Managing gender, age and disability diversity in an organization on the example of a robotics company

Управління різноманітністю за статтю, віком та інвалідністю в організації на прикладі робототехнічної компанії

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Purpose: the aim of this article is to present the role of diversity management in the organization's development process by indicating the benefits and threats of implementing this concept.

Method: a research method used was a case study. Also, good practices in the field of diversity management, used by "X" company operating in the robotics industry, were analyzed. The company's diversity management strategy was examined as well, and it was found that an inclusive culture is an important determinant of its business success.

The results of the study: the idea of diversity management is to build an open and inclusive work environment, the space of mutual respect in which employees have the opportunity to fulfill their own potential for the success of the entire company.

Theoretical implications: an appropriate diversity management strategy could help the organization to identify areas of diversity and will result in higher staff efficiency. Diversity management is an important element of corporate social responsibility.

Практична цінність дослідження: Diversity, which refers to all differences among people (ethnic, cultural, linguistic, ideological), is now more important than ever. Just as biodiversity gives the ecosystem strength and resilience, employee diversity contributes to building an integral work environment, and thereby it strengthens the organization. Companies with greater diversity are more creative, dynamic, flexible, and they understand the needs of the market better.

Value: this article examines whether employee diversity management has a positive impact on the company's development, and whether it generates innovation, efficiency, and better economic results for the organization.

Papertype: theoretical.

Key words: diversity management, inclusion, discrimination, corporate social responsibility, diversity management strategy.

Мета роботи: є представити роль управління різноманітністю в процесі розвитку організації, вказавши переваги та загрози впровадження цієї концепції.

Метод дослідження: використаним методом дослідження було кейс-стаді. Також були проаналізовані хороші практики у сфері управління різноманітністю, які використовуються компанією «X», що працює в галузі робототехніки. Також було вивчено стратегію управління різноманітністю компанії, і було виявлено, що інклюзивна культура є важливою детермінантою успіху її бізнесу.

Результати дослідження: ідея управління різноманіттям полягає у створенні відкритого та інклюзивного робочого середовища, простору взаємної поваги, в якому працівники мають можливість реалізувати свій потенціал для успіху всієї компанії.

Теоретична цінність дослідження: відповідна стратегія управління різноманітністю може допомогти організації визначити сфери різноманітності та призведе до підвищення ефективності персоналу. Управління різноманітністю є важливим елементом корпоративної соціальної відповідальності.

Practical implications: різноманітність, яка стосується всіх відмінностей між людьми (етнічних, культурних, мовних, ідеологічних), зараз важливіша, ніж будь-коли. Подібно до того, як біорізноманіття надає екосистемі сили та стійкості, різноманітність працівників сприяє створенню цілісного робочого середовища, а отже зміцнює організацію. Компанії з більшою різноманітністю є більш креативними, динамічними, гнучкими та краще розуміють потреби ринку.

Цінність дослідження: у цій статті досліджується, чи має управління різноманіттям співробітників позитивний вплив на розвиток компанії, чи створює воно інновації, ефективність і кращі економічні результати для організації.

Тип статті: теоретична.

Ключові слова: управління різноманітністю, інклюзія, дискримінація, корпоративна соціальна відповідальність, стратегія управління різноманітністю.

1. Introduction

An inclusive workplace culture is an essential element in attracting and engaging staff. This is one of the most important factors determining whether an employee will stay in the organization and develop himself or herself with it, or decide to leave. Why should companies be interested in issues being on the borderline of corporate social responsibility, diversity, and inclusion? Until recently, the main reason for any action in this area was the belief that discrimination is unacceptable, both from a legal and moral point of view, which is an indisputable and obvious truth. However, one may go a step further and consider how, taking into account the long-term perspective, diversity will contribute to the increase in the effectiveness of the organization and pave the way for its faster development.

The modern world creates space for diversity. It may refer to gender, age, race, sexual orientation, disability, religious beliefs, and many other areas. The idea of diversity assumes that each person is unique and that a collection of individuals may build a strong society. Unfortunately, as history shows, diversity has not always been socially accepted, and representatives of the above-mentioned groups are still exposed to various challenges and barriers. The basic concept of diversity came down to creating tolerance among different cultures. Along with the development of diversity management, the potential of this assumption began to be recognized and explored how diversity may enrich mutual learning and exchange of experiences. Diversity in the workplace creates conditions for better cooperation and gives the opportunity to combine various competences, talents, ideas, and beliefs.

R. Roosevelt Thomas, an American scientist and pioneer in the study of diversity, uses "The Story of the Elephant and the Giraffe" to better illustrate and explain the phenomena of diversity, acceptance and equal opportunities:

"The Story of the Elephant and the Giraffe" shows the problems of today's organizations whose work environment often favors only heterogeneous teams of employees. The Giraffe expects the Elephant to adapt to the conditions in its home. This is due to a misunderstanding of the essence of diversity because managing diversity requires cooperation and the ability to look at different issues from different perspectives.

