among the most important benefits. The majority of respondents do not completely exclude these commercial aspects, but companies and organisations experience diversity as a complex and multi-layered process, with the impact on the accounts only being felt in the long term.

These questions, however, do flag up clear differences in the responses, which we investigated in more detail using a factor and cluster analysis. We began by identifying general response patterns, which enabled us to divide the respondents into groups with similar points of view.

This was then crystallised into a typology of four different clusters, each representing a different approach to diversity:

- Sceptics**
- Pragmatists**
- Communicators**
- Strategists**



76%

of the national cross-section want to make better use of HR resources. Diversity as an efficiency programme?

The typology of the respondents

Sceptics, Pragmatists, Communicators, Strategists

The Sceptics

The Sceptics are, at 34 percent, more commonly found in the national cross-section than among signatories to the Diversity Charter (23 percent). The spectrum ranges from managers with a fundamental hostility towards diversity through those who are sceptical about insufficient commercial benefits to those who are tired of and perhaps even somewhat disillusioned by the constant struggle for progress.

The Pragmatists

At 39 percent, this is the largest group in the national cross-section, while it only forms 16 percent of the signatories. The Pragmatists have an inward-looking view of diversity, are primarily interested in the cost-benefit ratio and like to measure it using existing key performance indicators. For them, the main benefits of diversity are therefore cost efficiency, HR resources and compliance.

The Communicators

At 31 percent, this is the largest group by a narrow margin among signatories to the Diversity Charter, compared to a figure of just 13 percent in the national cross-section. The Communicators are mainly interested in the public image and focus on external target groups and stakeholders. They react to social change and hope to gain easier access to markets, especially with regard to applicants. They see diversity as being a bridge between the organisation and the world.

The Strategists

30 percent of signatories to the Diversity Charter and 14 percent of the national cross-section have a strategic approach. They are the ones who see diversity in broad terms. Their goal is to develop an open and unprejudiced working culture in their organisation, in which creativity and innovation are encouraged. Satisfied

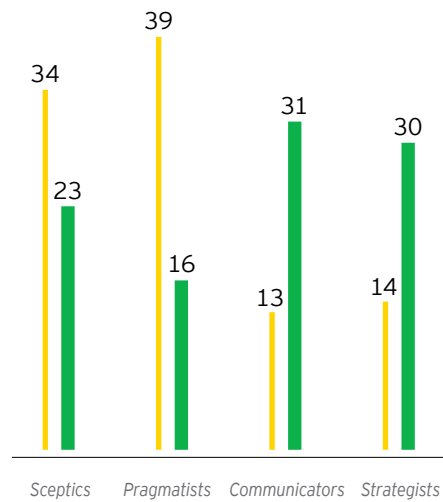


Figure 9 Structure of signatories to the Diversity Charter vs. national cross-section

— National cross-section
— Signatories in percent

employees who identify with the organisation work with greater motivation. These factors translate into economic benefits. Moreover, they are the most likely to view the company or the institution in terms of its social responsibility.

Attitudes to diversity

We asked respondents to read a series of sample statements and to indicate how much they agreed or disagreed with each statement.

This emphasised still further the differences between the four different perspectives. The Strategists, in particular, with a large majority of 70 percent, see diversity as forming the foundation for the future success of organisations. The vast majority of them view diversity as a value in itself. They are also the ones who believe in promoting diversity through training and education. At the same time, they are the group that believes least that diversity requires new laws to be passed in order for it to be

How do they think?

Extreme differences in perspective

implemented. They therefore focus on changing the working culture in the organisation and on the argument of economic benefits.

One could say that the Strategists put their faith in the ability of a topic whose time is yet to come to prevail. In their attitude to diversity, the Communicators tend to have more in common with the Strategists than with the Pragmatists, while the Pragmatists are closer to the Sceptics.

Potential for frustration for Diversity Managers?

The fact that 42 percent of the respondents among the Strategists, who are so convinced by and utterly committed to diversity, still share the view that nothing is really changing despite such a long period of commitment to diversity, must give the organisations in question pause for thought.

Is this indicative of an unknown potential for frustration? Perhaps because things are progressing too slowly, achievements are not sufficiently well communicated, there is a lack of appreciation for the work, and not enough resources are made available for diversity management? Changes and crises often mean that topics such as diversity management are deleted from the agenda at just the time when they should be even more intensively incorporated into the change process. Diversity ought to be taken into consideration in the introduction of every new strategy, but unfortunately that is not yet always the case.

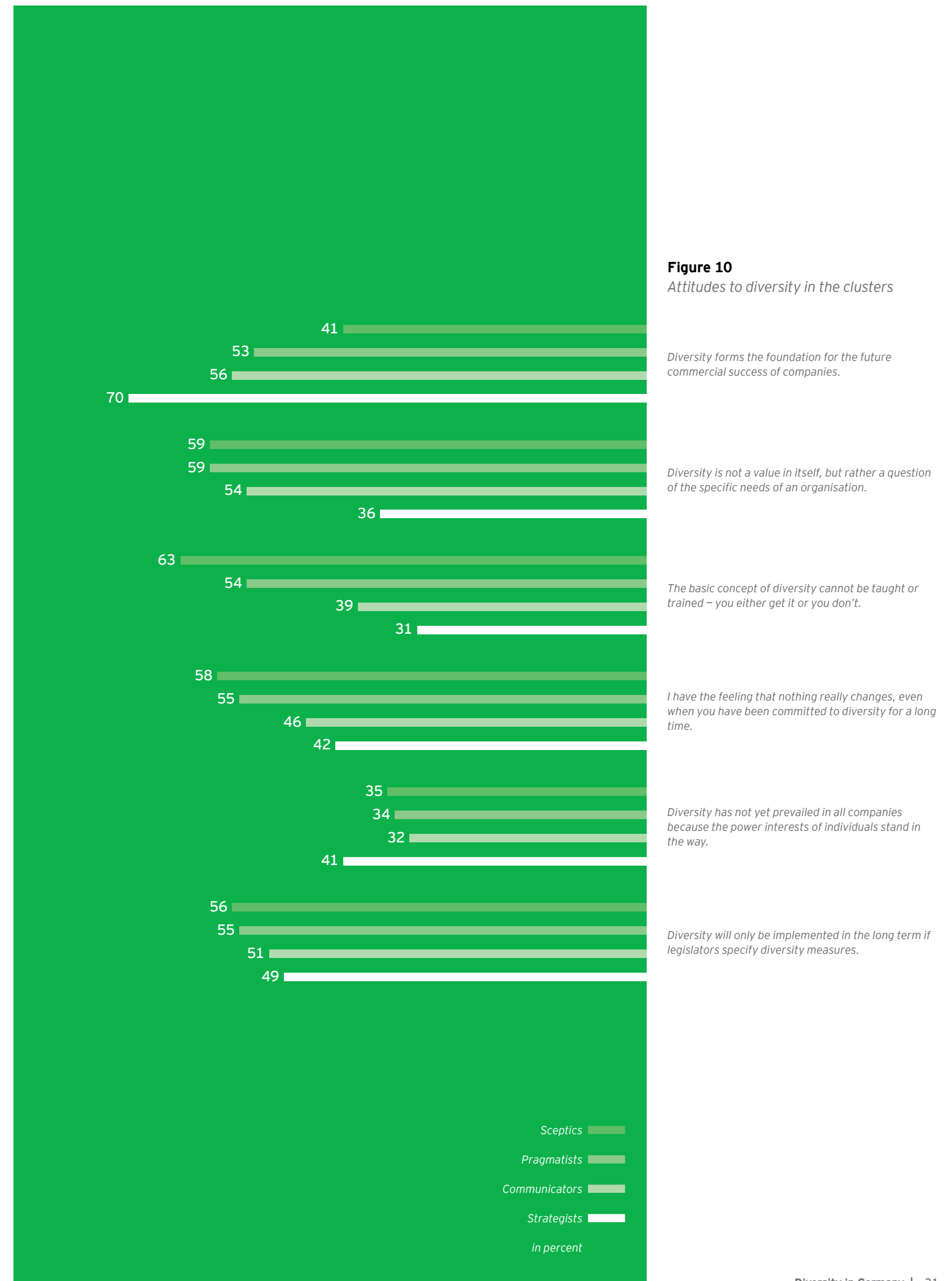


Figure 10 Attitudes to diversity in the clusters

Diversity forms the foundation for the future commercial success of companies.

Diversity is not a value in itself, but rather a question of the specific needs of an organisation.

The basic concept of diversity cannot be taught or trained – you either get it or you don't.

I have the feeling that nothing really changes, even when you have been committed to diversity for a long time.

Diversity has not yet prevailed in all companies because the power interests of individuals stand in the way.

Diversity will only be implemented in the long term if legislators specify diversity measures.

Sceptics
Pragmatists
Communicators
Strategists
in percent

Diversity - the normality of our world

Olaf Koch
Chairman of the Board of Management
at Metro Group (AG)



What do you understand diversity and inclusion to mean with regard to the company and on a personal level?

First of all, diversity and inclusion are nothing other than the reflection of the normality of our world. There is a wonderful diversity in terms of origin, experience and character - and all these things are what make life so valuable. We have all had to learn somewhere along the course of our professional careers that, despite all the expertise that exists in individual specialist areas, in the end true excellence only comes when all the different talents are perfectly combined. A company like Metro is naturally characterised by huge diversity, given the large number of countries in which we operate, and the fact that we employ staff from over 100 different nationalities. It is really important that this is not just seen as a given fact, but also recognised as one of the company's strengths. However, the question remains: How can we make even better use of these strengths? What is the best way to tap into this pool of experience and potential knowledge? The first step is to increase the development opportunities for our employees. Only if we create better growth chances for our individual employees will the company as a whole ultimately grow.

Why do you still need to keep highlighting this normality as a topic?

We all grow up in a social context and go through an education system that doesn't always put the topic of diversity centre stage. Our regulatory system often fails to recognise diversity as a strength. Performance incentives for the specialisation of knowledge also tend to focus on individual abilities - which ultimately puts the focus back on the individual. There is also admittedly a focus on the collective and on working together in a collective situation, but essentially it's still the case that in the end it's all about achieving your own goals and providing proof of your own performance in order to lay the foundations for your own career. Later in your career, it becomes clear that this reflection about interdependency, thinking beyond your own remit, and the collaboration of as many powerful forces as possible is actually what leads to greater performance and better performance. We have to create the awareness that diversity is a really crucial success factor.

If we say: We have to keep addressing the topic of diversity because it has to become anchored in the management culture, then that's a long journey.

Later in your career, it becomes clear that this reflection about interdependency, thinking beyond your own remit, and the collaboration of as many powerful forces as possible, is actually what leads to greater performance and better performance.

Olaf Koch

Have you witnessed this sort of journey at Metro?

I believe that it will always remain a process. As Metro we may be active, but we are not yet at the point we ought to be at. I believe that will still take years. Take gender diversity as an example. Look at where we stand in Germany and also internationally: We are not yet so far advanced that we provide enough support to the available talent, which is of course distributed between male and female experts, and therefore we are not making enough use of that talent.

Would you single out one particular measure that you have found to be particularly successful?

One of the most serious changes in recent years was the localisation of our wholesale business. In principle, our managing directors in the individual countries have total freedom to adapt the business model to suit the selected target groups in each country, as well as local conditions and the cultural requirements. This is a laborious and intensive process and also demands a renunciation of the belief that you can cover large-scale areas of responsibility with "homogeneous" standard solutions. In the wholesale trade that is an illusion. Here it is all about maximum adaptation to the local requirements and customised solutions. In that sense, the realignment of the strategy was also a catalyst for diversity and at the same time a clear strengthening of the local business units.

Another example of the targeted promotion of diversity is the Women in Trade network, which was set up by our female colleagues from Change & Talent Management. All interested female employees meet here at regular intervals and use it to create platforms themselves for exchanging ideas, sometimes by inviting external speakers. Women in Trade is now in its third year and I see it as being a prime example of an opportunity to discuss relevant experiences with each other and address provocative issues. This creates transparency, including in terms of management.

Are there any areas which you consider to be problematic in terms of diversity?

Yes, there certainly are. For example, a diversity of business models could actually damage the company. Why is that the case? Because each business model has to be firmly controlled, both in terms of its strategic and its operative development. Operating very different retail formats, ranging from wholesale to consumer electronics, is not advantageous. There are very few synergies, the target groups are very varied and that means that the business models are too. Add to that the huge dynamics of change in the retail business, which leads to a rapid escalation in intensity for the adaptation of the product range, services and sales channels. This challenge can only be properly met if you are sufficiently alert and focused on the relevant sector. The consumer electronics sector will undergo such radical changes in

the next five years that it will be virtually unrecognisable. And this change will also be characterised by an incredibly wide range of things, but it will have very little to do with the changes likely to happen in the wholesale business. That's why it is not sensible to keep two parts of a company together, as one has to assume that they have a better chance of doing justice to the relevant issues, challenges and opportunities if they are independent. That's why, in this case, diversity was actually a key argument in favour of the proposal to split our group into two strong, independent companies. Looking ahead for both companies, one thing is clear: Diversity within each business model will remain a crucial success factor.

Diversity & Inclusion is a top priority at Siemens

Dealing with unconscious bias is an important focus area of the D&I concept in the company

Janina Kugel
Personnel Director at Siemens AG



What do you understand by D&I?

At Siemens, we understand diversity to mean the inclusion of and collaboration with employees who have different attitudes, experiences, origins and sexual orientations across all organisational units. Inclusion is an integral part of our diversity concept and our corporate culture.

Why did your company join the Charta der Vielfalt association?

