Managing corporate social responsibility

Diversity and inclusion in the workplace

Identification of CSR

The Commission has defined CSR as the responsibility of enterprises for their impact on society and, therefore, it should be company led.

The European Commission has previously defined Corporate Social Responsibility (CSR) as:

"a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis".

Companies can become socially responsible by:
- integrating social, environmental, ethical, consumer, and human rights concerns into their business strategy and operations
- following the law

CSRD

In its communication of 11 December 2019 titled 'The European Green Deal' the European Commission made a commitment to review the provisions concerning non-financial reporting of Directive 2013/34/EU of the European Parliament and of the Council.

In accordance with this commitment, the Corporate Sustainability Reporting Directive (CSRD), which aims to update and reinforce the regulations governing the social and environmental data that businesses are required to provide, came into effect on January 5, 2023.

Reports on sustainability and ESG aspects must come from a wider range of big businesses, including listed SMEs.

CSRD

The new regulations will guarantee that stakeholders and investors may obtain the data required to evaluate how businesses affect people and the environment as well as the financial risks and opportunities associated with climate change and other sustainability-related concerns.

Important:
The rules introduced by the Non-Financial Reporting Directive (NFRD) remain in force until companies must apply the new rules of the CSRD.

ESG
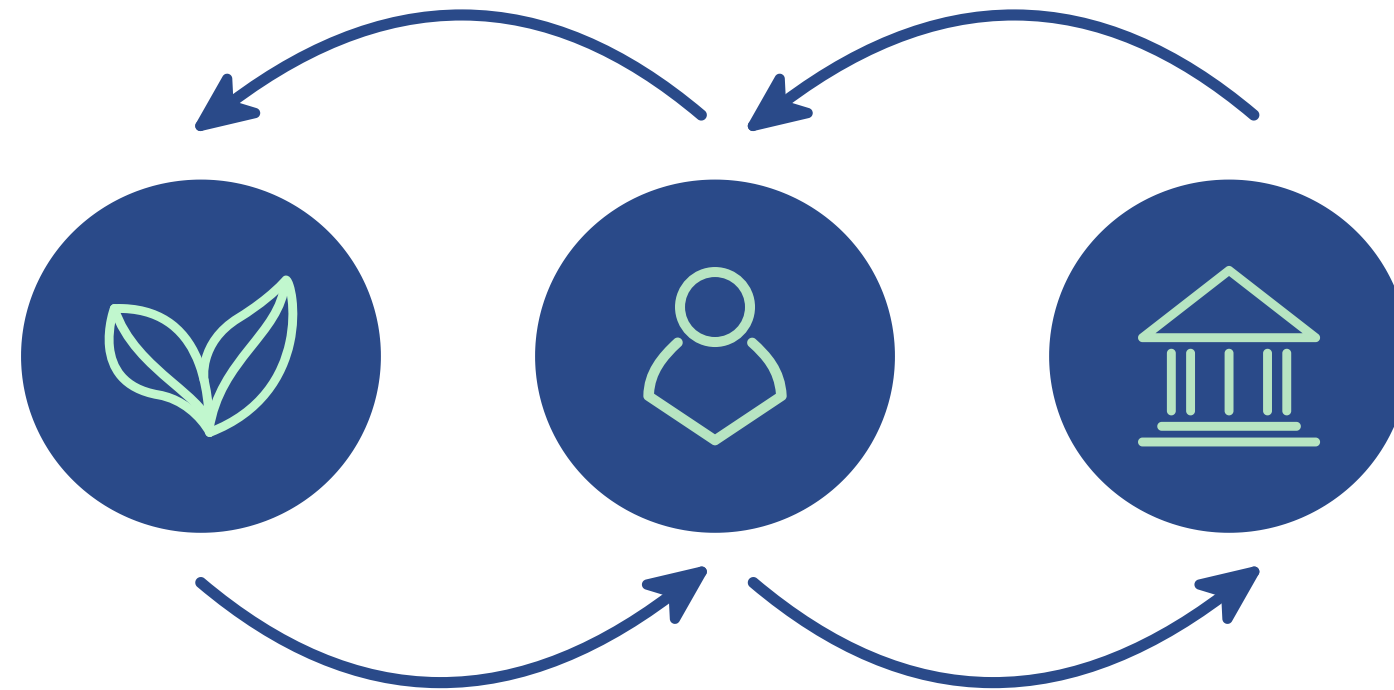
- Environmental, social, and governance is referred to as ESG.
- In ESG frameworks, these are referred to as pillars and they stand for the three primary subject areas that businesses are required to report on.
- ESG seeks to encompass all non-financial risks and possibilities that are present in a business's daily operations.

ESG

Environmental factors could include adaptation and mitigation of climate change as well as environmental factors more generally, such as pollution avoidance, biodiversity preservation, and the circular economy.

Social factors might include human rights concerns as well as issues of inequality, inclusivity, labour relations, and investment in people and their communities.

The governance of public and private institutions – including management structures, employee relations, frameworks, directives and executive remuneration – is part of the governance of company policy and laws.

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What is diversity and inclusion in the workplace?

Diversity is any dimension that can be used to differentiate groups and people from one another.

It is about empowering people by respecting and appreciating what makes them different, in terms of age, gender, ethnicity, religion, disability, sexual orientation, education, and national origin.
Diversity makes it possible to explore these distinctions in a healthy, safe, and supportive setting.

To ensure that people genuinely value one other's differences, it entails understanding one another by going beyond basic tolerance. This makes it possible for us to value diversity in the workforce and in the community.

What is diversity and inclusion in the workplace?

Inclusion is an organisational effort and practices in which different groups or individuals having different backgrounds are culturally and socially accepted and welcomed.

These distinctions may be obvious, as in the case of national origin, age, race and ethnicity, gender, marital status, religion or belief, and socioeconomic status, or they may be more innate, as in the case of educational background, training, industry experience, tenure in an organisation, and even personality traits like introversion and extroversion.

People who live in inclusive cultures are treated with dignity and respect for who they are as individuals or as a group. A change in an organisation's mindset and culture that manifests itself in ways like meeting attendance or physical office layout.
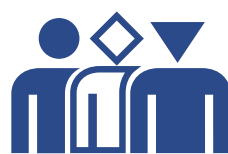
Diversity and Inclusion - stats

60% of respondents in a LinkedIn study said that diversity within their sales team has contributed to their teams' success.

Organisations in the top quartile for gender diversity have a +25% likelihood of financially outperforming their peers.

Organisations in the top quartile for ethnic diversity have a +36% likelihood of financial outperformance.

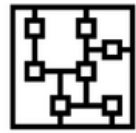Diverse companies earn 2.5x higher cash flow per employee.

Inclusive teams are over 35% more productive.

