

# Diversiteit en Inclusie

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bestuurslid





# Wat?

- **Equity**

Maatwerk aanpassingen voor diegene die dat nodig heeft, om een gelijk speelveld te creëren

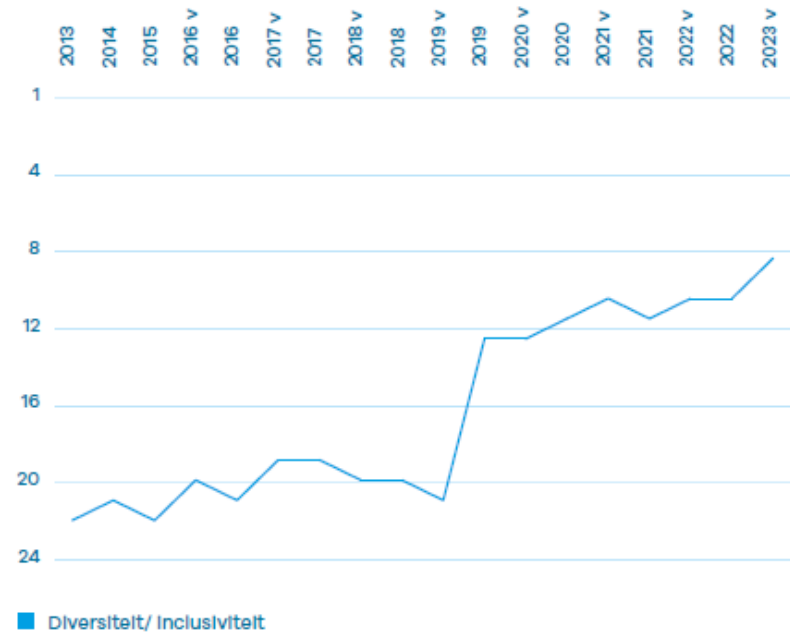
- **Dimensies:**

- Afkomst
- Religie
- Geslacht
- Leeftijd
- Geaardheid
- Beperking
  - Autisme
  - Taalachterstand
  - Geletterdheid
  - Digitalisering

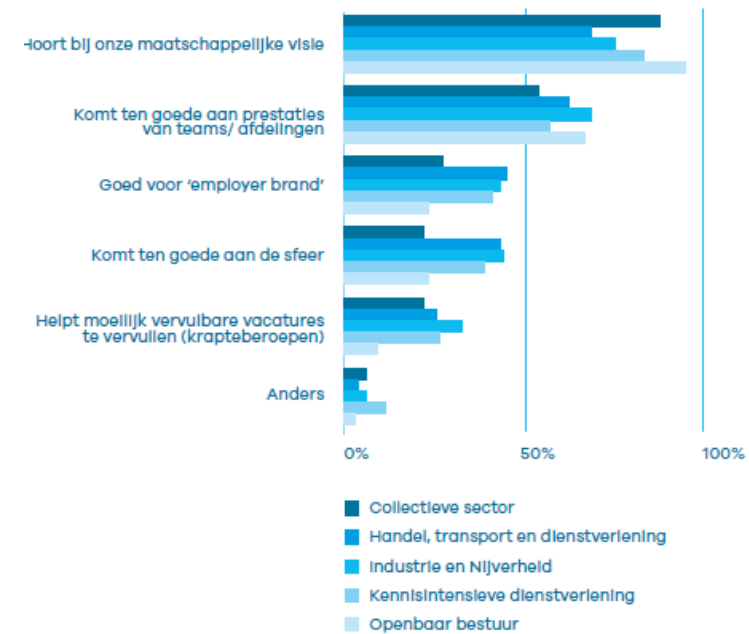


# HR Trendrapport

Figuur 27. Ontwikkeling HR-beleidsthema Inclusie & Diversiteit (2013-2023)



Figuur 42. Aanleiding sturing op beleidsthema Diversiteit/Inclusie – per sector



# Waarom nodig?

- Sustainability goals - VN
- Krapte arbeidsmarkt
- Verschil verrijkt
- Gen Z
- MVO-beleid



# Waarom lastig?

- Kleurenblind
- Vooroordelen
- Holistisch geheel
- Cultuur





## HOW



## Niet te hard van stapel





# DE&I trends

- Strategie prio
- Recruitment
- Employee Communities
- Reverse mentoring
- Levensfasebeleid – Inhealth



