



Ministerie van Sociale Zaken
en Werkgelegenheid

DIVERSITY, LIFE COURSE AND CAREERS

Equal 2nd tranche

THE POLICY PROBLEM

- Imbalance at the labour market
- Insufficient use of potential (financial loss)
- Demographic developments (less young people; more elderly)
- Connection to the market (labour market and consumer market)
- Lack of (gender)diversity hampers innovative strength

IMBALANCE: FEMALE PARTICIPATION

- General: 55% (> 12 hours)
- In FTE: 42%
- Managerial positions: 25% (> 10 persons)
 - Top management corporations: 5%
 - Top management non-profit: 22%
 - Top management government: 12%
- 'Male' professions: < 15%

POLICY OBJECTIVES

- Quantitative objectives (targets and indicators)
- ‘Soft’ strategies:
 - Emphasis on agenda-setting
 - Stimulating and facilitating labour organisations
 - Respecting the autonomy of social partners and labour organisations

EQUAL AS A POLICY INSTRUMENT

2001 – 2005 Mixed – towards a balanced workforce

2005 – 2007 Diversity, life course and careers

Ministry of Social Affairs and Employment taking the lead and working together with a DP of 7 expert organisations.

DEVELOPMENT PARTNERSHIP

- Ministry of Social Affairs and Employment
- Opportunity
- VanDoorneHuiskes en Partners
- Marktplan Diversiteit
- E-Quality
- Employers federation AWWN
- Theaterinstituut Nederland
- Van der Schoot Coaching

LESSONS LEARNED IN MIXED

- Build commitment (process approach).
- Use the context of over-all organisational problems to embed equal opportunities.
- Keep diversity in a broad sense in mind.
- Make the 'business case' the central issue (integral approach).
Involve relevant (company) networks in the process of creating awareness.
- Develop and facilitate the improvement process (= tailor-made approach aimed at the organisation, processes or individuals).

DIVERSITY, LIFE COURSE AND CAREERS OVERALL OBJECTIVE

To stimulate and facilitate labour organisations in developing and anchoring an integral approach to policies concerning diversity management and life course, especially with respect to possibilities for the advancement of different groups of employees to higher echelons.

ACTIVITIES

- Integrating and complementing existing knowledge, experiences and tools.
- Translating the approach into practice, among other things by experiments in labour organisations and by developing and offering innovative and adequate tools.
- Implementing an ongoing communication process with and within pilot organisations and other stakeholders.

INTENDED RESULTS

- An integral analysis of diversity management, life course policies and career development strategies at a company level.
- A translation of the analysis into practice by means of the design of a general diagnosis tool
- A set of tools to realize the integral approach.
- Experience in practice
- A network of stakeholders
- The integral approach is at the mainstream agenda