The development of high technology, globalization and progressive changes in the demographic structure shape our future. Socio-economic changes, as well as the challenges of the current labor market, require entrepreneurs to be flexible and look for new ways to attract valuable employees. In recent decades, the structure of the available workforce has changed, which was influenced, among others, by high mobility of employees. Companies face the challenge of maintaining a stable work environment and are open to employing diverse teams of employees, and thus learn how to manage them. It should be noted that consumers are becoming more conscious and demanding. Processes, products and services must be adapted to new realities and needs. Companies that want to gain a significant position on the global market increasingly decide to manage diversity so that it brings benefits to both the company and its employees.

2. Material and methods

Diversity management areas in the workplace
Gender diversity
Gender diversity management is one of the most important aspects of diversity management, and at the same time, it is a major challenge for employers. It must be clearly stated that one cannot talk about gender equality in the labor market in Poland, as evidenced by the statistics and research cited (Kupczyk, 2020, pp. 43-48).

To begin with, let us take a look at the Central Statistical Office's research which determines the shape of the labor market and the economic activity of population in 2021 in Poland. The

research was carried out using the BAEL (LFS - Labor Force Survey) method recommended by the International Labor Organization. The employment rate in the group of men was 63.1%, while it was at the level of 47.5% in the population of women (Polish Central Statistical Office, 2021). The difference between the employment of women and men in Poland is very noticeable. One may observe that more and more companies are taking various actions aimed not only at preventing discrimination (which results from the need to comply with the law), but also giving an example of breaking stereotypes and opening up to new initiatives; unfortunately, this progress is very slow when compared to other European countries (Kupczyk, 2020, pp. 45-48).

It is worth considering what lies at the root of such great differences between representatives of both sexes and how gender definition is related to diversity management. According to the CSR Encyclopedia (2022), this concept means:

> A set of features, behaviors, activities, attributes, attitudes, and social roles assigned to a man and a woman by the broadly understood culture. Different roles and behaviors can lead to gender inequality (i.e. differences between men and women systematically provide benefits for one group). (…) Determination of gender roles is based on emphasizing gender difference through the division of work, legitimization of a certain social position, sexualization, and is based on the belief that social differences in gender roles are immutable. The science of gender has shown that its definition changes depending on social, political, and cultural conditions.

Femininity is often associated with "soft" traits, such as caring, submissiveness, striving for consent; while the traditional image of a man includes such character traits as assertiveness, firmness, as well as striving for success. Classifying women and men according to this scheme leads to the perpetuation of stereotypes, also in relation to professional life. Strongly rooted ideas about the role of women and men in the business world mean that women very often encounter manifestations of discrimination. These include less availability of jobs, low promotion opportunities or lack of access to training, among other things. The most vulnerable to such practices are women in senior positions, who often struggle with undermining their competencies and team management skills. Although women are paid less than men, the expectations of their work are often higher than those of men. Due to the unequal division of household responsibilities, or due to the need to take care of children/elderly people, women are more likely to remain professionally inactive (Durska, 2009, pp. 9-10).

The Gender Index project turned out to be a milestone in research on diversity in Poland. Its task was to create an innovative indicator of equal treatment of employees based on gender, as part of the Community Initiative (EQUAL) in the years 2004-2008. The Gender Index is a tool to measure progress on gender equality in the EU. It highlights areas for improvement and supports the development of more effective solutions for gender equality. As a result of the conducted research, some ranking lists of companies were created and thus the involved companies were distinguished and recognized. As a result of the success of this project, other areas of diversity have also been explored (Lisowska, 2021, pp. 11-15).

There is also a global indicator – the Global Gender Gap Index, developed by the World Economic Forum, which examines and highlights areas of gender inequality in 4 categories:

- participation in economic life
- health
- education
- political position

This tool determines the result on a scale of percentage points, and the number from 1 to 100 shows the distance to parity, i.e. the ideal balance between the representatives of the two sexes (50% / 50%). In 2021 (in 156 countries included in the Index), this gap was set at 68%, mainly due to

the decline in the productivity of large companies. Preliminary estimates indicate that it takes about 136 years to equalize the chances of women and men on the global labor market (Global Gender Gap Report 2021, pp. 3-5).

If we consider the 4 categories listed above, the most visible are the differences in the treatment of women and men in terms of political empowerment. In the given research group, women occupy only 26.1% of the seats available in parliament, and the position of head of state has been never held by a woman in 81 countries. There are also noticeable disproportions in the remuneration of women who in many companies, regardless of the industry, earn less than men. It is worth noting that only 27% of the women surveyed hold managerial positions. A positive accent is the fact that the differences between the level of education and health of these two groups on a global scale are slowly disappearing. The level of education of women and men is only 5% different, and the parity has already been reached in 37 countries surveyed (Global Gender Gap Report 2021, pp. 3-5).