## Mannelijke woorden

Actief Agressief Agressie Analytisch Analyserend Assertief Atletisch  
Autonoom Avontuurlijk Bepalen Bepalend Besluitvaardig Bluffen  
Opscheppen Chemisch Commercieel Competent Competitief Deskundig  
Direct Doelgericht Doelbewust Doeltreffend Dominant Domineren  
Energiek Fanatiek Gedreven Gretig Gulzig Groot Halsstarrig Handig  
Hiërarchisch Hiërarchie Impulsief Individueel Individualistisch Industrieel  
Ingenieus Innovatief Koppig Star Kracht Kritisch Leider Leiderschap Logisch  
Masculien Mening Moed Moedig Lef Nietsontziend Roekeloos Objectief  
Onafhankelijk Ondernemend Praktijkgericht Principieel Professioneel  
Resultaatgericht Snel Solide Stevig Stressbestendig Superieur Technisch  
Toonaangevend Uitdagend Uitdaging Vastberaden Vastberadenheid  
Vijandig Volhardend Zelfredzaam Zelfsturend Zelfverzekerd  
Zelfvoorzienend

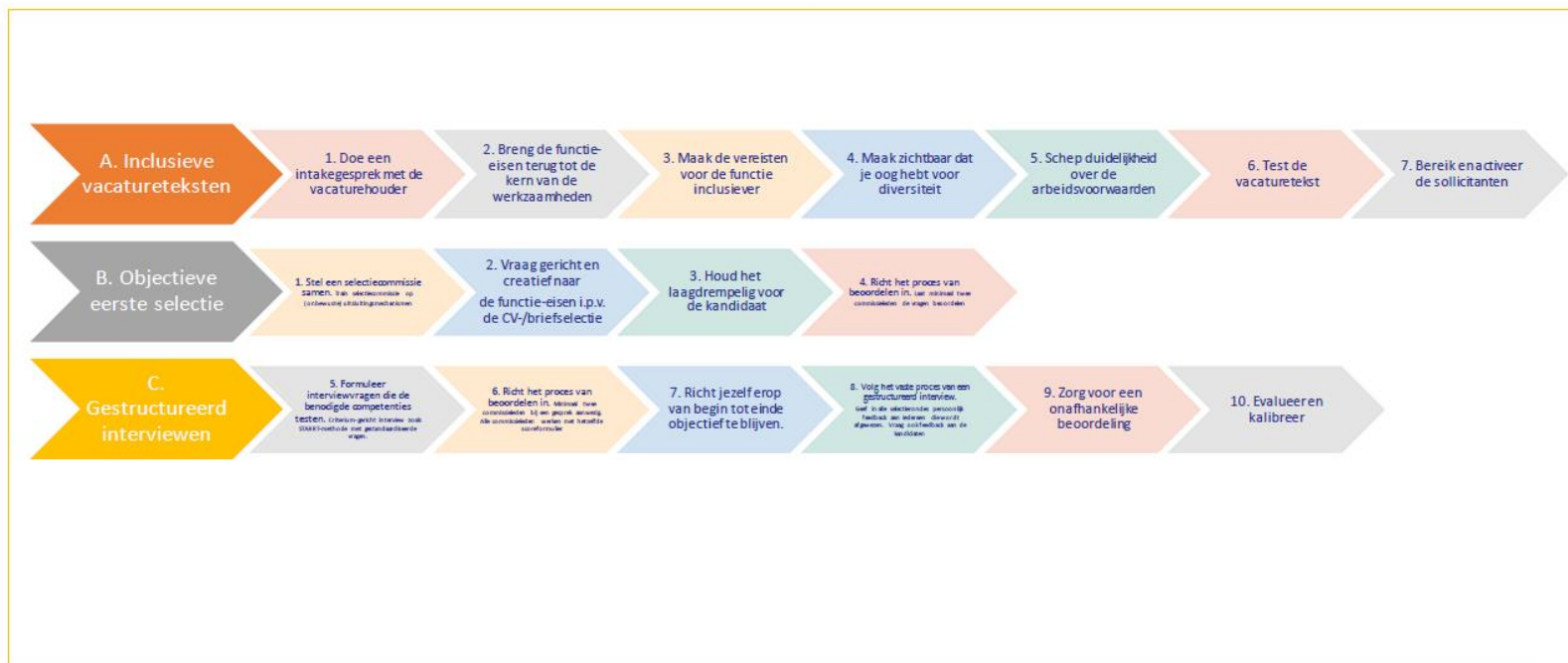
## Vrouwelijke woorden

Aardig Attent Zorgzaam Begripvol Behulpzaam Beleefd Bereid Bereidwillig  
Bescheiden Betrokken Betrouwbaar Buigzaam Inschikkelijk Communaal  
Gemeenschappelijk Communicatief Coöperatief Samenwerken  
Samenwerkend Creatief Eerlijk Emotioneel Empathie Empathisch  
Enthousiast Feminieene Gevoelig Gezellig Hartelijk Interpersoonlijk  
Klantvriendelijk Loyaal Meevoelend Mededogend Compassie Menselijk  
Nauwgezet Nauwkeurig Onderdanig Open Ordelijk Prettig Plezierig Sociaal  
Steun Steunend Ondersteunend Stil Teruggetrokken Sympathiek  
Toegewijd Veelzijdig Verantwoordelijk Verbinden Verbindend  
Verwantschap Verzorgen Verzorgend Vleidend Volgzaam Vriendelijk Vrolijk  
Warm Zacht Zachtaardig Zorgvuldig

