Master of Global Management

"(Gender) diversity in the workplace in Belgium and in the EU. Or how diversity and best practices in HRM can go hand in hand."

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Abstract.

This research-based consultancy project, which was commissioned by and written under the supervision of the consultancy agency Axiom Consulting Partners Benelux, highlights the importance of (gender) diversity management in today's increasingly globalized world of business after having examined various (gender) diversity best practices currently used by companies in Belgium and Europe. Since diversity in society and in the workforce is only going to increase in the U.S. and Europe, companies will have to find specific ways to attract, recruit, retain, and develop the potential of women and minorities. This white paper argues that investing in (gender) diversity management and in a set of (gender) diversity best practices that are embedded in an intersectional, holistic D&I framework, could turn out to be very beneficial.

This idea is first of all supported by a detailed contextualization of the rise of the (gender) diversity management approach, amidst two other influential approaches to workforce diversity, namely the equal employment opportunity (EEO) and affirmative action (AA) approaches. During this contextualization, we use the (gender) diversity management approach of the American diversity consultant R. Roosevelt Thomas Jr. to explain some of the advantages of the latter approach, and to then support the so-called internal and external business case for diversity. While doing so, we specifically examine the case for more boardroom diversity by looking into the argumentation of Catalyst and McKinsey & Company.

After the introduction, this white paper focuses on gender diversity in detail, since the good/best practices that are examined in the second part mainly revolve around women in the workforce. In this chapter, we explain McKinsey's innovative gender-diversity ecosystem, while paying attention to its key characteristics.

In the second chapter of this paper, we then use the former ecosystem as a normative guideline to help us examine the vast array of (gender) diversity good/best practices that are currently being used by companies in Belgium and Europe by looking at data brought together in four projects. These four projects consist of the Good Practices Database project of the Belgian Institute of Equality for Women and Men (IGVM); the European social partners' good practices Gender Toolkit; and the data collected on the best practices of companies in Belgium that have participated in the 2013 Wo_Men@Work Award and the 2014 Diversity Award events (which is a subcategory of Vacature's Employer of the Year Award). After then confronting this selection of (gender) diversity practices with McKinsey's ecosystem, we point at ten trends that are currently dominating the field of (gender) diversity management. We then conclude this chapter with four lessons learned that are of key importance to the (gender) diversity management domain, namely that most of the practices discussed do not pay enough attention to (gender) stereotypes, gender roles and implicit bias; that they are not multifocal and hence only look at one equality priority at the time; that using balanced

KPIs is a necessity if a company wishes its D&I policies to have any effect; and that (gender) diversity best practices should always also focus on local priorities and sensitivities.

These lessons learned, or critical success factors, are then supplemented with a reflection about the variety of challenges that (gender) diversity management and practitioners face today and will face in the future. This final part of the paper mainly informs diversity management practitioners and consultants about the fact that the (gender) diversity management approach we have sketched out thus far on the basis of Thomas' oeuvre and the work of McKinsey & Company is a great tool to be used by companies that wish to invest in D&I initiatives, but that this approach at the same time also is in need of a makeover, if it hopes to stay relevant in the future as well.

We then round everything up by concluding with an overview of some of the key success factors concerning (gender) diversity management that we have revealed throughout the paper. These success factors can at the same time also be seen as practical recommendations for companies that wish to invest in (gender) diversity management or wish to expand and improve their already existing D&I initiatives. The project itself is then followed by a set of recommendations that Axiom may use when doing further research on the topic of workforce diversity and (gender) diversity management.

Contents.

Introduction. The importance of (gender) diversity management in the workplace.

"Managing diversity is a comprehensive managerial process for developing an environment that works for all employees."
(R. Roosevelt Thomas Jr., 1991, 10)

Multinationals and international corporations–together with local businesses around the world–are currently facing a variety of complex challenges: Not only are these organizations being confronted with pressing ecological issues, economic crises and technological advancements that are altering business life at an immense speed, but they are at the same time being challenged by a globalized economy and society in which the population and workforce are becoming increasingly diverse.

In the U.S., for instance, women in 2012 already accounted for 47 percent of the labor force, while people of color made up 36 percent of the total working-age population. And these numbers are only expected to rise: Census data predict that women's participation in the labor market will actually have surpassed that of men by 2020, and in that same year, the overall population of the U.S. will be so diverse that there will no longer be a specific racial or ethnic majority in the country. The same trend is noticeable when it comes to the participation of gay and transgender employees, and people with disabilities in the U.S.–although the latter's talents are still being underutilized. Next to all of the latter, the U.S. workforce also consists of multiple generations (Burns et al., 2012).[1]

Interestingly, this predicted further heterogenization of the workforce is not an exclusively American phenomenon: Europe's labor force is also becoming more diverse, since Europe's demographics have changed because of immigration and mobility trends, together with the overall ageing of the local population. Whereas in 2008 15 percent of the working-age population of Europe's (at the time still) 27 member states was born abroad or had a foreign-born parent, demographic research has indicated that by 2060, a third of the EU-27 population will consist of people with at least one foreign-born parent, while an even larger portion of the labor force will be of foreign descent (European Commission, 2011a). And when it comes to the participation of

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[1] Also see source one in the appendix, where figures about the participation of white women, Black or African American men and women, Asian men and women, Latino or Hispanic men and women, and men and women with disabilities have been added. Some of the statistics only go back to 2008, and even though some of these minorities' participation rates have been severely impacted by the past economic crisis, the participation statistics for white women (1972-2009), black or African American women (1972-2000), and Latino or Hispanic women and men (1977-2013) on average give us a positive trend, noting an increase of diversity in the workforce during this period. This increase however does not count for black or African American men, Asian women and men, and people with disabilities–although the latter's participation seems to be stabilizing itself again. Although we cannot draw any definitive conclusions by looking at these data on their own, without any form of contextualization, these statistics nonetheless do tell us that demographic diversity is not automatically reflected in workforce diversity.

women between the ages of 20 and 64 in these member states, an average of 63 percent in 2012 were employed and working (European Commission, 2012).[2]

Both Europe and the U.S. thus are characterized by a diverse population, and it is striking that this societal trend has not yet been completely mirrored in the world of business: Even though both societies are dealing with a shrinking workforce due to a rapidly ageing populace, the integration of women and minorities in the workforce has not gone that smoothly–although participation has risen. There are definitely more women and minorities at work than fifty years ago, but because of the fact that a lot of these women and minorities are still underrepresented in decision-making functions; often face multiple barriers in the process of being hired and promoted–that is, if they get selected for promotion–; and are still on average being underpaid in comparison to their male colleagues, we can safely state that this is the outcome of a world of business in which diversity has not always been recognized as a business opportunity, but rather tended to be framed as a problem that had to be regulated through legal means and practices.

Times are slowly but surely changing, however, and more and more companies now recognize the value of having access to a diverse workforce and therefore try to manage the latter adequately. Since workplace diversity is becoming such a crucial topic in the contemporary world of business and HRM, and in the academic literature about the latter two, this white paper will focus on the challenges and opportunities that (gender) diversity engenders in organizations today. After having reviewed past and current trends in (gender) diversity management, this specific approach will be further contextualized and applied during an examination of various (gender) diversity good/best practices of companies and organizations in Belgium and Europe. The data about these practices come from four projects that have either been started or supported by Axiom Consulting Partners Benelux.

This project is held together by the following research questions and leitmotivs that will act as the framework of this white paper:

- When talking about (gender) diversity in the workplace, what are the most relevant past and current HRM approaches and frameworks? And have there been any recent changes within the academic literature and/or on the work floor concerning this topic?

- What trends are revealed when examining the various (gender) diversity best practices of the companies and organizations in Belgium and Europe that have participated in the four

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[2] When it comes to the European Union, the only historical data that is available, is data about the participation of women in the labor market. See source two in the appendix, where a data overview of the female labor participation rates for the EU-28 member states between 1990 and 2012 can be found. Although the numbers vary per country and region, and some of the countries have probably been impacted more by the past economic crisis than others, one can tell that the average European female labor participation rate during this period has risen from 46.8 to 51.3 percent. Countries such as Ireland and Luxembourg even knew a dramatic increase since 1990. We can hence expect to see more women participating in the EU-28 labor market–although women in some European countries at the same time also currently seem to have difficulties entering the labor market.

projects that will be explained in detail later on? Do these businesses for instance differ when it comes to their approach to (gender) diversity issues; their foci; the contents and implementation of their best practices; the impacts and results of the latter…?

- Putting the former frameworks and trends together, what critical success factors can we then reveal about the implementation of (gender) diversity best practices? And what kind of concrete recommendations could we make for companies that wish to invest in, or improve, their (gender) diversity best practices?

- And, last but not least, how can Axiom continue to improve its diversity consultancy services on the basis of what will be analyzed in this report?

To find an answer to these questions and issues, we first of all have to contextualize the switch that has been made between the typology of diversity as a problem, and diversity as a business opportunity. In order to do so, we will address three different methodological and organizational approaches concerning diversity in what follows. This will help us understand why more and more corporations are now investing in (gender) diversity management and best practices on a global scale.

Diversity management: What's in a name?

If we want to understand where the (gender) diversity managerial approach comes from and what it entails to, we have to take a look at two other approaches that have often been confused with the former, namely affirmative action (AA) and the legal framework of equal employment opportunity (EEO). These two approaches have their roots in American federal anti-discrimination laws that were implemented in the mid-sixties and nineties. In Europe, on the other hand, we mainly refer to two directives that address discrimination–but these directives did not have an impact on the development of diversity management.[3] These two methods were and still are–in contrast to

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[3] In the U.S., EEO is enforced by a specific legal framework that consists of eight anti-discrimination laws, namely Title VII of the Civil Rights Act of 1964, which makes it illegal to discriminate on the basis of race, color, religion, national origin or sex; The Pregnancy Discrimination Act, which makes it illegal for companies to discriminate women because of the fact that they are pregnant or have given birth; The Equal Pay Act of 1963 (EPA), which requires that men and women should get equal pay for equal work; The Age Discrimination in Employment Act of 1967 (ADEA), which says that people over forty should not be discriminated because of their age; Title I of the Americans with Disabilities Act of 1990 (ADA), which makes it illegal for companies to discriminate against someone who is disabled yet qualified; and The Genetic Information Nondiscrimination Act of 2008 (GINA), which makes it illegal to discriminate on the basis of genetic information. Sections 102 and 103 of the Civil Rights Act of 1991, together with Sections 501 and 505 of the Rehabilitation Act of 1973 are addenda to the former laws. See The U.S. Equal Employment Opportunity Commission, 2014 for more details. The Employment Non-Discrimination Act (ENDA) that would make it illegal for employers to discriminate against someone on the basis of gender identity and sexual orientation has been passed in the Senate in 2013, and is currently awaiting vote in the House. The EU legislation is rather straightforward, on the other hand, and basically consists of the Directive 2000/78/EC of 27 November 2000 in which discrimination against (potential) employees on the basis of their religion or beliefs, disability, age or sexual orientation is forbidden. Interesting is that this directive does not mention gender, since that is already part of the Council Directive 2000/43/EC of 29 June 2000. See European Union, 2007 for a more detailed overview of these laws.

diversity management–rather legal of nature, and were meant as a direct and positive response to the American civil rights movement that fought for a better treatment of African Americans and other minorities. Although these two tactics emphasize the existence of diversity in the U.S., both approaches are clearly different from one another: Whereas the equal employment opportunity approach focuses on prohibiting the discrimination of a potential employee on the basis of her or his race, color, religion, national origin, gender, disability and/or age; affirmative action initiatives actually allow–but not necessarily oblige–companies to hire an employee precisely because of her or his gender, race or ethnicity (see e.g. Ocon, 2006, 10-21 and Hays-Thomas, 2004, 4-9 for more information about these two approaches). The latter tactic was often accompanied by specific recruitment goals as to make sure that more women and minorities would be integrated in a particular company's workforce.

It is thought-provoking that a lot of diversity and business specialists are currently criticizing these two approaches for being rather limited. American diversity consultant R. Roosevelt Thomas Jr., who is one of the most well-known specialists in the field, has for instance advocated a different approach since the early nineties (see R. R. Thomas Jr., 1991, 2006 and 2010). Although Thomas does not necessarily want to get rid of the legal framework of EEO, he is really critical when it comes to affirmative action initiatives: Although Thomas acknowledges the fact that affirmative action programs have helped women and minorities in the U.S. to get hired, he claims that such initiatives nonetheless have led to "minorities and women […] [being] disproportionately clustered at the bottom of the corporate pyramid" (R. R. Thomas Jr., 1991, 21). And this argument does not sound far-fetched at all, looking at the outcome of many AA programs: The emphasis of AA programs appears to lie on the recruitment process, and not on the development and promotion of talented female and minority employees. This underlines Thomas' argument that companies who use such programs tend to get stuck in a "cycle of crisis" (loc. cit.) that keeps repeating itself. This cycle basically comes down to the fact that various women are restricted from moving up the corporate ladder because their potential often is not acknowledged or developed, which eventually makes them hit the so-called "glass-ceiling," whereas minorities soon meet the phenomenon of "premature plateauing," and therefore often have to remain in entry-level jobs (loc. cit.).

Companies that focus exclusively on the EEO legislation and AA initiatives thus seem to be restricted in their approach, because AA initiatives were first of all only meant as short-term correction tools to bring minorities into the labor force. And secondly, it also appears to be the case that AA initiatives are not that effective, because they do not link diversity in the workforce to talent management. Other than that, it is also clear that both the EEO and AA approaches on average define diversity as a problem that has to be 'fixed' so that the company in question will not be prosecuted for discrimination, instead of as describing it as a distinct business challenge or opportunity.

These critiques bring us to the diversity management model, which is considered to be a more contemporary and effective approach. After the publication of the Hudson Institute's *Workforce*

2000: Work and Workers for the 21st Century report (1987) that stated that companies would need to implement a new tactic to deal with the increasing diversity of the American workforce, diversity management came into the picture for the first time. The concept itself mainly became wide-spread due to Thomas, who basically coined the term in his "From affirmative action to affirming diversity" article (1990) and his *Beyond Race and Gender* book (1991). He was one of the first consultants that claimed that companies should move towards diversity management, which appears to be a more proactive and holistic approach to workforce diversity. According to Thomas, managing diversity comes down to the following:

"Managing diversity does not mean controlling or containing diversity, it means enabling every member of your work force to perform to his or her potential. It means getting from employees, first, everything we have a right to expect, and, second–if we do it well–everything they have to give" **(R. R. Thomas Jr., 1990, 12)**.

What becomes clear in these two definitions is that managing diversity is all about tapping into people's talents and potential, instead of problematizing the fact that women and minorities are different, and hence have to undergo some form of cultural assimilation in society and at work to fit in–which is central to the earlier mentioned approaches. According to Thomas' model, we all differ from each other when it comes to one or several identity aspects anyways; diversity for him namely not only includes race and gender, but also national origin, age, sexual orientation, religious and cultural beliefs, personality and so forth. This means that his managerial approach to workforce diversity not only is holistic, but inclusive, too, since his model not only focuses on women and the 'traditional' minorities, but also on white, able-bodied men.

The fact that Thomas is able to include–or at least wishes to include–men in his diversity management model has several advantages: Whereas AA initiatives first of all tend to lead to reactions of resistance from white men, because they often see these initiatives as a form of reverse discrimination, Thomas' approach includes white men from the start, so that they can be fully involved in the process of awareness-raising. This is not only supposed to increase the latter category's commitment, but it also should make women and minorities feel less stigmatized than when they are the subject of AA initiatives. Including white men–who are traditionally seen as having the most powerful positions at work–also enables Thomas to shift the focus from personal responsibility for a lack of diversity on the work floor to the idea that the underrepresentation of women and minorities is structural of nature as well. This is why he urges managers and CEOs to take a look at their company's corporate culture: By performing such a "cultural audit" (ibid., 16), one can detect the assumptions that are at play in a company, and become more aware of why female employees for instance are not making it to the top.

After such an audit has been carried out, the company's systems can then be modified to make room for diversity & inclusion (D&I)[4]. Although this is not an easy undertaking, Thomas advises companies to first of all look beyond the AA approach when creating an adequate recruitment and selection system. Talented women and minorities should not only be actively recruited, but also mentored and promoted–given they have the right capabilities, of course. Another process that has to be opened up to the diversity perspective is the performance appraisal system: The feedback that employees get should be honest and fair, and based on their actions and capacities. A last aspect that Thomas rightfully emphasizes, is that the engagement of managers and CEOs is of key importance: Whereas the involvement and commitment of the latter two stopped when a diverse workforce was recruited via AA programs, managers in Thomas' model are considered to be real "change agents" (R. R. Thomas Jr., 1990, 20) who have to continuously watch over the inclusiveness of the company in question.

Now that it is clear what this diversity management model comes down to, and how it differs from AA initiatives that only have short-term and often problematic effects, we still of course need to find an answer to the question of why companies should invest in D&I programs instead. Seen through a very superficial cost-benefit perspective, Thomas' diversity management model and the thorough cultural audit that goes along with it, might end up being particularly costly. So why is it important that companies around the world then make such an investment? Why do diversity and diversity management matter?

The business necessity of (gender) diversity in a corporate context: Or why diversity and (gender) diversity management matter.

It is important to focus on the arguments pro diversity management, since this approach–together with diversity as a value–has been criticized quite frequently. Like AA initiatives, the diversity management approach has met lots of resistance when it was first implemented during the nineties in the U.S.: The approach was first of said to hinder organizational effectiveness, since acknowledging diversity would supposedly disrupt the traditional dynamics of an until then rather homogenous group of workers. Next to that, the integration of more women, disabled people and older workers in the workforce was thought to be too costly, because they would need to be trained more than the traditional white male workforce. And last but not least, diversity management was considered to be a mere replacement of the much criticized AA programs (see M. K. Thomas et al., 2004, for a full overview of these and other arguments).

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[4] Although Thomas himself does not use the concepts of diversity and inclusion side by side, as it is now often the case in many diversity management models, it is obvious that his diversity management approach focuses on inclusion as well.