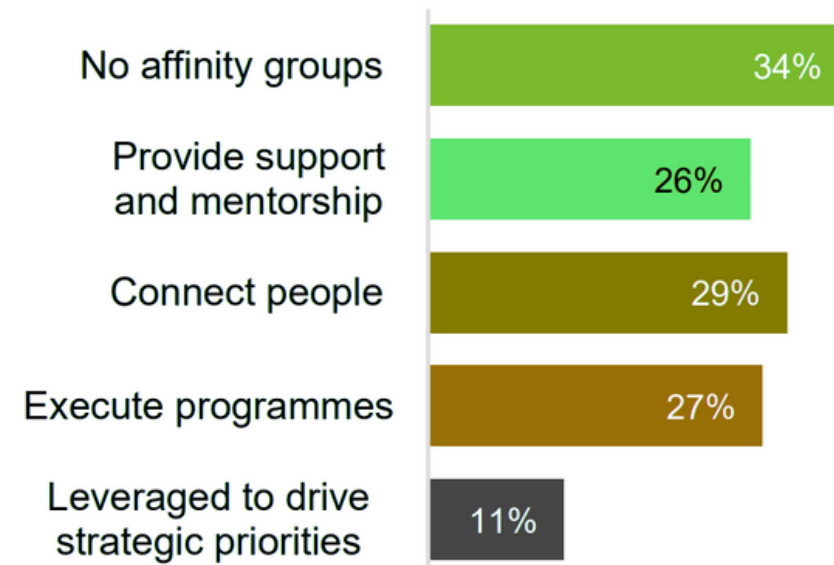Diverse teams make better decisions 87% of the time.

Diversity and Inclusion - stats

Role of affinity networks/resource groups

While the majority (66%) of European organisations surveyed have affinity groups, they are mostly used to foster networks and execute programmes, rather than to inform decision-making and drive business priorities.
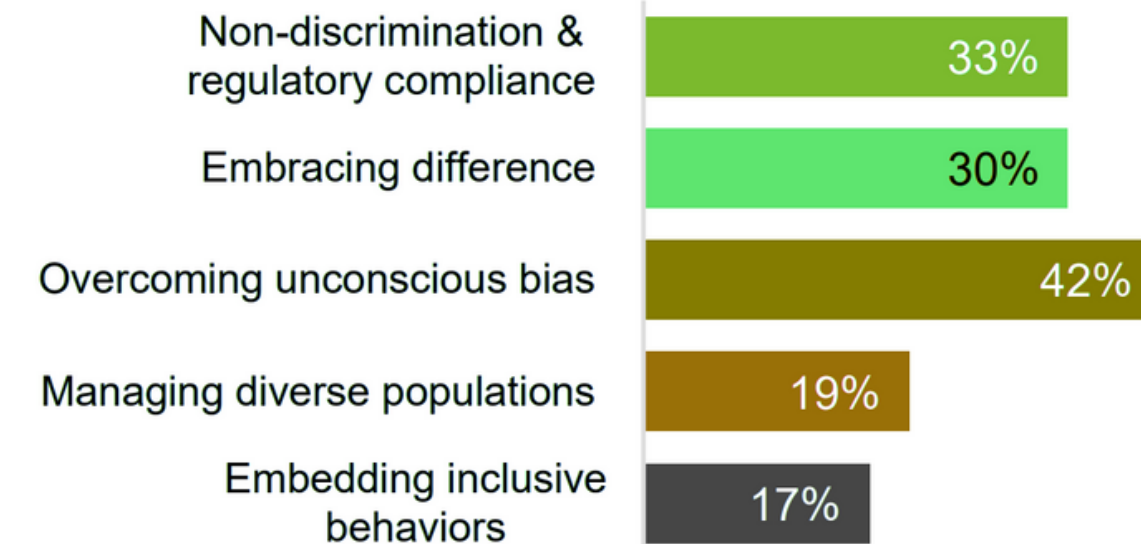
Affinity groups at my organisation…

No affinity groups	34%
Provide support and mentorship	26%
Connect people	29%
Execute programmes	27%
Leveraged to drive strategic priorities	11%

Training programmes in place

While unconscious bias training remains a popular type of D&I training, only 19% of organisations surveyed are going a step further by providing leaders with training on managing diverse populations or on embedding inclusive behaviours in jobs.

Training programmes focus on…

Non-discrimination & regulatory compliance	33%
Embracing difference	30%
Overcoming unconscious bias	42%
Managing diverse populations	19%
Embedding inclusive behaviors	17%

What do these statistics tell you about D&I in European Organisations?

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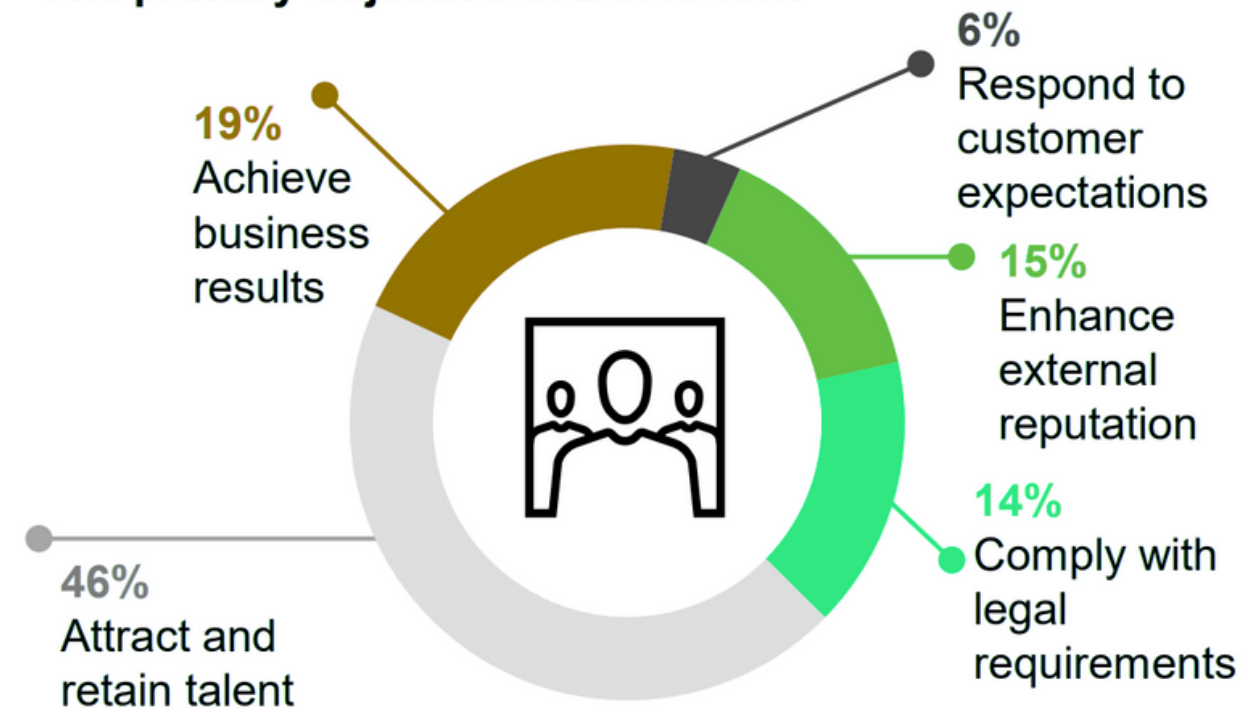
Diversity and Inclusion - stats

✏️ **D&I programme goals**

While more than half the organisations surveyed (60%) leverage their D&I programme to attract talent or comply with legal requirements, a much smaller percentage (19%) are connecting them directly to the achievement of business results, such as innovation or improved financial performance.