It is worth mentioning about the existence of the EU Directive 2014/95/EU 2 which entered into force in 2017. It imposes on large listed companies the obligation to disclose non-financial data and activities undertaken to promote diversity policy. Companies are required to provide this data as part of their annual reports (Lisowska, 2021, pp. 11-13).

Unequal treatment of women in the workplace is unfortunately a common phenomenon in Poland. Women are very vulnerable to discrimination and constitute an untapped resource on the labor market. Greater activation of this group could effectively solve the problem of the shortage of qualified employees. The blurring of differences between employees of different sexes, at different levels of employment, would have a direct impact on the sustainable development of the company. Nowadays, organizations have an extraordinary opportunity to invest in inclusive workplaces by creating fair care and remuneration systems, facilitating the reconciliation of work and private life, as well as enabling women to raise their qualifications and get promotion (Przytuła, 2021, pp. 123-126).

Age diversity management

For almost 30 years in Poland we have been observing the phenomenon of progressive aging of the society. By 2050, the percentage of people over 65 will increase by an average of 18%, the number of people in this group will increase by 5.4 million on a national scale (Polish Central Statistical Office, 2014). It is widely believed that in the near future the availability of people of working age on the labor market will decrease, which poses a threat of a demographic crisis in Poland. The current structure of the labor market is created by 4 mutually interpenetrating generations of employees (Baby Boomers, Generation X, Generation Y, Generation Z). Forecasts predict that the Generation Y may dominate the labor market in 75% in a few years. Table 1 presents the characteristics of individual generations (Leoński et al., 2020, pp. 41-44).

Table 1 – Generations of employees and their characteristics

BABY BOOMERS	Generation of baby boomers are people born in the years 1946-1964, i.e. during the post-war baby boom. Generation raised in the belief that hard work is the key to success. Representatives of this generation are very resourceful, self-sufficient, committed, and loyal people. Despite their strong position in the organization and belief in their value, they are unlikely to change their workplace. This generation is characterized by conservativeness, passive adherence to imposed rules, and reluctance to ask for help. The preferred style of communication is a face-to-face meeting.
GENERATION X	Children of the "baby boomers", i.e. Generation X, represent people born in the years 1965-1979, often surpassing their parents in terms of education. Generation X is characterized by conscientiousness, responsibility and the ability to prioritize tasks. Representatives of this generation strive to maintain a balance between life and work,

	as well as stable employment. They show interest in personal development, but they are not very friendly with new technologies.
GENERATION Y	Millennials are ambitious, self-confident people focused on achieving success. They know their value on the labor market and have specific expectations towards employers, they are not afraid of changes. This is the best educated generation, and its representatives are people born in the 80s. and 90s. of the 20th century. Millennials are multitaskers; they are not afraid of challenges and are open to teamwork. They willingly use the latest technologies and they cannot imagine life without the Internet. Representatives of this generation often put professional successes above their private lives
GENERATION Z	The youngest generation on the labor market are people born after 2000, often referred to as the Internet generation. They are characterized by excellent knowledge of social media and the belief that communication is the key to success. In the workplace, they look for challenges and development opportunities, while maintaining balance. This generation appreciates the practicality and convenience of solutions, as well as easy access to modern work tools. Generation X is characterized by high mobility on the labor market.

Source: Leoński et al., 2020, pp. 43-44

The above classification may be used to better understand the beliefs and needs of a given group, but it should not be a pretext for generalizing and duplicating stereotypes related to a particular generation. Each employee should be seen as an individual. Bearing in mind future demographic challenges, companies should focus on the challenges posed by age management in the organization and on how to effectively use available human resources (Zaroda-Dąbrowska, Dąbrowski, 2019, pp. 52-53).

The next part of the article will focus on the benefits and threats that result from the fact that different age groups meet in one organization. A diverse group will present a very wide range of knowledge, life experiences, and competences. Fresh ideas and innovative solutions combined with extensive practical knowledge may awaken the creativity and effectiveness of the group, as well as act as a motivator for each age group. However, one should take into account the possibility of numerous dysfunctions, such as internal conflicts and rivalry (Waligóra, 2020, pp. 32-39).

Due to the shortage of candidates on the labor market in the near future, employers will be exposed to difficulties in recruiting suitably qualified staff. Recruitment processes should therefore be given special attention when it comes to better understanding the needs of potential employees and meeting them. It is also important to provide a bias-free working environment that fosters collaboration and strengthening relationships between representatives of different age groups. Organizations that want to implement effective diversity management should also know how to provide the necessary support to employees experiencing health problems, even because of their age. The ability to reject stereotypes is the starting point for team integration (Dąbrowski, Ulatowska, 2019, pp. 53-60).