Although these reactions were to be expected in a country where meritocracy[5] is regarded to be one of the most important cultural doctrines, research has shown that there is nonetheless a strong business case to be made in favor of a diverse workforce and a diversity management approach. Diversity and diversity management matter, and not only because of moral reasons. There are of course also companies that see diversity as a moral, societal value, and hence want to promote it that way–which is perfectly justifiable if the company in question integrates it in its mission statement. But there are also a variety of solid business-related reasons for recruiting and retaining a diverse workforce: Some of the earliest research that was done on this topic claimed that having a diverse, heterogeneous workforce would not only lead to better decision-making processes, but also to an organization that would be more creative and innovative in the long run than its competitors because of the multitude of perspectives and ideas of their diverse employees (see Cox and Blake, 1991). This has been supported by more recent research concerning the positive effect diversity has in a corporate context when it comes to strategic innovation (see e.g. Dyer et al., 2011 and Gregersen, 2012). These arguments can be seen as supporting the so-called internal business case for D&I in the workplace, while the external business case boils down to the idea that it is financially interesting for a company to mirror the audience it is targeting by representing them in its own workforce (see Kaplan and Donovan, 2013 for more information on the internal and external business case for diversity).

In the end, it all comes down to the fact that diversity and inclusion matter in a corporate context, because they appear to stimulate a company's performance, and thus improve its profitability–which is why some experts have come up with the fitting concept of the "inclusion dividend" (ibid., 9). One of the best overall examples of this theory that links diversity to performance can be found in the research that has been undertaken by Catalyst, an American non-profit organization that focuses on women and business, and by McKinsey & Company, the well-known global management consulting firm. What is interesting to note here, is that both Catalyst and McKinsey focus on gender diversity–which can be regarded as the most immediately visible form of diversity in society, and which will be the focal point of what follows in this paper.[6]

In one of the first articles released by Catalyst on this topic, the business impact of gender diversity was examined (see Catalyst, 2004). Based on a research sample of 353 Fortune 500 corporations during the period of 1996-2000, Catalyst discovered a correlation between those companies that

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[5] The notion of meritocracy–or the idea that those with merit, i.e. the right amount of talent, skills and work ethic–will be able to make it on their own, is one of the core American philosophical beliefs. The idea of meritocracy is often connected to the notion of the American Dream that suggests that those who work hard in the U.S., will prosper. Both beliefs have been heavily criticized since the early 2000s, however, because social mobility has been declining, together with a rise of income equality. See e.g. The Economist, 2004.

[6] It is interesting to see that both of these American organizations use the concept of gender diversity, even though the concept of equal employment opportunities refers to the idea of equality. This particular choice for the concept of gender diversity in a business context most likely has to do with the fact that both Catalyst and McKinsey do not wish to disconnect the issue of gender from the larger project of diversity management. This paper follows the same reasoning, even though the concepts of gender equality and gender mainstreaming are more widely used in a European context than the idea of gender diversity. These terminological differences will become clear in the second part of this paper's corpus, when addressing European best practices.

had the highest amount of women on their top management teams and their financial performance versus the companies that had a lower amount of female managers in their decision-making functions. The return on equity (ROE) turned out to be 4.6 percentage points higher for the former companies, together with the total return to shareholders (TRS), which was 32.4 percentage points higher in comparison to those companies that had the lowest amount of female representation on their top management teams. These findings have been confirmed in McKinsey's first "Women Matter" report (2007) in which the importance of gender diversity for corporations is underlined. This research report suggests that companies with three or more female senior managers have a competitive advantage versus companies that have less or no female top managers. Interesting is that McKinsey does not only point at the fact that the former companies are characterized by a better financial performance (this time measured by looking at return on equity, operating results and stock price growth), but also by what they call "organizational excellence" (Desvaux et al., 2007, 12), which is measured by the amount of adherence to McKinsey's organizational criteria of "leadership, direction, accountability, coordination and control, innovation, external orientation, capability, motivation, work environment and values" (loc. cit.).[7] The business case for (gender) diversity thus seems to be a convincing one, and can be summarized by what Catalyst recently has dubbed "the four pillars of the business case" (Catalyst, 2013), namely the idea that more gender diversity in companies does not only improve financial performance and innovative thinking, but that it enables such companies to leverage talent, and that it enhances their reputation too.[8]

Diversity hence seems to provide organizations with interesting business opportunities and competitive advantages, yet, in reality, there is still a lot of work to do when it comes to the representation of women and minorities in business–especially when we are talking about decision-making positions. Even though women and minorities are now more and more participating in the labor market, it is clear that the ideal of boardroom diversity has not been achieved yet: In the U.S., research has shown that in 2012, white American-born men still made up 70 percent of the Fortune 100's 1214 seats–although a small increase concerning boardroom diversity had happened since 2004 (Alliance for Board Diversity, 2013). In Europe, where the focus tends to lie on the representation of women in corporate life, some slight progress has been made as well, but the results tend to differ greatly from country to country, as can be seen on the following page.[9]

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[7] Both Catalyst and McKinsey have released other reports in which they again underline the business case for (gender) diversity. These interesting research reports touch upon the following themes: Gender diversity, female leadership and competitive advantage (Desvaux et al., 2008); the link between gender diversity and improved corporate social responsibility (Catalyst, 2011); and diversity and increased collective intelligence (Catalyst, 2014). Other reports that are often quoted, are Gallup's research report that also points at the financial benefits of boardroom gender diversity (see Badal, 2014), and a report by Forbes that points at diversity being a key driver of innovation in a company (see Rizy et al., 2011).

[8] It is important to note that these two reports mostly (if not exclusively) focus on private, listed companies for which the amount of (gender) diversity within the company seems to be correlated to the company's financial performance. Government-owned companies are not mentioned by Catalyst nor McKinsey, but these companies are of course also often involved in the creation and implementation of D&I initiatives. Although we will come back to the differences between private, often stock-listed companies and government-owned ones in the second part of this paper, our hypothesis is that the latter are often more inclined to pay attention to D&I programs out of legal and societal reasons, and as a means to increase the efficiency of their companies.

[9] These differences can at least partially be attributed to the fact that some of the European member states have adopted so-called gender quota laws, whereas others have not. In Denmark, Finland and Norway, for

Representation of women and men on the boards of large listed companies in the EU, October 2013

Source: European Commission, Database on women and men in decision-making

Source: European Commission, 2014a.

The average number of women on boards in the now 28 member states reached 17.8 percent in October 2013. But whereas Finland, France, Latvia, Sweden and the Netherlands all at least had a quarter of female board members, countries such as Malta, Cyprus, Estonia and Romania are far below the EU average. Belgium–a country which we will focus on during our analysis of good/best practices–had an average of 16.7 percent women on boards in 2013, which means that the country's performances are rather mediocre.

Global Trends in Board Diversity 2008 – 2012 (Percent)

● Companies with >20% women on the board
● Companies with >10% women on the board
● Companies with any women on the board
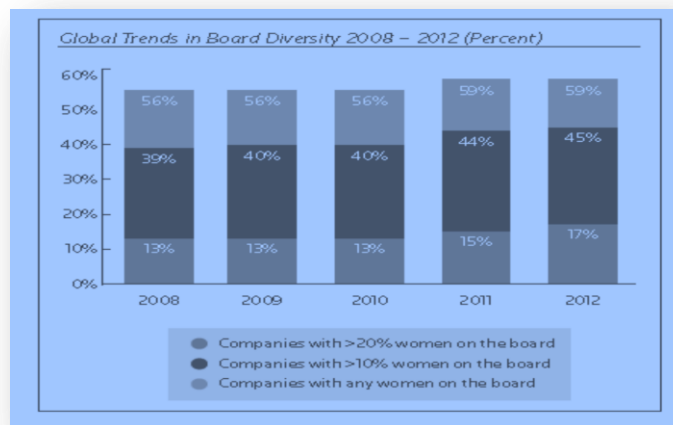
Source: Chanavat and Ramsden, 2013, 2.

example, laws concerning the representation of women on the boards of state-owned companies have been implemented years ago (although Finland technically does not employ quota, and relies on a governance code and other actions). France also has a quota law (20 percent women within three years, and 40 percent within six years) since 2011 that has to be followed by listed companies and companies with more than 500 employees if they do not wish to be penalized; and the same can be said about Italy that fines companies if they do not meet the 1/3rd gender quota. Belgium's gender quota laws also have sanctions attached to them, whereas Spain and the Netherlands employ quota measures without any strings attached. Sweden relies on a corporate governance code like Finland. See European Commission's Network to Promote Women in Decision-making in Politics and the Economy, 2011, 9-13.

When looking at global data, provided by the analysts of Thomson Reuters who researched 4100 publicly-listed companies around the world, it first of all becomes clear that progress has indeed been made on a global scale–as the data from the U.S. and the EU-28 member states also seem to suggest. But we are still not talking about a huge global increase when it comes to the number of women on boards, though: Only 17 percent of the participating companies had 20 percent or more women on their boards, as can be seen in the picture on the previous page.

Interesting to note here is that these research data have shown that although the largest increase in boardroom diversity (with a focus on gender only) between 2008 and 2012 has taken place in the Asia Pacific region (and mainly in Australia), the regions of Europe, the Middle-East and Africa (with the European countries leading the way) still have the most boardroom diversity, being closely followed by the Americas (and Canada and the U.S. in particular) (see Chanavat and Ramsden, 2013 for a more detailed data overview). This just to show that the struggle for more boardroom diversity is in fact a global one.

Even though progress has been made, we are still stuck in a rather bleak situation, which is intensified by the existence of gender and racial pay gaps[10] both in the U.S. and Europe (and elsewhere), and other forms of discrimination that women and minorities have to deal with at work. Overcoming this impasse will not be easy, and it cannot merely be solved by governmentally-endorsed quota or objectives systems: A solid (gender) diversity management approach, together with specific and well-implemented diversity best practices and diversity action plans, are needed to really turn the tide in corporate life.

(Gender) diversity in the workplace: (Gender) diversity management and best practices.

In contrast to this rather dreary situation, there are fortunately also a lot of HR specialists–and often even CEO and top managers–that do understand the gravity of the issue that is at stake here, which is why they have supported a (gender) diversity management approach, and have invested in a set of best practices in order to attract, recruit, retain and train a diverse set of employees. And although it is not within the scope of this white paper to focus on the theoretical assumptions behind the concept of best practices in HRM, it is important to know that these so-called best practices–including those that are used in diversity management–are basically seen as a universalist

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[10] In the U.S., there is clear proof of the fact that such gender pay gaps and racial pay gaps still exist. See for instance Matthews, 2012 for the argument that even though women (whether white, black, Hispanic or Asian) in the U.S. have made some progress when it comes to equal pay, they still on average earn much less than their male counterparts. There are also manifest racial–and even gendered racial pays gaps–at work in the U.S., although Asian men since 2003 on average were able to earn more annually than their white counterparts. And the same can be said about Asian women in comparison to white women. There are no data available about the potential existence of racial and gendered racial pay gaps in Europe (since it is against EU law to collect statistics about ethnicity), but women are said to be earning 16 percent less per hour than men in the European Union (see European Commission, 2014b for more information about this topic).

set of HR practices that can be implemented in any company around the world to increase its performance. These practices traditionally include a selective hiring process; a specific training system to further develop the talents and skills of a company's employees; and a compensation system. Although the universalism behind the theory of best practices has frequently been criticized (see e.g. Purcell, 1999; Marchington and Grugulis, 2000), we can safely state that there are HR practices out there that can indeed positively influence a company's performance.

Now that the concepts of (gender) diversity management and best practices have been contextualized and clarified, the rest of this paper will concentrate on the qualitative examination of various (mostly gender) diversity best practices and their implementation by companies in Belgium and Europe by comparing them to the McKinseyian paradigm of a gender-diversity ecosystem–a paradigm that will be sketched out in detail in what follows.

Corpus. Part one: The McKinseyian notion of a gender-diversity ecosystem as a normative guideline for gender diversity best practices.

"[A]chieving greater gender diversity is mostly about building a workplace where each woman can develop and grow without encountering gender-specific barriers."
(Georges Desvaux, Sandrine Devillard, and Sandra Sancier-Sultan, 2010, 19)

As became evident in Thomas' model of diversity management, the whole corporate culture of a company has to be tackled and inspected in order to really change the situation for women and minorities. Since the practices that will be examined in the second part of this white paper's corpus mainly target women and the barriers they meet in a work context, we need to find a model or a normative framework that could specifically address issues concerning gender diversity in the workplace.

The gender-diversity ecosystem that was first developed by McKinsey & Company in its "Women Matter" report from 2010 seems to be an adequate framework for examining best practices that deal with gender diversity issues, since it appears to be equally holistic and inclusive as Thomas' model. This however does not mean that Thomas' diversity management model would not be up for the task either: The initial priorities of both models merely differ. Whereas Thomas' model appears to be more all-encompassing, McKinsey's notion of an ecosystem obviously accentuates the gender element when asking companies to do an audit of their corporate culture. It is important to note, however, that this ecosystem paradigm is not promoted by McKinsey as the being sole focus of a company's D&I program: If a company were only to put forward a gender diversity management model, and focus solely on gender, it would risk losing the talent development of other employees that are not part of the majority of white able-bodied men or of the group of white women out of sight.

It has namely been argued that a too unbalanced attentiveness to the development of white women could potentially lead to the implementation of a so-called "white ceiling" in business (Reed, 2011, 22). In her book *The Diversity Index*, journalist Susan E. Reed namely states that although white women made a lot of progress in American business life, and are beginning to smash the glass-ceiling, "gender has outpaced race" (ibid., 27). It seems to be ironic that the movement of breaking through business life's glass-ceilings can lead to the establishment of new ceilings, but Reed convincingly underlines her argument by looking at the evolution of the number of female and minority executive officers of the Fortune 100 companies in the U.S. between 1995 and 2009. She concludes that 90 percent of these companies now have female execs, whereas only 60 percent of them employ minority executive officers. In our opinion, any kind of gender diversity management model therefore still has to be imbedded in a larger D&I framework–a framework that could for instance be inspired by Thomas' holistic model.

Before summarizing what such a well-rooted ecosystem looks like, we will first of all touch upon some barriers that female employees in particular have to deal with. This will also help us understand why it is crucial for a company to invest in specific gender diversity best practices, together with more general diversity best practices.

Women at work: Barriers, glass-ceilings and pipelines.

Female employees around the world are being confronted with multiple barriers at work that make it more difficult for them to advance in their careers.[11] Although it is true that more and more women are now breadwinners too, they are also often at the same time expected to be the primary caretakers of their families, which makes it more difficult for them to find the right work-life balance. This double shift issue on its own is already challenging, and when this cultural barrier is then combined with the rigid "'anytime, anywhere' performance model" (Desvaux et al., 2010, 6) that dictates that top managers have to be available 24/7 and work as hard as they can, women are even more hindered in their advancement to the top. The combination of those two barriers–one cultural, and one organizational and cultural–are considered to be the two most crucial barriers for women's advancement at work according to a survey that McKinsey published in its "Women Matter" report of 2010.

A third barrier has to be located on a more individual level: A lot of the survey's female respondents namely felt that the tendency of women not to put themselves in the spotlight and engage in self-promotion enough, also acted as a barrier to their own career advancement. This has also been asserted by Cheryl Sandberg, Facebook's famous Chief Operating Officer, in her book *Lean In* (2013) in which she encourages women to set this internalized barrier aside, and speak up and promote themselves more. Other relevant barriers include the lack of female role models that women can look up to; the idea that women supposedly network less than men; the absence of support services such as childcare; and the notion that women often spontaneously leave the workforce and that they are considered to be less ambitious than men.[12]

Two points have to be accentuated when wanting to address the various barriers that hinder women in the process of career advancement: The first one has to do with the fact that men play a key role in this situation, and the second point is related to the glass-ceiling notion. The first point is confirmed by looking at the results of McKinsey's survey on the next page: It is remarkable to see

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[11] In what follows, we will mainly focus on the barriers that afflict women that wish to move up to the top spots on the corporate ladder, since McKinsey's ecosystem is largely meant to increase boardroom diversity–although the model itself has implications for women on every business level.

[12] These and other barriers have been discussed in a variety of research articles published by McKinsey & Company. Other barriers that McKinsey for instance has highlighted include being excluded from networks and networking opportunities; not being able to access mentors and sponsors as much as men; and the stereotypical idea that women are not ready for a promotion because they wish to invest more time in family obligations than men (see Barsh and Yee, 2011). Stroh et al., 2004 also give a detailed overview of these and other barriers that women in the workplace have to deal with.

that especially the last two mentioned barriers–that are again highly individual of nature, yet are also related to societal (and stereotypical) assumptions about and expectations of women–are being picked more by men than women.
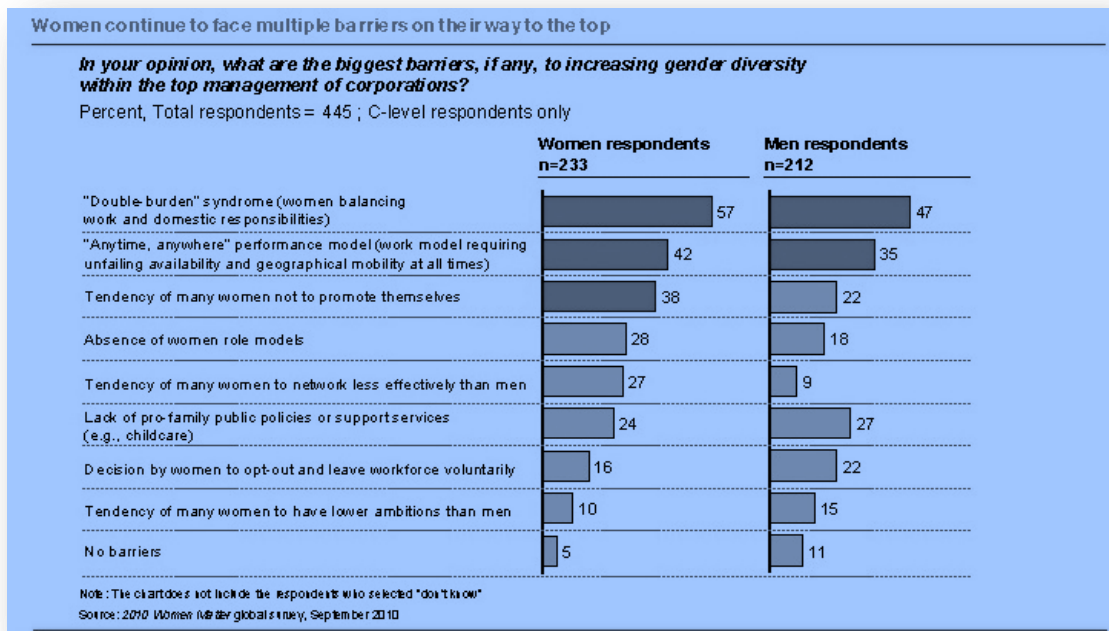


Source: Desvaux et al., 2010, 6.