The primary objective of D&I is to…

6% Respond to customer expectations

19% Achieve business results

15% Enhance external reputation

46% Attract and retain talent

14% Comply with legal requirements

What do these statistics tell you about D&I in European Organisations?

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Benefits of a diverse workforce

Diverse cultural viewpoints can stimulate innovation and spark creativity:

The worldview we have is shaped by our culture. A team's diverse perspective and extensive professional experience can provide fresh insights that encourage colleagues to view the workplace and the wider world in new ways.

It has been demonstrated that diversity of thought fosters creativity and innovation, enabling problem-solving and novel approaches to satisfying customer needs.

Benefits of a diverse workforce

Knowledge and understanding of the local market increases a company's profitability and competitiveness:

A good or service frequently needs to be modified to be successful abroad. A business can succeed by having a thorough understanding of the competitive landscape, local laws, regulations, and customs.

It has been demonstrated that companies with a diverse workforce are 35% more likely to generate profits above the national industry median.

Benefits of a diverse workforce

Local expertise, cultural sensitivity, and insight translate into better, more focused marketing:

Understanding other cultures and being familiar with the local market may help to produce more successful marketing. For instance, it is crucial to have excellent and culturally aware translations of brochures, websites, and other materials.

However, in the absence of native speaker input, these can be disregarded. Employing a diverse workforce can reduce the risk of making a serious marketing error that could destroy a brand or business overseas.

Benefits of a diverse workforce

To attract and retain the best talent:

Two thirds of job seekers said that diversity was important to them when assessing employers and job offers, according to a Glassdoor survey. Your talent pool of potential hires will grow if you make diversity a priority during the hiring process.

When workers in a diverse workplace feel appreciated and valued for their individual contributions, they are more likely to stick with the company.

Benefits of a diverse workforce

Diverse teams are more productive:

A diverse workplace offers a range of experiences, skills, and working methods that can improve problem-solving ability and increase productivity.

Process optimisation for increased efficiency within the organisation can result from a culture of healthy competition.

Benefits of a diverse workforce

Greater opportunity for personal and professional growth:

Talented and globally minded professionals who value the chance for both personal and professional growth will be drawn to an inclusive and culturally diverse company. You can give up prejudices and an ethnocentric worldview and become a global citizen by forming bonds over commonalities and differences.

A diverse group of coworkers can broaden your professional horizons and introduce you to new skills and viewpoints.

Challenges of a diverse workforce

Colleagues from some cultures may be less likely to let their voices be heard:

Establishing an open and inclusive work atmosphere is crucial to enable all team members to feel empowered to make contributions. This can be especially difficult for coworkers from cultures that value deference or civility. Professionals from Asian nations, like Vietnam or Japan, for example, could feel less at ease raising their voices or offering suggestions, especially if they are new to the team or have a lower position.

On the other hand, self-assured peers from the United States or Western Europe, or those from Scandinavian nations that prioritise a flat organisational structure, might be more likely to speak up during meetings or negotiations when others might not.

Challenges of a diverse workforce

Integration across diverse teams can be difficult in the face of prejudice or negative stereotypes:

Stereotypes can have a negative impact on productivity and corporate morale. While not inherently harmful, stereotypes are all oversimplifications that may cause limitations or polarisation in the workplace.

Overcoming ingrained and unconscious cultural biases might pose a more challenging task for workplace diversity initiatives.

Challenges of a diverse workforce

Different understandings of professional etiquette:

People with diverse origins or cultures may also bring with them distinct attitudes, values, behaviours, and manners in the workplace. In a diverse workplace, these might be enlightening and even helpful, but they can also lead to miscommunications or animosity amongst team members.

For example, cultural differences might arise in the expectations of formality, hierarchy, and even working hours. Different methods of confronting someone or resolving a disagreement can also cause problems.

ESG at the top of the global agenda

ESG reporting is not just another 'tick-box' framework – it is a set of values to be embedded in our lives and company culture.

According to research by compliance and risk company Perillon, there is a greater breadth of companies embracing ESG. According to their report, 80% of the world's largest companies are reporting exposure to physical or market transition risks associated with climate change – the E pillar of ESG. **It is estimated that 88% of customers are thought to be more devoted to a business that addresses social or environmental issues.**

Some are still aware of 'greenwashing'. This is when an organisation spends resources on marketing themselves as being sustainable, green, and ethical when this is not really the case, as they do not carry out substantial activities or implement helpful changes to minimise their environmental impact.

ESG at the top of the global agenda

Additionally, consumers are now more selective and critical when it comes to the quality of service provided by the organisations they choose to do deal with.

People's perspectives on social justice and the environment are being shaped by digitalisation and online communication, which also allows users to rapidly express their opinions with a single click.