Disability in the organization

People with disabilities, due to their poor health and physical and mental limitations, feel a strong exclusion from the labor market. There is still a lack of activities to activate and support the employment of this group (Faracik, 2019, pp. 33-34). According to the Polish Central Statistical Office, there are currently 3 million people with a legally confirmed degree of disability in Poland. In real terms, 4-7 million people face disability, and there is over a million professionally inactive people among them (Polish Central Statistical Office, 2019). At the end of 2019, disabled employees accounted for only 3.6% of all employees in medium-sized and large enterprises. A decline in the number of professionally active people and the growing problem with filling job positions encourage

companies to react. In the perspective of the coming years at least 400,000 people with disabilities may enter into the labor market (Faracik, 2019, pp. 33-34).

Depending on the extent of the limitation, we distinguish 3 degrees of disability: severe, moderate and mild. This scale refers to the individual functioning of a disabled person and to the ability to find oneself in society. Disability occurs in several types and it can affect the mental and physical spheres. The first type of disability are visual and hearing disorders (sensory abilities). Equally common is intellectual disability, i.e. a skill deficit caused by damage to the nervous system, gene abnormalities, or brain damage. Another type of disability is reduced efficiency of social functioning, most often found in children, and manifested by high nervousness and emotional imbalance. Reduced ability to communicate, i.e. difficult verbal contact, affects people with speech apparatus diseases, stuttering, or suffering from autism. Reduced mobility is another type of disability, caused by damage or diseases of internal organs, as well as infantile cerebral palsy. Somatic diseases such as cancer, diabetes, or asthma, whose course also depends on mental factors, may cause a reduction in psychophysical abilities, which is the last type of disability (Dąbrowski, 2019, pp. 74-75).

Supplying the market with people with disabilities is a great opportunity for many companies, provided that they direct their activities in the field of diversity management and integration towards a previously excluded group. How should one start? It is crucial to increase the accessibility of workplaces and adjust them to the needs of people with disabilities, as well as support them in overcoming everyday barriers. A meticulously conducted audit can help determine whether the organization is technically and procedurally prepared for it. It is important to identify positions that may be adjusted and adapted to a non-standard group of employees at low cost (e.g. by introducing remote work, appropriate workplace equipment). Apart from that, the office should be adapted to the needs of people with disabilities and contain all amenities that will help them in everyday functioning. Well-thought-out internal and external communication addressed to people with disabilities may positively affect the acquisition and retention of new talents in the company and increase the attractiveness of the company in the eyes of employees. It should be remembered that it is the employees who will give the best testimony to the values adopted by the company; that is why, it is important to combat stereotypes related to disability and disseminate knowledge on this subject (e.g. by organizing days dedicated to people with disabilities). An organization is a living organism that is constantly evolving; thus, flexibility and a long-term plan of action are important (Dąbrowski, 2019, pp. 74-75).

Employment of people with disabilities shapes the image of a socially responsible organization that respects differences in the eyes of employees, candidates, and clients. Employers are not left alone because they can take advantage of a wide range of subsidies and support programs. According to the research conducted in 2015 by Jobs, employees with disabilities often show much more motivation and commitment than other employees (Leoński et al., 2020, pp. 47-48).

Organization open to LGBT+

The basis for building a socially responsible organization is to create a workplace where employees will feel comfortable and safe. It turns out that representatives of the LGBT+ community very often encounter signs of discrimination at work, and hide their personal lives for fear of a negative reaction from their colleagues. Let us remind that the abbreviation LGBTI/LGBTQ refers to people who identify themselves as lesbian, gay, bisexual, transgender, queer, intersex, and all those who do not clearly define their gender identity. According to the research of the Open For Business Foundation from 2021, as many as 42% of respondents have experienced harassment in the workplace in the last 12 months, and 15% of respondents have been victims of physical/sexual violence due to their different sexual orientation. The growing discrimination of the LGBT+ people in the public sphere in recent years will also contribute to building prejudice in society. Fortunately,

more and more employers recognize the potential of this group, often following the example of American corporations which are very friendly to LGBT+ groups (Perlov, Altincekic, 2021, pp. 10-16).

The basic activity aimed at supporting LGBT+ diversity in the company is primarily the creation of an anti-discrimination policy which results from the Labor Code. Showing support to employees employed in the company should be complemented by external activities, which include, among others, the process of implementing and monitoring the new strategy by the management board. The attitude of employees towards the LGBT+ community will slowly evolve, starting from distrust and rejection, through acceptance, to full integration (Citak, Rokicki, 2015, pp. 9-12). A good practice in this regard is to help employee groups that support the LGBT+ movement, which should have a clearly defined goal and formalized structure. It is also worth paying more attention to employee education (e.g. in the field of communication). Dedicated social programs for people in same-sex relationships and support for transgender people in the workplace are examples of further good practice Including the LGBT+ community in the strategy of building diversity may turn out to be the source of new talents and an additional accelerator for the company's development. All this can actually translate into business results and the perception of the company as a space where each employee remains himself or herself. Actions for the LGBT+ (lesbian, gay and bisexual) community may be a source of many benefits. First of all, they improve the company's image, reduce the risk of court costs, and enable the acquisition of a new market segment, i.e. LGBT clients.

