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Diversity and Inclusion: Isomorphism, “washing process”, or actual strategic approach?

Annie Bartoli and Gilles Rouet

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Abstract:

Organizations and institutions are increasingly focusing on an objective of social and/or economic inclusion that seems to take precedence over the various forms of anti-exclusion measures. This trend may be related to the changing hierarchy of values at the societal level in the face of societal change. It could also reflect a fashion or mimicry, in the sense of the neo-institutional approach (Di Maggio and Powel, 1983), and be an isomorphic trend.

This paper reviews the conceptual and ideological evolution that has led to the privileging of inclusive policies over anti-exclusion policies, while highlighting the main actors that play a role in the development of so-called inclusive organizations or territories (Brasseur et al., 2023). It studies the evolution of representations concerning social exclusion, as well as the progressive emergence of programs aimed at encouraging inclusion. Our analysis will then focus on the current movement of "Diversity and Inclusion" policies in large multinational companies, as well as in many public institutions that rely on their core missions to put forward territorial inclusion projects.

Since the concept of inclusion is becoming a major axis of the new Corporate Social Responsibility (CSR) policies of large companies at the international level, but also increasingly of national or local institutions, our study aims to understand what can explain such an extended momentum. It appears that that a triple phenomenon is at work and can explain this fairly general trend. The combination of isomorphism phenomena, washing process tendencies, and the desire to conduct real strategic initiatives in line with changes in society appears to be a major trigger for these processes.

Key words: Inclusion, Diversity, Companies, Public organizations, Isomorphism, Strategy

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Introduction

Organizations and institutions are increasingly incorporating, in discourse if not in practice, an objective of social or economic inclusion that seems to be taking precedence over various more traditional forms of combating exclusion (Rouet, 2010; Bartoli and Rouet, 2023). This trend can be seen as linked to changing needs and mindsets in an increasingly complex society, in which the hierarchies of values of multiple stakeholders are evolving, in an attempt to provide appropriate responses to the difficulties of our world. However, these new approaches can sometimes also be considered as fashionable phenomena, or mimicry in the sense of the neo-institutional approach (Di Maggio and Powel, 1983), and thus constitute an isomorphic trend likely to be exercised beyond national borders.

The role and policies of the various private or public actors who contribute more or less directly to this evolution seem to be quite intertwined. In order to analyze this phenomenon, it

is worthwhile to identify the stakeholders who play a role in the development of "inclusive" organizations or territories, committed to the development of "diversity", and to try to understand the logics that drive them.

In this paper, we will begin by recalling some of the major policies to combat exclusion and the gradual emergence of programs to promote inclusion. We will try to identify, at the organizational and institutional levels, some of the key actors of current inclusion policies. In particular, the current movement of so-called "diversity and inclusion" policies will be illustrated by some examples, both in multinational companies and in public institutions and communities. Indeed, these organizations seek to ensure inclusion and diversity in their internal practices and in their relations with external stakeholders, which translates into concrete initiatives such as promoting diversity and inclusion in the workforce, raising awareness of cultural differences or implementing social responsibility programs in favor of vulnerable communities.

Our analysis will show that the concept of inclusion is becoming a major axis of the new social responsibility (CSR) policies of large companies at the international level, because companies that are thus committed to CSR are increasingly aware of their collective responsibility and their duty to respect human rights and promote greater social inclusion. Moreover, through various types of action, they contribute to sustainable economic growth and to the emergence of an environment conducive to an inclusive society as a whole.

In all cases, private or public, one might ask why such a homogeneous pattern occurs, widely, and in many different contexts. We consider three possible explanations: (1) the phenomenon of isomorphism described in the neo-institutional approach; (2) a logic of "washing process", i.e. a process of displaying a positive image as in the "greenwashing" of environmental policies; (3) a real need for a new strategic approach leading to the dissemination of the same good managerial practices.

1. From anti-exclusion policies to inclusive approaches

From the 1970s onwards, the term "social exclusion" became very popular in many Western countries, particularly in the context of policies and programs regarding unemployment and employment, with integrated variations also in policies related to education, health, housing and family. In the 1980s and 1990s, the European Union also took up the issue of social exclusion (Rouet, 2010). The expression "social exclusion" was used in 1989 at the community level by the European Commission, which linked this phenomenon to an insufficient consideration of social rights. The European Observatory of National Policies to Combat Social Exclusion was then created in 1990. It was also at the end of the twentieth century that the concept of dignity was put forward to denounce the phenomena of exclusion. Wresinski, a French activist priest (Wresinski 1986), then asked the UN Commission on Human Rights to recognize extreme poverty as a violation of human rights, which led to the creation of the World Day to Overcome Extreme Poverty, recognized by the UN in 1992 as the International Day for the Eradication of Poverty, and celebrated every year since then on October 17.