Our membership of the Diversity Charter sends a clear signal: We promote an open culture in the company and place value on working together with diverse customers, stakeholders, employees and talented individuals. We also value the exchange and cooperation with other member organisations of the charter.

Was there a catalyst for signing up?

The idea was put forward by my diversity team.

Which D&I measures have been implemented in your company?

The first measure was to establish the topic at senior management level: Alongside a worldwide diversity position, we introduced the global position of Chief Diversity Officer at senior level many years ago.

We also raise internal awareness for the topic of D&I through increased communication and events such as the Siemens Diversity Day and a series of events relating to International Women's Day. Together with our external partners, we also drive this topic forward through active hosting and sponsorship activities, e.g. at the DAX30 CDO summit with Catalyst, PROUT AT WORK, Diversity Days and Conferences with Charta der Vielfalt, DLD Women, Christopher Street Day, Inclusion Day and the "Chefsache" initiative.

Siemens also offers numerous diversity training courses for employees. We are currently focusing on the subject of unconscious bias in particular. A specially developed "toolkit" system and online training help us to implement the topic systematically at all levels of the company. In addition, we are setting up a global Unconscious Bias Expert Group.

Our diversity measures are an integral part of all the existing HR processes and programmes. Here are a few examples below:

In the professional MINT fields we are committed to sparking an enthusiasm for technology among girls and young women. We organise "Girls' Day" and the

"CyberMentor" project for female students, while the "Yolante" mentoring programme, aimed at female students of technical subjects, has been running for over ten years.

By July 2017, we are striving to achieve a ten percent share of women in senior management positions - mainly through the appointment process but also through targeted mentoring. In Germany, we offer 2,000 nursery places in daycare centres close to the workplace - more than any other company in Germany. At the same time, in the last financial year around 13,000 parents benefited from a care allowance of up to 600 euros per month and per child. In the same time period, around 3,500 employees took parental leave. The number of men taking parental leave has more than doubled in the last five years.

An appreciation of inclusion is one of the most important measures. Worldwide we have over 80 active diversity networks. The International Day of People with Disabilities on 3rd December gives us the opportunity to raise awareness among all our employees of the great dedication shown by our physically disabled colleagues. And we are also active in the LGBTI community.

In addition, we offer our employees flexible working time options, such as flexitime and part-time models, or the chance to take partial retirement or longer periods of absence such as sabbaticals.

What are you particularly proud of (in terms of D&I achievements)?

Siemens is one of the most global organisations in Germany. We are represented in over 200 countries and have employees from 167 nations; in management roles that figure is 127 nations.

We promote an open culture in the company and place value on working together with diverse customers, stakeholders, employees and talented individuals.

Janina Kugel

The topic of diversity also has the enduring support of our CEO and many others in the company. Joe Kaeser recently signed the "Women Empowerment Principles" of the United Nations. Although we are a company with a high focus on technology, we have been able to make positive changes to the percentage of women we employ: In the last ten years the percentage of women in management roles worldwide rose to around 15 percent in 2015. At senior management level, women already form a substantial percentage: Our Executive Board is made up of 28.6 percent women, and the Advisory Board has 30 percent. Worldwide we currently have eight female country CEOs. It's not enough, but it's a start.

Since 2004, Siemens has received more than 100 diversity-related awards. Almost 6,000 employees with disabilities work for Siemens in Germany. This means we exceed the legal requirements. And we are also clearly positioning ourselves for an open culture for LGBTI colleagues.

How does your company benefit from D&I?

Diversity strengthens the innovative capability of Siemens, realises the full potential of our workforce and therefore makes a direct contribution to our commercial success. We are convinced that D&I gives us competitive advantages.

Where and to what extent do you see a need for future action?

It's important to attract more women to senior management roles and technical career paths. But in essence it's about offering everyone the same chance, whatever their background or the way they

live their lives. And here we still see shortcomings everywhere in society.

That's why the topic of unconscious bias has become such an important field of action for Siemens worldwide, in order to promote better, more objective decisions.

What can D&I in companies do to help with the integration of refugees?

Siemens was one of the first companies to offer a solid programme aimed at promoting the integration of refugees in the German labour market.

Our internship programme includes integration workshops, i.e. every intern is teamed up with a "buddy" from a different department in order to encourage diversity within the team.

Participants in our internship scheme receive not only specialist training and German language lessons but also, where necessary, psychological support. Our Siemens apprentices act as "buddies". Alongside our internship programme we also offer six-month support classes for refugees in various locations in Germany. This enables participants to make a successful start to their training. The support classes provide intensive language teaching, career-oriented measures in the fields of mechanical and electrical engineering and cultural and sporting activities.

The path is the goal

From a focus on gender, age, culture and disability to unconscious bias

Ulrich Weber
Personnel Director at Deutsche Bahn AG
and DB Mobility Logistics AG



What do you understand by Diversity & Inclusion?

The DB Group employs around 300,000 people worldwide, with a wide variety of different life and career experiences, outlooks and values. This diversity is hugely enriching – but it requires a culture of tolerance, respect and appreciation. That also applies to the contact with our customers: Many of our employees have direct contact with our passengers – 5.5 million people each day. Customer satisfaction is therefore strongly dependent on our employees, their satisfaction and their attitude to others.

This year we worked with the labour representatives to revise and modernise the combined works agreement for equality and the prevention of discrimination. This agreement enshrines in writing our conviction that diversity in the workforce is part of our corporate culture and creates a positive working environment.

Which D&I measures have been implemented in your company?

Diversity management, an administrative unit in the DB Group, is tasked with promoting this positive culture. In concrete terms, this involves raising awareness of the significance of individuality and diversity among managers and colleagues, giving managers the skills to manage diversity within teams, and creating an environment that meets the different individual needs.

In recent years we have initiated a great many measures, primarily in the areas of gender, age, culture and disability. We have developed guidelines on interim management and job sharing in order to bridge the gap between individual career breaks and to promote flexible working time models. Mentoring programmes for various target groups help young parents balance children and career, for example, or prepare female engineers for management roles. In a project entitled “Intergenerational Cooperation” we examined the expectations that different

generations have in terms of Deutsche Bahn as an employer, in order to be able to develop relevant offerings. The management of mixed age group teams was the subject of a series of workshops for managers. Our inter-cultural calendar contributes to a better understanding for people from different cultures.

Has your understanding of what constitutes D&I changed over time?

All the measures for the separate dimensions prove that a change in basic attitudes is required with regard to having a greater openness towards individual human needs and values. That’s why we are currently focusing on the overarching topic of unconscious bias. Among other things, we have developed workshops for different target groups and run them across the company. For managers, having to deal with their own values and prejudices forms the basis of a more appreciative, motivating and unifying approach to managing staff.

The Charta der Vielfalt association is to my mind a catalyst, a trendsetter, a networker and a link between the government, business and society. That’s why, as a founder member, we actively support the work of the association.

Ulrich Weber

What are you particularly proud of (in terms of D&I achievements)?

Beyond what I’ve already mentioned, we have held a competition each year since 2000, for which our trainees develop projects that strongly campaign for more tolerance, civil courage and respect. Around 10,000 trainees have been involved since 2000 in the “Bahn Trainees Against Hatred and Violence” competition and submitted more than 1,000 projects. In 2016 there were around 70 projects, the majority of which were concerned with supporting the integration of refugees.

Why did your company join the Charta der Vielfalt association?

The Charta der Vielfalt association is to my mind a catalyst, a trendsetter, a networker and a link between the government, business and society. That’s why, as a founder member, we actively support the work of the association. I find it heartening to see how many companies, ministries, clubs and associations have since signed up to the charter. The strong commitment of the association’s board and

management team has definitely played a major role. The degree of participation in this year’s Diversity Day, which saw over 1,000 activities carried out across Germany, also shows that social awareness of the issues tackled by the Diversity Charter has grown.

Diversity helps our bank to advance

Christian Sewing
Board member and Head of Private, Wealth and Commercial Clients
at Deutsche Bank



How does your company benefit from Diversity & Inclusion (D&I)?

Complex issues are best solved in a team that is made up of different characters with different skills and abilities. This finding is nothing new, but implementing it in a consistent manner is not always easy. Not only do we need to know our personal limits - but we must also be prepared to overcome them. I can give you an example from the business area for which I am responsible, which is Private, Wealth and Commercial Clients. It consists of three strong but very different areas, each with totally different strengths and challenges. When we set up this business area a year ago, I was able to put together a new management team. For me, the main factor in the selection of this team was not the "pedigree" but the values and convictions that the colleagues brought with them. It was also important to me to bring together different characters from a variety of cultural circles, who therefore had different perspectives and approaches. In some cases that took some courage and persuasion. But it is working fantastically well.

Have you experienced resistance to D&I? If so, in what form?

I have seldom experienced resistance that was not simply human and therefore

completely understandable. Take the change process that the entire bank is currently undergoing. It has never happened before in this form, let alone in such a challenging environment. That makes it far from easy for our employees and asks a lot of us all. In a situation like this, to have to also take on the management of a diverse team or to find oneself in a new, diverse team may be a real challenge for some people. I know from my own experience that it's not always easy. But I also know that it's worth the effort - and it's taking us forwards too. Not just Deutsche Bank, but every single one of us.

Where and to what extent do you see a need for future action?

We have to win back trust - both from our workforce and from our customers and the general public. For as long as we have to battle against the problems of the past, it's hard to give credible assurances that we are in the process of creating a new Deutsche Bank. A new Deutsche Bank that also takes a clear stand on the subject of diversity and inclusion. I don't want to just reduce that to getting more women into management positions - a goal that we have admittedly not yet achieved. I'm much more concerned about diversity in all

areas. The diversity of our business models, which need to remain on an equal footing under the umbrella of Deutsche Bank: We want to remain an internationally networked, universal bank. The diversity of access to our bank: We rely on high quality branches with a strong advisory capacity, but equally on all the opportunities brought by digitalisation. And finally the diversity of our employees: We need colleagues with a variety of different backgrounds, different skills and different personalities. And we have to learn to treat each other differently in heterogeneous teams, to work together in a flexible manner beyond hierarchies and areas of activity, to hold discussions involving constructive criticism, to value different opinions and ways of working and to always keep questioning ourselves. That's also what our customers expect of us. And that's what will ultimately shape the path to our new Deutsche Bank.

Are there any limits to D&I?

Definitely. For instance, the attempt to impose diversity by decree. Diversity is itself diverse in nature. The relevant dimensions may therefore vary for different areas of our business. So why limit yourself to a one-dimensional quota? I hope that we will develop the right talents at the right time for the right positions. Without focusing too much on one particular dimension or a specific deadline. It's more about establishing an understanding that diverse teams lead to better results. That takes time - but we are on the right track.

Does D&I require a different understanding of management?

The clear answer is yes. That is the common thread that runs through our

For me it's about diversity in all areas: the diversity of our business models, the diversity of access to our bank, the diversity of our customers and finally the diversity of our employees.

Christian Sewing

conversation. The environment in which we work is growing ever more complex. German society is getting more diverse. Demographic changes are resulting in more generations working together. That and the rapidly advancing digitalisation are having an effect on the needs of our customers, our product portfolio, our consulting methods and our internal processes. That is not something that can be solved by a single person. The manager ultimately has to make the decision; but on the way to that decision he or she is increasingly becoming the team moderator and coach. That requires courage. The courage to let go and trust others. It also requires the will to bring people with different points of view on board. And that requires role models who demonstrate that diversity helps our bank to advance.

How does diversity succeed?

What prevents companies and institutions from conducting diversity management? Is there resistance? And how do we overcome that resistance? What role do managers play and who drives diversity forwards in a company? If you can answer these questions, you also know how to give diversity management a better chance of success in a company.

This is how diversity succeeds

Senior management and flagship projects are crucial. Empathy is a key factor for managers.

Reviewing processes

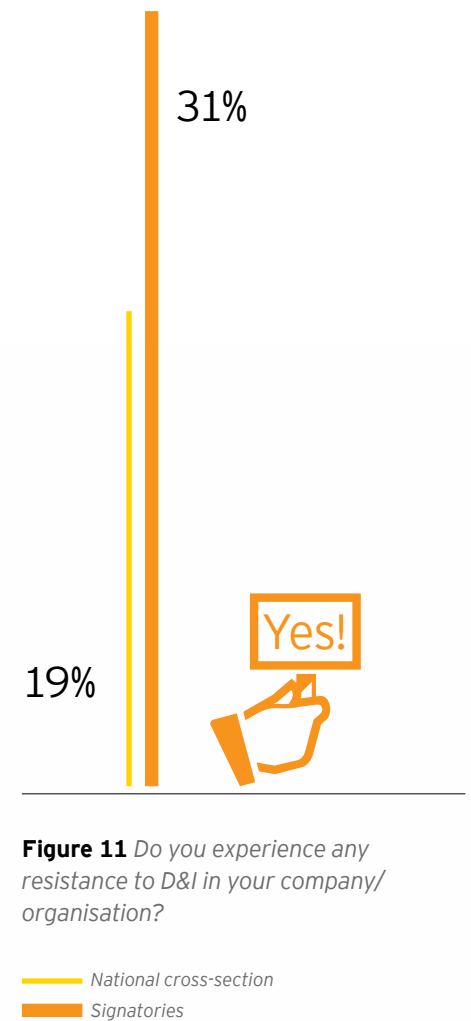
The diversity of the workforce and their collaboration has a direct impact on the way an organisation functions. Diversity management provides the basis for an unprejudiced and respectful way of dealing with each other. It stands to reason, therefore, that personnel processes first need to be adapted accordingly. Recruitment, personnel development and a flexible employment contract are obvious candidates. Yet it is not just the feedback from this study that shows that diversity is a more complex topic and that an approach that only concentrates on personnel tools does not go far enough. In particular when looking at resistance, we learn that diversity has to be integrated across all areas and roles in order to be effective. It should be included in any decision, whether

regarding product development or addressing target groups, as this is the only way for it to have a long-term impact.

