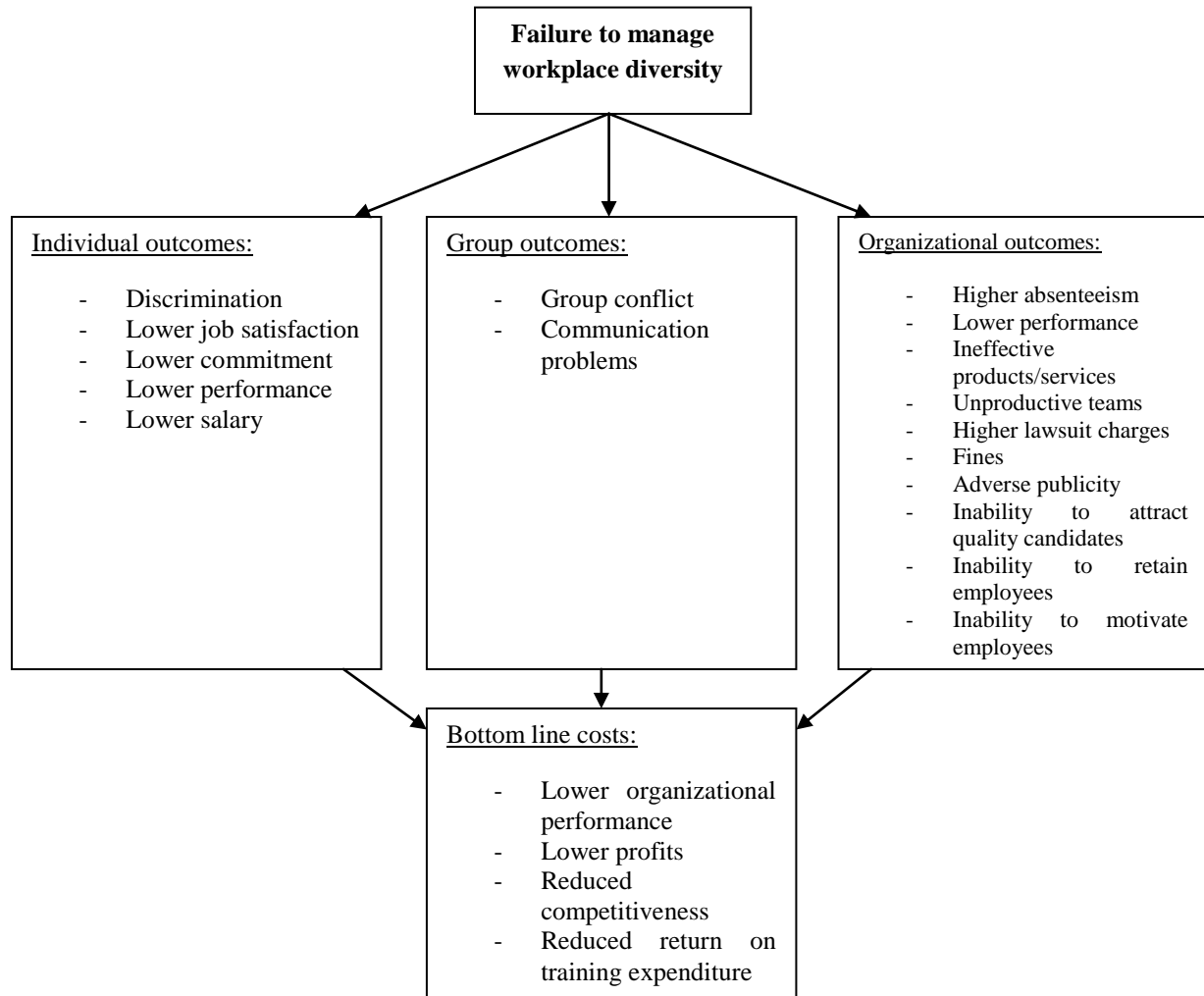


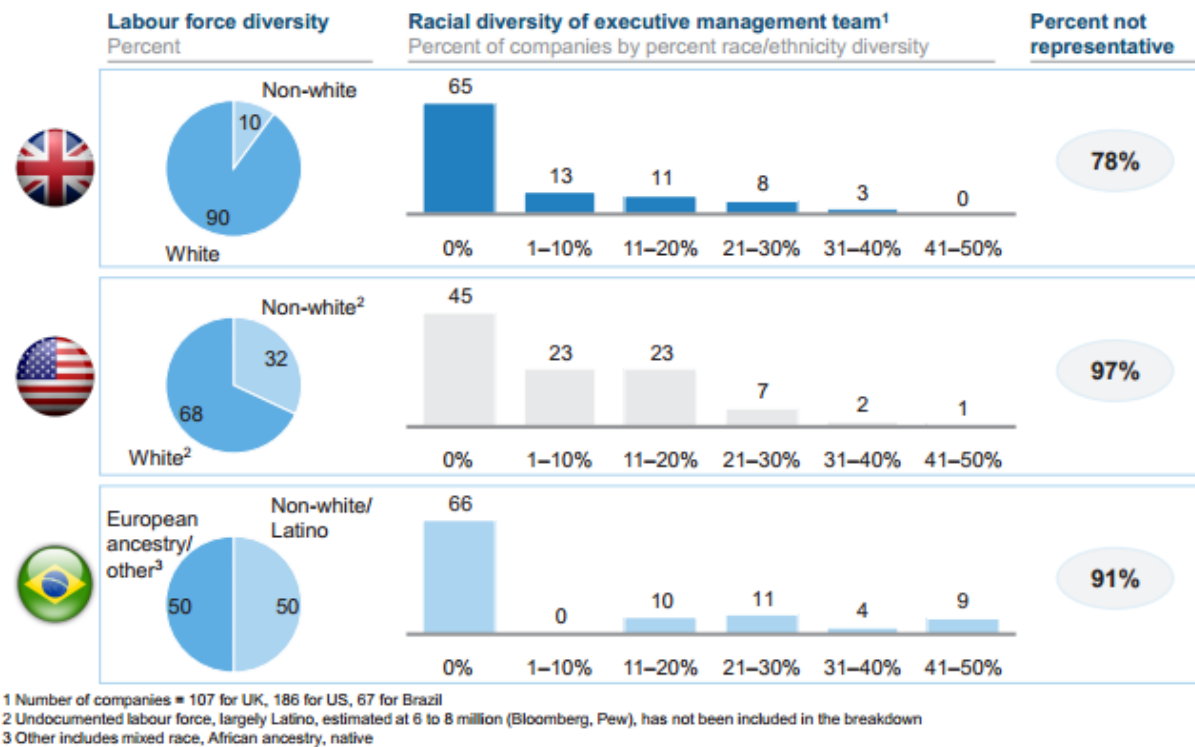
## Appendices

### Appendix I