From the 2000s onwards, the focus on inclusion seems to have become more prominent, to the point of supplanting the subject of fighting exclusion. The European Commission began by defining social inclusion as the opposite of exclusion: "a process that ensures that people at risk of poverty and social exclusion are given the opportunities and resources to participate fully in economic, social and cultural life, and that they enjoy a standard of living and well-being considered normal for the society in which they live. Social inclusion ensures that they

have better participation in the decision-making processes that affect their lives and better access to their fundamental rights" (European Commission 2003).

Then, progressively, both national policies and actors in many countries and international institutions sought to put in place inclusion approaches that were no longer simply based on the fight against exclusion through integrative processes, but that recognized and valued the diversity of situations and issues of specific individuals or groups of actors.

Society has thus found itself increasingly represented (if not always experienced) as having to be inclusive. Moreover, inclusion would no longer be the role of specialists or dedicated services, more or less legitimized, but the business of all. It thus seems that, beyond national or international institutions and public administrations, companies and organizations themselves have taken up the theme of inclusion. Extending the thinking of Perroux (1973), public or private organizations can be considered as "active units" that are likely to modify their environment and the behavior of other organizations with which they are in contact through their actions. As such, it appeared that they had to design and implement inclusion policies.

2. Corporate dynamics and Inclusion policies in private businesses

Over the last few decades, a major trend has emerged: companies are investing in the deployment of inclusion policies within their environment. Beyond the specific choices of each company, it seems that a certain phenomenon of diffusion or mimicry, in the sense of the neo-institutional approach adopted by DiMaggio and Powell (1983), has taken place. In the following paragraphs, we will see that most large multinational companies are now formulating strategic discourses on their inclusion policies, thus creating a certain movement of standardization, more or less related to corporate social responsibility (CSR) approaches.

For several decades, corporate strategies, speeches and practices have been part of public policies to combat exclusion and also to promote inclusion (for example, to foster employment in certain regions), by helping to encourage various mechanisms (such as tax exemptions, lower social charges, etc.), initiated by local authorities and the State. The strengthening of an awareness of collective and individual responsibilities, in relation to others, to society and to nature, is concomitant with this observed shift from the fight against exclusion to inclusion processes and mechanisms.

The development of these approaches, often summarized by the expression "corporate social responsibility" (CSR), leads to different ways of functioning within different types of organizations (Hermel and Bartoli 2013). Beyond public inclusion policies, it is the companies themselves that act according to their own logic, without necessarily uniting their actions, but in specific dynamics that can be influenced by the logic of territories, competition, partnerships or networks. In this context, companies are trying, first and foremost, to make their actions and strategies consistent with the display of their "social responsibility" and the resulting image stake. The inclusive company seems to be convinced of the importance, and even the obligation, of implementing a policy of non-discrimination, respect for diversity, and even solidarity with different categories of the population. It is indeed a question of inclusion, in the sense that the organization is likely to reinforce or put in place a situation of acceptance of all differences. Thus, companies also seem to be seizing the objective of inclusion, which they sometimes integrate into their CSR policies or make a specific managerial theme.

The case of multinational companies is quite significant from this point of view. Indeed, a certain "groundswell" can be identified in the new managerial policies of these companies, many of which are now displaying a dual objective of diversity and inclusion in their general

policy. Is this a fashionable phenomenon or a necessary evolution? The question may be asked, as the expression "diversity and inclusion", sometimes even summarized as "D&I", is now frequently included in the discourse as an imperative from which multinationals cannot escape.

The table below presents a selection of a dozen examples from among 30 cases that have been identified in 2019 on the websites of large multinational companies, all of which having a specific page devoted to this subject (Bartoli and Rouet, 2023). First of all, we note the similarity of the discourses displayed, which contrasts with the heterogeneity of the sectors of activity, sizes and origins of the companies concerned. For example, L'Oréal, a French-based multinational cosmetics and perfume company, states that it is important for its teams to reflect this diversity and foster inclusion. To achieve this goal, the company says it encourages work environments where everyone, regardless of ethnic and social background, religion, gender, age or disability, feels valued. As for Ikea, a Swedish-born multinational retail company, they also state that they aim to create a work environment that "fosters diversity and inclusion, where employees feel valued for their individuality, recognized for their talents, and where they can be themselves."