The answers of the female and male respondents in this survey obviously differ, which becomes even clearer when looking at the latter category's underestimation of the impact of the first three abovementioned barriers. This underestimation by the way is not a purely American phenomenon: The British organization Opportunity Now discovered that their British male survey respondents tended to disregard important barriers with regards to women's career advancement as well, such as the fact that women have to try and balance their work and family obligations more than men, or the negative role that stereotypes and preconceived notions about women's capabilities play in a work context (Cherry, 2011).[13]

The issue of women's career advancement thus not only seems to be a women's issue: The fact that men misjudge the effect that certain barriers have on women at work, while they are often

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[13] Interesting is that the survey that was held by Opportunity Now not only revealed that female and male respondents had different views when it comes to the factors that stand in the way of the career advancement of British women, but that it at the same time also looked at the position of black women and women from other minority groups in the U.K. These women are having an even harder time than white British women, according to Opportunity Now, and are often more disadvantaged by barriers such as work-life imbalance, stereotypical ideas about their capabilities, and a lack of female role models than white women. See Cherry, 2011, 12. This makes sense, in a way, since these women are not only being confronted with stereotypes about their gender, but also with negative associations because of their race or ethnicity. Gender diversity initiatives should therefore also be catering to minority women, and the specific obstacles they are dealing with in order to be really successful.

occupying the decision-making positions, means that they should not be left out of the picture. This is something that Thomas also constantly emphasizes in his oeuvre, and that we have already highlighted in the introduction of this white paper: Men–and white men in particular–definitely have to be actively involved in D&I initiatives in order to really create an atmosphere of consciousness-raising and change.[14] And this especially holds true for gender diversity initiatives, since a more recent global survey by McKinsey demonstrated that although more men nowadays believe in the relevance of specific gender diversity best practices, there are still plenty of men that are skeptical when it comes to gender diversity issues at work (see Devillard et al., 2014 for the results of this survey and page seven for the skepticism survey outcomes). Male employees and managers should hence be convinced of the value and relevance of gender diversity initiatives in order to make them really effective.

Another point that has to be addressed when talking about the obstacles that women meet during their careers is the fact that the barriers that have been discussed so far always tend to be immediately connected to the notion of the so-called glass-ceiling. This notion suggests that women are basically able to advance in their careers, until they are at one sudden point obstructed by a gigantic obstacle that disables them from being promoted to a top decision-making position. Although the glass-ceiling notion also bears some truth to it, recent research nonetheless has shown that the problem is far more complex than the glass-ceiling notion suggests: Women are not only being hindered when they are trying to make it to the top, so to say, but they are actually being blocked by multiple obstacles every time they move up the corporate ladder. This can be seen in the figure below, provided by McKinsey:
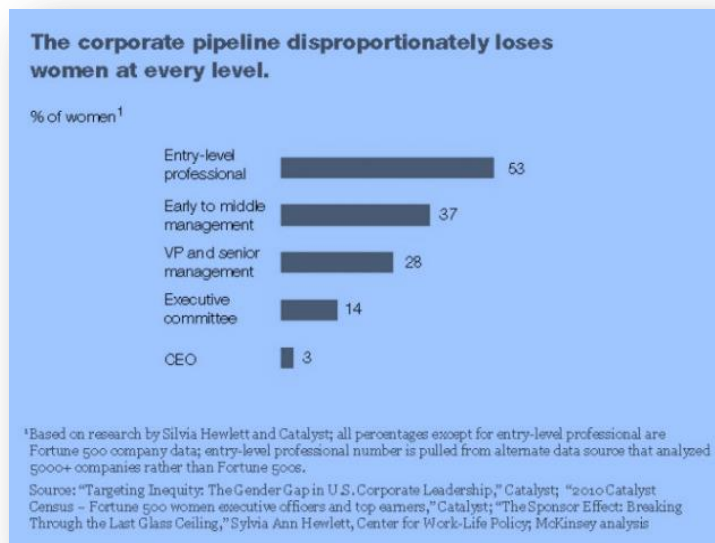
Source: Arora et al., 2011, 5.

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[14] The necessity of involving men has also been highlighted by Catalyst that has released a research series in which various questions concerning this topic have been answered. See Catalyst, 2009.

Companies thus lose female talent at every level, which is why many researchers today prefer the concept of a plugged talent pipeline, or a "leaky pipeline" as McKinsey suggests in its latest "Women Matter" report (see Devillard et al., 2013, 8-9). This seems to be a more appropriate metaphor for what is really going on in corporate life.

The notion of a leaky talent pipeline in our opinion has three clear advantages: It is not only a more appropriate concept, linguistically seen, but it also accentuates the clear need of establishing a link between diversity and talent management. In addition to that, the pipeline metaphor can be used on both a more general level (as to show why certain minorities for example are being hindered along the way of their career), and a more specific level (when we for instance need to talk about the obstacles women, or certain minority women, meet during their career). This metaphor hence also connects gender diversity management to the more general practice of diversity management, which is important, since gender diversity best practices should always be accompanied by a more broad diversity management framework, as already noted before.

This notion of a talent pipeline immediately brings us to McKinsey's gender-diversity ecosystem, since this ecosystem is a good example of a normative framework that unites (gender) diversity management and talent management.

The McKinseyian gender-diversity ecosystem: Transforming gender diversity into a strategic organizational goal.

After having addressed the variety of barriers that women in particular are confronted with during all stages of their careers, it is obvious that gender diversity best practices should be held together by an all-encompassing framework that can deal with all of the complexities mentioned before. McKinsey's ecosystem–which is the focal point of its 2010 "Women Matter" report–appears to be an appropriate framework, since it not only focuses on practices such as developing a fitting recruitment and selection system, promoting and mentoring women, and involving all managers and the CEO–characteristics that Thomas regarded as the fundamentals of a good diversity management model–but because it also pays attention to the specific obstacles female employees meet during their career on all the different levels.[15] In what follows, the most relevant characteristics of this ecosystem will be discussed in detail, so that we have a guideline to then later on examine various gender diversity best practices with.

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[15] This is not the only similarity between McKinsey's model and that of Thomas: Although it is not clear whether McKinsey has been inspired by Thomas' oeuvre when creating this ecosystem paradigm, it is interesting to see that Thomas in his later works refers to the idea of "the forest of diversity" (R. R. Thomas Jr., 2010, 11). With this metaphor, Thomas mainly hints at the idea that the various elements of difference that a person can be characterized with are the trees of which the diversity forest as a whole is composed of. Although the ecosystem metaphor is used solely in relation to gender in McKinsey's 2010 report, it is obvious that it could also be used as a more broad diversity framework–just like Thomas' forest model.

One of the most important characteristics of McKinsey's gender-diversity ecosystem is the fact that this framework emphasizes that gender diversity should be part of a company's strategy in order for gender diversity initiatives to be effective: Gender diversity–and diversity in its most general form–has to be formulated as a strategic business goal, accompanied by clear objectives and a decent measurement system that tracks whether the initiatives and programs have been well thought out, implemented efficiently, and have had positive results or not.[16] This is supported by a research project mentioned by McKinsey in the same 2010 report–a project that has shown that companies that do not think of gender diversity as a strategic goal, not only tend to have less women in decision-making positions, but implement less gender diversity measures as well (see Desvaux et al., 2010, 10-13). In our opinion, such companies run the risk of being seen as setting up a diversity agenda for mere window dressing reasons, which could eventually damage their reputation.

Next to strategy, top-down involvement is key, according to McKinsey: Without the full commitment of the company's CEO and top managers–which forms the first layer of this ecosystem–the gender diversity initiatives will most likely not succeed. A company's corporate culture will not change if the latter are not willing to readjust the company's mission, vision and overall strategy to the value of gender diversity. This also means that not only the HRM team should be made felt accountable: In order for every employee to feel responsible for and engaged in D&I initiatives, the CEO and top managers should set a good example.

The second layer consists out of individual development programs for female employees: This again shows that in McKinsey's vision, the ideal (gender) diversity management model has to be closely connected to talent management. Corporations should not only invest in individual trainings sessions for women, but they should also provide them with personalized coaching and mentoring sessions. These programs then also have to be accompanied by the creation of women networks, so that women can have a place of their own to discuss the barriers at work that are holding them back, network, and gain the support of their colleagues and female role models. It is therefore crucial in our opinion that female executives and top managers of the company in question take part in these network groups as well.

The third and last layer of McKinsey's ecosystem forms the system's roots: The three so-called "collective enablers" (ibid., 16) first of all include a set of enablers that focus on the creation and implementation of specific gender diversity indicators, as to measure the (lack of) representation of women, and the potential progress that has been made within the company concerning this issue. After an analysis of these indicators has been made, the company in question is then supposed to

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[16] The idea that (gender) diversity has to be regarded as a part of a company's strategy for it to be really effective, has also been put forward in a *Harvard Business Review* article that examines IBM's successful diversity story. See D. A. Thomas, 2004, in which the author analyzes the fruitful implementation of IBM's D&I program, and links the effectiveness of that program to the fact that IBM sees diversity as part of their business strategy.

come up with a concrete action plan that includes clear targets to improve the company's gender balance on various levels.
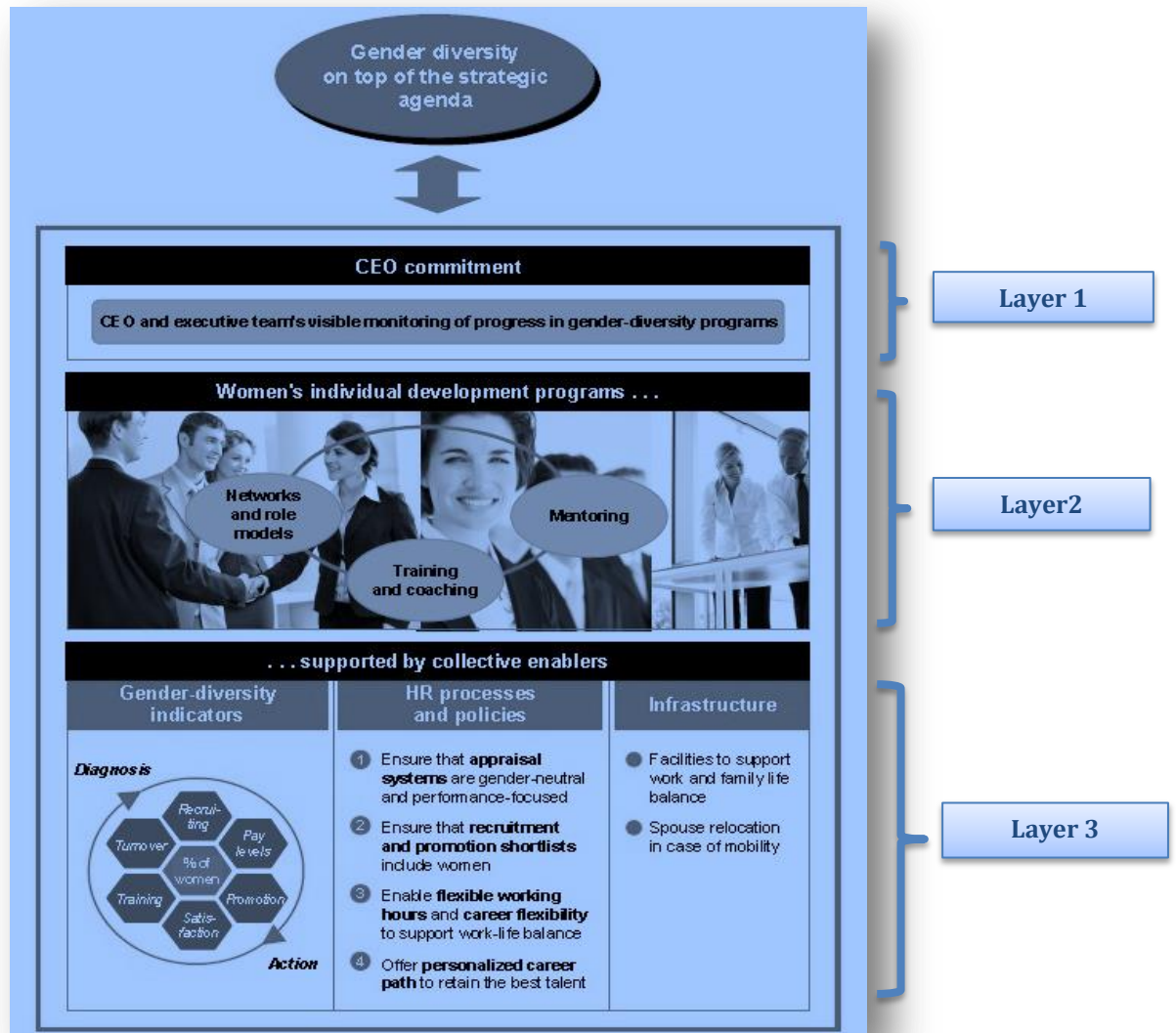
McKinsey's gender-diversity ecosystem. **Source: Desvaux et al., 2010, 17.**

A second set mainly consists of various HR processes and policies: These include the standard recruitment, selection and promotion systems–but McKinsey emphasizes that these systems should be made completely gender neutral as to prevent the discrimination of women. Since the issue of work-life balance appears to be one of the most important barriers when it comes to women's career advancement, as noted before, the ideal gender-diversity ecosystem also has to include HR policies that make it possible for women–and for men–to work in a more flexible manner. Female employees should additionally be able to make use of individual career planning services. The third and last set of enablers basically comes down to the material, infrastructural support that

companies can give to improve their employees' work-life balance, such as childcare and housecleaning services, or support programs concerning job mobility.

To conclude this section, this ecosystem seems to be a practically useful paradigm since it is wide-ranging enough to be universally applied, and, additionally, because it appears to be a balanced top-down and bottom-up model: Both the importance of the development and input of female employees and the commitment of CEOs and top execs are highlighted. The fact that this model also emphasizes the links between (gender) diversity, strategic and talent management means that this ecosystem can act as a comprehensive normative framework when companies and organizations wish to develop gender diversity best practices.

Interesting is that McKinsey by the way also provides impetus for the creation of a set of best practices that focus on gender. Since these measures or guidelines (which are basically the building blocks of the aforementioned ecosystem) provide us with an ideal starting point to analyze the various gender diversity best practices that will be discussed in the following part of this paper, the full list will be copied below. McKinsey accentuates the following thirteen measures:

- "Options for flexible working conditions (e.g., part-time programs) and or locations (e.g., telecommuting)
- Visible monitoring by the CEO and the executive team of the progress in the gender-diversity programs
- Programs to encourage female networking and role models
- Support programs and facilities to help reconcile work and family life (e.g., childcare, spouse relocation)
- Encouragement or mandates for senior executives to mentor junior women
- Inclusion of gender-diversity indicators in executives' performance reviews
- Skill-building programs aimed specifically at women
- Performance evaluation systems that neutralize the impact of parental leaves and or flexible work arrangements
- Indicators of the company's performance in hiring, retaining, promoting, and developing women
- Gender-specific hiring goals and programs
- Programs to smooth transitions before, during, and after parental leaves
- Systematic requirement that at least one female candidate be in each promotion
- Gender quotas[17] in hiring, retaining, promoting or developing women" **(see Desvaux et al., 2010, 9)**.

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[17] The topic of the implementation of gender (and racial and other) quota laws is a controversial one, both in the U.S. and Europe. Quota laws are often compared to affirmative action initiatives, and have therefore met lots of resistance. The EU is nonetheless currently considering to impose mandatory gender quota for boards

Corpus. Part two: A critical examination of various diversity and gender diversity practices in Belgium and Europe.

"The path to greater gender diversity is clear. Corporate leaders must take responsibility for making change happen and ensuring that obstacles are properly identified and then removed with the right initiatives. [...] The ultimate goal is for gender diversity to become hard-wired into a company's culture."
(Sandrine Devillard, Wieteke Graven, Emily Lawson, Renée Paradise and Sandra Sancier-Sultan, 2012, 19)

In what follows, the abovementioned well-rooted gender diversity framework will be used to examine an array of gender diversity practices, which have been grouped together in four different projects that were either started or supported by the European- and Belgian-based division of the American consultancy company Axiom Consulting Partners. Before we take a look at the selected practices in detail, it is important to note that the practices that will be examined in the first two projects should be referred to as 'good' practices, and not as 'best' practices, since only the last two projects focus on performance concerning (gender) diversity in an award context.

The first selection of gender diversity practices is part of the Good Practices Database project that was first initiated by the Belgian Institute for the Equality of Women and Men (IGVM) in 2006, and which has recently been updated with the help of Axiom in 2014. The database at this point in time consists of more than sixty good practices that promote gender equality.[18] The database project is not only meant to give an overview of some of the gender diversity good practices that are being implemented by private, government-owned, and nonprofit organizations and companies that are operating in Belgium, but is also meant to inform about innovative ways to address and effectively handle gender equality issues at work (see The Institute for the Equality of Women and Men, 2014 for more detailed information about the project and its history).

The second project that will be addressed is the so-called European Toolkit for Gender Equality in Practice. In contrast to the previous project, this toolkit brings together European gender diversity practices, and hence gives an overview of how well-implemented good practices concerning

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across all of its member states, whereas the U.S. is still lagging behind–most likely because of the negative associations between these quotas and AA programs. Also see The Economist, 2014.
[18] There are now more than sixty good practices available online, but the analysis will limit itself to the earlier-released sixty-one practices.

diversity are in Europe and of the state of gender equality at work in Europe. This project is supported by several European social partners: ETUC (European Trade Union Confederation), BUSINESSEUROPE (European business advocacy organization), UEAPME (The European Association of Craft, Small and Medium-sized Enterprises) and CEEP (Center of Employers and Enterprises providing Public Services). The toolkit currently consists of about one hundred good practices from twenty-five European countries (see Employers' Resource Center, 2014 for more information).