Risks of not managing diversity



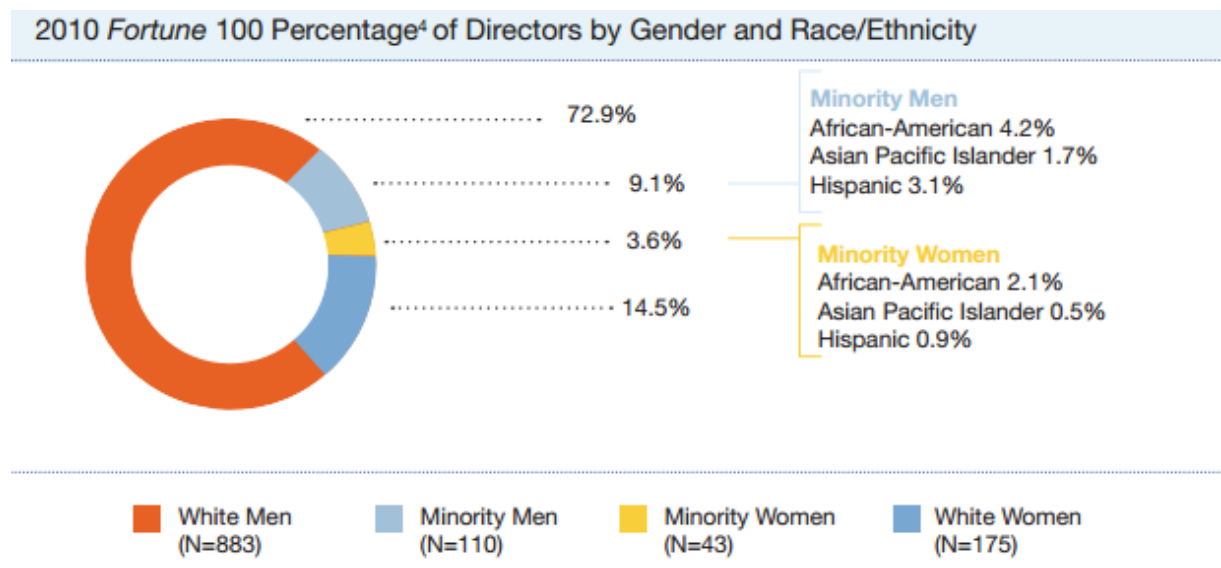
Source: (Dickie & Soldan, 2008, p. 47)

