

# INDEX

- Academic and professional inequalities, 95
- Action Plan for Valuing Diversity and Equality, 146
- Act Respecting Equal Access to Employment in Public Bodies, 162
- Affirmative Action (AA), 39–41, 117
- Affordable Care Act (ACA), 47, 49
- Africa, diversity management in.  
*See* Cameroon, diversity management in
- African-Americans' economic progress, 37
- Afro-descendants, in Brazil, 125–128
- Algeria  
example of the management of ethnic and religious diversity in, 255
- Anglo-Saxon managerial spirit, 64, 67
- “Anglo-Saxon” MD, 92, 109
- Arab countries, 249  
between homogeneity and diversity, 250–251  
challenges of diversity in, 253  
case of “confessions” of Lebanon, 254–255  
example of the management of ethnic and religious diversity in Algeria, 255  
low-skilled immigrants, discrimination of, 254  
Western influence on managerial practices, 253–254
- cultural and ethnic diversity of, 253
- religious diversity, current situation of, 251  
different Muslim currents, 252  
other religious minorities, 252  
religious diversity and Arab countries, 251–252  
toward more diversity in, 256  
disability-related diversity, 257–258  
gender diversity, 256–257
- Asian Business Council, 297
- Belongingness, 11, 18
- Black and Minority Ethnic (BME) communities, 41–42
- Black Business Council, 297
- Bouchard-Taylor Commission, 185
- Brazil, diversity management in, 113  
banking sector, 145–146  
black matrix, 120  
Constitution of, 1988, 123, 124, 132, 133  
context, legal mechanisms, and public policies in action, 124  
Afro-descendants, 125–128

- elderly, 131–134
  - homosexuals, 129–131
  - Indians, 134–136
  - people with disabilities, 141–143
  - women, 136–141
  - cultural diffusion, 115
  - diversity as a subject and as value, 117–119
  - during the military period, 122
  - FH Cardoso government, 123
  - Law 6783/2013, 127
  - market economy, 115
  - peculiarities and contradictions, 119–124
  - private companies, diversity management in, 143–149
  - public policies, 117, 118, 123, 124, 125, 126, 128, 129, 131, 132, 144
  - religious diversity, 121
  - salary differences between the sexes, 138–139
  - slave-related practices, 120
- Caldoches, 97
- Caledonian context, issue of diversity in, 94
- academic and professional inequalities, 95
  - commitments made under the Nouméa Accords, 95–96
  - multicultural and divided society, 96–97
  - weight of history, 94
- Cameroon, diversity management in, 227
- Cameroonian entrepreneur, testimony of, 229–230
  - case of, 227
  - challenge of legitimation
    - heuristic, 234–236
  - cultural context of, 240
  - entrepreneur, testimony of, 229–230
  - legal context of, 236–237
  - cultural context of, 240
  - ethnocentric rupture, 241–243
  - question of ethnicity, 240–241
  - emerging concept in analysis of organizations
    - in African context, 232–234
    - in international context, 230–232
  - historical context of, 234–236
  - legal context of, 236
    - institutional regulation in the electoral code, 237–240
    - precursor elements of institutional regulation, 236–237
- Canadian Charter of Rights and Freedoms, 161
- CAPES*, thesis database of, 124
- Capitalism, 118, 120
- Charter of Human Rights and Freedoms, 162
- Circle of Economic Thought Inter-Managerial Association of Cameroon (GICAM), 227
- Civil Rights Act, 37, 38
- Climate and culture, 26–27
- Communication, transparent, 215
- Community cooperation, 82
- Contemporary differences

