

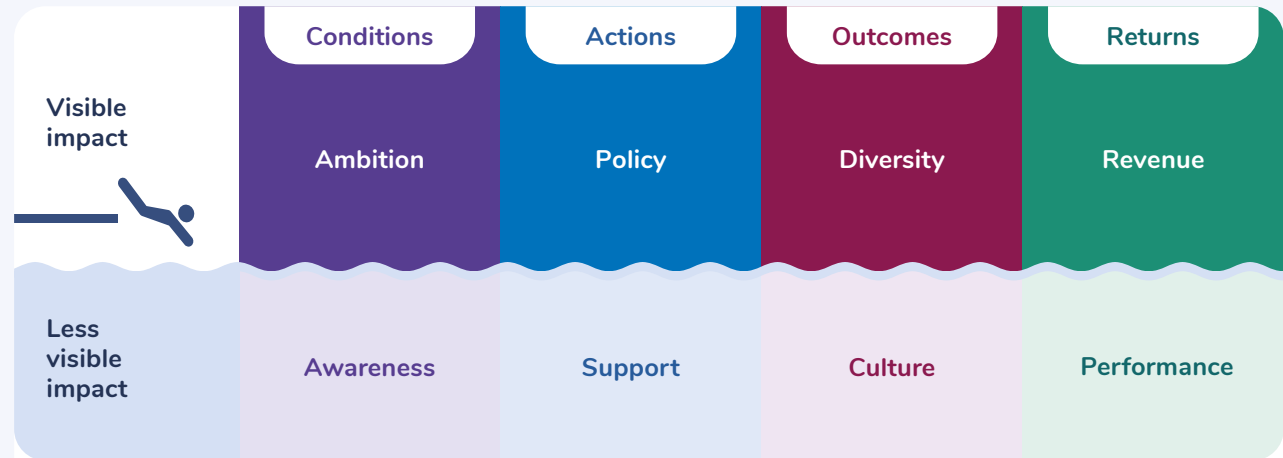
Making impact on diversity and inclusion

A springboard to sustainable change

Why this handout?

Many employers striving for diversity and inclusion (D&I) struggle with transforming commitment into tangible impact. As a result, it sometimes seems like the end goal of a truly diverse and inclusive organization is unattainable. This handout offers a fresh perspective on realizing impact with your D&I policy. A focus on the intermediate steps will bring you closer to that big, seemingly unattainable dot on the horizon.

We differentiate between **four phases** of impact, which consist of **visible** and **less visible parts**. This shows that impact is not an end goal, but a continuous and iterative process. With this new perspective on impact, it will become clear how you can implement practical resources. In this way you can make progress towards sustainable change.



A deep dive

To make impact on diversity and inclusion, attention must be paid to both the **visible** and **less visible parts** of the process. So do not just dwell on the surface, but also plunge into the depths in order to go through the entire impact process.

Make waves by establishing the **ambition**, developing the D&I **policy**, recruiting and retaining **diversity**, and assessing **revenue** for the organisation. In addition, take a deep dive into raising **awareness**, generating **support**, fostering an inclusive **culture**, and evaluating employee **performance**.



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Impact as a continuous process

The pursuit for impact is a **continuous** and **repeating** process. Once all phases are completed, it starts over again. At the end of the cycle, review the ambition, and repeat the process from the beginning.



Milestones at different organisational levels

Impact on diversity and inclusion is made from various organisational levels. Board members, managers and employees all play their own role in this collaborative effort. They all go through the impact process, but have their own specific milestones to achieve.