Practical aspects of diversity management

A company that aims to function and develop on the market must prove to be highly flexible and willing to adapt to changes and requirements of the environment. The changing socio-economic realities, caused by the COVID-19 pandemic, the armed conflict in Ukraine, or the migration crisis, oblige companies to observe and react quickly to the ongoing changes. Moreover, there are also increasing activities of movements for the LGBT+ community, promotion of pro-ecological attitudes in various areas of life, anti-discrimination campaigns, and many other variables. In the face of these changes, companies are looking for a new way to effectively manage, and one of them is corporate social responsibility (CSR). The concept of CSR is an opportunity for many companies to achieve higher income, and also serves to improve the image and increase the motivation of employees. A company that operates in a transparent manner, in line with the spirit of sustainable development, can successfully achieve a better position on the market and a real increase in income (Leoński et al., 2020, pp. 139-140).

Corporate social responsibility is an area willingly subjected to research and consideration, it is treated as a very important element of management science. Definition of this concept has evolved over many years and has received many interpretations, mainly due to the fact that corporate social responsibility is a complex concept. The origins of CSR date back to the second half of the 20th century (US, Western Europe), and derive from the belief that focusing solely on the profit of a company may cause conflict with various social groups. Sustainable economic development should take into account social values and environmental aspects. The contemporary definition of CSR includes economic, ethical, legal, and sociological aspects. Adamczyk (2009, p. 170) explains this type of management strategy as follows:

Corporate social responsibility is a concept in which enterprises take into account the good of natural environment, the public good, the good of employees and other groups when creating their strategies. It is a long-term process consisting primarily in managing relationships with particular emphasis on the type and nature of contacts with contractors and purchasers who may be of particular importance in the company's operations.

The ability to find a compromise between the internal environment of the company (employees, management) and the external environment of the company (customers, suppliers) is

the essence of the idea of corporate social responsibility. It should be emphasized that any actions in this direction require patience, but they are undoubtedly an investment in the future of the organization. Improving relations with the environment and increasing the motivation of employees are some examples of benefits in this respect. Figure 1 illustrates the most important features of corporate social responsibility (Leoński et al., 2020, pp. 140-142).
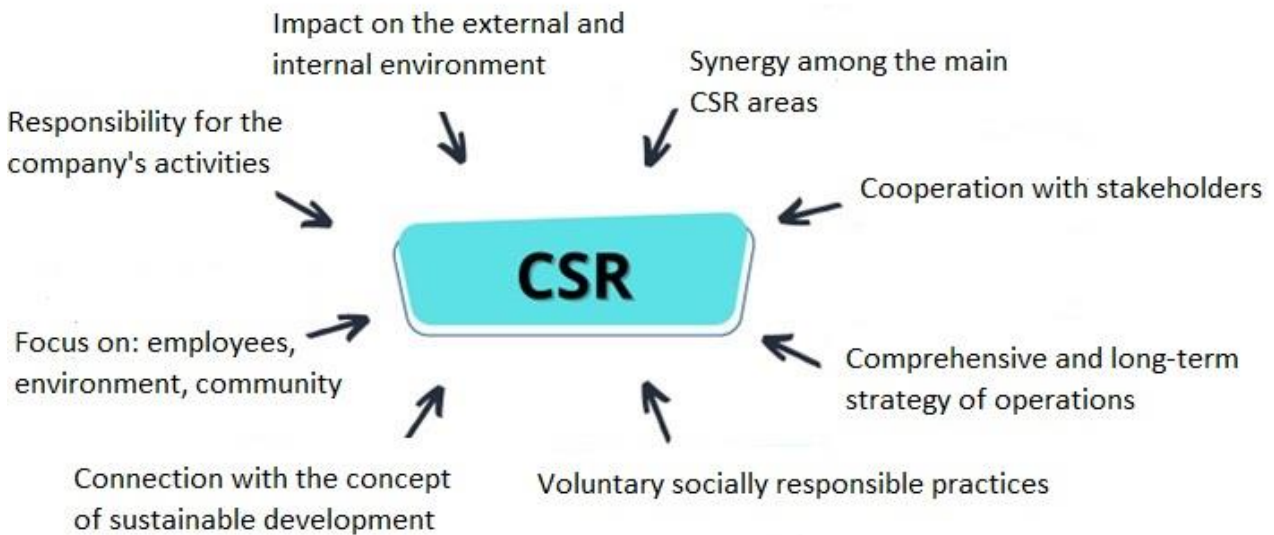

Figure 1 – Main features of corporate social responsibility
Source: Leoński et al., 2020, p. 143

The concept of diversity management has a lot in common with the strategy of corporate social responsibility. In many ways these two concepts intertwine with each another. CSR covers a wider scale of activities as it concerns a number of initiatives of an organization to achieve sustainable development. It can be said that one of the elements of corporate social responsibility is managing the diversity of the most important capital in the organization, i.e. a human capital. Diversity management leads to building a work environment adapted to the needs of representatives of each employee group. Figure 2 shows the elements in which these two concepts gain a common context (Leoński et al., 2020, pp. 144-147).

