ABSTRACT The literature on the connection between workforce diversity and performance remains inconclusive. Yet, there is abundance of literature that explore the relationship between different strands of workforce diversity and performance outcomes. In this context, the business case for diversity becomes a contested issue. Depending on the strands and specific set of circumstances outcomes of diversity vary. This seminar will explore the evidence for the interplay between workforce diversity, effective management of diversity and performance outcomes by reflecting on a study of 22 globally significant organisations. Reporting on the findings of a study sponsored by the Economic Social Research Council (ESRC) and the ACCA, a professional body for accounting, on the business case for workforce diversity, I will discuss the current state of business case in globally significant organisations. The study, which informs the seminar, demonstrated that the context of business case is very important. As such, the session focuses on some simple yet fundamental questions such as what, how, why, where, when and for whom? The seminar will explore the promise, practices and complexities of the search for a business case for workforce diversity. There will be opportunities for discussion and debate during the seminar.

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He is the editor-in-chief of the British Journal of Management. His edited book, Equality, Diversity and Inclusion (Edward Elgar) brings together papers from over 30 scholars in the field and his other text, Global Diversity Management (co-authored with Ahu Tatlı, Palgrave) provides evidence from international field studies. He has authored and edited eleven books and published large number of papers in journals such as Academy of Management Review, Academy of Management Learning and Education, British Journal of Management, Journal of Vocational Behavior, International Journal of Human Resource Management, Human Relations, Gender Work and Organization, Social Science and Medicine among others.