

DIVERSITY AT WORK

A Review of Good Corporate Practices in the Telecoms Sector



Equal Opportunities for All



Raising Awareness



Work Life Balance



Women



Race & Religion



Age



Disability



Sexual Orientation

1. Introduction



Home



Introduction



Raising
Awareness



Work Life
Balance



women



Race
& Religion



Age



Disability



Sexual
Orientation



2007 - European Year of Equal Opportunities for All: Towards a Just Society.

2007 is the European Year of Equal Opportunities for All which aims to tackle discrimination, celebrate diversity and promote equal opportunities.

The *European Year of equal opportunities* has four specific objectives:

- ▶ Rights: to raise awareness about the rights contained in EU legislation;
- ▶ Representation: to promote greater participation in all aspects of society by under-represented groups;
- ▶ Recognition: to raise awareness of the positive contribution diversity makes to Europe; and
- ▶ Respect and tolerance: to promote a more cohesive society.

For Diversity



Against Discrimination

www.stop-discrimination.info

Visit the European Commission's website on non-discrimination in the European Union. This site provides information on all aspects of EU action – both laws and policies to combat discrimination. You can find out more about European non-discrimination legislation, activities supported under the Community Action Programme to combat discrimination, and access the latest news and publications.

1. Introduction



Home



Introduction



Raising
Awareness



Work Life
Balance



women



Race
& Religion



Age



Disability



Sexual
Orientation

To coincide with The *European Year of Equal Opportunities for All* we are proud to launch this booklet showcasing some of the excellent initiatives launched by the European Telecoms Network Operators to embrace diversity in the workplace. We hope that highlighting some of the great practices adopted across our sector will inspire you to adopt some of these in your organisation and reap the benefits that a diverse workforce can offer.

The ETNO and UNI social dialogue group on diversity has worked as a forum for companies and trade unions in the context of the EU Social Dialogue Committee. Fundamentally, everyone should have the same opportunities for employment and promotion based on their ability, qualifications and suitability for the work alone. No job applicant or employee should receive less favourable treatment because of their race, sex, religion/belief, disability, marital or civil partnership status, age, sexual orientation, gender identity, gender expression or caring responsibilities, or be disadvantaged by conditions or requirements which cannot be shown to be justifiable.



Diversity is not only a moral obligation, it is also a business key driver. The telecoms industry is about connecting people and respecting their diversity.

**Laurent Zylberberg, Chairman of ETNO's
Employment, Health & Safety Working Group**

The business case for diversity is compelling. Valuing and encouraging diversity is good for customers, good for employees and good for business.

Our customers are naturally representative of the general population. Every single person - young and old, disabled and non-disabled, and from any culture and religious or ethnic background - is a potential customer. A diverse workforce, built of people who can understand and value different perspectives, will help us connect effectively with the communities we serve. A diverse workforce helps us attract a wider customer base, giving us the ability to recognise new potential markets and to provide a better, more tailored service to meet customer needs.

Our employees' individual differences are an asset, not a liability. People have a right to work in an environment where they are treated fairly, equally and with dignity and respect. For example, people want and need to balance their work and home lives and we should seek to accommodate this whilst at the same time ensuring our responsibilities to our customers are met. Ensuring people can work flexibly, such as part time, is of benefit to them and can also have a direct and positive impact on productivity. Some people may need to combine caring responsibilities with a career, or manage a disability, but by working together we can ensure everyone can still fulfil their professional potential. By valuing diversity we will ensure that we really do treat our colleagues with respect and dignity and eliminate, in all its forms, harmful harassment and bullying.

Our business benefits from adopting an inclusive approach. A diverse and fully engaged workforce can create real bottom line productivity gains. Businesses benefit from taking action on diversity not just in terms of better recruitment and retention but also better staff morale and performance. A diverse team will bring different talents to the workplace which enhances our ability to innovate and thus maintain a competitive edge. A business that is well known to be putting the principles of equality and diversity into practice, both in the workforce and in the products and services offered to customers, is more likely to project a positive public image in the community, and one that will act as a driver to success. Valuing diversity will help us to attract and retain the best people, with the greatest potential for delivering real benefit to our business. A positive employee relations climate can reduce absenteeism and labour turnover by enhancing our employees' engagement with their organisation and improving our productivity.