ESG at the top of the global agenda

- **83% of consumers** think companies should be actively shaping ESG best practices
- **91 % of business leaders** believe their company has a responsibility to act on ESG issues
- **86% of employees** prefer to support or work for companies that care about the same issues they do.
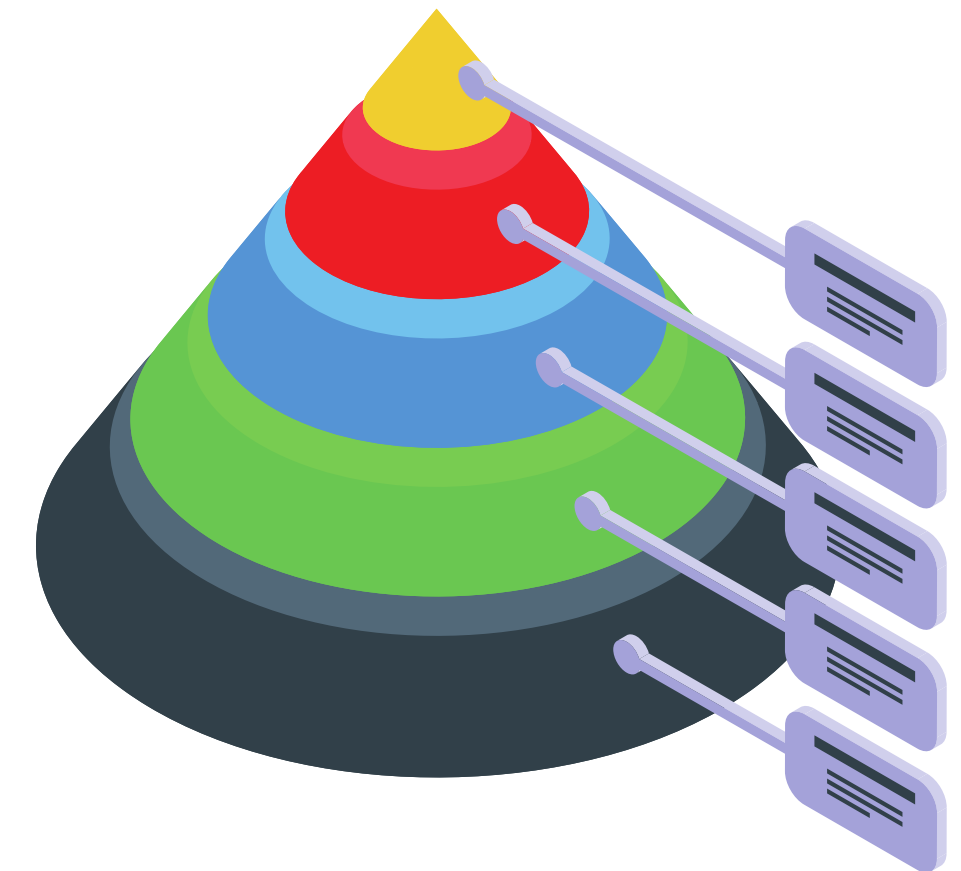
ESG - diversity and inclusion policies in the workplace.

Diversity in communities and the voices within them are essential components of good sustainability initiatives. A workforce that reflects a range of socioeconomic and ethnic origins is more likely to be aware of the ways in which a company's environmental impact impacts various communities.

Additionally, research shows that diverse workplaces are more effective at implementing changes and resolving present challenges.

ESG - diversity and inclusion policies in the workplace.

Businesses that foster an inclusive culture are more likely to promote fair salaries, flexible work schedules, equal opportunity, ethical sourcing, and community involvement.

A staff turnover rate that is lower, more employee satisfaction, and better decision making are all correlated with sensitivity to employee requirements. Workers are comfortable sharing their opinions, which fosters an inventive, cooperative work environment.
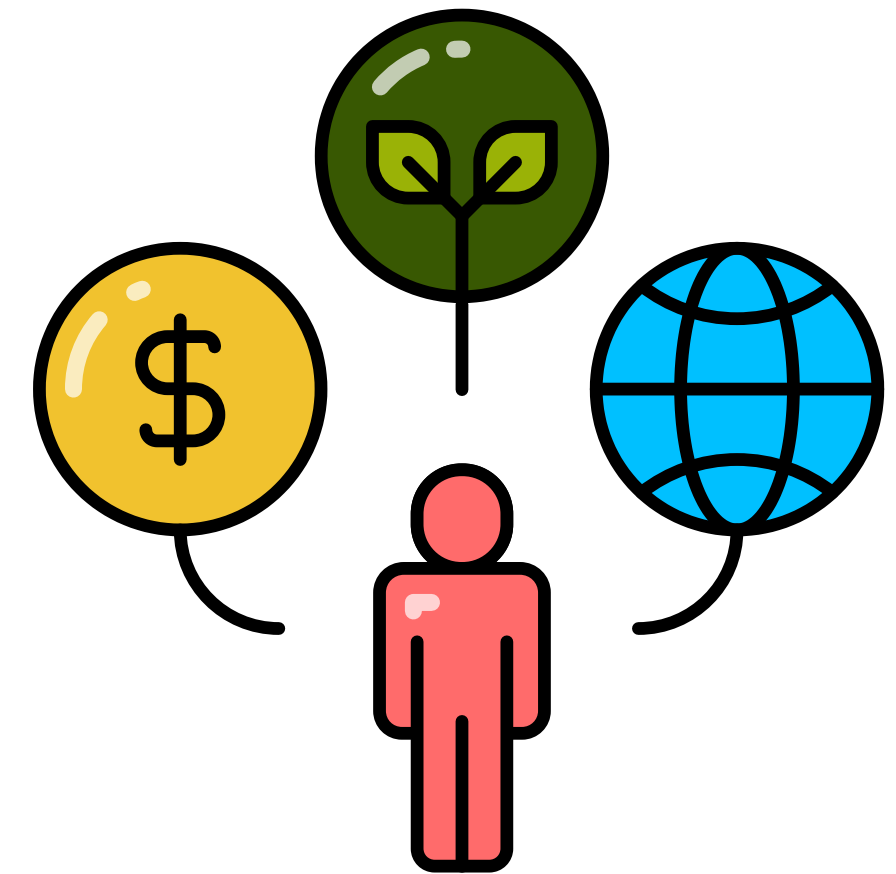
ESG - diversity and inclusion policies in the workplace.

Establishing metrics for their diversity and inclusion initiatives can be challenging for businesses. You can demonstrate the impact of diversity and inclusion using the same performance indicators if your strategy is in line with the business case and goals.

- Include metrics related to diversity and inclusion and provide an account of your diversity initiatives in your yearly sustainability report.

- Select the diversity and inclusion metrics you wish to use, as well as the data source.

- Connect the importance of your diversity and inclusion strategy to the business's operations and to your core values.

Promoting and supporting diversity in the workplace - management practice

Be aware of unconscious bias:

- A genuine shift starts with raising awareness and comprehending bias. The first type of bias is unconscious bias, which refers to associations or sentiments of bias that may exist but are submerged underneath our conscious thoughts and actions.

- Managers can begin tackling this by educating staff members about how unconscious bias affects specific people and what behaviours feed prejudice.

- To enhance consciousness and tackle implicit prejudice, it is beneficial to motivate each staff member to examine and evaluate their individual preconceptions and prejudices, such as using a bias test.

- When people begin to become more conscious of their prejudices, recording stereotyping incidents as they happen will help them become more aware of them. This will assist people in recognising when they start to generalise about others to counter bias.

Promoting and supporting diversity in the workplace - management practice

Communicate the importance of managing bias:

- Leaders and staff can also manage bias and promote more inclusive environments by practising cultural humility. This idea is about having a humble and inquisitive attitude towards cultural differences.

- Employers can assist staff members in managing their own prejudice by utilising technology and training that offers direction on future steps to take.

- Explaining that we have unconscious biases because we are human and not because we are bad people can help reduce defensiveness in training.

Promoting and supporting diversity in the workplace - management practice

Promote pay equity:
- Managers must level out the playing field and provide fair opportunity for each employee. Employers can use analytics to determine which workers are underpaid for comparable positions or duties.

- Analytics, for instance, can assist managers in identifying any potential pay disparities within their team, and executives can evaluate trends across multiple departments to identify the core causes of underlying problems.

- This can help identify trends that may exist where groups of employees like people of colour or certain gender, for example, are underpaid in departments within the company.