We have not been able to devote enough time to the topic of resistance as part of this study. However, in practical terms, it seems to us highly significant that companies are doing their own research into this. Who has reservations about diversity and on what grounds? Are we hearing justified arguments or gut reactions? And what is a constructive way of dealing with these?

Recognising resistance

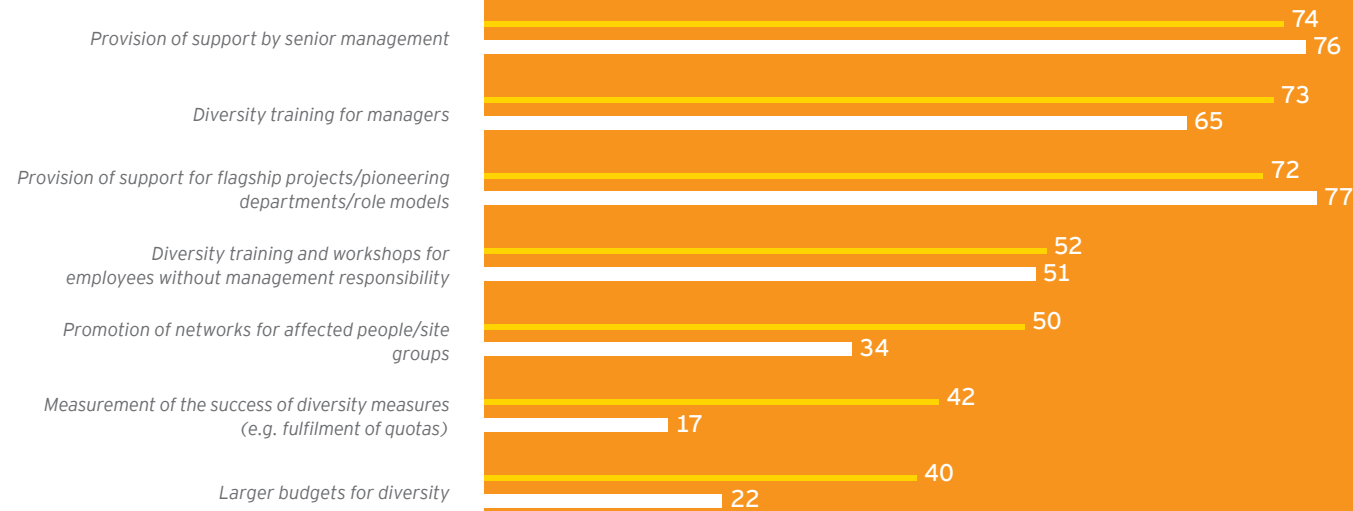
Resistance is part of the change process, as is the case with any culture-changing measures on the same scale as diversity management. 19 percent of the national cross-section and almost one third of signatories to the Diversity Charter report that they are experiencing resistance in the implementation. This discrepancy could be explained by the fact that less diversity management inevitably causes less resistance. Those who are more sensitive to the issue are more likely to recognise resistance.



How to help?
All good things come from above

Figure 12

What are the options for overcoming resistance?



Perhaps one of the most important findings is that it works if you want it to. Role models help to overcome resistance.

— National cross-section
— Signatories
in percent

On the question of which measures can be taken to overcome resistance, the assessment is clear. In the national cross-section there is a strong reliance on support from senior management (74 percent), diversity training for managers (73 percent) and support for flagship projects (72 percent).

Among signatories, support for flagship projects at 77 percent even ranks ahead of support from senior management at 76 percent, followed at quite a distance by diversity training for managers (65 percent).

In much greater numbers than the signatories, the companies in the national cross-section also consider it worthwhile promoting networks for affected people or company groups.

It is interesting to note that measuring the success of diversity measures or a higher budget alone are only viewed as suitable by a minority - and a significant minority in the case of the signatories. It appears to involve recognition, insight and the practical communication of action strategies.

It also involves the individual experience and therefore the deeper understanding of diversity, which always rests on the foundations of entrenched rules of play, rituals and mechanisms in an organisation. Instead of money, it is more about reviewing existing processes and structures in one's own company and about good examples and role models that show how situations can succeed even if they have "never been done that way before". So even resistance as such is not a bad indication for successful diversity management, but rather it demonstrates where there are reservations, concerns or simply a lack of information.

Senior management drives diversity forwards

We asked which management level in the company is most supportive of diversity. Contrary to what one might expect, diversity is seen as a clear top-down topic. Not just those affected, not the relevant managers in the middle or at an operative level, but senior managers are the drivers of diversity. In the case of this statement there is very little difference between the national cross-section and the signatories to the Diversity Charter. However, among the signatories, we see a far greater commitment at senior management level.

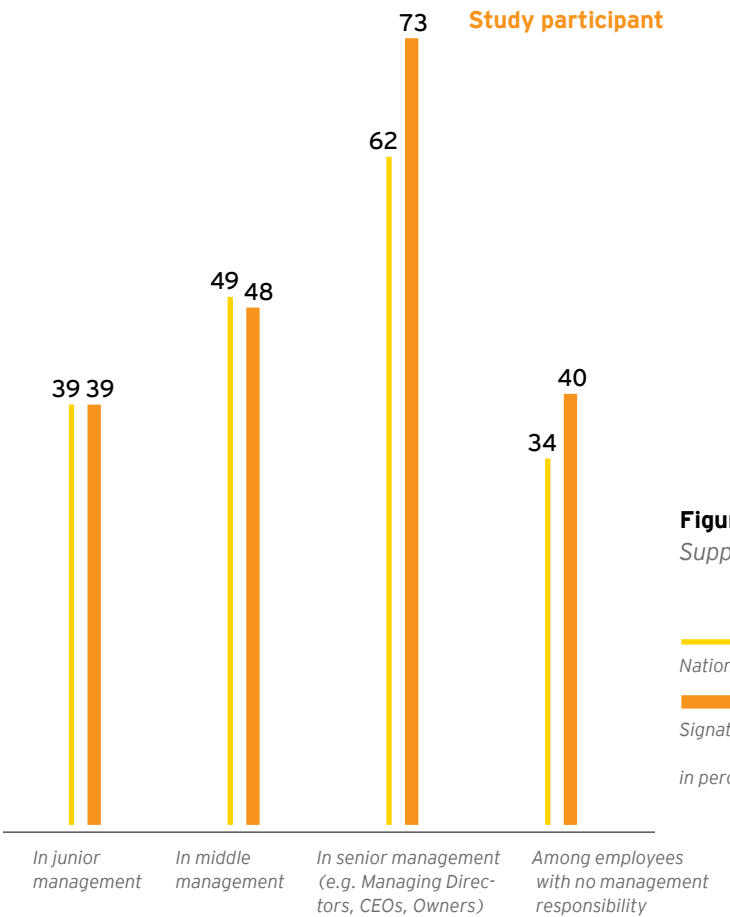


Figure 13
Support for diversity

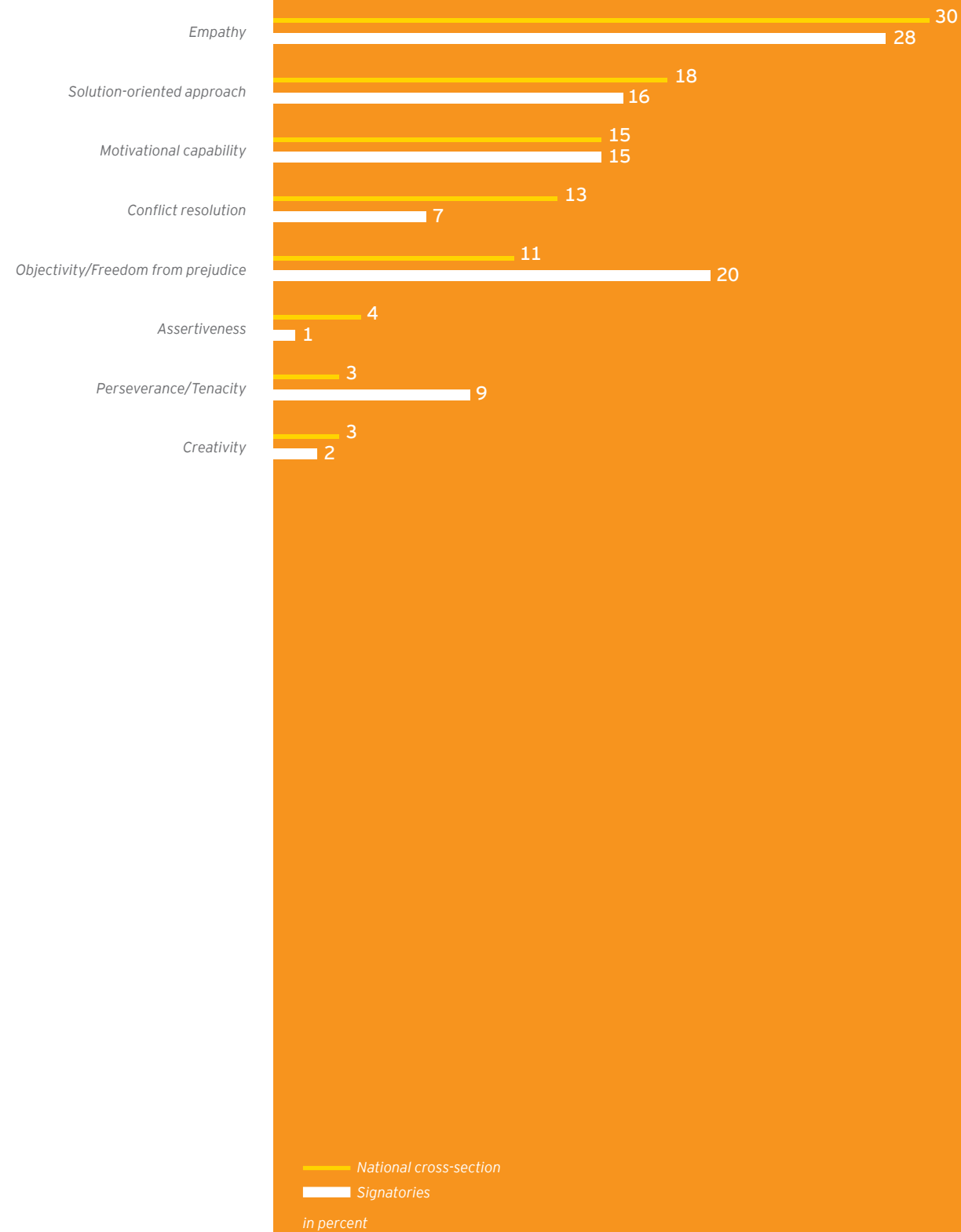
— National cross-section
— Signatories
in percent

Many managers over the age of 50 still have a very German employee profile. They want everything to be well organised and predictable. We youngsters have a different approach, as we have grown up with globalisation.

Study participant

What do managers need?
More than just a feeling

Figure 14
Which management quality is most important for diversity?



As is so often the case, managers play a key role. In the ideal scenario they embody diversity and manage it successfully. We wanted to know from respondents which skill they rated as most important in connection with diversity management. Moreover, we wanted the respondents to give a categorical statement - so they could only choose one skill from a set list. The clear result, both for the national cross-section and for signatories to the Diversity Charter, proved that empathy is the most important prerequisite for managers (30 and 28 percent respectively).

We also gained some fascinating insights from the values for which the national cross-section and the signatories gave widely divergent responses. Among the signatories, freedom from prejudice was ranked second; in the national cross-section this characteristic was only ranked in fifth place. In contrast, conflict resolution was seen as almost twice as important (13 percent) as among the signatories (7 percent). Perseverance and tenacity was named by 9 percent of signatories as the most important skill, while in the national cross-section that number dropped to just 3 percent. Perhaps this already indicates two findings. Firstly: Diversity management demands a completely different understanding of management. They are not simply arbiters and conflict resolvers between potentially hardened fronts - "us against them". They are more shapers of a sense of togetherness, where understanding of existing differences takes centre stage. The second relevant finding: Diversity is not a project but a process. It doesn't happen overnight.

Diversity is still at an early stage

In an open question, we wanted to know why managers should be better prepared for diversity tasks. Three answers demonstrate that diversity is still at an early stage in Germany companies.



Empathy wins!
The ability to see things from another person's point of view is a key qualification for diversity management.

The awareness of how important it is to grasp diversity as a management responsibility is not generally widespread among our managers, and nor is the awareness of what benefits diversity brings to our company.

Diversity as a success factor for teams and as a success factor for the company is not yet recognised by managers - especially those in middle management.

We're only just learning about certain diversity target groups, such as part-time mothers or fathers on paternity leave. This makes managers uncertain and gives rise to communication problems.

Study participants

Culture of results

Kathrin Menges
Board member and Head of HR and Infrastructure Services at Henkel



When you look back, what has been done in the last ten years in terms of diversity?

I think a lot has been done, both in the company and in society as a whole. We companies have recognised that a diverse team is a prerequisite for a globally successful business. At Henkel, we have been able to establish diversity as a key component of our corporate culture. Behind that lies the basic concept of reflecting the market: Just as our products, markets and customers are diverse, so it is important for us to reflect this diversity in the variety of talents and experiences of our employees.

In other words, is a mixed team more successful?