2. Raising Awareness & Encouraging Diversity



Home



Introduction



Raising Awareness



Work Life Balance



women



Race & Religion



Age



Disability



Sexual Orientation



Many ETNO companies demonstrate their support for Equal Opportunities and Diversity via a company policy that outlines their approach.

The majority of organisations have created a policy framework whereby employee complaints can be handled via an internal grievance procedure. For example, Telefonica believe their grievance procedure demonstrates their commitment to respect for each individual and an environment opposed to discrimination or violation of human dignity.

Some ETNO organisations have a dedicated department to manage equal opportunities issues and promote diversity across the business. Whilst this tends to sit within the HR function, some organisations, such as BT, also have Senior Diversity Champions - operational managers whose role is to ensure that the importance of diversity is aligned with and reflected in strategic operational decisions. Diversity Champions are not experts in employment legislation, they are highly visible and inspirational leaders who act as a catalyst for action.

Diversity Champions use every opportunity to demonstrate their personal understanding and commitment, proactively seeking out examples of good and poor practice, highlighting excellence and challenging behaviours and practices which are not inclusive. Some organisations create, and oversee the completion of, annual diversity action plans with specific measurable objectives designed to make a clear and tangible difference. Companies raise awareness of their policies and support for diversity through internal campaigns, and many have created diversity awareness training to ensure all their employees understand the importance of equal opportunities for all, comply with relevant legislation and embrace diversity.

2. Raising Awareness & Encouraging Diversity



Home



Introduction



Raising
Awareness



Work Life
Balance



women



Race
& Religion



Age



Disability



Sexual
Orientation

2.1 Case Study: Raising awareness about diversity in France Telecom

As a global company France Telecom group is raising awareness about diversity using different initiatives including:

- signing a diversity charter in France in 2004 and asking all subsidiaries to look at the possibility to sign such agreements in countries where they operate.
- asking the European Works Council to prepare a report about the best practices in FT group on the issue of gender and ensuring that this report will be forwarded to the General Management Committee

Diversity issues in France Telecom Group focus on four main areas:

- making an extra effort to recruit and promote women in managerial and technical jobs. Five out of eleven territorial divisions in France are headed by women.
- implementing a specific program called "Talent Sharing" enabling people from subsidiaries around the world to work for weeks or months in another country.
- helping young people in inner cities. FT Group set up a specific partnership with Ecole de la Deuxième Chance - schools dedicated for young people aged 18 to 26, without any diplomas or qualifications, who have been out of the school system for at least two years and by offering them training in the company through discovery courses in customer relations and other areas.
- emphasize the importance of diversity in the CSR report.



2. Raising Awareness & Encouraging Diversity



Home



Introduction



**Raising
Awareness**



Work Life
Balance



women



Race
& Religion



Age



Disability



Sexual
Orientation

2.2 Case Study: *All Different, All One* at Belgacom

At Belgacom, diversity is about respecting and valuing people as they are, rather than expecting them to conform to a stereotype. Belgacom are creating an environment that capitalises on everything that makes people unique, and gives everyone a fair and equal chance to be successful. Belgacom believe that the differences in background, perspective and expertise across the entire workforce will be a lever for creativity and innovation. They believe that these differences will make them stronger, will make them one.

Belgacom launched their diversity program, *All Different, All One*, in 2006 with their diversity charter. Their charter was endorsed by the Belgacom Management Committee and approved by the Belgacom Board of Directors, reflecting senior management's commitment to respect, to non-discrimination and to building a workforce that reflects the diversity of the wider Belgian society. Belgacom created a Diversity Steering Committee to give vision, guidance and high-level support, and a Diversity Operational Committee to develop and implement their long term diversity action plan. Belgacom plan to create Regional Employee Diversity Councils to ensure employee support and commitment, and to stimulate dialogue. Belgacom know that implementing a diversity policy is about cultural change - evolution, not revolution. Belgacom's action plan addresses all aspects of diversity, and will be implemented in three phases, the success of which is measured via their diversity scorecard.

1. Create awareness:

Involving employees to develop and maintain an efficient diversity policy. Belgacom conducted a survey of their employees that revealed that the concept of diversity was not fully understood by their employees. The resulting awareness campaign focuses on explaining the word diversity and its benefits. Belgacom's goal is to create understanding, to take away resistance, and to smooth the path for future initiatives.

2. Create emotions:

Belgacom liken this phase to a marketing campaign, with their aim to create positivism and buy-in, and a desire to participate.