The two last projects that will be examined are somewhat special, and will therefore be analyzed together: Each year, C-level managers of companies operating in Belgium can send in their candidacy to win the Wo_Men@Work Award as a result of their efforts to improve the gender balance in their company. The 2013 event was organized by Coca-Cola Enterprises Belgium and JUMP, a Belgian organization that promotes gender equality in business. Mr. Marc Timmerman, Managing Partner at Axiom, acted as this year's and former years' expert, and evaluated the submitted candidacies (see Wo_Men@Work Award, 2014 for more information). The Employer of the Year Award event of 2013, which is organized by Vacature/Réferences, Acerta, and Vlerick Business School, each year hands out different awards to organizations that are operating in Belgium. We will focus on the Diversity Award of 2014, and the best practices that were in the running for that specific award. Mr. Timmerman was also a jury member of this award event for the Diversity Award (see Employer of the Year 2014, for more information).

In what follows, these (gender) diversity good practices will be examined per section, as to discover and reveal several contemporary patterns and trends. Three vital comments have to be made before we can start with our evaluation, however: We do first of all need to emphasize that the good practices that are part of the first two projects have either been selected by the companies in question or by the social partners (in the case of the toolkit project). This means that the list of gender diversity good practices presented in these two projects is far from exhaustive: Some of the companies that have participated in these projects may in fact have implemented more practices in reality. And when it comes to the gender toolkit project, it is also obviously the case that only a small fraction of the companies that are located in Europe have shared some of their good practices with ETUC and the other social partners.

The second remark is about the four criteria that have been used in all of these four projects to see what the main concerns of these good practices are. The following four "gender equality priorities"

have been put forward by the social partners that support the gender toolkit project (see Employers' Resource Center, 2014):[19]

- Addressing gender roles;

- Promoting women in decision-making;

- Supporting work-life balance;

- Tackling the gender pay gap.

The first action priority revolves around the problematic gender roles and stereotypical mindsets that are still present in society–and in business–today. Although such stereotypes exist about both women and men, women seem to be much more confronted with traditional expectations about their skills and capacities at work than men. Women are for instance often underrepresented in jobs that are considered to be masculine, while at the same being overrepresented in job functions that are related to care and other household tasks. The second priority speaks for itself: As was shown in this report already, there is currently a lack of gender boardroom diversity, and this underrepresentation of women in powerful functions also exists in politics, higher education and other societal domains. This priority is often connected to the traditional idea that men are more suited for decision-making positions. A lot of potential talent nonetheless is being lost this way. The third gender equality priority is linked to a barrier that was already pointed at in McKinsey's survey: Since female employees are often also responsible for household activities, practices that could create a better work-life balance would make it easier for them, and would hence also improve gender equality at work. The last and final category touches upon two issues, namely the fact that women and men should get equal pay for equal work, and that women should be able to get work of equal value as men. Especially the equal pay issue has received lots of attention in Europe, since the gender pay gap still appears to exist, as discussed before in the introduction of this white paper (see Employers' Resource Center, 2005 for the foregoing information and more).

These priorities by the way have not been invented by the social partners of the toolkit project: They in fact have their roots in the European Commission's "Strategy for equality between women and men. 2010-2015" document that has been put into action in 2010, and that is part of the overall Europe 2020 Strategy, in which gender equality is seen as a contributing factor to economic and sustainable growth. The six action priorities that are highlighted in the 2010-2015 strategy document are equal economic independence; equal pay for equal work and work of equal value; equality in decision-making; dignity, integrity and an end to gender-based violence; gender equality in external actions; and horizontal issues, i.e. the fight against traditional gender roles that often limit the development of the potential of both women and men, together with the EU's legal anti-

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[19] As also noted before, even though the European terminology tends to highlight the concepts of gender equality and gender mainstreaming, we will still refer to good/best practices as being (gender) diversity practices.

discrimination framework (see European Commission, 2011b for a detailed explanation of these priorities). As we can clearly see, the four priorities of the gender toolkit and the three other projects all fit within this larger EU framework. Only the fourth and fifth priorities have not been integrated into the projects that will be discussed soon, since these priorities are not related to the issue of equal opportunities at work.

The last comment that we have to make before starting with our analysis has to do with the good practices that will be examined in what follows. Since this paper limits itself to the gender diversity good practices that are essential to our discussion, we have selected those good practices that are either regarded as having a high impact; a low impact; or interesting and innovative characteristics.

The IGVM Good Practices Databank: Trends and insights.

The IGVM databank at our time of inspection consisted of about 61 different unranked gender diversity good practices–unranked because of the fact that this databank is mainly meant to inform and raise awareness about gender diversity at work. Axiom nonetheless did rank the majority of these practices, as this could be useful for future research. This ranking was for internal research purposes only and was not made public. The five criteria that have been used by Axiom to measure the potential impact and effectiveness of these practices, are results achieved; amount of people involved; whether the initiative in question really can be seen as a good/best practice; whether it is an innovative practice or not; and the possibility of transferring the practice in question to other situations and/or departments. Together with these criteria, the IGVM project also departs from four gender equality priorities, which have already been discussed above.

After having examined the databank's practices with great care, together with the rankings, four major trends have been detected. These trends will be described in detail below.

- **Trend 1: The overall manifest focus on the issue of women's career advancement.**

If we examine the sixty-one different good practices, and label them with the four already mentioned priorities, then it becomes obvious that a lot of the companies in question focus on the issue of women's career advancement, or, put more formally, the promotion of women in decision-making positions. Twenty-five of the sixty-one good practices focus on this action priority, and twenty-three of them are considered to be high impact practices according to Axiom. This in contrast to the mere five good practices that focus on labor conditions or tackling the pay gap; the thirteen that emphasize work-life balance (with only six practices having a high level of impact); and the eighteen practices that highlight the issue of gender roles and stereotypes (of which eight can be considered to be of high impact).

The fact that so many companies in Belgium tend to focus on the career advancement of their female employees makes good sense, since women still are underrepresented in higher job functions and get blocked by barriers on multiple steps of the career ladder, as already noted before. A couple of interesting facts accompany this trend: Looking at the different companies that have implemented these career advancement good practices for women, a lot of them are multinationals, and Belgian governmental companies and organizations, such as Microsoft, IBM, Cisco, Novartis, Sodexo, and Belgacom and Stad Gent–which is the municipality of Ghent. This might imply that these types of organizations are more aware of the female talent pipeline problem, and that they thus more easily spot a link between gender diversity management and talent management.

Another fact that is of interest to us, are the types of gender diversity practices employed to tackle the above talent pipeline issue: The American multinational Microsoft, for instance, has implemented two high impact good practices in Belgium: The first initiative, titled "The Diversity Toolkit," is an informational toolkit that was launched in 2013 by Microsoft's Belgian division to stimulate the creation of a corporate culture that values diversity. Although the toolkit focuses on raising awareness about all of the different elements that diversity consists of, it is clearly meant as a supportive tool to help female employees at Microsoft Belgium to advance in their careers. The toolkit namely is not purely informational, but includes a career coaching service for women by women, and so-called learning circles. The latter are especially interesting, since these circles are meant to stimulate peer discussion and coaching with regards to career development. In our opinion, such a bottom-up initiative could prove to be very successful, exactly because of its informal atmosphere.

The second women's career advancement practice, "Diversity Ecosystem: From recruitment to roadmap," also immediately draws our attention, because of the McKinseyian terminology that is being used here. This ecosystem model groups together a couple of gender diversity good practices that focus on recruitment, such as reserving 50 percent of the shortlist spots to diverse talent; the Microsoft Diversity Roadmap, which is a specific type of action plan, accompanied by a gender diversity scorecard that accentuates the importance of the promotion of women to decision-making positions, and demonstrates step by step how Microsoft helps their female employees advance; and the so-called "Women@Microsoft" workshops and events that are frequently organized. Similar initiatives have been set up by other companies as well: The American IT company Cisco, for example, focuses on the implementation of several career advancement programs for women that include a personal leadership workshop, and its "Women In Networking (WIN)" program is meant to be a community forum for women in technological functions. And the Belgian governmentally-owned telecom company Belgacom has a "Women In Corporation Platform (WINC)" that promotes gender-balanced leadership, while supporting women in their career advancement by offering them a networking platform, and training and mentorship opportunities.

These examples clearly demonstrate that the women's career advancement good practices that are mentioned in the IGVM database are not merely informational, but more often than not also linked to concrete action plans, and mentoring and coaching programs. These good practices definitely pass the requirements of McKinsey's gender-diversity model (second layer).

- **Trend 2: (American) multinationals and their holistic D&I frameworks.**

Next to this clear focus on women's career advancement practices, the IGVM project reveals a second trend, namely that most of the multinationals mentioned in the database–which are primarily American, but also French in the case of the hospitality company Sodexo, and Swiss in the case of pharmaceuticals multinational Novartis–have invested in comprehensive D&I structures that frame their gender diversity good practices, while leaving enough space for other D&I initiatives.

What do we mean by that? Let us take a look at the American networking equipment multinational Cisco: Cisco has sent in three good practices–two of them clearly focusing on women and the issues of stereotyping and career advancement ("Girls in ITC" and "Development of female talent"). The third good practice, titled "Inclusive culture: 'More Together' (Europe)," shows that the former two practices are framed by a larger D&I agenda and a corporate culture that focuses on inclusion. This initiative was launched by Cisco's European divisions in 2010, and promotes diversity in all of its aspects through various channels. Every Cisco employee for instance is supposed to adhere to specific D&I performance goals to help establish a culture of accountability. In addition to the latter, Cisco also promotes global pit stop calls that bring together a global online audience to discuss D&I issues. This more broad approach resembles the "Diversity Ecosystem" of Microsoft that has already been discussed, and also relates to the exhaustive D&I frameworks that are referred to by other multinationals that are part of the databank, such as the American beverage multinational Coca-Cola that has installed a Diversity & Inclusion Council in their Belgian division–action plans and targets included–and Novartis, that also has a specific D&I agenda for its Belgian division.

All of this seems to point at the fact that gender diversity good practices tend to be part of a larger D&I framework when multinationals are involved. This might not always be the case–we merely found a correlation here–yet, it would make sense, since multinationals are often located in various countries where the priorities with regards to workforce diversity often differ from each other. Setting up a more broad diversity ecosystem might come in handy in that case, because of the adaptableness of such an ecosystem. Another reason of wanting to integrate gender diversity into an overall D&I framework has been revealed by Cisco, Pfizer and Janssens Pharmaceutica–the Belgian daughter company of the American medical devices multinational Johnson & Johnson. All three of these companies focus on gender diversity practices in their Belgian divisions, but the IGVM

databank also tells us that these companies at a sudden point made the switch from solely focusing on gender diversity to using a broader D&I framework in order to overcome the resistance of some of their male employees. This shows that it might be beneficial for business to put their gender diversity initiatives under a more all-encompassing D&I umbrella–although companies should be careful never to underplay gender diversity issues when doing so.

- **Trend 3: The precise measurement and follow-up approaches of Belgian government-owned companies, governmental agencies and public services companies.**

Another remarkable development that can be seen taken place reveals itself when examining the Belgian government-owned companies, governmental agencies and public services companies. Because of their societal function, the legal framework they are obliged to follow, and the fact that these companies have to operate as efficiently as possible, these companies on average appear to have succeeded in setting up effective gender diversity practices. [20] Only a minority of the gender diversity good practices that have been sent in by the latter companies can be seen as having a low impact. The majority, on the other hand, look like effective practices: De Lijn, which is a Flemish public transport company, for example sent in two good practices that specifically focus on gender diversity and that both were considered to be very effective. The first initiative, "Actions towards female drivers," is explicitly aimed at improving the job conditions of their female drivers, while tackling the stereotypes and traditional conceptions surrounding the job itself. This initiative included a survey so that De Lijn's female employees could have their say about the matter, which is supposed to make the practice extra effective because of its bottom-up approach. Their second good practice, "Target numbers for women according to job category," is even more interesting, since it guides us toward what most of these government-related companies have in common, namely the implementation of certain (gender) diversity target numbers–which are not necessarily quota!–and objectives. De Lijn has fixed the amount of gender diversity targets per job category, and the implementation of the latter is followed closely by their diversity steering committee, and a measuring system that includes a balanced scorecard.

With these target numbers and practices, De Lijn obviously tries to follow the legal framework of the Flemish government, which has invested in a diversity policy of its own: "Wo_mentoring," one of

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[20] Three federal laws concerning anti-discrimination have to be followed by companies in Belgium, namely the general law against certain forms of discrimination (concerning age, sexual orientation, marital status, birth, wealth, religion or beliefs, political ideology, language, present or future health condition, disability, or a physical or genetic trait, or social background) from 2007; the 2007 law that forbids discrimination between women and men; and the law of 1981 that forbids acts of racism or of xenophobia (based on nationality, so-called race, skin color, background or national or ethnic origins). See Federale Overheidsdienst Werkgelegenheid, Arbeid en Sociaal Overleg, 2014 for more information. Interesting to note here is that the Belgian federal government and its institutions actually have to follow a gender quota law that has been accepted in 2012, obliging them to have at least 1/3rd female employees when it comes to managerial job functions, and the A3, A4 and A5-level functions. See Fedweb, 2012 for more information.

the Flemish government's gender diversity good practices that have been added to the databank, is a mentoring program for female and male middle management employees that uses target numbers, so that at least 2/3rd of the participants are women. This makes sense, since the Flemish government aims for a 33 percent gender diversity target number for women in middle and top managerial functions by 2015. And this is not the only kind of targets that are being employed: The Flemish government has set a 4 percent target for employers with a migration background, and a 4 percent target number for people with disabilities or a chronic disease–which both have to be reached by 2015 (see Bestuurszaken, 2014 for these numbers). Special attention is also being paid to the selection, recruitment and retaining of gays and transgender employees. These targets and the "Wo_mentoring" good practice are furthermore framed by a larger, all-encompassing equal opportunities and diversity plan that is closely monitored and actualized every year.

And the same thing can be said about the Belgian federal government and its federal public services companies that are present in the IGVM database: They all seem to be employing specific diversity targets, and precise measurement and follow-up strategies, because they have to be in compliance with the federal government's anti-discrimination laws and diversity action plan (see Fedweb, 2013 for more information about this plan, which is quite similar to the aforementioned Flemish action plan). HR Rail–which is the HR services provider of the National Belgian Railway Company–for instance also focuses on gender diversity, while having rooted their gender diversity practices in a larger diversity action plan. They have put a gender target of 20 percent in place since 2009 to attract more female employees, and have materialized this into a recruitment campaign good practice. Another example can be found when looking at Selor, which is the job selection agency of the federal government in Belgium. Selor not only has a "Top Skills" good practice that focuses on female talent development, as to attract female high potentials for middle and top management functions, but this practice is clearly also embedded in a larger governmental D&I framework. This framework consists of a diversity plan, and that plan is used to monitor the progress with regards to the representation of women in the former functions.

What we have discovered here again can of course only be said to be a correlation, yet, we can nonetheless clearly tell that these companies have fruitful D&I programs, partially because of the fact that they set clearly-formulated gender diversity targets in place, and also monitor them. The usage of performance indicators concerning (gender) diversity, and employing targets or quota is also central to the McKinseyian gender-diversity ecosystem, as seen before.

- **Trend 4: (The potential) gender diversity inattentiveness in highly feminized sectors.**

The last pattern that was detected while examining the various good practices in the IGVM database, might sound like a controversial one: When examining the companies and organizations in Belgium that are part of highly feminized public services sectors, such as the administration sector, the banking industry, the healthcare sector, and sectors in which part-time employment is commonly used, a kind of gender diversity inattentiveness seems to exist. Although further research is definitely needed with regards to this topic, some of the companies with a high total representation of female employees appear to have switched to more implicit gender diversity policies that mostly focus on gender neutral selection systems and work-life balance good practices. Stad Gent, for instance, which indeed does have a high representation of female employees in both regular job functions and middle and top management functions, mentions using such an implicit strategy. Although Stad Gent does focus on an overall equal opportunity framework, and clearly states that it wants to recruit minority groups and underprivileged people as much as possible, their focus on gender diversity seems to be rather unspecified. Although their "Telework" good practice is regarded as an highly effective practice for both women and men, the link with gender diversity remains a little too implicit, in our opinion: Although they also clearly focus on raising awareness about (gender) stereotypes, the emphasis rather lies on gender neutrality than on gender diversity. In Stad Gent's case, this currently does not cause any problems, because of the already-present gender balance, but companies and organizations that do have an underrepresentation when it comes to women in decision-making functions, would, according to us, probably benefit more from an explicit gender diversity strategy.[21]

The same inattentiveness can be detected when looking at CHR Mons–active in the healthcare industry–and the Belgian division of Center Parcs–a holiday villages company: Although the latter's "Flexible work hours" good practice is regarded to be of high impact, and the former has invested in useful good practices that focus on time credit, work-life balance, and stereotypes, they both appear to be following an implicit gender neutrality strategy, while there is not a lot of gender diversity to be noted at the top of these two companies. This of course does not mean that the good practices that are being employed here do not have their use, but a more explicit gender diversity good practice that for instance would pay attention to the current lack of women's career advancement in these companies might prove to be a better strategy in the end.

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[21] This of course does not mean that implicit strategies that focus on gender neutrality are bad. As also stated before in this paper, objective, gender neutral recruitment processes for example can be very beneficial and help a company increase its amount of female employees. But strategies that are so implicit that they lose the aspect of gender diversity out of sight, could turn out to be problematic in the long run. Striking the balance between developing gender neutral policies that are still gender sensitive enough is nevertheless quite challenging for HR & diversity managers.

Again, as stated before: This issue probably requires more research, but as we have already noted before when discussing McKinsey's ecosystem, explicitly linking (gender) diversity to strategic goals and a company's overall strategy seems to be crucial in the success of gender diversity good practices. An implicit focus on gender diversity might ultimately prove to be too unconditional.

The good practices of the European Gender Toolkit project: Trends and insights.

These were the four most apparent trends that we discovered in the various good practices of companies located in Belgium. The question now of course is whether we can discover similar trends when it comes to the various (gender) diversity good practices that are being employed by businesses in Europe. The countries that have sent in practices, and of which practices were collected by the social partners of the toolkit, are: Austria, Belgium, Bulgaria, Croatia, Cyprus, the Czech Republic, Denmark, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Netherlands, Norway, Romania, Slovenia, Spain, Sweden, Switzerland, Turkey and the U.K. The toolkit additionally also includes practices for the whole EU Region.