Figure 2 – Common elements of corporate social responsibility (CSR)
and diversity management (DM)
Source: Leoński et al., 2020, p.147

Social Sciences

The ISO 26000 standard (International Standard Organization) defines several main areas of CSR, and these are:

- Human rights
- Organizational order
- Labor practices
- Natural environment
- Fair organizational practices
- Attitude towards consumers
- Social commitment

A large part of the mentioned aspects related to CSR is also reflected in diversity management, all these activities are primarily connected by the desire to reach various stakeholder groups. An example of an action addressed to the most important group of stakeholders, i.e. employees, may be an investment in employee well-being. In a fast-moving world, organizations cannot ignore diversity as it could hinder their development. A company that strives to build an open work environment and wants to be perceived as socially responsible attracts valuable candidates and strengthens its position on the market.

Human rights in the context of CSR relate mainly to the issue of counteracting discrimination in the workplace, activating women, and preventing mobbing. Activities in the context of organizational governance include the creation of procedures, regulations and rules of communication, according to which the strategy of corporate social responsibility will be conducted. Work practices are all initiatives addressed to company employees, such as ensuring safety and comfort in the workplace, supporting personal and professional development through the organization of training. The functioning of the company on the market (regardless of the industry) is associated with the use of natural resources, the production of waste, and the generation of pollution. However, the negative impact of the company's operations can be minimized, for example, by optimizing production and transport processes, and an ecological office. Fair organizational practices are in fact an ethical attitude of an organization in cooperation with various institutions (business partners, suppliers, public administration). Fair marketing, promoting sustainable consumption and providing consumers with access to information are examples of corporate social responsibility addressed to consumers. Social commitment is the last area of CSR. It is aimed at improving the quality of life of the local community by supporting charity activities, opening new jobs, or engaging in educating the society, among other things ("Areas of Corporate Social Responsibility", 2022).

3. Results and discussion

Diversity management in a robotics company

In the research part of this article, a diversity management strategy in an international company operating in the robotics industry, that also has a branch in Poland, was analyzed. The mission of the "X" company is to try to face the global problems of modern time and sustainable development. The culture of inclusion is a key determinant of business success, and this success is driven by exceptional people employed in the organization.

The robotics company that is the subject of this case study is an international company with operations in more than 100 countries around the world and approximately 145,000 employees. It operates in many industry sectors, including energy, mining and fuel ones. The financial branch of the company, located in Kraków, where the data presented below comes from, employs 2,312 employees (as of June 30, 2022), including 282 students. It is worth noting that international employees account for 11% of employees, and the number of countries represented in the company is as many as 42 (Figure 3).

06.30.2022

Number of employees - 2312

Number of presented nationalities – 42
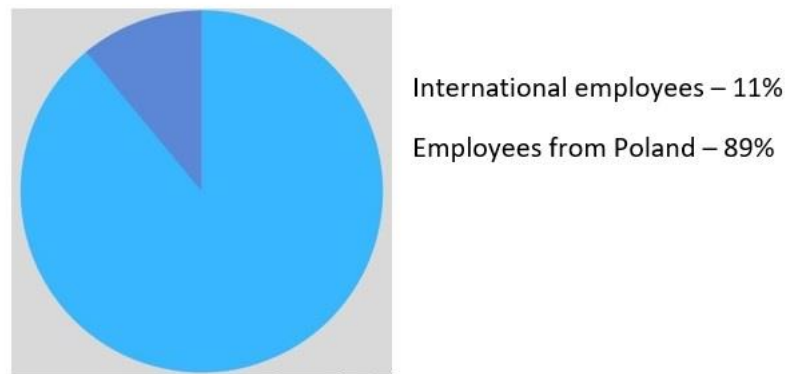
Regular employees - 2030

Students - 282

International employees – 11%

Employees from Poland – 89%

Figure 3 – Employment structure in the "X" company + number of international employees
Source: Own elaboration on the basis of ABB BS People Dashboard, GBS Kraków

Figure 4 shows the structure of employment in the "X" company and there is a division by gender. The company employs more men than women, and there is 14% between the two groups of employees. Male employees occupy 56% of managerial positions. The predominance of men is visible in both charts, but it is not very significant.