3. Create commitment:

This phase is a call to action; Belgacom's goal is to energize their employees to create employee commitment and participation.

2.3 Case Study: Deutsche Telekom Equal Opportunity Award

Deutsche Telekom understand that workplace behaviour is strongly influenced by reward and recognition. DT's bi-annual Diversity Award highlights successful equal opportunities programmes throughout the business whilst reinforcing the key message that difference is embraced in DT, and diversity is part of their corporate identity. Through this high profile recognition scheme, DT have created an invaluable platform for best practice exchange on a group level. Since the first DT Diversity Awards in 1994, over 200 nominations have been submitted and showcased across the organisation. This has led to the adoption of many practices across the business fuelling greater change and commitment to diversity.

3. Work life balance



Home



Introduction



Raising
Awareness



Work Life
Balance



women



Race
& Religion



Age



Disability



Sexual
Orientation



More and more organisations are recognising the need to ensure their employees can balance their roles and responsibilities at work and at home. Research shows that the availability of flexible working is now a substantial factor in attracting graduates to organisations.

ETNO companies adopt a variety of work-life balance approaches including offering home working, provision of paid time off for parents with hospitalised children, financing and organising children's holidays and the implementation of a Childcare network for male and female employees.

3.1 Case Study: Term-time working at Eircom

Eircom facilitate term time working for some of their employees – working during school terms but not during the holidays, attractive for employees with school-going children. The employees salary is reduced by the amount of leave they take, or paid equally across the 12 months of the year. The term time initiative was recently replaced with Sabbatical Leave, allowing greater flexibility for both employees and the business as the leave can be taken at any time during the year, and not just during school holidays. This added flexibility broadens the appeal to employees who may not have child care responsibilities but who may wish to avail themselves of time off for other work-life balance reasons. Term time working reduced payroll costs. Employees who are able to balance their work and other commitments are also more likely to be more motivated when they are at work. Finally, the initiative helps Eircom retain key skills in the organisation, and reduces the costs associated with recruiting and training replacements.

3. Work life balance



Home



Introduction



Raising
Awareness



Work Life
Balance



women



Race
& Religion



Age



Disability



Sexual
Orientation

3.2 Case Study: Daddy's Hug at TDC

TDC are encouraging more fathers to take the 10 weeks fully paid parental leave they provide. This has been available to new fathers since 1989, but only a few men used the opportunity. As a modern employer, TDC wants to attract, motivate and retain the very best employees – of both sexes. Therefore, the organisation encourages a work culture where it is legitimate that fathers spend time with their children. TDC hope the balance at home will provide a more balanced opportunity for women to focus on career development. TDC also send the strong message to their employees that career development will not suffer when parents take leave – whether that be the father or mother.

When a male employee becomes a father, he receives a quality rucksack with a Daddy's Hug logo. The bag contains a feeding bottle and a bib for the child - and a padded space for a portable pc. The father also receives a letter from the HR Director, congratulating the employee on becoming a father and that he has chosen two weeks fully paid paternity leave. The letter outlines the leave policies at TDC and the rights of the father. It also presents the flexibility of the leave options and how other fathers have made use of their right to ten weeks fully paid parental leave. Furthermore, the letter presents the webpage where employees can learn more about their rights.

TDC monitors the number of male employees that make use of the paternity leave option on a regular basis. There is no access to data on how many men have become fathers as such. What is registered is the number of men who take the first two weeks of paternity leave, which fathers usually make use of, as well as how many men make use of their right to part of or full ten weeks of paid parental leave. In 2003, 27% percent of the fathers who used the paternity leave, made use of their right to parental leave. On average they took 7.4 weeks of parental leave. In 2005, 60% percent of the fathers who used the paternity leave, made use of their right to parental leave, taking an average of 7.9 weeks of parental leave. The campaign assists in reinforcing the corporate policies at TDC and the focus on how to create an attractive work environment and a work-life balance for all employees.

