

Plurality in the Mediterranean The case of gender

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Introduction

The promotion of plurality is an on-going challenge through the world and the work structures. However, we have witnessed amazing improvements these past years as awareness have reached out to all level of the organization and the society. A chance for everyone has been claimed out in all settings. This claims traveled from the advances of leading economies - the United States, Europe, to the emerging economies and to the uprising Arab spring in the Arab countries.

The overall agreement is that diversity is a way to include more active population to the economy and this way, boost the overall performance. In doing so, organizations need to set up the right environment to be able to not only include plurality ; but they need to make diverse groups feel equally treated. Thus, diversity management has been adapted in order to overcome the challenges that related to plurality and the interactions between the horizontal and vertical levels of an organization.

The objective of this book is to illustrate how the new concepts of diversity management are structure in order to face the current challenges of the work environment and specifically the challenges in corporate gender diversity . Thus, a pragmatic approach was elaborated based on a research project, couple with real survey and gathering of the perception for women inclusion in particular in top and middle class management. This research has the objective to provide with overall trend of perceptions and define the barriers that women face in the organization and the society in general.

The two countries of Spain and Morocco were chosen because of their proximity, but also because of many shared values and cultural “cliché”. In addition, the interlink between academia through the IE ‘s Center for Diversity in Global Management and the corporation brings to the analysis different perspectives and make the conclusion very practical.

The first chapters describe the concept of diversity and plurality in the changing corporate world. It provides examples from the United States, Canada, and European Union members in terms of legislations and incentives to encourage diversity. It then introduces the notion of plurality as the generation of spaces where different minorities can contribute using their multiple identities to navigate throughout the groups in the company and in doing so release their potential.

Before providing the results of the focus groups and the survey, an illustration of the situation of women in Morocco and in Spain is provided in chapter two as an illustration of how women has taken her rights equally to those of men and how women are starting to position themselves in corporate governance.

These types of initiatives are important to the understanding of the different hurdles to women promotion and leadership within the corporate world. Thus chapter three highlights the perception of women in leadership among Spanish and Moroccan Executives. There are indeed several challenges to women inclusion, primarily as related to the status of women as a wife and a mother. In addition, the natural tendency of women to “downward networking” instead of “upward networking” as men would do seems to be one of the major obstacles as it will be explained in this book.

The annex provides a summary of the research project, its methodologie, including the way the survey was conducted through the organization of different focus groups both in Spain and in Morocco as well as its major findings.

Finally, this book is a joint effort launched in February 2012 for IE Centre for Diversity in Global Management in collaboration with Bertelsmann Foundation and CDG Foundation with the contribution of CDG Développement, which the developing arm of the largest financial institution in Morocco. The project was created with the general objective of contributing to a significant progress towards plurality and effective inclusion of diversity in the companies of the Mediterranean region and for that purpose, a key element was the creation of a Think Tank formed by private sector experts as well as academics and practitioners.

The joint effort of the Institutions, experts and practitioners behind the project has contributed to a better understanding of the importance of plurality for our organization, as well as to be able to better tackle some of the challenges that women face in their corporate progression.



Diversity
and in a
changing
business
environment

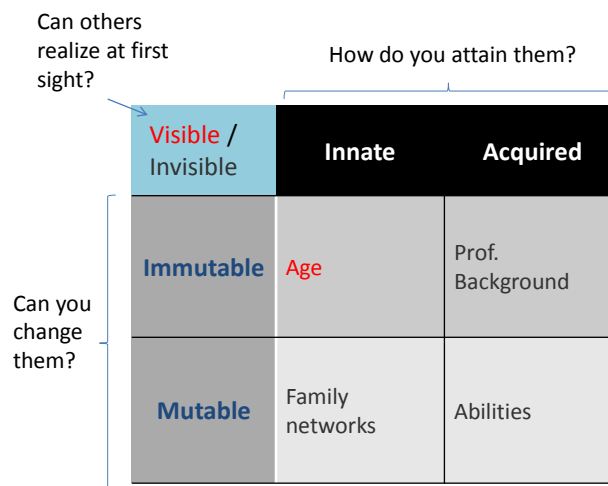
I. Diversity and Plurality in a changing corporate world environment

Diversity reflects the combination of every aspect that makes us different, whether in gender age culture or personality.

While analyzing diversity, the following three questions are of paramount importance:

1. Are the existing differences visible or invisible?
2. Are they innate or acquired through life?
3. Are differences mutable or there are not open to modification?

The answer to these three questions will give us a complete map to help navigating in the complexity of diversity.



Diversity is thus as old as human beings, since differences have always existed, however at corporate level, diversity has become a management issue only in the last decades. Thus perhaps is not the idea of diversity and diversity perception but the corporate environment where we can find the fundamental changes in the last decades.

The corporate world that emerged at the end of the 70s had to face really important challenges to adapt to major environmental changes in which organizations operated. Two of the most important challenges for corporations were the changes produced in the Labor Laws as well as the changes produced in the labor workforce.

I. Changes in labor laws

Among the changes that corporations faced at the end of the twentieth century was legislation regarding anti-discrimination, out of which equal opportunity laws were probably the most important. The equal opportunity concept began with the United Nations in the 1948 Universal Declaration of Human rights, and continued with the equal opportunity movement in the United States and Eastern Europe during the 1960s, and blossomed in the 1980s and

1990s with constitutional revisions and a multitude of laws protecting the rights of individuals of diverse backgrounds

Some countries, such as the United States, Canada, and many European Union members, have broad-based anti-discrimination legislation covering a wide array of characteristics such as gender, race, ethnicity or country of origin, religious beliefs, physical disability and sexual orientation. Managers in late 1970s and early 1980s reacted by quickly putting into place anti-discrimination policies to avoid costly consequences.

Main European Union anti-discrimination regulations:

- EU Treaty Article 13 takes action to combat discrimination.
- The 2000/43/CE Directive, on equal treatment between persons, irrespective of racial or ethnic origin.
- The 2000/78/CE, directive on the establishment of a general framework for equal employment.
- The 2003/88/CE, regulating working times.
- And 2002/73/CE, focusing on equality between men and women.

In addition to anti-discrimination laws, during the 1980s and 1990s positive action programs were put in place in different countries, all aiming to change business rules and provide advantages to groups that have been traditionally discriminated against. Affirmative Action programs go beyond assuring equal rights by attempting to correct past wrongs, providing measures for interventions to actively reverse past discrimination against specific groups and offer temporary solutions. The so-called quota laws for women on corporate boards are one of the best known examples of these positive action policies.

The Quota Law – Norway, January 2002

- November 2003, requirements that boards of directors have a minimum of 40% from each sex. At the time women made up 6.8% of boards.
- Public Limited Companies (ASA companies) had until December 2005 to fulfil the quota voluntarily. By December 2005 17.8% of directorship positions were held by women.
- January 2006, the law came into force and ASA companies had two years to comply, otherwise the company would be dissolved.
- By January 2008 no company was dissolved as a result of non-compliance with the law.

Equality Law – Spain, March 2007

- Companies with more than 250 employees are required to develop gender equality plans as well as specific measures to counteract work/life imbalances.
- Article 75: “Companies who are obligated to present unabridged financial statements of income will endeavour to include a sufficient number of women on their boards of directors in order to reach a balanced presence of women and men within eight years of the entry into effect of this law.”

Positive actions tend to be very controversial. The quota for corporate boards has had important results in Norway and Spain, among them: a clear increase in the number of women

in directing positions; a greater diversity in the selection process at the board level; a general move towards younger boards; the appearance of role models for future generations; and a general acceptance in the business sector of having women on boards. However, the quota laws have also suffered important drawbacks, such as: the stigmatization of the women who gain these positions who are being questioned of their capacities; the fact that a very few number of women hold multiple board positions; a tokenism effect, by which many boards have only marginal numbers of women; and probably the most important drawback is the fact that most women nominated to board positions tend to be independent and the number of executive positions is getting lower. That means that women still cannot find their way in the career ladder to the top career positions.

2. Changes in the labor workforce

Second to the changes in legislation, another fundamental change in corporations during the last decades of the twentieth century has been the diversity composition of the work force. Due to increased mobility but also to a general rise in education, the work force in most companies is extremely diverse, due among other reasons to an increase in the demographic mobility: tourism, business, and migration. We can appreciate this fact with the aid of some figures:

- ✓ 10% of the world's total population is Caucasian
- ✓ 12% of the world's total population has a disability
- ✓ 52% of the world's total population is female

One of the effects of the changes in the labor market is the resulting change in the economic power distribution, which for companies reflects a shift in their traditional clients, as we can see in the following table:

Purchasing power of some groups in the UK

- "LGTB Pound" 6% of the population, 70 billion £
- "Grey Pound" (over 50 years old) 80% of national wealth, 45% of total consumption, 175 billion £
- "Brown Pound" (ethnic minorities) 32 billion £ in consumption
- "Disabled Pound" 80 billion £ in purchasing capacity

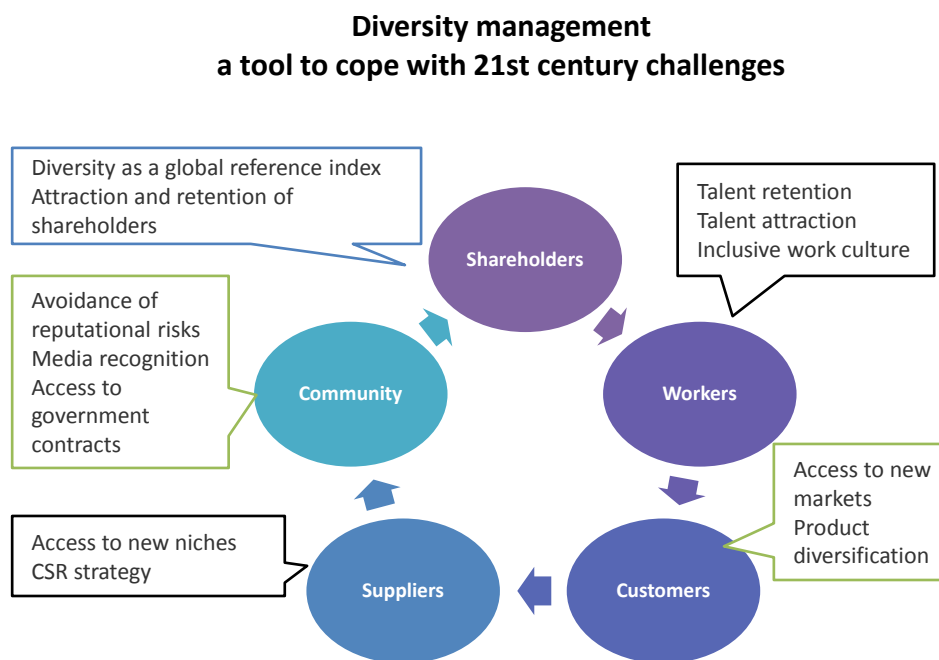
The changes we mentioned in legislation and workforce were the consequences of major changes in the technologies that democratized communication and information on a global scale, and as a consequence produced major changes in the financial global sectors. Due to all of these changes, the financial life of the products were also shortened. Before, a major technical product could last 10 years today probably no more than two, and as a result, the need for constant innovation became the key for corporate survival. And last but not least, there was a fundamental change in social values, shifting in favor of a responsible company with a movement towards the inclusion of the excluded.

