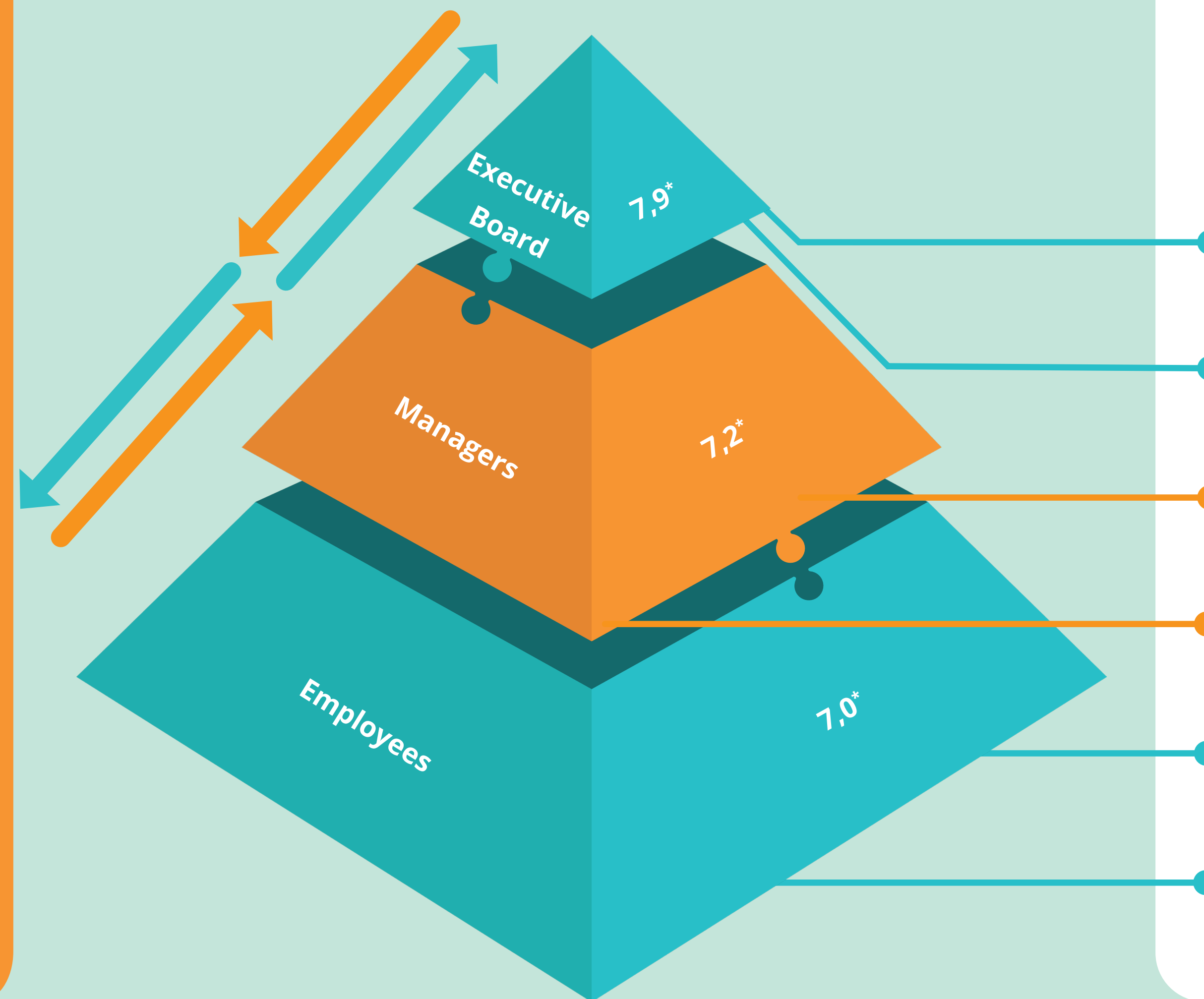


All aboard

Handout for creating support for diversity and inclusion policy

The purpose of this handout

For D&I policy to succeed, it is important that it has broad support in the organisation. In this handout, we use data from SER Diversity at Work and the Netherlands Inclusivity Monitor to show how support for D&I policy manifests within organisations and what this looks like among employees. We also review for which aspect of D&I policy and at which organisational level organisations try to create support. Finally, we provide concrete strategies and actions that HR can apply to create support.