	Conditions	Actions	Outcomes	Returns
Board	<p>Ambition A D&I vision is in place with corresponding D&I goals for the organisation</p> <p>Awareness The D&I ambition is taken into account when setting priorities and determining successful performance</p>	<p>Policy The D&I goals are integrated into the overall organisational policy</p> <p>Support Sufficient FTE, funds and resources are allocated for D&I activities</p>	<p>Diversity Board members are sponsors, role models, and coaches for various kinds of employees</p> <p>Culture The interests of different groups of employees are taken into account</p>	<p>Revenue The social and corporate benefits of diversity are evident in business results</p> <p>Performance Board members convey benefits of diversity for business operations</p>
Management	<p>Ambition It has been established what role managers play in the D&I policy</p> <p>Awareness Managers know they are responsible for the implementation of the D&I policy</p>	<p>Policy D&I goals are part of the assessment and development cycle</p> <p>Support Support is shown for the D&I policy and feedback for policy improvement is properly relayed</p>	<p>Diversity Employees from different groups are selected for and promoted to managerial positions</p> <p>Culture Managers are able to lead diverse teams, and feel it is only natural to have diversity among colleagues</p>	<p>Revenue Unique qualities and contributions of colleagues from different groups are utilised</p> <p>Performance Managers are able to identify and harness differences between employees as assets</p>
Employees	<p>Ambition D&I ambitions are translated into what is expected of employees</p> <p>Awareness Employees understand why the D&I goals are important</p>	<p>Policy D&I aspects are included in employee KPI's</p> <p>Support The D&I policy is supported and potential areas for improvement are flagged</p>	<p>Diversity Employees with different person characteristics work in all organisational divisions</p> <p>Culture Employees are positive about cooperating with colleagues from different groups</p>	<p>Revenue Increased productivity, creativity, continuity and more potential for development of talent in the workplace</p> <p>Performance Employees are passionate about and committed to the organisation</p>

Also see the [handout for employers: Interventions for retention & throughflow](#) (in Dutch) for concrete interventions to make an impact at different organisational levels.

How can you make impact ...

To make an impact on diversity and inclusion you can make use of various resources. Employ these strategically to set **conditions**, take **actions**, collect **outcomes**, and evaluate **returns**.



... with education?

- Provide education on [various D&I topics](#) (such as *inclusive leadership* or *dealing with biases*)
- Provide education in *different formats* (such as [training days](#) and [e-learning courses](#))



... with communication?

- Communicate the [moral and business motives](#) for D&I and the experiences and efforts in relation to D&I to encourage [behavioural change](#)
- Apply [inclusive language](#) (e.g. in job postings, or on the website)
- Provide [digitally accessible texts](#) (e.g. in newsletters or on the intranet)



... by complying with (in)formal regulations and guidelines?

- Ensure that recruitment and selection processes comply with *laws and legislation* related to D&I (such as the Dutch [Growth Quota and Target Figures Act](#) and the *Participation Act*)
- Treat [personal data](#) according to the [GDPR](#)
- Prevent [inappropriate behaviour](#) (such as *microaggressions*, *discrimination*, *bullying* and *sexual harassment*) by adopting a [code of conduct](#)
- Appoint [confidentiality counsellors](#) and set up a *complaints committee* in accordance with the Dutch [Working Conditions Act on Psychosocial Workload](#)
- Ensure the D&I policy complies with *collective labour agreement conditions* related to D&I

Click on the hyperlinks to be directed to a specific handout or webpage (most in Dutch) with advice on the topic.



... by improving working conditions?

- Integrate D&I into the *onboarding* of new employees
- Create [employee networks](#) for representation of interests of different groups of employees
- Offer *mentoring*-, *coaching*-, and/or *buddy programmes* to foster talent development
- Implement a range of [anti-discrimination interventions](#) (such as bringing different groups of employees into contact with each other and spotlighting role models within the organisation)
- Focus D&I initiatives on improving conditions for *specific groups of employees* (such as employees from [ethnic-cultural minority groups](#) and [LGBTIQ+ employees](#))



... by adjusting recruitment and selection processes?

- Make recruitment, selection and assessment processes more [objective](#) and [inclusive](#) by modifying *job specifications*, pre-defining [objective selection criteria](#) and using [structured interview scripts](#)
- Set *targets* for groups of employees who are underrepresented in the organisation
- Tap into new *recruitment channels* to reach candidates from underrepresented groups
- Include a *diversity statement* in job postings



... by monitoring D&I?

- Include the monitoring of all parts of the impact process in the [planning & control cycle](#)
- Carry out [impact measurements](#) for D&I initiatives, for example by conducting *surveys*, executing *cross-sectional analyses* of the workforce, or implementing [\(exit\)interviews](#)

Scan the QR-code for an [overview](#) of these handouts and web pages by topic.