## Appendix II Applied ethnic diversity management



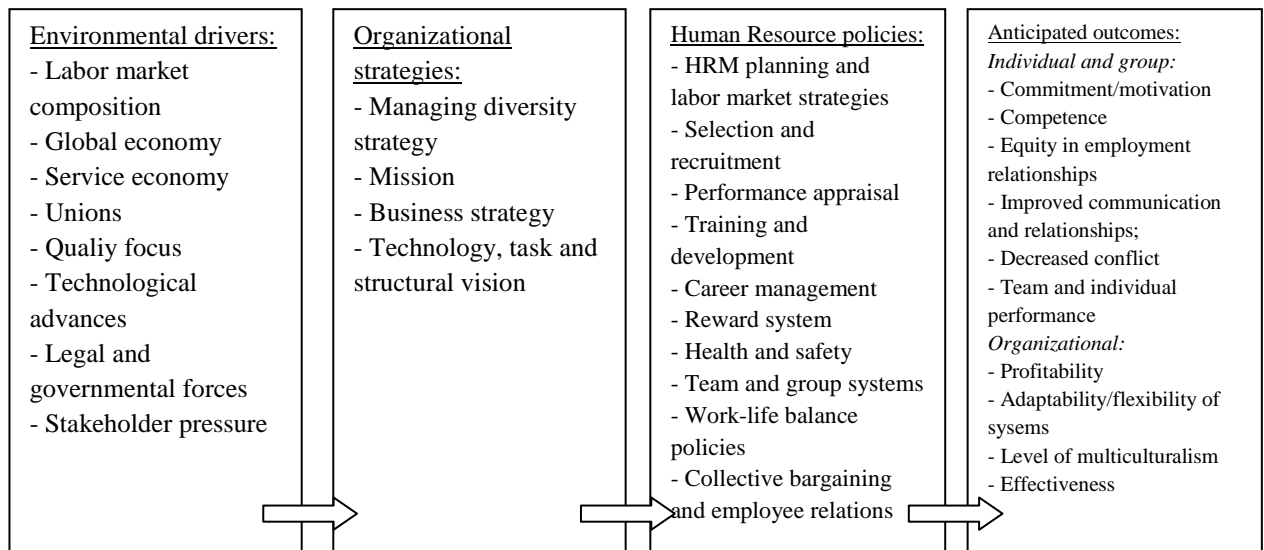
Source: (McKinsey & Company, 2014, p. 5)