3. Work life balance



Home



Introduction



Raising
Awareness



Work Life
Balance



women



Race
& Religion



Age



Disability



Sexual
Orientation

3.3 Case Study: Swisscom Fathers Forum

Swisscom's Fathers' Forum, held 2 or 3 times a year, helps fathers reconcile work and family. Participation in the Forum is available to all fathers at all hierarchical levels of Swisscom. The Forum offers a platform for sharing experiences. The programme is sponsored by a Member of the Executive Board and coordinated by HR. The participants appreciate the opportunity to share experiences with like-minded people, gain useful information, hints and tips, and extend their network of contacts. The Forum participants generate ideas that help to inform changes to Swisscom's general conditions, family policy and work model guidelines. Swisscom achieve a high level of satisfaction from Forum participants, noticeable employer support, a reduction in working hours following the event, participants learn to provide solutions to back up their requests to line managers for part time working.

3.4 Case Study: Equal Chances for Mothers of Young children at Magyar Telekom

Magyar Telekom's approach to equality reflects the democratic principles of Hungary's legal system. Magyar recognise that women experience a degree of latent discrimination resulting from the fact that they are absent from the labour market for a number of years for reasons relating to childbirth and childcare. The aim of this initiative is to challenge this view with company executives, promoting the importance of retaining the skills of this group of workers and accommodate their needs at work, for example, through flexible working options. It also aims to ensure that employees on maternity leave can stay in touch with the business via a series of interventions.

3.5 Case Study: Better Attendance Hours for Nursing Mothers at Orange Spain

Orange Spain introduced its flexible attendance procedure in response to a number of requests from female employees. Spanish law permits nursing mothers of babies who are 9 months old or less to leave the office one hour earlier than usual. Orange Spain offered greater flexibility to mothers allowing them to work compact hours, increasing the commitment of a key group of employees.

4. Women



Home



Introduction



Raising
Awareness



Work Life
Balance



women



Race
& Religion



Age



Disability



Sexual
Orientation



ETNO companies are dedicated to ensuring that their employees progress in their careers regardless of gender, and based on skills and merit alone.

Many companies also recognise the need to take positive action to ensure that women and men are represented equally in all grades and tackle occupational gender segregation. ETNO companies demonstrated their commitment to gender equality with a number of good practices including equal pay audits, flexible attendance hours, and women's employee networks.

4.1 Case Study: The BT Women's Network (BTWN)

The BTWN began in 1986 with the aim of increasing women's sense of involvement within BT, and encouraging them to develop career potential to the benefit of both the individual and the Company. The BTWN now has 4,000 members with many more non-members regularly attending meetings and events that the BTWN arranges. The BTWN usually meets in Central London to discuss areas of interest to women in BT and there are a growing number of Satellite Branches round the country which also run local events. The BTWN also has branches in Europe and the US, and an Executive branch (the BTWEN). Members are kept up-to-date on other parts of the Company through the e-zine *Hersay* and the BTWN Web Site. The BTWN encourages self development through sharing experience, information and advice and has on occasions acted as a channel to communicate ideas back to the Company. Working with the BTWN, BT also created a Maternity Checklist to ensure managers understand how best to support their colleagues whilst on maternity leave.

4. Women



Home



Introduction



Raising
Awareness



Work Life
Balance



women



Race
& Religion



Age



Disability



Sexual
Orientation

4.2 Case Study: Equal Pay at TDC

Since 2000, TDC has carried out a number of qualitative and quantitative analyses of the status on equal pay in the company. The aim has been to document the actual gender gap in payment and to understand the dynamics that maintain gender gaps in salaries. TDC has focused on the equal pay issue in order to ensure that historical differences in salaries between women and men are reduced and that TDC avoids the development of such differences in the future. The analyses demonstrate that the differences in salaries of women and men at TDC primarily relate to the different functions they undertake in the organisation, both at the horizontal and at the vertical level.

Transparency regarding criteria for salary raises also came out as an important issue in ensuring fair treatment in relation to wage talks. In May 2005 the Human Resources Directors adopted a plan of action on reducing gender gaps in salaries. As an organisation TDC has a strong focus on equal treatment, including equal pay. By sending the signal that TDC is a workplace for both women and men, in all areas and at all levels, TDC hopes to support a positive development at the labour market for both women and men, including equal pay. The analyses of the gender gap in payment will be followed by regular monitoring of the situation on equal pay.

4.3 Case Study: Mentoring for Talented Women at Swisscom

Swisscom's WIN WIN Mentoring programme aims to promote greater gender equality by supporting women with potential for advancement of their careers. The mentoring programme, which is available to all women in Swisscom, is an important element of its gender equality policy. Through their participation in the programme, Swisscom women receive personal support from senior leaders within the company encouraging mutual learning. The programme lasts for 12 months with a minimum of 2 hours mentoring each month and progress is reviewed twice during the year.