Basically yes, I'm sure of that, and this is borne out by experience. However, diversity alone does not bring automatic success. That would be an oversimplification. A heterogeneous team made up of different generations and cultural backgrounds requires good management. It needs openness, team spirit, inter-cultural understanding and emotional intelligence. This is particularly true against the background that more and more teams at Henkel work together virtually across national boundaries. That's

why we promote a strong management culture with fixed guiding principles and an open and respectful corporate culture. "Diversity & Inclusion" is therefore clearly a management task, which has to be carried and supported from the top. When that succeeds, heterogeneous teams are more creative and more innovative - I'm convinced of that.

Have you already set a clear agenda at Henkel and how do you measure success?

The topic is an integral part of our personnel strategy, which in turn is oriented towards the overall strategy of the company. Ten years ago we set up an explicit diversity management scheme, which defines the key points, measures and performance indicators. It is naturally easier to measure success by looking at the visible differences, such as gender. We have been able to systematically increase the proportion of women in management positions over the last few years to its current figure of around 33 percent. However, diversity is more than just a question of gender or the nationality that appears in your passport. It's also about "invisible" criteria, such as different experiences, skills and also character traits, as well as the question of how well

We want to establish diversity as a fundamental component of our corporate culture. We also need diversity in order to achieve global success.

Kathrin Menges

we take advantage of these differences. We see this in our career development programme, for example in job rotations, which are aimed at changing perspectives and both acquiring and introducing new experiences.

What tangible measures do you take to promote diversity at Henkel?

I'm not a fan of rigid quotas. When recruiting staff and developing our teams, we generally try to ensure a diverse structure. This starts with the list of candidates, who should have different profiles. To that effect, our approach to talent management is focused on developing employees in different roles.

We provide support in terms of a suitable framework, so that our staff can develop in the best possible way and nobody is hindered in their career as a result of specific life circumstances. We have done a huge amount of work on the subject of flexible working conditions. And we are clear about the fact that we want a culture of results and not one of presence. To underline this, the board and senior managers developed and personally signed a flexible working model charter in 2012.

Do your concepts apply to all employees? Or does diversity management tend to affect only the management level?

It is most definitely not just for the management. The principle applies to all levels, even though the implementation and the measures are naturally not the same across the board. For example, there are also part-time and job sharing models in our production department, but the shift pattern here requires individual solutions

depending on the relevant operation and the team. Other issues that we deal with in connection with diversity are highly topical, particularly at the production level. You only have to think of the exchange of knowledge between experienced and younger employees or the integration of people with different cultural backgrounds.

You are addressing an important topic. How do you view the diversity debate against the background of the current challenges facing society?

It is more topical than ever and I hope that we can continue the open dialogue between politics, business and society, and learn to view the diversity that already exists as an enrichment. Here in our company, diversity is a reality that permeates the business; we promote it out of a deep-seated conviction and not as a result of laws and regulations. I am convinced that the embracing of diversity is the result of the internal attitude of each individual - both in our professional and private lives - and it manifests itself in a respectful way of interacting with others.



And we need them all

Innovation resulting from diversity at Boehringer Ingelheim

Dr. Andreas Neumann
HR Director at Boehringer Ingelheim

What do you understand by Diversity & Inclusion? And what effect has the term had on Boehringer Ingelheim as a company?

Boehringer Ingelheim is a German company that is active in more than 100 countries around the world, so diversity and inclusion are really key topics. What do we need as a research-led pharmaceutical company? If we want to have innovation, and if innovation for us is actually the key to growth, then we essentially need a diversity of ideas at Boehringer Ingelheim. Only then will we achieve commercial success in the medium and long term. When we talk about diversity and inclusion today, it is connected with the desire to bring diversity and a multitude of perspectives and ideas into our company. We don't just need the right mix, but we also have to make the mix work. And that's where inclusion comes in. These two components must come together.

Many companies, and naturally our member companies, have finally undergone this evolution. Unfortunately, we see that not all employees and managers have yet mastered this evolution. When you look back, how has the discussion changed in your company? How have the ways of talking

about it changed? What concept proved so successful that it was able to move the company in this direction?

I can draw a parallel here: How do we launch a new product? I think there are a lot of parallels. It starts with the three Es: Education, Engagement and Experience. All three components have to come together for a successful launch. The same applies to diversity and inclusion. First of all you need education, and here it is important and central to explain why you are actually doing it. After all, there are always certain fears associated with diversity and inclusion. The fears of those who feel threatened by this prioritisation - in the roles and positions they may hold. When we explain clearly why we are doing it, the issue loses some of its fear potential. Then you have to create a sense of engagement. Not only is it important to explain why you are doing something and what might happen if you don't do it, you also have to ensure that, at the end of the day, people emerge from the process with more energy than before. Only then will you get the employees engaged with the process. And we need employees at all levels to be engaged, starting with the board and going down through the divisional and departmental managers. But we also need the engagement of all

employees, who can then support the topic and drive it forwards. And when you find examples where value has been added through diversity and inclusion, both for individuals and for the company, then we have a success story.

Have you managed to find a simple way of creating awareness training for all levels that exemplifies this correlation?

The crucial thing is that we are a scientifically driven company. And for scientifically driven companies, ratios play a major role. It's a simple cycle. We need growth in the business. How do we get growth? We have to be competitive. And we become competitive by differentiating ourselves from others. We can achieve this through innovation. And for that we need a diversity of perspectives in the company. If everyone thinks the same and acts the same, we won't get any innovation. Diversity alone doesn't help us if the environment won't allow the different parts of the whole to work in a reciprocal way. That's the "making the mix work" part. And I believe that, since we have focused more on this cycle, we have managed to move the hearts of our employees and generate an "Aha!" effect among them: People understand the effectiveness of diversity and inclusion. You also naturally need examples where you can see: "Yes, that's helpful. That's made us better and more agile in this respect."

Do you ever encounter occasional moments of defensiveness against what you describe, when things become complicated? Because it's simply easier to manage people who are all the same? Well, diversity is sometimes challenging, that's for sure. It's a long road that we are taking. It is interesting, for example, that

We need the engagement of all employees, who can then support the topic and drive it forwards.

Dr. Andreas Neumann

we don't encounter any resistance when it comes to bringing people together in cross-functional teams for projects, since a lot of different ideas and opinions are then brought in to solve a problem. Everyone's always on board from the start. But when it comes to diversity and inclusion in your own area, the hurdles can be somewhat higher.

When you look at your company, who are really the best multipliers for the topic? The ones of whom you can say: "I can rely on them." What does diversity and inclusion mean to them?

It actually runs through all parts of our organisation. Yes, we need allies, we need ambassadors. It is important that this is not a personnel topic which is only a matter for the HR department, but rather a business topic that affects and includes all employees. And when I look at our organisation today, I see that in many places. I have in mind our Head of Medicine, who is a really strong advocate of diversity and inclusion. I look at our Research and Development Department and see colleagues who are strong supporters of this topic. Scientists recognise that it enriches their creativity to have different perspectives raised in their discussions. In this regard, we already have a lot of ambassadors.

No different to any other management process

Stefan Ries
Chief Human Resources Officer (CHRO)
and Industrial Relations Director at SAP



What do you understand by D&I?

Diversity in the workforce is a mission, inclusion is our goal. The awareness of diversity and inclusion at SAP is essential to our success. As an international company with more than 80,000 employees from over 150 countries, we know that we can only be effective if every employee, each with their own unique qualities, is fully appreciated. Our teams also reflect the diversity of our 320,000 customers. By collaborating with people who may represent a different point of view, we develop new ideas and are more successful in the market.

Has your understanding of what constitutes D&I changed over time?

We have always had a global outlook. D&I, or diversity and inclusion, is important in every area and every process of the company. The focus now is on introducing our ambitious goals in all sub-sectors of D&I, and thereby achieving a measurable change in the company. D&I is part of our DNA - but we don't want to rest on our laurels: Diversity at SAP is the foundation of our success and we want to keep building on this.

Why did your company join the Charta der Vielfalt association?

The Diversity Charter offers us a platform

that we can use to exchange ideas with companies that share our values. This sense of community enables us introduce a social change and to learn from each other.

What wishes and expectations do you associate with the work of Charta der Vielfalt?

Charta der Vielfalt has established itself as an institution of companies that share a common set of values and are prepared to stand up for these values through action. We would really like to see it expanded and, through the Diversity Charter, binding guidelines devised for all participating companies. We have also benefited greatly so far from the exchange of experiences between the companies.

Which D&I measures have been implemented in your company?

We divide D&I into four main sub-sections:

- ▶ Gender Intelligence
- ▶ X-Generational Intelligence
- ▶ Differently Aabled People
- ▶ Culture & Identity

In Germany, we have placed a particular focus on the promotion of women. That's why, in addition to our global portfolio, we have introduced the following measures in Germany:

- ▶ Talent sourcing activities, both internal and external, which are specially aimed at women with management ambitions
- ▶ Preferential appointment of women where all other qualifications are equal
- ▶ Development programme for female managers (both global and local)
- ▶ Specific promotion and recruitment committees with a focus on management roles; with the aim of appointing women to management positions and supporting them there
- ▶ Appropriate recruitment processes and job postings (e.g. management positions in SAP Germany are generally initially advertised as part-time)

That being said, we are still interested in recruiting the candidates with the best qualifications for the job.

What are you particularly proud of (in terms of D&I achievements)?

We are particularly proud of the fact that, in our company, D&I has already become part of our core processes, part of our divisional strategy and even part of the DNA of our divisions. Divisional managers come forward with their own ideas regarding how they can support and promote diversity in their departments, as they have recognised that it is a benefit for their business activities. We are currently working on improving diversity in our supplier network.

How does your company/organisation benefit from D&I?

Employees and their diversity are the assets required for value creation at SAP.

Has the atmosphere in your company/organisation changed as a result of D&I (corporate culture, employee satisfaction, etc.)?

A good example is the perceived equal opportunity between the genders. In terms of equal opportunity, formerly women traditionally rated their chances as significantly worse than that of their male colleagues. Since the introduction of active D&I management, this difference has steadily reduced.

With our "Business beyond Bias" initiative, we are working towards ensuring that in future our HR software solutions will help to prevent decisions being made on the basis of prejudice.

Stefan Ries

Where and to what extent do you see a need for future action?

We now need to quantify the cultural change. In tangible terms, this means testing every workplace for inclusiveness, adapting every guideline to suit general cultural compatibility, making every management position available to all suitably qualified candidates, etc. With our "Business beyond Bias" initiative, we are working towards ensuring that in future our HR software solutions will help to prevent decisions being made on the basis of prejudice. This will be achieved through intelligent, adaptive programming and text analysis, which will be integrated into our software. Areas of application range from recruitment through to pay increases. We are excited to see what the future will bring in this respect, as it will enable us to offer not only ourselves but also all our customers new opportunities to create a more inclusive environment.

Are there any limits to D&I?

D&I is successful when it doesn't require a special programme to promote it but instead forms part of the organisational culture. Adding value to the company continues to be the main priority. The company has to face the political and social realities of many regions of the world. In concrete terms this means that when a homogeneous sales team (e.g. men only) is more successful with customers in a certain country than a mixed team, the homogeneous team will remain in place.

Does D&I require a different understanding of management?

D&I requires intelligent management with a focus on the strengths of the workforce. Management and employee development should focus first and foremost on the growth of the employees.

When and how can one tell that D&I is failing (if necessary with a typical scenario)?

D&I is no different to any other management process. If you fail to meet the measured parameters and milestones on your way to the goal of a diversified and inclusive company and you see no turning point in sight, you have to change direction.

Diversity is a value in itself

Diversity management forms the basis for corporate success

Melanie Kreis
HR and Industrial Relations Director at Deutsche Post DHL Group



What do you understand by Diversity & Inclusion?

Diversity and inclusion represent a culture that is marked by openness and respect towards others. Our employees are diverse - just as diverse as our customers. That is why it is particularly important for us to deal with this diversity in a competent manner and to create a working environment that is free from discrimination. This is the only way to ensure a high degree of productivity, creativity and efficiency.

Has your understanding of what constitutes D&I changed over time?

The Deutsche Post DHL Group employs around 500,000 people worldwide. Diversity is therefore an important part of our corporate culture, which we promote in a deliberate and targeted way. We began by raising awareness of the topic of diversity and inclusion. In 2013, we also issued a declaration on diversity and inclusion. At the same time, we organised our first Diversity Day, together with the Charta der Vielfalt association.

Why did your company join the Charta der Vielfalt association?

We joined Charta der Vielfalt in 2007. As a global company we have a special

responsibility to set an example regarding the opportunities, the significance and the values of diversity. In this it is important for us to have regular exchanges with other companies under the umbrella of the Diversity Charter.

What wishes and expectations do you associate with the work of Charta der Vielfalt?

Totally independently from everyday politics, Charta der Vielfalt, in association with the member companies and signatories, plays an important role in bringing together different points of view and leading a wide-ranging discussion.

Which D&I measures have been implemented in your company?

We have appointed so-called diversity representatives in all areas of business around the world. They work closely together with our central Department of Corporate Diversity. In addition, we have convened a Diversity Council with high-ranking managers. Diversity-related topics are debated there at senior management level. The framework for our diversity management comes from a declaration issued by our Group Management Board on diversity and inclusion: It underlines our understanding to respect diversity through

gender, national or ethnic origins, religion, age, sexual orientation, disability or through other legally protected characteristics.

In terms of content, we have initiated numerous measures around the issue of awareness and motivation. These include training courses, employee networks and also our annual Diversity Week, with staff events at our sites around the world.

All good ideas, measures and networks are even better if we can also derive commercial success from them. Transparency is therefore important to us and we have developed a system of key performance indicators. For example, we record the percentage of women in management positions and the national diversity in leadership teams. We then put these diversity indicators in relation to other measurement parameters such as employee motivation or customer satisfaction.