- French republic and French organizations to test, 68–69
- Context of equality and diversity in the United Kingdom, 41
  - institutional response, 42
  - Equality and Human Rights Act (EHRA), 43–44
- Creating inclusion, 16
- Cultural and ethnic diversity of Arab countries, 253
- Cultural diversity, in Canada, 167–169, 181
- Cultural hybridism, 116
- Declaration of Human Rights, 117
- Denmark and Sweden, diversity management in, 261
  - Danish diversity management and social responsibility, 272
  - diversity as progressive concept, 270
  - gender equality, 266–267
    - adding diversity to, 267–268
  - lessons learned from comparing the Danish and Swedish standpoints, 275–276
  - migrants, diversity management and, 269–270
  - putting migrants to work, 270–272
  - radical agendas, 268–269
  - Scandinavian context
    - recent demographic diversity, 263–264
  - Scandinavian welfare model, 264–266
    - and moral grounds, 272
    - Swedish diversity management, 273–274
- Dewey, John, 80
- Disability, defined, 141
- Disability-related diversity, in Arab countries, 257–258
- Discrimination, defined, 24
- Discrimination testing, 171
- Diversity, defined, 2, 66
- Diversity and inclusion in organisations, 197, 200, 202
- Diversity and inclusion in South Africa, 191, 194–195
- Diversity and inclusion plan, 195, 197
- Diversity as a subject and as value, 117–119
- Diversity Charta in Germany, 282–284
- Diversity management (MD), defined, 92, 93
- Double inquiry of French conceptions of living together and rebalancing, 102–106
- Economically active population (EAP), 192
- Elderly, in Brazil, 131–134
- Employment equity, 192, 193, 199
  - in Québec and Canada, 163–167
- Employment Equity Act, 162
- Employment equity legislation, 193
- Enforcement of equal employment opportunity (EEO), 41
- Equal access programmes (EAP), 163, 164–165

- Equal Employment Opportunity Commission (EEOC), 38–39
- Equality, 23–24
- Equality and Human Rights Commission (EHRC), 54
- Equality Delivery System (EDS), 55
- Equality/diversity tension in France, 70–72
- Equal Opportunities Commission (EOC), 43
- Equal treatment, 19–20
- Ethnic and religious diversity, in Algeria  
example of the management of, 255
- Ethnic diversity management in German plants, 295–301
- Ethnocultural groups, in Québec and Canada, 160, 170–181
- Ethos Institute, 144, 147, 149
- FEBRABAN (Brazilian Federation of Banks) Program, 145–146
- Feeling valued, 19, 26
- France, 63  
diversity in, 66–67  
equality/diversity tension in, 70–72  
French republic and French organizations to test contemporary differences, 68–69  
management and diversity in, 67–68  
performance/diversity tension in, 81–83  
universal rights/diversity tension in, 72–81
- Francophone culture, 161
- Fraternity, 71
- French immigrants, in Québec job market, 170–181
- French notion of diversity management, 91  
double inquiry of French conceptions of living together and rebalancing, 102  
resistance to Pacific Islander conceptions of rebalance, 104–106  
role attributed to the profession and status, 103–104  
issue of diversity in the Caledonian context, 94  
academic and professional inequalities, 95  
commitments made under the Nouméa Accords, 95–96  
multicultural and divided society, 96–97  
weight of history, 94
- local adjustments, 106  
hybridization process of local forms of management, 107–108  
work context, importance of, 106–107
- Pacific Islander conceptions of coexistence rebalanced, 97–102
- FUNAI* (National Indian Foundation), 134–135

- Gaz Métro, 163
- Gender diversity, in Arab countries, 256–257
- Gender equality, in Denmark and Sweden, 266–267
- adding diversity to, 267–268
- radical agendas, 268–269
- Gender Pro-Equity Program, 145
- Germany, diversity management in, 281, 282–284
- company case study, 284–289
- Diversity Charta in, 282–284
- employee experience of diversity management, 302–303
- managing ethnic diversity in German plants, 295–302
- subsidiaries, 289–295
- Ginsburg, Ruth Bader, 40
- Global diversity Business Councils, 287
- Global Entrepreneurship Monitor (GEM), 139
- Globalization, 114
- Health care work
- in United Kingdom, 49–50
- in United States, 45–49
- Health Research & Educational Trust (HRET), 55, 56
- Health sector occupation, 46
- Highly qualified health care workers, 34
- Homogeneity and diversity
- Arab countries between, 250–251
- Homosexuality, 129, 242
- Homosexuals, in Brazil, 129–131
- Ibope Intelligence Institute, 144
- Immigration, 37, 42, 254
- InclusionIndex™ survey data, 198, 203–204
- administration and analysis of semistructured interview, 208
- data analysis, 209
- instrument and data collection, 208–209
- results, 209–210
- sample, 208
- diversity and inclusion within organisation, 197
- correlations, 201–202
- data analysis, 199–200
- factor analysis, 202
- focus groups, 202, 204–205
- instruments and data collection, 198–199
- mean score analysis, 201
- qualitative findings, 205
- sample, 198
- semi-structured interview development, 205, 208
- validity and reliability, 200–201
- qualitative findings, 205
- quantitative findings, 210
- consolidation of model, 210
- diversity and inclusion management components, 213
- interpersonal components, 215–217
- organisational components, 213–215
- personal components, 217–220
- Inclusive leadership, 22
- Independent Steering Group (ISG), 43