Promoting and supporting diversity in the workplace - management practice

Develop a training programme:
- Employees who receive diversity training are better able to comprehend how cultural differences can affect how coworkers interact and operate. It can address anything from self-identity and conflict resolution to ideas about time and communication styles.

- Apart from leveraging in-house resources, collaborating with an advisor can assist executives in creating tailored training initiatives.

- Managers must clearly communicate why training is taking place, problems they are aiming to solve, and what comes next following the training. This will help keep employees motivated and help them understand how the learnings tie back to broader company and societal goals.

Promoting and supporting diversity in the workplace - management practice

Acknowledge cultural holidays:
- Recognising the various impending religious and cultural holidays is one way to promote greater inclusivity and diversity awareness. If the crowd isn't too big, ask everyone how they are going to celebrate the holiday as you wrap up a team call or meeting.

- Inform staff members about and assist them in keeping track of various ethnic, religious or holiday celebrations.

- When setting up meetings, take into consideration that staff members may have varying needs and that these days should be accommodated.

Promoting and supporting diversity in the workplace - management practice

Mix up your teams:

- Understanding and gaining knowledge from various perspectives, experiences, values, and cultures is a crucial component of diversity.

- Teams will be more creative when they have access to a varied pool of talent, which allows for improved perspective. Ask someone with a different gender, cultural background, or age to provide input on a project or initiative if your team is all the same.

- The benefits of diversity in teams for creativity and innovation have been extensively documented, and the argument in favour of an inclusive culture is only becoming stronger. Experiences with a variety of viewpoints are valuable because they stimulate original thought, new connections between ideas, and alternative approaches to problem-solving.

Promoting and supporting diversity in the workplace - management practice

Facilitate ongoing feedback:

- Managers should encourage employees to share their feedback to get a better understanding of their needs and any support needed.

- Deploying surveys across the workforce will create a bank of information needed to make helpful decisions and eliminate discrimination or biases within a particular branch.

- Anonymous comments can help shape long-term plans and strengthen the case for acting right now on smaller, more urgent problems. Managers and HR directors should encourage staff members to use check-in tools to start discussions and openly share their feelings.

Promoting and supporting diversity in the workplace - management practice

Assess company policies:
- Existing issues are often sustained by negative interpersonal interactions and ineffective company policies, such as how an internal issue is handled.

- To create a more equitable workplace, managers must first assess whether current policies support or condone forms of discrimination, such as racism or misogyny, and then take appropriate action to change them.

- Fair and equitable work environments should be accessible to all employees, regardless of their location—in the office, at home, or on-site.

How to create a friendly workplace

Listen actively to colleagues from different backgrounds, cultures, and experiences.

Use inclusive language and avoid using language that can be perceived as offensive or discriminatory to people from other backgrounds to your own.

Educate yourself about diversity and inclusion topics such as microaggressions or privilege.
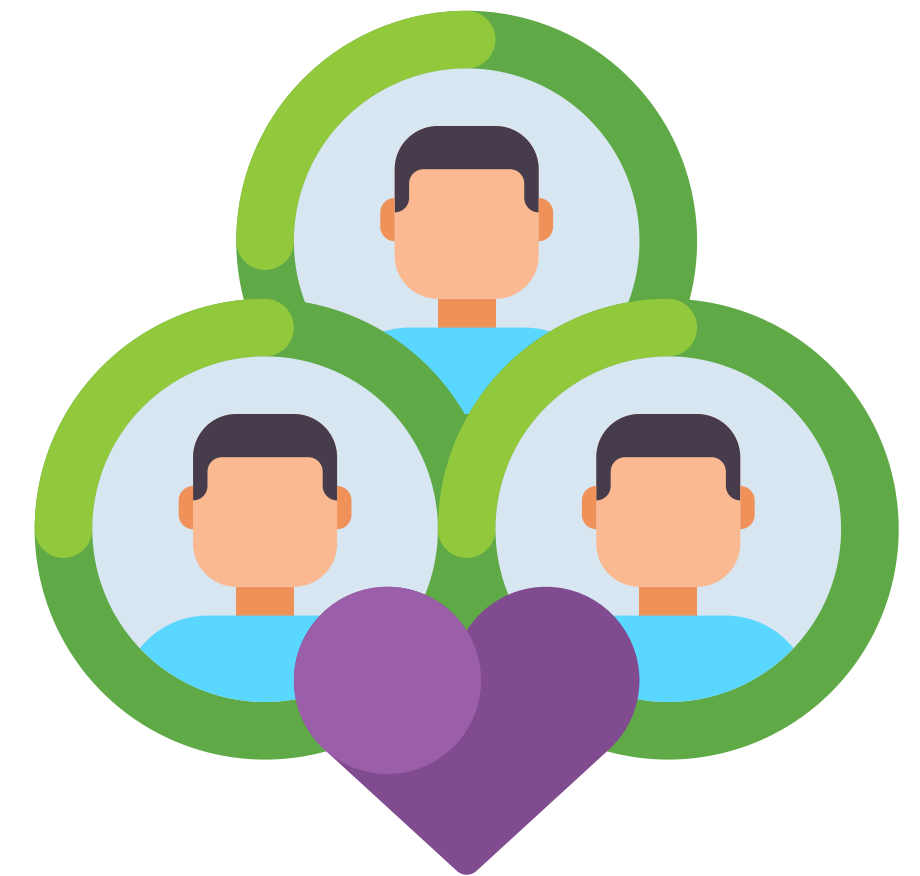
How to create a friendly workplace

Challenge exclusionary behaviour or attitudes, such as jokes or comments that may make certain colleagues feel uncomfortable or unwelcome in the workplace. For example, if you hear a co-worker making a derogatory comment about someone's gender, race, or sexuality, speak up and explain why such language is not acceptable.

Include diversity and inclusion initiatives within the company, such as reverse mentoring schemes and training programmes that address topics like unconscious bias or cross-cultural communication.