Faced with such a rapid changes and an ever more complicated background, management theories came to conclude that it was not possible to continue believing that there were neither a single way of managing an organization nor a single best way of managing people. Each situation was different and the employees were increasingly different, and thus as a result,

companies began to change their focus to become more responsive and flexible organizations capable of adapting to continuous changes.¹

The traditional paradigm was based on a system of values that reflected the work force and major clients of the time, basically Anglo-Saxon males. In that system, uniformity was the most appreciated value, and people different from the mainstream needed to either change in order to fit in, or accept exclusion. In the changing paradigm, management theories began to emphasize new values, among others: the conscious participation of individuals in the organization; looking at organizations as interactive systems; and organizations becoming based on permanent collective learning. The changes in the environment and the reactions from companies resulted in fact that by 2001, 75% of the Fortune 100 companies had invested in diversity initiatives of some kind².

Therefore after the decade of the 70s and particularly in the 90s Diversity, if good manage was considered to be a relevant, a tool to cope with some of the fundamental changes that corporate face at the ege of the 21st century, as can be seen in the following diagram.



3. Plurality, a dynamic understanding of diversity

Diversity is increasingly perceived not as static deterministic force, but a fluid movement that people do among its multiple identities, that characterizes our global society today.

We can see this change in definition as explained by R. Hay Thomas in defining Diversity, *One approach emphasizes the position of groups who have traditionally been victims of discrimination. It*

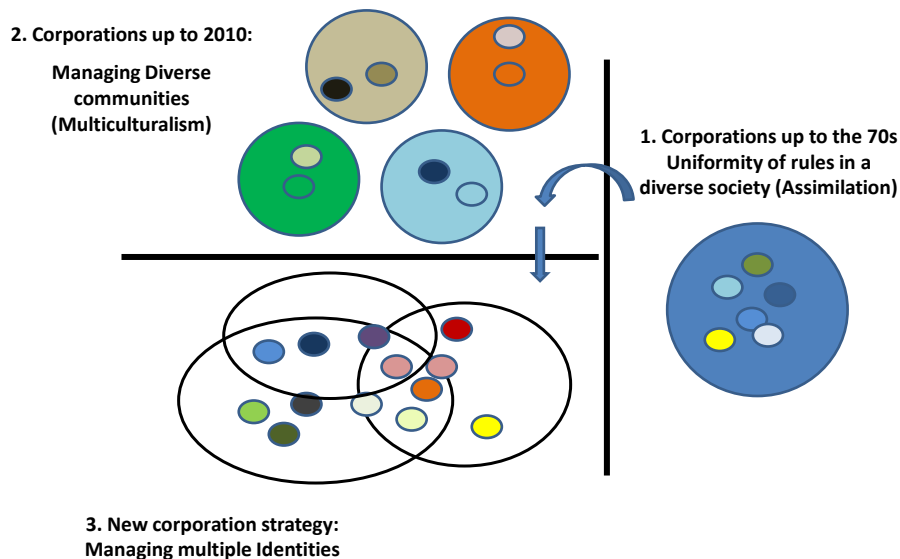
¹ de Anca, C. and Vazquez A., *Managing Diversity in the Global Organization*, London, Palgrave Mc Millan 2007, p 121

² M. D. Agars and J. L. Kottke, Models and practice of diversity management: a Historical review and presentation of a new integration theory, in in M. Stockdale and F. Crosby eds. *The Psychology and Management of workplace diversity*, ed. Malden, Blacwell Publishing, 2004,2005, pp. 55-77

acknowledges power differentials among groups. The newer approach downplays power differentials and treats all bases of difference as more or less equivalent in terms of systemic analysis, for the author the newer approach considers many dimensions of difference among people in organizations, and thus conceptualizes diversity in terms of environmental complexity and change, showing that the challenges posed by diversity management are just one aspect of life in an increasingly complex organizational world. Complexity of thought and flexibility of behavior are required for success in contemporary organizations. An important consequence of this perspective is that diversity management is seen as a form of organizational development and change as well as a set of processes for increasing effectiveness and harmony in a workforce that varies along important dimensions.³

If we analyze management theories in terms of diversity, we can understand better the changes in the company practices adapting to newer environmental stimuli as shown in the following figure.

**Corporate Diversity Strategy:
From assimilation to managing groups to the management of multiple Identities**



✚ Up to the 70s, the uniformity of procedures and rules were the best models to face the challenges of the time, in which efficiency was the goal most demanded by corporations. The best way to ensure efficiency was to put in place a set of procedures for everyone to follow regardless of their differences. This management model, force the assimilation of many people that did not fit the main value system. The system was efficient at expense of creativity, and the exclusion of many.

✚ During the 80s and 90s, the environment change and in addition to efficiency companies required innovation and diversity knowledge in order to penetrate new markets and to adapt to the purchasing power of new groups in society. Managing diversity in the various groups in within the company was the best approach for companies. Companies break the uniformity and assimilation patterns and liberate

³ R. Hays-Thomas, Why Now? The contemporary Focus on Managing Diversity, in M. Stockdale and F. Crosby eds. The Psychology and Management of workplace diversity, ed. (Malden, Blacwell Publishing) (2004,2005)pp 11-12

many people that did not fit in a uniform culture, in addition the new flexibility policies allow a further inclusion of groups formerly excluded.

- ✚ However, in the first decade of the twenty first century the diversity policy has proved its limitations, many people do not feel at easy clustered in their communities of origin and what they want is to be able to act in the communities of aspiration, they want to be able to leave in the multiplicity of their different identities.

To be able to manage at the same time, individuals and their actions in their multiple communitarian identities, is the key for the next decade.

Diversity is the presence of people belonging to different minorities or discriminated groups within the company. Plurality is the generation of spaces where they can contribute using their multiple identities to navigate through the groups in the company and in doing so release their potential. Plurality is the key for groups to act as positive mediators of the identification of the individual with the organization.

Managing the multiple identities in different cultural environments will be the key for corporations in the next decade. In this context is where we can potion the project of Plurality in the Mediterranean developed by the Center for diversity in global management with the CDG Development and the collaboration of The Bertlesmann Foundation, IE Foundation and the CDG Foundation.



Women in Leadership : moroccan and spanish context

II. Women in moroccan Business



1. General profile of the situation of women in Morocco

Women's economic participation represents both a challenge and an opportunity for Morocco. It is a challenge as it requires removing multiple and variable obstacles which continue to stave off the integration of women in economic life.

As it represents a half of population it is a great opportunity able to generate more wealth, accelerate the economic growth; and thus contributing to the well-being of all society, both men and women. If it is true that important progress has been made regarding Moroccan women's participation in economy life as an agent or beneficiary; it is also the case that much gender discrimination continues to characterize this participation.

a. The New Family Code - The Moudawana

The broad lines of the family code were announced by HM King Mohammed VI in his speech before Parliament on October 6, 2003. It is considered by many as a real political and historical revolution. The code establishes new relations at the level of the family based upon equity and equality between husband and wife. The beginning of the changes goes back to 1999 when the King announced in his speech of August 20, 1999 after his accession to the Throne: *"How can we assure progress and prosperity in a society where women, who constitute half of the population, see their rights disregarded and suffer from injustice, violence and marginalization, in defiance of the right of dignity and equity granted to them by our holy religion"*.

The new family code, which replaces the former personal status code, was unanimously adopted by the House of Representatives on January 23, 2003. It came into effect on February 4, 2004. The family is henceforth placed under the joint responsibility of the husband and wife, for example, few aspects are changed after the age of 18, girls are no longer in need of a marital tutor to get married, and polygamy have been placed under strict control, the consensual divorce has been established... These are some of the innovations introduced by the family code.

In addition, the new family code brings other audacious innovations such as a measure which guarantees to the child the right of recognition of paternity if the marriage of his parents is not formalized by an act and if there are filiation proofs.

A Family Law Code (also referred to as a Personal Status Code) is the collection of laws that govern an individual's rights and obligations within the family, including rules that regulate engagement, marriage, divorce, financial maintenance, inheritance, and child custody. Family Law Codes exist in Muslim countries throughout the Middle East and North Africa (MENA), and are derived from *shari'a*, or Islamic law. In Morocco the Family Code is the *Moudawana*, and it reflects Morocco's adherence to the Maliki School of Islamic jurisprudence (Charrad, 2001). It is the only legal code in Morocco based upon religion; all other legal codes in Morocco are based upon "secular, civil-style codes such as you might see in Europe," and this situation is fairly common throughout the region (Bordat, 2008; for a detailed comparison of the development of Family Law in the Maghreb see Charrad, 2001.)

Source: www.resetdoc.org

Changes to Family Law in the "New" Moudawana:

Unlike the minor revisions of the Family Law Code in 1993, the 2004 reforms contained in the "new" *Moudawana* represent a significant reformulation of the rights and obligations of women in their conjugal lives. The following table summarizes some of the changes to the Family Law Code which went into effect in February 2004.

<i>Issue</i>	<i>1957-58 Moudawana</i>	<i>2004 Moudawana</i>
Marital Age and Consent	At 18 years of age for males, 15 for females; judges can authorize marriage of girls younger than 15 years of age. Wali (marital tutor) mandated.	At age 18 for both males and females; judges now required to provide a written justification if authorizing underage marriage. Wali optional but not required.
Filiation and Nationality	Filiation legally conceived of as a child's integration into his or her father's patrilineage. Children can only acquire Moroccan nationality through the father.	The child of a non-Moroccan father and Moroccan mother and can acquire his or her nationality through the mother. Judges can order paternity testing to establish paternal filiation.
Custody and Guardianship	Sons remained with their mother until puberty, then the father assumed custody. Daughters remained with their mothers until marriage, at which time they became the legal responsibility of their husbands. The father is always the legal tutor (guardian), even if the mother is the physical custodian. A mother can lose custody of her children upon remarriage or if she moves to a location too distant for the father to exercise his rights as the legal tutor. Father is "third in line" in the legally dictated sequence for custody, after the mother and maternal female relatives. (The 1993 revision made the father "second in line," ahead of maternal female relatives.)	Upon reaching fifteen years of age children can choose either their mother or father as custodian. Distinction between physical custody and legal tutorship remains. A mother no longer automatically loses custody for remarriage or moving; the father must petition the court within a specified period of time to gain custody.
Marital Property	Completely separate estates in terms of both property/wealth brought into the marriage and property wealth acquired during the marriage.	Spouses can opt to enter into a prenuptial agreement specifying alternative arrangements

Source: <http://www.undp.org>

b. Micro credit as a way to combat female poverty

Twelve associations are active in the micro-credit sector: Al-Amana, A-Karama, Amap Tamwil, Amos, Amssf, Atil, BP Foundation of Microcredit, Agricultural Fondation Credit, Fondep, Foundation Zakoura, Inmaa, and Ismailia. In particular, Zakoura and Al-Amana alone are responsible for almost 80% of this activity. A part from the Popular Bank Foundation, where the proportion of women remains less than half of the total, all other operators favor and target women. This is particularly the case of Zakoura, where women represent almost all the beneficiaries. In all other associations, the percentage of women exceeds 80%. These associations have granted more than one billion dirhams of credit to more than 600000 beneficiaries throughout Morocco, 68% are women (40% in the rural regions and 60% in the cities).