- **Trend 1: A manifest focus on the issue of work-life balance, including family-friendly and maternity-friendly policies.**

The first trend immediately differs from the first pattern we discovered when it came to the priorities of the good practices employed in Belgium. Whereas most of the good practices in the former project clearly focus on women's career advancement, the good practices that were collected in the toolkit project mostly address the work-life balance issue. 33 percent of the good practices used by companies in the aforementioned countries are related to creating a better work-life balance for female (and male) employees. 28 percent deal with addressing stereotypes and gender roles; 25 percent with career advancement; and 15 percent with equal pay and equal work issues.

Almost all of the countries in the toolkit have one or more practices that clearly address the issue of work-life balance and work flexibility–apart from Croatia and Romania. Some examples include the food industry Danone's "Improving and securing gender equality" practice in Belgium that enables their female executives to work part-time or take a career break when necessary. The Austrian Federal Economic Chamber (WKÖ) has implemented a variety of initiatives, but they clearly focus on the issue of work-life balance with the publication of their of "Reconciliation of Family and Work for Small and Medium Enterprises" manual. This manual is meant to give Austrian companies more information about good practices that have a positive influence on work-life balance. A variety of

companies and organizations in the U.K. have also implemented similar initiatives: Bristol City Council's "Supporting work-life balance: 'The time of our lives'" initiative provides their employers with different, innovative working patterns so that they can enjoy more family time; and Leeds Metropolitan University's "Project to support the work-life balance" offers flexible employment options, combined with their own crèche and a care referral service.

What is remarkable here is that a lot of the companies and organizations that have invested in work-life good practices often link the latter to family-friendly and maternity-friendly policies. Especially companies and organizations in the German-speaking countries make the link between work-life balance and family-friendliness, whereas maternity-friendliness appears to be a key focal point in Eastern and Southern European countries.[22] Travail Suisse–a trade union group in Switzerland–for instance not only invests in practices that promote equal pay, but also highlights the importance of good practices that are family-friendly by supporting the "Work and Family" platform. The amount of attention to family-friendly working policies is also high in Tischerlei Wegerer and Infineon Technologies in Austria. And the majority of the good practices from companies in Germany that are included in the toolkit make the link between work-life balance and family-friendly good practices. Good practices that are regarded to be maternity-friendly, on the other hand, are mostly found in Bulgaria, where both Irrigation Systems PLC and Bulgartransgaz EAD provide extra parental leave for mothers; in Cyprus, where mothers-to-be are given financial rewards; and in almost all the companies in Italy and Portugal that are mentioned in the toolkit. Some of the good practices in these companies in Italy include (financial) gifts for mothers-to-be; extra coaching for female employees upon their return to work; the installment of family-friendly services such as childcare facilities; and the possibility of part-time employment.

Although the focus on work-life balance is not problematic on its own, since it is obviously a barrier that many women have to deal with, the emphasis on maternity-friendly policies might be slightly tricky. It could namely enforce the traditional idea that women are first and foremost mothers and caretakers. This however does not mean that these practices should be replaced with more implicit gender neutral good practices, as also referred to before. A combination of good practices that focus on the specific barriers that make it more difficult for women to enjoy a better work-life balance, and parental leave good practices that focus on fathers as well, should be preferred. This would not only ensure more commitment from men, but at the same time would tackle the stereotypical notion of women as primary caretakers. Some companies in the toolkit list have already put this idea into practice: The Danish Agency for Modernisation of Public Administration for instance has encouraged the male employees of the Danish government to take up their days of parental leave. The father is advised to take up his six weeks of parental leave, since the leave rights are not transferrable to the mother. This good practice thus promotes equal parenting outside the

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[22] This most likely also has to do with the fact that countries such as Germany for instance do not have invested in social provisions such as state-organized childcare facilities as much as other European countries. See e.g. Heine, 2013.

workplace, which is interesting. A division of the Swedish Confederation of Professional Employees (TCO) has implemented a similar good practice.

These two examples show us that good practices that concentrate on improving the work-life balance for women can also undermine certain gender stereotypes. Other than that, the multiplicity of these work-life balance good practices also tells us that this is indeed something that female–and male–employees are struggling with at the moment.

- **Trend 2: The differences between equal pay good practices in Northern, Western, Eastern, and Southern Europe.**

The above-mentioned trend already reveals that there are some noticeable differences between the European member states when it comes to gender equality priorities and good practices. Although we again have to state that we can only detect correlations here, it seems to be the case that the Northern European–and mainly Scandinavian–countries are characterized by a cultural climate in which local and international companies approach the work-life balance issue as something that affects both women and men. Whereas the good practices from the companies located in Eastern and Southern Europe appear to focus more on maternity-related issues. This difference makes us wonder whether there are other dissimilarities to be found when it comes to other good practices that are being used in Northern, Western, Eastern and Southern Europe.

After looking at the percentages again for the four different equality priorities, we discovered another dissimilarity between the European regions: As seen before, the equal pay and equal work priority already did not get spotlighted as much as the other three issues, and after examining all of the practices again, we can clearly see that this priority barely gets any attention in Eastern Europe, and only a limited amount of attention in Southern Europe. In Bulgaria, the Czech Republic, Croatia, Hungary, and Romania, for example, none of the good practices deal with equal pay and equal work issues–with Slovenia being the exception, since half of the good practices there do focus on equal pay. And the same pattern can be detected when looking at the Southern European region: In the database for Italy, not one of the good practices focuses on equal pay. And in Cyprus, Greece and Spain only a small minority of the good practices addresses the topic.

All of this in contrast to Western and Northern Europe where the issue is being focused on–although not as much as women's career advancement or the work-life balance issue. More than half of the good practices of companies in France, and all but one of the good practices of companies in Denmark, focus on addressing and fixing the gender pay gap. An interesting example of this focus can be found in Belgium, where ABVV/FGTB–the General Federation of Belgian Labor union–together with the progressive women's rights movement every year organizes the much mediatized "Equal Pay Day" event. This initiative by the way is not limited to raising-awareness: ABVV/FGTB in

fact has published a statistical overview of the gender pay gap in Belgium, and also explicitly trains its union negotiators in this matter, so that they are fully aware of the problem during wage negotiation sessions with employers, and can take action when necessary.

In Germany, Switzerland and Sweden the issue is tackled via an even more methodological approach: Some of the social partners in these countries have come up with innovative measuring and monitoring tools, so that the exact amount of gender inequalities related to pay can be calculated. The Confederation of German Employers' Association (BDA) for instance makes use of the Logib-D tool, and promotes it to its organizations, so that they get a better insight in the wage inequalities in their businesses. The Swedish Agency for Government Employers (SAGE) promotes a similar measuring method, named BESTA; and Travail Suisse–a Swiss trade union–also researches and measures existing pay differences in companies, to then award those companies that focus on equal pay with the Equal Salary label.

The previous examples clearly show us that there is gap between the European regions when it comes to the analysis and awareness of pay inequalities–and the latter obviously influences whether companies located in that region address the issue or not. Although it is hard to unambiguously tell where these different views with regards to the gender pay gap between these European regions come from, cultural traditions definitely seem to play a role in this matter. Whereas the cultural views concerning equal pay and equality between women and men in general now seem to have become slightly less traditional in Southern Europe–as demonstrated by the fact that both Spain and Italy now have quota laws–these issues appear to be considered less important in Eastern Europe. Or at least that is what the examples of good practices tell us.

Although the toolkit project does not provide us with enough good practices and information to draw specific conclusions about this matter, academic research tells us that the post-communist heritage of some of the Eastern European countries has something to do with it. The argument goes as follows (see Metcalfe and Afanassieva, 2005 for this argument and a more detailed discussion): Research has confirmed that communism did bring a form of gender equality to these countries, since women in communist regimes had to work and therefore on average entered the labor market much earlier and in greater numbers than women in Western Europe. The communist state even provided child care and generous maternity leave stipends, and women were even allowed to work part-time when returning to their jobs. But the situation of female employees in Eastern European communist countries was nonetheless rather ambiguous: They were first and foremost seen as mothers, and even though these countries did produce a lot of female scientists and engineers, gender segregation in the labor market existed, which meant that women often ended up in low-paid services jobs. When the communist regime collapsed, the situation for women there changed dramatically: It is argued that the privatization of many organizations in these countries created some sort of gender equality backlash, which is supposed to be the reason why most of the former communist countries in Eastern Europe are wary of implementing gender specific policies and

quota laws. This supposedly also had an impact on those women that had held important political and business positions during the communist era: Since the liberalization of these countries' markets, it became much harder for women to access top positions.

This sketch of the cultural heritage of these countries partially explains to us why maternity-related good practices are so central in the companies in this region, whereas other good practices and initiatives that are not directly connected to motherhood, such as equal pay initiatives, are not being addressed that much. To conclude this section: There definitely seems to be a cultural gap between the different European regions when it comes to the development of equal pay good practices and initiatives–and maybe when it comes to gender equality in general as well.

- **Trend 3: Addressing gender stereotypes and roles in a merely informational way.**

The third and last trend that we can deduct from the information gathered in the European toolkit, is related to the addressing gender stereotypes and gender roles priority. This issue surprisingly enough did not get a central role in the McKinseyian gender-diversity ecosystem: The ecosystem paradigm does not include good practices that are explicitly meant to raise awareness about how damaging certain gender stereotypes and mindsets can be for women. The toolkit, on the other hand, does include a collection of good practices that spotlight this issue: The CCOO–which is a Spanish union confederation–for instance promotes several awareness-raising study days, and on a European level, the European Trade Union Committee for Education (ETUCE) that represents various teachers' unions in Europe have published a report to address gender stereotypes in the educational sector. The Federation of Austrian Industries also addresses the stereotypes that can prove to be a barrier for those women that want to work in the industrial and technological sectors with their "Industry Gets Female" initiative that consists of an informational website.

Although a lot of the initiatives that are referred to in the toolkit (and in the IGVM project too) address that there are cultural gender stereotypes out there that have a negative effect on women's careers and career choices, the majority of these initiatives are merely informational. This does not mean that the raising-awareness aspect of these initiatives is not important, but this in our opinion only seems to be the first step in addressing and tackling stereotypes. Initiatives that address stereotypes can only be really effective if they are embedded in a D&I framework, and if there is a concrete action plan attached to them.

The toolkit luckily also provides us with two examples of good practices that transcend this informational approach: "MINTrelation," a project that was started by Gesamtmetall, the German employer's association in the metal and electrical engineering industries, not only tries to encourage girls to enter the field of engineering by tackling the stereotypes surrounding women in this branch, but also connects these girls with ambassadors that are already working in the field. Another

interesting example of an initiative that undermines gender stereotyping in a more concrete manner, is the Irish division of computer chip maker Intel's "Women in Technology (WIT)" initiative that provides talented female students with scholarships and individual mentors, so that they can continue their STEM (science, technology, engineering and mathematics) studies and break through the gender stereotypes that surround women in technology.

Although the latter two examples are like small-scaled initiatives than fully embedded D&I practices, it is clear that these initiatives are more than just informational. According to us, it could prove to be very beneficial to companies to invest in D&I and specific gender diversity good practices that not only address (gender) stereotypes, but also attach concrete actions to the latter. Such actions could for instance include the organization of educational fairs, group discussion sessions and scholarship programs. Furthermore, companies that are already active in the STEM industry should probably consider implementing gender targets as well.

The 2013 Wo_Men@Work Award and the 2014 Diversity Award best practices: Further insights.

The Wo_Men@Work Award is granted yearly to a company that has a CEO, COO, CFO or a member of the managerial board that has really committed herself or himself to the D&I cause, and has helped establish an integrated set of gender diversity best practices. The Vacature Diversity Award is also given yearly to an employer in Belgium that has invested in an excellent set of diversity best practices. The first award measures the commitment of an individual in a decision-making position at a company in Belgium, whereas the latter award is meant to congratulate the organization with its practices as a whole. Since both projects are award events, we can only name those companies that have won the awards–all of the other companies' names will not be mentioned, since the award data have been based on confidential information.

We still start by describing some of the trends that we have noticed when putting the data for these two events together. After this analysis, we will then pay special attention to the two winners, namely Belgacom that won the Diversity Award of 2014, and Ms. Janneke van der Kamp, CEO of the Belgian (and Luxembourgian) division of the pharmaceutical multinational Novartis, who was given the Wo_Men@Work Award of 2013 for her personal contributions to the company's D&I policies.

- **Trend 1: A clear focus on the issues of work-life balance, women's career advancement and the so-called new ways of working.**

It is interesting to see that some of the patterns that we discovered in the previous two projects have emerged here again as well: Almost of the best practices of the companies that partook in the

award selections for the Diversity Award and the Wo_Men@Work Award clearly focus on the work-life balance priority, or women's career advancement–or on a combination of both. Especially the companies that have sent in their candidacies for the Wo_Men@Work Award clearly focus on offering training and mentoring best practices for female employees so that they are supported in their career advancement. This of course makes sense, since gender specific best practices are required to be a good candidate for the latter award.

The trends concerning the gender equality priorities here are completely similar to those that were discovered in the IGVM and toolkit projects, apart from one exception: Two of the companies mentioned in the two projects here connect their work-life balance best practices to the concept of news way of working, which is currently a well-discussed topic in HRM (see e.g. Creighton, 2011; Hemsley, 2013; and Rupert, 2013). The first company that we will have to discuss in this context is a governmental agency, operating in the Belgian health services sector. This company has invested in a so-called "New World of Work" program that brings various best practices with regards to the improvement of their employees' work-life balance together. Within this program, best practices such as enabling telework and organizing online meetings with the help of specific ICT tools have been put forward. In addition to those, the company has also invested in setting up a so-called dynamic office, which is a key focal point in this company's work-life balance strategy. Employees are being motivated to take on this new way of working attitude, which consists of flexible and mobile working conditions. This group of best practices is furthermore being used to nip potential absenteeism in the bud. The second company that pays explicit attention to new ways of working also is part of the Belgian health care industry, and focuses on delivering HR, social security and health insurance services. Similar best practices are being used here, while the new ways of working attitude is being supported by offices that have been completely re-designed to support flexible and mobile working.

Three final remarks have to be made here: It first of all makes good sense that the companies that are paying attention to this new ways of working trend are part of the health services industry, where human capital is considered to be an important asset. Secondly, although these best practices that support these new ways of work at first sight seem to merely be HR practices, one could still argue and say that the topic of new ways of working at the same also is gender-related, since, as we have seen before, mostly women are struggling with the combination of doing household tasks and working outside the house. Our final comment relates to the overall trend detected here: In the best practices that are highlighted in these two projects, there are barely any practices that are intended to address gender stereotypes and roles–and this is quite problematic.

- **Trend 2: Innovative approaches to D&I: A focus on cultural and generational diversity, and diversity champions.**

In contrast to the fact that both award projects seem to have collected best practices that highlight the importance of work-life balance and women's career advancement like in the first two projects, the award projects nonetheless also include some innovative (gender) diversity best practices. The first innovative trend that is currently in full development is related to the conceptualization of diversity itself. At least five companies and organizations that partook in these two projects concentrate on different difference elements than those that are traditionally discussed. These companies are operating in a variety of sectors, such as the automobile manufacturing industry, the pharmaceutical and healthcare sectors, the retail sector, and the electronics industry. Apart from paying attention to gender diversity, these companies are united by the fact that they also invest in cultural diversity best practices and/or age diversity best practices.

The latter practices for instance include extra bonuses and actions for those employers that are older than forty-five; and age-conscious people management practices that take into account the fact that older employees often have different work-life balance needs. Interesting is that at least one of the companies mentioned here also addresses the issue of generational diversity, which implies that there are nowadays multiple generations at work in the labor market. This company in particular has implemented various generational-specific best practices that suit the different needs of their employees. When it comes to best practices that support cultural diversity, initiatives such as language trainings and cultural exchanges between the divisions in different countries of the company in question are included. The two companies that specifically focus on cultural diversity are by the way multinationals that are currently operating in different countries around the world, which is why they probably feel pressed to pay attention to this matter as well.

A second trend that could be considered groundbreaking, has to do with the fact that at least four of the companies in these two projects mention the concept of a diversity champion. Diversity champions are basically people in the organization–usually CEOs or top HR executives–that take on the responsibility of fostering (gender) diversity in their organizations. They tend to fuel and support new diversity initiatives and also set the example when it comes to accountability and commitment, while at the same time watching over the execution of the diversity action plan. These diversity champions are usually at the head of the organization or of a company's diversity network or council. One organization in particular on this list has given a novel meaning to the diversity champion practice: This Flemish educational organization namely speaks of a so-called gender vanguard that has to watch over the criteria of gender neutrality and sensitivity while she or he attends meetings of the commission that protects gender neutrality with regards to recruitment practices. Both the functions of gender vanguard and diversity champion appear to be effective ways to make people committed to the diversity cause within organizations and companies.

- **Trend 3: D&I as a strategically integrated business goal and a part of corporate culture.**

The last trend that we discovered is related to the strategic integration of D&I principles in organizations. As said before, companies can really flourish if they make diversity into one of their core strategic business goals. A lot of the companies that participated in these two award competitions consider themselves to be good examples of companies that emphasize the significance of people and diversity management–so it also makes sense in a way that the majority of the companies included in these two projects pay attention to the strategic and cultural integration of diversity.

In a way that is similar to the multinationals discussed in the IGVM project, a majority of the companies that participated in the two projects in question have also set up holistic D&I frameworks. The two core principles of these frameworks are the fact that diversity really is seen as a strategic goal that either helps to identify potential customers with the company in question (as it is the case in a well-known technology multinational); or as a way to represent the diversity that exists in society (in the case of a Flemish governmental agency); or as a strategic means to establish a winning culture (in the case of an American beverages multinational).
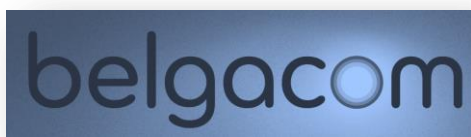

Belgacom–the Belgian telecom company that won the 2014 Diversity Award[23]–also sees diversity as a strategic goal, but only as an implicit one, since diversity has been part of the company's corporate culture for a while now. Belgacom understands diversity as an asset, and a part of the overall culture of excellence that they are currently trying to establish. This new culture of excellence, in which gender, age, disability and cultural diversity are all seen as business assets, is supported by their committed female CEO, Ms. Dominque Leroy. And as gathered from the data about Belgacom's best practices in the IGVM database, the CEO is supported by various business unit diversity champions that help these D&I values to be transformed into essential cultural values within the company. In addition to that, Belgacom also pays specific attention to best practices that could improve the work-life balance of its employees: They recently started investing in practices that enable their employees to work at home, and thus seem to be following the principles of the new ways of

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[23] The criteria that have been used by Axiom to give the award to Belgacom were similar to the criteria used in the other projects. Belgacom scored a perfect score when it came to the results of the company's best practices; best practice criteria; innovation; and transferability. They also got extra good scores because of the fact that they include a gender, culture and other foci (in this case age and disabilities) in their D&I policies.

working too. Interesting is that managers at Belgacom can follow extra training sessions on remote leadership, so that they learn how to manage their employees from afar.