*Composition of Board of Directors by gender and ethnicity:*



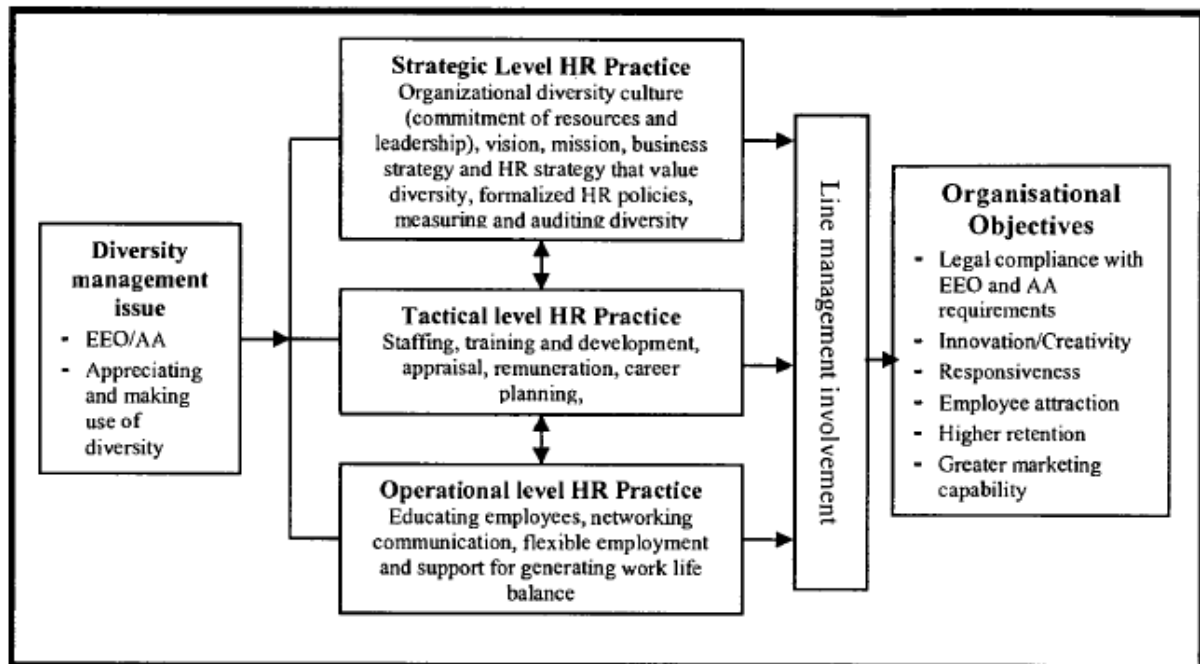
Source: (Alliance for Board Diversity, 2010, p. 3)

### Appendix III HRM strategies for managing diversity: an orienting framework



Source: (Dickie & Soldan, 2008, p. 198)

## Appendix IV Framework of HRM and diversity management



Source: (Shen, Chanda, D'Netto, & Monga, 2009, p. 10)

## **Appendix V Questionnaire and semi-structured interview**

1. How does the workforce composition in terms of nationalities and cultures look like?
2. Is the workforce composition a good reflection of the society? Please explain.
3. How does the composition of the management look like in terms of nationalities and cultures?
4. What does diversity management mean for you?
5. Is diversity management important for your company and why/why not?
6. Does everybody get equal chances within your company (can you give an example)?
7. Does your company have a diversity management policy? Does the management support this policy? Please explain.  
In case no diversity management policy, continue from question number 14.
8. What do you think of the current diversity management policy?
9. Do you see (positive/negative) results of this policy, please explain?
10. Can you give examples of diversity management tools that are used within your company?
11. Why did your company implement diversity management?
12. Which company is the best example of diversity management, please explain?
13. What is/are the most important aspect(s) for an organization to keep in mind when implementing diversity management?

If your company does not have a diversity management policy:

14. Why your organization does not have a diversity management policy?
15. Will your company implement a diversity management policy, please explain why/why not?
16. What is your own vision on implementing a diversity management policy?
17. What should be the focus of the policy?
18. Which company is the best example of diversity management, please explain?
19. What is/are the most important aspect(s) for an organization to keep in mind when implementing diversity management?