4.4 Case Study: Equal opportunity and initiatives in favour of professional growth of women at Telecom Italia

Project Donna, a programme launched in July 2003 to support the professional growth of women and the diffusion of the equal opportunities throughout the Telecom Italia Group, has promoted and achieved the following activities:

- a web portal devoted to the project, updated with all the activities in favour of employees and providing a wealth of information on maternity/paternity and raising children;
- loans for mothers: designed for employees who are mothers of children aged 0-3 years. The maximum amount granted is euro 2,500 for each child, to be repaid in 18-24-36 monthly instalments. A total of 158 loans were granted in 2005;
- Children's Day: half-days during which employee's children may access corporate offices and visit their parents' work place. The initiative includes entertainment, play, snacks and gadget distribution;
- development of management policies (training, mentoring, coaching, intervention on flexibility etc.) to help employees resume their jobs after maternity leave.

4.5 Case Study: Encouraging women on-line by Deutsche Telekom

DT's campaign to raise awareness and usage of broadband amongst women in the general public helped to increase the on-line participation rate of women from 28% in 2000 to 42% in 2004. DT worked in partnership with the Ministry of Education to train over 180,000 women across 300 locations to help make this a reality.

5. Race & Religion



Home



Introduction



Raising Awareness



Work Life Balance



women



Race & Religion



Age



Disability



Sexual Orientation

Racial and religious equality is a key issue for all ETNO member organisations.



Europe is increasingly culturally diverse with a growing presence of a range of ethnic groups and the Racial Equality Directive and Employment Equality Directive prevent people in the European Union from being discriminated against on grounds of race or ethnic origin and religion. Good practices across ETNO organisations include specific mention of race equality in diversity awareness training, an equal opportunities statement in job advertisements to encourage people from minority ethnic groups to apply and selection tests (where used) which do not contain culturally-specific questions which would serve to exclude or discourage applications from minority ethnic groups and which are not relevant to the job.

Organisations also offer flexibility in terms of reconciling work with specific cultural needs. Many ETNO organisations strive for an organisational culture which openly values and accommodates difference and cultural diversity. Some organisations also initiate support mechanisms for employees from minority ethnic communities within the workplace such as BT's Ethnic Minority People Network.

5.1 Case Study: Language Support to Customers - BT's Asian Help line and Arabic Customer Service at TDC

BT's Asian help line is a permanent customer service channel providing essential language support for customers in Punjabi, Hindi, Gujarati, Bengali and Urdu. A team of advisors based in Leicester Customer Contact Centre are available between 8am and 8pm, Monday to Saturday via a free phone number. The team answers an average of 2000 calls a week. The goal of this service is to encourage more customers to make longer calls and to gain genuine customer loyalty in this important market. Since its inception in 1998, the Asian Help line has achieved an increase in call volumes to Asian countries, and a significant increase in Asian customer satisfaction.

5. Race & Religion



Home



Introduction



Raising
Awareness



Work Life
Balance



women



**Race
& Religion**



Age



Disability



Sexual
Orientation

TDC introduced their Arabic Customer Service - initially as a 6 month pilot project to ascertain whether there was customer interest in being served in their native language and whether such a service could be profitable to TDC - at the beginning of 2005. The pilot included recruitment, training, marketing and the telephone service. Arabic Customer Service staff handle both Danish and Arabic calls. Whilst it was implemented in residential sales, TDC also experienced great customer demand to be served in Arabic when it came to other products and services, for example wireless telephony and cable-TV. Customers are extremely satisfied with this service, more than Danish customers, and the initiative aligns with TDC's corporate social responsibility strategy.

5.2 Case Study: BT's Ethnic Minority Network

BT's Ethnic Minority Network (EMN) provides support and development for ethnic minority people within BT through a variety of internal and external activities. The Events Programme covers the organisation and management of Personal Development and Weekend Workshops, Open Days, Roadshows and Annual Conferences. The workshops are designed to develop interpersonal and management skills ensuring people from ethnic minorities are able to realise their full potential and are fairly represented at all levels of management in BT.