How does support manifest at different organisational levels?

If there is support for D&I within the organisation, it is expressed in different ways at different organisational levels. According to the HR professionals in organisations that have signed the Diversity Charter, support for D&I is greater at higher organisational levels.

- Formulates **D&I vision** and propagates it in word and deed.
- Defines **resources and responsibilities** (e.g. through KPIs) for D&I.
- **Stimulate change** towards diversity and an inclusive organisational culture within teams.
- Make employees **aware** of the D&I policy and put it into practice.
- Bring **opportunities and challenges** to light (e.g. through employee networks).
- Express their support for the D&I policy, thereby **inspiring** other employees.

*Support within different organisational levels as estimated by HR professionals (on a scale of 1 to 10)

Source: Monitor Diversity Charter 2020, Regioplan/SER Diversity at Work, August 2021



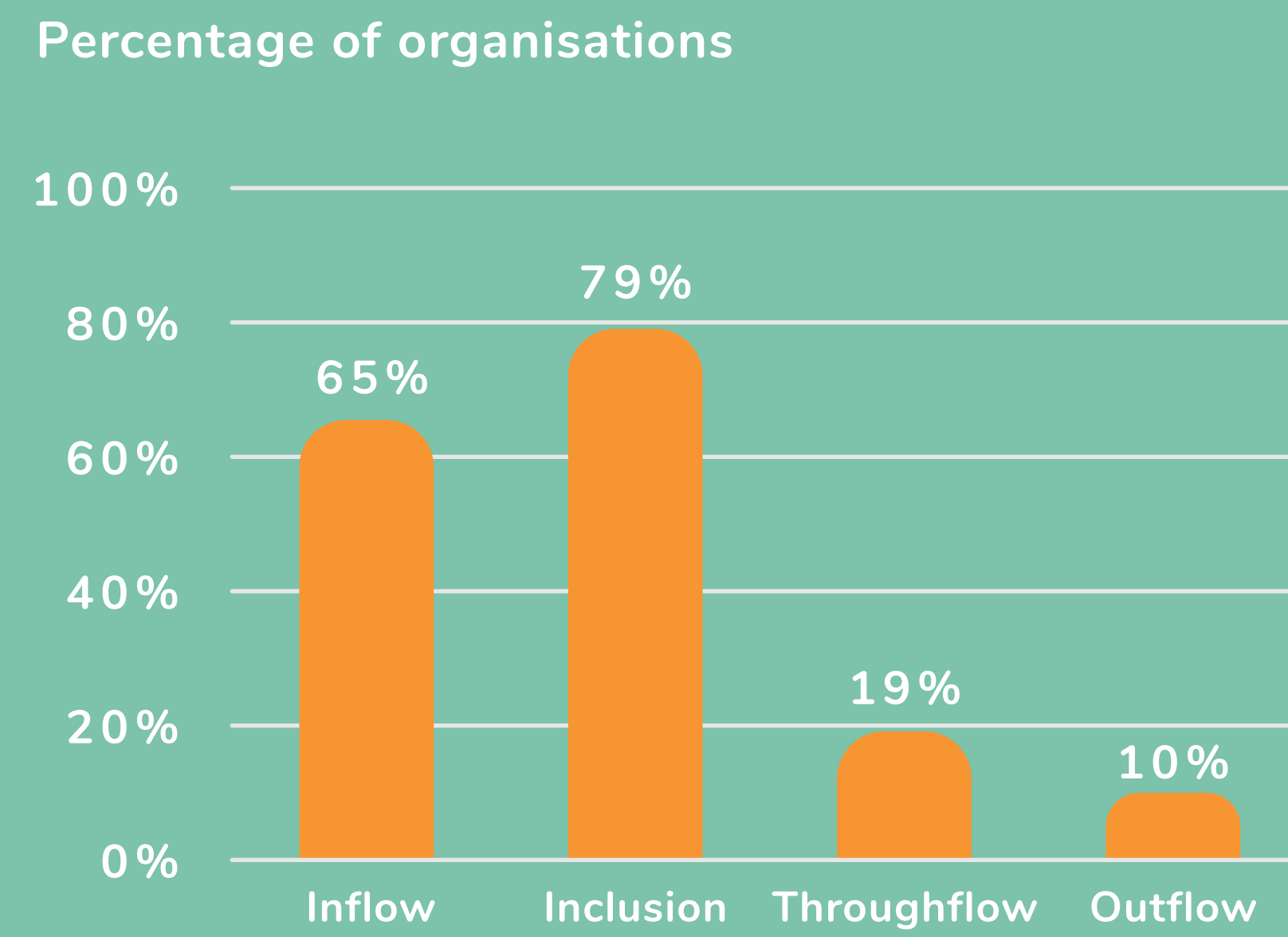
This handout is a collaboration between Utrecht University, SER Diversity at Work, and Foundation InclusieNL and is made possible by the Goldschmeding Foundation. For more information on the joint project, see <https://goldschmeding.foundation/project/het-moet-wel-werken/>.

