CULTURAL DIVERSITY

How to increase inclusion in the workplace?

THE ORGANISATION'S BUSINESS MODEL

- Make a clear link between the economic rationale for diversity and inclusion (e.g.: competitive advantage through better understanding and access to different markets).
- Integrate cultural diversity into the organisation's business model and provide resources for employees to engage with the topic.
- Integrate diversity ethics and inclusion values into the organisation's culture, vision and core values.
- Analyse the current state of cultural diversity in your organisation (e.g.: employee behaviour and mindset survey).

LEARNING AND STAFF DEVELOPMENT

- Establish programmes focused on cultural change in the organisation.
- Train employees on intercultural differences, inclusiveness, unconscious bias, communication.
- Organise additional language courses for foreigners.

LEADERSHIP

- Place responsibility for diversity and inclusion policy at the very top of the organisation.
- Encourage management commitment to participation and inclusion of employees at different levels.
- Support leaders to become the role models.
- Ensure that leaders are aware of inclusive leadership and support them to implement values into everyday work.
- Spread the importance of cultural diversity at all levels of the organisation.
- Make inclusive leadership and intercultural competences part of the core competences of leaders and monitor their development regularly.

PERFORMANCE MANAGEMENT

- Performance appraisals should be independent of race, ethnicity or colour, religion, etc.
- Management should commit to eliminating pay disparities.
- Use measurable standards in performance appraisals.
- Use objective criteria when referring to education, training or new assignments.
- Promotion conditions should be clearly linked to job requirements.

EMPLOYEE COMPETENCES

- Encourage discussions on diversity and train employees to work in a multicultural team.
- Organise training programmes focusing on diversity management and improving employees' social skills.
- Encourage employees to learn certain phrases in foreign languages to make communication easier.

AWARENESS RAISING AND COMMUNICATION

- Promote understanding of the differences between different cultures and values (perception of time, perception of hierarchy, acceptance of individuality versus collectivity, need for directive versus non-directive).
- Eliminate stereotypes, prejudices and discrimination among employees through a variety of activities (visual statements, folders, leaflets, brochures should be culturally diverse and placed on the internet, intranet, social media, newsletters, etc.).
- Organise events on cultural diversity and inclusion for employees and external stakeholders.
- Encourage empathy, frank and open communication and feedback.

SUPPORT

- Build an alliance with a board member who will advocate and support cultural diversity activities.
- Seek external support to help you adapt your organisational measures in the area of cultural diversity (NGOs, external experts, other managers, etc.).
- Establish a team of motivated diversity experts to integrate content at strategic and operational level of the organisation.
- Establish contact between leaders who are hesitant and those who are highly motivated in the field.
- Build an alliance with all leaders who will integrate cultural diversity objectives into their regular work.

EVALUATION OF THE DIVERSITY POLICY

- Manage processes, set measurable targets and incentive systems that support change.
- Monitor progress in managing multiculturalism and inclusion (e.g. employee awareness, management commitment to supporting initiatives, effectiveness of employees in working with colleagues from diverse backgrounds, etc.).

NEW MARKETS CUSTOMER AND CLIENT NEEDS

- Identify the diversity and range of potential markets you can address – different ethnic groups, race, religion, beliefs.
- Explore the needs of different groups, get feedback from customers/buyers from all markets and develop advertising material that is accessible to all.
- Discover and use new opportunities in the media to focus advertising on new groups.

ACTIVELY PROMOTE INCLUSION

- Design a work environment that facilitates interaction between employees (meeting spaces, consideration of diverse dietary needs, etc.).
- Organise informal meetings for employees.
- Organise networks of employees (e.g.: multicultural groups that meet regularly to discuss attitudes, feelings, beliefs about cultural differences and the impact of these differences on the work environment).
- Establish mentoring programmes to facilitate the integration of foreigners into work and society, and programmes to increase multiculturalism and inclusiveness in the organisation.
- Create opportunities to celebrate cultural holidays in the work environment. Try to observe food and beverage regulations such as vegetarian, halal or kosher food, both in the company canteen and on outings.