The following table summarizes the identification of some of these postings on websites with diversity and inclusion policies of multinational companies.

Table 1: Selection of postings on websites

Companies	Sector	Excerpts from website page on « Diversity & Inclusion »
Danone	Food	"It is about recognizing the uniqueness of each employee and promoting the added value created at Danone by the cooperation of different profiles" with an image « My uniqueness is my talent. »
L'Oréal	Cosmetics	« In order for our products to meet the desires and needs of beauty in their infinite diversity, it is essential that our teams reflect this diversity and promote inclusion. To achieve this goal, we encourage work environments where everyone, regardless of ethnicity, social background, religion, gender, age or disability, feels valued. »
Ikea	Furniture	« We aim to create a work environment that fosters diversity and inclusion, where employees feel valued for their individuality, recognized for their talents, and where they can be themselves. »
Apple	Electronics	« Humanity is plural not singular. The best way the world works is everybody in. Nobody out. »
Accenture	Consulting	« Inclusion and diversity are fundamental to our culture and core values. Our rich diversity makes us more innovative and more creative, which helps us better serve our clients and our communities. We believe that no one should be discriminated against because of their differences such as age, ability, ethnicity, gender, gender identity and expression, religion or sexual orientation. »
Airbus	Air & Space industry	« Inclusion is a working environment where all employees are respected and valued for their distinctive characteristics and have a sense of belonging in their team and in their company. At Airbus, diversity is a core part of our identity. More than 130

		nationalities are represented, and more than 20 languages are spoken within the company. Our employee resource group (...) manages such topics as work-life balance, career development, integration of disabled employees, furthering gender balance and ensuring company commitment to our LGBTI charter. »
Johnson & Johnson	Pharmacy	« Diversity at Johnson & Johnson is about your unique perspective. It's about you, your colleagues and the world we care for—all backgrounds, beliefs and the entire range of human experience—coming together. Inclusion at Johnson & Johnson is about creating a deep sense of belonging. »
Amazon	E-Commerce	« Amazon has always been and always will be, committed to diversity and inclusion. We seek builders from all backgrounds to join our teams and we encourage our employees to bring their authentic, original and best selves to work. »
Mercedes Benz	Car industry	« We strive to create an open atmosphere that welcomes diverse points of view and promotes dialogue. This encourages the kind of innovative thinking that enables us to best serve our customers, dealers and each other every day. Cultivating a culture of inclusion is a core commitment for Mercedes-Benz Financial Services, and it is a business imperative. »
H&M	Clothing	« Inclusion is diversity in action. To us, that is why inclusion comes first. Diversity is the mix of people while inclusion is about making that mix work. In an inclusive and diverse environment, we can all contribute to optimizing our decision-making and team performance by reflecting, respecting and relating to our employees, customers and communities. »
HSBC	Finance / Insurance	« Diversity is in our roots. HSBC was founded more than 150 years ago to finance trade between Europe and Asia, and we continue to bring different people and cultures together. »
Nike	Sports gear	« At Nike, we believe that diversity fosters creativity and accelerates innovation. We value the unique backgrounds and experiences everyone brings, and want all who join us to realize their full potential. Because different perspectives can fuel the best ideas, we are committed to a workplace that is increasingly diverse and inclusive. »

Source: Authors research

This overview allows to notice that, beyond the variety of companies in terms of sectors of activity, there is, on the contrary, a great similarity of discourses on inclusive policies, presented as guarantors of the respect of diversity. Thus, in inclusion policies more or less linked to the "social responsibility" of companies and organizations, we arrive at what some researchers call "the power of discourses on diversity in the workplace" (Zanoni and Janssens 2015), thanks to which the multinational company of the 21st century would regain a certain form of legitimacy by this means. We can also note, following Goxe and Viegas Pires (2019), that when demographic or social characteristics of the policy are put forward, they mostly concern disability, gender, and national origins, which could lead to the paradox of taking into

account some special needs of social groups, likely to recreate some common categorical norms in this way.

With regard to the now systematic association of the concept of inclusion with that of diversity in corporate discourse, the clarification made by the multinational H&M seems to be quite unique in that it states that diversity is the mixing of people, while inclusion consists of making this mixing work. The legitimacy of the combination of the two principles in general policies would thus be based on its need for operationality.

