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# DIVERSITY MANAGEMENT IN THE ITALIAN CONTRACT CATERING SECTOR: EVIDENCE FROM TWO COMPANIES

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# INTRODUCTION

## Research questions

- 1) Do Italian companies recognize that their workforce is increasingly diverse than in the past?
- 2) If so, how do they manage this increased diversity in their workplace?

### *Italian contract catering sector*

Why?

- The sector is already experiencing the increase in ethnic, cultural and linguistic diversity
- The sector is expected to draw more on the pool of migrant workers

# INTRODUCTION

## Method

Qualitative approach

- i) Theoretical framework
- ii) Survey among companies operating in the Italian contract catering sector
- iii) Two case studies

## Conclusions

## TERMS

### **BROWNING**

“The change in the racial complexion and cultural orientations of the population” (Johnson J.H. Jr. et al., 1997)

### **DIVERSITY**

“Diversity is all the ways in which we differ and how those enable, enhance or inhibit the ability of individuals, groups, and organizations to achieve individual, collective and/or organizational goals and objectives” (Wheeler, M.L., 2003)

### **DIVERSITY MANAGEMENT**

“Not simply a moral imperative, nor a way to avoid expensive discrimination lawsuits, but a means of enhancing individual and organizational performance” (Cox, T., 1993)

## THE “BROWNING” OF THE ITALIAN WORKFORCE

### Population (Eurostat, 2012):

<b>2011</b>	<b>Foreign population</b>	<b>% Foreign population/ total population</b>	<b>Origin</b>
EU27	33.3 million	6.6% (25% in 2060)	20.5 non EU citizens 12.8 EU citizens
Italy	4.5 million	7.5% (22-24% in 2065)	3.2 non EU citizens 1.3 EU citizens

### Workforce (>15 years old) (Ministero del Lavoro, 2012):

<b>2011</b>	<b>Employment rate</b>	<b>Activity rate</b>	<b>Education (ISCED 3)</b>	<b>Education (ISCED 5)</b>
EU citizens	65.3%	75.4%	62.0%	11.3%
Non EU citizens	59.5%	68.9%	36.4%	10.2%
Italians	43.0%	61.4%	46.0%	18.6%

## THE “BROWNING” OF THE ITALIAN ECONOMY

Economic sector	Absolute terms				%			
	Italians	EU citizens resident in Italy	Non-EU citizens resident in Italy	Total	Italians	EU citizens resident in Italy	Non-EU citizens resident in Italy	Total
Agriculture	747.238	38.508	64.684	850.430	3.6	5.2	4.3	3.7
Industry	5.750.720	257.598	529.694	6.538.013	27.8	34.8	35.1	28.5
- <i>Industry</i>	4.241.015	114.811	335.678	4.691.505	20.5	15.5	22.2	20.4
- <i>Construction</i>	1.509.705	142.787	194.016	1.846.508	7.3	19.3	12.8	8.0
Services	14.217.804	444.435	916.562	15.578.801	68.6	60.0	60.7	67.8
- <i>Other activities</i>	11.118.641	39.432	762.155	12.279.229	53.7	53.8	50.4	53.5
- <i>Commerce</i>	3.099.163	46.002	154.406	3.299.572	15.0	6.2	10.2	14.4
<b>Total</b>	<b>20.715.762</b>	<b>740.541</b>	<b>1.510.940</b>	<b>22.967.243</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>

Source: Ministero del Lavoro e delle Politiche Sociali, 2012

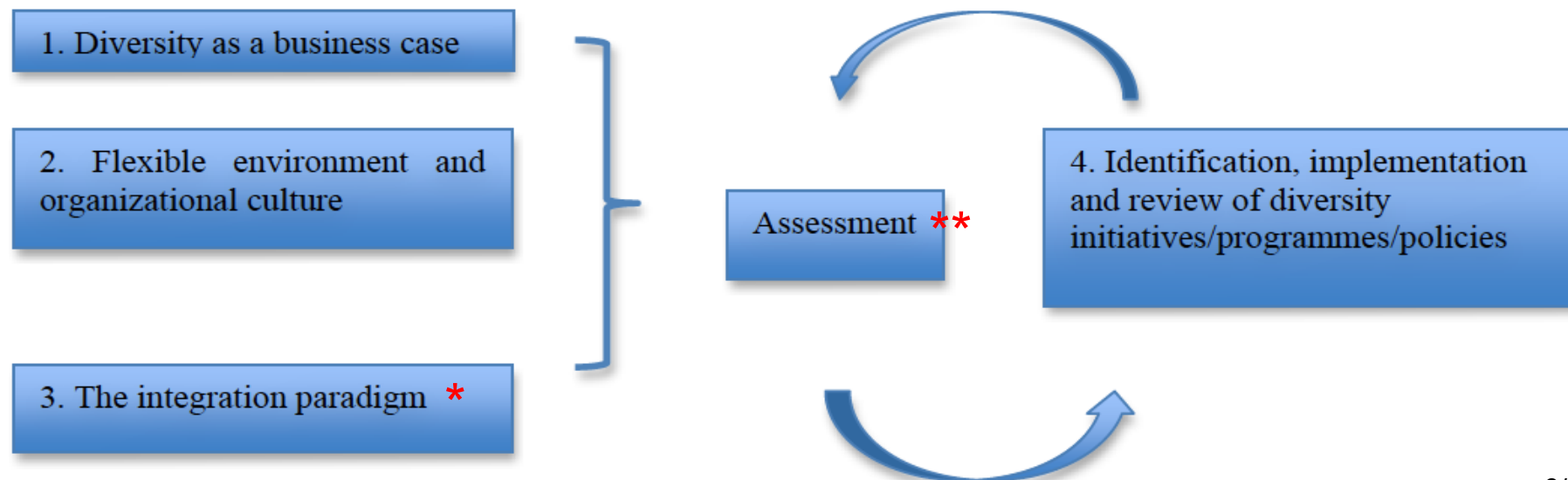
### Contract catering sector in Italy:

- 80.000 employees
- Blue collars account for 90% of the workforce
- More than 80% of the workforce has a part-time contract
- More than 85% are women
- Foreign population working in the sector (56.29): 10% (Eurostat, 2011)

# THEORETICAL FRAMEWORK

## How to successfully manage diversity at workplace level:

- (i) Conceive “diversity” in connection with company objectives and goals: make it a business case (Robinson and Dechant, 1997)
- (ii) Provide the necessary basis for the successful promotion of diversity: flexible environment and organizational culture promoting and valuing differences (De Anca and Vazquez, 2007)
- (iii) Adopt the “learning-and-effectiveness paradigm” (Thomas, D.A. and Ely, R.J., 1996)
- (iv) Identify, implement and review diversity initiatives/programmes/policies (Fine, 1995;Cox, 1993)



## THEORETICAL FRAMEWORK

### \* *Integration Paradigm* (Thomas, D.A. and Ely, R.J., 1996)

- 1) the leadership must understand that a diverse workforce will embody different perspectives and approaches to work, and must truly value variety of opinion and insight;
- 2) the leadership must recognize both the learning opportunities and the challenges that the expression of different views brings to the organization;
- 3) the organizational culture must create an expectation of high standards of performance from everyone;
- 4) the organizational culture must stimulate personal development;
- 5) the organizational culture must encourage openness;
- 6) the organizational culture must make workers feel valued;
- 7) the organization must have a well-articulated and widely understood mission;
- 8) the organization must have a relatively egalitarian, non bureaucratic structure.







# THEORETICAL FRAMEWORK





## \*\* *Diversity Assessment* (Montes, T. et al., 2003)















# QUESTIONNAIRE









	<b>Company A (Italy-based company)</b>	<b>Company B (Subsidiary of a foreign multinational corporation)</b>		
<b>% Foreign workers</b>	5%	5%		
<b>Step (i) – Diversity as a business case</b>				
<b>Diversity is conceived as..</b>	Synonymous of integration and mutual respect		Competitive advantage and element of distinction for the company	
<b>Is diversity among business core values and objectives</b>	Not explicitly – respect is mentioned in the business mission and non-discrimination among the ethical principles		Yes	