Soft skills

Cambridge Dictionary defies soft skills as:

"people's abilities to communicate with each other and work well together,"

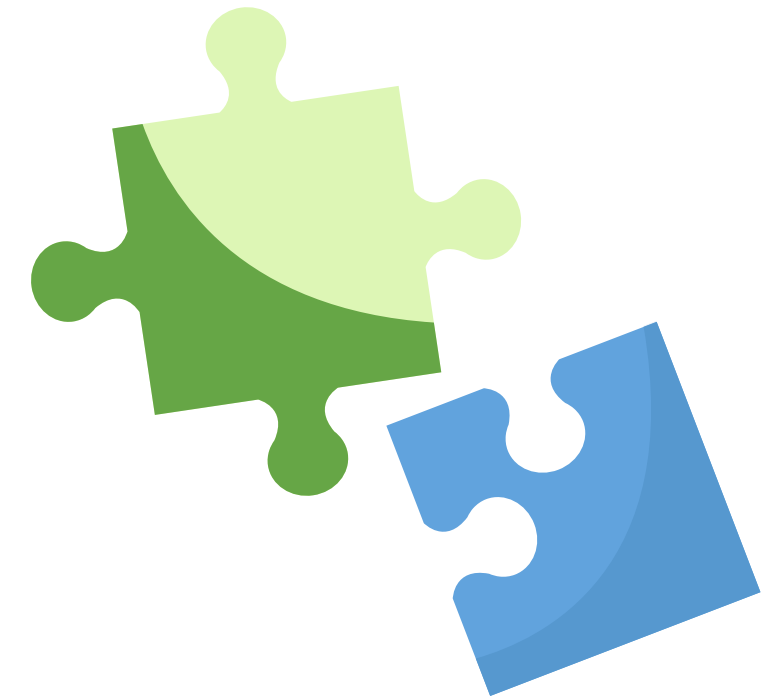Soft skills can be grouped:

Foundational Skills:
- Good personal hygiene
- Dressing appropriately
- Being on time
- Having a positive attitude
- Acting responsibly and maturely
- Completing all tasks given

SOFT SKILLS

Soft skills

Interpersonal skills:
- Treating co-workers with respect
- Being approachable and polite
- Being able to accept constructive criticism

Career development:
- Interested in learning new skills and working on new projects
- Staying informed about your field of work – commercial awareness
- Volunteering

Soft skills

Communication skills:
- Understanding spoken and written instructions
- Making yourself understood verbally and in writing
- Using professional and appropriate language

Teamwork:
- Able to work with people from different backgrounds
- Able to contribute to team goals
- Being comfortable taking or giving directions

Hard skills

Hard skills are occupational skills which are necessary to carry out a specific job. They are qualifications, set experience or a specific skill. Ireland has a 'Critical Skills Occupations List' which includes jobs which are necessary for sustaining economic activity.

Some examples include: ICT Professionals such as Information technology and telecommunications directors, Senior health services and public health managers and directors, Chemical scientists in manufacturing (including food & beverages, medical devices), analytical development, Engineering Professionals, Therapy Professionals.

Hard skills

Other hard skills in demand in 2023 include:

1. Software development
2. SQL
3. Finance
4. Python
5. Java
6. Data analysis
7. JavaScript
8. Cloud computing
9. Operations
10. Customer relationship management

Social inclusion strategies considering anti-discrimination laws in the workplace

The EU states that:

"Fair treatment is a basic right in the European Union. It is illegal to discriminate because of a person's sex, age, disability, ethnic or racial origin, religion, belief or sexual orientation.

Since the 1970s a total of 13 pieces of legislation have been adopted with the aim of ensuring that women and men get fair and equal treatment at work. These laws cover a range of areas including equal treatment when apply for a job, equal treatment at work, protection of pregnant workers and breastfeeding mothers, and rights to maternity leave and parental leave.

The laws on equal rights between women and man were joined by new EU legislation in 2000 that prohibit discrimination on other grounds."

Social inclusion strategies considering anti-discrimination laws in the workplace

Under these new laws it is illegal to discriminate against someone because of their:

1. Racial and ethnic origin
2. Religion and belief
3. Disability
4. Sexual orientation
5. Age

The EU also emphasises that discrimination can occur for other reasons than just the ones listed above. For example, marriage status, income, or even the type of car they drive. Discrimination can also happen because of a mix of different reasons for example an older women might be particularly vulnerable to unfair treatment in the jobs market.

Social inclusion strategies considering anti-discrimination laws in the workplace

The most important strategy is to put policies and procedures in place.

These can include:
Bullying, cyber-bullying, a discrimination policy, harassment policy, complaints handling, modern day slavery statement, or diversity and inclusion policy.

Furthermore, you should check all current policies to make sure they do not discriminate against anyone and alter them if needed.

Social inclusion strategies considering anti-discrimination laws in the workplace

Policies which must be socially inclusive can include:
- absence and leave
- data protection
- dress code
- flexible working
- recruitment
- social media
- training and development
- working hours

Social inclusion strategies considering anti-discrimination laws in the workplace

The second thing is to inform and train your management and rest of staff. Making the behaviour and policy standard clear and cohesive will eliminate any doubts and allow room for questions and further education.

Recognising discrimination may be difficult, which is why it is necessary to explain signs or examples of discrimination.

Social inclusion strategies considering anti-discrimination laws in the workplace

Management should:
- Make sure all staff know where to find relevant policies
- Remind staff of their social and ethical responsibilities
- Train or organise training of staff to understand discrimination
- Deal with discrimination complaints
- Share best practice

Social inclusion strategies considering anti-discrimination laws in the workplace

In addition, talking about inclusion and discrimination alone is not enough. If issues are flagged, ways for people to be heard and for complaints should be in place.

Other ways for staff to be heard can include create a 'reverse mentoring' scheme. This where junior staff share their experiences and ideas with senior staff. This can include setting up formal groups for people to share experiences, raise concerns and support each other.

Human rights violations in the workplace

1. We are all born free with equal **rights**
2. We have a right to be free from discrimination
3. We have a right to live in freedom and safety
4. We have a right to be free from **slavery**
5. We have a right to be free from torture or degrading treatment
6. We have a right to be treated fairly by the law
7. We have a right to equal protection under the law
8. We have a right to seek justice when our rights are
9. We have a right to be free from unfair imprisonment or exile
10. We have a right to fair public hearings
11. We have a right to be considered innocent until proven guilty
12. We have a right to privacy & freedom from attacks against our reputation
13. We have a right to free
14. We have a right to protection in other countries from persecution
15. We have a right to belong to a country
16. We have a right to get married
17. We have a right to own things
18. We have a right to our own thoughts and religion
19. We have a right to think and say what we want
20. We have a right to gather peacefully
21. We have a right to take part in government and elections
22. We have a right to a social safety net
23. We have a right to work and join trade unions
24. We have a right to rest and play
25. We have a right to health, food, clothing, and housing
26. We have a right to education
27. We have a right to enjoy the arts and sciences
28. We have a right to enjoy a free and fair
29. We have a responsibility to our COMMUNITY
30. No one can take away our human rights

After the Second World War in 1948, the United Nations General Assembly adopted The Universal Declaration of Human Rights (UDHR), which sets out the basic human rights that everyone should be entitled to.

The Declaration contains 30 articles which highlight minimum rights for human beings.

The UN Declaration of Human Rights starts with the most fundamental statement that

"All humans are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood."

Further examples

- Freedom from discrimination
- Right to a safe and healthy workplace
- Right to equal pay for equal work
- Right to reasonable work hours
- Safety from retaliation in the event of whistleblowing
- Paid bonuses or commissions

Human rights violations in the workplace

The Council of Europe aims to achieve greater unity between its members and that one of the methods by which that aim is to be pursued is the maintenance and further realisation of Human Rights and Fundamental Freedoms.