More specifically, we can find here the appearance of what DiMaggio and Powell (1983) call the phenomenon of "isomorphism", a key concept in the neo-institutional approach. This is a process that leads units to become more and more similar to each other, under the influence of institutions, norms or mimicry. In this case, we may wonder about the existence of a logic of mimetic isomorphism, which would lead large companies to imitate each other, thus becoming more and more similar from the point of view of "diversity and inclusion" policies, even if these organizations were led by leaders convinced of the merits of such orientations. If we then ask ourselves about the implementation of this type of approach at the level of territorial public organizations, it is the local authorities that are also concerned. What role do they play in inclusive dynamics, and are they, like companies, experiencing marked movements in this area?

3. Public inclusion policies at the territorial level

A first approach to inclusion at the territorial level brings out the term "inclusive city". According to Clément and Valegeas (2017), what is presented as a concept would in fact be more of a watchword for action, and "a way to streamline the urban project." The authors draw on the work of Herman Van der Wusten (2016) who situates the "inclusive city" within a set of possible urban models. In particular, the formalization of this model would come from the UN Habitat program which developed the theme of inclusive cities from the early 2000s (UN-Habitat 2001).

For Van der Wusten (2016), the "inclusive city" constitutes an alternative path, more political and citizen-oriented, which is situated between New Public Management (with its managerial approaches) and the principles of "good governance" (stemming from the mimetic influence of international institutions). The model of the inclusive city would therefore be more in line with a logic of citizenship aimed at involving all inhabitants in the public sphere. We are therefore more concerned with the participation of the citizen in the affairs of the territory. Clément and Valegeas (2017) conclude that "the term 'inclusive' seems to come at a time when the idea of the fight against exclusion is beginning to run out of steam, presenting its positive side", with the threat of being faced with a catch-all word that would have the merit of being consensual, but would run the risk of remaining empty of meaning. Nevertheless, the term "inclusive city" now seems to be widely used, both by local authorities and by companies wishing to promote their services within the lives of citizens.

Which city policies explicitly include the principle of inclusion in their objectives? It seems to be quite common in North America: in Canada, several communities have identified themselves as inclusive cities. In Montreal, according to its 2018-2021 action plan, the focus is on newcomers to the city: "The integration of newcomers to Montreal is everyone's business. In the United States, research on the inclusive city (Poethig et al. 2018) highlights two criteria: economic inclusion and racial inclusion that lead to an overall inclusion index. The researchers explain their choice to consider these two criteria by the fact that it is common for U.S. cities to experience economic growth while leaving out certain groups, particularly communities of

color, given the country's long history of discrimination. In this framework, economic inclusion refers to the ability of low-income residents to contribute to and benefit from economic prosperity, which is measured by income distribution, housing affordability, the proportion of poor residents, and high school dropout rates.

In France, for example, several cities or metropolises, such as Paris, Lyon, Dijon or Bordeaux, present themselves as "inclusive cities" by showing sensitivity to the issues of accessibility for all inhabitants of urban services. Anne Hidalgo, mayor of Paris, defined the inclusive city in 2016 as follows: "Our cities are home to a wide variety of populations: cosmopolitan creative people who take advantage of globalization; fragile populations who come to the city to find refuge and resources that do not exist outside; and there are the middle classes, the employees of public services and the private sector, who make the city function. We need to keep the balance, to make sure that everyone can live together. A city that is doing well relies on the diversity of its inhabitants. This quotation reflects the combination of inclusion and diversity. These analyses also show a certain territorial specificity of the concept of the inclusive city, insofar as the concept and the criteria associated with it do not seem to be found as much in other countries or regions of the world (Allam et al., 2023), or perhaps not yet if the phenomenon of mimetic isomorphism mentioned above has not yet had time to be fully exercised.

Beyond the policy carried by a municipality or a metropolis on its own inclusive approach, in terms of service to its inhabitants, the role of local authorities in the inclusive development of societies can also be put forward. According to Jean-Marc Berthet (2018), it is a matter of thinking about the conditions of access to society: "But these conditions of access invite a reversal of the burden of proof: it is no longer up to individuals to deploy all their resources to gain access, but rather up to the city, to society, to the school, to create the conditions that allow for this generalized accessibility." This logic of a societal role to be played by local authorities with regard to inclusion thus seems to be developing. In 2016, Paris hosted a global summit "Cities for All", under the aegis of the United Nations and the OECD, which led to the drafting of an international call for political, economic and social inclusion, aimed at promoting the implementation of the principles set out in the box below.