# QUESTIONNAIRE

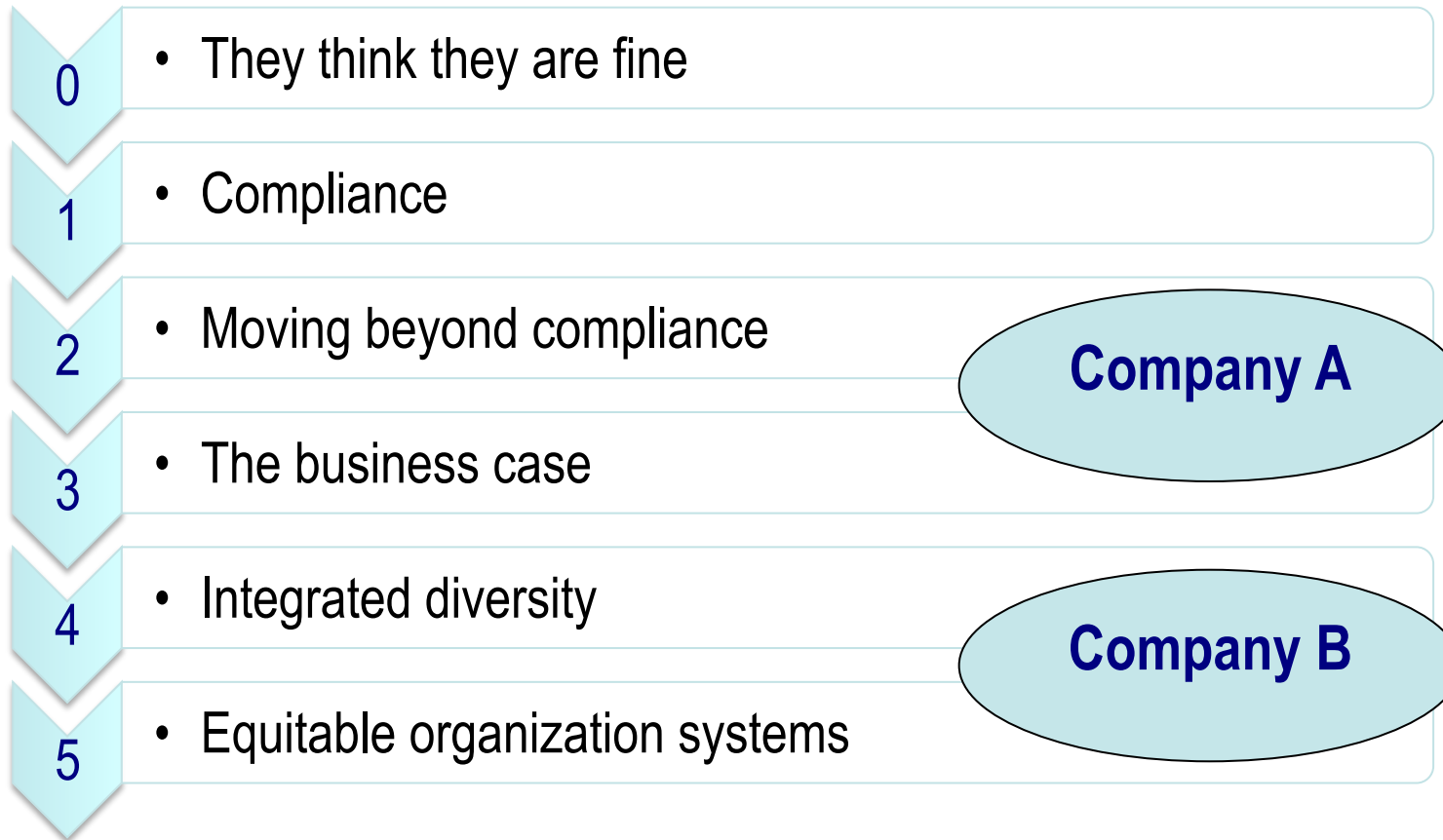
	<b>Company A (Italy-based company)</b>		<b>Company B (Subsidiary of a foreign multinational corporation)</b>	
<b>Step (ii) Flexible environment and organizational cultural promoting and valuing differences</b>				
<b>Existence of diversified measures for foreign workers</b>	No		Not yet	
<b>Existence of an organizational culture enabling and promoting diversity</b>	Non discrimination is among the ethical principles on which corporate culture is based		Yes	

	Company A		Company B	
<b>Step (iii) – The integration paradigm</b>				
Leadership understands that a diverse workforce embodies different perspectives	Yes		Yes	
Leadership recognizes both opportunities and challenges posed by the co-existence of different points of view	Yes		Yes-diversity as opportunity for business&talent Internal survey	
Org. culture creates an expectation of high standards of performance from everyone	Yes-performance evaluation		Yes-evaluation plans, auto ev. etc.	
Org. culture stimulates personal development	Yes-cooperation etc.		Yes-it is a core commitment	
Org. culture encourages openness	Yes-periodic meet.		Yes-it also values diff.	
Leadership seeks opportunities to explore how identity-group differences affect relationships among workers and the work get done	Yes- diverse working groups		Yes-internal survey and action plans	

## QUESTIONNAIRE

	<b>Company A</b>		<b>Company B</b>	
<b>Step (iv) – Identification, implementation, review of diversity initiatives/programmes/policies</b>				
Education and training in diversity	No		Yes	
Support Groups	No		No	
HR policies: work organization	Yes-creating mixed working groups		Yes-performance evaluation, reward system, career development	
Other	Yes – Foreign workers are a specific target group for health and safety training courses		Yes – Pilot projects in partnership with other public and private bodies	

# FINDINGS



## CONCLUSIONS

- Companies operating in the Italian contract catering sector recognize that their workforce is more diverse than in the past
- Diversity is conceived differently
- Company A and Company B might suggest that foreign multinational corporations, already experiencing the challenges and opportunity of diversity because of their nature and dimension, are more open and keen to implement diversity management practices

*->Some diversity management initiatives can be found in the Italian contract catering sector but they must be further disseminated to make the sector a better place for a diverse workforce*

**Thank you for your attention!**

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