5.3 Case Study: Diverse marketing at Deutsche Telekom

Deutsche Telekom understand the business advantages arising from marketing campaigns designed to promote their products and services to all their customers. DT value their ethnic minority customers, and have introduced a cross-cultural guide to respectful behaviour for their sales people. This provides practical guidance on appropriate interaction with customers from minority backgrounds to ensure customer satisfaction and increased sales.

DT also offer mobile packages with features and pricing that are specifically tailored to meet the needs of their Turkish consumers. DT's Diversity Marketing Project highlights how an inclusive approach can deliver tangible business benefits.

5.4 Case Study: Religious Diversity at Telefonica O2 Europe

Telefonica O2 Europe in the UK have seen the advantages of employing a diverse workforce at their Customer Contact Centres. As the Company grows it strives to recruit a workforce that reflects its customers and the communities they live in, which encompass people with a variety of cultural, ethnic and religious backgrounds.

The Company have improved their people's knowledge of religious diversity by posting detailed information on the Company intranet site, including answers to commonly asked questions, dates of key religious festivals and details of customs observed by those celebrating religious festivals, such as changes in eating and drinking habits. The distribution of an O2 calendar detailing key dates of the main religious festivals has been particularly useful to the Company's planning teams who are able to adjust work schedules in advance to take account of increased requests for time off. This has helped to achieve the required staffing levels including during the traditional bank holiday times, which is an essential element to success in meeting customer requirements.

6. Age



Home



Introduction



Raising
Awareness



Work Life
Balance



women



Race
& Religion



Age



Disability



Sexual
Orientation

Generalised assumptions or stereotypes based on age cause us to treat people differently just because they are younger or older than us.



When individuals are subject to discrimination as a result of these stereotypes, they are often denied equal and fair treatment across a whole range of opportunities from recruitment to training and promotion. Stereotypes can lead us to overlook the skills and attributes of some age groups for example sometimes younger workers are overlooked because we feel they lack responsibility or experience.

Equally older people are often considered unsuitable for jobs in new wave or technology areas simply because they are older. When these stereotypes determine whom we recruit or promote we fail to see the individual and the skills they can offer. This is not just poor business it is also unlawful. All EU member states introduced age discrimination legislation by December 2006 under the Employment Equality Directive. The US and Australia, have had similar anti-discrimination legislation in place for many years.

Many ETNO organisations focus on age in the workplace. For example, TDC work hard to retain and develop the skills of senior employees and also ensure retirement is planned for and adapted to an individual's situation. Prior to the implementation of the Age Discrimination legislation in the UK, BT carried out a thorough review of all their people policies to ensure that there was no direct or indirect age discrimination. BT created a three phase communications plan which involved training the HR community via a series of Event Calls, creating specific knowledge calls for Line managers, and the pan-BT roll out of an on-line training package to all BT people to ensure everyone understands the new legislation and begins to tackle their preconceived ideas about age.

6. Age



Home



Introduction



Raising
Awareness



Work Life
Balance



women



Race
& Religion



Age



Disability



Sexual
Orientation

6.1 Case Study: Age of Change in BT

BT's Age of Change communications programme was created to raise awareness of the Age Discrimination Legislation implemented in the UK on 1 October 2006 to comply with the Employment Equality Directive. BT's intranet site houses a toolkit of support for BT people to help raise awareness of the legislation and help BT people understand the positive impact of an inclusive approach to age. The toolkit of support includes an overview of the legislation and the importance of ensuring fairness and inclusion at work, from BT's Age Champion Aaron McCormack. BT also provided a Line Managers' briefing, key facts and figures about age in the UK, some examples of what might constitute ageism at work, a quiz for managers to run with their teams to help BT people understand the practical applications of the legislation. Before announcing the legislation and associated policy changes, BT also created a set of frequently asked questions and answers providing easy means of understanding the impact of the legislation on many of our existing people policies and to explain any changes. Finally, BT rolled out a short on-line training tool to provide an overview of the UK regulations and further insight into BT's response.