Table 2: OECD Call for political, economic and social inclusion

Everyone's rights and participatory democracy

Fight against gender inequality, discrimination, social insecurity; reception and integration of refugee families; participatory democracy and "civil tech"; access to public data...).

Creating opportunities for all

Access to education and continuous training; creation of activity for all; social coverage; development of intergenerational...).

Improving access to essential services and urban living conditions

Access to housing and health care; fight against segregation and pollution; make culture and sports available to all...).

Source: Authors research

This call highlights the idea that local authorities have a particular responsibility to encourage and enable the development of "inclusive territories". This role is also emphasized by the OECD, which points out that cities are generators of social and economic growth, but have difficulty developing truly inclusive territories on their own. This observation led to the launch by the OECD in 2016 of an approach called the "Champion Mayors Initiative for

Inclusive Growth", aimed at capitalizing on exchanges of experience and creating a scale effect. In this framework, Paris has defined an "action plan for inclusive growth in cities" that aims to "take concrete steps to combat disparities between rich and poor, in four areas of intervention: 1) education, 2) labor market and skills, 3) housing and urban environment, and 4) infrastructure and public services". The approach emphasizes not only the role of the city for its own sake, but also its contribution to a broader societal dynamic.

These new approaches to the inclusive development of societies thus highlight, on the one hand, the importance of the territorial logic for the implementation of policies, and on the other hand, the phenomenon of collective dynamics, which seems to constitute a desired and desirable lever for moving from local and isolated initiatives to genuine finalized action programs. Territorial dynamics thus appear (Nobile and Marin 2018), as bearers of interactions to be managed between public and private actors, or between institutions at the "macro" level and organizations at the "micro" level. Such dynamics represent new ways of understanding inclusion projects, which now seem to have effectively supplanted traditional programs to combat exclusion.

4. Discussion

Our analysis shows that the issue of inclusion has become very present in the discourse, policies and/or practices of institutions, organizations and actors, both public and private, at the national, European and international levels: the principle of an organization that is open to diversity, that wishes to promote an inclusive work environment and to participate in the fight against discrimination in the territories has become widespread in a few years, often as an articulation or practical extension of the social responsibility of organizations (Bartoli et al. 2019).

In contrast to the fight against exclusion, which could lead to leveling the players within a collective project aiming at the integration of all, inclusion policies now made explicit and sometimes implemented, are based on principles stating the richness of diversity and the respect of difference or otherness. National and international public institutions have seized on this theme to try to combine approaches based on unity with respect for difference, while companies also see it as an argument for promoting their image, and local governments are seeking to modernize the bases and methods of their territorial public policies.

Such a groundswell actually includes a paradox: on the one hand, the benefits of diversity are preached, and on the other hand, this leads to homogeneous managerial discourses and processes. How to understand this phenomenon? We will examine the 3 possible phenomena that we propose to consider as main explanatory factors.

4.1. An isomorphic phenomena

At first sight, it seems that we are confronted here with the same paradox well highlighted by two now famous researchers when they stated 40 years ago: "a paradox arises: rational actors make their organizations increasingly similar as they try to change them" (Di Maggio and Powell, 1983). Let's recall the basis of their analysis. To illustrate their point, these authors start from the image of the iron cage used by Max Weber about bureaucracy: "the rationalist order has become an iron cage in which humanity has been imprisoned" (Weber, 1930), which leads to an irreversible momentum of bureaucratization. Di Maggio and Powell consider in turn that organizations are becoming more homogeneous, and that bureaucracy is becoming the common organizational form. There are processes at work that make organizations more similar without necessarily making them more efficient... However, for them, the causes are not only those of

the Weberian approach; they are also linked to a complex context, in which "Individual efforts to deal rationally with uncertainty and constraint often lead, in the aggregate, to homogeneity of structure, culture and output". Actually, "isomorphism" is supposed to be the major drive toward similarity, and the authors particularly analyze institutional isomorphism, which is the main basis of their rationale.

According to the authors, there are three central mechanisms behind institutional isomorphism change: (a) Coercive isomorphism, which is essentially pressure from stakeholders to whom the organization is linked or on whom it depends. This can be, for example, government obligations or requirements imposed by suppliers. (b) Mimetic isomorphism, which describes the mechanism by which organizations draw inspiration from each other. Organizations may observe what other organizations that are deemed legitimate or successful are doing, or they may be pressured to do so by consultants or institutions that influence multiple organizations.