## Appendix VI Results of field research

Company	National/cultural diversity level of workforce	National/cultural diversity level of management	Diversity management important?	Diversity management policy implemented?	Diversity Tools	Most important aspects when implementing diversity management	Best company for diversity management
1.	High level of diversity, many different nationalities: Dutch, Germans, Slovaks, French, Russians, Turkish, British, Kazakhs, Asians, etc.	Quite diverse management team: many foreigners have a leading position within the company.	Very important; company established diversity targets.	Yes, company focuses on 4 key areas: generational intelligence, gender intelligence, disabled people and culture & identity. Everybody gets equal chances within the company and the different cultures are united.	Social activities which are organized to contribute to diversity management (corporate parties, teambuilding, sport events, etc.). Trainings for managers, since it is one thing to recruit diverse employees and another thing to have management teams that can effectively use the organization's diversity.	Policy should be focused on tolerance and equity. It should bring benefits to each individual and the company as a whole.	Accenture, Coca-Cola and City Group.
2.	Very multicultural workforce: Dutch, Portuguese, German, French, Spanish, Moroccan, Turkish, etc.	Board: Dutch, French and Spanish. Senior & middle management: Dutch. Shop management: diverse.	Company does not focus on diversity as an independent topic. The company focuses on treating all employees with respect.	No, our company is based on mutual respect for each other and this is working out. The company will not implement a diversity policy in the coming future.	?	Company should hire people for their quality and not for their cultural background. Focus of a diversity policy should be on quality and having respect for each other.	?
3.	Workforce consists at least out of 10 different nationalities (approximately 15% is non-native at local offices).	Company has a diverse management team; having a foreign manager is not exceptional.	Company focuses a lot on diversity management, which is about inclusion of different nationalities, cultures, age groups and gender.	Yes, but it depends on each country management how the policy is fulfilled.	Diversity internships, employee resource groups, trainings, et cetera.	Policy should be focused on the inclusion of ALL different aspects of humanity to not only reflect society, but to make people feel valued as a human being at work.	Accenture and Oracle.
4.	Very diverse workforce, since the required skills and knowledge are short in supply.	Very diverse management team: there are different nationalities at each organizational level.	Yes, in the past the top level positions were mostly in hands of natives and the company was not successful. Now, the top management is a better representation of the workforce and the company is doing great. Diversity policy is developed in response to failing business results.	Yes, the policy is especially focused on setting good human rights records; this is especially important when operating in Asia and other developing areas. The results of the policy are visible: you can see it in the total overhaul of the current workforce and the candidates coming in	An example is the company's obligation to mention in vacancies that diversity is important for the company and that the company does not discriminate.	1. Do not let employee qualification suffer when selecting a candidate; best person for the job should still be the main criteria; however companies should take a look at what qualifies as 'best'. 2. Offer support to uplift the more vulnerable groups in the company.	Novartis, Sodexo and EY have a good record when it comes to diversity. And then there are companies that have it on paper, but not in real life, such as Apple.

			negative image of companies in the same industry who got 'caught' with unethical practices.	today.		so they too can advance (special programs for example). 3. Try as much as possible to have a workforce that reflects your client base, as many different insights will produce a better product for the actual end-users.	
5.	Mostly native employees (only 2 Belgians, 1 Polish, 1 Greek and 1 American).	General Manager is American; other management members are native.	Diversity is an important item, but it is not a leading item for the company. The company should rather focus on its aging employees.	No, there is no manual established. It is something that HR takes in mind and this has never been an issue till now. It is not sure if the company will develop a diversity policy in the coming future.	?	Focus of a diversity policy should be on age and gender. Gather also input from employees to find out what is important for them.	?
6.	Very international workforce (about 130.000 employees), mainly located in India, France, U.S., U.K. and Belgium. Company tries to benefit from 'richness of differences', which means that we are aware of cultural differences and cope with them.	Board: mainly French. Management: diverse → strengthen international team in power and execution. Local level: more local nationalities, but still other nationalities are visible.	Very important, without diversity management the company cannot survive, since also our clients are international companies with cultural differences. Company supports its management and employees to openly discuss about diversity.	Yes, the policy is officially established in 2004. Nevertheless, the company can improve following their own principles and guidelines. The intentions are good, but we lag a bit behind in the 'ability to execute'. It would be good to implement a 'quota' for a while, to force ourselves into a more diversified mode.	Employee resource groups, training & educations line- and HR managers, communicating spirit of diversity strategy and agenda, use of measurement tools, etc.	Keep the intentions and initiatives as sincere as possible. People sense when it is just 'window dressing' and it will turn the employees against the company.	Governmental agencies and entities, probably due to the fact that they have the responsibility/ obligation to do so. In addition, banks, personally goods, staffing organizations and consulting firms, like Randstad.
7.	High level of diversity: American, Spanish, Chinese, Japanese, Korean, Russian, French, Dutch, Scottish, British, Canadian, Indian, Vietnamese, etc.	American 45%, Indian 45%, Scottish/Vietnamese 10%.	Yes, it is very important. In order to get along in the industry, the organization needs to be able to adapt to different situations, people and clients. It is also important for avoiding possible cultural conflicts.	Yes, since different nationalities are so important to survive in the industry. Main hiring aspects are language and skills.	Special needs (holidays, prayer rooms), working from home, cross-cultural trainings, etc.	Take a good look to the need of the company and its environment; based on that decide if diversity management is needed.	Google is up there.
8.	Employees with different nationalities, such as: Dutch, American, Turkish, German and Moroccan.	All management members, except one, are native.	The company acknowledges the importance of diversity, but the management does not think it should be applied within our company. As a result: no diversity policy exists within the company.	No, and the company will not implement a diversity policy in the near future, since it is not necessary at the moment.	?	Companies should not be forced to reflect the composition of the society; focus should be on quality and not on cultural background. When implementing a diversity policy, the focus should be on	?