6.2 Case Study: Senior at TDC

TDC has focused on senior employees and their demands of the workplace. The senior program at TDC starts the year in which the employee turns 57. The age limit is based on the basis of an extensive questionnaire survey conducted among employees above the age of 45. The senior employee policy was launched in 2000 and was re-launched in 2004. The Senior Employee Policy is described on the Group Intranet and has also been published as a leaflet. Furthermore, Corporate HR is giving a number of presentations in consultative committees, etc. All employees will be offered a senior employee interview with his/her immediate superior around the time when the employee turns 57. This interview is designed to clarify the employee's requests and needs vis-à-vis his/her work at TDC as a senior employee and give the manager and the employee a chance to discuss the future

working situation. The senior employee survey has shown that the employees want increased flexibility. Increased flexibility can be obtained, for instance, by:

- shorter working hours
- individual planning of working hours, for instance, in the form of work with flexible working hours
- weekly day off
- A period with extra free time, for instance one month per year.

TDC holds coffee shop meetings for senior employees to provide them and any spouses/cohabitants with relevant information and help in connection with questions of doubt concerning the third age. A seminar for senior employees makes it possible for them to prepare for the third age and discuss relevant issues with colleagues and pension advisors. TDC offers senior employees – and possible spouses/cohabitants – to participate in a two-day seminar on the third age. TDC supports a number of associations that are available to retired employees to retain the connection with the organisation. The retirement associations have been established by retired employees and TDC supports the associations – both financially and by making premises available in connection with events and the like.

6.3 Case Study: Magyar Telekom's Starting Block Trainee Programme

With an ageing population across Europe resulting in less graduates than ever before, Magyar Telekom are keen to attract the cream of young talented people to their organisation. Their Starting Block Trainee Programme provides Engineering and Economics graduates with an opportunity to gain hands-on experience of the telecoms industry's various professional disciplines. Magyar Telekom benefit from a new intake of talented young graduates who have developed knowledge, self-management skills and a network of contacts whilst proving a fresh outlook to their organisation.

7. Disability



Home



Introduction



Raising
Awareness



Work Life
Balance



women



Race
& Religion



Age



Disability



Sexual
Orientation

One in four of the European population either has a disability or cares for someone who does.

A great many ETNO organisations ensure their workplaces are inclusive, recognising that people with disabilities are underrepresented in the workplace across the EU. Telenor's Trainee programme was created in 1996 to facilitate greater participation in work for people with disabilities by providing valuable work experience thus creating a stepping stone into a permanent job with a 75% success rate. Telekomunikacja Polska are currently adapting all their buildings to ensure they are accessible for people with disabilities. Magyar Telekom's HEFOP programme provide training and employment opportunities for people with disabilities.

7.1 Case Study: Accessible Communications at Orange UK

Orange UK value the commercial opportunities offered by products and services that are accessible for people with disabilities. Orange's Mystery Shopping exercise, conducted by two customers with vision impairment, highlighted a significant need to improve training, guidance, information, products and software to cater for the differing needs of disabled customers. Orange UK established The Accessible Communications Team (TACT) consultation forum. The forum has 20 members incorporating disabled employees and customers, internal and external specialists who meet formally twice yearly. Orange UK are currently working with customers to design a guide that explains easy access to their products and services and assists the marketing and launch of Talks software for vision impaired customers, planned for early 2007. Orange UK continue to monitor and assess the quality of service received in key customer touch points (e.g. Retail Stores and Customer Contact Centres) measured through the Mystery Shopping score and Customer Satisfaction Surveys. Orange UK's commitment to consulting with disabled people through this forum has provided tangible evidence of their commitment to diversity and



differentiates them from their competitors in bids to both public sector customers and charities. Orange know that demonstrating their commitment to developing inclusive products and services helps them win in the marketplace.

7. Disability



Home



Introduction



Raising
Awareness



Work Life
Balance



women



Race
& Religion



Age



Disability



Sexual
Orientation

7.2 Case Study: Valuing Ability in BT

BT is dedicated to ensuring that people with disabilities are supported at work, understanding the business benefits of ensuring that all employees can contribute to the full. All BT people receive disability awareness training using on-line or conventional face-to-face courses. Able2, BT's disability Network, provide a source of expert support and advice regarding disability and how BT can accommodate various conditions in the workplace. Able2 runs a series of road shows which promote ability, not disability, challenge stereotypes and focus on possibilities and ways to break down barriers faced at work by people with disabilities. BT's Enable scheme improve the working life of all BT people with disabilities or changed capabilities. Enable provides guidance from external disability experts on the types of workplace adjustments and equipment available, for example voice activated software, ergonomic keyboards or buildings adaptations. BT have also produced a series of disability fact sheets to promote greater confidence in dealing with the most common disabilities in BT. With input from BT people the fact sheets share personal experiences of disabilities such as arthritis, MS, epilepsy and hearing and vision impairment. In 2005 and 2006 BT sponsored a personal development workshop with external consultants Mind Gym in partnership with Able2, affording personal development and networking opportunities to BT people with disabilities.