(c) Normative isomorphism that describes the framing exercised by professional standards or patterns. For example, people hired with similar backgrounds will tend to approach problems in the same way, or business-to-business networks will import norms that push organizations to adopt particular processes or routines.

It is likely that the significant wave of "Diversity and Inclusion" policies reaching all forms of organization in the world today corresponds to this phenomenon. In particular, the mimetic isomorphism is quite clear, especially under the influence of international institutions, such as the UN, OECD, or the European bodies, as we have seen in the previous parts of this paper. Moreover, the approach is quite circular because the implementation of CSR and inclusive strategies, in the rather normative context of discourses, devices and therefore practices, result in the promotion of isomorphism within organizations.

4.2. A "washing process"

We use here the expression "washing process" in reference to the neologism "greenwashing" which can be defined in the following way: "the intersection of two firm behaviors: poor environmental performance and positive communication about environmental performance" (Delmas and Cuere Burbano 2011, p. 65). The term "greenwashing" is generally considered to have been coined by US environmentalist Jay Westerveld in 1986, at a time when there was limited public access to information and large-scale advertising campaigns on the airwaves, which allowed companies to portray themselves as caring promoters of the environment, even as they engaged in unsustainable practices. According to several sources (see, for example, Watson, 2016), Westerveld wrote an essay while still a college student after noticing that a hotel claimed to care about the environment to justify its encouragement of reusing towels, when it was doing nothing in this area.

More generally today, greenwashing refers to the company practices to appear to be more environmentally friendly than they really are. This term has given rise to various variations, such as "CSR washing" (Pope and Wæraas, 2016) or, more recently, "Diversity washing" (Baker et al., 2023), which are directly related to our topic. It is not possible at this stage of our research to know whether companies and local governments that post Diversity and Inclusion policies are in the process of washing and do not have actual practices in this area. But we can assume that in the large set of organizations that refer to it, some are in this trend, in order to improve their image... thus incorporating false, exaggerated or incomplete environmental claims into their discourse in order to attract environmentally concerned stakeholders, perhaps even to the point of believing them themselves, by the so-called "Pygmalion effect".

4.3. An actual strategic approach

Beyond the phenomena of fashion, mimicry or facade image, it also appears that the tendency to develop Diversity and Inclusion policies corresponds to genuine strategic approaches resulting from analyses of society's needs and changes. Indeed, as Powell (1991) suggests, the search for legitimacy and the search for efficiency can go hand in hand and do not necessarily lead to misdirection. Complex interdependencies as well as path-dependent development processes can lead to similarities, even though each organizational approach remain specific. Research in international and intercultural management has in particular been able to show that openness to diversity and inclusive policies can correspond both to societal considerations and to coherent strategic approaches for organizations, provided they strive to engage in real actions in the desired direction.

Conclusion

Our analysis shows that the theme of inclusion has become very present in the discourse, policies, and/or practices of institutions, organizations and actors, both public and private, at the national, European and international levels. The principle of an organization open to diversity, eager to promote an inclusive work environment and to participate in the fight against discrimination in the territories has become widespread in a few years, often as a practical articulation or extension of the social responsibility of organizations. Whereas the fight against exclusion aims at integrating everyone, inclusion policies are generally based on principles that also affirm the richness of diversity and respect for difference. National and international public organizations have taken up this theme to try to combine approaches based on unity while respecting differences, while companies also see it as an argument for promoting their image, and local governments seek to modernize the bases and modalities of their territorial public policies.

Inclusive strategies can contribute to the search for meaning for stakeholders, in a context of evolving hierarchies of values at the societal level. In particular, these strategies fully legitimize the expression of employees, and even their participation, often expected, in decisions. Thus, provided that there is consistency between discourse and practice, these strategies can contribute to commitment and well-being at work, and help improve performance, thanks in particular to the evolution of the portfolio of skills, resulting from greater diversity in recruitment, an incentive to train, an increase in commitment and an induced mobilization in the management of intercultural teams.

The reflection and analysis conducted in this paper lead to the conclusion that a triple phenomenon is at work and can explain this fairly general trend. The combination of isomorphism phenomena, washing process tendencies, and the desire to conduct real strategic initiatives in line with changes in society appears to be a major trigger for these processes.

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