What are you particularly proud of (in terms of D&I achievements)?

At the end of 2011 we started our global project "Women in Management Positions". Since then the percentage of women at management level has risen continuously, and by the end of 2015 it had reached 20.7 percent. In other words, since starting the project we have achieved an increase of over three percent.

Our annual Diversity Week is also hugely successful. In 2016 we celebrated holding it for the fourth year, to coincide with Diversity Day in Germany. This year over 200 DPDHL Group locations worldwide, with around 40,000 employees, played an active role in the event.

If we want to stay successful as a company in the long term, we need the various skills of all our employees.

Melanie Kreis

How does your company benefit from D&I?

The employees of the DPDHL Group represent a diversity of people, different in respect of culture, age, gender and life plans. We consider this diversity to offer value and potential. These colleagues reflect the societies in which we are active. And they bring us innovative and creative solutions for our highly diverse markets and customers - as a result of their knowledge and their diverse situations and values. From an employer point of view it is therefore sensible to encourage and promote the potential that diversity brings. I am convinced that this can also result in a competitive advantage.

Where and to what extent do you see a need for future action?

One challenge for the near future is to create mixed generation teams with regard to leadership, different expectations, working styles and methods.

Do you have any tips/recommendations for strategies to combat resistance to D&I?

The topic basically needs the clear support of the management. This means getting managers involved, e.g. through project sponsorship or project support and by offering training courses for managers. For example, we offer Diversity awareness training in five languages for all employees, on our group-wide e-learning platform.

What can D&I in companies/organisations do to help with the integration of refugees?

Deutsche Post DHL Group introduced its own initiative for the integration of refugees into German society and the labour market at an early stage, and this involved several other partners.

In concrete terms, we have made one million euros available, offered space for refugee accommodation and our employees take part in various volunteering projects. Over 13,000 colleagues are currently actively involved. We also offer up to 1,000 trainee places to give refugees a first insight into the world of work.

Is the integration of refugees part of D&I or a special project?

The integration of refugees is a task for society as a whole. We have positioned our project in the Corporate Responsibility Department.

Measuring success

The question of measuring success seems to be particularly hard to answer when it comes to diversity. And yet it has to be asked. It turns out that the national cross-section and the signatories to the Diversity Charter rate this question differently. First and foremost, quantitative key performance indicators are pitted against qualitative feedback. Commonality: They all see employee surveys as the most important instrument.

The success of diversity is measurable

What is it that counts? Quantitative KPIs or qualitative feedback?

Success is measurable and visible

A majority of 53 percent of the national cross-section and as many as 69 percent of signatories to the Diversity Charter are convinced that the success of diversity measures can be measured. Broken down according to the typology, the Strategists with 72 percent and the Communicators with 69 percent see measurable successes, but the Pragmatists, with 65 percent, are also convinced that they can provide evidence of success. Even the Sceptics, who tend to deny the benefits that diversity brings to the company, seem to have a vague sense that diversity management does actually have an impact. 44 percent of them still believe that success can be measured.

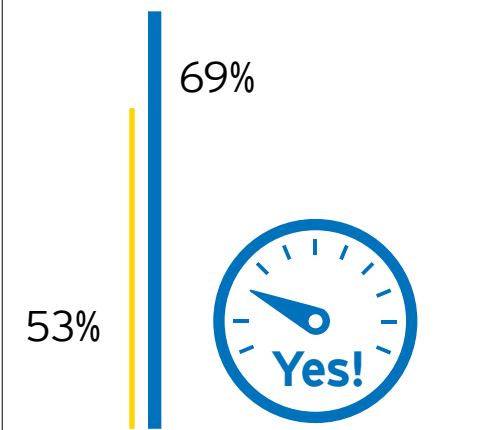
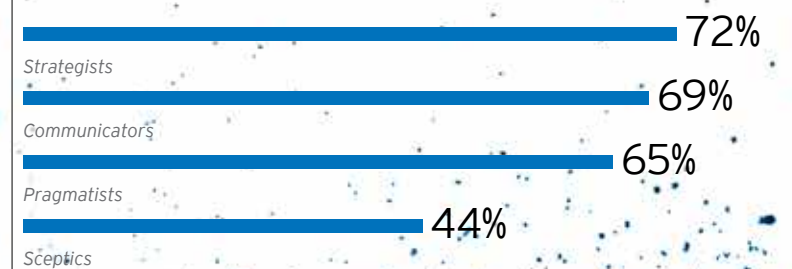


Figure 15 In your view, is it possible to measure the success of D&I measures?

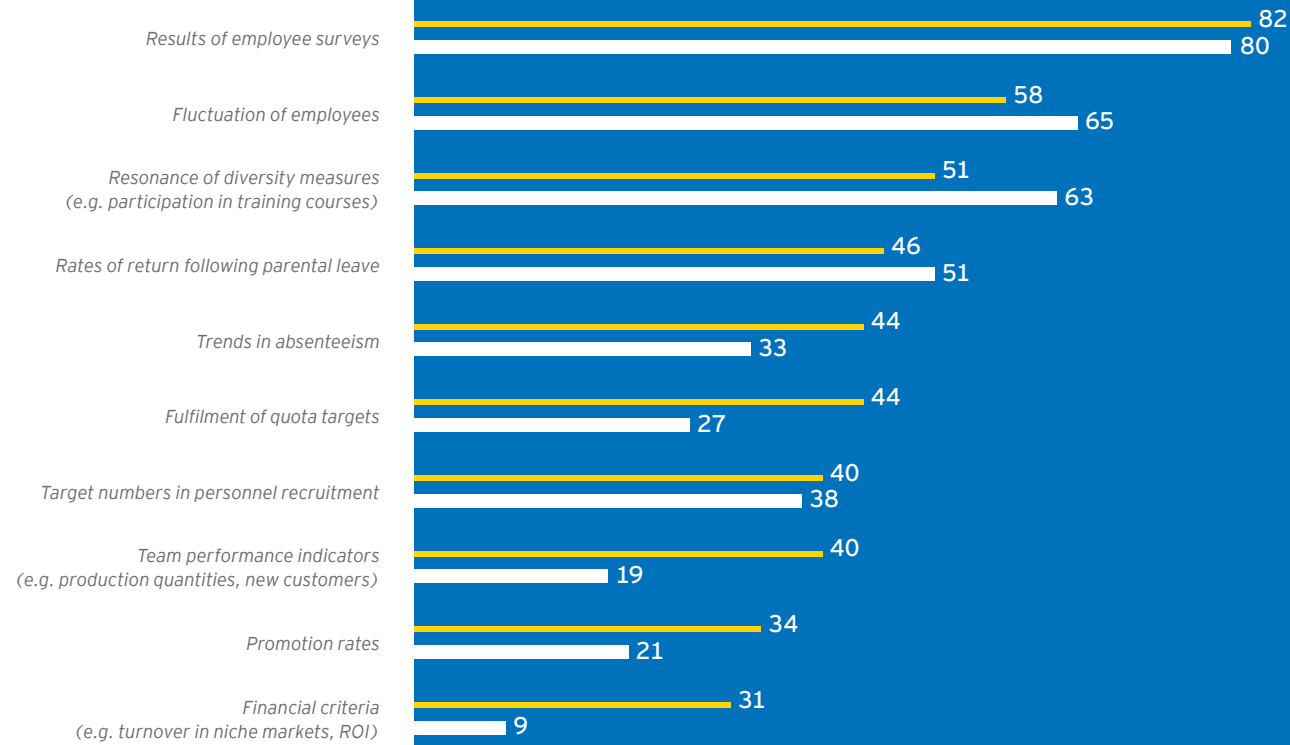
— National cross-section
— Signatories

Figure 16 In your view, is it possible to measure the success of D&I measures? (by typology)



How do you measure diversity? More than figures

Figure 17
Suitable criteria for measuring success



— National cross-section
— Signatories
in percent

82%

Seek and you shall find. Employee surveys are the key to measuring success, and prove that it all depends on the voice of employees.

How can success be measured?

We delved deeper into the question of success and wanted to know which instruments in the company were seen as particularly suitable for measuring the success of diversity management.

Both the national cross-section with 82 percent and the signatories to the Diversity Charter with 80 percent agreed that the most important approach to measuring success lay in the results of employee surveys. All other instruments lagged a long way behind and suggest some major differences in the ratings. Data such as employee fluctuation, the direct resonance of diversity measures and return rates following parental leave were next in line across the board, but the percentage among the signatories was in each case between 5 and 12 percentage points higher.

The picture is reversed in the subsequent rankings. Trends in absenteeism, the fulfilment of quota targets, target numbers in recruitment and team performance indicators were all seen as more suitable by the national cross-section. Here it becomes clear that these companies prefer to use tangible and perhaps also familiar KPIs as measuring tools.

Differences in acceptance

If you bundle the measurement criteria by type into those that could be termed "hard" and proven, such as financial figures, and those that could be termed "soft", which contain a stronger personal or qualitative feedback component, and you then make a direct comparison between the national cross-section and the signatories, it becomes clear that the "hard" criteria are accepted and considered suitable in equal measure by both groups. The "soft" criteria, on the other hand, are only seen as being suitable

for measuring success by 41 percent of the national cross-section, while the percentage of signatories is far higher in this case, at 62 percent. This indicates a broader cultural understanding, in which the "soft" factors are seen to make a difference.

Different approaches

Looking at it from a different perspective, how do the different types approach the subject of measurability? The Pragmatists, with 84 percent, still see the highest benefit as coming from employee surveys and in many respects are closer to the Strategists than to the Communicators. These, in turn, appear overall to have no particular relationship with measurability and tend to be closer to the Sceptics in terms of values.

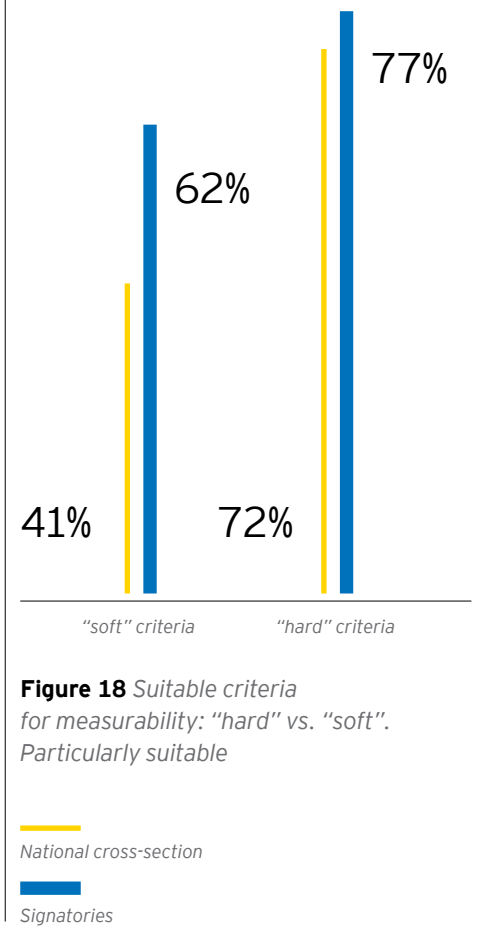


Figure 18 Suitable criteria for measurability: "hard" vs. "soft". Particularly suitable

Figure 19 Suitable criteria for measuring success (by typology)

	Sceptics	Pragmatists	Communicators	Strategists
Results of employee surveys	76%	84%	78%	82%
Fluctuation of employees	54%	65%	59%	67%
Resonance of diversity measures (e.g. training courses)	50%	59%	59%	64%
Rates of return following parental leave	44%	52%	48%	52%
Trends in absenteeism	44%	42%	32%	33%
Fulfilment of quota targets	22%	47%	30%	32%
Target numbers in personnel recruitment	27%	46%	40%	40%
Team performance indicators	19%	30%	28%	25%
Promotion rates	22%	33%	23%	25%
Financial criteria (e.g. ROI, turnover)	10%	26%	15%	14%

We have to create positive examples

Martin Fishedick
Head of Group HR at Commerzbank



Once you have a certain number of managers who have understood the concept of Diversity & Inclusion and act accordingly, there is no need for the introduction of any additional incentives such as targets. At that point, D&I is a completely natural part of life.

Martin Fishedick

Why did Commerzbank sign up to the Diversity Charter?

Commerzbank has always been liberal in terms of its core values. We recognised the significance of diversity among our employees early on. That's why it was a natural move for us to sign up to the Diversity Charter. Equally, it is important to us to actively support these topics outside the bank in association with other companies in Germany.

What do you understand by Diversity & Inclusion (D&I)? And which D&I measures have you implemented in your company?

For us, D&I evolved from the topic of equality for men and women. We started tackling the topic of "equal opportunities" at the end of the 1980s and implemented our first supportive measures then. Initially, the focus was clearly on the topic of "Women in management positions". However, the proportion of female managers is only one facet of diversity - even if it is the one we are asked about most often. Starting with a focus on the individual, we added additional dimensions such as age, sexual orientation and cultural diversity. We have built up a group-wide D&I structure with a Global Diversity

Council and Regional Diversity Councils around the world, and given responsibility for D&I to the various segments and divisions of the bank. The combination of top-down decisions and a committed workforce, for example in our employee networks, is successful. Take ARCO, for example, Commerzbank's GLBT employee network: With over 500 members, it is one of the largest GLBT networks in Germany.

What are you particularly proud of (in terms of D&I achievements)?