Men

Women

30.06.2022

EMPLOYEES

MANAGERIAL STAFF

Woman - 43

Man - 57%

Woman - 44%

Man - 56%
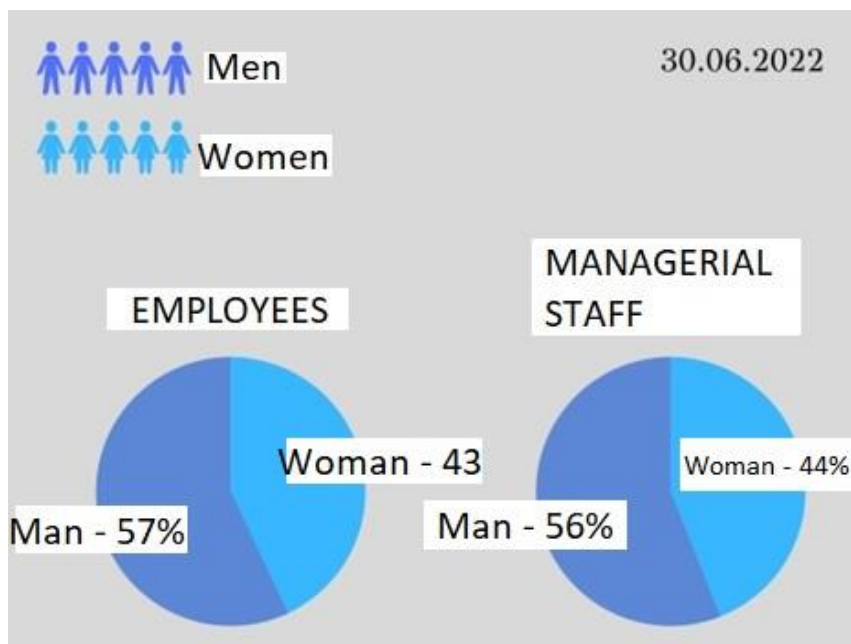
Figure 4. Gender representation in the employment of the "X" company
Source: Own elaboration on the basis of ABB BS People Dashboard, GBS Kraków
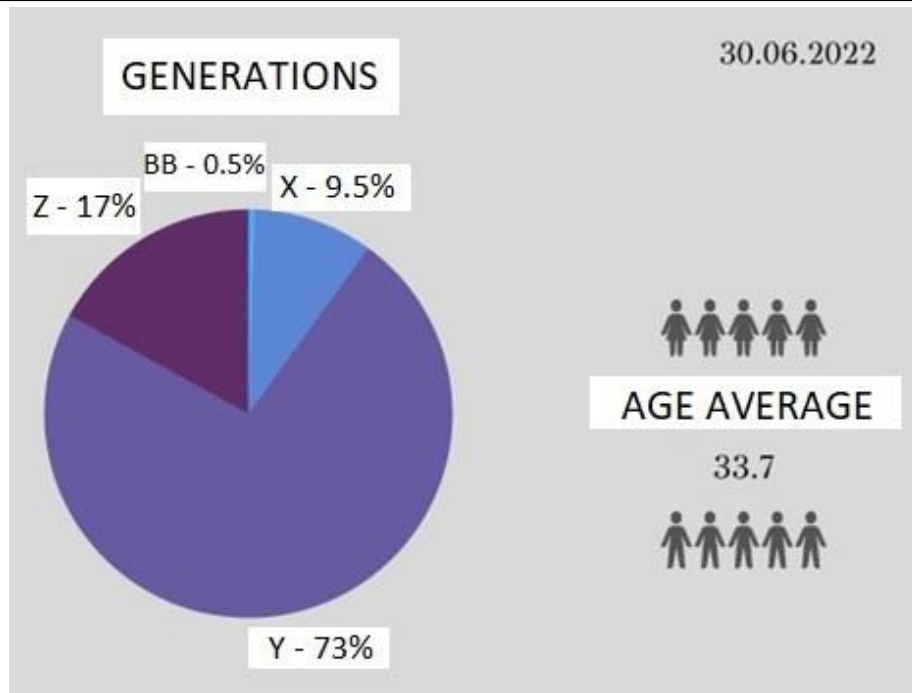
Figure 5. Generational structure in the "X" company
Source: Own elaboration on the basis of ABB BS People Dashboard, GBS Kraków

The generational structure of the "X" company, i.e. data on the age of employees, is presented in Figure 5. As many as 73% of the company's employees are people from the Generation Y, and the second place (with a score of 17%) was occupied by the representatives of Generation Z. The share of employees of Baby Boomers is negligible (0.5%). The average age of the company as of June 30, 2022 was estimated at 33.7 years.