And in the midst of all these best practices, it is obvious that Belgacom pays special attention to the multiple facets of diversity, and gender diversity in particular: As already mentioned in the examination of the IGVM project, Belgacom has a special women's network, WINC, that not only supports female employees in their career advancement, but also organizes informational sessions with Belgacom's CEO. Belgacom therefore appears to represent the best of the three aforementioned trends, and seems to score exceptionally high when speaking about top-down commitment.
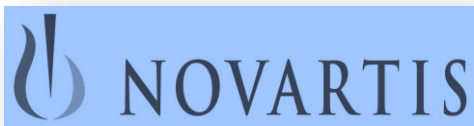
Another company that excels in top-down commitment, and therefore was awarded with the 2013 Wo_Men@Work Award, is the Belgian division of the Swiss pharmaceuticals multinational Novartis.[24] Some of Novartis' gender diversity best practices have already been included in the IGVM project, yet the company also appears to be a pacesetter when it comes to the trends we have just discussed. Diversity, and professional equality between women and men in particular, are said to be part of Novartis' global D&I focus. D&I is clearly described as a business value and strategy, and gender diversity, or creating a better gender balance within the company, is the main focus of Novartis' action plan and objectives. In addition to that, Novartis also clearly focuses on best practices that improve work-life balance: The flexible work schemes that have been set up are not only fully supported by the CEO of the Belgian and Luxembourgian division, but were in fact also modeled after an initiative that the CEO had created for an associate a while before flexible working became a central company policy. The CEO–who is a young mother herself–also continuously tries to set the right example when it comes to work-life integration. Attention to D&I, and to gender diversity in particular, is thus well-integrated in the company's corporate culture, and these values are guarded by diversity champions and the CEO herself.

To conclude this section then, it is has now become clear why both Belgacom and Novartis have received these (gender) diversity awards: They do not only see D&I as a business strategy, but have

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[24] The Wo_Men@Work Award uses different criteria than the former projects: Novartis in this case scored the highest of all the companies that had sent in their candidacies, because they scored high on three levels, namely the achievement of their D&I objectives (in terms of realization, amount of people affected and change); C-level commitment (which is a crucial criterion in this competition, and includes amount of impact, personal contribution of the CEO, and cultural consistency); and the array of best practices they offered (which includes the subcategories of the amount of developed programs, processes and policies, and objective indicators).

made it into a part of their corporate culture thanks to the support of talented diversity champions and devoted CEOs.

(Gender) diversity management put into practice: Lessons learned.

Now that we have examined various good/best (gender) diversity practices, and discovered a whole variety of (gender) diversity management trends, we can conclude this part of our paper's corpus by drawing some conclusions seen through the lens of McKinsey's ecosystem, and our own research questions that we developed in the introduction. Let us first recapitulate and sum up all of the trends discussed before:

- In Belgium, good practices mostly focused on the issue of women's career advancement;

- (American) multinationals in Belgium mostly invested in holistic D&I frameworks;

- Belgian government-owned companies, governmental agencies and public services companies used precise measurement and follow-up techniques;

- And also in Belgium, we discovered that there is a dangerous potential for companies operating in highly feminized sectors to fall back into gender diversity inattentiveness.

- When it comes to the good practices in Europe, we detected a manifest focus on the issue of work-life balance, including family-friendly and maternity-friendly policies;

- We also found major differences between equal pay good practices in Northern, Western, Eastern, and Southern Europe;

- And addressing gender stereotypes and roles often only happened in a merely informational way.

- When looking at an overview of selected best practices for award competitions in Belgium, we found a clear focus on the issues of work-life balance, women's career advancement and the so-called new ways of working;

- We also noticed innovative D&I best practices that focused on cultural and generational diversity, and diversity champions;

- And, last but not least, we saw that a lot of the companies that participated in these two last award projects understood D&I as a strategically integrated business goal and a part of their corporate culture.

If we take a look again at the research questions that were developed in the introduction, we can see that we have already answered two of them: Up till now, we have explained and contextualized how EEO and AA initiatives–both initiatives with roots in the U.S.–started making way for a diversity management approach thanks to the work of Thomas. He founded and characterized the diversity

management method as an approach that focuses on a holistic, inclusive D&I framework, while at the same time connecting diversity management to talent management. We then switched to gender diversity management–a topic that became heavily researched and put into practice once it had become clear that boardroom diversity actually benefits companies in various ways. After elaborating on this argument, we then examined McKinsey's innovative gender-diversity ecosystem–which can be seen as one of the most up-to-date gender diversity management paradigms today. This paradigm–that especially highlights the necessity of developing a layered gender diversity system in which gender diversity is seen as a strategic goal and is hard-wired into a company's corporate culture, and attention is being paid to encouraging CEOs and managers get involved; personalized development programs for female employees; and an array of collective enablers–was then used as a normative framework to help us discover some contemporary trends in (gender) diversity management in the second part of this paper. Now that these trends have been revealed and explained in detail, we will end this corpus with some lessons learned by evaluating the aforementioned good/best practices through the McKinsey paradigm, and vice versa.

- **Lack of attention when it comes to the influence of (gender) stereotypes, gender roles and bias.**

One of the first major lessons learned is that the good/best practices that we have seen so far, together with McKinsey's ecosystem, do not really pay detailed attention to the power that stereotypes and traditional mindsets about women, minorities–and men–have in society and on the work floor. We did discuss some practices and initiatives that address stereotypes, yet these practices seemed to stay on the surface rather than engendering positive changes. But as we will see in the following corpus part, stereotypes and biases do hinder women and minorities from making progress in their careers. And although it is true that these stereotypes and mindsets are part of a larger societal context, that does not mean that businesses should not be more watchful when it comes to these issues.

- **The potential pitfalls of monofocal good/best gender diversity practices.**

Another issue has to do with the fact that although a lot of the companies that we have discussed so far are doing their best to establish holistic, well-rooted D&I frameworks, we can still tell that most of the good/best practices that we examined are monofocal–and not multifocal–of nature. Taken on its own, the fact that most of these practices focus on one priority at a time of course is of course not that problematic: A well-embedded best practice that tackles the issue of women's career advancement in a company probably obtains more results than two loosely connected best practices that focus on two different priorities that are not rooted in an holistic D&I framework. But if diversity best practices become too monofocal–and hence too specialized in and focused on one priority–then the company in question might in the long run lose other important issues out of sight. To give two examples: A company that for instance only has a set of best practices that addresses

career advancement barriers for its female employees might overlook the pressing career barriers that its minority employees have to deal with. And the same problem arises when an organization for instance only tackles wage inequalities without looking into the role that gender stereotypes might play in the existence of such a gender pay gap. These are definitely problems to look out for– certainly if the company in question does not have an all-encompassing D&I program.

- **Implementing balanced (gender) diversity KPIs is a necessity.**

Looking at the trends and McKinsey's ecosystem, we can clearly see that those (gender) diversity best practices with a high impact are more often than not supported by a well-developed audit, measurement and monitoring system. Many of the companies that score high with regards to diversity have put a performance measurement system in place with diversity key performance indicators (KPIs) and diversity scorecards. This is also strongly highlighted in McKinsey's paradigm: Gender diversity KPIs are not only central to this paradigm, but are also supposed to be monitored closely by the CEO and a team of execs. But–and this is a strong but–these KPIs should not be turned into so-called killer KPIs that are impossible to reach or that only focus on women instead of on the balanced representation of women. Companies that set unbalanced, killer gender diversity KPIs not only risk demotivating everyone, but it could also make their female employees feel uncomfortable (also see Wittenberg-Cox, 2012 for this argument).

KPIs are perfectly acceptable and even necessary to fix certain instances of underrepresentation, but they should be implemented in nuanced and well-thought-out ways for all the different D&I categories.

- **(Gender) diversity best practices should focus on local priorities.**

One last thing that we want to emphasize has to do with the fact that (gender) diversity management nowadays is part of a globalized business world. Although the concept of a best practice rests on universalistic assumptions, as stated before, we nonetheless are of the opinion that companies–and multinationals in particular–should try to localize their set of (gender) diversity best practices as much as possible, since the priorities and sensitivities vary per country.

This last point immediately brings us to the final part of this white paper, where we will give our opinion about some of the most pressing challenges in (gender) diversity management that companies around the world will be confronted with in the future

Corpus. Part three: The current and future challenges/opportunities facing (gender) diversity management.

"We must view diversity through a lens that is less about managing the political dynamics of a melting pot and filling pot holes–and more about the endless opportunities of leading a cultural mosaic fueled by untapped intelligence and know-how."
(Glenn Llopis, 2013)

When looking at the future of (gender) diversity management, we know that this approach and the best practices that go along with it, will continuously have to evolve while giving an answer to pressing societal and business-related trends and challenges. We know that diversity management will be needed in the future as well, since our society and workforce will become more diverse as time passes by. This also means that diversity managers will have to anticipate future trends and pressing issues, while at the same time making sure that diversity management stays up-to-date–as can be heard in the above quote from American entrepreneur Glenn Llopis. Diversity management will have to continuously renew and refresh itself, while adapting to contemporary and future challenges. To gain more insight in what such a diversity management approach of the future might like, Forbes recently collected some future diversity trends of its own. In its 2012 article, Forbes predicts that the D&I agenda of the future will be characterized by governmental quota concerning boardroom diversity; governmental impulses to integrate more women in the labor market around the world; a globally ageing workforce; older and female employees asking for more work-life balance; and changing migration patterns with a focus on highly-skilled migrants (see Rogers et al., 2012, 27-28 for these and other trends).

We can definitely agree with this forecast, but we at the same time also feel that there are currently about five diversity challenges that are slowly but surely emerging, and might turn out to be even more pressing issues in the future. This is why we will focus on these issues in what follows. Although the challenges listed below will definitely provoke and prompt current diversity managers and professionals to action, these challenges could at the same time also turn out to be interesting business opportunities–that is, if they are tackled with great nuance and care.

Five pressing (gender) diversity management challenges: From diversity (management) fatigue to a refreshment of diversity management.

- **The challenge of diversity (management) fatigue.**

One of the most pressing issues–if not the most pressing issue–that diversity management professionals and companies that have invested in D&I programs are more and more confronted with, is the tricky phenomenon of "diversity fatigue" (see R. R. Thomas Jr., 2010, 56). Although the concept itself has its origins in a 1998 article of the New York Times in which it was used in a non-managerial context (see Barringer, 1998), Thomas and other diversity consultants use the term in direct relation to diversity management. But the concept itself seems to have two meanings, and Thomas informs us about both meanings in his *World Class Diversity Management* book (2010): The first meaning of the concept relates to diversity fatigue as the exhaustion some people–usually those that are part of the majority–at work on occasions feel, because they are of the opinion that too much attention is being paid to diversity issues. Seen through this perspective, diversity fatigue is a particular form of resistance against the value of diversity and diversity management. This is more of a phenomenon that is influenced by the political climate of the moment. The second meaning of the concept–a definition that is also supported by diversity consultants Herbert C. Smith and Michael Lamb–is more related to the tiredness that diversity practitioners experience when they feel that their D&I actions are not taken seriously or when these actions do not seem to have the expected positive effects. This second meaning is neatly described by Smith:

"Diversity fatigue is the result of being on a battleground without bullets or the armor needed to be successful in the war for social inclusion. The overwhelming comment from the chief diversity officers we spoke with was that they are sick and tired of trying to convince leaders to do the right things for all people. Change starts at the top." **(Smith, 2013).**

Interesting is that Smith here immediately makes the connection between this kind of exhaustion felt by diversity managers and the lack of top-down involvement that it appears to be partially caused by. Lamb, who works on LGBT issues as a consultant, gives two extra interesting examples of potential fatigue related to diversity and diversity management (see Lamb, 2013): The first example he talks about, is related to Smith's definition, and refers to diversity managers and change agents that feel burned out because other employees oppose their diversity initiatives. The second example is especially of interest to us, since it tells the story of a workplace and employees that no longer put any effort into diversity initiatives. They feel that the existing programs have become too routine-like, because their company already welcomes diversity and has a multicultural, diverse staff.

The previous example reminds us of diversity inattentiveness–a phenomenon we discussed while examining various gender diversity good practices of companies and organizations in Belgium in the previous chapter. We are of the opinion that this kind of diversity (management) fatigue could eventually transform itself into inattentiveness, and, in the end, into complete diversity indifference. And this is exactly the reason why diversity (management) fatigue is such a pressing issue: If it is not nipped in the bud immediately, and if proactive measures are not taken to prevent this phenomenon from arising, then we do not only end up with a demotivated diversity management

team, but we would also wind up in a situation in which future diversity challenges and opportunities might not be recognized out of the belief that the battle for more diversity has been won already. Companies and diversity officers hence have to be proactive, in our opinion, which means that they should not only find a way to keep CEOs and other top managers involved, but they should also appoint several diversity champions in their organization that can help them with keeping the idea that D&I are important business values and goals alive. In addition to that, companies should clearly invest in initiatives that ensure that both managers and employees can exchange thoughts about D&I. Open dialogues about the topic will namely increase both top-down and bottom-up involvement, and hence help prevent diversity fatigue. But this requires a continuous investment of the company and its top management in question, which is why we see diversity fatigue as one the current and future challenges that diversity managers face.

- **The challenge of dealing with (gender) stereotypes and implicit bias.**

Another trial that diversity management currently is facing–and will be facing in the near future as well–has been hinted at in this paper a couple of times already, and was discussed in McKinsey's "Women Matter" report of 2012. In this report, the McKinsey consultants talk about the issue of stereotypes and biases. This is a serious improvement from the 2010 report where the ecosystem paradigm did not include any gender diversity best practices that addressed (gender) stereotypes. In the 2012 report, on the other hand, stereotypes and traditional mindsets are treated as the barriers they sadly enough are when it comes to women's (and also minorities') career advancement: In addition to accentuating the aspects of the ecosystem we are now familiar with– such as getting the CEO to commit; focusing on (gender) diversity audits; and setting targets– McKinsey now also claims that there are "underlying attitudes that prevent change" from happening in companies (Devillard et al., 2012).

These (gender) stereotypes can be extremely damaging to people's careers, apart from having a negative effect on someone's personal well-being. The European Institute for Gender Equality (EIGE) recently released a research report in which they focus on gender stereotypes and define them as "unchanging, inflexible and over-generalised descriptions of what it is to be a man or a woman" (Crowley, 2013, 4). In a work context, stereotypes–as we already touched upon briefly– seem to harm exactly those that are not automatically seen as fitting the role of the breadwinner, namely women and minorities. Although men–as the above quote also states–of course have to deal with being stereotyped, too, stereotypes and generalizations are nonetheless more often than not used by those with power in order to oppress those with less power.

Women and minorities at work by the way do not only have to fight against traditional mindsets about their capabilities, but they are also being hindered by a phenomenon called implicit bias. This

phenomenon has been put on the map by Harvard University's Project Implicit group that researches the processes of implicit social cognition–biases and prejudices included. The main conclusion of this research project up till now is that all humans unconsciously judge and stereotype others, sometimes explicitly but certainly always implicitly. This leads to gender, race and many other implicit stereotypes (see Project Implicit, 2011 for more information about the project itself). This of course has consequences for our behavior at work: Research has shown that implicit bias and stereotyping often play a role during selection and recruitment processes, and next to that, we also seem to possess a so-called "unconscious gender schema" that makes us think that men are more capable of being leaders than women (see Morley, 2010, 4). The problem with the fact that we unconsciously seem to stereotype and judge people that are different from us also has an extra damaging downside attached to it, namely that people that are often stereotyped after a while will follow self-created fulfilling prophecies in response to these acts of stereotyping, and will hence for instance perform worse at work because they are expected to do so (see ibid., 5).

The fact that stereotypes hence come in both explicit and implicit forms makes the situation even more complicated: Addressing and tackling explicit stereotypes at work already turned out to be difficult, as we saw in the IGVM and toolkit projects, so we can imagine how hard it must be for companies to start addressing unconscious biases as well. Although not a lot of research has been done on how to approach this matter in the field and practice of diversity management, we do believe that stereotyping and implicit bias are one of diversity management's key challenges, because of the impact these phenomena have on recruitment and promotion. This is why we would advise companies to not only invest in informational training and educational sessions about the impact stereotypes and implicit bias have at work, but also organize separate training sessions for the employees and managers that are responsible for recruitment and promotion. Another solution might also lie in anonymous recruitment procedures–although these are often still seen as controversial. Addressing these issues will definitely provide diversity management with a serious challenge in the future as well.

- **The generational gap challenge: Millennials in the workforce and the need for multi-generational leadership.**

We have already discussed the world-wide ageing of the population, and an aspect that goes along with that, apart from the fact that the war on talent will increase as well, is that a lot of people tend to or will have to work longer. A consequence of that is that it will be more and more common for us to work together with multiple generations of people–but that does not necessarily mean that is also easy to work with others that were basically raised in another era. Generation Y, or the so-called Millennials–a group that consists of people born between 1980-2000–have started entering the workforce not too long ago and will be setting the tone at work for the years to come. In the U.S. they will make up the majority of the workforce until about 2020 (see Herschatter and Epstein,

2010). This means that we now have a multi-generational workforce that consists of the so-called Baby Boomers, Generation Xers and Millennials. In the States, one often even includes the generation that was born before the Baby Boomers, the so-called Silents (see American Management Association, 2014 for a detailed overview of these different generations).