						fairness, honesty and transparency.	
9.	Very international workforce and the company operates in 80 countries.	Management consists out of different nationalities.	It is important, but the main goal of the organization is to develop sustainable technologies and products that meet the needs of our customers.	Yes, the company developed a diversity policy which is linked towards the overall company strategy.	Key performance indicators based on diversity and inclusion, trainings, etc.	Companies should find the right person for the right position, despite their nationality. The policy should be honest and transparent.	Google.
10.	Not high level of diversity within the company, even though we operate in different countries.	No diversity in board or management, all members are native.	At the moment it is not important for us.	There is a diversity policy, but it is not communicated by the management, so actually we do not know about the existence of it. So I would rather say that no diversity policy exists. Eventually, the company has to implement a certain diversity policy for sure.	?	It is important, but it is not the most important aspect. Eventually you should get the right person on the right position, no matter the culture or nationality of the employee. Companies should focus on creating right conditions for the collaboration between employees and managers from different cultures/nationalities.	?
11.	Not high level of diversity, even though operating in different countries. Marketing & Communications team is diverse.	All board members are native.	Even though the board and management chose diversity as one of the overriding goals in long term, they did not communicate this, as a result: there is no commitment towards diversity within the company.	No, the company has many production sites and sales offices abroad (North America and Asia for example), but in the headquarter is a lack of diversity. Nevertheless, the company is planning to hire more non-native managers and executives, to reflect its international presence. From that moment on, diversity will become more important for the company.	?	Company should consider diversity not as just a HRM policy, but as a competitive advantage and should invest in significant resources in order that all employees clearly understand why diversity matters in terms of performance and success of the company. When implementing a diversity policy, the company should focus on internal communication and trainings.	?
12.	Workforce consists out of people from all over the world.	High level of diversity in management team.	It is very important for the company and it is about the fact that the company should preserve their responsibility to be diverse and open to all people that would like to work for that	Yes, there is a diversity policy and the management is strongly supporting this policy. A very positive result of the policy is to see how all different groups are given the opportunity to	Employee resource groups, flexible benefits, trainings, systems are focused on equality, et cetera.	In the end, we are dealing with people and that means that we should always look for the best person for the job. In terms of hiring, it should never be about	Google.