The number of people likely to apply to this type of financing is considered to be more than 3million. the total number of employees is 2,462 people. The rate of repayment of microcredit is nearly 100%.

Despite the significant progress achieved in the micro-credit sector and its targeting of women, the results obtained regarding the struggle against poverty seem mixed. There could be several reasons related to this:

- ✓ Applicants for micro-credit must have suitable activities or projects. People in difficulties also have often to fulfill these requirements. a fact these applies would require a minimum level of physical and intellectual competency.
- ✓ There are no clear indicators of the poverty impact.
- ✓ The socio-demographic profile of women beneficiaries of micro-credit is not that of poor women.
- ✓ Subject because there difficulties of estimating the impact on a quantitative level.

A study undertaken by Zakoura Association showed that widows and divorced women interviewed represented only 17% of all beneficiaries, whereas they constitute more than a quarter of the poor female population.

The micro-credit market is comprised of three distinct segments: a higher segment of relatively structured micro enterprises (small trades of reparation and maintenance); a medium segment where the Al-Amana association operates; a lower segment comprised of other associations that work specifically especially with the female population involved in subsistence activities. Women beneficiaries of micro-credit are involved in revenue generation activities. It can therefore be deduced that only a small portion of micro-credit is destined to reach the most vulnerable women.

This said, never thus this financial structure helped bring hope to women and an alternative to improve their conditions to living.

The table below represents the principal indicators of the activity of the Micro-credit Associations (AMC) as on 31 December.

Indicators of activity	Total
Number of active customers	631,068
Percentage of women	65%
Total value of current loans	1,555,067.7
Average loan	24,845
Division of active customers of AMC by area	Total
Urban	362,289
Peri-urban	67,965
Rural	166,739
Breakdown	Total
Total number of loans since creation	3,132,666
Total value of loans since creation	8,965,050,856
Quality of portfolio	Total
Reimbursement tax	99%
Human resources	Total
Number of field agents	2,180
Number of executive employees	382
Results indicators	Total
Exploitation results	114,775,400
Net results	66,092,603

Source: National Federation of Micro-credit Associations

2. Moroccan women in the workplace and Government

Since his enthronization of His Majesty Mohamed VI, Moroccan women seem to enjoy more rights and freedom now ever before they are significantly more visible today in the workplace, in politics as well as in entrepreneurial activities and associative sector. They can be seen in almost every field or activity. They are now taken as an example having women pilots, judges and even 'murshidat', (religious preachers) a job strictly reserved for men in the past, and which is still so in most Muslim countries today.

Still, a serious issue remains to be fully addressed and resolved; while women in Morocco seem to be preferred as employees and enjoy a certain level of informal affirmative action (positive discrimination) their salaries have remained surprisingly low compared to those of their male counterparts.

a. Representation of women in Government

The former government, appointed in 2007, included 7 women ministers. The coalition government formed following the November 2011 elections, led by the JDP, contains only one woman minister out of 30 posts. Bassima Hakkaoui, Member of the JDP, was appointed Minister of Solidarity, Women, Family and Social Development.

- **Chamber of Representatives (lower house):**
 - ✓ **Before 2011:** Under the previous quota system adopted in 2002, 30 of the 325 seats in the Chamber of Representatives were reserved for women, representing 9.2%. Following elections in 2007, 10.8% of seats were held by women.
 - ✓ **Since 2011:** In 2011 elections, 60 women were elected in line with the quota, representing 15% of seats.
- **Assembly of Councilors (upper house):**
 - ✓ Women hold 6 out of 270 seats, representing 2.2% (an increase from 3 seats in 2006).

b. Picture of moroccan female in Parliament

The wave of popular uprisings across the region in 2011 reached Morocco. Protest groups that had been active for years strengthened around common demands for democratic reform. In the face of mounting pressure, King Mohamed VI announced a series of reforms, including the adoption of a new constitution and early parliamentary elections.

Moroccan civil society organizations these opportunities to push for the protection of women's rights, with significant results: Morocco withdrew its reservations to CEDAW ; the new Constitution enshrines the principle of equality between men and women and contains provisions on increasing women's participation in decision-making bodies. However, an electoral law established a quota for women's representation of only 15% and the proportion of women elected to the new parliament did not exceed the quota. The new 30-member government contains only one woman minister.

In the government, seats are reserved for women on election lists in order to ensure that they constitute 30 out of the 325 members of the bicameral parliament's Chamber of Representatives. The 2002 elections brought 35 women members to Parliament. This has increased Morocco's ranking in Africa from one of the last, to among the first in terms of women's political participation.

The National Democratic Institute, (NDI) worked with the Democratic Association of Moroccan Women (ADFM) and the Seattle-based Center for Women and Democracy to train more than 120 potential candidates in campaign techniques prior to the 2002 legislative elections in Morocco (www.opendemocracy.net). The program focused on how to run a competitive campaign and target women voters. The objective is to ensure that women's concerns are reflected in national politics. Through those elections, the number of women holding seats in Parliament leapt from just two to 35, one-third of who participated in NDI's training programs. NDI continues to support pioneering women in politics by offering technical assistance, hosting seminars and workshops and promoting networking for women MPs. Recently, the Institute organized an intensive set of training-of-trainers modules on public speaking for senior women representatives from 10 major political parties. Currently, NDI is working with several members of Parliament and the women's committee of the Francophone Parliamentary Association in creating a parliamentary women's caucus, and promoting cooperative mechanisms that will increase women's voice in government.

3. Representation of women in governance of public and private companies

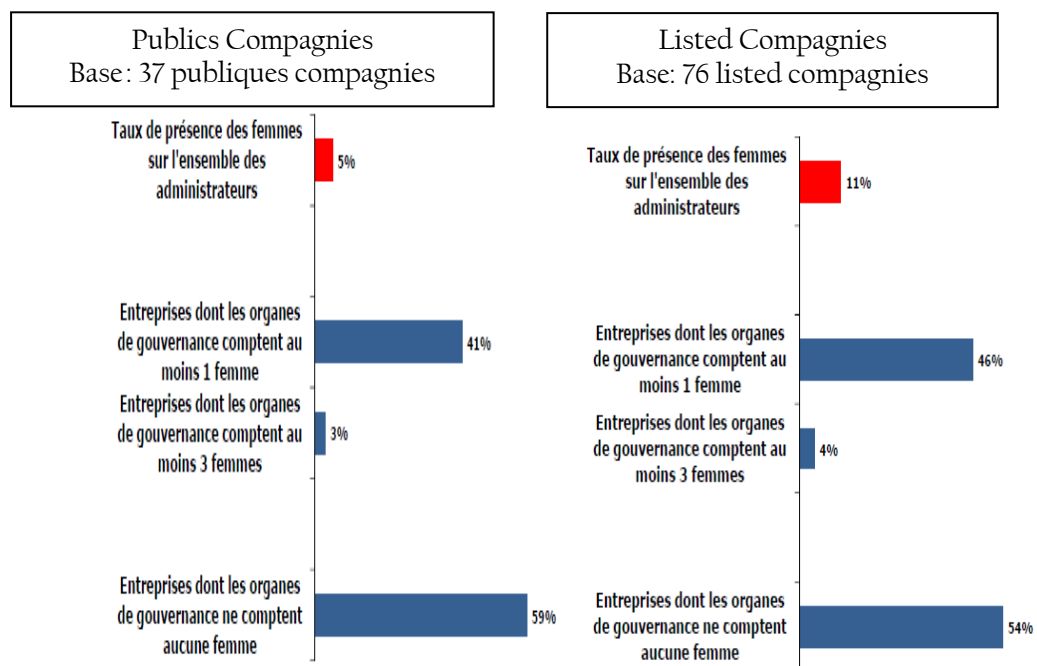
The first conference on the Governance female was held April 2013, in Rabat, at the initiative of the Ministry of General Affairs and Governance and the Moroccan Institute of Directors, and in partnership with UN Women. This conference was an opportunity to present the conclusions

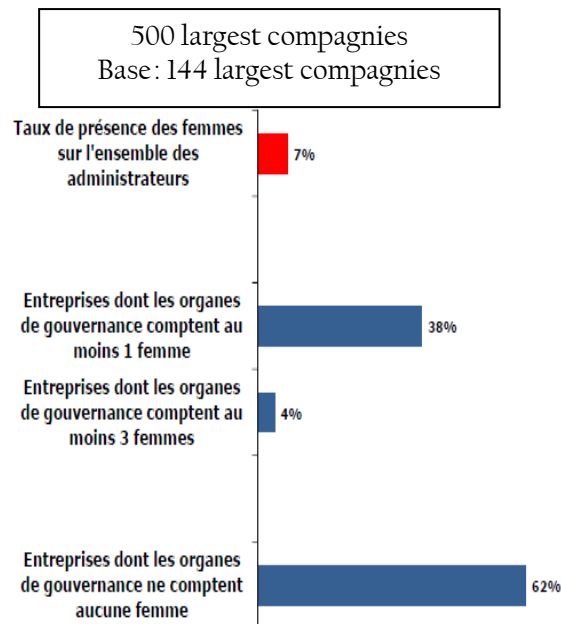
of the analytical study conducted by the Working Group "Women in companies Governance" on the representation of women in governance of large private and public.

The main tasks of the Working Group focus on the following areas:

- Make a review of international best practices for feminization bodies.
- Develop an action plan with concrete measures and defining the responsibilities of different involved in the target areas to enhance the current situation in Morocco.
- Conduct an extensive education and communication on the added value of women in decision-making bodies of the company with the actors directly involved chain as well as from the public.
- Establish a diagnosis of female representation in the governing bodies of the top 500 large national companies (75 listed companies) and public enterprises.

The study shows the attendance rate of women generally very low, with a slight advance of the listed companies. Whatever the category, less than half of companies have at least one woman in the governing body. Unlike many other countries, public enterprises do not play their role model.





In listed companies, women are mainly present with the following characteristics:

- Lower figure than 500 million DH Businesses
- Less than 200 employees' effective
- A "family" women share with shareholders

Changing this reality became the priority of the women's movement in Morocco. To achieve reform, women's rights groups organized roundtable discussions, petitions and workshops to analyze and modify legislation.

The political sphere is mainly a male one. Even on subjects concerning women only, they are not really consulted and they are not present in debates. She has practically no place in the political life. This is not due to the laws but to the men's mind-set. Women who possesses education is integrated in the society but they are not yet involved in every domain and they have still a small personal status. But women without any education are not integrated in the society and they are really a suffering lot.

During the last few months, the government has tried to approve of a plan for women's integration in the economic development. Since the presentation of this plan, there is a real mobilisation to prevent its adoption.

a. Barriers and Obstacles

Women generally face several obstacles throughout their careers. The matters are the transition from middle management to senior management, and even the access to governing bodies. Women in early career and at the middle management are sometimes willingly recruited in preference to men.