Although this form of diversity–age and generational diversity, to be precise–certainly has its positive aspects in a work setting, such as the fact that these different generations can learn from each other; become more tolerant because of working together with people that most likely have different work attitudes and ideas about life; and are being stimulated to think more creatively by being confronted with different opinions and insights, there are nonetheless also some challenges attached to having to cooperate with people that have basically been raised with different values. And the same thing can be said about the person that has to manage all these differently-thinking employees.

Although some of the descriptions of these four generations often sound a little stereotypical, there do appear to be some interesting differences between these generations and their work attitudes that can be of use to those that have to manage and mentor them. Millennials tend to be characterized as follows (also see Rikleen, 2011, and The Pew Research Center, 2014): They are first of all described as a generation that is more ethnically diverse than the generations that came before them–and this seems to hold true for both the American and European context. In addition to that, Millennials are considered to be team players, rule-followers and people that focus on competition and achievement. They are digital natives, are accustomed to trying out and using new technologies, and therefore also like to do everything fast and effectively. Because of the fact that Millennials are so accustomed to working with new technologies, they also love using social media tools, which has impacted the ways in which this generation communicates. Generation Yers are often also seen as an overly-protected, even spoiled, generation. This is also said to be reflected in their work attitude (see Herschatter and Epstein, 2010): As employees, Millennials are often regarded as demanding workers that expect their bosses to be as flexible as they are. And in addition to that, they–in contrast to workers from the previous generations–find balancing their personal and professional lives extremely important, and are not afraid to communicate that to their superiors. Millennials are furthermore idealistic, wish to live authentic lives, and follow a fulfilling career path.

Clashes in the workforce already existed between Baby Boomers–who were one of the first generations to really prioritize work over personal life–and Generation Xers that introduced the idea of work-life balance. And now that these Baby Boomers and often also Gen Xers have to manage and mentor Millennials, who seem to want it all in life, the former two generations' leadership and managerial talents are really being challenged. When it comes to contemporary and future

leadership best practices, managers will first and foremost have to understand that there is no one ideal way to lead anymore: What works for anti-authoritarian Gen Xers, will mostly likely not work for Millennials that are more focused on directly communicating with their superiors. Multi-generational leadership hence seems to be key for now and in the future, and the American Management Association therefore advises the following (see American Management Association, 2014): First of all embrace generational diversity as a leader and people manager, and try use the positive aspects of it to your company's advantage. Focus on bringing about cross-generational dialogues that will provide your organization with new input and innovative thoughts. Furthermore invest in informational sessions and mentoring programs, so that employees from different generations are stimulated to learn from each other. And thirdly, adjust your company's compensation and benefit plans to the differing needs of each generation to stimulate them more.

Multi-generational leadership will be the challenge of the future, but it is at the same time also interesting to know that when Millennials will be put in senior leadership roles, diversity will most likely not hold any secrets to them anymore: As already said before, Generation Y itself is extremely diverse, and research has also proven that this has made this generation more open-minded and politically liberal when it comes to diversity and multiculturalism. The Pew Research Center–an American think tank–for instance describes the Millennials as a progressive generation that is open to all varieties of difference: Although more conservative Millennials also exist, most of this generation nonetheless has taken a progressive stance with regards to gay marriage and immigration reforms in the U.S. (see The Pew Research Center, 2014). And this open-mindedness towards diversity and inclusion is being underlined in interviews with Millennials organized by the American Advertising Federation as well: Although most of these American Millennials do not believe that the U.S. has already been transformed into a post-racial society, they see diversity and inclusion as important values, and appear to approach the issue in a nuanced and positive way (see Ford et al., 2011, 10-13).

We can hence expect the leaders and managers of the future to be more aware of the importance of diversity in all its colors, and as long as they take into account the fact that they will also have to adapt their leadership style to different groups of employees, they will be able to create an array of best practices that can effectively tackle D&I and generational issues in particular.

- **The challenge of (gender) diversity, talent management and sponsorship**

The previous section automatically brings us to another challenge that is related to people management, and that is the challenge of gender diversity and talent management. In the former chapters, we already discussed the importance of understanding that (gender) diversity management in the end is all about talent management: By opening the door to women and

minorities, companies will be able to benefit for a larger pool of talent. But merely opening the door will not do the trick: Committed, strong leaders are needed in companies to then also make sure that these talented recruited female and minority employees can blossom. In the previous chapter, we discussed many best practices that focused on the mentorship on women. But research from Catalyst shows that sponsorship best practices are at least equally–if not more–important than mentorship practices: According to a report published by Catalyst in 2011, even women that are being mentored at a sudden point often remain behind and experience the plugged pipeline phenomenon. A sponsor could help prevent the latter from happening, since a sponsor "goes far beyond giving general career feedback and advice; a sponsor can propel a protégé to the top of a list or a pile of candidates or even eliminate the list itself" (see Foust-Cummings et al., 2011, 1). Sponsors thus clearly differ from regular mentors: They proactively help their protégées excel by not only guiding and mentoring them during their careers, but by also at the same time creating opportunities for them in the workplace. Sponsorship best practices also differ from mentorship initiatives, because they are more reciprocal: Protégées do not only benefit from being sponsored, but they also give the sponsor valuable feedback and thus help the latter to develop her or his own leadership potential.

These kind of give-and-take sponsorships practices have not been found in the examination of the good/best practices in the second part of this white paper, and, surprisingly enough are also not part of McKinsey's gender-diversity ecosystem.[25] The ecosystem's proposed mentorship best practices should be complemented with sponsorship initiatives. Because of the fact that not a lot of companies have put sponsoring on their agendas, convincing top executive and CEOs of implementing sponsorship best practices will be one of (gender) diversity management's next challenges.

- **The challenge of keeping (gender) diversity management up-to-date.**

The last challenge we would like to discuss actually brings us back to the diversity (management) fatigue phenomenon. Diversity management in fact has evolved quite a bit already as an approach: From starting out as a method that mostly focused on gender and race issues, diversity management now looks at the whole spectrum of diversity, and hence appears to have adapted itself to ever-changing societal and workplace-related needs. Some diversity management experts and consultants are nonetheless claiming that diversity management has not quite evolved enough: Llopis, to whom we referred to in the opening paragraphs of this chapter, is one of those critics that think that it is time for diversity management to rebrand itself. Since we are also convinced of the fact that diversity management has to be kept up-to-date at all times, we feel that it should not only take into account the four foregoing challenges, but that the approach itself should be slightly

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[25] Although McKinsey recently has started paying attention to sponsorship best practices. For an example, see Barsh et al., 2013.

modified to be able to face these contemporary and future challenges with confidence. We therefore would like to pay attention to three final aspects that could prove to be useful to the constant refreshment process diversity management according to us should go through.

The first aspect is also supported by Llopis (see Llopis, 2013): He namely also argues that diversity management should no longer be locked up in a single HR department and seen as the responsibility of a team of HR people and one Chief Diversity Officer. Everyone's commitment and input will be required to make diversity management work in the future–something that is basically being claimed by McKinsey as well, although they do seem to hold on to the traditional HR model in their ecosystem. By freeing diversity management from the chains of HR (which of course does not mean that there should no longer be any interaction between the HR and diversity management departments!), diversity management will become more autonomous, and will be seen as a profit center of its own that cannot be that easily saved on when cutbacks have to be made.

A second aspect that should help diversity management keep itself up-to-date has to do with its focus on differences. Although diversity management has obviously already come a long way, and now is able to focus on various identity categories, such as gender, race/ethnicity, sexual orientation, disability, and many others; it still has not really focused on those subjects that are for instance disadvantaged because of a combination of their racial and gender identities.

Minority women for instance have to fight against racial and gender stereotypes, which makes it even more difficult for them to overcome certain barriers than white women, just to give an example. To be able to address such a situation, diversity management needs to be transformed into an intersectional, multi-faceted approach. Intersectionality, which is a concept and theoretical methodology that has its roots in critical legal studies, basically asserts that all of the axes of identity that constitute a person's identity intersect with one another. And because identity categories–or differences–seen through an intersectional perspective co-construct one another, intersectional theory consequentially argues that subjects such as minority women are often discriminated on the basis of the combination of their race and gender, making their experiences of discrimination multi-faceted (see Crenshaw, 1989 for a more detailed explanation of intersectional theory).

This all might sound abstract, yet, if diversity management would take on such an intersectional approach, and not only take into account the varieties but also the multiplicities of differences that exist, then it would be able to address and tackle trickier forms of stereotyping and discrimination than it does now. This approach has recently by the way found its introduction into the literature about diversity management and organizational studies (see Tatli and Özbilgin, 2012 for an

application of intersectional theory to diversity and diversity management studies, and Özbilgin et al., 2011 for a more specific article about intersectionality and work-life theories).

A final aspect that diversity management will have to take into account if it wishes to stay relevant in the future is that the approach itself will most likely be more and more used by multinationals and transnational companies. This means that a company that operates in multiple countries will have to adapt its diversity best practices to different local contexts. Diversity management should therefore go through what could be called a process of "glocalization" (see e.g. Executive Diversity Services, Inc., 2009): Diversity best practices should be tailored to the specific needs of employees in different companies, while holding on to a global D&I framework that is usually conceptualized by the company's HQ. Since globalization will only advance in the years to come, going through such a glocalization process will make diversity management more ready for the future.

To conclude, this refreshment process that would transform diversity management into a more autonomous, intersectional and glocalized approach, should in our opinion give diversity management the strength and tools it needs to proactively and effectively tackle future issues in the field.

Conclusion and recommendations for companies interested in (gender) diversity management.

Putting everything that we have examined thus far together, what critical success factors can we then finally reveal about the implementation of (gender) diversity best practices? And what kind of concrete recommendations can we deduct from the latter?

The most important idea that has been presented in this white paper, is the McKinsey idea that in order to come up with and implement successful, effective (gender) diversity best practices, companies have to recognize the value of diversity and conceptualize it as a business strategy; a strategic goal. That is the first and most crucial step, and if this step is somehow skipped, then diversity initiatives will not become effective best practices–even if they were to be implemented with the right amount of commitment. A second key success factor that we discovered while reviewing McKinsey's useful gender-diversity ecosystem is that managing (gender) diversity has to be a top-down and bottom-up initiative: The involvement and support of top executives and the CEO is key, since they can act as mentors, sponsors and/or diversity champions, but room also has to be made for personalized development programs and sessions in which the opinion and input of all employees is appreciated. Other essential success factors were lessons that we took away from the analysis of the good/best practices projects, and our own analysis of what the potential future challenges of diversity management could look like: Next to the fact that companies wishing to develop effective (gender) diversity best practices should invest in an intersectional, holistic and up-to-date D&I framework, they should also not neglect the importance of developing well-thought-out measurement and monitoring systems that include balanced (gender) diversity KPIs. Additionally, the best practices that are being put forward by a company should focus on relevant and local priorities–while the overall D&I framework should be global and universal enough to keep everything together. This to prevent resistance from locals–resistance that could rise up if local sensitivities and issues are disregarded. Furthermore, diversity management should be made into an autonomous department, although cooperation with the HR department and talent managers should be promoted.

There are most likely many other success factors that could be added to the list here, but with regards to the research that has been undertaken in this white paper, these are currently the most relevant ones. Although it is true that there is no one ideal (gender) diversity management approach out there, since the needs of companies around the world differ greatly, we are nonetheless still convinced of the fact that this list of recommendations could at least help companies avoid phenomena such as diversity (management) fatigue, or falling into the trap of developing superficial diversity initiatives out of mere window-dressing reasons. Because, in the end, (gender) diversity management isn't about trying to be the trendsetter, but about developing an authentic, company-specific approach that will help you bring out the best in your employees…

Addendum: Recommendations for Axiom.

In this short addendum, I will provide Axiom with some theoretical and practical recommendations, so that they can continue to improve their diversity and HRM consultancy services on the basis of what has been analyzed and researched in this paper.

Interesting is that some of the issues and critical success points that we have highlighted in the course of this paper, have already been focused on by Axiom. Their research, consultancy work and conferences on diversity and HRM themes attest that Axiom has already picked up some of the important trends we have pointed at in this research paper. The framework below, which has been taken from an HR seminar presentation Axiom gave in April 2014, illustrates what Axiom focuses on in their approach to gender diversity management (see Timmerman, 2014):
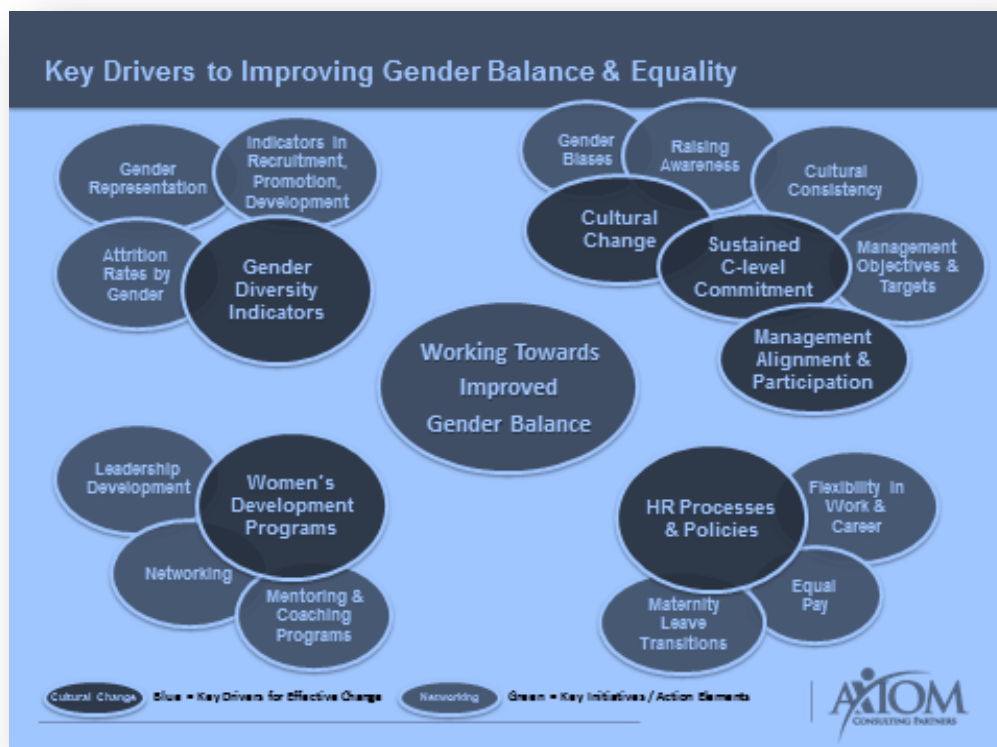
Source: Timmerman, 2014.

The key drivers that Axiom points at here, namely implementing gender diversity indicators; focusing on working towards cultural change; getting the C-level managers to commit and participate; creating specific women's development programs; and putting up solid HR processes

and policies, have all been pointed at during the course of this white paper. It is clear to us that Axiom up till now has:

- Focused on accentuating the link between (gender) diversity management, talent management and HR management. (Gender) diversity management is all about recruiting and retaining talented individuals, and finding the right, long-term-oriented strategies to do so;

- Emphasized the importance of establishing (gender) diversity management as an individual profit center and department in companies in order to make it as effective as possible;

- Accentuated time and time again how important it is for CEOs and C-level managers to get involved and support the company's (gender) diversity policies and best practices;

- Understood that diversity management is not limited to gender and race/ethnicity, but also includes cultural, age and generational diversity–issues that will only become more important in the future;

- Emphasized that (gender) diversity best practices still do not focus on stereotypes and bias enough; and that especially recruitment managers should follow awareness trainings on the topic of implicit bias.

These insights are completely in line with the findings of this white paper. Yet, there are still some recommendations that we can make to Axiom, so that they can keep their (gender) diversity management model up-to-date at all times. These are our suggestions:

- **Take the differences between the American and European (gender) diversity management approaches into account at all times.**

This recommendation has to do with both the differing methodologies and terminologies used by American and European (gender) diversity management practitioners and consultants. If we take into account the fact that (gender) diversity management originally started out as an American approach that wanted to transcend the more problematic EEO and AA approaches to workforce diversity, then we can also more easily understand why some American multinationals seem to have made much more progress than its European counterparts: Diversity and multiculturalism have been part of American culture for a long time, and although the approaches with regards to the latter have often been rather legalistic and on occasions have met lots of resistance, D&I initiatives have been part of the American business life for a while now–in contrast to several countries in Europe. This does not mean that Axiom from now on has to take on a specific American approach: The American approach often focuses on the overall D&I framework so much by emphasizing the concept of difference that the idea of gender equality often gets lost out of sight. Axiom should be aware of these nuances, and try and find a way to combine the more European-like equality

approach of gender mainstreaming with the American diversity-focused one. This will make it easier for them to examine best practices from both regions in a more nuanced, and contextualized manner.

- **Examine whether the (gender) diversity management approach of multinationals and transnational companies is a glocalized one.**

This idea of implementing a set of (gender) diversity best practices in a glocalized manner could be used as another criterion to assess the effectiveness of the (gender) diversity management approaches of multinationals and transnational companies. Companies and organizations that adapt their set of practices to local needs and sensitivities will, in our opinion, end up with more high impact practices that can really make a difference. This is an interesting aspect that Axiom could focus on in their future research.

- **Do more research on the potential application of intersectionality theory to (gender) diversity management.**

Not a lot of research has been done on the topic of intersectionality and diversity management–but it could prove to provide us with an innovative, more holistic D&I framework. Such a framework would not only make it easier to analyze the barriers that black women for instance have to deal with, but it is also a framework that is inclusive from the start. An intersectional D&I framework would most likely also encounter much less resistance, because it also includes the experiences of the majority, i.e. of white, middle-classed, able-bodied men (and women). And in addition to the latter, it would also make it easier to focus on the issues of cultural diversity and generational diversity, since such an intersectional framework integrates all of the existing identity categories.

- **Pay even more attention to best practices that could increase top-down involvement and commitment.**

Since Axiom strongly believes in the importance of CEO and C-level management involvement and commitment to (gender) diversity in the workplace, Axiom should try to expand its already existing HR initiatives with a set of best practices that specifically tackle this topic. Extra research with regards to the effect of concrete sponsorship programs for women and minorities would for instance be an interesting way to start.

- **Keep your (gender) diversity management approach up-to-date by keeping an eye out for new and future trends.**

This final recommendation speaks for itself: If Axiom wants to remain one of the leading voices in (gender) diversity management, they will have to closely monitor future (gender) diversity management and trends.