# De community of practice

Duur: 12 maanden

**AWWN**



Toegang tot [talentisbelangrijker.nl](https://talentisbelangrijker.nl)

**AWWN**

- 1 Alle informatie die wordt gedeeld in de trainingen
- 2 Alle handleidingen
- 3 Nieuws van andere communities

# Commitment

Dear Hiring Team,

As you know, [ ] is committed to enhancing the diversity of our workforce. Numerous studies have highlighted the link between diversity and performance, and we know from our own experience that we do a better job at identifying opportunities, solving problems and executing our strategy when we have colleagues with different backgrounds, experiences and perspectives in our teams.

You are listed as part of the hiring team for AUTOBELADER - 67811BR, so you are receiving this email with the attached document outlining what's expected of you during the recruitment process. Please review this document in full, as the hiring team will be held accountable for meeting the diverse candidate slate and interview panel requirements as described.

The above guidelines apply to all salaried exempt and non-exempt positions.

If you have any questions, please contact your HR representative.

- The **list of qualified candidates for interview** must include at least one underrepresented candidate.
- The **panel that interviews the candidates considered in the selection process** must include at least one underrepresented interviewer.
- HR should not be included as an underrepresented interviewer unless absolutely necessary.
- This process applies to all positions, including the following cases:
  - If a hiring manager already has a candidate in mind.
    - This process will ensure that we are fairly considering all qualified applicants for a position. The hiring manager should be actively reviewing all the qualified candidates and follow the same requirements for selecting a diverse candidate slate and a diverse interview panel in order to complete a fair and equitable interview process.
  - If the hiring manager would like to convert a contractor to a full-time role.
    - It is still necessary to obtain approval to post and source candidates for an open position. Hiring managers must still interview all qualified candidates to ensure that they are selecting the best candidate for the role. The same requirements for a diverse candidate slate and interview panel apply.
- If the requirement cannot be met, the direct manager of the hiring manager has to provide approval to make an exception to the policy. This needs to be provided to the recruiter for documentation purposes. This will be keyed into Kenexa and tracked.

There are many different traditionally underrepresented characteristics that an individual might possess, which together in a workplace would create diversity. Some of these characteristics may fall into the following categories: gender identity, sexual orientation, ethnic heritage, geographic origin, and/or disability status.

Although all of these backgrounds are valid dimensions of diversity, not all can be visibly identified for the purpose of this exercise. Thus, specific visible characteristics have been outlined to meet the requirement while remaining legally compliant and respectful of candidates' privacy. To meet the diverse candidate slate and interview panel requirement, at least one candidate / interviewer must possess an underrepresented characteristic in at least one of the following categories:

- Origin: the region in which one was raised; one's ethnic/ancestral heritage
  - Candidate / interviewer is from a different region than the other candidates / interviewers (e.g. Europe, Middle East, Africa, Asia, North America, South America)
- Gender identity: the gender one identifies as
  - Female, male
- Disability: if legally assessable
  - Cognitive, developmental, intellectual, mental, physical, sensory impairments

For interview panel only, and/or:

- Age: the amount of time someone has been living, which typically correlates to the type of life experience one has
  - Interviewer is <30 years old or > 50 years old

**In no case we want you to ask the candidate explicit questions about their origin, gender identity, disability or age, unless it is legally assessable.**



Ontwikkelingsfase  
Eigen grenzen aftasten



Spitsuurfase  
Druk, druk, druk!



Balansfase  
Keuzes maken



Verzilveringsfase  
Groei, handhaving of stagnatie



Mogelijkhedenfase  
Kwaliteit van het leven primeert

# Tips

- Gedragscode
- Voorbeeldgedrag belonen
- Maatwerk
- [Diversiteitsportal](#) – SER – Diversityday->
- Ministerie SZW – [VIA programma, platform en toolkits](#)
- Werkconferentie Wet Banenafpraak – [Natuurlijk Inclusief](#)
- [Congres Gelijke kansen – AWWN](#)
- [NIM nederlandse inclusiviteits monitor](#)



# Now!

- **Experts:**
  - [Jojanneke van der Toorn PhD](#)
  - [Sahar Noor PhD](#)
  - [Laura te Hennepe](#)
- **Voorbeeld doet volgen**
  - Bol.com, Ikea en ISS facility

**Inclusion  
is invisible  
to those who  
enjoy it**

**while others are being confronted with  
exclusion on a daily basis.**



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