This prompted the creation of the European Human Rights convention.

Examples which relate to the workplace can be found on the next slides.

Human rights violations in the workplace

ARTICLE 4: Prohibition of slavery and forced labour –
   1. No one shall be held in slavery or servitude.
   2. No one shall be required to perform forced or compulsory labour.

Human rights violations in the workplace

**ARTICLE 9: Freedom of thought, conscience and religion –**
1.Everyone has the right to freedom of thought, conscience and religion; this right includes freedom to change his religion or belief and freedom, either alone or in community with others and in public or private, to manifest his religion or belief, in worship, teaching, practice and observance.

2.Freedom to manifest one's religion or beliefs shall be subject only to such limitations as are prescribed by law and are necessary in a democratic society in the interests of public safety, for the protection of public order, health or morals, or for the protection of the rights and freedoms of others.

Human rights violations in the workplace

ARTICLE 14: Prohibition of discrimination –
The enjoyment of the rights and freedoms set forth in this Convention shall be secured without discrimination on any ground such as sex, race, colour, language, religion, political or other opinion, national or social origin, association with a national minority, property, birth or other status.
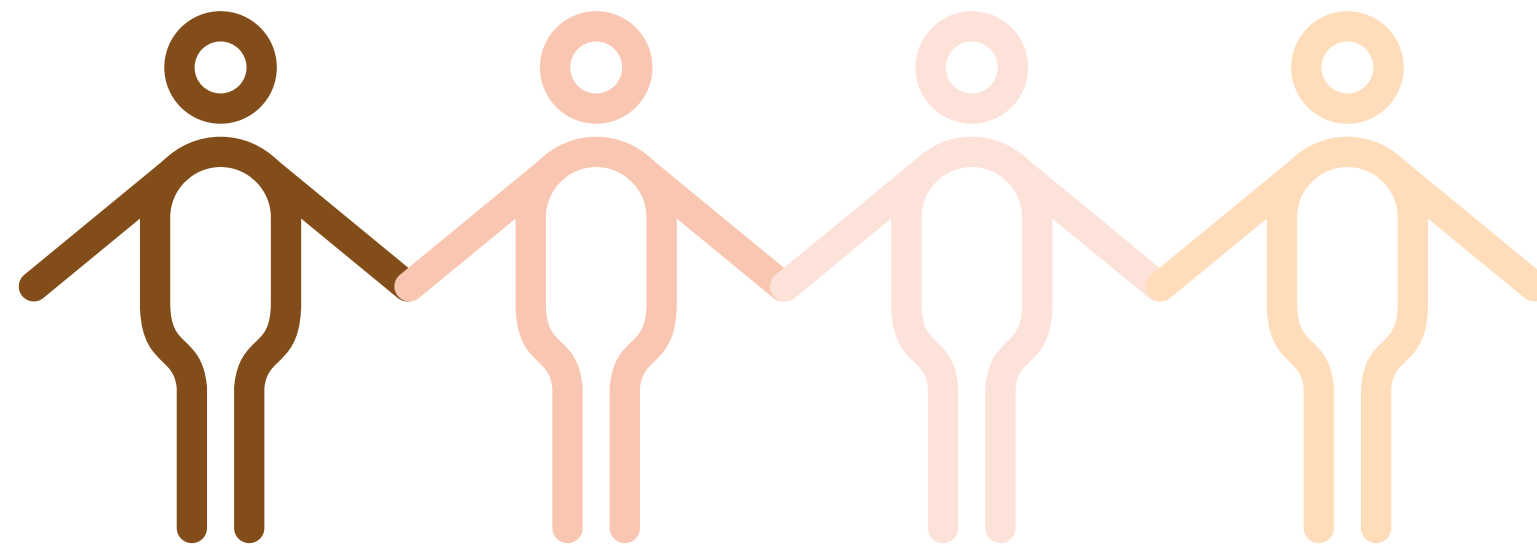
Examples of discrimination in the workplace

There are two types of discrimination – direct or indirect. Direct discrimination is treating someone with a specific characteristic less favourably than another person.

For example, punishing a female employee for being late but not punishing a male employee who is also late regularly is an example of direct discrimination or turning an employee down for a promotion because they are pregnant.

Examples of discrimination in the workplace

Further example instances can include:

- Job refusal
- Being dismissed or having shifts cut down
- Denial of training opportunities, transfers and promotions
- Not being paid the same as someone doing the same job with the same experience and qualifications
- Exclusion or isolation by co-workers
- Having information, you need to do your job deliberately withheld
- Being given impossible tasks
- Being subjected to taunts or abuse that references the protected attribute

Examples of discrimination in the workplace

Indirect discrimination refers to a practice or rule which has a worse effect on some, but not others.

Examples of indirect discrimination could include:

- Job advert that specifies candidates must have an Irish education.
- Specifying that English must be a candidate's first language to apply for a job/promotion.
- Requiring all employees to work a full day on Sunday

Tools to counteract human rights violations in the workplace

How to prevent human rights violations: The United Nations human rights system is based on three interdependent components that form the core of the United Nations' approach to human rights:

Norms or standards: international treaties and other legal instruments, which set out the minimum standards that each State should aim for in terms of human rights protection

Monitoring and reporting: impartial gathering of verifiable information to assess the situation on the ground, ascertain whether the minimum standards are being met or measure progress in realizing human rights for all

Technical cooperation: designing solutions to address the issues and concerns identified through human rights monitoring and put in place measures to ensure that human rights are respected, protected and fulfilled.

Tools to counteract human rights violations in the workplace – EU Articles

"The provision of measures to accommodate the needs of disabled people at the workplace plays an important role in combating discrimination on grounds of disability."

"Appropriate measures should be provided, i.e. effective and practical measures to adapt the workplace to the disability, for example adapting premises and equipment, patterns of working time, the distribution of tasks or the provision of training or integration resources."

"Member States should promote dialogue between the social partners and, within the framework of national practice, with non-governmental organisations to address different forms of discrimination at the workplace and to combat them."

Effective inclusion at work

Behavioural differences in the context of diversity

People continue to exist in a variety of ecological environments while displaying a vast array of behavioural variations within and across communities.

Individuals differ in the way they behave in social situations and in the complex and varied institutions, customs, and beliefs they hold.

The framework of evolutionary theory is crucial for comprehending the behavioural variation both within and between human populations.

However, it is argued that a more comprehensive understanding of diversity requires increased integration among the various subfields.

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Behavioural differences in the context of diversity

Humans display a wide range of behavioural variations within and between populations. There are behavioural qualities that are specific to one group and not another; examples of these traits include driving a car or earning a college degree.

All people share certain characteristics, like speaking and eating, but they differ in how they express themselves. Examples of these differences include the kinds of food consumed and the languages spoken.

Behavioural differences in the context of diversity

In other instances, behaviour differs among people; those with varying roles, rights, and duties as well as ages, gender, occupations, and socioeconomic backgrounds engage in different activities.

