Diversity in Organisations

A Case Study

Managing Diversity in Practice

Example DEUTSCHE BANK

(Christine Wolf, Vice-President Human Resources for HR, Deutsche Bank, 2008)

The Bank

- Ø 64,000 employees with customers in 73 countries
- Ø 2006: the Management Board is exclusively male, whilst the female proportion of the Supervisory Board, which oversees and advises the Management Board, is 30%.

Resolution on Diversity Management: reasoning

- Ø Compliance with EU legal provisions
- Ø Prospect of commercial benefits through diversity management (DM)
- Ø External factors such as globalisation, demographic change (target group marketing), image enhancement, raising creativity and productivity with more heterogeneous teams.

Implementation

- Ø First Step via Top-Down: diversity strategies developed at boardroom level for the different sections
- Ø Secondly: formation of a "Global Diversity Team" > comprising exclusively of women
- Ø Internal information to raise the profile of DM amongst staff within the company
- Ø Implementation of measures related to gender equality: work-life balance initiatives, establishment of company crèches and child care facilities, greater opportunities for part-time working, mentoring programmes, establishment of homogeneous networks for all diversity categories
- Ø Measures in the category "Age": promotion of cross-generational cooperation
- Ø Measures in the category "Sexual Orientation": formation of a "Rainbow Group" for LGBT persons (=lesbian, gay, bisexual and transgender) with funding for activities
- Ø Diversity training for management personnel
- Ø As requested by staff members: no quotas and numerical targets
- Ø Evaluation: staff surveys and calculation of a "diversity index"
- Ø Integrating diversity management into the different departments

Exercise

How do you view these measures?

What is missing?

What is good?

How sustainable do you think these measures are?

How do you view the homogeneous groups (e.g. for women and LGBT persons) that were formed?