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What are organisations doing to create support for D&I policies?

For which D&I policy domain is support created?

Most NIM organisations undertake specific actions to gain employee support for their D&I initiatives. There is a particular focus on creating support for inflow and inclusion initiatives. This percentage is considerably lower for creating support for throughflow and outflow initiatives.

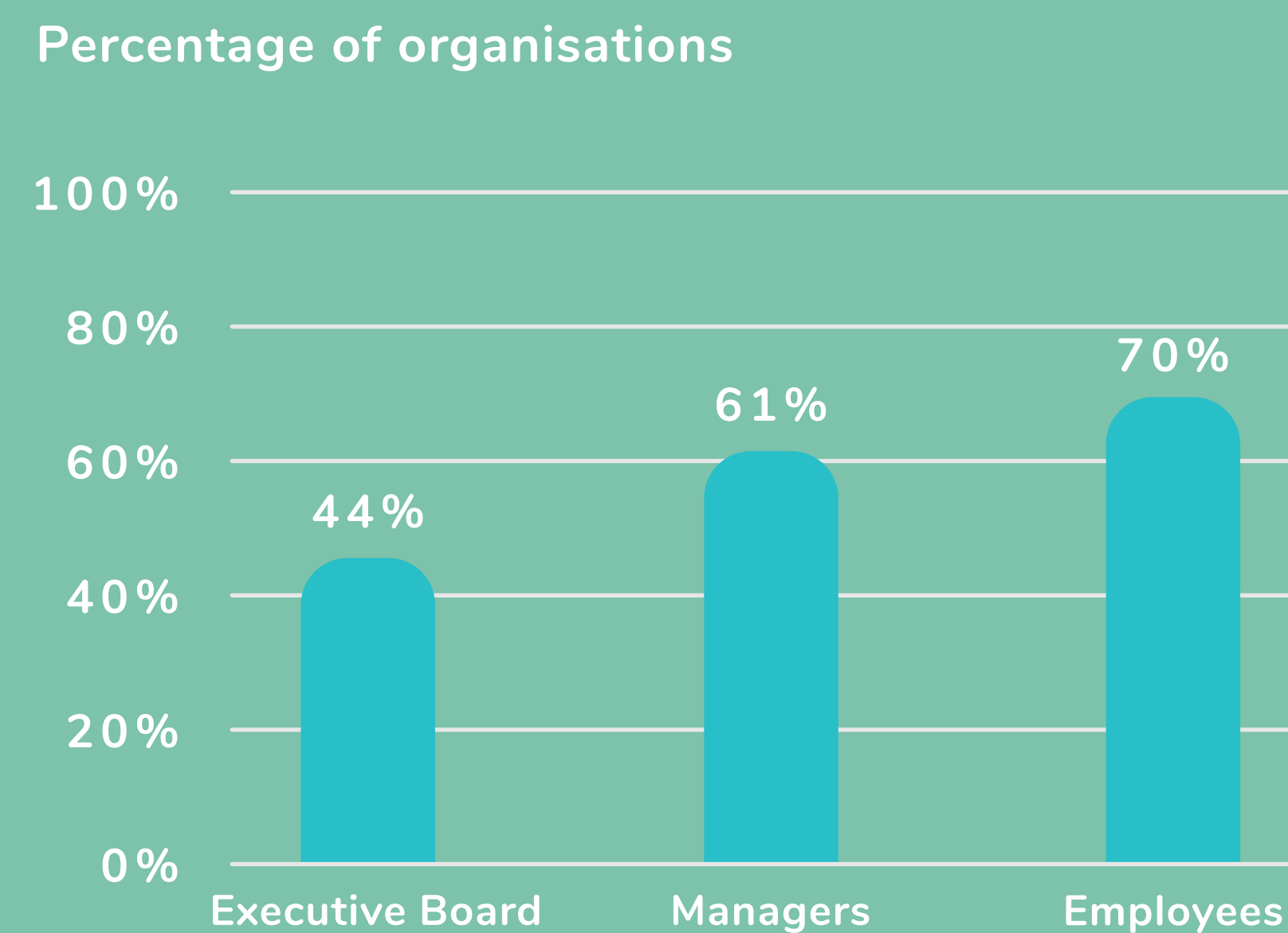


Source: Database Netherlands Inclusivity Monitor, February 2022