- Indians, in Brazil, 134–136
- Information-consultation, 101
- Information technology, 115
- Institutional regulation in electoral code, in Cameroon, 237
  - election of deputies to national assembly, 238
  - election of municipal councillors, 238
  - election of regional councillors, 238–240
  - election of senators, 238
  - vacancy and election to Presidency of Republic, 237–238
- Institutional responses in United Kingdom and United States, 44–45
- Integration-and-Learning organizational approach, 11, 18
- Intellectual capital, 116
- Interculturalism, in Québec, 161
- International Labor Organization (ILO), 144
- International medical graduates (IMGs), 34
- Interpersonal components, 215
  - engagement, 216
  - individuals engaged by immediate line manager, 216
  - relationship with organisation's strategy, vision and values, 217
  - respect and acceptance, 215–216
- Job market, in Québec, 172–173
- Kanak identity, 95
- Kanak syndical delegate, 98–99
- Kanak syndicalism, 94
- “Kangaroo” generation, 133
- Kennedy, Anthony, 40
- Key Performance Indicators (KPIs), 202
- Labor relations, 94, 102
- “Lacking professionalism”, 104
- Latin American perspective on diversity management, 9
  - creating inclusion, 20
    - climate and culture, 26–27
    - equality, 23–24
    - feeling valued, 26
    - participation, 20–22
    - positive relationships, 22–23
    - positive work conditions, 24–26
  - limitations and future research, 28–29
  - methodology, 13
    - data analysis, 15
    - data collection, 14–15
    - sample, 14
  - nature of inclusion, 15
    - belongingness, 18
    - equal treatment, 19–20
    - uniqueness, 18–19
  - Peruvian context, 12–13
  - themes, 16–17
- Làïcité*, principle of, 78
- Lebanon
  - case of “confessions” at the center of economic and political organization of, 254–255
- Les French r tice*, 105
- LGBT community, 54, 129–131, 146, 149, 151
- Likert scale, 198

- Living together, 66, 68, 71, 73, 78, 81, 84, 92–93, 100, 102–106
- Local adjustments, 106  
 hybridization process of local forms of management, 107–108  
 work context, importance of, 106–107
- Low-skilled immigrants, discrimination of in Arab countries, 254
- Maghrebian immigrants, 170–181
- Mångfald*, 267–269, 274
- Marginalization, 231
- Maria da Penha Law, 140
- Michigan law, 40
- Middle and senior management positions, in Canada, 169–170
- Migration, 34
- Morocco, 176–177
- Multicultural and divided society, 96–97
- Multiculturalism, in Canada, 161
- National Association of Post-graduate Programs in Administration, 124
- National Health Service (NHS), 49
- National LGBT Plan, 130
- Nature of inclusion, 16
- New Caledonia, 3, 93, 94, 95–96, 103, 105, 107, 108, 109
- Nouméa Accords, commitments made under, 95–96
- Obama, Barack, 34, 36–37, 49
- Optimal Distinctiveness Theory (ODT), 11
- Organisational belonging, 201, 214
- Organisational climate, 214
- Organizational diversity programs and practices, 116, 150
- Pacific Islander conceptions of coexistence rebalanced, 97–102  
 resistance to, 104–106
- Participation, 20–22
- Pay Equity Act, 181
- People with disabilities, in Brazil, 141–143
- Perceived Organizational Support (POS), 22
- Performance/diversity tension in France, 81–83
- Personal components, 217  
 locus of control, 218–219  
 personality, 217–218  
 power, 219–220  
 self-confidence, 219  
 self-esteem, 219
- Peru, 3, 12–13
- Pew Research Center (2013) study, 37
- Pluralism, 78, 161, 186
- Positive relationships, 22–23
- Positive work conditions, 24–26
- Private companies, diversity management in, 143–149
- Professional inequalities, 95
- Program for Fighting Poverty, 125
- Programme d'obligation contractuelle pour les entreprises privées*, 162
- ProUni*, 126, 127, 145

