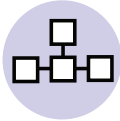


# The Netherlands Inclusivity Monitor

## Insights from 2019-2023

### Policy Scan Inclusivity<sup>®</sup>



#### Diversity and inclusion policy

How **coherent**, **systematically developed** and **evidence-based** is the organisation's D&I policy?



**65**  
organisations

Filled in by  
**HR/D&I staff**  
of the organisation

### Employee Scan Inclusivity<sup>®</sup>



#### Experienced inclusivity climate

How are employees who are different from most treated in your organisation?



**37481**  
employees

Filled in by  
the organisation's  
employees








This factsheet is created by researchers of Utrecht University in collaboration with Foundation InclusieNL, and is made possible by the Goldschmeding Foundation. For more information, see: [www.nederlandseinclusiviteitsmonitor.nl/netherlands-inclusivity-monitor](http://www.nederlandseinclusiviteitsmonitor.nl/netherlands-inclusivity-monitor)

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# Insights from the Policy Scan Inclusivity<sup>®</sup>

## How systematic is the D&I policy?

Organisations devote the least attention to setting SMART **goals** and **evaluating** the effect of D&I initiatives. They focus more on formulating a D&I **vision**, taking **actions** and creating **support** for the D&I policy.

	 1. Vision	 2. Goals	 3. Support	 4. Actions	 5. Evaluation	Total
<b>Inflow</b>	73%	47%	54%	45%	22%	48%
<b>Inclusion</b>	69%	35%	63%	50%	12%	46%
<b>Throughflow</b>	24%	20%	17%	29%	16%	21%
<b>Outflow</b>	14%	12%	12%	35%	2%	15%
<b>Total</b>	45%	29%	36%	40%	13%	33%

## How coherent is the D&I policy?

The emphasis is on **inflow** and **inclusion**, and less on **throughflow** and **outflow**.

## How evidence-based is the D&I policy?

The D&I policy can still be aligned more with scientific insights.

The D&I policy can be structured more systematically. There is still potential for improvement on all policy steps, including those with relatively high scores.

### From separate initiatives to deliberate policy

Avoid that the D&I initiatives your organisation undertakes are standalone isolated projects. Follow all the steps (vision, goals, support, actions, and evaluation) and make sure they are aligned. This way, your policies will be developed, implemented and evaluated in a well-considered manner.



# How do you develop a more systematic D&I policy?



## Formulating a vision Score 45%

Many organisations have a vision for improving diversity and inclusion in their organisation. This D&I vision is not yet always supported by arguments that fit the organisation.

Have your D&I vision match your strategic goals and back up the vision with arguments in line with the organisation's core tasks. Moreover, document these arguments formally.



## Setting goals Score 29%

Most organisations have goals that follow from their D&I vision. Often, these goals are also formulated realistically. However, they can still be made more SMART.

In addition to being realistic, ensure that goals are specific, measurable, acceptable, and time-bound. This will help you determine whether you are realising your ambition.  
*Also see the [handout: Make diversity and inclusion policy SMART](#)*



## Creating support Score 36%

In many organisations, the top is backing D&I initiatives and specific actions are taken to gain employee support. On the other hand, organisations rarely communicate the consequences of initiatives.

Explain to your employees why you are taking D&I initiatives and what their importance is to the organisation. Also point out their impact on current employees.  
*Also see the [handout: All aboard](#)*



## Taking actions Score 40%

Almost all organisations provide onboarding activities for new employees. Diversity efforts are also often communicated both internally and externally. However, more target-oriented actions can be taken.

Check whether groups of employees have specific needs and how you can cater to these. Exit interviews can provide valuable insights on the perceived working climate.  
*Also see the [handout: Exit interviews](#)*



## Evaluating effect Score 13%

Few organisations measure the effect of their D&I initiatives. However, some organisations have made someone responsible for tracking progress on their D&I goals.

Regularly assess the impact of your D&I initiatives. By evaluating them, you can find out whether your efforts are being rewarded. Adjust your policies if necessary.  
*Also see the [handout: Measuring for impact](#)*

What do we see?

What do we advise?

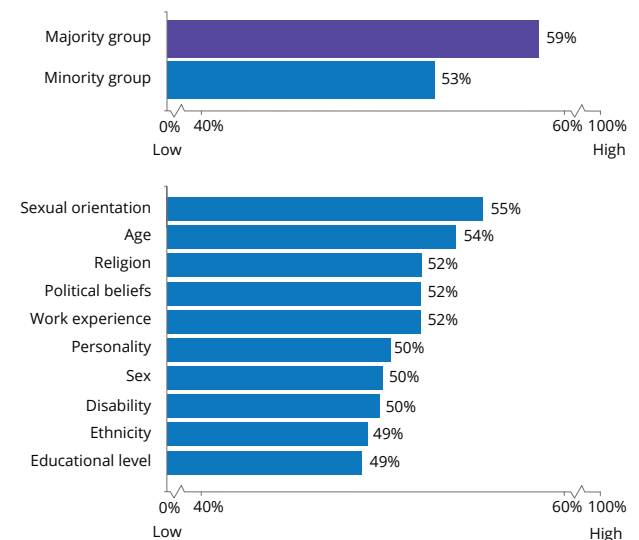
## Results

Employees can feel different from their colleagues on many different grounds. Employees who feel different from most colleagues (the minority group) experience a less positive inclusivity climate than the rest of the employees (the majority group). This effect is observed regardless of which ground(s) employees feel different on. Moreover, the greater the number of grounds an employee feels different on, the less positive the experience of the inclusivity climate is.

### Distribution of diversity grounds



### Experienced Inclusivity climate



## Recommendations

1.

### Identify all groups

Keep in mind that employees may feel different from their colleagues on different grounds. Investigate what the situation is like in your organisation and who may experience the inclusivity climate differently.

2.

### Devote attention to all

Conduct D&I policies that target all employees within the organisation as well as specifically target underrepresented groups of employees in your organisation.