In Morocco, women are faced to these obstacles:

- The positions of high responsibility are "reserved" to men.
- Fear of leaders that women are hindered of the importance of family responsibilities.
- Perceptions that some functions are rather masculine (technical directions).
- The internalized fear by women themselves of not being able to reconcile private and professional.

b. Example of CDG Développement

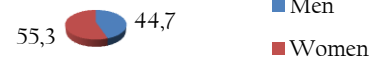
In 2013, women in CDG DEVELOPPEMENT represented 55.3% of the total.

50% of Directors & loaded missions are women.

68% of Entity or Business Managers are women.

The average age of the female population is about 35 years.

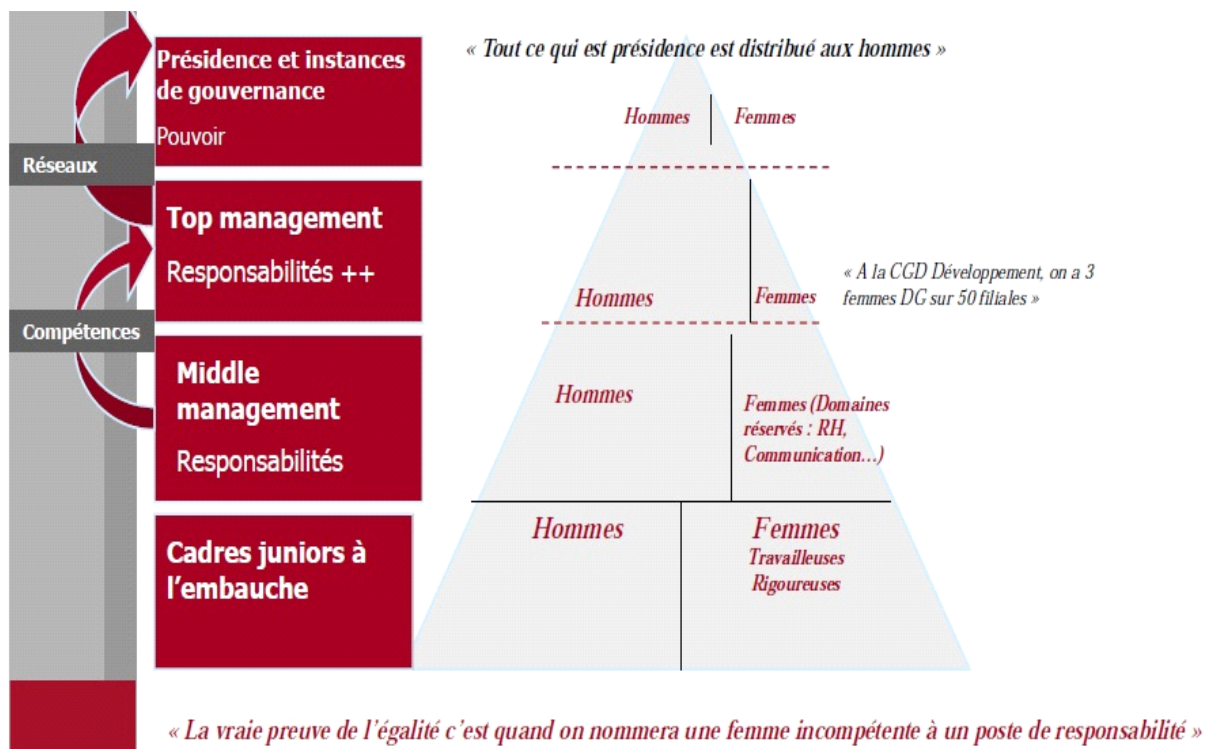
Repartition of RH according to gender



Division of managers according to gender



Repartition of directors and loads mission according...



Source: HR Departement of CDG Développement

The Moroccan woman entrepreneur has proven him to play a full role in the socio-economic dynamics that knows the United skills. It does not claim preferential treatment or a policy of "positive discrimination", but just recognition of its capabilities and her legitimate ambition to access instances of decision making and capitalize on its experience in entrepreneurial activity, based on merit and excellence.

c. Next Steps

AXE I –

Clarify and supplement the legal and regulatory framework and encourage leaders to enroll in this context

1. Encourage companies to apply existing regulations and to enroll in the legislative frameworks in place.
2. Achieve a state of the law, complete or achieve compliance with the Co Consider a binding system to drive change institution.

AXE II –

Envisage system to drive change

Most of the women interviewed are convinced that goal of gender parity is too challenging to achieve diversity in a working group.

AXE III –

Supporting women in the process of access to governance bodies

It is involved at different levels, with goals in the short, medium and long term.

- **In the short term**, the implementation of actions targeting women currently in positions of top management, willing to provide governance functions.
- **Medium-term action**, to women currently in positions of middle management.
- **In the long term**, the creation of in-depth work with young children, pupils and students

AXE VI –

Struggle against social representations and cultural discriminatory

It is essential to integrate the notion of gender equality in all public policies whatever the field in order to promote effective measures to increase in women's participation.

AXE V –

Elaborate policies to promote women's access to the governance bodies

Implement a strategy to build a series of actions and measures, and ensure changes to redefine periodically relevant policy.

III. Women in spanish Leadership



Over the last few years, Spain has taken significant steps to foster higher women/men ratios in business, including legislation, incentives and support for private initiatives and public awareness. The two most relevant initiatives for legislation-based action to foster women's position at the higher rankings are the new code for corporate governance and the equality Law of March 2007.

The Conthe Code on Good Corporate Governance and the Equality law:

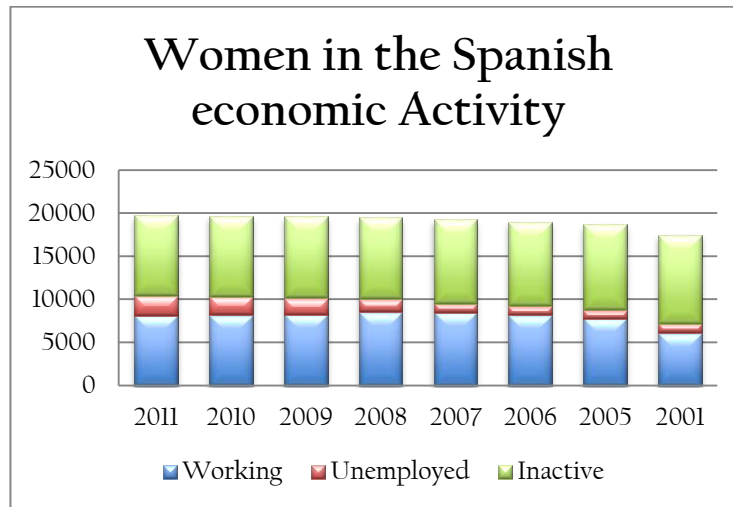
- The Conthe Code on Good Corporate governance includes recommendations for all areas of corporate governance that the 130 most liquid companies in Spain should follow.
In terms of gender diversity, the code states that achieving it is not only an issue of Social Corporate Responsibility but also of efficiency.
If one of these companies does not have any women on their boards, they should justify it by proving that within the selection process there has not been any prejudice or that they are looking for them.
- The Equality Law (March 2007) establishes that companies with more than 250 employees have to develop a gender equality plan including on it different and specific measures for work imbalance.
Inside it, article 75 refers to women on boards. It recommends achieving by 2015 a balance presence of women and men (40/60) .
Although this is a recommendation, any company willing to work with public administration will have preference if is following the recommendation.

The two major 2007 initiatives of the Conthe Corporate Governance Code and the Equality Law have had a positive impact on the access of women to the boards of large companies. In particular, the very significant increase in the number of female independent directors proves that companies have made a conscious effort to look for females that have the right profile to join their boards

On the negative side, however, the number of female executive directors has shrunk by 50%. However, anecdotally (since the numbers are so small) the fact that women executives do not follow the same trend as independent professionals might signal a meagre flow of women up the ladder of corporate life. One of the dangers of the present legislation is that it could solve the problem at the top but not achieve the real aim of facilitating the flow of women to top management positions

➤ Women in the spanish Labour Market

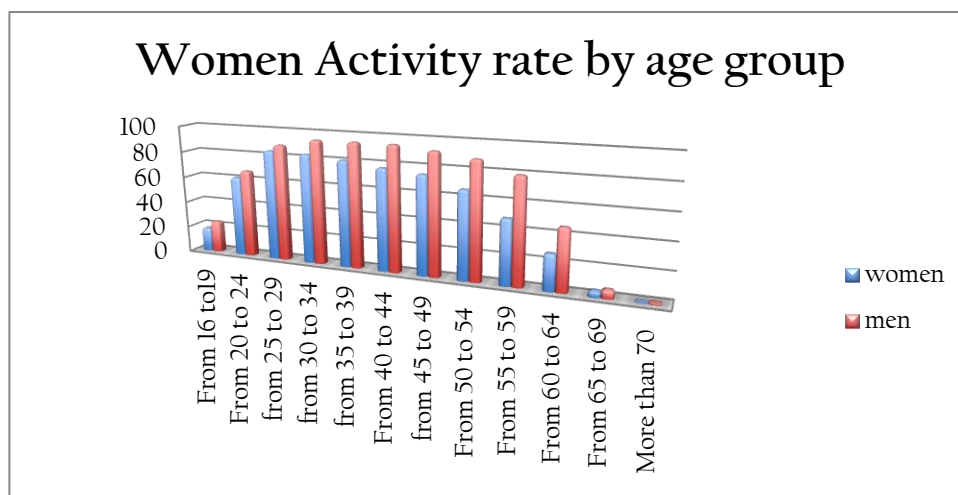
Working women that represented only the 37% of the working force in Spain in 2001 has moved up to represent the 45% of the Spanish working force in 2011, moving from a 6.1 million to 8.1 million in absolute terms, as we see in the following Graph.



Source: own elaboration based on statistics from the INE and Instituto de la mujer. INE

However Women working force over the last four years has witnessed a dramatic rise in unemployment rates representing today 46,29% of the total 21,52% of unemployment in Spain, with a higher increase in the last four years than the unemployment increase in the male active population. The number of unemployed among women has increase dramatically after the beginning of the crisis in 2008 reaching much higher rates of women losing their job that their male counterparts.

The analysis of the activity of active women by age groups, shade light in the working patterns of women in Spain. During the first years of active life at the age range from 25 to 29 only a marginal difference exists between men and women, difference that becomes more pronounced in the range from 30 to 39 representing probably the decision of some women to step out of the market to have a family. This gap becomes sharply pronounced after the age of 50, probably reflecting another generation of women that enter the market 30 years ago. This fact shows that a new generation of women is coming to the market and stay in higher numbers that the precedent generation, although still a number of them dropping the market from 30 to 40 the average age for women fertility. Whether those women will go back to the market after 40, is not yet a reality however changes in the market patters might facilitate their return.



Source: INE, EPA 2011

A better understanding of the reason why women decide not to enter the market can be better clarify by the analysis of the numbers and reasons of the inactive population in Spain, that shown that out of the total 4,254 million declaring to stay home to take care of the family 91,93% are women.

