

### 1 Warmer

#### a. Discuss the following quotes.

1. 'A diverse mix of voices leads to better discussions, decisions, and outcomes for everyone.' — Sundar Pichai
2. 'Strength lies in differences, not in similarities.' – Stephen Covey
3. 'We need diversity of thought in the world to face the new challenges.' – Tim Berners-Lee
4. 'In diversity, there is beauty, and there is strength.' – Maya Angelou

## Hire diversity, earn talent

- 1 We all know how important older employees are to a company. They have experience in the job, and they are usually in charge of training new workers. They also play a very important role in the **economy** of any country. If people keep working, they continue paying **taxes**. With this, the government receives **income**, and they don't have to pay **pensions**.
- 2 But the truth is that ageism in the workplace is a big problem. Millions of people in their fifties are **out of work**, and talents are getting lost because of discrimination and old employment practices.
- 3 A recent report suggested different ways to help older workers. These ideas include flexible working hours to give staff time to care for relatives and children. Also, changes to their place of work if they have health problems, and more opportunities for development and training at work.
- 4 Sadly, age is not the only reason workers are discriminated against. Race, religion, gender, and sexual orientation are also common forms of discrimination. In recent decades, many governments have passed anti-discrimination laws, created programmes in favor of diversity, and informed their staff of discrimination and its consequences.
- 5 Many companies say they are inclusive and promote diversity. But according to Intel CEO Brian Krzanich, "It's time to do more. It's not good enough to say we value diversity". It is time for companies to revise their practices and pay more attention to merit and knowledge. The idea is not to 'look' more diverse but to create strategies that correct **bias** to **recruit** and keep the best candidates.
- 6 The company's job is to **empower** good employees and help them succeed. Age, race, religion, or sexual orientation shouldn't be important. It is the company's job to treat people like people. Not only is this the right thing to do, but it is also a great way to improve business results. Individuals with different backgrounds, skills, and experience may have different approaches to the same problems. Diverse companies are more innovative and creative. But this only happens if employees feel safe and comfortable.
- 7 Diverse companies also solve problems faster and make better decisions. According to the Harvard Business Review, a more varied team means a variety of skills and ideas. This makes the team more adaptable, very important in today's changing world.
- 8 So, if you are in a leadership position, remember to hire based on talent and attitude instead of personal characteristics. Your company and everyone in it will benefit.

### 2 Reading comprehension

a. Choose the statements that are correct according to the article. Then, put the correct statements in the order they are mentioned in the text.

1. More training opportunities can be good for older workers.
2. Many employees are discriminated against because of their age.
3. Older staff need a special timetable to give them time to look after their family.
4. Hiring people from different backgrounds usually produces better business results.
5. Old-fashioned ways of working mean that older workers' skills are not used.
6. Most companies hire employees based on their qualifications and not personal characteristics.
7. Some countries have laws to protect employees from discrimination.
8. Race and gender discrimination are more common than age discrimination.

### 3 Vocabulary

a. Find the words in the article. Think about their meaning. Use them to complete the sentences. Check your answers with a partner.

bias   economy   empower   income   out of work   pension   recruit   taxes

1. When people are \_\_\_\_\_, they don't have a job.
2. The company needs to \_\_\_\_\_ two new employees and train them for the job.
3. Leaders should \_\_\_\_\_ their employees by delegating responsibilities and tasks.
4. When someone stops working because of their age, the government gives them a \_\_\_\_\_.
5. When people have jobs, they have money to spend on goods and services, which helps the \_\_\_\_\_ of a country.
6. Workers pay \_\_\_\_\_, so the government has money to support those who have retired.
7. \_\_\_\_\_ is an attitude that you have that makes you treat someone in a way that is different from how you treat other people.
8. Your \_\_\_\_\_ is the money you get from working or investing money.

### 4 Grammar

**a. Look at this sentence from the text:**

Organisations **should** give older staff more opportunities for development and training at work.

Choose the correct option:

Organisations **are / are not** giving older staff opportunities for development and training at work

It is a **good / bad** idea for organisations to give more senior staff more opportunities for development and training at work.

**b. Work in pairs. How can businesses become more inclusive and diverse? Use the prompts to make as many sentences as possible.**

Companies	<i>should</i>	<i>think about...</i>
Leaders		<i>improve...</i>
Governments		<i>implement strategies to...</i>
Individuals		<i>consider...</i>

### 5 Communicative practice

**a. Work with a partner. Take turns to be Student A / Student B and discuss the situations below.**

- Student A: You are the Human Resources manager in a big company. You are worried about the current situation and will talk to your boss. Choose one of the problems below. Explain the problem to the CEO and suggest some possible solutions.
  - a. Older staff never have opportunities to attend courses or learn new skills.
  - b. Most managers are men between 35 and 45 years old.
  - c. Most employees have similar backgrounds and personal characteristics.
  - d. Some employees never share their opinions – they don't feel comfortable doing so.
  - e. Not everyone is treated equally at meetings.
  - f. The workplace is not accessible to disabled employees or visitors.
- Student B: You are the CEO of a big multinational company. The Human Resources manager wants to talk to you. Listen to their suggestions and respond appropriately by sharing your ideas and what you think the positive and negative consequences are.