We set ourselves the goal of ensuring that by the end of this year, 30 percent of our managers at all levels and in all segments would be women. We have almost achieved this goal. Close to 30 percent of the 3,800 managers in the top four management levels are women. And we want to continue working on this. In addition, we often try new things. These include emergency childcare, which we introduced in 1999 - the first company in Germany to do so. In 1997, together with three other large companies in Germany, we also successfully piloted the concept of cross-mentoring. Both "products" now form part of the standard offering of many companies in Germany.

Has your understanding of what constitutes D&I changed over time?

Here in our company we have seen an increase in awareness of the importance of diversity. There is now greater pressure on those who do not see the topic as being of importance. That changes the working culture: For example, the timing of meetings, which is defined such that no meetings are scheduled outside core working times. This automatically leads to new working models. It's not just the percentage of female managers that has risen, but also the number of managers working part-time.

Where and to what extent do you see a need for future action?

Within organisations - realistically speaking - you can reach a certain number of people, but not all. Those who take a more cautious view of the topic are difficult to convince merely by offering them seminars. Ultimately it comes down to ensuring that our managers stand for D&I and practice what they preach. We have to create positive examples. Our working culture has to change even more strongly, moving away from the presence culture through to greater flexibility. This is important in terms of attracting more women to management

positions. At the same time, we want to make it easier for fathers to combine families and careers. In 2015, we surveyed all fathers who have taken parental leave in the last five years. Many would have liked to take a longer parental leave, but there were also concerns raised that this could be seen as a negative career break. The study shows us where there is still a need for action.

How does your company benefit from D&I?

Over the years, D&I has become a part of our corporate strategy. We are perceived by our customers as being a culturally diverse organisation. Moreover, we know from various evaluations that D&I increases the commitment and motivation of employees, promotes openness and a willingness to learn and strengthens corporate loyalty.

D&I is not easy but it brings lasting results

Claudia Joost
HR Director at BP Europa SE



What do you understand by Diversity & Inclusion (D&I)?

D&I is an attitude for how we deal with diversity in our company. From the start, BP has had a broad and integrated understanding of diversity that goes well beyond individual measures for individual groups. Our motto here is that diversity only brings benefits if we also include people in this diversity: In other words, diversity and inclusion are two sides of the same coin.

Where is D&I anchored within BP at global level?

We no longer have a parallel D&I Department. Our CEO Bob Dudley is the most senior D&I representative. In addition, D&I goals are anchored in our annual business plan, ensuring, for example, that we make a sustainable effort to get more women in management positions. At the end of the year, this is measured for the entire business area. We are very focused on making sure that the relevant managers set their own goals and decide on measures aimed at achieving those goals. We also have a network of D&I champions, who are responsible for promoting the topic in addition to their

regular jobs. Additional support is provided by Business Resource Groups, which turn people who are affected into people who are involved. They deal with topics such as what sort of working environment is needed to make sure that young parents, and particularly mothers, don't leave the company at the end of their parental leave?

Which D&I measures have you implemented in your company?

D&I is not an individual measure. Over the past twelve years, we have completely restructured all our HR processes so that they satisfy our D&I requirements. Talent management, staff development, recruitment – everything is aimed at this. From the start it was clear to us that we represent an inclusive corporate culture and we have to anchor this in our processes. Five years ago, we defined worldwide values and behaviours: five values, each with five behaviours. And 13 of these 25 behaviours rely on an inclusive corporate culture. That is the foundation of the D&I machine that we are constantly expanding, in which more and more processes mesh together like the cogs of a wheel. To name one example: We make

sure that our job descriptions never exclude anyone. We select candidates on their abilities and knowledge, regardless of gender, age, etc.

Where and to what extent do you see a need for future action?

The oil industry is traditionally a male-dominated world. In our transnational business unit, on the other hand, we have a sensationally high number of female managers, at over 40 percent. But here too we have to work hard to ensure that women keep pace when vacancies become available. That's a lengthy process. We have to get involved sooner, at school and college level, to get more women excited about disciplines that have traditionally been viewed as male. Otherwise we will create problems for ourselves by excluding over half the population in advance from technical careers.

Has your understanding of what constitutes D&I changed over time?

Implementing D&I in the company is a continuous learning process. Over time, we have learned which measures are effective and which are not. One experience, for example, was that the fundamental culture change has to happen via management. That's why at BP all managers around the world take part in a Responsible Leadership training course, which covers an inclusive management style, cultural awareness and unconscious bias.

Have you experienced resistance to D&I? In what form?

Yes, there was a certain degree of

Implementing D&I in the company is a continuous learning process. Over time, we have learned which measures are effective and which are not.

Claudia Joost

scepticism when we started, more than ten years ago. The key factor was that we followed a change process here and turned people who are affected into people who are involved. So there needs to be an understanding for the fact that D&I has a great many facets – that it is not just about gender – and that it brings benefits for the whole organisation.

Does D&I require a different understanding of management?

Yes. And the understanding of managers changes automatically when you listen and include a wide range of opinions.

How does your company benefit from D&I?

Almost all departments are internationally active, with people from very different cultures and personal backgrounds and with far-reaching corporate experiences working closely together. Without openness and an understanding for differences and commonalities in communication, mentalities, etc. our business model would not function as well as it does.

What wishes and expectations do you associate with the work of Charta der Vielfalt?

A more intense exchange of ideas in the network in order to get to know policies and approaches that are different from our own and to find out about new developments. It is also important to us that as a company we bring our experience to bear in open debate so that we can

make a contribution to solving some of the challenges facing society.

Diverse experiences, perspectives and skills

Wilfried Porth
Board member and Director of HR and Industrial Relations
at Daimler AG



What do you understand by Diversity & Inclusion?

Diversity management – in other words the targeted promotion of diversity in our company – has been firmly enshrined in the corporate strategy of Daimler since 2005. We rely on the diversity of our employees and take advantage of their diverse experiences, perspectives and skills. They reflect the diversity of our customers, investors, suppliers and the environment.

I personally see diversity as an important strategic success factor. Our customer base is becoming increasingly diverse – and that must be reflected in the composition of our teams if we want to continue to overcome the challenges facing our industry in the future in the best possible way.

Has your understanding of what constitutes D&I changed over time?

When we brought diversity management into our strategy in 2005, only five percent of our senior management positions were held by women. That's why at that point we focused specifically on the promotion of women to management positions. And we did that successfully, as the percentage has risen year on year. But diversity includes far more than just gender diversity. In the last few years, topics have arisen around the compatibility of career

and family. We are developing our working culture through measures such as generation management, childcare and other care assistance, and options for flexible working. In addition, our networks have become a key element of diversity management. There are now eleven official Daimler employee networks, such as the GL@D network for employees of different sexual orientation, the Daimler "Türk-Treff", the Arab Business Circle and the Women Business Network. Diversity at Daimler is not just tolerated, but desired. Together, we want to create a climate in which nobody has to hide their identity. Given the current situation of migration, the integration of refugees is very much in the spotlight. We take our social responsibility as a big organisation seriously and offer practical work placements for refugees and asylum seekers at Daimler, to pave the way for these people to enter the German labour market.

Which D&I measures have been implemented in your company?

As I have already mentioned, diversity is part of our corporate and HR strategy and also already firmly established in our staff development processes as a leadership criteria with financial consequences, both positive and negative. The aim is to anchor diversity permanently in our management

activity. This also includes being aware of stereotypes and prejudice and questioning one's own management behaviour. Furthermore, we offer a range of measures to support our working culture: flexible working models, childcare, e.g. in our "little star" day nurseries or during divisional events, holiday programmes for children of employees, care advice and health programmes – to name but a few. We have introduced consistent gender diversity monitoring and regularly inform our workforce about the areas of focus and developments relating to our diversity management. Last but not least, we are also involved in public life, for example through the annual presentation of the most valuable German social prize, the Integration Award given by Mercedes-Benz and the German Football Association.

How does your company benefit from D&I?

We are convinced that diversity leads to better teams, performance and results. As a globally active company, for us it is both an obligation and a necessity to demand and promote diversity. After all, top performances has nothing to do with gender, age, origin, sexual identity or world view. As already mentioned, the diversity of our workforce reflects the diversity of our customers and thus leads to a better understanding of their wishes and needs, which in turn has a significant impact on the development of our products and services. In addition, I am fully convinced that a culture in which everyone can be themselves leads to greater self-affirmation, drive and meaning. Ultimately, this makes a considerable contribution to levels of commitment, to staff satisfaction and staff identification with the company, and thus to laying the foundations for an effective

We are convinced that diversity leads to better teams, performance and results. As a globally active company, for us it is both an obligation and a necessity to demand and promote diversity.

Wilfried Porth

and successful company.
"The high number of refugees and asylum seekers means that Germany is facing an exceptional integration task...". How can D&I in companies help with the integration of refugees?
We see it as being a major social responsibility to enable refugees who have a high chance of being granted residency in Germany to obtain access to the labour market. As a large company, we take responsibility in this regard by introducing a number of measures aimed at social and above all professional integration. Last year we introduced "bridge work placements" at Daimler as a path into the labour market. These 14-week work placements alternate practical deployment in our production department with German language classes on a daily basis. This concept has proved successful. After running a pilot scheme in Untertürkheim, all 14 of our Germany sites have now organised their own bridge work placements. In the first half of the year we were able to offer almost 300 places. A similar number is planned for the second half of the year. At the end of the work placement we help the bridge trainees to integrate into the German labour market. Here we work closely together with temporary work agencies, who are already our partners for recruitment in production areas. Our experience to date has shown that a large number of bridge trainees were offered jobs with temporary work agencies or small and medium sized companies. We have also allocated 50

additional training places specially for refugees, which can also be filled by bridge trainees with very good German language skills.

Expanding the role model function of managers

Dr. Olaf Berlien
CEO at OSRAM



What do you understand by Diversity & Inclusion (D&I)?

D&I is an important part of the OSRAM business strategy, as a way of ensuring that we remain innovative and successful and that we position ourselves as a global player at the top of our industry. This requires a holistic approach to diversity and a corporate culture in which diversity can develop in a way that is productive along the entire value chain.

Has your understanding of what constitutes D&I changed over time?

We have learned that D&I is far more than a programme against discrimination or a way of supporting minorities. Today we view D&I as a strategic success factor for our business. In that regard, the focus of diversity is on interculturality and world views, different skills and abilities, sexual identity and gender balance.

Why did OSRAM join the Charta der Vielfalt association?

In terms of implementing diversity management, we want to exchange views with other companies, serve as a good, practical role model and learn from other approaches. We also see ourselves as a sponsor of D&I for society in general. The Diversity Charter provides a platform for

all these elements.

What hopes and expectations do you associate with the work of Charta der Vielfalt?

The aim should be to continue with the existing approach. Our wish for the future is to secure the further positioning and professionalisation of D&I and Diversity Management. For example, we may consider a more international exchange of ideas, an even stronger bundling of diversity measures across the company under a common umbrella, or the development of even more learning opportunities such as webinars and workshops (e.g. Diversity Workshop).

Which D&I measures have been implemented in your company?

By developing and agreeing a D&I strategy and setting targets for various diversity dimensions, we have laid the mandatory foundations for diversity management here at OSRAM. For example, D&I is a factor in our HR management, especially in the areas of talent acquisition and talent management. Our recruiters are specifically trained in D&I, so that they can pave the way for a wide range of talented individuals at OSRAM. We also offer an internal and overarching mentoring

programme for female employees, organise regular events and webinars with various D&I topics and have founded employee networks for a continuous exchange of ideas.

What are you particularly proud of (in terms of D&I achievements)?

D&I has given us a more cosmopolitan outlook and a greater sense of respect. An essential element of this development is changing the mindset of our managers with regard to D&I. We have expanded our outlook to cover a diversity of talents, so that men and women with different points of view from different generations and nations can work together effectively. Equally, we are open to those issues that were not previously addressed within the company. We raised the profile of sexual orientation and identity by setting up "PrideLight", our network for gay, lesbian and transgender employees. We are proud of everything we have achieved so far.

How does your company benefit from D&I?

In order to remain innovative, we need the brightest minds from all over the world to work successfully together. Our international perspectives come from 67 nations. D&I helps us to attract and keep these talented individuals. Mixed teams bring innovative ideas for our customers worldwide. We can also achieve our goal of sustainable growth. A very good example of an innovative project that arose from a mixed team putting in an outstanding performance for OSRAM is the significant improvement of a key customer relationship in Japan. Here, talented individuals from various countries, cultures and business units worked together to gain a better understanding of the customer perspective and to lay the foundations for a long-term cooperation. We were able to build up a large degree of trust while at the

Getting to grips with D&I helps managers to expand their skill sets, so that they can create the necessary conditions and an environment of mutual respect.

Dr. Olaf Berlien

same time strengthening our internal cooperation.

Where and to what extent do you see a need for future action?

For OSRAM, D&I is a work in progress. We want to continue to expand the role model function of our managers. In addition, we will continue to reinforce the implementation of D&I in the individual business units and adapt it to suit their respective requirements. Ultimately, D&I should be seen as part and parcel of our business operations. This includes a more flexible working structure that is no longer dependent on time and place. An inclusive approach to the various life circumstances of our staff is the best investment in a productive and sustainable corporate culture.

Are there any limits to D&I?

D&I should not get in the way of our actual remit of providing customers with the solutions they need, doing this in a sustainable way and taking other stakeholders into account. D&I is not an end in itself.

Have you encountered resistance to D&I? If so, in what form?

Whenever we undergo major change processes in the company, D&I can be seen as a supplementary programme. Reducing D&I to the fulfilment of a "women's quota" can meet with resistance. Implementing D&I requires good, clear communication. When we show how D&I can support the business and the work of the managers, the topic is accepted and implemented.