			company. Numerous initiatives have been started and are still initiated. Employee networks are created which are supported by the company; a sign that we take diversity very seriously.	express themselves and the open culture we have due to these groups. Everybody respects each other and the open culture is very inspiring.		hitting a certain diversity number, but always about the best possible fit.	
13.	Incredibly high level of diversity: employees come from all over the world.	General Managers have different nationalities, but other managers are native.	It is important for the company. Management wants that employees respect each other, which is easier to achieve by making sure that everyone is accepted the way they are. It should be about making people aware of culture, traditions and views that others might not share with the majority.	No, the company is mainly focused on language skills. The more languages we speak as a whole, the better, since it is easier to communicate with clients from all around the world. Further, there is no necessity to have an actual policy in place and I do not think that the company will implement a diversity policy in the near future.	?	Making sure that people are aware and accepting views of others is crucial for a friendly work environment and mutual respect. When a company implements a diversity policy, it should focus on educating its workforce about different cultures and nationalities within the company.	?
14.	Company works together with people from different member firms across the world, meaning the workforce is very diverse. On the other hand, within our local practice, most employees are native.	Worldwide composition of the management is very diverse. But from local point of view, mainly natives are members of the management team.	Very important for the company as a whole.	Yes, with a high support of the management.	Mentoring, sponsorship, trainings, diversity networks, events, etc.	Diversity is very important for a company and workforce, but for me the key is quality of the people. Diversity management should not lead to a diversification away from hiring high quality people.	Deloitte and Google.
15.	Local office consists out of 1.400 employees, from 34 countries speaking 52 languages.	Management consists out of different nationalities, but they are mainly from western Europe.	Diversity management is promoted as an important part of the company policy; it is very important for the company.	The company established a diversity policy and this policy is highly supported by the management.	Diversity-based education programs, special hiring program to identify diverse candidates, diversity networks, etc.	The company should constantly remind its employees that a diversity policy exists within the company.	Google and ExxonMobil.
16.	A lot of variety, our workforce is a reflection of the clients we serve, the suppliers we do business with and the communities in which we operate.	The worldwide management is quite diverse, but at my location there are mostly western European managers.	Inclusion and diversity are fundamental to our culture and core values. We are focused on fostering an innovative, collaborative and high-energy work environment. A diverse workforce of people with different capabilities, cultures, perspectives, abilities and experiences is	Yes and this policy is highly supported by the management. And the results are very positive, since everybody feels welcomed and included within the company.	Our strategy outlines key tactics for raising awareness and promoting a discrimination-free and harassment-free work environment for all employees. We offer information platforms, trainings, employee resource	Companies have to focus on the clients they serve, the suppliers they do business with and the communities in which they operate; the workforce should be a good reflection of this all.	Accenture.

			inherent to the unique way we do things.		groups, etc.		
17.	Workforce consists mainly out of locals, even though it is an international cooperation.	Management also consists mainly out of locals.	Yes, it is important due to equality and equal opportunities for all employees and also according legislation it is important.	No, and probably we will not establish a diversity policy in the future.	?	Companies need to have a high quality workforce from all over the world and social structures regardless of age, gender, or ethnicity to fulfill their vision. Creative teams are the foundation of success.	?
18.	About 30 different nationalities work within the company, for example: Dutch, German, Polish, Italian, Spanish, Portuguese, Finnish, English, Greek, Romanian, etc.	The management consists also out of different nationalities, such as: South African, Polish or Austrian. This is why the most spoken language in the company is English.	Yes, because we realize that having a diverse team definitely brings along many advantages for the employees and the organization.	Yes and the management supports the policy, since diversity is very important for the success of the organization.	Buddy-program, trainings, focus on diversity in introduction period, etc.	To provide the best services to our diverse clients, it is necessary that our workforce reflects this diversity.	Multinational companies such as KPMG and Coca-Cola.
19.	Workforce consists out of different nationalities.	The management consists out of Europeans.	Yes, it is important for the company, but it is not one of the focus areas.	No, we do not have a diversity policy yet, but we are working on it.	?	The policy should create equal chances for everybody.	?
20.	Workforce consists out of native English (U.K., Ireland, New Zealand, Australia, U.S. and Canada) and non-native English (coming from various countries + continents).	Majority of managers are native.	It is important since the company is so international, but still it is not one of the top priorities.	No, we do not think that it is necessary to establish a certain policy.	?	Company should ensure that all employees get the same opportunities and possibilities within the organization.	?
21.	Workforce consists out of different cultures and nationalities.	At the top management level there is no diversity; they are all natives.	Most important for the company is to have the best person for the position. Nationality/culture is irrelevant.	No, and we will not develop a certain policy in the coming future.	?	Focus should be on having diversity in all organizational levels and everything starts with recruitment.	?

Source: (Wolters, 2015)

**Appendix  
Diversity  
implementation  
guideline**

**VII**

1. Creation of diversity council and appointing of diversity contact officer



2. Where applicable, visualize previous diversity initiatives and its results



3. Collect organizational data



4. Establish diversity vision and set diversity priority areas



5. Establish diversity policies (allow country-by-country deviations)



6. Determine diversity tools:

- Open and transparent recruitment practices (increase size and type of recruitment pools)
- Training
- Mentoring and coaching
- Open and transparent career development practices
- Linkage diversity and performance evaluation
- Diversity supporting benefits & other factors (floating holiday agenda, events, et cetera)
- Partnering with external bodies

**Monitor, evaluate, improve,  
celebrate success and reward  
diversity role models**

Communication with all organizational levels!

Source: (Equalitec, 2007, p. 12)