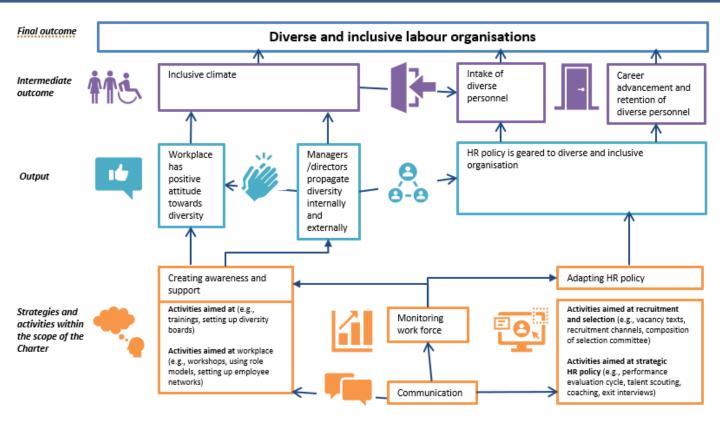The Diversity Charter Monitor provides an annual overview of the efforts and results of the diversity and inclusion policy of the Diversity Charter signatories.
This fact sheet presents the main findings of the 2022 Monitor, based on 205 progress reports.

Objectives

- In order to realise a more diverse work force, in 2022, most Charter signatories focused on the intake of various different diversity groups.
- The focus is mainly on attracting employees with a non-western migration background, employees with limited work ability, and women.
- Charter signatories also focus on increased career advancement of women to higher positions; while less attention is paid to retaining employees and career advancement of other employees.
- In 2022, the inclusion objectives are mainly aimed at improving the organisational culture, for instance by offering specific facilities to employees and training on inclusive leadership, and by promoting the participation of diversity groups within the organisation, for instance by means of development programs for diverse talent and accessible policies and procedures.

Diversity Charter signatories use two main strategies on behalf of a more diverse and inclusive organisation: 1) creating support and awareness, and 2) adapting the HR policy. To support this, they focus on monitoring and communication. Monitoring is important in order to measure the results and effects of both main strategies. Internal communication serves to create awareness and support. External communication may contribute to the image of the organisation as an attractive employer. The figure below presents a visual description of the underlying policy theory.

Strategies and activities

Awareness and support
- The top-3 of activities to increase awareness and support is:
    1. workshops, trainings and lectures;
    2. supporting diversity boards or working groups;
    3. supporting employee networks.
- Most workshops, trainings, and lectures are organised for the category 'other employees', followed by general management, and managers and directors.

Adapting HR policy
- The top-3 of activities to adapt the HR policy consists of:
    1. changing vacancy texts;
    2. appointing a confidential advisor or a point of contact for questions on diversity and inclusion;
    3. investigating new recruitment platforms.
- Nearly half of the Charter signatories define targets. Since 2019, more attention has been paid to this activity.

Monitoring
- All Charter signatories measure the progress of their diversity policy. The top-3 activities with regard to this are:
    1. registration of employee diversity characteristics;
    2. data analysis;
    3. questions about diversity and inclusion in employee satisfaction surveys.
- Especially sex and age of employees are registered by Charter signatories. Other dimensions of diversity are less often recorded, possibly due to privacy legislation.
- Monitoring mainly focuses on intake, and less on career advancement and employee turnover.
- Since 2019, more use has been made of exit-interviews and employee satisfaction surveys on behalf of monitoring.

Communication
- Intranet is the channel that is used most often for internal communication on diversity and inclusion, followed by internal meetings and an internal newsletter.
- For external communication Charter signatories mainly use their annual reports, social media and their websites.

Short term results (output)

Inclusion

- Charter signatories <u>achieved two thirds of their objectives aimed at inclusion;</u> nearly all other objectives are well underway. Most success has been achieved with adding questions on diversity and inclusion in employee satisfaction surveys.
- Charter signatories <u>positively</u> assess <u>the support for diversity and inclusion</u> in their organisations. Signatories are most positive about support at the level of management and directors (7.8 on a scale of 1 to 10), followed by managers in general (7.2) and personnel (7.1). More than two thirds think this is an improvement compared to 2021.