7.3 Case Study: *Specialisterne* - A Workplace for People with Autism in partnership with TDC

Specialisterne provides a vibrant example of how a large company can assist in opening the labour market to minority groups by entering into partnerships with unique suppliers. *Specialisterne* was the first company in the world founded to meet the needs of persons with autism and turn the characteristics associated with autism – in all its forms including Aspergers Syndrome, NLD, Atypical Autism and Infantile Autism into a competitive advantage.

The company was founded on the basis of a contract with TDC and established in January 2004. TDC paid in advance for a high volume of tasks to be performed by *Specialisterne* – primarily within test of software – and thereby made it possible for the founder of *Specialisterne* to establish an organisation to fulfil the contract. *Specialisterne* perform tasks which require focus, persistence, repetition, error-finding and systematization. They provide excellence in the development phase, ensuring quality and testing with a focus on detail, and supplement the business and marketing focus of the customers' own employees and consultants. The employees offer high-quality service either at the offices of the company or in the customer location, in the areas of:

- Operation and Maintenance: data entry, data conversion and sorting.
- Testing: all types of testing, preparation of test documentation, reviews, proofreading.
- Build: design, programming, setup of networks and servers.

Specialisterne currently employs 23 people with autism and most of them have no previous job experience. During their probation period potential employees continue to receive their normal public benefit. *Specialisterne* aims to create 100+ jobs in Denmark and 1000+ jobs internationally for people with autism. It has proved that by focusing on the positive aspects of autism it is possible to create a win-win situation for employees and organisations.

7.4 Case Study: Agreement with Trade Union Organization at Telecom Italia

In 2004, Telecom Italia signed an agreement with the Trade Unions defining an employment framework. In particular, the number of disabled people to be recruited (200 employees), the extra time required for their inclusion and their geographical distribution were specified.

8. Sexual Orientation



Home



Introduction



Raising
Awareness



Work Life
Balance



women



Race
& Religion



Age



Disability



**Sexual
Orientation**

Many Europeans identify themselves as gay, lesbian or bisexual.

The Equal Treatment Framework prohibits discrimination on the grounds of sexual orientation.



Workplaces which are supportive of all employees, regardless of their sexual orientation, are better and more productive places to work. Many ETNO organisations are striving to demonstrate that they value the contribution of all of their employees regardless of their sexual orientation. One such organisation is TDC. Working with their National Association for Gays and Lesbians TDC sought a greater insight into the impact of direct and indirect discrimination at work on lesbian, gay and bisexual people. TDC took a proactive approach to sexual orientation for example by granting parental leave to employees living in same-sex partnerships.

8.1 Case Study: BT Kaleidoscope, BT's LGB Employee Network

About 7% of the UK population is lesbian, gay, or bisexual. BT Kaleidoscope, the BT people network for lesbian, gay or bisexual employees, offers community support to its membership and provides BT with insight and knowledge about a potentially significant market. BT Kaleidoscope work to ensure that lesbian, gay, or bisexual people everywhere can have respect, equal treatment and the very best in information and communications technology services. A survey by gay newspaper Pink Paper voted BT the second most gay-friendly UK organisation. BT Chief Executive Ben Verwaayen said "These awards are great recognition that we are effectively integrating the needs of lesbian, gay, or bisexual people as employees and customers in our workplace and in our markets". Developed in partnership with BT Kaleidoscope, BT's Sexual Orientation Awareness on-line training aims to give a greater understanding of the European legislation, and more awareness of some of the issues faced by lesbian, gay and bisexual people in the workplace everyday, challenge their own attitudes and behaviours as well as outlining the differences between stereotyping, prejudice and discrimination.

DIVERSITY AT WORK



The wide range of case studies within this booklet demonstrate some of the many different approaches to diversity in telecoms companies throughout Europe.



From them, we can draw three main lessons:

1. **Diversity is always in the interests of business, employees and civil society**
2. **Practical and simple approaches are often the most effective way to encourage diversity**
3. **Diversity must be placed at the heart of an organisation to realise its full potential**



More information:

www.etno.eu

www.union-network.org