N=48 organisations

Most organisations focus on creating support for policy on inflow and inclusion.

Among whom is support created?

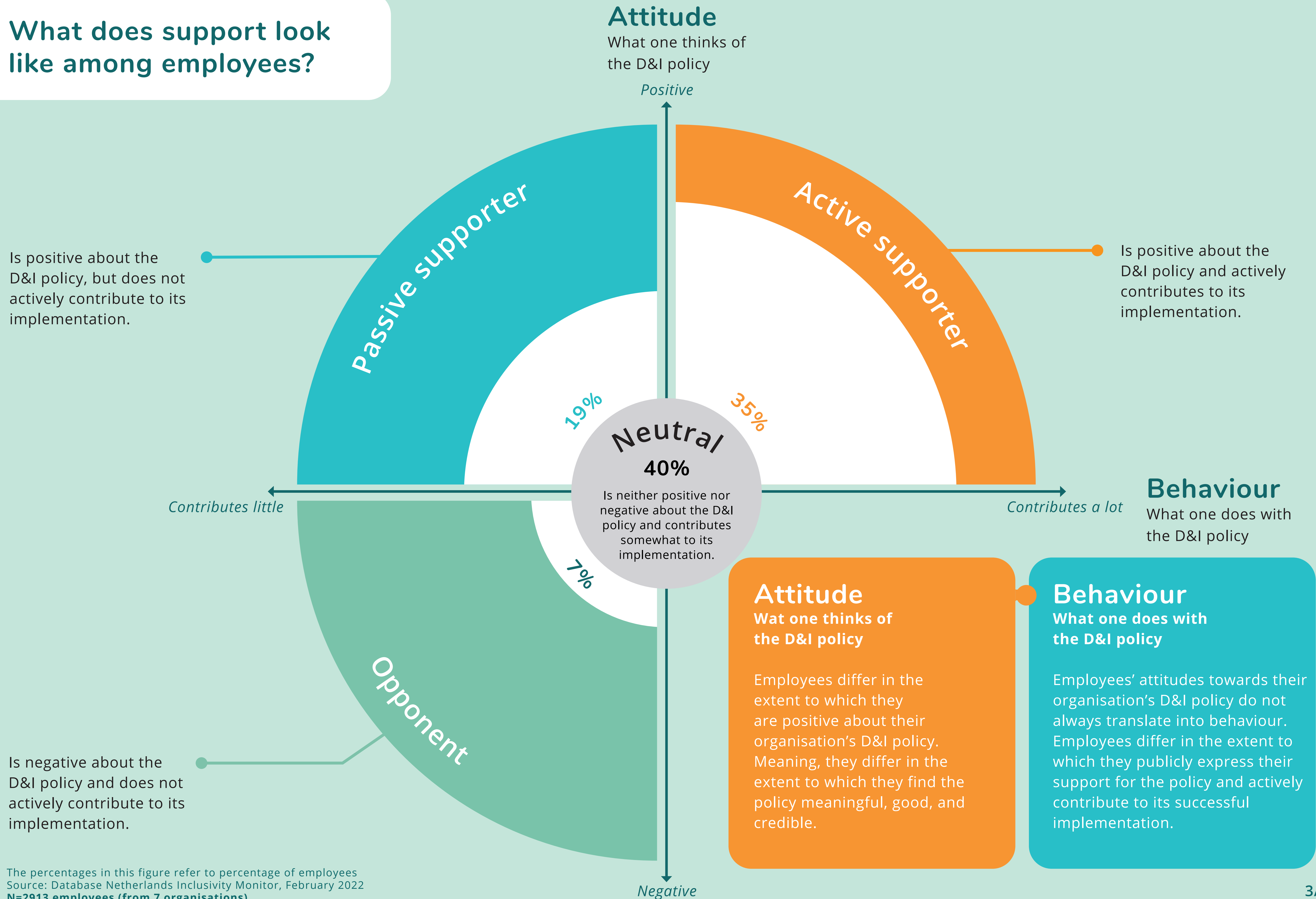
Most workshops, training sessions or lectures that Diversity Charter signatories employ to create support are targeted at employees. There are fewer activities aimed at creating support among the executive board and managers. This is especially true for organisations that have been implementing D&I policy for a longer time.