Table 2 - Inactive population in Spain

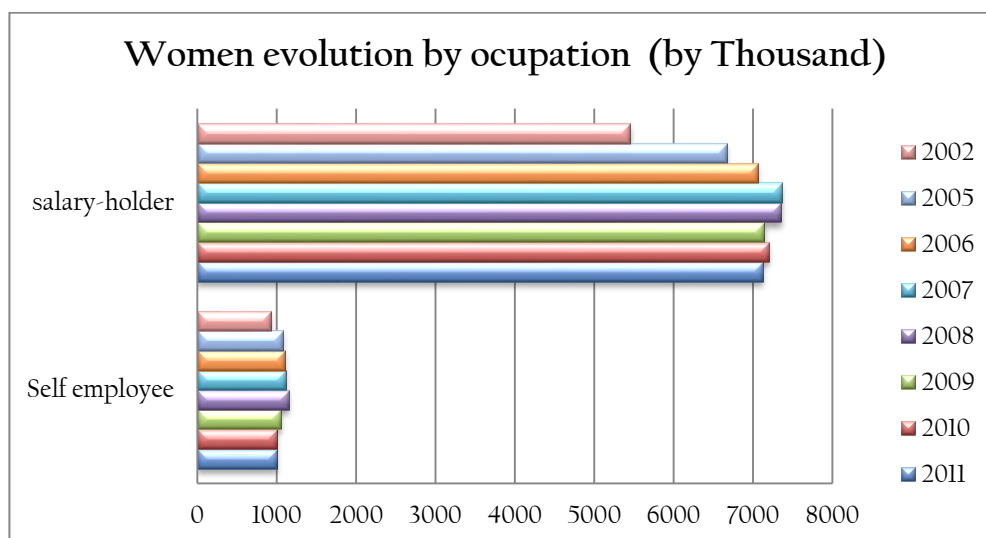
Women inactive population by type	Total 2011 (Thousand)	Women%
Student	2,262	51,22%
Retired or Pre-Retired	5,572	33,49%
Non remunerated housework	4,254	91,93%
Disability	1,124	56,56%
Recipient of a pension (other than retirement o pre-retirement pension)	1,758	89,70%
Voluntary non remunerated work	6	43%
Other	379	32,43%
Total	15,353	60,40%

Out of the 8,121 million women working in Spain in 2011 only 1 million is self-employee and out of those employed in companies, (7 million) more than a 1.6 million as shown in the following table work part time, representing the 77.2% of the total population in Spain that works part-time.

Table 3 - Working population 2011

	Total in thousands	Women
Self Employees	2,969	1,006 (33,9%)
- Full	2,690	826 (30,7)
- Part time	278,2	181 (65,2%)
Salary Holders	15,179	7,119 (46,9%)
- Full time	13,060	5,472 (41,9%)
- Part time	2,118	1,636 (77,2%)
Total	18,156	8,115 (44,7%)

Analyzing the evolution of working women over the last ten years in Spain, we noticed that although self employment women have increase, the real increase in working women by far has been in salary-holders s shown in the following table.

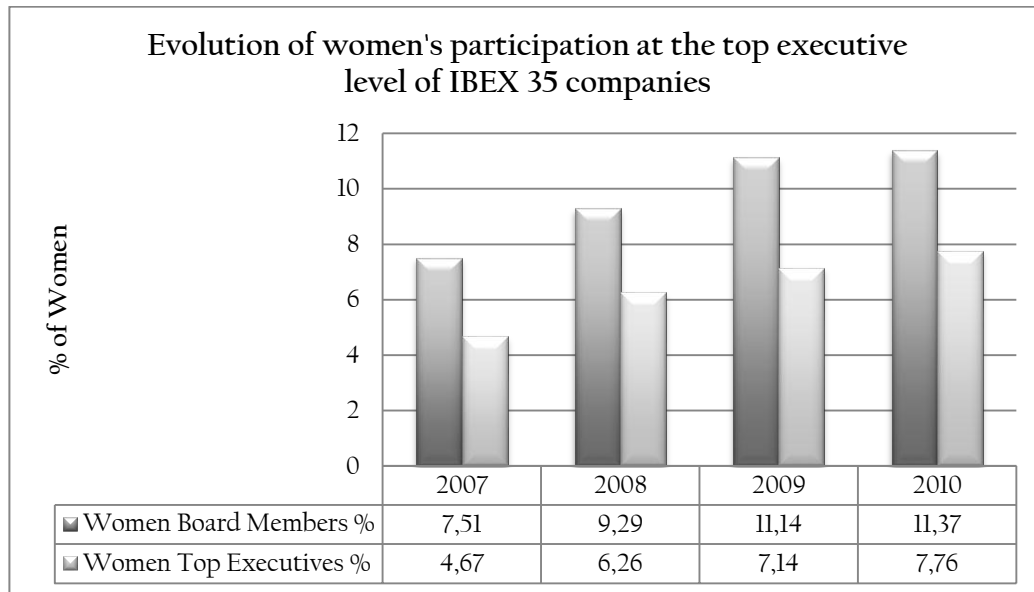


One of the biggest challenge of working women in Spain, is to move up in the managerial scale, as reflects the following table showing that in 2010, 77,7% of working women were employees without subordinates and with bosses (mostly in administrative or secretarial tasks), as opposed to 63% of men. 4.7% of women employees held middle managerial jobs as opposed to 6.5% of working man and only 0.3% were directors of large companies as opposed 1,1% of working men. At the 35 companies of the IBEX 35 Index women hold only 6,7% of the senior management position and 10% of the Board of Directors

Table 4 - Type of work and gender in the Spanish labor market

	2010 total	% men	% women
Employee (with bosses and without subordinates)	69,8%	63%	77,7%
Attendant, office Director or task master	6,8	8,5	4,6
Middle Management	5,7	6,5	4,7
Director of department or of a small company	6,9	8,8	4,4
Director of middle to large company	0,8	1,1	0,3
Independent worker (without bosses or subordinates)	9,9	11,3	8,2
Does not know	0,2	0,2	0,1

Source: Survey on Spain's active population, INE May 2011



Source: Own elaboration based on corporate-governance reports

The fact that women represents the lowest ranks in corporations, it is definitely not a reflection of a potential lower qualification than men, as it is often justify, since as the latest figures illustrates, women numbers in higher education are slightly higher than those of men.

Table 5 - Population higher than 16 years old by education achieved

	All 2011 (thousands)	Of which Women (%)	All 2001 (thousands)	Of which Women (%)
Illiterate	860	(67,92%)	1,101	(69.63%)
Primary Education	10,343	(54,99%)	12,952	(54.05%)
Secondary Education (1 st level)	9,723	(46,33%)	7,814	(47.38%)
Secondary Education (2 nd Level)	7,873	(50,28%)	5,695	(50.36%)
Professional training	11	(43,93%)	17	(24.85%)
Higher Education (except Doctor degree)	9,483	(51,45%)	6,120	(48.68%)
Doctoral Degree	194	(41,22%)	71	(35,86%)
Total	38,488	(51,18%)	34,246	(51,37%)

Source: Instituto de la mujer

Spanish women, thus as per the above summary, are increasingly present in the Spanish working force, however of the 19,698 million women above 16 that exist in Spain, almost 9,273 million are not active in the market, of which 4,254 million are house-wives. Out of the 10,425 million of active women in the market, 2,304 million do not find a job and out of the reminding 8,121 million 1,006 million are self employees. Of the 7,119 million women working in organizations, 1,636 million work part time. The hierarchical situation of Spanish working women illustrates that 77,7% of women working in organization are employees with bosses and without subordinates, most performing secretarial and/or administrative work.

We can conclude in a first lecture that women in Spain, do not have an equal share of the existing remunerate work, which by reversal analysis might indicate that most probably

women are the ones supporting the heaviest share of non-remunerate work, meaning the housework and taking care of the children.

Although the last decade has witness an impressive improvement in terms of women economic leadership in Spain, still there is a long path o achieve equality. Achieving equality requires the efforts of society as a whole. Government and legislation can ensure the effectiveness of the law by monitoring its application and assisting companies in their implementation efforts with specific awareness campaigns.

Companies on the other hand should ensure that the natural flow of talent moves upward to the top managerial positions, for women as well as for men. Flexible working, coaching and other instruments are proving to be effective for women's enhancement in the organization. Also a clear definition of profiles in a well defined grid of needs at board level will be conducive to the selection of a balanced representation of women directors.

There remains, however, a far greater challenge and one that must be addressed if the trend of women leaving corporate life is to be reversed. A cultural change in society, coupled with individual values and attitudes of women as well as men, is the fundamental condition for a gender balanced governing body in the future of Spanish business context.



Perceptions on the challenges for women to reach Corporate Leadership

IV. A spanish-moroccan comparative analysis

One specific focus of the Promotion of plurality in the Mediterranean were women, and a detailed analysis of which barriers women had in the Spanish and Moroccan context to achieve Leadership.

The academic team found striking similarities, between the women focus group in Spain and the women focus group in morocco, helped the identification of some fundamental barriers as well as instruments to enhance women leadership in the Mediterranean companies.

Due to the specific focus of women and the interesting results achieved, the research team decided to include in the project a qualitative analysis on the perceptions on women in leadership in Spanish and Moroccan organizations.

1. Spanish companies, Focus-Groups results

a. Women situation in the spanish business fabric

- ✓ For most of the companies mainly the big national and multinational, women are still in inferior or medium positions but there is not a big amount in managing positions.
 - There is also a generational factor especially in national companies, that is affecting younger women between 25 and 35 that monopolize leadership positions, and those who are older occupy more administrative positions.
 - There has been a big change in Spanish companies in behalf of the presence and participation of women in the past 10 years. Specially, in the perception of the senior management in order to incorporate women in the high level positions.
- ✓ There are some differences in the diversity perception between national companies with an older critic mass which are considering retirement plans and the smaller companies above all the new Stuard ups that are dominated by a younger generation.
- ✓ The education diversity, specially the ones who come from more masculine professions like engineering are still considered like the most accessible to higher positions that the ones that come from humanists careers.
- ✓ There is a positive perception of the Diversity but a bit of rejection on focusing it only to gender.
 - “We understand diversity like talent diversity when it comes to profiles, knowledge, in what a person has to offer, we don’t speak of the topic woman/man, because it’s a very open minded company, and we don’t care if it’s a woman or a man, what we care about is the professional career, and it all depends of the compromise and the person’s capacity, it’s true that at very high levels we don’t have a big amount of women, but we do have a lot of male partners, but we have a lot of Directors and managers that are women .

It emphasizes in almost all the participant companies that the diversity comes in a natural way, without conflicts, we don't consider looking for diversity as an objective, the challenge is manage it as it comes.

“Basically we approach a structure based in Spaniards, in which the senior lever of managing were men, to a structure where there is more women and where there is an increase of nationality diversity, at the same way we consider it a generational matter. On another side, in the new creation companies, the diversity in nationality is already integrated in natural way and so does the gender type.

