

TOP IV T3.3 Managing Diversity - Findings

Online Training | 18th January 2022



Agenda

Idea

Method

Results

Synthesis

Outcome/Remarks

Discussion



Task 3.3: Managing Diversity

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- The aim is not to have a meta-analysis of the topic at the end of TOP IV.
- Aim: good understanding of the topic for our purpose in the EURAXESS network.
- For all tasks we always have the “**training**” hat in mind
 - >Deliverable: To compile a suitable **training for the EURAXESS network**

- Kick-off meeting in Prague in May 2019: gaining an overview on diversity, aligning process
- General data research: studies, reports, guidelines on diversity
- Understanding “diversity” in a national context: national initiatives, experts, etc.
- **Assembling a group of people** (from within their country) suitable for a focus group on national level to discuss the topic “diversity”.

- National Focus Groups between Dec 2019 and Oct 2020
 - Explain background
 - Definition of diversity
 - Blockers & boosters
 - Share knowledge on diversity from different angles
- Analysis of focus group results using the same method > National Focus Group Report
- Report on Diversity: findings, practical tools, etc.
- Webinars on Diversity



Focus Groups: Example of Danish participants

Participants	Job title	Organisation
P1	Head of HR	The Danish Headquarters at an international NGO
P2	Senior advisor responsible for non-discrimination and diversity	A Danish University
P3	Senior HR advisor with focus on culture and career development	A Danish University
P4	CSR Consultant	A major Danish company offering facility services
P5	Associate professor and group leader	A Danish University
P6	Senior HR advisor and co-chair at a local LGBTQIA+ employee network	A Danish university
P7	Associate professor within organisational inequality, diversity and CSR	A Danish university
P8	HR employee	Experience from private companies from different countries

Definition of diversity

	Number of mentions
Age – academic age should be considered; age is also key for inter-/intra-sectoral mobility	
Disability – any kind, i.e. physical, psychological etc.	
LGBTQ	
Religion	
Origin – meaning ethnicity, education, refugee	
Gender – related to family-related issues, meaning of excellence (not a gender-neutral term)	

The majority of statements on the definitions of diversity went **beyond mentioning specific areas**, but instead diversity was seen as a **culture on inclusiveness**.

Example on Definition of Diversity

“Diversity should not be seen as a concept, but rather as a culture where nobody comments on differences in people. It is more a mind-set than a definition.”

“Diversity is shown through recognition and appreciation on all different social dimensions. It is a concept that aims at equal opportunities and reduction of discrimination. It is not a social or a political framework, but a culture.”

Example for Blockers and Boosters

Blocker or Booster	Topic	Explanation	Area	Diversity dimension
Blocker	Language	Requirement to qualify for residency and work permit	Legal	Origin
Blocker	Global ≠ Diverse	Global part of global companies is limited (primarily to neighbouring countries/northern America)	Institutional	Origin / Religion
Blocker	Religion	e.g. not comfortable with LGBTQA+; difficult to overcome easily (e.g. address this in a workshop)	Cultural	LGBTIQA+
Booster	Comprehensive education tools	Educate unconscious bias not on minorities but with general factors (tall people, etc.)	Legal / Cultural	Origin / Religion / Gender / LGBTQIQA+
Booster	Recognition of inclusion	having it clearly in the job title/description, goals of managers which are incentivised	Institutional	Origin, Gender, Age
Boosters	Nomination procedures	Excellence -> unconscious bias (i.a. for women)	Institutional/ Cultural	Gender
Blocker /Booster	Mindset	in a sense of what can I imagine of being “normal”	Cultural	On all diversity dimensions

The awareness of diversity varies vastly depending on the topics.

- Definition: Difficult to come up with a single definition
 - Diversity is rather a mind-set or a culture (not a social or political framework)
 - Appraisal of differences
- Internal and external features (age, education etc.)
- Some general remarks on diversity:
 - Diversity can be enrichment or discrimination, e.g. quota, introduction of specific regulations just for women
 - It is important to adjust structures and processes

Total	
Age	12
Disability	10
LGBTQ	9
Religion	7
Origin	43
Gender	20

Origin:

1. Ethnicity/**ethnic origin** (nationality)
2. Personality/thoughts/values/beliefs -> **Culture**
3. Social class/**social origin**
4. Education (?)

Newly defined dimensions:

- Cultural & religious diversity
- Classism/socio-economic aspects

- Creating diversity is a conscious decision
- Education is key for diversity: start early, train teachers
- Societal/cultural problem: assimilation is seen as ideal and not integration
- Don't underestimate economic factors: e.g. hinders improvement for people with disabilities
- Media also plays a role in the public perception



«We have no problem with diversity is not the same as creating an affirmatively diverse institution.»

- Cultural change is needed from the top: origin, religion & culture are difficult to overcome
 - Authorities need to take responsibility
 - Institutions can act as pioneers
 - Everyone can start by being a role model
- Introduction of diversity policies in governance structures
 - more leaders who believe in this mission
 - Delegate for diversity -> campaigns, clear definitions of limits (e.g. sexual harassment)
 - Mentors for newly arrived researchers (explain the norms)

1. Outcomes of the 4 focus groups
2. Main factors of discrimination
3. Importance of the context
4. List of materials, tools, and links to useful information for EURAXESS staff members
5. Experts to be contacted
6. Social Media
7. GENDER
8. LGBTQA+
9. AGE
10. RECRUITMENT, LABOUR MARKET, EMPLOYMENT AND WORKING LIFE
11. CULTURAL AND RELIGIOUS DIVERSITY
12. CLASSISM / SOCIO-ECONOMIC ASPECTS

- The topic is so diverse and wide, there is no concept for all Euraxess members.
- The webinars is a first step to get raise awareness and give ideas for your own institution / your role
- An awareness training gets you in the right mindset and helps to set up an action plan for yourself and your institution.
- Exchange on the topic and sharing good practices is a good way to learn and get ideas for yourself.

EUROPEAN DIVERSITY MONTH

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Thank you for your attention