- Public policies on diversity, 117, 123, 125, 126, 129, 131, 140, 144, 150
- Public Sector Equality Duty (PSED), 59
- Quotas Law, 142, 143
- Québec and Canada, diversity management in, 160
- cultural diversity, 167–169
- diversity management in, 161
- employment equity, 163–167
- middle and senior management positions, 169–170
- real-life experiences of two ethnocultural groups in the job market, 170–181
- tensions specific to Western societies, 181–185
- Québec Charter of Human Rights and Freedoms, 161
- The Race Equality Action Plan, 54
- Race equality, 43, 302
- Race Equality Foundation (REF), 44, 54
- Race Equality Scheme, 43
- Race Relations Act (RRA), 43
- Racial inequality and managing diversity
- in United Kingdom, 41
- Equality and Human Rights Act (EHRA), 43–44
- in United States, 38
- Affirmative Action (AA), 39–41
- Equal Employment Opportunity Commission (EEOC), 38–39
- Racism, 37, 38, 42, 127, 181–182
- Rebalancing, 95, 102–106
- Recruitment, promotion and development processes, 215
- Religious accommodations, 182–183, 185
- Religious diversity
- in Algeria, 255
- in Arab countries, 251–252
- in Brazil, 121
- Representative diversity, 213
- Right-wing government, 270, 271, 275
- in Denmark and Sweden, 277
- The Scottsboro Boys*, 36
- Secularism, 68–69, 74, 77–79
- Self-marginalization, 231
- Senior leadership, 213–214
- SESAI (Special Indian Health Department), 119
- SME, 101
- Social cohesion, 73, 74, 76, 82
- Social identification, theories of, 82
- Social identity, 82
- South Africa, diversity management in, 191
- diversity and inclusion management models, 194–195
- economically active population (EAP), 192
- employment equity legislation, 193
- inclusion elements, 195–196
- research methodology, 197
- InclusionIndex™ survey data, 198, 203–204
- phase, 1, 197–208



- phase, 2, 208–210
  - phase, 3, 210–220
- Special Policy Department for
  - Women (SEPM), 140, 145
- Stasi commission, 68
- Statute of People with a Disability, 143
- Symbolic violence, 301–302
- To Kill a Mocking Bird*
  - (Harper Lee), 36
- Uniqueness, 18–19
- United Kingdom
  - context of equality and diversity
    - in, 41
    - Equality and Human Rights Act (EHRA), 43–44
  - context of healthcare work in, 49–50
  - diversity management initiatives
    - in, 50–56
  - institutional responses in, 44–45
- United States
  - context of equality and diversity
    - in, 36
  - context of equality and diversity
    - in, 38, 44–45
    - Affirmative Action (AA), 39–41
    - Equal Employment Opportunity Commission (EEOC), 38–39
  - context of health care work in, 45–49
  - diversity management initiatives
    - in, 50–56
  - institutional response in, 38
    - Affirmative Action (AA), 39–41
    - Equal Employment Opportunity Commission (EEOC), 38–39
  - institutional responses in, 44–45
- Universal rights/diversity tension in
  - France, 72–81
- Valuing Diversity Program, 145
- Visible minorities, in Québec and Canada, 169, 170, 180, 183
- Weber, Max, 80
- Western business, 100
- Western influence on managerial practices in Arab countries, 253–254
- Western societies, tensions specific to, 181–185
- Window dressing, 304
- Women, Brazilian, 136–141
- Women, in management positions, 166, 167
- Zoreilles, 97