



Diversity – how can we succeed?

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Diversity – not a matter of duty but an economic success factor



- Diversity means nothing more than the differentness of people and their life-defining attributes.
- Diversity Management is not a matter of integrating minorities within a majority.
- Diversity Management means embracing the distinctiveness of members of the workforce as a constituent part of corporate strategy.
- Diversity is no longer an option but a strategic necessity.

Diversity – economic necessity



- Why is diversity indispensable for companies from an economic standpoint?
 - Globalization
 - Migration
 - Demographic change
 - Individualization
 - Legislature (Equality Act)

- Diversity also offers economic potential.

Diversity – economic potential



- Success factor ‘market proximity and customer focus’
 - e.g. washing machines, “clean scent“, packaging size, TV commercials, hair structure
- Success factor ‘innovative strength’
 - e.g. Purex Complete 3in1 laundry product
- Success factor ‘employees’
 - e.g. attractiveness as an employer, job rotations, international networks
- Diversity alone does not generate value added. Diversity has to be purposefully managed.

Diversity – targeted management



- Diversity initially increases complexity.
- “People are like oysters – immobile, closed and tormented by the fear of losing what they hold to be valuable. They keep their pearls concealed.” (Daniel Goeudevert)
- Challenge: developing a culture that appreciates diversity.
- Diversity Management is a major element in business strategy and consequently a top management issue.
- Diversity Management requires a long-term cultural change.

Diversity – targeted management

Diversity toolbox



- Global Diversity and Inclusion department (provides guidelines, strategic information, controls the Group-wide implementation, direct reporting line to the CEO)
- Worldwide network of diversity ambassadors
- Development of competences among managers as role models and motivators
- Internal networks and working groups
 - e.g. Parents' Network
- Review of internal processes from the diversity angle
- Social Services department – Care Support

Diversity – targeted management

Diversity toolbox



- Testing success by
 - ➔ Diversity Cockpit – monitors trends in internationality, gender and age in Henkel's structures worldwide
 - ➔ Demographic Radar – analysis of labor market and derivation of recommendations for action
- Every employee is responsible for implementing and integrating diversity as part of their everyday working environment.
- But: Diversity is, above all, a top management issue.

Diversity – targeted management Practice



- There is no women's quota at Henkel.
- Promotion exclusively on the basis of performance and qualifications
- It is more sustainable to shape structures and conditions of employment
- Development programs for both women and men (flexible work time models, children's daycare centers etc.)
- Supporting an appropriate (women-friendly) personnel policy
 - ➔ Encouraging women to assume responsibility
 - ➔ Transparent promotion processes
 - ➔ One of three final candidates on the shortlist must satisfy one diversity criterion

Diversity – targeted management



- Can be easier implemented in companies than in society/politics.
- Changes in awareness must be driven in the company.
- But changes in awareness must also happen in society, with regard to understanding one's own role and sharing responsibility as a couple.
- In order to establish diversity on a sustainable basis, women, employees with a migration background as well as people who have followed unusual career paths must become themselves proactive, be courageous and self-confident.

Diversity – first successes



- People from 40 different nations work at the Düsseldorf Henkel headquarters.
- Since 2000, the proportion of women in managerial positions has continuously increased from 20 % to almost 28 %.
- Three of the five Henkel management board members were born outside Germany.
- Over 600 companies have signed Germany's "Diversity Charter".
- With a committed and sincere contribution from each one of us – the politicians, business and society – companies will, as time goes on, cease to need a diversity offer.