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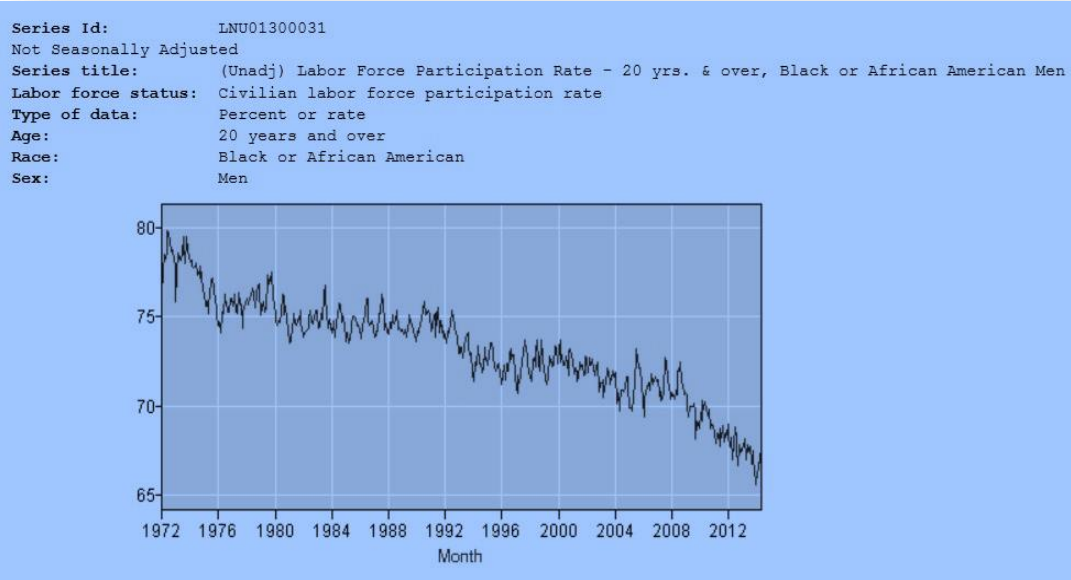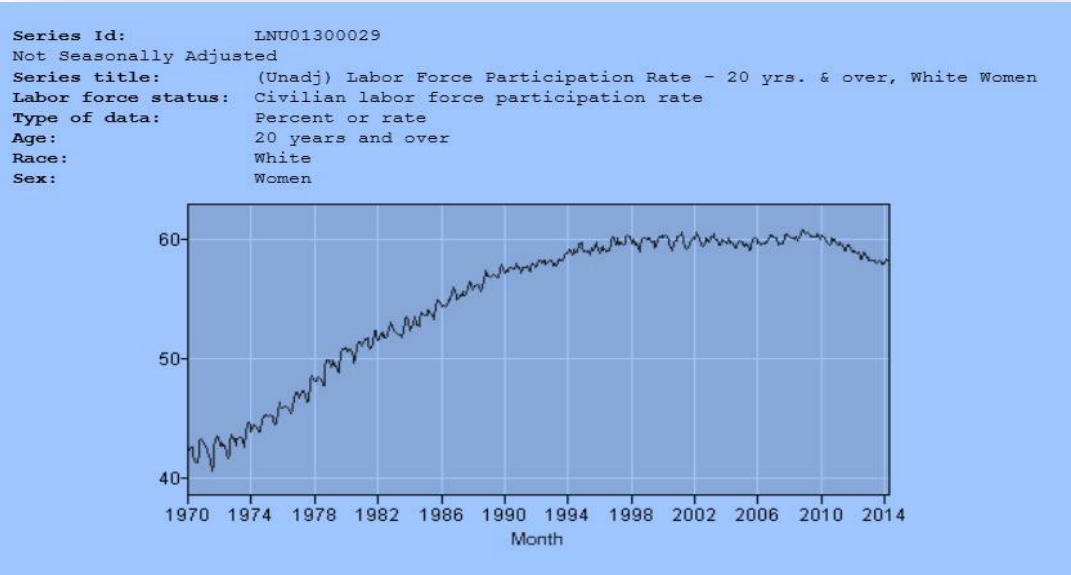Sandberg, S. (2013). *Lean In: Women, Work, and the Will to Lead*. New York: Alfred A. Knopf.

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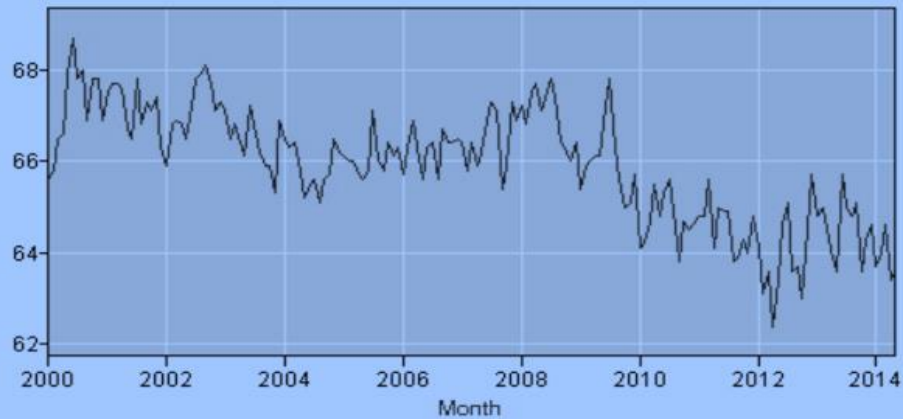
Appendix.

Source one: Labor force participation rate statistics (in consecutive order: White women; black or African American men; black or African American women; Asian women and men; Latino or Hispanic women and men; and people with disabilities). Taken from *The U.S. Bureau Of Labor Statistics* (2014)
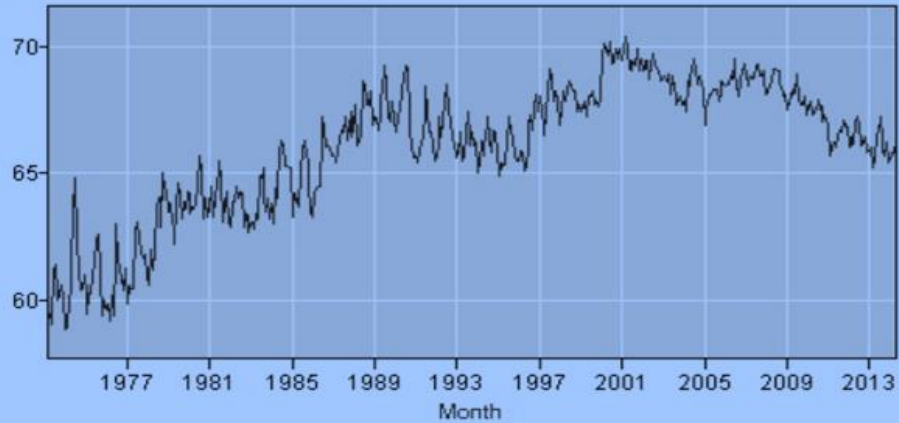


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Series Id:            LNU01300029
Not Seasonally Adjusted
Series title:         (Unadj) Labor Force Participation Rate - 20 yrs. & over, White Women
Labor force status:   Civilian labor force participation rate
Type of data:         Percent or rate
Age:                  20 years and over
Race:                 White
Sex:                  Women
```



```
Series Id:            LNU01300031
Not Seasonally Adjusted
Series title:         (Unadj) Labor Force Participation Rate - 20 yrs. & over, Black or African American Men
Labor force status:   Civilian labor force participation rate
Type of data:         Percent or rate
Age:                  20 years and over
Race:                 Black or African American
Sex:                  Men
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Series Id: LNU01300032
Not Seasonally Adjusted
Series title: (Unadj) Labor Force Participation Rate - 20 yrs. & over, Black or African American Women
Labor force status: Civilian labor force participation rate
Type of data: Percent or rate
Age: 20 years and over
Race: Black or African American
Sex: Women
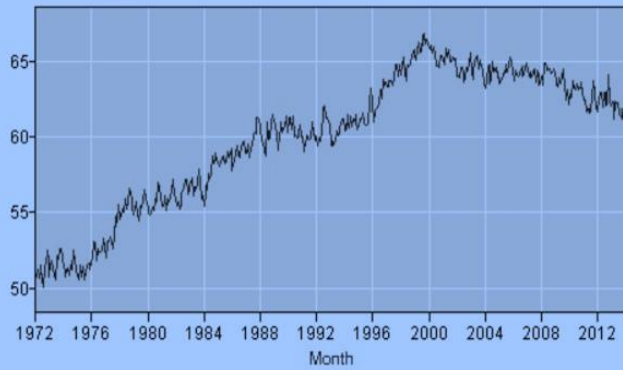
Series Id: LNU01332183
Not Seasonally Adjusted
Series title: (Unadj) Labor Force Participation Rate - Asian
Labor force status: Civilian labor force participation rate
Type of data: Percent or rate
Age: 16 years and over
Race: Asian
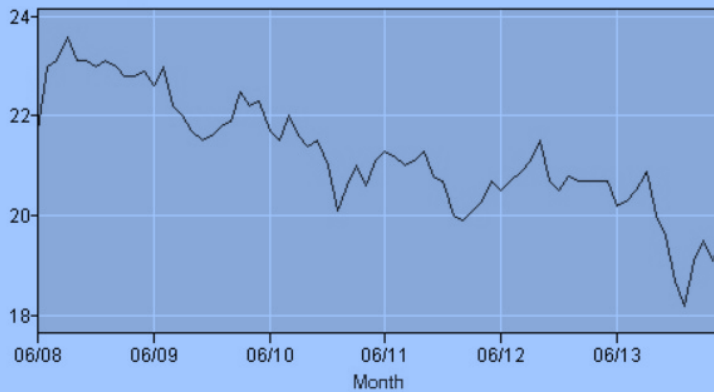
Source two (on the following page): Labor participation rate, female (% of female population ages 15+), EU-28 countries between 1990-2012. Taken from *The World Bank (Gender Statistics)* (2014).

Country_Name	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
European Union	46,80289213	47,6397632	47,350574	47,269432	47,2951488	47,3347634	47,625194	47,8390181	48,0234089	48,4040045	48,6522315	48,5665413	48,5766158	48,9236273	49,3062591	49,4983282	49,9248122	50,0954309	50,4269712	50,6498938	50,8429802	51,0193954	51,3851859
Belgium	36,59999847	37,90000153	38,700000	39,400001	40	40,4000015	40,4000015	40,9000015	41,5	43,099985	43,599985	41,7000008	43	43,5	44,5	45,599985	45,799992	46,599985	46,9000015	46,9000015	47,599985	46,799992	46,9000015
Bulgaria	54,9000153	54,5	54,200001	53	51,799992	50,599985	49,4000015	48,2000008	46,9000015	45,599985	44,2000008	46,7000008	46,299992	44,799995	45,599985	44,599985	46,7000008	47,9000015	48,7000008	48	47,5	47,2000008	47,799992
Czech Republic	51,5999847	52,2000076	52,299999	52,299999	52,599985	52,2000008	51,7000008	51,7000008	51,9000005	52,099985	51,7000008	51,4000005	51,099985	50,9000015	50,599985	50,599985	50,5	49,799992	49,299992	49,5	49,2000008	49,4000015	50,099985
Denmark	61,5	61,7999924	62,099998	61,5	57,9000015	57,9000015	58,2000008	58,7000008	59,4000015	60	60	59,799992	59,9000015	59,799992	60,7000008	60,5	61,2000008	60,799992	61,099985	60,599985	59,799992	59,599985	59,099985
Germany	43,4000153	48	47,700001	47,599998	47,5	47,7000008	48	48,5	48,9000015	49,2000008	49,2000008	49,5	49,599985	49,599985	50,2000008	50,599985	51,4000015	52	52,099985	52,5	52,7000008	53,5	53,5
Estonia	63	61,4000153	59,599998	57,700001	55,799992	53,799992	54	54,2000008	52,9000015	52,099985	51,7000008	51,9000005	50,799992	52,099985	52,7000008	53,299992	55	54,4000015	55,2000008	55,599985	56,2000008	57,099985	56
Ireland	35,5	36,2000076	36,299999	37,799999	38,9000015	39,599985	41,099998	42	44	46	47,2000008	47,599985	48,7000008	49,2000008	49,599985	51,9000015	52,9000015	54,099998	54	53,599985	53,099985	52,9000015	52,7000008
Italy	35,0999847	35,5	33,900002	33,400002	33,4000015	33,4000015	33,799992	34	34,4000015	35,099985	35,4000015	35,9000015	36,4000015	36,9000015	38	37,7000008	37,9000015	37,799992	38,5	38	38	38,099985	39,4000015
Greece	36	33,9000153	35,200001	35,400002	35,9000015	36,599998	37,9000015	37,9000015	39,599998	40,4000015	40,299999	39,5	40,2000008	40,799999	42	42,099985	42,5	42,400001	42,5	43,5	44,099985	43,9000015	44,2000008
Spain	33,7999924	34,2000076	34,799999	35,5	36,5	37	37,599998	38,2000008	38,599998	39,299999	40,700000	39,700000	41,299999	43	44,5	45,799999	47,299999	48,200000	49,599998	50,700000	51,400001	52,099998	52,599985
France	46,0999847	46,2000076	46,599998	47,099998	47,4000015	47,799992	48,2000008	47,799992	48	48,4000015	48,4000015	48,099985	48,2000008	49,599998	49,5	49,9000015	50	50,299999	50,5	50,9000015	50,9000015	50,799992	50,9000015
Cyprus	40,7999924	41,9000153	41,599998	42,299999	42,5	41,7000008	43	43,599985	43,5	43,7000008	49,7000008	52,2000008	52,9000008	54,099998	54,200000	53,599998	54,4000015	55,299992	55,599998	56,200000	57,099985	56,4000015	55,799992
Latvia	62,5999847	60,7999924	59	57,099998	55,099985	53,099985	51,099985	51,9000015	51,5	49,7000008	48,9000015	50,2000008	51,799992	51,099985	50,7000008	50,9000015	52,299992	53,7000008	55,099985	54,799992	53,799992	53,299999	54,5
Lithuania	59,4000153	58,7000076	57,900002	57,099998	56,299992	55,5	54,599985	53,7000008	53,4000015	55,099985	54,799995	53,299992	52,299992	55,2000008	51,799999	51	50,9000015	51,299992	51,799992	53,599985	54,299992	55	55,799992
Luxembourg	34,2000076	35,9000153	38,099998	37	37,7000008	35,299999	36,4000015	37,5	37,799999	39,799999	41,4000015	41,099985	42,299999	42,400001	44,299999	45,4000015	46,799999	47	47,099998	48,9000015	48,799999	49,299999	50,7000008
Malta	27	27,7000076	28	28,1	27,799992	28,1000004	28,399996	28,7000008	29,299992	29,899996	30,399996	30,1000004	31,299992	30,6000004	28,5	30,299992	30,5	32,299992	33,4000015	33,7000008	34,599985	35,599998	38
Hungary	46,2000076	46	46,599998	44,5	42,5	40,4000015	40	39,299992	40,099985	41,099985	41,4000015	41,099985	41,4000015	42,299992	42,299992	42,9000015	43,099985	42,799992	42,599985	42,7000008	43,7000008	43,9000015	44,7000008
Netherlands	79,8000305	79,8000305	79,800003	79,800003	79,8000031	80	80,3000031	80,8000031	81,3000031	81,9000031	81,699965		81,199969	81,5	80,9000015	80,699969	80,5	80,199969	80	79,8000031	79,9000015	79,9000015	79,9000015
Austria	43	43,5	44,900002	45,5	48	48,299999	47,9000015	48,099985	48,099985	48,299999	48,299999	48,799999	49,900001	50,5	50,4000015	51,2000008	52,099985	52,799999	53,4000015	54,099998	53,9000015	54,099998	54,599998
Portugal	49	50,5999984	48,700001	49	49,4000015	49,299999	50	51,099998	51,599998	52	52,799999	53,5	54,099998	54,599998	54,599998	55,400001	55,799999	56,200000	56,099998	56	56,299999	55,299999	55,400001
Poland	55,2000076	54,4000153	53,599998	53,099998	52,400001	51,099998	50,5	49,799992	49,5	48,7000008	49,2000008	49,099985	48,2000008	47,9000015	47,599985	47,5	46,599985	46,4000015	46,7000008	47,4000008	48,299992	48,5	48,9000015
Romania	51,5999847	52,0999847	52,400002	53,29999	54,5	56	57,799992	59,9000015	58,9000015	59,099985	58,599985	57,299995	51,299992	50,299992	49,799992	48	48,9000015	48,599985	48,099985	47,9000015	48,2000008	48,299992	48,5
Slovenia	47,7999924	47,5999844	47,400002	47,200001	51,799992	52,4000015	51,4000015	52,599985	53,099985	51,799995	51,2000008	50,9000008	51	50,099985	52,5	52,799992	53,2000008	53,4000015	53,599985	53,5	53,099985	52,299992	52,299992
Slovak Republic	58,9000153	59,5999847	57,5	55,099998	51,4000015	51,5	52,299999	51,799999	51,5	52	52,599998	53	52,5	52,799999	52,5	51,2000008	50,599985	50,4000015	51	50,299992	50,799999	50,4000015	51
Sweden	62,4000153	61,9000153	60,5	59	58,099998	58,599998	58,799999	57,799999	57	57,400001	58,099998	58,700000	58,700000	58,599998	58,599998	59,299999	59,599998	59,900001	59,900001	59,5	59	59,7000008	60,2000008
Croatia	46,5	46,5999927	46,400002	46,200001	46	45,799992	45,599998	45,5	45,4000015	45,299992	45,2000008	44,9000015	44,7000008	44,7000008	46	46,299992	46,299992	45,7000008	45,9000015	46,2000008	45,7000008	44,7000008	44,799999
Finland	58,7999924	57,5	56,200001	55,400002	54,700000	55	55	54,599998	54,9000015	56,099998	56,599998	56,799999	57,099998	56,5	56,299999	56,799999	57,299999	57,599998	57,5	57,099998	56,200000	55,900001	56
United Kingdom	52,5999847	52,5	52,200001	52,200001	52,299999	52,299999	52,700000	53,200000	53,200000	53,700000	54,099998	54	54,5	54,5	54,799999	55	55,5	55,099998	55,5	55,5	55,5	55,5	55,7000008