This vision is more common in the senior management sector than in the medium positions that isn't so relevant, the naturalness in the difference of gender, but it does in the nationality or age.

b. Perceived barriers to inclusión

- ✓ The barriers to inclusion that have been most analyzed in the companies are the ones related with gender and it's difficulties to break the glass ceiling.
 - Maternity and the perception that it entails (maternity leave, less compromise with the company etc.). This, in an indirect way is still a barrier, and a lot a women feel that they have a clear barrier in this aspects.
 - The lack of women with technical careers aged over 40, whose formation usually has a more humanist profile, makes them have more obstacles when opting to senior management positions, dominated by profiles with a technical career.
- ✓ It has been detected that women usually do informal networking downwards, being most of them in lower positions because of that matter, the women that are senior managers usually spend more time with the lower positions, on the contrary men try to increase their informal relations with higher categories. This “feminine sympathy” – going down- or “masculine” – going up- has perception consequences on the rest of the company in behalf of the importance of each one “Tell me who you go with and I'll tell you how important you are”
 - There are still missing women in the second levels, closer to senior management, thus still lacking a women pipeline that can promote themselves in a natural way.
 - As women are younger in average they get blamed for lack of experience and inclusive in higher positions they perceive that they lack them for management positions.
 - The lack of representation in the senior management positions by women and other type of profiles is one of the most important barriers to access executive positions.
 - For many people the fact that a women with little children could present problems in order to geographic mobility is a barrier for the ascension of women.

c. Perception of diversity politics

- ✓ The majority of the companies, when it comes to diversity politics, limited them by gender.

- Almost all the companies in the study, develop, like first arrangement in diversity conciliation programs , normally focused in gender and bit by bit extended in other groups.
- The gender equality act of 2007 has made some companies promote equality politics, but more in the line of obtaining the badge instead of looking for continuity .
- ✓ In some national companies mainly, there are after working hours activities for a better integration of the employees, in some cases family activities. “We do children days, summer parties, there is a lot of overtime activities to promote the sense of belonging in the company.
- ✓ The majority of the companies have organized women’s networks, mainly multinationals and in lesser extent national companies. Between the attendants there is a very polarized posture in the creation of networking, the majority accepts its existence in a very natural way, but many people reject them if they are created by the own company, being a very forced position.
- We can recognize a series of measures that clearly are intended to make professional life better in certain groups, like measures for mobility for disabled or pregnant women. Further on, there is another controversy in conciliation, flexibility would be considered interchangeably of gender or focus it mainly in women.
- ✓ Another controversy open between Spanish companies, is that the management of the diversity is considered something that arises in a natural way and spontaneously, and in the same way integrating workers in to it. On the contraire some companies, a minority of them, present formal strategies that include correct measurements to diagnose that correct politics and later it’s monitoring.
- ✓ In general the focus groups of high positions see with more suspicion the formal diversity politics, basically in gender issues and they understand that you can obtain a more natural integration. However, the medium positions see with more confidence the diversity formal politics for gender.

2. Moroccan companies, Focus-Groups results

a. Moroccan women situation in the business

- ✓ Most of the present organizations understand that the principal diversity existing in their organizations are women and men. A big amount of the participants, especially the ones in the medium position group, and women, consider that women are not sufficiently represented, especially in high positions and in the Management Board. Though they recognize that since approximately 10 years back it has really evolved in the position of women in the company. “Before most of the women were assistants and now more women are in responsibility positions”. This has for most of the attendants, an important effect in the future education of young girls.
- ✓ Age is a feature that they are starting to consider important regarding diversity in organizations, especially in the higher positions that actually are still male dominated.

- ✓ The external signs of religiousness when it comes to integrate existing groups, especially in the medium positions, where, for an example, there is clusters between women who wear a veil and who don't. In the high positions group's, it's considered a topic that has to be dealt with, in order to achieve an effective inclusion in the companies.
- ✓ The majority consider diversity in a wider sense that gender.
 - "Diversity means having groups were there is a mixture of different nationalities, religions and races. It means learning how to accept and getting to know others to find out what they can contribute that we ignore"
 - "Diversity also means creating mixed teams that can contribute with new ideas".

b. Perceptions of the existing barriers for inclusion

- ✓ The existing barrier for the adequate incorporation and management of diversity is a problem that has to come to a solution, principally in the case of the access of women to higher hierarchical levels in the organization. This fact is recognized in all groups.
 - When the time comes to hire a women, men almost always make the same questions like "are you married? Or do you have children? How old are they? And this is clearly a handicap for women compared to men, who don't have to answer that type of questions.
 - Maternity leave is a fact that is really taken in to account when it involves hiring a women. Also as some participants tell us, some jobs require constant displacements and a pregnant woman or a woman with little children isn't the ideal person for the job.
 - "When a woman has an important position in a company, it's not well seen that she is dependent on the family, because what it is expected from her is the same compromise as a man has, but if the woman stays working late hours she would be accused of being a bad mother"

It's considered that women do more "down network" "if a woman in a medium/high position relates with a secretary, for example, men in her team are going to consider that she is not suitable for her job as an executive, as it's considered that an executive has to put on an armor and leave aside sensitivity. It's considered that with this kind of relations in different hierarchical levels you are not capable of administrate correctly the job that you've been hired for.

- ✓ There is an important deadlock due to prejudices. There is an existing ancient culture were men have always been the strongest, most intelligent and respected. Now is when this mentality is starting to change, but it's not something that can change in a short period of time. This is not a specific case of Morocco or Spain, it also happens in the rest of the world. Below you can find some examples of the discussions were you can appreciate this prejudices.
 - "Therefore when you are a woman, most of the times you have to work harder than men to prove you are equally valid."
 - "There is a recognizing difference between the university and workplace environment. While there is an existing balance between women and me in the

- university, in the workplace men usually are more sexist, always trying to prove their intellectual superiority”.
 - In some cases people still tend to believe that men are more valid and reliable than women.
 - In a big amount of occasions the professional relationship that a man can have with a woman depends in their personal affinity and this takes a lot of time to prejudice. Sometimes there is a tendency to think that if a woman is in a medium/high position it's because of her connections with someone inside the organization.
 - There is also in some cases some kind of intimidation in the clothing, as women are judged by their appearance and men aren't.
- ✓ Although opinions that favor a major representation of women are supported by men and women in the high and medium levels, in a lot of cases its preferred recruiting women as they are more faithful to the company, and according to some participants, they are even less ambitious than men.
 - “A man that Works in the service sector takes an average of five years for leaving the company to create his own, while a woman doesn't”.
 - “Sociologically, woman represents security and stability both in labor and in the familiar environment. Men in general risk it more in the company.
 - “Women in general have the common denominator of overcome and succeed in what they get involved in. This willingness to improve makes that in the majority of the cases they have succeed”.
- ✓ Some women are in relevant positions in their companies, but the importance inside within the same it's more nominal than real, especially in the case of executive women, where they are not considered “real” bosses.
 - “It is frequent that my subordinates skip the hierarchy and go to speak directly to my boss, without any respect of hierarchy, if in my position there was a man instead of a woman this situation would be unthinkable.
 - There are real cases were a man doesn't take in consideration the opinion of a woman because he doesn't consider that it has to be done.
 - “In the Board meetings were a man and a woman speak, if the woman says something the reaction of the people is being aware of what the man thinks of it.”.
- ✓ It's recognized that, although there have been important changes in woman's inclusion in workplace, the active participation of men in house duties has not been achieved yet. For this matter it's considered that there is still no full equality.

c. Perception of diversity policies

- ✓ There is an existing marked polarity between those who think that for a better integration of women in a company it is necessary to develop formal inclusion politics; for example, women power groups that are equivalent to the power groups formed by men, and the ones that on the other hand think that it would be erroneous to develop these politics because as a result, this situation could create women ghettos and this would damage the whole women collective.
 - “The northern countries have a more aggressive strategy; they create lobbies and interest groups. On the other hand in the southern countries this doesn't work because their character is more sentimental. This does not lie in the level of

development of a country, but it does in their culture. The problem in diversity is the same in the whole world; it is the women's character that changes depending of the country.

- The majority of women on the focal group recognize that they feel better in a mixed group than in one only formed by women.
- ✓ Although the majority are not happy with the specific formal programs for women, they consider that some kind of specific politic must be develop
 - "Global objectives must be created in each company in order to stimulate diversity and plurality".
 - "Along with the European Union some projects have been created with one condition, hire the same number of women and men. The same pays a lot of attention to the education of housewives, girls etc.. This Is done among other things because it's a long term strategy.
 - "A collective consciousness with the values and capacities of women has to be created".
 - "The internal and external barriers have to be eliminated".
 - Although quotes often affect women's prestige, a lot of the participants consider that in these days it is necessary to establish these quotes.
- ✓ Other types of activities that generate integration are develop in the participant organizations for example:
 - In an executive convention that was organized, a survey was conducted in order to find out what topics should be used to that convention. The leader topics in the survey were, sports (masculine) and climbing (women weren't taken in to account), although women also participated. This could be considered plurality, were each member of each group tries to contribute with their values for a common objective.
 - In another of the examples that one of the speakers exposed, she explained that in her organization there is an existing practice called "happy hour" were any hierarchy is eliminated and there is a specific topic in which everybody has to give their opinion. In these cases there must be a desire for integration in order to be a successful activity.

3. Conclusions

There are important similarities in all three levels. In general and although there is a perception that women in leadership levels in Spain and Morocco have achieve important improvements; in general women are perceived as having not yet achieved an equal position in the organization. The most common barriers still are those related to the maternity and work life-balanced. In general Spanish and Moroccan women are not comfortable with having corporate policies targeted only to women, or having women-specific organizations in within the organization. For most Spanish and Moroccan executives equality will be achieved by working towards the same goal both women and men in within the organization.

The current diversity management practices in Spanish and Moroccan companies gave us the idea that although inclusion practices are still necessary in existing diversity groups, (specifically women), the Spanish Moroccan context needs different steps to achieve the best potential of the existing diversity.

For that reason we believe the existing diversity policies should be divided in two types of strategies, both complementary but independent. Both setoff policies should have different measure levels as well as different type of indicators.

a. Corporate strategy for equal opportunity and inclusion

This policy should include measures and indicators to eliminate existing barriers for individual women. Those policies will aim to the effective inclusion of corporate employees at all levels of the organization regardless of their groups of origin. Those policies and measures will achieve an effective inclusion, meaning that individuals will be able to move from their identities of origin, and join their identities of aspiration (for example one will be able to move from the perceived identity of young women into her aspiration of being perceived as intelligent economist).

b. Corporate strategy for managing plurality

The dynamic diversity aims to achieve an effective in the organization. Once the company has made a self-diagnosis on where it stands, it can move the organization to its best potential of plurality to achieve innovation and a better group identification among its members.

Diversity still is the right word to express the world we leave in, however when speaking on managing people in an organization rather than managing groups a better way to express it today will be the management of the multiple and mobile identities that we all have, in an equal play field in which among equals we all can be different and bring our differences to work on a common goal.



Plurality in the Mediterranean, a comparative research

Annexe

1. Research summary

IE Centre for Diversity in Global Management together with CDG development and with the collaboration of Bertelsmann Foundation IE Foundation and the CDG Foundation, Launched in February 2012 the research project *Plurality in the Mediterranean*, with the general objective of contributing to a significant progress towards plurality and effective inclusion of diversity in the companies of the Mediterranean region. It was decided to make a special relevance to the question on gender since both in morocco as well as in Spanish corporation gender is considered the most important of the existing diversity.

