

Workshop n°6
**« How can diversity be managed in the company on
a day to day basis? »**



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Speakers :

- Ms Nathalie MALIGE (France) : PrCEO of Diverseo, an international diversity management consulting and training firm,
- Ms Sylviane BALUSTRE d'ERNEVILLE (France) : Diversity Manager, l'Oréal group
- Mr Pierre BISMUTH (United States and France) : Counsellor of the President of Schlumberger, Chair of the European Commission « Women in Science and Technology » Group
- Ms Juliet BOURKE (Australia) : Partner, Aequus
- Ms Rita FAGUNDES (Brazil) : Petrobras CSR Coordinator

The aim of this workshop was to prove that businesses implement methods to promote diversity and obtain good results, on several continents.

One could wonder: How did they define a diversity policy that worked on a daily basis? Integrate international policies in their management teams? Encourage women career progression? Improve everyone's work life balance? Which difficulties did they overwhelm?

For a leader of the cosmetic industry like L'Oréal, appearance is a key issue. And so is diversity, highlighted by a real wish to recruit very different profiles, in order to improve the company's economic and human assets. **The management team was involved in this approach by creating "diversity managers" positions** around the world. But managing diversity in an international group is not an easy task and the group had to proceed by steps: firstly, structuring the message; secondly, implicating the managers by communicating internally and finally, implementing the process in a test-country.

Due to the absence of petrol in France, the firm Schlumberger was historically dedicated to globalization. In the 70's, the firm decided to set up an international voluntary recruitment by employing 40% of foreign workers. **Those recruited employees became then the recruiters**, naturally strengthening the phenomenon. In the 90's, this model was used to promote man-woman equality.

The Brazilian public company Petrobras is very committed in the diversity theme, thanks to its openness to international but also to dynamic Brazilian public policies. Petrobras considers that diversity is above all a change in culture that is part of a long term approach. **Sharing experiences and being surrounded by experts or a workgroup is critical when willing to work thorough on the change of mentalities.** The actions that follow are then successful...

The implementation of the "life work Flexibility" system allowing people to manage by themselves when and how they work brought good results in many businesses. The wide flexibility of this system allows better work life balance and greater man-woman equality in the workplace without any loss in productivity. Nevertheless, a good employer-employees relationship is a key factor for the success of this model.

Unfortunately, no miracle solution exists that could get the corporate diversity to develop. The diversity policies are based on the business activity and its wish to improve its structure. Nevertheless, any business willing to develop its human resources diversity and turn it into a competitive asset can learn a lot from the practices implemented all around the world.