Diversity management strategy

The company strives to ensure that all differences among employees are not only accepted, but celebrated. According to the organization's CEO:

In our organization, we do not discriminate against anyone on the grounds of gender, ethnicity, sexual orientation, age, or represented values. Diversity is our basic strength. We strive to create a work environment in which everyone will feel safe and will be able to achieve success. (Own elaboration based on "Diversity and Inclusion", 2022)

The employee diversity management model is based on 3 pillars. The combination of all of them creates a coherent strategy for operations. Therefore, one may distinguish initiatives in the field of managing the organization, i.e. all kinds of tools, established processes, regulations and good practices that define and enforce the principles of building an environment of equal opportunities. They relate to areas such as recruitment, compensation, access to promotions, and career planning. Building a sense of ownership and responsibility for the organization among employees is the second pillar of activity. An employee who identifies himself or herself with the company and feels that his or her role is important will be less likely to look for a new job. An important role in this process is played by the management staff which should motivate and integrate employees with the company's values. The last pillar of diversity management in the "X" company is cooperation, i.e. the ability to create bonds and cooperation with other team members. It is crucial to maintain good relations with business partners and spread awareness about integration outside the company, as well. The robotics "X" company which is the subject of this research cooperates with organizations such as #Embrace Difference, WeQual - Building a Better business world, Catalyst, and

Open For Business. All these organizations support various groups at risk of exclusion in the workplace, e.g. women and the LGBT+ community (Own elaboration based on "Diversity and Inclusion", 2022).

The "X" company runs diversity management initiatives in many areas, focusing on groups most at risk of discrimination in the workplace. The company has created voluntary employee resource groups whose activities are coordinated by employees. The group's mission is to support various types of diversity initiatives, promote differences and build an environment of belonging in the workplace. The following part of the article will discuss the company's activities for the LGBT+ community, employees at the beginning of their careers, as well as for people with disabilities. Employee networks that serve to promote cultural differences and communication are strongly represented. The company devotes equally much attention to supporting the development of women in the corporate world. The table below presents the various dimensions of diversity management in the "X" company and the main goals and assumptions of the company's policy towards supporting these areas (Own elaboration based on "Diversity and Inclusion", 2022).

Table 4. Dimensions of diversity management in the "X" company

GENDER	Equitable representation within the company structure, ensuring equal opportunities for all company employees and supporting the development of talent, regardless of gender, based solely on skills and achievements.
AGE	Recognizing the skills and strengths of employees of all ages, openness to employment of representatives of all generations. Building an organization that is conducive to development at the beginning of a career, as well as creating a good working environment for elder and more experienced employees.
LGBTQ+	The mission of the program is to create an inclusive, supportive and safe working environment for employees from the LGBTQ+ community and to encourage awareness and understanding of LGBTQ+ issues. Integration of the lesbian, gay, bisexual, and transgender community with other employees.
DISABILITY	Increasing awareness of disability in the organization. Supporting the community of people with various types of disabilities and equal treatment of employees, regardless of their limitations.
ETHNICITY	Building a culture of integration, respecting national, ethnic and cultural differences. Supporting a large number of national groups in the company to celebrate and retain exceptional talent from around the world. Strengthening cooperation and cultural awareness.
DIVERSITY OF VIEWS	Supporting different beliefs, ways of thinking, viewpoints, experiences, skill sets, and personality traits (e.g. introvert vs. extrovert). Promoting the values of the great diversity and individuality of employees.

Source: Own elaboration on the basis of "Diversity and Inclusion", 2022

4. Conclusion

Diversity, which refers to all differences among people (ethnic, cultural, linguistic, ideological), is now more important than ever. Just as biodiversity gives the ecosystem strength and resilience, employee diversity contributes to building an integral work environment, and thereby it strengthens the organization. Companies with greater diversity are more creative, dynamic, flexible, and they understand the needs of the market better.

The pursuit of diversity should not be a "politically correct" strategy or a way to improve the company's image, but the direction of maintaining long-term profitability and sustainable development. It is also an opportunity to acquire talented employees, the deficit of which is already felt on the labor market in Poland.

The most important conclusions of the authors in the context of the importance of diversity management are presented below:

1. Diversity management is a great opportunity for the organization as it fosters mutual learning, generates innovation, and creates space for development for employees and the company.

2. An integral work environment and an organizational culture based on equality and respect allows the company to attract and retain talented employees.

3. Diversity management should be adapted to the conditions and capabilities of the organization; it should be a long-term and well-thought-out process. A strategy is needed to successfully manage diversity.

4. Diversity management brings a number of benefits to the employer, but one has to take potential threats into account, such as conflicts in the team, numerous stereotypes, low awareness of the essence of diversity.

5. Diversity management helps to build the image of a socially responsible employer who respects the individuality of employees, and that is very important from the perspective of potential candidates and clients.

6. The role of managers in the process of managing diversity of the workforce is very important, because they are responsible for the effective operation of employee teams.

5. Фінансування

Це дослідження не отримало конкретної фінансової підтримки.

6. Конкуруючі інтереси

Автори заявляють, що у них немає конкуруючих інтересів.

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