Source: Monitor Diversity Charter 2020, Regioplan/SER Diversity at Work, August 2021
N=124 organisations

Most workshops, training sessions or lectures focus on creating support among employees.

What does support look like among employees?



The percentages in this figure refer to percentage of employees
Source: Database Netherlands Inclusivity Monitor, February 2022
N=2913 employees (from 7 organisations)

What is the level of support among different groups of employees?

Managers and non-managers

What do we see?

Employees in managerial positions are equally positive about D&I policy as non-managers, but contribute more actively to it.

Managers contribute more actively to D&I policy than non-managers

Managers (331 employees)
Non-managers (2287 employees)



Source: Database Netherlands Inclusivity Monitor, February 2022
N=2618 employees (from 7 organisations)

Majority and minority group

What do we see?

Employees who perceive themselves as similar to their colleagues (the 'Majority') are more positive about D&I policy than employees who perceive themselves as different (the 'Minority'), but do not contribute to it more actively. It is important to gain insight into why the minority group is more critical of the policies in place.

The majority group is more positive about D&I policy than the minority group

Majority (1636 employees)
Minority (972 employees)



Source: Database Netherlands Inclusivity Monitor, February 2022
N=2608 employees (from 7 organisations)

What can HR do to create support?

At what **organisational level** does HR want to create support?

Executive Board
Creating the right conditions (resources and responsibilities) for the D&I initiatives

Managers
Safeguarding successful implementation of D&I initiatives

Employees
Support and provide input on D&I initiatives

What **strategies** can HR employ?

Assign responsibility
For promoting D&I

Provide insight
Into the importance, goals and consequences of D&I initiatives

Grant participation
In the design and implementation of D&I initiatives

Educate
In D&I awareness and competences

Invite
To participate in D&I initiatives

What **interventions** can HR employ?

Recruit D&I ambassadors within the board
Who take on the responsibility for the subject of D&I within the organisation

Give presentations to the board
Explaining reasons, consequences, added value, and prerequisites of the interventions

Integrate D&I as a core value
In internal documents and communications

Assess managers on D&I goals
By creating ownership, making them responsible and facilitating them

Provide D&I training for managers
Aimed at developing knowledge and skills on handling and enhancing D&I in the workplace

Facilitate D&I brainstorming sessions for managers
Focused on contributing to the content, design, and implementation of the intervention

Regularly propagate the vision on D&I
In written and oral internal communication or through specific D&I celebrations

Facilitate employee networks and/or dialogue sessions
To collect ideas about and feedback on the intervention and to uncover opportunities and challenges

Provide D&I training for employees
Focused on raising awareness of and learning to deal with one's own (unconscious) prejudices