Individuals also differ in their behaviour over every stage of their lives, and these stable individual differences go beyond those that can be linked to variations in populations or subgroups.

Cultural evolution
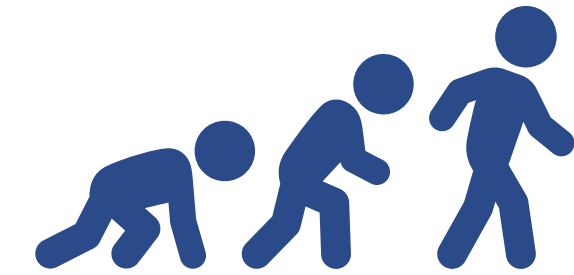
Since culture is seen as a way for humans to adjust their behaviour to the environment, there is a general expectation that cultural features will often be adaptive, and the value of cultural variants will rely, in part, on the ecological setting.

Although evolved psychological mechanisms are acknowledged, general learning rules—such as **"copy the most successful individual"** or **"conform to the majority behaviour"**—are typically the topic of focus.

The process of changing culture is seen of as an evolutionary one, in which new cultural characteristics are created, dispersed based on their suitability, appeal, and compatibility with preexisting characteristics, and then diversified as a result of repeated development and improvement.

Understanding behavioural differences between people in the context of diversity

Culture is defined by UNESCO as: **"a set of distinctive spiritual, material, intellectual and emotional features of society or a social group, that encompasses, not only art and literature but lifestyles, ways of living together, value systems, traditions and beliefs."**

Cultural diversity: "This type of diversity is related to each person's ethnicity and it's usually the set of norms we get from the society we were raised in or our family's values. Having different cultures in the workplace is more common in multinational companies."

Understanding behavioural differences between people in the context of diversity

Dublin City explains that cultural expression can be shown in a range of ways, such as music, dance, visual arts, sculpture, theatre and literature.

Ireland has published a 'Government policy document - Culture 2025', which states that participation in cultural activities can contribute to social cohesion, reduce isolation and enrich all our lives.

Manager's competences in the context of supporting diverse teams

Developing Culture Competency:

"the ability to understand, appreciate, and interact with people from cultures or belief systems different from one's own."

A leader that is culturally competent respects cultural variations and understands how they spur creativity, engagement, and productivity within their team and organisation. It takes work to reach this level and there is no designated end point. It's an ongoing process of introspection and inquiry.

Manager's competences in the context of supporting diverse teams

Self-assessment for growth: managers may exhibit an inability to acknowledge their own biases, as well as be blinded to how they in turn impact others. Recognising our collective prejudices, whether conscious or unconscious, is an essential first step towards developing cultural competence in leadership.

- To foster an inclusive work environment, you must first be able to identify circumstances in which your prejudices are most likely to impair your judgement or decision-making.

Council Directive 2000/78/EC of 27 November 2000 establishing a general framework for equal treatment in employment and occupation

Article 5: Reasonable accommodation for disabled persons:

"In order to guarantee compliance with the principle of equal treatment in relation to persons with disabilities, reasonable accommodation shall be provided. This means that employers shall take appropriate measures, where needed in a particular case, to enable a person with a disability to have access to, participate in, or advance in employment, or to undergo training, unless such measures would impose a disproportionate burden on the employer.

This burden shall not be disproportionate when it is sufficiently remedied by measures existing within the framework of the disability policy of the Member State concerned."

Council Directive 2000/78/EC of 27 November 2000 establishing a general framework for equal treatment in employment and occupation

Article 6: Justification of differences of treatment on grounds of age:

"1. Notwithstanding Article 2(2), Member States may provide that differences of treatment on grounds of age shall not constitute discrimination, if, within the context of national law, they are objectively and reasonably justified by a legitimate aim, including legitimate employment policy, labour market and vocational training objectives, and if the means of achieving that aim are appropriate and necessary.
Such differences of treatment may include, among others:
(a) the setting of special conditions on access to employment and vocational training, employment and occupation, including dismissal and remuneration conditions, for young people, older workers and persons with caring responsibilities in order to promote their vocational integration or ensure their protection;
(b) the fixing of minimum conditions of age, professional experience or seniority in service for access to employment or to certain advantages linked to employment;
(c) the fixing of a maximum age for recruitment which is based on the training requirements of the post in question or the need for a reasonable period of employment before retirement.

2. Notwithstanding Article 2(2), Member States may provide that the fixing for occupational social security schemes of ages for admission or entitlement to retirement or invalidity benefits, including the fixing under those schemes of different ages for employees or groups or categories of employees, and the use, in the context of such schemes, of age criteria in actuarial calculations, does not constitute discrimination on the grounds of age, provided this does not result in discrimination on the grounds of sex."

Council Directive 2000/78/EC of 27 November 2000 establishing a general framework for equal treatment in employment and occupation

Article 13: Social dialogue:

"1. Member States shall, in accordance with their national traditions and practice, take adequate measures to promote dialogue between the social partners with a view to fostering equal treatment, including through the monitoring of workplace practices, collective agreements, codes of conduct and through research or exchange of experiences and good practices.

2. Where consistent with their national traditions and practice, Member States shall encourage the social partners, without prejudice to their autonomy, to conclude at the appropriate level agreements laying down anti-discrimination rules in the fields referred to in Article 3 which fall within the scope of collective bargaining. These agreements shall respect the minimum requirements laid down by this Directive and by the relevant national implementing measures."

Council Directive 2000/78/EC of 27 November 2000 establishing a general framework for equal treatment in employment and occupation

Article 14: Dialogue with non-governmental organisations:

"Member States shall encourage dialogue with appropriate non-governmental organisations which have, in accordance with their national law and practice, a legitimate interest in contributing to the fight against discrimination on any of the grounds referred to in Article 1 with a view to promoting the principle of equal treatment."

Sustainable Development Goals

Countries are urged by the 2030 Agenda for Sustainable Development to start working towards achieving the 17 SDGs within the next 15 years.

The objectives emphasise that no one should be left behind and address the needs of individuals in both developed and developing nations.

The Agenda's wide-ranging and aspirational reach encompasses the social, economic, and environmental facets of sustainable development, in addition to significant facets of peace, justice, and efficient institutions.

Ways to contribute to the Sustainable Development Goals (SDGS)

Provide a healthy workplace: Most people spend about one-third of their adult lives in a workplace environment. It is essential to ensure that people have a workplace conducive to maintaining good health. Businesses are thus the key drivers for **SDG 3 – Good Health and Well-being and SDG 8 – Decent Work and Economic Growth.** Include health and safety practice in the workplace through frequent training and refreshers or implement health and fitness programmes such as free breakfasts.

Support education of the future generation: Education is the pathway out of poverty and the foundation for a better future. Consider giving paid internships or placements for students, or sponsor a scholarship: You could be helping to educate a future employee!

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