Here at OSRAM we rely on examples of good practice and have role models who inspire us to come up with new ideas.

Does D&I require a different understanding of leadership?

Digitalisation, globalisation and demographic change have also altered the nature of cooperation and therefore the demands placed on managers. Work 4.0 means that a highly diverse group of people from all over the world can adjust to each other in a very short time and work together productively. Getting to grips with D&I helps managers to expand their skill sets, so that they can create the necessary conditions and an environment of mutual respect.

When and how is it possible to see that D&I is failing?

If any resistance that arises is not taken seriously and there is a lack of commitment to D&I, especially at senior management level, the implementation can fail. But I would think a company is more likely to fail if it doesn't take D&I seriously.

10 years of the Diversity Charter – a summary

“Within the framework of this charter we cultivate an organisational culture that is characterised by mutual respect and appreciation for each and every individual. We create the conditions for ensuring that managers and employees recognise, share and embody these values ...”

Extract from the Diversity Charter
Signed by around 2,400 companies and institutions in Germany

The Diversity Charter was set up in 2006 by four companies: BP Europa SE, Daimler, Deutsche Bank and Deutsche Telekom. Behind this move was the joint realisation that diversity in the workforce would put companies in a better position to address the changing social, political and economic conditions worldwide. Aside from regulatory interests, taking this step represented a clear commitment by the companies to an active approach based on a concept of heterogeneity and diversity that expects openness, appreciation and acceptance.

The Diversity Charter clearly sees diversity management as a strategic and cultural topic and has therefore always taken a holistic approach. It marks the voluntary commitment of companies to the active promotion of diversity in their organisations.

To date around 2,400 companies, public and scientific institutions and organisations have taken this approach and signed up to the Diversity Charter. This makes the Diversity Charter the largest corporate network for diversity management in Germany. The Diversity Charter fulfils the charitable status of its educational outreach programme through its own events and publications, and by acting as a unique platform for information and networking. In 2006 the text of the Diversity Charter was presented to the German Federal Chancellery. Minister of State Maria Böhmer included the Diversity

Charter in her campaign entitled “Diversity as Opportunity”, thus giving it more active impetus.

The first organisations signed up to the charter in 2007.

In 2010 the Diversity Charter was restructured as a charitable association, “Charta der Vielfalt e.V.”, with ten companies as members.

In 2011, the association established an office, which has since steered the projects and content of the Diversity Charter.

In 2012, the first Diversity Conference was held in Berlin, in collaboration with the Tagesspiegel newspaper. It was attended by more than 300 participants and has since become a firm fixture in the calendar for diversity representatives.

The first German Diversity Day was held in 2013. Once a year it focuses public attention on diversity. Companies and institutions communicate their commitment to diversity on an internal and external front, thereby flying the flag for diversity. In the first year, there were 362 activities. In 2016, this figure had risen to over 1,000 activities.

In 2016 the Diversity Charter celebrated its 10-year anniversary and took its diversity workshop on tour, discussing the topic with signatories at 10 locations

across Germany. It offered several days of workshops on the various dimensions of diversity with the aim of sharing best practices, gaining new findings from science and practice and expanding networks.

The association is now supported and promoted by 19 well-known member companies.

The patron is Federal Chancellor Dr. Angela Merkel, and Aydan Özouz, Minister of State for Migration, Refugees and Integration, is a permanent Board Member.

Figure 20
Strengths of the Diversity Charter as rated by respondents

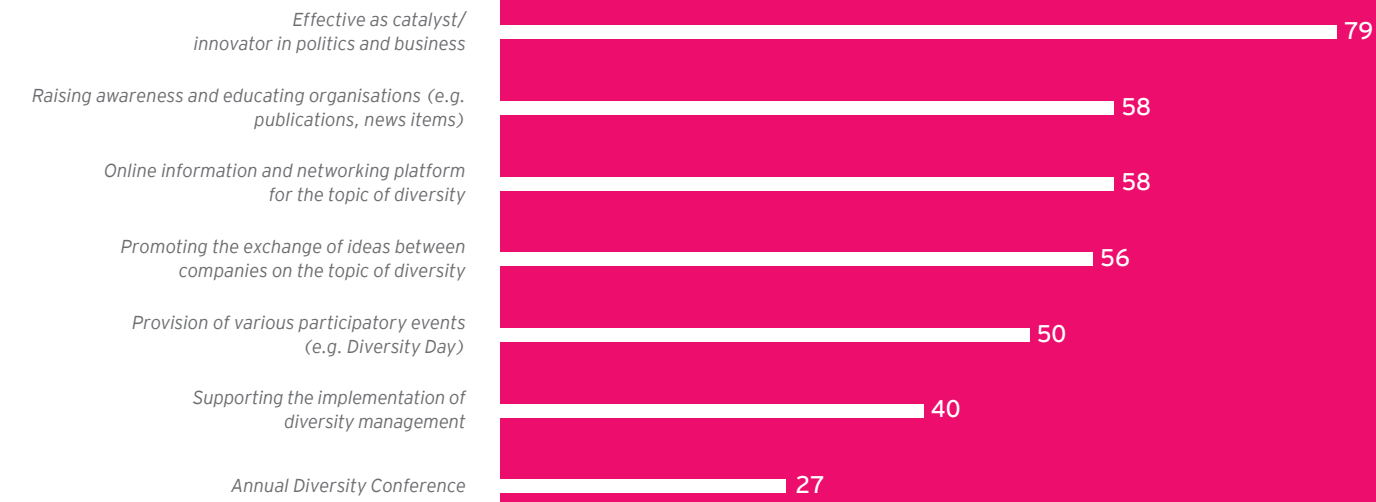
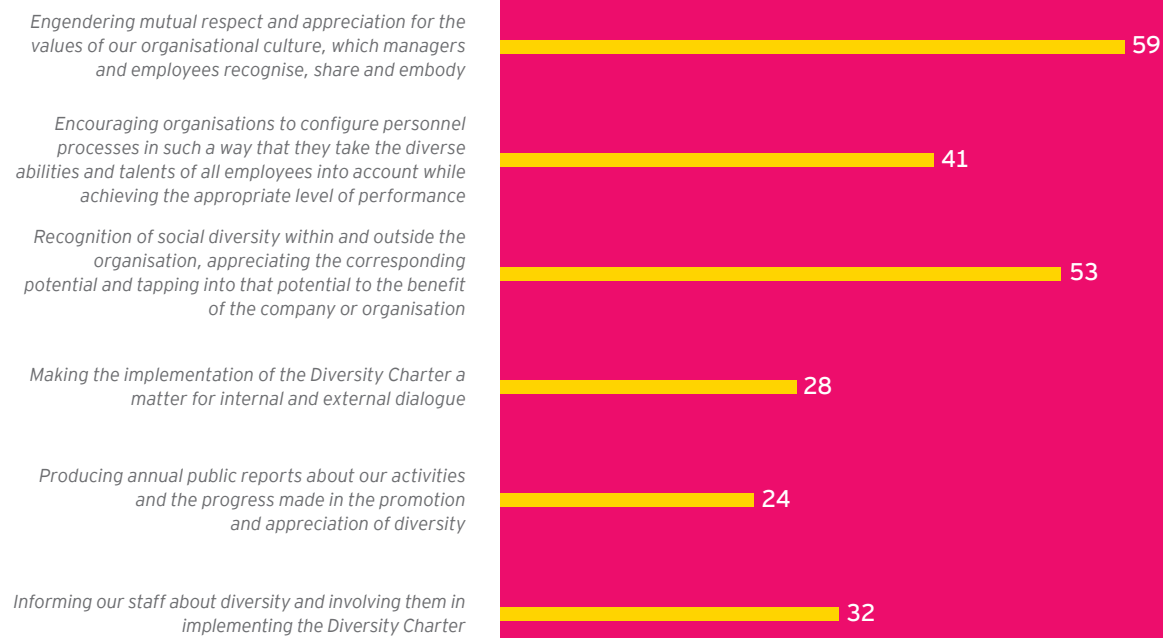


Figure 21
Which of the aims of the Diversity Charter have been achieved?



in percent

Diversity Charter Catalyst and agenda-setter

An analysis of signatories shows that participation in this study is particularly pronounced among those who have signed up since 2012. Of the 349 participants in the survey, this figure is 219 (62 percent). This also gives a clear indication of the increase of the work of the Diversity Charter, since many more themed projects have been initiated by the office.

We asked all signatories what they see as the strengths of the Diversity Charter. The responses clearly showed that the signatories saw its effectiveness in politics and business and its agenda-setting function (79 percent) as key strengths. These were also followed by high values for raising awareness and educating organisations (58 percent), its function as an online information and networking platform (also 58 percent) and the promotion of the exchange of ideas between organisations (56 percent). However, even a one-off event like the annual Diversity Conference, at 27 percent, represents a surprisingly high value for a single measure.

What has been achieved? Diversity creates appreciation and culture

We also asked the 349 signatories to the Diversity Charter what they themselves have achieved in terms of diversity. The result can be summed up as: "We do good, but don't really talk about it."

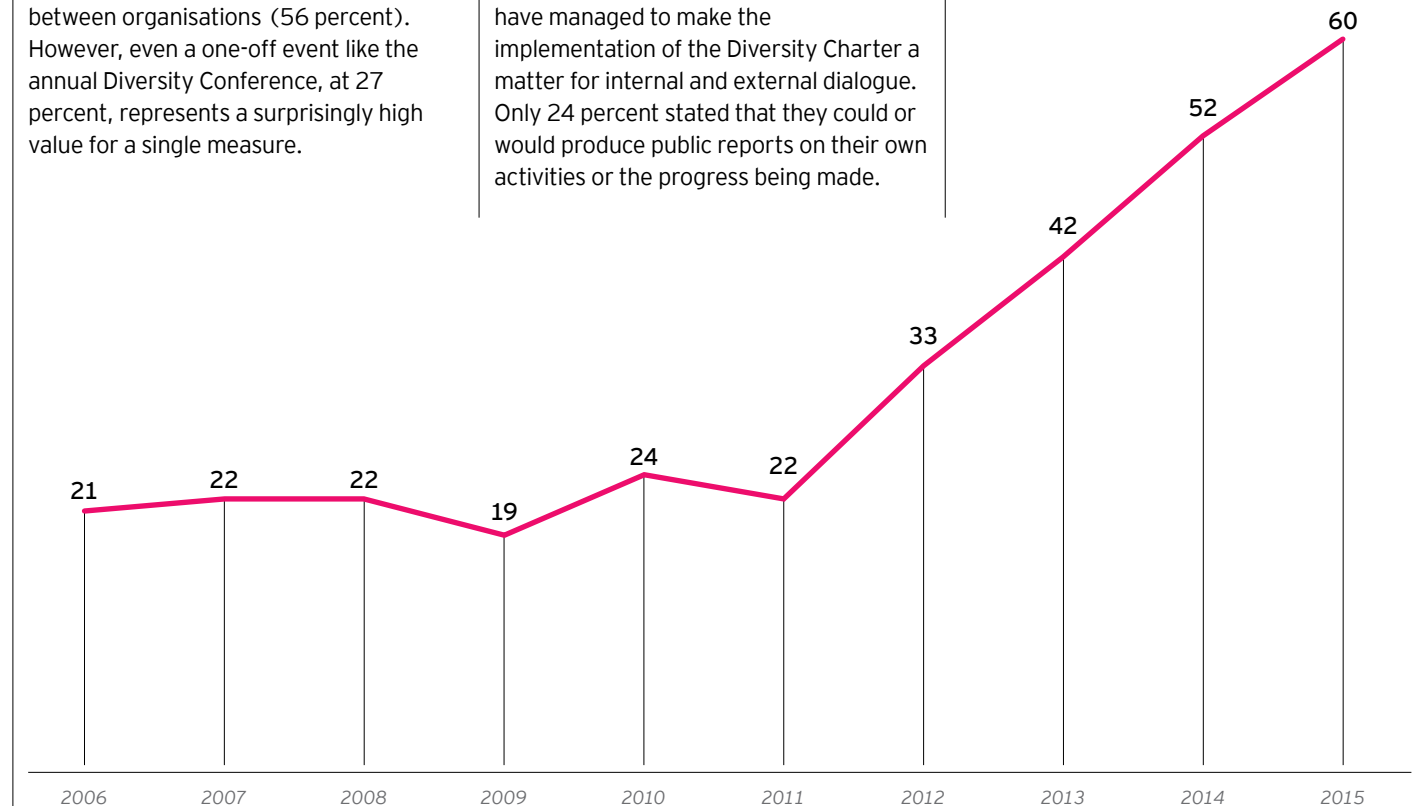
59 percent feel that the goal of incorporating the values of mutual respect and appreciation into the corporate culture has already been achieved. Appreciating diversity inside and outside the organisation and tapping into it in a profitable way has proved successful for 53 percent of respondents. And 41 percent have managed to structure their HR processes in a way that makes the best use of the diversity of talented individuals.

In contrast, the values for goals with a communicative approach are rated significantly lower. Only 32 percent manage to inform and involve employees on a regular basis, while just 28 percent have managed to make the implementation of the Diversity Charter a matter for internal and external dialogue. Only 24 percent stated that they could or would produce public reports on their own activities or the progress being made.

The text of the Diversity Charter has lost none of its relevance.

Aletta Gräfin von Hardenberg

Figure 22 Distribution of participants in the study by year of signing.



**More support,
but not through regulation**

Figure 23

Would you like to see more support for diversity from the world of politics (by typology)?