Diversity

- <u>Two thirds of the objectives for diversity have been achieved or are well underway</u>. Most attention is focused on attracting employees from diversity groups, especially employees with a non-western background, women, and employees with a reduced work ability.
- Charter signatories particularly reported a <u>higher intake</u> of employees with a reduced work ability, non-western migration background, and young employees compared to 2021.

Long term results (intermediate outcome)

More inclusive climate

- The vast majority of Charter signatories observe an improvement in <u>awareness and support among all layers of organisation</u> compared to 2021.
- They also report positively on <u>respectful behaviour</u> among employees (7.6), <u>diversity among clients</u> (7.4), <u>creativity and innovation</u> within the organisation (7.3), and <u>diversity in thought processes</u> of employees (7.3).
- Three quarters of the Charter signatories have <u>no insight into the contribution of the diversity and inclusion policy to business performance</u>. However, the trend from 2019 onwards shows that signatories have become more satisfied about business performance.

More diverse personnel

- As mentioned above, Charter signatories mainly report <u>positive results regarding the intake</u> of employees from diversity groups. This is reflected in the assessment of the results of the diversity and inclusion policy: nearly two thirds indicate that more employees from diversity groups have been attracted than in 2021.
- However, Charter signatories do believe there is room for improvement with regard to diversity of the workforce: they assess their success in attracting employees from diversity groups (6.8) and retaining these employees (6.7) as moderately positive.
- Just as in previous years, significantly less attention is paid to the continuation of the 'employee journey'. There are <u>fewer objectives regarding an increase in career advancement and reduced employee turnover; this is also less often monitored</u>.
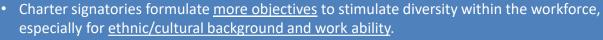
Conclusions

Awareness and support

- Charter signatories have implemented many activities to raise awareness and encourage support. This also translates into positive results: most signatories observe that awareness and support have increased among employees compared to last year. This is in line with findings of previous monitors; we observe a <u>positive trend in the field of awareness and support</u>.
- Employee satisfaction also seems to have improved: a large part of the Charter signatories claim to have achieved <u>higher scores in employee satisfaction surveys</u>.
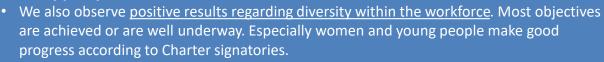
Adapting personnel policy

- Charter signatories formulate <u>more objectives</u> to stimulate diversity within the workforce, especially for <u>ethnic/cultural background and work ability</u>.
- It is striking that Charter signatories pay more attention to LGBTI+-employees than in previous years.
- <u>Most attention is paid to the intake of employees from diversity groups;</u> only for female employees attention is also paid to stimulating career advancement and counteracting employee turnover.
- The fact that the attention to retention and career advancement is lagging behind was also observed in previous monitors; it remains a point of interest. In order to realise more diversity in the workforce, it is important that Charter signatories focus their diversity and inclusion policy on the whole 'employee journey'.

Diversity policy results monitored

- We also observe <u>positive results regarding diversity within the workforce</u>. Most objectives are achieved or are well underway. Especially women and young people make good progress according to Charter signatories.
- Charter signatories have been <u>successful in recruiting employees with limited work ability, employees with a non-western migration background, and younger employees</u>.
- Despite increased attention to the dimension of sexual orientation/LHBTI+, there is still <u>limited visibility of the intake, career advancement, and employee turnover of LHBTI+-employees</u>. This suggests that Charter signatories do think it is important to make an effort for this group, but that they do not keep track of the actual numbers due to the sensitivity of these data.
- Since 2019, more attention has been paid to nearly all dimensions of diversity. Nearly all aspects of diversity have received more attention since 2019.
- There is also an <u>increased focus on inclusion</u>: we have observed a large increase in the number of inclusion objectives between 2020 and 2022.
- Just as in previous years, the <u>lack of available hours (FTE) is an important bottleneck</u> in carrying out diversity and inclusion policy.