The project combined different expertise in a Think Tank formed by private sector experts as well as academics and practitioners. The main role of the Think Tank is to reality test the conceptual framework and overall results that arise from the analysis. Their role is critical since only by contrasting the findings of the research team with the opinions of well reputed professionals can we guarantee the practical applicability of the outcomes of this project.

The Promotion of the research Project Promotion of the plurality in the Mediterranean has consisted in:

- A revision of existing scientific literature on Diversity Management
- A series of focus groups in Spanish and Moroccan companies
- A survey among a larger number of executives from the participating companies
- The validation of the different steps of the project by a think tank of experts

Two initial focus groups were held in Madrid and Casablanca on March 22nd and March the 26th. The goal of this focus group was to contrast the conclusions from the discussions of the Think Tank.

After the initial focus groups, the research group defined an open questionnaire to be used in three different focus groups to help the design of the model further. Three focus groups were held in Madrid on July the 24th and 25th. And Rabat September 18th and 19th. The focus group was design in three groups of 8 to 12 people from different levels of the company, specifically:

- ✓ FG1: Top-middle management
- ✓ FG2: Low-middle management
- ✓ FG3: Women

The participating companies had a balanced representation from multinational corporation's big companies and SMEs:

- The following companies were represented in Spain: IBM , Norman Broadbent , Praxair , Renault , Sodexo , Merck, Cepsa , Banesto , Acciona , NH Hoteles, Everis , Mapfre , Europavia , Quavitam , Quierosalvarelmundohaciendomarketing Roomate Hoteles
- The following companies were represented in the different focus groups in Morocco. IBM, Sodexo, MSD, CDG Development, MDZ, IMA, CDG Capital, Hotels & Resorts of Morocco, HP-eds, Veolia, BMCE Bank, Dyar Al Madina, Jnane Saïss development, L'economiste, Locamed/ AFEM, Magrheb Titrisation, Maroclear, Meditel, SFCDG Sonadac & Casa development, Ynna holding, Maroc telecom, OCP, Meditel, Logitech

Souk Affairs, Al Manar development, MEDZ industrial Parks, Universite Internationale de Rabat.

The final step was to design a survey to analyse the linkage of the four identified plurality contexts with company identification and innovation.

The research team with the collaboration of think tank members designed a survey distributed to a sample of 200 executives from middle management and top management of the participating companies.

2. Think-Tank members

Michaela Hertel - *Director of Fundación Bertelsmann*

Michaela Hertel is the CEO of the Bertelsmann Foundation, a member of the Foundation Board of the Foundation Bertelsmann Foundation Stiftung in Gütersloh, Germany, Vice President of the Foundation Library Can Torró in Alcudia, Mallorca, and second vice president of the Catalan Coordinator of Foundations of Barcelona.

She studied German, Romance Languages and Science Education at the Heinrich-Heine-University of Düsseldorf in Germany and completed her academic training in France, where she completed Franco-Germanic studies at the Sorbonne University of Paris, (titles: Licence, Maîtrise, Diplôme d'Etudes Approfondies, bac +5). She also completed Hispanic studies at the University of Barcelona (Spain). In 2011 he attended the Senior Management Program at IE Business School Madrid and is currently training in Relational Coaching and Organizational Systems (ORSC).

As project manager at Bertelsmann Distribution (Bertelsmann Group, at a division now called Arvato) Michaela played several roles:

- Workflow management in various customer loyalty programs such as Lufthansa Miles & More, Dr. Oetker, LTU, Lufthansa Sky Shop, Clivia, Milupa, DeTeMedien, Premiere-Shops
- Director of the customer service center of Lufthansa Miles & More
- Project Director of Microsoft Interim Solution for Bertelsmann Distribution (moving the center of customer services of Microsoft in Munich to Arvato in Gütersloh)

For six years she led her own Workflow Management company organizing processes, technical documentation, and drafting and monitoring of working texts for various companies such as Bertelsmann Group and others such as Weltbild or Otto Versand.

In 2001 he joined the Bertelsmann Stiftung as project manager for the online training forum for librarians Bibweb (European E-Learning Awards Award 2004, Top Ten Public Private Partnership Award 2004 and E-Learner of the Year Award 2005).

In 2003 Michaela was appointed coordinator for Spain of the Bertelsmann Stiftung and in November 2004 she was named CEO of the Bertelsmann Foundation based in Barcelona.

Arpad Von Lazar - *Board Member at IE Business School's International Advisory Board*

Dr. Arpad von Lazar is Professor Emeritus of International Affairs at the Fletcher School of Law and Diplomacy at Tufts University, Medford Massachusetts. While at Fletcher he was a founding member of the academic programs on international development, international energy studies and the international environmental program. During his academic career Professor von Lazar has worked as senior advisor to major US and foreign oil companies, financial institutions, foundations, US government and foreign governments.

Since his retirement from Fletcher in 1998, he has served as investment advisor to a number of European and US banks and investment Companies. He is member of the International Advisory Board of Instituto de Empresa, Madrid, one of Europe's foremost business schools. Professor von Lazar is a member of the Hungarian Academy of Sciences, the Club of Rome, the Committee on Hungary-2000 and serves on a number of corporate boards and advisory committees.

Rafael Puyol - *Vice president of IE Foundation*

Rafael Puyol is President of the Board of Governors of IE University in Segovia, Vice-President of Institutional Relations of I.E. Higher Education and Vice President of the IE Business School Foundation. He is a senior professor (in absentia) at Madrid's Complutense University. Prior to joining IE he served as Rector of Complutense University between December 1995 and 2003, where he also taught Human Geography in the School of Geography and History.

He has served as President (and continues to be a member) of the Population Group. He is also part of the Association of Spanish Geographers (AGE), and Vice President of the Real Sociedad Geográfica.

He is a Member of the Board of the Spanish Chapter of the Club of Rome, and President and Vice-President of the Universidad-Empresa (University-Business) Foundation. He was Vice-President of the Complutense University's General Foundation, and is a trustee of another five foundations as well as a full member of the Hague Club. He has been director and member of the Executive Committee of Portal Universia. He has also been a member of the selection panel for the Príncipe de Asturias Award of Scientific and Technical Research since 1996 and since 2007 is part of the panel of Social Sciences. He is the former Vice-President of the Conferencia de Rectores de Universidades Españolas (CRUE – Association of Rectors of Spanish Universities). He is a member of the editorial boards of *Gaceta de los Negocios* and *Dinero* magazines, as well as *Nueva Revista de Política, Cultura y Arte*.

He holds the Grand Cross of Aeronautical Merit and the Grand Cross of Naval Merit, and has been awarded Gold Medals by Complutense University and the Universities of Prague, Bratislava, Anáhuac (Mexico), Havana and Helsinki. He was awarded the Commemorative Medal of UNICEF's 50th anniversary, and is an honorary member of UNICEF's Spanish Committee. He has been awarded honorary doctorates by the Universities of Anáhuac (Mexico), Norte (Asunción, Paraguay), Ricardo Palma (Lima, Peru), San Antonio Abad (Cuzco, Peru), Panama National University, Interamerican University (Puerto Rico) and Pedro Henríquez Ureña National University (Santo Domingo, Dominican Republic).

A specialist in demographics, he has authored numerous publications and papers on this topic. Overall, he has published 16 books and over 100 articles.

György Habsburg - *President of the Hungarian Red Cross*

György Habsburg was born on December 16, 1964 in Starnberg, Bavaria, the son of Dr. Otto von Habsburg and Princess Regina of Sachsen-Meiningen. On October 18, 1997, he married Duchess Eilika von Oldenburg. The couple has two daughters and one son: Sophia, born on January 12, 2001; Ildikó, born on June 6, 2002; and Karl-Konstantin born on July 20, 2004.

In 1984 he graduated from Tutzing High school in Upper Bavaria. Between 1984 and 1985, he spent one year pursuing Law studies at the University of Innsbruck in Austria. In 1985 he spent one semester at the Euro-Center in Madrid and received a diploma from the Sociedad Cervantina.

In 1986 he enrolled at Ludwig-Maximilian University in Munich, studying History and Political Sciences. During 1989 he studied one year of Spanish and Islamic History at the Complutense

University in Madrid. Between 1990 and 1993 he studied History at Ludwig Maximilian University.

In 1987-88 he cooperated with the German television channel ZDF in the department of Contemporary History and European policy. In 1989, for a three-month period, he attended the news department of Sultanate of Oman TV. Between 1990 and 1992 he produced religious and political documentaries through his production company, Markus Film, based in Munich.

Mr. Habsburg has also worked as a free-lance journalist for several European newspapers, covering trips to Afghanistan, Pakistan, Mainland China, the Caribbean Islands, the Maghreb Countries, Japan, Panama, Ukraine, Czechoslovakia, Slovenia, Croatia, Italy, Austria, Hungary, etc. In 1979, 1984, 1989 and 1994, he cooperated with the election campaigns for the European Parliament. A resident in Budapest since 1993, he serves as the Head of the Office of Dr. Otto Von Habsburg, building up the Pan-European Movement in Hungary. He is Senator for the Technical University of Budapest, BME.

From 1993 to 1997, he was Director of MTM Communications, the largest film production and distribution company in Central Europe. Between 1996 and 2002 he was a member of the Board of Directors of MTM-SBS (TV2) Television, the leading commercial television station in Hungary.

A member since 1999 of the International Council of the Instituto de Empresa, one of Europe's leading post-graduate universities. From 2002 to 2004, he has held the position of President of EUTOP in Budapest and since 2004, Member of the supervisory board of the European Union Public Communication Foundation and President of Hungarian Red Cross. Habsburg Consulting founded in 2006.

Mr. Habsburg is fluent in German, English, French, Spanish and Hungarian, and basic Italian.

Rachid Slimi - *President en Sherpa-associates Inc*

Rachid Slimi has a master in political science and public finance. He studied at the Public Affairs Management Institute, George Washington University, Washington D.C. He has held many different positions during his professional career as equity analyst at Banque Commerciale du Maroc, Casablanca; adviser to the Minister of Finance, Rabat; chief of staff of the Minister of the National Education, Rabat, Morocco; Director of OCP Institute (Office Chérifien des Phosphates) Casablanca; Vice President for Development and Communication at Al Akhawayn University, Ifrane; Executive director for Strategy and Development at CDG (Caisse de Dépôt et de Gestion); Director of General Affairs & Corporate Relations at ONA Group & President of the ONA Foundation., adviser to the World Bank Institute, Former President of the ONA Foundation and Currently, President of Sherpa Associates Inc. Washington D.C.

He is member in various boards of directors in Moroccan & International companies; Appointed official member of the Jury for the "Nature's Wisdom Award" in Aichi, Japan for "L'exposition Universelle" 2005 as well as member of the Canada-Danemark Initiative for Regional Security. He has been nominated by the World Economic Forum a Young Global Leader.

Hynd Bouhia - *Director of Strategy and Development at CDG Development*

Hynd Bouhia is also a Professor of Finance at the International University of Rabat (UIR). She is also in charge of the Master Program in Finance and Applied Economies at the UIR. Prior to this, she was the Director General of the Casablanca (Morocco) stock exchange (2008-2009).