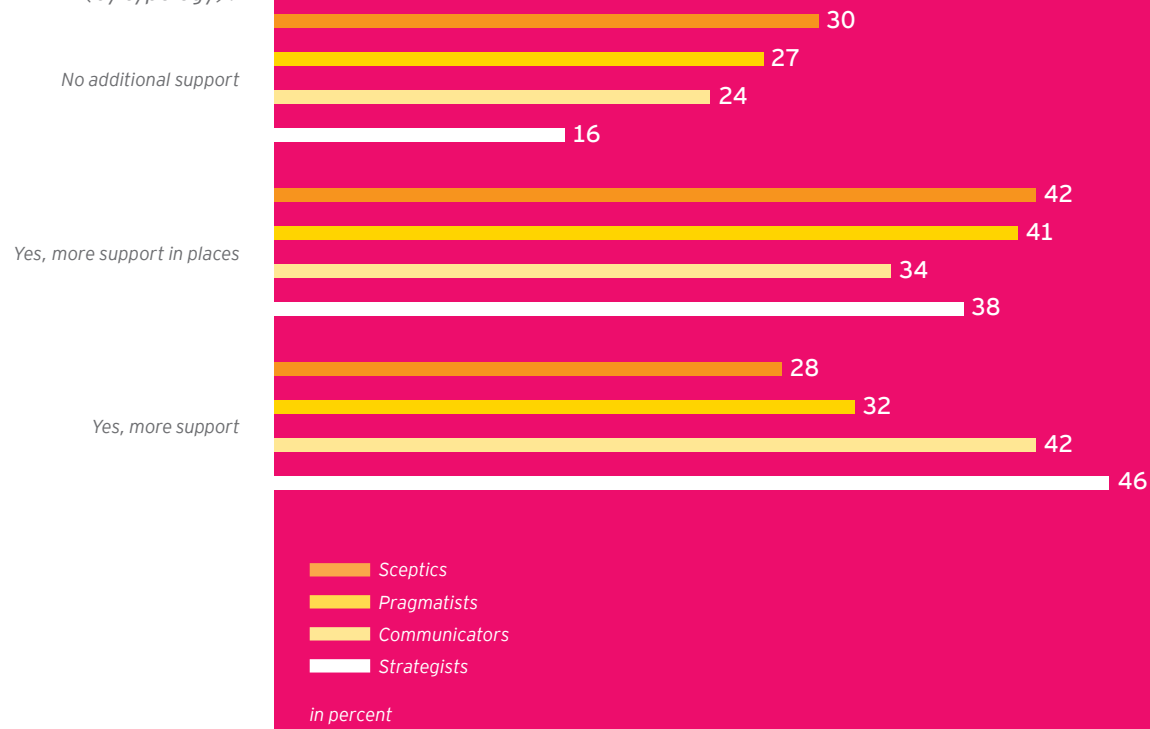


Figure 24

What support would you like to see from the world of politics?



We asked the organisations whether and to what extent they would like to see more support from the world of politics. A majority of 62 percent of the national cross-section and as high as 85 percent of signatories to the Diversity Charter wanted this kind of support, either in full or in part. When divided according to type, it became clear that it was above all the Sceptics who rejected greater support from the world of politics. If we look at the 16 percent of Strategists who also did not want any more support from the world of politics, we assume two main motives for this rejection: firstly, the basic rejection of political input, and secondly the basic rejection of the concept of diversity felt by some Sceptics.

In answer to the question about what sort of support should be provided by politics, 85 percent of the signatories hoped to see an improvement in the prevailing climate of opinion; in other words, an ideological instead of a regulatory approach. As in companies, it is not primarily a question of measures or regulations, but the degree of commitment at the top. One noteworthy result is the attitude of companies to regulations. Only a minority of 34 percent

in the national cross-section and 37 percent among signatories wanted to see diversity being promoted through legal regulation. In contrast, however, 69 percent of organisations in the national cross-section and as many as 73 percent of signatories saw the need to break down bureaucratic hurdles that stand in the way of diversity.

This wish is therefore well ahead of the desire for financial support for diversity programmes or a more flexible approach to retirement regulations, which only a slight majority consider to be necessary.

We don't need more regulations but more role models.

Ana-Cristina Grohnert

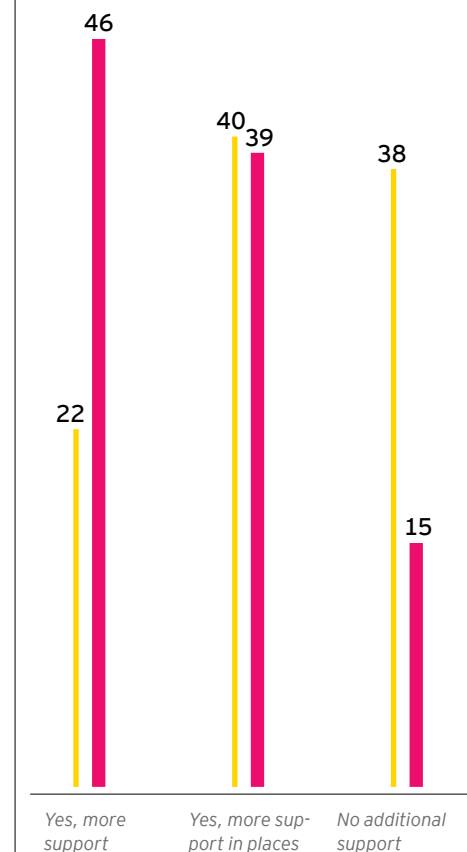


Figure 25 Would you like to see more support for diversity from the world of politics?

The wording of the Diversity Charter

Diversity as opportunity – The Diversity Charter of German companies

The diversity of modern society, influenced by globalisation and demographic change, is shaping business life in Germany. We can only achieve economic success if we acknowledge and use the existing diversity. This includes diversity in our workforce and the diverse needs of our customers and business partners.

The diversity of employees, with their diverse abilities and talents, opens up opportunities for innovative and creative solutions.

The implementation of the Diversity Charter in our organisation is about creating a working environment that is free from prejudice. All employees should feel valued - regardless of their gender, nationality, ethnic background, religion or world view, disability, age, sexual orientation and identity. Recognising and promoting these diverse potentials creates economic benefits for our organisation.

We create a climate of acceptance and mutual trust. This has positive effects on the way we are seen by business partners and consumers, both in Germany and in other countries of the world.

In the framework of this Charter we are committed to

1. grooming a corporate culture characterised by mutual respect and appreciation of every single individual. We seek to create conditions such that everyone (superiors and colleagues) respect, practice and acknowledge these values. This will require explicit support from leaders and superiors.
2. overseeing and ensuring that our human resource processes will be compatible with the existing competencies, abilities and talents of our employees as well as with our own performance standards.
3. recognising the diversity inside and outside our organisations, appreciating the intrinsic potentials residing in it, and endeavouring to utilise it profitably for our businesses.
4. ensuring that the implementation of the Charter will receive its due recognition and will make it a subject for internal and external communication.
5. making public on an annual and regular basis our own efforts and achievements at promoting diversity.
6. keeping our own employees and colleagues informed and actively involved in the implementation of the Charter.

We are definitely convinced that practising and appreciating diversity will have a positive effect on German society.

Diversity begins in the mind

When it comes to diversity and inclusion, Novartis relies on a four-point strategy



Robert Robottom
Global Head D&I at Novartis



Carolin Heinze
HR Manager at Novartis Germany



Anette Dietrich
D&I Champion at Novartis Germany

What do you understand by Diversity & Inclusion (D&I)?

Novartis works hard to create an unprejudiced working environment, in which employees see diversity as part and parcel of everyday life and know how to value it.

Our motto is “Diversity begins in the mind”: With the support of around two dozen employees at our Nuremberg site, our aim is to carry this message out into the organisation and raise awareness of diversity in all its manifestations.

Which D&I measures have been introduced in your company and how do you benefit from D&I?

At Novartis, we have built up a global D&I team and a global D&I strategy. These help us to exploit the potential of D&I to the full, and to enable it to make a valuable contribution to the commercial success of our company. Our strategy is based on four pillars:

Talent and management:

We are building up a strong internal and external talent pool, with managers who recognise, support and develop “diverse” employees.

Culture of inclusion:

We are creating an unprejudiced working environment, which gives all employees the opportunity to contribute to the success of Novartis.

Patients and customers:

We achieve commercial and scientific innovations through the knowledge and understanding of our patients and customers.

Internal and external reputation:

We want to be recognised inside and outside the company for the diversity of our employees and our unprejudiced working environment. And for the fact that this drives our high corporate performance, our commercial success and our scientific innovations.

Since 2016, this strategy has been led by the global D&I management team, which is made up of people from all Novartis business areas, and rolled out across the company.

What are you particularly proud of (in terms of D&I achievements)?

Various working groups have led to such developments as a Spanish and French lunch table and participation in the Pride

175 seal of diversity, which recognises a commitment to LGBTI equality. In order to resolve stereotypes and prejudices, we have also launched a poster campaign. The posters are designed in comic strip form in order to attract the attention of employees while also discussing the sensitive issue of exceptions and resentment in a humorous way.

As a result of our Generation Management programme, we offer young talented individuals the opportunity to be supported in their career paths by experienced colleagues. Both sides benefit from this arrangement. Novartis has also created a framework for diverse work and life models: We meet the various needs of our employees by using initiatives such as trust-based working hours, “Be Healthy” programmes, emergency babysitters and many others besides. With this support, every individual can bring their ideas and abilities into their everyday working lives and Novartis can exploit the full potential of diversity.

Our motto is “Diversity begins in the mind”: With the support of around two dozen employees at our Nuremberg site, our aim is to carry this message out into the organisation and raise awareness of diversity in all its manifestations.

Bringing diverse skills together



Christian P. Illek
Director of HR at Deutsche Telekom AG

In future, more than ever before, we will need to create teams that are as heterogeneous as possible – with diverse perspectives and approaches. We must be permanently open to new ideas, as our working life is defined by permanent change. Digitalisation is the main driver of this change. It is changing existing business models and generating new ones, which in turn changes organisations. Digitalisation has an impact on

- ▶ how we run our business,
- ▶ how we interact with our customers and
- ▶ how we work together.

We must be permanently open to new ideas, as our working life is defined by permanent change.

Christian P. Illek

That poses major challenges for every organisation. Flexibility and openness are essential factors in successfully managing this change. Diversity will help companies to make the necessary transformation.

Diversity is:
Bringing diverse skills together in a team. Digital natives with experienced technicians, young programmers with “analogue” managers, men and women, different nationalities.

Diversity can bring genuine added value here:
Where diverse ideas come together, when we also accept that failure can be part of the process, and when constructive opposition is possible and desirable – that’s when we get the best results. In the best case scenario, there is a reciprocal effect: On the one hand, the work and teams need to be more diverse in order to function well in an age of digitalisation. On the other hand, this entrepreneurial necessity promotes diversity in society in general.

Thank you

At this point, we would like to thank all our members, who as supporters of Charta der Vielfalt e.V. are not just making a strong statement in terms of supporting diversity in Germany, but are also providing financial support to enable the association to actively promote the topic by offering comprehensive information on the subject of diversity and thereby contributing to a new culture of diversity. A special thank you must go to the board members who were prepared to give their time as experts to share their views of diversity with us and the general public through this study.



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Diversity management is like a journey. It often begins with a very specific need: In many companies, this could be, for example, a desire to encourage the stronger integration of women or a plan for helping refugees into the labour market. However small each first step may appear, its value as a launch pad into a whole new world should not be underestimated. The globalised economy will confront us with diversity to a far greater degree than is currently the case. And it will be good to be able to actively steer this journey.

Diversity management itself is also evolving further. From being a simple operative approach devoted to breaking down barriers for certain groups, it is taking on a completely new dimension.

This leads on to three main thoughts:

1. Diversity management will become a must.

Companies will quite simply no longer be able to ignore diversity. Anyone who wants to meet the diversity of the markets will have to be diverse in themselves. Diversity management is the strategic approach required in this regard.

2. Diversity management is not a minority programme but a change in attitude.

Diversity is not a matter of displaying certain external features. As a result, diversity management cannot be viewed as an incentive programme for clearly definable groups. It is actually about the targeted inclusion and deliberate integration of diversity at all levels. It's not about taking a look at the deficits of individual groups, but about seeing what individuals can contribute.

3. Diversity management is a process that never stops.

Diversity management is not an isolated project with a beginning and an end. There is no optimal situation that can be reached. It is far more about conducting a continual review of the entire organisational structure and its processes.

Diversity management therefore heralds socio-political changes and paves the way to new developments, markets and forms of collaboration. For the last 10 years the Diversity Charter has been a platform for this change process.

To stay with the image of a journey: The Diversity Charter can act as a base camp for a company's own journey planning, a place where the map can be studied. There are organisations and people here who have dared to make a start, who are able to pass on their experiences and who have already reached certain goals. It is precisely on these fronts that the study results presented here represent an initial summary.

With all the possible uncertainties and surprises that any deviation from the familiar and well-trodden paths of existing organisational practices may bring: Join us on the journey. Harness the potential of diversity. A diversity of ideas, inspirations and solutions for future issues.

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Universal Declaration of Human Rights, Article 2
Agreed by the General Assembly of the United Nations
on 10th December 1948

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About Charta der Vielfalt

The Charta der Vielfalt e. V. association is a corporate initiative that was set up in 2010 with the aim of firmly anchoring diversity management in the German business world. Over 2,400 companies and institutions with a total of 8.1 million employees have already signed the voluntary Diversity Charter since 2006 and are thereby contributing to the targeted promotion of diversity management in Germany. Its patron is Federal Chancellor Angela Merkel.

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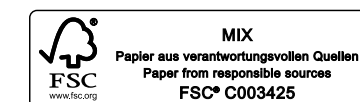
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