After eight years at the World Bank, she joined the office of the Prime Minister of Morocco in 2004 as Economic Adviser in charge of foreign investment, industrial and tourism strategy. She managed several projects, such as the elaboration of the government proposal for a \$700 Million US grant from the Millenium Challenge Corporation for projects aiming to reduce poverty with an optimum economic return.

While at the World Bank, which she joined in 1996, through the Young Professional Program, she worked for five years on the Bank's lending operations (on Water and Environmental Economist in the Middle East and North Africa (MENA) Region; and Latin America Region and poverty in South East Asia Region. Then she spent three years in the Capital Markets and Financial Engineering Department of the World Bank's Treasury (2001-2004).

Ms. Bouhia holds a Ph.D. in Operations Research and Economic Development from Harvard University, an S.M. in Operations Research and Decision Theory from Harvard University, and a Diploma of Engineering from Ecole Centrale Paris in France. Dr. Bouhia also hold a M.A. in International Economics and International Relations from The Johns Hopkins School for Advanced International Studies. Dr. Bouhia has published several academic papers and authored a book titled *Water in the Macro Economy: Application of an Integrated Analytical Model*, which was published with Ashgate (June 2001).

Alfonso Mostacero - HR Leader MSD Spain in Merck & Co., Inc

Alfonso Mostacero García-Vaquero is currently HR Executive Director for MSD Spain. Alfonso Mostacero professional experience on private and consultancy firms has exposed him to health sector consumer, utilities, finance, government, in different geographies: EMEA, North America and Latin America.

Alfonso has worked in the last 15 years as HR Director in US, EMEAC, Spain and Brazil. In this role, Alfonso has been involved in mergers, acquisitions and sales of companies and business divisions where he has leveraged Talent Management, Employee Value Proposition and HR Operational excellence for cultural transformation and business success.

Lotfi El-Ghandouri - Co-Founder of Hub Madrid & Founder of Creative Society

After gaining experience in major consulting firms in North America and Spain being involved in projects related to human development, Lotfi El-Ghandouri decided to found the Creative Society Group, a consultancy specializing in driving soul organizations that operates in Canada and Spain. In his own words: "I'm a provocateur of reflections and a host of opportunities for dialogue"

His interest in sustainable development has led him to co-found The Hub Madrid, the first social innovation center in Spain, and co-create other centers worldwide. The Hub is a prestigious space for social entrepreneurs recognized all over the world and located in twenty cities. Five hundred cities have applied to open a Hub in just four years.

El-Ghandouri has a Master Degree in Marketing and International Trade, and has taken part as a speaker in forums such as the X World HR Congress in Rio de Janeiro, the International Congress of the ASTD Training and Development at Washington and Madrid ExpoManagement. He also works as a lecturer at various universities and business schools on both sides of the Atlantic.

Lotfi is also a bestselling author. *Innmer Dismissal*, has established itself as the first rigorous study of the detachment at work. The internal termination is the end result of a long and complex process of negative experiences. The difference between the previous expectations and reality becomes so wide that it generates an accumulation of unbearable pain and disappointment that

leads to job resignation. His latest book, *Do you dare?*, is a fable on how to take risks in times of uncertainty. We all face challenges, but each one of us experiences them on its own way. Sometimes, where some see hostility others see opportunity. How can we train ourselves to enjoy the unknown and to take risks with serenity? Each character of this fable transfers the emotions, thoughts and behaviors that we could experience when we travel plunged in deep uncertainty.

Without being aware, we transform ourselves into those birds in the fable. An amusing adventure that invites you to know the different behaviors and the paradigms that helps us to risk with serenity to give each step towards the unknown.

Amine Hazzaz - *CEO of Actis Maroc*

Amine Hazzaz is leading Creative Society Group in North America & MENA.

He is a seasoned executive and a serial entrepreneur, who held leadership positions for leading multinationals and cutting-edge start-ups in the USA, Canada, Japan and Morocco. He lived in 5 countries within 4 different continents and conducted projects in more than 30 countries.

He attended Sherbrooke University and Harvard Business School executive program. He is an associate professor for business schools in Canada and Morocco. He is actively involved in initiatives related to diversity, education, and high impact entrepreneurship.

Amine Hazzaz is a forward thinker that brings the right blend of innovative vision, passionate leadership and entrepreneurial energy.

Salvador Aragón - *IE General Director for Innovation*

Salvador Aragón is a Professor of Information Systems at the IE Business School since 1998. He has a degree in Industrial Engineering from ETSII San Sebastián, Universidad de Navarra, and an MBA from the IE Business School.

He has held different positions throughout his professional life, including: Chief Innovation Officer of the IE Business School since 2006; ENTER & IMRC Research Fellow from 2003 to 2006; Academic Director of the College of Information and Technologies (CIT), IE Business School from 2000 to 2003; Since 2005 he has been Director of Consultancy with Infoempleo.com; Director of Studies and Research with Círculo de Progreso in Madrid from 1999 to 2005; in 1999 he was Director of Masters and Executive Development Programs (CIT) at the IE Business School; in 1998, Project Coordinator with Círculo de Progreso in Madrid; Project Coordinator for Gonvarri Industrial in Burgos, Spain in 1997; and he since 2003 he has been a Researcher at the Information Management Research Centre in the Instituto de Empresa.

The common denominator of all his pursuits is the relationship that technology and innovation have in transforming markets, business organizations and their people. Indeed, his role as Chief Innovation Officer at IE is closely linked to these interests. Mr. Aragón regularly participates in major congresses related to his sector, and often collaborates with Spanish media agents. He is a member of the editing board of Infoempleo.com and of the journal Estrategia Global. He has also authored numerous research projects. In 2003 he published *Yacimientos de Empleo: Horizonte 2006*, which featured forecasts that largely came true. He has also collaborated in several books such as: *Experiencia del usuario* (Anaya); *Nuevas Fronteras del Empleo*; and *Intermediación laboral online* (Aedipe-Prentice Hall). He is the author of *Mujer y Empleo: Acciones y Decisiones* (Círculo de Progreso). Mr. Aragón is also author of numerous research works: *Examining Knowledge-based IT Management Competencies of Business Executives* (International Conference on Information Systems, ICIS Seattle, 2003); *Futuros Yacimientos de Empleo* (AEDIPE-Pearson-Prentice Hall, 2003); as well as producing annual reports on supply and demand for qualified employment in Spain through Infoempleo.com.

Project Directors

Celia de Anca - Director of the Centre for Diversity in Global Management at IE Business School

Dr. Celia de Anca is currently the Director of the Centre for Diversity in Global Management at Instituto de Empresa Business School. She was previously the Director of Corporate Programmes at the Euro-Arab Management School (EAMS), Granada. She has also worked for the Fundación Cooperación Internacional y Promoción Ibero-América Europa. (CIPIE) and at the International Division of Banco de Santander. She has a master's degree from the Fletcher School of Law and Diplomacy (Boston), and from the Universidad Politécnica de Madrid. She holds a degree and PhD from the Universidad Autónoma de Madrid, with a comparative thesis on Islamic, ethical/ecological investment funds and on the London Market.

She is the Author of *Beyond Tribalism*, Palgrave MacMillan 2012, and co-author of the *Managing Diversity in the Global Organization*. Macmillan 2007. She had articles published in specialized journals, in addition to regular articles in the press. She was an external advisor of the Merrill Lynch's Diversity & Inclusion Council up to 2009. She is a member of the Ethics Committee of InverCaixa's Ethics Fund, Spain and a member of the International Scientific Committee of the University Euromed in Marseille, France. She is also member of the Executive Committee at IE Business School. She has received the award of the women executive of the year 2008 by the Business Women Association of Madrid. (ASEME) Ms. de Anca is fluent in Spanish, English, French and Arabic.

Patricia Gabaldon

Patricia Gabaldón is currently associate professor of economics in IE Business School. PhD in Economics, she has developed her research career around the role of women in the economy, female patterns of consumption and gender differences in the uses of time. She has more than twelve years of diversified experience in research and project development of gender and other social sciences projects, from the economic point of view. Researcher and Academic Director of the Centre for Diversity in Management in IE Business School, Patricia is a graduate in Economics of the University of Alcalá (Spain), from where she received also her PhD in Economics in 2005. She also holds a Master of Science in Leisure Management from University of Deusto.

She has been participant in UN Woman in Spain and the Global Compaq Initiative by UN, directed by Michelle Bachelet, as member of the discussion group of women empowerment. She is member of the Academic Committee of The Gender Equality Project by the World Economic Forum; she has also participated in the Global Roundtable on Board Diversity organized by the Corporate Women Directors International and the International Finance Corporation by the World Bank. She had published research in specialized journals and articles in the press.

3. Collaborating Foundations

IE Foundation

The IE Foundation was created in 1997 as a not-for-profit organization serving as a charity institution for social assistance, and is registered in the Social Assistance Register. The Foundation was promoted by Instituto de Empresa and Diego del Alcázar, its president, with a view to "undertaking actions that could help corporate development, benefiting in particular the more disadvantaged sectors of the population by fostering the incorporation of young people into the business environment and their continuous training in relevant corporate areas" as stated in article 6 in the statutes.

IE Business School, is recognized as one of the world's top business schools, with its MBA programs consistently ranked among the first 5 in Europe and among the first 10 in the world. Please see <http://www.ie.edu>.

IE Business School Centre for Diversity in Global Management : was created in September 2002. The Centre's mission is to promote diversity management of gender, culture, personality and age as a competitive advantage in the corporate world, through reflection, creation of knowledge and the dissemination of know-how. (<http://centerfordiversity.ie.edu>).

Bertelsmann Foundation

The Bertelsmann Foundation was founded in Barcelona in 1995 by Reinhard Mohn (†2009), from the fifth generation of the Bertelsmann/Mohn families. The Bertelsmann Foundation bases its projects in Spain on the values of freedom, solidarity, competence and humanity, values which are shared with its headquarters in Germany, The Bertelsmann Stiftung.

The Foundation is operational and action orientated, investing its assets in projects that are designed and implemented by the Foundation itself, and does not fund third party projects. Its mission as an institution is to promote positive progress in society. Therefore, its work is based on three fundamental goals: promoting social change by identifying latent challenges and proposing innovative solutions; preparing our society for the future, providing the competences and structures that will enable sustainable development; and lastly, contributing to the promotion of social responsibility, based upon the conviction that civil commitment is the pillar of progress in society.

During its first 10 years, the Bertelsmann Foundation carried out its work in the library sector. At the end of this stage, in 2005, the Board, chaired by Liz Mohn, decided to rethink its strategy and it began to work on encouraging greater civil commitment in Spanish society. Since that time, the Bertelsmann Foundation has focused its projects on strengthening civilian society, in cooperation with political, economic and scientific representatives, as well as with non-profit organizations and young people.

CDG Foundation

CDG Foundation carries the social, cultural and environmental actions of CDG Group, who centralizes long term savings in Morocco and invests them through the groups' companies to favor the development of the country. "The Caisse de Dépôt et de Gestion (CDG) is a financial institution created as a public corporation by virtue of the Royal Edict of 10 February 1959.

Over the years, CDG has grown to become a Group, a major player in the national economy and a partner in public development policies" (CDG Annual report 2009). Mr. Grine, President of CDG Foundation and CDG Institute, endorses the participation in the project.